

Hamilton House Medical Limited

Walton Heath Manor

Inspection report

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Ratings

Overall rating for this service

Outstanding 

Is the service safe?

Good 

Is the service effective?

Good 

Is the service caring?

Outstanding 

Is the service responsive?

Outstanding 

Is the service well-led?

Outstanding 

Summary of findings

Overall summary

About the service:

Walton Heath Manor provides personal care and support for a maximum of 46 older people with varying care needs. Accommodation is set over three floors all of which have access via stairs or a lift. On the day of our inspection 38 people were living at Walton Heath Manor.

People's experience of using this service:

There was an exceptionally strong person-centred culture and feeling of community at the service. The registered manager and senior team ensured this ethos was embedded through the whole staff team and people described a feeling of belonging and family at Walton Heath Manor. People, relatives, staff and visitors told us they felt listened to and included both in relation to their own individual care and the running of the service.

Health care professionals echoed people's views of the leadership and the registered manager. Comments included, "The manager likes to keep up to date with everything that's going on with residents. I wouldn't say a bad word about the place. The care is superb." And, "The manager knows all the residents extremely well from their medical needs to their likes and dislikes. She allows residents to maintain their independence whilst encouraging a feeling of community. The manager is a true leader who has developed a caring group of professionals who work as a team."

The staff team knew people extremely well and ensured they were at the centre of the service. People were fully involved and in control of how their care was provided. Staff placed great importance on supporting people to maintain contact with those important to them and to develop new and meaningful friendships. People were supported to maintain family traditions and families were involved in the service in imaginative ways. Religious views and values were respected and people were supported to practice their beliefs. Staff were highly motivated to provide positive outcomes for people and ensured their independence was maintained and developed.

Staff had respect for the registered manager as a leader and felt well supported and valued in their roles. The registered manager set very high standards and worked collaboratively with the provider to ensure continuous improvement and development of the service. Staff felt proud to work at the service and aspired to the high standards set by the management team. The different teams worked together cohesively and respected what each area contributed to making the service run smoothly for people. People, relatives and healthcare professionals described staff as loving and compassionate.

Staff went to great lengths to support people to maintain their lifestyle and hobbies. Activities were highly personalised and staff ensured people remained part of their community wherever possible. The service recognised the importance of using music to support people's well-being and incorporated this into many of their activities. People and their relatives received exceptional care and support when coming to the end of their life. The service had achieved accreditation with 'beacon status' from a national body for their work

in this area.

Staff received the training they required to carry out their roles to a high standard. All aspects of the service were audited and kept under continual review. People told us they felt safe living at Walton Heath Manor and risks to people's safety were managed well.

Rating at last inspection: Walton Heath Manor was previously rated as 'Good.' The report was published on the 15 October 2016.

Why we inspected:

This was a planned comprehensive inspection based on our previous rating

Follow up:

We will continue to monitor the service through the information we receive and return to visit in line with our re-inspection programme.

For more details, please see the full report which is on the CQC website at www.cqc.org.uk

The five questions we ask about services and what we found

We always ask the following five questions of services.

Is the service safe?

The service was safe

Details are in our Safe findings below.

Good ●

Is the service effective?

The service was effective

Details are in our Effective findings below.

Good ●

Is the service caring?

The service was exceptionally caring

Details are in our Caring findings below.

Outstanding ☆

Is the service responsive?

The service was exceptionally responsive

Details are in our Responsive findings below.

Outstanding ☆

Is the service well-led?

The service was exceptionally well-led

Details are in our Well-Led findings below.

Outstanding ☆

Walton Heath Manor

Detailed findings

Background to this inspection

The inspection:

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

Inspection team:

The inspection team consisted of two inspectors and an expert-by-experience. An expert-by-experience is a person who has personal experience of using or caring for someone who uses this type of care service.

Service and service type:

Walton Heath Manor is a care home. People in care homes receive accommodation and nursing or personal care. CQC regulates both the premises and the care provided, and both were looked at during this inspection.

The home had a manager registered with the Care Quality Commission. This means they and the provider are legally responsible for how the service is run and for the quality and safety of the care provided.

Notice of inspection:

The inspection took place on 10 April 2019 and was unannounced.

What we did:

Prior to this inspection we reviewed all the information we held about the service, including data about safeguarding and statutory notifications. Statutory notifications are information about important events which the provider is required to send us by law. We used information the provider sent us in the Provider Information Return. Providers are required to send us key information about their service, what they do well, and improvements they plan to make. This information helps support our inspections.

