

Mrs Vivien Perry

Westholme

## Inspection report

24-28 Victoria Road  
Lytham St Annes  
Lancashire  
FY8 1LE

Tel: 01253727114

Date of inspection visit:  
24 April 2018

Date of publication:  
18 June 2018

## Ratings

Overall rating for this service

Good ●

Is the service responsive?

Good ●

Is the service well-led?

Good ●

# Summary of findings

## Overall summary

We carried out an unannounced comprehensive inspection of this service on 15 December 2016. After that inspection, we received information of concern about service delivery at Westholme. As a result, we undertook a focused inspection to assess staff responsiveness to people's needs, as well as the management of the home. This report only covers our findings in relation to the leadership of Westholme and the care of those who lived there. You can read the report from our last comprehensive inspection, by selecting the 'all reports' link for Westholme on our website at [www.cqc.org.uk](http://www.cqc.org.uk).

Westholme provides care and support for a maximum of 26 older people. At the time of our inspection there were 21 people living at the home. Westholme is located near to the centre of St Annes, close to local services and amenities. The property is large, with accommodation spread over three floors. A lift provides access to the upper floors.

A registered manager was in place. A registered manager is a person who has registered with the Care Quality Commission (CQC) to manage the service. Like registered providers, they are 'registered persons'. Registered persons have legal responsibility for meeting the requirements in the Health and Social Care Act 2008 and associated Regulations about how the service is run.

At the last inspection on 15 December 2016, we rated the service as Good.

During this inspection, we received positive comments about opportunities to enhance people's social interactions. The registered manager had changed working practices to provide more frequent activities and time for staff to spend with those who lived at Westholme. One person who lived at the home commented, "There are plenty of staff around for me. They do try and get the residents going."

The registered manager obtained information from individuals and their families before admission and used this to develop care plans. Staff underpinned this with discussion with the person and their family to gain a greater appreciation of how best to support them.

Staff completed a detailed life history to better understand individuals who lived at the home. This included details about their preferences and wishes in relation to their support. The registered manager further strengthened staff skills with training in managing behaviour that challenged the service. A staff member told us, "The most important thing is always thinking about the residents' moods. I just act silly and make fun of myself and it keeps them going."

Monitoring charts were used to check on people's progress, including fluid and food, behavioural and checks on their whereabouts. However, we found staff did not always consistently maintain and complete these records. We discussed this with the registered manager, who showed us a new system they had introduced and additional staff training to improve the service.

We found the registered manager was working with the local authority to improve service delivery at Westholme. All staff we spoke with said the registered manager led the home well and supported them in their roles.

We found the registered manager regularly completed a variety of audits to check everyone's safety and welfare. We saw feedback from last year's survey was complementary about the standard of care and Westholme's environment. The registered manager told us they would act quickly if concerns were identified.

## The five questions we ask about services and what we found

We always ask the following five questions of services.

### Is the service responsive?

Good ●

The service remains responsive.

### Is the service well-led?

Good ●

The service remains well-led.

# Westholme

## **Detailed findings**

### Background to this inspection

We carried out this inspection under Section 60 of the Health and Social Care Act 2008 as part of our regulatory functions. This inspection was planned to check whether the provider is meeting the legal requirements and regulations associated with the Health and Social Care Act 2008, to look at the overall quality of the service, and to provide a rating for the service under the Care Act 2014.

Westholme is a 'care home.' People in care homes receive accommodation and nursing or personal care as a single package under one contractual agreement. CQC regulates both the premises and the care provided, both of which we looked at during this inspection.

We undertook an unannounced focused inspection of Westholme on 24 April 2018. This inspection was undertaken because we received information of concern about service delivery at Westholme. The team inspected the home against two of the five questions we ask about services: is the service responsive and well-led? This was because we wanted to assess staff responsiveness to people's needs, as well as the management of the home.

The inspection team consisted of two adult social care inspectors.

Before our unannounced inspection, we checked the information we held about Westholme. This included notifications the provider sent us about incidents that affect the health, safety and welfare of people who lived at the home. We also contacted other health and social care organisations such as the commissioning department at the local authority. This helped us to gain a balanced overview of what people experienced living at the home.

Additionally, we spoke with a range of individuals about Westholme. They included three people who lived at the home and a visiting healthcare professional. We also discussed the home with three staff members and the registered manager. We observed care and support in communal areas and looked around the building to check environmental safety and cleanliness. This enabled us to determine if people received the care and support they needed in an appropriate environment.

We also spent time reviewing records. We examined care records of three people who lived at Westholme.

This process is called pathway tracking and enables us to judge how well the home understands and plans to meet people's care needs and manage any risks to people's health and wellbeing. We also looked at documentation relevant to the management of Westholme.

# Is the service responsive?

## Our findings

This inspection visit was undertaken because we received information of concern about service delivery at Westholme. As a result, we undertook a focused inspection to assess staff responsiveness to people's needs.

When we discussed activities with people who lived at Westholme, we received positive comments about opportunities to enhance people's social interactions. One person said, "We were all in the garden with the nice weather, chatting and playing games." Another person added, "Staff are always around and encourage us to take part in whatever is going on." A third person commented, "The music man comes two or three times a week and is very good."

The registered manager had a programme of events to aid people's social stimulation, but added this was amended to fit their tastes and preferences. Activities included music, arts and crafts, games and exercise. A staff member commented, "Activities have really improved. We've changed how we work as a team, which has had a huge impact. We have much more time to sit and chat and keep people bubbly." Extensive, well-maintained gardens were accessible for people to have a quiet area to reflect and enjoy good weather. Staff told us they were not rushed in their duties and the registered manager actively encouraged them to spend time with people. Those who lived at Westholme confirmed this was an important aspect of their care. One person told us staff were, "Lovely, caring people who always seem to have a smile and spend time chatting, which is nice."

