

# Action Plan for Cheshire Grange



We thought it might be useful to residents, potential residents, their relatives and friends to make clear our response to our latest inspection report, published in October 2018, setting out the actions we are taking to improve care at Cheshire Grange. We were grateful that the Care Quality Commission noted good practice in many areas, including rating us with 'good' status for being 'caring', and 'effective'. For example they noted that: 'We observed warm interactions between staff and people. Staff demonstrated warmth and empathy towards people and wanted to provide a good standard of care for people. Staff explained people's needs and knew what was important to people including their relationships. Visitors were seen throughout the day to visit people and they were being welcomed by staff. Staff were seen speaking to relatives politely.' And: 'Privacy and dignity was respected by staff. We observed a staff member consoling a person who was upset and they supported them in maintaining their dignity as they were in a communal space with others on looking. The staff member spoke to the person softly and quietly and they were seen calming the person who responded positively to them.'

The Care Quality Commission's overall rating for Cheshire Grange was that it 'requires improvement', however, singling out three areas at the time of their inspection. We value the Care Quality Commission's view of how we deliver care and recognise that we need to do better in some specific areas.

We are already addressing issues identified in the report but there are areas in which ongoing work is needed, and we want to reassure you that we are taking appropriate actions. We believe that setting out these actions will help everyone interested in care at Cheshire Grange to understand the inspection report and how we are improving the care we offer.

## Report findings and actions

*The Care Quality Commission asked us to ensure that sufficient numbers of staff are deployed in the service.*

To ensure that we improve in this area:

- All residents have a holistic assessment of risk and all core risk assessments are completed on admission and reviewed/updated at monthly intervals thereafter and/or as need arises.
- The General Manager and Deputy Manager check that care plans and risk assessments are updated after a resident has had a fall.
- The Clinical Development Nurse checks care plans and risk assessments have been updated on her monthly visits to Cheshire grange.
- During the Regional Director's monthly support visit care plans and risk assessments are checked to ensure they have been updated as per Barchester Healthcare Policy and its clinical governance
- All staff have Supervision on the importance of updating care plans and carrying out risk assessments in a timely manner when needs have changed.



- Monthly care plan audits take place
- The Regional Director checks that systems are in place and that actions needed are being followed up during weekly support visits and monthly review visits
- The Quality Improvement Specialists checks that all care plans are written with a person-centred approach way and reflect the needs of the individual resident

*The Care Quality Commission asked us to ensure that effective quality monitoring and accurate record keeping is maintained throughout the service.*

To ensure that we improve in this area:

- Nurses and care staff complete monthly skin inspections and record results in care plans
- The General Manager and nursing team have completed supervisions for all staff on identifying bruises and what action to take when bruises have been identified
- All staff have had supervision on the importance of daily visual skin inspections, recording and reporting findings
- During the daily 'stand up' meeting the General Manager discusses any tissue viability issues.
- The General Manager and Deputy Manager ensure safeguarding log sheets are completed and filed when a safeguarding order has been requested
- The General Manager ensures Statutory Notifications are completed and sent to the Care Quality Commission without delay. The Deputy Manger completes them in the absence of the General Manager
- All staff have read Barchester Healthcare Safeguarding policy and the Warrington Safeguarding policy. Staff who have read the policies sign a form that confirms that they have understood the policy and know where to find the paperwork
- Monthly care plan audits are completed
- The Regional Director checks that systems in place and that actions needed are being followed up during weekly support visits and monthly review visit
- The Quality Improvement Specialists monitors that all care plans are written with a person-centred approach and reflect the needs of the individual resident

*The Care Quality Commission asked us to ensure that risks are always identified, reviewed and mitigated, with robust safeguarding systems in place.*

To ensure that we improve in this area:

- Monthly Divisional review meetings are held: the senior management team discuss all the homes in the division including Cheshire Grange, including risk, quality and regulatory issues
- We have Clinical Governance systems in place where key performance indicator information is entered and monitored by the Regulation Team, Clinical Development Nurses and Regional Directors



- At the end of the month the General Manager ensures clinical meetings are completed. During clinical meetings the General Manager discusses information on Clinical Governance and any lessons learnt. During the meeting there are also discussions about incident themes and trends
- The Deputy Manager ensures handover sheets are updated when there are changes in a resident's needs
- During the daily 'stand up' meeting the General Manager discusses any incident and risks
- The General Manager ensures meeting are carried out as per Barchester Healthcare policy
- The General Manager ensures monthly audits are completed as per Barchester Healthcare policy
- During monthly visits, the Regional Director checks that the meeting and Clinical Governance requirements have been followed
- The Director of Regulation looks into notifications and safeguarding referrals and extends her oversight as necessary
- The Regional Director checks that systems are in place and that actions needed are being followed up during weekly support visits and monthly review visits
- The Quality Improvement Specialists checks that all care plans are written with a person-centred approach and reflect the needs of the individual resident

### ***Accountability for change***

We are pleased that the Care Quality Commission noted good practice in important areas of our work at Cheshire Grange, rating it 'good' in terms of being 'caring' and 'effective'. We were pleased that they recorded that: 'People living at the home told us "they're {staff} very good", a second person said "We are very well cared for". A third person we spoke with said "They couldn't be any better caring; the care is total". 'A second visitor said "They're very caring." A third visitor told us "The staff are upbeat and you don't hear them moaning about their job. They try to cheer people up if they're {service users} are having a bad day." And: 'People were encouraged to be as independent as possible and staff we spoke with were able to tell us what people could do for themselves. People were able to choose to sit alone, or in a smaller or larger group. A person who became distressed at the prospect of sitting with others was given time and support by carers, using a calm and pleasant tone of voice. A relative of one person living at the home told us they had observed improvements in their relative's mood since the person moved into the home and they attributed this to the staff approach with the person.'

However, we know that we need to improve in some specific areas. We are working to ensure that we meet Care Quality Commission requirements. We are monitoring our progress carefully, audited through regular visits from senior managers: our progress will also be monitored by the Care Quality Commission.

As the new General Manager for Cheshire Grange these actions are currently accountable to me. If you would like to talk about any of the issues this raises I and my team would be pleased to do so.



Sincerely,

Dawn Smith,  
General Manager

29/04/19