As part of our inspection we spoke with nine people who lived at the service and observed the care and support provided to people. We also spoke with the registered manager, 10 staff members and a visiting

health care professional. We reviewed a range of documents about people's care and how the home was managed. We looked at six care plans, four staff files, medication administration records, risk assessments, policies and procedures and internal audits that had been completed.

Following the inspection, we received feedback from three relatives, two staff members and two health care professionals. We also requested the provider forward additional information including staff training records, further audit information and capacity assessments

Is the service safe?

Our findings

Safe – this means we looked for evidence that people were protected from abuse and avoidable harm

People were safe and protected from avoidable harm. Legal requirements were met.

Systems and processes to safeguard people from the risk of abuse

- Staff had received safeguarding training and were aware of the different types of potential abuse, signs of concerns to look for and reporting procedures. People appeared relaxed in the company of staff and spoke highly of the care they received.
- Staff told us they would feel confident in reporting any safeguarding concerns. One staff member told us, "All staff would report anything they saw straight away and we all know (registered manager) would do something about it. All the staff care too much to let someone be abused."
- Information regarding how to report safeguarding concerns and whistle-blowing procedures were displayed throughout the service. The providers website had a link directly to Surrey County Councils safeguarding webpage which gave information on how a safeguarding concern could be raised with them.

Assessing risk, safety monitoring and management; Learning lessons when things go wrong

- People told us they felt safe living at Walton Heath Manor. One person said, "We have a call bell in our room and can take it out of the room so if we need help somewhere else in the house we can press it." A second person told us, "There is always staff on and the front door is locked at night so I feel safe."
- Risks to people's safety had been assessed and action taken to minimise these risks. Care records contained risk assessments in areas including mobility, moving and handling, skin integrity, nutrition and hydration.
- Where risks were identified management plans were implemented which took into account people's wishes to maintain independence. One person's records showed their ability to mobilise varied on a day to day basis. There was detailed guidance for staff on how to assess and provide the support the person required depending on how they were feeling.
- Accidents and incidents were recorded and reviewed. Action was taken to minimise the risk of reoccurrence and reviews completed to identify any trends. One person told us they had experienced a series of falls. The registered manager had liaised with the person and their family to arrange treatment and mobility equipment. The person told us, "(Registered manager) liaised with my daughter. They sorted it all out. I've got this now (indicated mobility aid). I haven't had any falls since."
- People lived in a safe environment. Health and safety checks were completed in line with requirements and a maintenance programme was in place.
- The provider had a contingency plan which outlined the action staff should take in the event of an emergency arising. Personal emergency evacuations plans had been developed to inform staff and the emergency services of the support people required to move to a place of safety.

Staffing and recruitment

- Sufficient staff were deployed to meet people's needs safely. People told us they felt there were sufficient

staff and they did not have to wait for their care. One person told us, "There are always enough staff and they make sure they have the right staff for the job. Right from the top down." We observed staff were quick to respond to people's needs and people did not have to wait for their care.

- There was a stable staff team employed, the majority of whom had worked at Walton Heath Manor for many years. The registered manager and staff told us they were committed to ensuring people received care from a consistent staff team and agency staff were very rarely used.
- Robust recruitment systems were in place. Staff files showed that recruitment checks such as obtaining references and Disclosure and Barring Service (DBS) checks were completed prior to staff starting their employment.

Using medicines safely

- People received their medicines in line with prescription guidelines. People told us staff supported them with their medicines safely. One person said, "I feel happier when staff give me my medication. It makes me feel safe."
- Staff who administered medicines received training and their competency was assessed. We observed staff completing medicines administration and found this was done safely and in line with recommended guidance.
- Detailed records of people's medicines were maintained which guided staff on when and how people preferred to take their medicines. Where people preferred to take their own medicines a risk assessment was completed with them and protocols agreed.
- Robust systems were in place to monitor the safe storage and administration of medicines. One staff member told us, "The seniors monitor the medicines. We check it after every single medicine round now. And we check if anyone hasn't signed the MAR (medicine administration record) charts."

Preventing and controlling infection

- Safe infection control processes were followed. All areas of the service were clean and hygienic and smelled fresh.
- Cleaning schedules were in place for housekeeping staff to follow. Staff received training in infection control. Staff told us they had been taught to use different coloured mops and cleaning products for different areas of the home.
- Staff had access to personal protective equipment such as gloves and aprons. Posters showing safe hand-washing techniques were displayed in bathrooms.

Is the service effective?

Our findings

Effective – this means we looked for evidence that people's care, treatment and support achieved good outcomes and promoted a good quality of life, based on best available evidence

People's outcomes were consistently good, and people's feedback confirmed this.