We saw evidence the registered manager completed a pre-admission assessment form to check the home was suitable to meet the person's needs. On admission, the management team used this information to develop a care plan. They underpinned this with discussion with the person and their family to gain a greater understanding of how best to support them. Assessments and care planning covered, for instance, movement and handling, personal care, physical health, mental health and management of behaviours that challenge. Care records we looked at demonstrated a person-centred approach to people's support as a way of maintaining their independence. A staff member told us, "If you expect every day to be perfect you are in the wrong job. It's a challenge, but I love that, making a difference in people's lives."

We found care records were centred on a full assessment of the person's expressed needs, preferences and ongoing requirements. For example, staff completed a detailed life history to better understand individuals who lived at the home. This covered their childhood, family life, work and education. Furthermore, the registered manager documented each person's choice in relation to name, activities, spirituality, meals and night checks. One person who lived at Westholme said, "They always ask me first before I go for a shower to see if I want one, or if I want to get dressed or go down stairs." The information was obtained from family members and all documentation was reviewed jointly as part of the individual's continuity of care. Staff assessed whether individuals had a disability or sensory impairment to check if they needed to access information in different formats. The provider underpinned this with, for example, easy read documents.

Monitoring charts were used to check on people's progress, including fluid and food, behavioural and checks on their whereabouts. However, we found staff did not always consistently maintain and complete

these records. For example, there was missing information and required monitoring was not always completed. We discussed this with the registered manager, who acknowledged the issues we found. They showed us a new system they had introduced, additional staff training and a commitment to developing this important aspect of care further. This will require time to embed at the home and we will review the new systems at our next comprehensive inspection.

A staff member stated they found recent dementia awareness training was very useful in their professional development to support those who lived at Westholme. They added, "It really helped me to understand different behaviours and ways of working with residents who have dementia. It really has helped me to work in a different way." The registered manager further strengthened staff skills with training in managing behaviour that challenged the service.

At the time of our inspection, no-one who lived at Westholme received end of life care. However, we saw care records included sections to check people's relevant wishes, such as preferred funeral arrangements.

Details were made available to people and their relatives about steps to take if they wished to raise a complaint. When we discussed the principles of managing concerns with staff, they demonstrated a good awareness. One staff member told us, "I bring any complaints to [the registered manager]. If nothing was done I would take it further without hesitation." People we spoke with said they were confident if they had any issues the management team would deal with them appropriately. During our inspection, we saw the registered manager was in the process of addressing a complaint. Associated records included minutes from meetings held with relatives, the registered manager and other health and social care professionals involved. These indicated a desire to listen and act to improve people's experiences.



# Is the service well-led?

## Our findings

This inspection was undertaken because we received information of concern about service delivery at Westholme. As a result, we undertook a focused inspection to assess the management of the home.

Following this incident, we found the registered manager was working with the local authority to improve service delivery at Westholme. For example, they had strengthened monitoring systems and provided staff training. Additionally, they implemented a new form to ensure relatives were notified of any incidents at the home. We saw the provider worked with other organisations to improve the service and people's experiences of living there. This included external healthcare professionals, care co-ordinators and social workers.

There was a registered manager responsible for the oversight and day-to-day management of Westholme. People who lived at the home said the registered manager was visible, supportive and knowledgeable about their requirements. One person told us, "My [relative] is in another home and any time I like [the registered manager] will take me in the car to see her. He is so nice, a lovely man." Another person commented, "[The registered manager] is always around, not just sat in the office." A third person stated, "All in all a very good home that appears to be very well run."

The registered manager was in the process of sending out their annual satisfaction survey. The intention of this was to obtain people and relatives' feedback about the quality of their care. We saw feedback from last year's survey was complementary about the standard of care and Westholme's environment. One relative responded they would definitely recommend the home to others. Another family member commented, 'Staff are exceptionally friendly and caring.' The registered manager told us if they received negative feedback they would address this to maintain people's wellbeing.

We found the home had a calm atmosphere and staff were happy and smiling in their duties. All staff we spoke with said the registered manager led the home well and supported them in their roles. One staff member commented, "The managers are approachable and I feel well-supported." Staff said they enjoyed working at Westholme and felt the management team involved them in its development. This staff member added, "I feel able to put ideas to [the management team] and they listen. I suggested a new way of supporting a resident to [the registered manager] and we tried it and it's worked."

The registered manager held regular team meetings to disseminate guidance, share good practice and discuss any issues. A staff member said, "They're good. We get to talk about people's progress, new ways of working and any training." The provider demonstrated they were keen to improve everyone's experiences of living and working at Westholme. During our inspection, we observed they were in the process of enhancing the environment to improve people's wellbeing. We saw one lounge was being decorated and a toilet next to a bedroom was incorporated to provide en suite facilities.

We found the registered manager regularly completed a variety of audits to check everyone's safety and welfare. These included, for instance, fire safety, behaviours that challenge, safeguarding alerts, infection

control, care plans, medication and training. We saw evidence the registered manager acted on issues identified as part of their quality assurance checks. For example, the environment audit showed they found loose window handles in the conservatory, which were replaced to maintain people's safety and security.

The service had on display in the reception area of the home their last CQC rating, where people who visited the home could see it. This is a legal requirement from 01 April 2015.