Assessing people's needs and choices; delivering care in line with standards, guidance and the law

- Assessments were completed prior to people moving into Walton Heath Manor to ensure their needs could be met. One person told us, "They have a very thorough discussion within the assessment about family, interests, health and what you want. That's repeated after a week or so of being here to check things are as they should be. There's close attention to detail."
- Staff used recognised tools to assess people's needs in areas such as malnutrition screening and risks to skin integrity.
- National guidance was adhered to in order to ensure people received effective care. Oral health care assessments and care plans for people had recently been completed in line with NICE guidance.

Staff support: induction, training, skills and experience

- Staff told us training was a high priority in the service and records confirmed this was the case. One staff member told us "We are training all the time. We do moving and handling, infection control, safeguarding. I'm doing my first aid refresher next week. You do need refreshers because it drums it in and you can forget little things, too." The registered manager told us, "I believe in training. You have to resource and invest in your staff."
- We observed staff carry out their roles with confidence and used their skills in areas such as moving and handling and infection control. People told us they felt staff were trained well. One person said, "(registered manager) makes sure all staff are highly competent. They are all on a continual training programme."
- Staff were provided with training appropriate to their roles and to people's needs. Staff confirmed in addition to mandatory training they had received training in supporting people living with dementia and Parkinson's. Staff were also encouraged to work towards relevant qualifications. One staff member told us, "I have finished my level 3 [qualification in health and social care] here."
- When starting work at the service staff completed an induction programme which included shadowing more experienced staff. In addition, new staff were expected to complete the Care Certificate, a set of agreed standards that health and social care staff should demonstrate in their daily working lives.
- Records showed that staff received regular supervision to support them in their roles and staff confirmed this was the case. One staff member told us, "We all have supervision from one of the management team. We can approach any of them with a problem though and they will all help."

Supporting people to eat and drink enough to maintain a balanced diet

- People told us they enjoyed the food at Walton Heath Manor and were always offered a choice. One person told us, "The food is good, we are given a menu every day and there is a choice of four options. Also, as much veg as you would like and puddings. The dining room is very nice, like a restaurant."
- People's nutritional needs and food preferences were known to staff. The catering team confirmed they

were informed of any changes to people's needs. People's weights were monitored regularly and any significant changes discussed with healthcare professionals. The registered manager told us they followed a 'food first policy' to supporting people to increase their weight rather than providing food supplements.

- Where people required support to eat this was provided in a caring way at the person's own pace. Staff sat beside people whilst supporting them and shared conversation.
- Drinks were available to people at all times and staff supported people to stay hydrated. One person told us, "There is clean water changed twice a day in our rooms and staff insist on us drinking regularly."

Staff working with other agencies to provide consistent, effective, timely care; Supporting people to live healthier lives, access healthcare services and support

- People and their relatives told us people were supported to access healthcare in a timely manner. One person told us, "It's very good here as we have a doctor who comes every week, on a Thursday. You just have to let (registered manager) know you want to see the doctor."
- We observed one person being supported to attend a hospital appointment. Staff had liaised with the person, their family and the registered manager to ensure they were clear on the desired outcome and the on-going care the person wanted. Detailed records of the appointment were completed on their return.
- Care records evidenced people had access to a range of professionals including GP, district nurses, physiotherapy, chiropody and dental care.
- Healthcare professionals told us that referrals were appropriate and advice provided was followed. One healthcare professional told us, 'The records are well kept and thorough which is very useful as a visiting clinician. I am confident that any therapy advice given is recorded and then acted upon appropriately.' A second healthcare professional said, 'At the end of (visits) there are always several actions and (registered manager) always makes sure these are followed up and complete. I always feel residents are in safe hands. We have an excellent working relationship.'

Adapting service, design, decoration to meet people's needs

- People's rooms were highly personalised with their own furniture, pictures and decorations. One person told us, "I have a beautiful room. I brought all of my furniture with me. They were wonderful about making sure everything was arranged."
- All areas of the service were accessible to people. Hallways were wide and a lift was available to the upper floor. People had access to adapted bathrooms and toilets as required.
- Signage was clear to help people orientate around the service.
- The service was decorated and maintained to a high standard. People had access to an activities centre, conservatory and large, well-maintained gardens. There was a large lounge with a bar area and separate dining room.

Ensuring consent to care and treatment in line with law and guidance

The Mental Capacity Act 2005 (MCA) provides a legal framework for making particular decisions on behalf of people who may lack the mental capacity to do so for themselves. The Act requires that, as far as possible, people make their own decisions and are helped to do so when needed. When they lack mental capacity to take particular decisions, any made on their behalf must be in their best interests and as least restrictive as possible.

People can only be deprived of their liberty to receive care and treatment with appropriate legal authority. In care homes, and some hospitals, this is usually through MCA application procedures called the Deprivation of Liberty Safeguards (DoLS). We checked whether the service was working within the principles of the MCA, whether any restrictions on people's liberty had been authorised and whether any conditions on such authorisations were being met.

- Staff received training in the principles of the MCA and were able to describe how this impacted on their work. Supervision notes contained evidence that the MCA was discussed with staff to check their knowledge.
- Where required, capacity assessments were completed for specific decisions including consent to care and flu vaccinations. Best interest decisions were completed where people were determined to lack capacity. One person was assessed as not having capacity to make a decision regarding an operation. The person's views regarding the procedures and the person's relative, GP and staff had been involved in the best interest process.
- One person's records showed that their needs had changed although the capacity assessment had not been reviewed. Following our inspection, the registered manager provided evidence to show a review had been completed and DoLS application submitted.

Is the service caring?

Our findings

Caring – this means we looked for evidence that the service involved people and treated them with compassion, kindness, dignity and respect.

At the last inspection this key question was rated as Good. At this inspection this key question has now Outstanding.

This meant people were truly respected and valued as individuals; and empowered as partners in their care in an exceptional service.

Ensuring people are well treated and supported; respecting equality and diversity

- There was a strong person-centred culture at Walton Heath Manor. People and their relatives were consistently positive about the caring attitude of the staff. One person told us, "It's the level of care which is provided here which is unique. There is a huge amount of care and love here." Another person said, "Nothing is perfect but the staff try to make it perfect." One relative told us, "(Name) has received excellent care and stimulation at Walton Heath Manor and we have been impressed by the attention, care and love that all members of staff have shown to her."
- The service ensured that staff in all roles were highly motivated to offer care and support that was exceptionally kind and exceeded expectations. People and their relatives described staff as demonstrating love in the way they cared for people. One person told us, "Love is actually practiced here and there isn't a member of staff who doesn't subscribe to that."
- One relative told us, "The whole team are kind, caring and professional. Everyone from the care assistants to the chef and gardener have a positive regard for the residents and recognise the importance of supporting people to enjoy the final chapter of their life."
- Staff demonstrated a real empathy for people and there was a strong focus on building and maintaining meaningful relationships with people and those important to them. One person told us of a friendship they had developed with another person and how they were able to support each other in different ways. Staff clearly understood this friendship was extremely important to both people and had discussed how they could support them with this. The person told us, "It means the world to me."
- A staff member had recently got married and people told us how happy they had been to attend the service. One person told us they had been asked to do a reading during the service, One person told us, "That shows the extent of the real family we are here."
- Staff went above and beyond expectations to ensure people were able to maintain contact with their loved ones. One person's family lived some distance away. They became worried when a close family member became ill. Staff supported the person to visit their family members which was of great comfort to them.
- One person had a tradition of holding family gatherings each month with a takeaway. When they became unable to do this staff set up a room for them to invite their family and ordered a takeaway. This enabled the person to continue hosting this tradition.
- Staff encouraged people to develop friendships to minimise the risk of isolation. We observed staff encouraging people to sit with others and generating conversations which would be of interest to both

people. The registered manager told us that relationships people formed were always respected including when people were at the end of their life, "We make sure that we talk to people and will take them to sit with their friends and say goodbye. Staff will always make sure they have all the support they need."

- The registered manager was sensitive to the impact people passing away had on other people living at Walton Heath Manor and the staff team. They told us, "We hold a memorial service every year, it's a time to reflect and remember those who aren't with us. All the residents and staff come and we invite all the families of those who have passed in the last year and those who attended the previous year. It's a beautiful day and means so much to everyone."
- Staff were sensitive in their approach in supporting people's emotional needs and demonstrated understanding of how to support and reassure each individual. Staff were regularly using appropriate touch such as holding someone's hand or gently rubbing their back. When one person was concerned about attending a health appointment staff offered constant reassurance that they would stay with them. They calmly explained what would happen during the appointment and what they would do on their return. The person appeared calmer as they were smiling and chatting when they left for their appointment.
- Staff showed a genuine interest in the people they supported and spent time getting to know them and their life histories. People and staff we spoke with referred to the time they spent chatting together and the conversations they had about their lives. One person told us, "The staff are very good. We know each other well after all this time." When speaking to staff about people they became animated, relaying shared stories and an in-depth knowledge of people's lives. One staff member told us, "The people here are just amazing. The stories they have to tell, we can sit and talk for hours. This isn't just a job to any of the staff. When I'm not here I miss it."
- People's values and religious views were respected. People were supported to attend local churches if they wished. One person had been a lay preacher for many years. Staff had supported them to make links within the parish and the person had been able to continue this role in the local church. The person ran weekly services at Walton Heath Manor alongside the vicar and was able to provide pastoral care to people should they wish. The person told us staff had provided great encouragement to them to continue in this role which clearly meant a great deal to them.

Supporting people to express their views and be involved in making decisions about their care

- There was a strong emphasis throughout the service on ensuring people were provided with choice in all aspects of their care. Staff were noted to create conversations with people around what people wanted to do rather than simply ask questions. Staff were heard to continually seek people's opinions and preferences regarding day to day decisions such as how they liked their drinks, where they preferred to spend their time and when they would like support. One staff member told us, "We're constantly offering choices but it's also about knowing them really well. Sometimes you need to know what things to offer."
- Staff had an appreciation of people's individual needs and wishes and ensured these were reflected in the care people received. One person told us, "Like everything here they pay attention to the small things. It's a partnership to come up with ideas." People's care plans were regularly reviewed with them and where appropriate their relatives. One relative stated, "If there were any requests regarding her care the team would take it on and act accordingly. We found the regular care planning meetings very reassuring and gave us peace of mind that our mother's care included her well-being and safety."
- A link worker system was in place where each person was allocated a member of staff who they were able to discuss any concerns with or changes they would like to make. People we spoke with were aware of who their link worker was. One staff member described their link worker role to us, "We make sure care plans and reviews are up-to-date and monitor their health and general well-being. You have that connection with them, it's a different relationship."

Respecting and promoting people's privacy, dignity and independence

- People were supported to maintain their independence and staff understood how important this was to people. One person told us, "I can do all the things here I've always done and that is why I wouldn't be anywhere else." They told us this included attending their club daily and continuing to take an active part in the local community. One staff member told us, "We promote independence as much as we possibly can. It's important to them to be able to do things for themselves but we will always step in when they need help. It's part of knowing them all so well we understand when they need us and what they want to do."
- Staff's in-depth knowledge of people's care needs meant they were able to support people to remain independent. Due to their health needs one person's mobility and movement fluctuated from day to day. Staff told us how important the person's independence was to them. They were able to describe how they worked with the person to assess the level of support they required on a daily basis. This ensured the person was able to take control of their care. Staff had also ensured the correct equipment, access to technology and healthcare support was in place to maximise the person's ability to maintain their independence. Feedback in reviews stated the person appreciated the way in which staff supported them to remain as independent as they could be.
- Staff supported people to maintain their independence in accessing the local community. Where people were no longer able to drive staff provided lifts or arranged taxi's for people. This enabled people to continue to visit local shops, cafés and pubs as they had done prior to moving to the service. A number of people had requested mobility scooters which enabled them to visit the local shops independently. Storage had been made available and risk management plans implemented to facilitate this request.
- People were treated with dignity and respect. One person told us, "I am treated with the upmost respect and always have been here." Staff were seen to knock on people's doors before entering and all personal care was provided behind closed doors. Staff took time to speak with people when passing them in corridors and sat and chatted with people when they noted they were on their own.
- People's privacy and confidentiality was respected. One person told us, "There's good security of information. I know nothing of other people's information from staff."

Is the service responsive?

Our findings

Responsive – this means we looked for evidence that the service met people's needs

Services were tailored to meet the needs of individuals and delivered exceptionally well to ensure flexibility, choice and continuity of care.

Planning personalised care to meet people's needs, preferences, interests and give them choice and control

- People felt listened to and empowered in planning their care and staff used innovative ways to involve people. Staff supported one person to attend a local support group specific to their health condition. The information gained was then used when supporting the person to develop their care plan. This ensured staff had all the guidance they needed to help the person maximise their mobility and independence. The person had also learned of recommended technology to help them manage their condition and well-being. The supporting staff member used what they had learnt and transferred this information where it could be of benefit to others living with the same condition. This had had a positive impact on how staff supported people and led to others having greater control over their health condition.
- Care records were highly personalised and contained information regarding people's needs and how they wished to be cared for, their past lives, family and detailed information regarding their preferences such as specific music, films, books and poetry they enjoyed. Staff were able to tell us these details when speaking about people they cared for. People told us they were fully involved in both developing and reviewing their care records. One person told us, "It's very reassuring to me that they want to know all about me. If there's anything I don't like I can say and it changes."
- There were many examples of the service going the extra mile to ensure people were supported to maintain their lifestyle and interests. One person told us, "You can enjoy a good lifestyle here. I wouldn't swap it for anything." A second person said, "I was so impressed with the care for my wife. I said I'd move in as long as I could be responsible for the weeding in the garden and I am." The person told us that being able to do this meant a lot to them and made moving much easier for them. Another person was an accomplished pianist. Arrangements were made to create space for the person's keyboard to enable them to keep up their daily practice.
- The activities manager told us there was a strong emphasis on ensuring people were supported to maintain their hobbies and interests. They told us, "We do a life history with people and find out their hobbies, what they have done in the past and what they want to carry on doing. It can be anything from going to watch a tennis match, poetry reading, golf in the summer or going to the local shops. Whatever it is we will try our best to make it happen."
- Other people told us they had enjoyed being supported to further develop their interests. One person told us they had rekindled a previous interest in art, "There is art here every other Tuesday with an artist coming in. This is very enjoyable and I have found I like painting using acrylics." Another person had spoken about their love of the theatre. For a number of years, they had been supported to go and choose a play for a group to rehearse and perform a play reading evening for others living at Walton Heath Manor.
- In addition to the more personalised activities a wide range of group activities were offered which were continually reviewed. One member of the activity staff told us, "We've started doing an iPad support session as suddenly it seemed everyone had one. We're really flexible with whatever people ask for." People were

supported to use their tablet devices to keep in touch with family and friends.

- People told us they enjoyed the activities provided. One person said, "There is always something on, we are given a list on Friday with the following weeks activities on. I enjoy the knitting group. Often in the dining room there will be a sheet asking us where we would like to go."
- Music was incorporated into many activities in the service as staff had identified this was both popular and had a positive effect on people's well-being. In addition to starting each day with music and exercises there were several in-house music sessions, karaoke and a range of visiting entertainers. One person who had been struggling with their mobility had told staff they would like to dance again when the musicians and dancers were performing. Staff supported the person to do this, they told us, "Their face was priceless, it was so special for them. We all had a tear in our eye."
- Frequent outings and activities in the garden were organised for people both on an individual basis and in groups. One person told us, "You can put your name down for lots of different trips and outings and they listen for ideas of what you want to do." The service had its own transport and also used a local voluntary transport scheme when larger groups wished to go out together.

End of life care and support

- People and their families received exceptional care at the end of their life. One family member described the support they had received as a family of six children staying at the service for a two-week period to be with their loved one. They wrote, 'Thank you again for the amazing support you gave to us all during the last few weeks of my mother's life. Your end of life care is second to none.' Another relative stated, 'I could not have asked for or expected any more. The whole Walton Heath Manor team were brilliant.', 'Everything happened exactly as my mother would have wished.' A third relative said, 'I was fully supported in every respect and will always be eternally grateful for this.'
- The staff had been externally recognised for the outstanding end of life care they provided to people. In 2018 the Gold Standard Framework (GSF) accredited the service with Beacon status in recognition of the end of life care they provided. The Gold Standard Framework is a nationally recognised set of standards designed to help staff deliver a 'gold standard of care' for all people at the end of their lives. The report by the GFS assessor of the service stated, 'The passion and dedication of the staff and management is evident in every aspect of care. GSF is fully embedded to a very high standard and the team are continually working to move forward and improve'.
- Staff demonstrated clear understanding of the principles of the GSF and were passionate when describing how this impacted on their work. One staff member told us, "We focus on living well right up until their last days. A second staff member told us, "We've all had the gold standard framework training. There is always someone with them in their last days, we wouldn't leave them on their own. We try and keep people here until the end."
- Staff were able to describe the importance of creating a calm environment for people and their families by ensuring they were free from pain and had the things they wanted around them including their favourite music. Where people had specific wishes, staff supported them in this. One person loved to visit a particular restaurant and staff supported them go there during the last days of their life.
- The staff had been very responsive in making sure people remained engaged with their religious beliefs. The staff had made sure that where requested, pastoral care was available to people 24 hours a day. This information was discussed with people within the advance care plans and was also displayed in communal areas of the service.
- Staff were highly skilled at helping people and their families to explore and record their wishes about care at the end of their life, advanced care plans were developed with people to ensure their wishes regarding the care they wanted up to the end of their life were known to the service and their families. This included details of where the person wanted to be cared for and took into account their values and beliefs. One relative stated, 'My mother was able to record all her needs and wishes. Staff managed to create an

environment where she felt happy communicating on what would previously have been a bit of a no-go area.' Advanced care plans were discussed with people at their request or on a monthly basis to check if they wanted any changes to be made.

- A series of information leaflets had been developed to give guidance and support to people and their families in areas including an introduction to GSF, advanced care planning and coping with dying. These were also used to encourage conversations which were difficult for some people and their families such as what would happen in the last days of their life.
- There was a strong emphasis amongst the whole staff team that people should not die alone. Staff members from all roles who had built particularly close relationships with people took part in sitting with them to provide reassurance. A member of the housekeeping staff told us, "To be part of the end of life care when that final journey arrives is an honour to me and I hope I am giving that person comfort and reassurance."
- People were treated with respect and dignity following their death. When people were leaving the service following their death staff gathered to say goodbye. Other people living at Walton Heath Manor were also able to join staff in saying a final farewell should they wish to. The registered manager told us, "We make sure when they leave us they have their favourite blanket and something which is important to them." One person told us, "Seeing the staff and the genuine emotion they feel as the person leaves tells you how much they really care. There is a real sense of family here."
- The registered manager chaired regular meetings to review the support provided to people at the end of their life. This considered what had worked well for each person and anything they would consider doing differently to support people going forward.
- Health care professionals told us the service strived to provide outstanding person-centred end of life care. One health care professional told us, "The care is superb, especially the end-of-life care. They think about absolutely everything to make sure residents have everything they need. They never leave them on their own."

Improving care quality in response to complaints or concerns

- People and their relatives told us they would feel comfortable in raising concerns and believed these would be acted upon. One person told us, "I have gone straight to (registered manager) if there is a problem and she deals with it." One relative told us, "We can talk to (registered manager) if we're not satisfied with anything. She has told us her door was always open. I feel she would look into my concern and try to help although she would also say if she couldn't."
- On moving into the service details of how people could raise a concern were contained within welcome packs. In addition, posters were displayed prominently in communal areas which provided information to people on how they could raise a concern. The complaints policy outlined timescales and how concerns would be responded to.
- The registered manager maintained a complaints log which showed any concerns raised were responded to in line with the provider's policy. Complaints were regularly reviewed to look for any themes and action was taken to prevent concerns being repeated.
- Complaints was a standard agenda item for discussion at senior management meetings to ensure that any concerns had been fully addressed and any actions or learning implemented.

Is the service well-led?

Our findings

Well-Led – this means we looked for evidence that service leadership, management and governance assured high-quality, person-centred care; supported learning and innovation; and promoted an open, fair culture

Service leadership was exceptional and distinctive. Leaders and the service culture they created drove and improved high-quality, person-centred care.

Planning and promoting person-centred, high-quality care and support with openness; and how the provider understands and acts on their duty of candour responsibility; Continuous learning and improving care

- People and their relatives told us they felt the service was exceptionally well managed and the registered manager promoted a positive culture. One person told us, "(Registered manager) knows her staff well and is very organised." And other person said, "(Registered manager) cares greatly and this is communicated to the staff." A third person told us, "(Registered manager) makes us feel human and this trickles down to the rest of the staff." Compliments received from relatives included, "It goes without saying that the leadership you bring to the team along with (senior staff team) enables the staff team to be happy and to perform to their best. This 'happy ship' in turn provides a loving environment for staff to flourish in."
- Healthcare professionals told us they felt the registered manager had an in-depth knowledge of people and respected people as individuals. Comments included, "(Registered manager) likes to keep up to date with everything that's going on with residents. I wouldn't say a bad word about the place. The care is superb." And, "(Registered manager) knows all the residents extremely well from their medical needs to their likes and dislikes. She allows residents to maintain their independence whilst encouraging a feeling of community. (Registered manager) is a true leader who has developed a caring group of professionals who work as a team."
- There was a strong ethos of team work. Staff demonstrated a pride in working at the Walton Heath Manor and the care they provided to people. During the inspection staff asked to speak to members of the inspection team to tell us how proud they were of the care they provided to people. One staff member told us, "Everyone works as a team, if we ask for help with activities it's never a problem. The care staff are amazing; it's just such a nice place to be, a lovely sunny place and people are looked after so well. I love to tell people I work here." A second staff member told us, "The care here is second to none. All the staff know everyone like one of their own. We are a family here."
- The registered manager was committed to ensuring continual improvement and development of the service. The service volunteered to take part in various CCG projects looking to improve people's experience of care. These had included the food first project which had led to reduction in the number of food supplements prescribed to people. The service was also involved in the pilot project for implementation of the red bag scheme to assess the impact of the scheme in reducing hospital stays. The registered manager ensured their knowledge remained up to date by attending local managers and health forums.
- The registered manager promoted an environment of learning and development that gave all staff the opportunity to develop their knowledge and skills in social care practice. This was demonstrated in their approach to the Gold Standard Framework where staff members in all roles were supported to complete training and progress was continually discussed in all meetings across the service. This had led to the

support to people, relatives and staff being enhanced with regards to the provision of end of life care.

- The provider and registered manager worked collaboratively to provide high quality care with an emphasis on continual improvement. The registered manager and provider met regularly to discuss the service. Minutes showed discussions reviewed the performance of the service and looked at how improvements could be made and how problems could be solved. An example of this was a recent review of pay rates which had rewarded long serving staff but also led to staff increasing their hours. This meant the service was able to continue to support people without the use of agency staff. The registered manager told us they felt supported in their role, "I have a lot of support but I'm also trusted and given autonomy."
- People, staff and relatives all understood the ethos of the service and the mission and values statement were prominently displayed. Constant references were made by people, relatives and staff members to the feeling of family and community and how the care filtered through all the different staff roles. One relative reflected, "The same care and attention is shown by all the staff from the management team, the nursing staff, the people arranging activities, the cleaning and catering staff and everyone else who help WHM run so smoothly." The registered manager told us, "I believe in leadership rather than management but I also believe I am no more important than anybody else. I always praise the staff and say thank you. They know the residents always come first and if I'm needed I will always help."
- Many staff members had worked at the service for a number of years which provided people and their relatives with reassurance and continuity of care. One relative stated, "I have been particularly impressed by the long length of service of so many of the staff which I feel speaks volumes of the caring, happy environment fostered by management." The registered manager told us that the values of the service had been developed with staff over many years and continued to be developed and passed on. They told us, "I rarely have to recruit because we have such longevity in the staff team and they recommend us. They are very supportive of new staff and they (staff) have a very high bar about the level of care they will accept."

Managers and staff being clear about their roles, and understanding quality performance, risks and regulatory requirements

- There was a clear structure in place and staff understood their responsibilities and how their role contributed to the team. The registered manager told us that staff were involved in quality checks and audits to help them gain an understanding of regulations and requirements.
- Each role within the service was valued and staff we spoke with demonstrated respect for their colleagues. There was a strong ethos of team work which was fostered in by the management team. One staff member told us, "We all know we could ask any member of staff for help and they would be there. It's more a family than a team but we respect the boundaries." Staff at all levels received information relating to developments and planned improvements. The same level of training was completed by all staff to ensure they were clear on what was expected of them.
- Quality assurance systems were in place to monitor the service. A range of audits were completed and where improvements were required action plans were developed and monitored.
- Effective communication systems were in place to ensure that staff were aware of any changes and were working to the same goals. One staff member told us, "Communication is excellent, I would say. If there is a change, we communicate. We have to refer to the communication book and handover information is very good."

Engaging and involving people using the service, the public and staff, fully considering their equality characteristics; Working in partnership with others

- People and relatives were encouraged to give feedback on the running of the service and suggestions were listened to. Regular meetings were held where people could feedback what they had enjoyed and any suggestions. One person told us, "There are quarterly meetings for residents where anything can be discussed. We can ask for particular recreational activities and the three people who provide activities will

respond." Other examples included people requesting a dog for the service. A dog with the right temperament was found and the registered manager agreed to take on the responsibility of ownership and brought the dog to the service daily. We observed people enjoying playing and making a fuss of the dog. People had also suggested a hearing loop would be useful in communal areas. The provider had received quotes and the system was due to be fitted.

- Forums to discuss catering and activities were also available to people and suggestions were incorporated into the menu plan and activities programme.
- People's relatives were also involved in the service and helped to create a community atmosphere. One person's grandchild was part of a dance troupe. They were invited to perform at the summer garden party which the person and others thoroughly enjoyed. Other people's young relatives had been supported to undertake the volunteering element of the Duke of Edinburgh award at the service.
- Annual surveys were sent to people, relatives, staff and others involved in the service. Responses were extremely positive and any points raised were responded to and action plans implemented to address the points. This included minor changes to the building and ensuring staff were available to respond to the door bell promptly.
- All staff we spoke with told us they felt fully supported by the registered manager and senior team. They felt their views were listened to and the management team as a whole was approachable and flexible. One staff member told us, "We are supported 100% by the senior staff, the manager, everyone. If you have any trouble, you can go the (registered manager). Her door is always open to us. She has never refused me coming to see her for anything."
- The service had established links with the local community such as the church, café's and the local pub.
- Strong links had been established with healthcare practitioners including the local hospice, a visiting physiotherapist and GP surgery. One healthcare professional told us, "It is the kindness I see which is so lovely. Staff are gentle and never give the impression of being busy to help or talk to residents. They manage to do this while equally maintaining a safe, smoothly run, well organised residential home."
- The CQC had been notified of all significant events that happened in the service in a timely way. This meant we were able to check that the provider took appropriate action when necessary. Systems were in place to monitor the submission of notifications and any additional information requested was provided promptly.