

Belsfield Care Limited

Rossall

Inspection report

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Ratings

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|---------------------------------|---|
| Overall rating for this service | Outstanding  |
| Is the service safe? | Outstanding  |
| Is the service effective? | Outstanding  |
| Is the service caring? | Outstanding  |
| Is the service responsive? | Outstanding  |
| Is the service well-led? | Outstanding  |

Summary of findings

Overall summary

About the service

Rossall is a nursing home providing personal care to 46 people with complex needs at the time of our inspection. The service can support up to 46 people within three units spread over one floor. There are multiple lounges, rest spaces, dining areas and themed rooms for people's comfort and relaxation.

People's experience of using this service and what we found

The provider continued to have exceptionally high staffing levels and skill mixes to maximise people's safety and welfare. A relative commented, "The home is a well organised team, each member fully supporting each other. I cannot speak highly enough of the team." People and relatives told us this meant they were empowered to lead significantly more purposeful lives. The provider excelled in protecting people from harm, including extensive training provision. They were also highly innovative and effective in using evidence-based tools and procedures to retain people's safety. A relative stated, "Absolutely, [my relative] is not at all unsafe. I can't praise this place enough." The registered manager continued to maintain very good standards in the safe management of people's medicines. The focus was centred on administering medication only where it maximised a purposeful life.

The provider was highly effective at ensuring people were vigorously assessed and monitored through extensive, multi-disciplinary and proactive treatment programmes. A visiting professional said, "Having worked for quite some time with this home, I find it is without doubt excellent. It is the most enthusiastic and compliant of all the services we work with." The provider continued to maintain an outstanding model to meet people's nutritional care. A relative told us, "[My family member] absolutely does not go hungry, she has everything she needs." The provider had an extensive training programme that led to extremely effective and skilled staff. A relative confirmed, "Yes, absolutely the staff are well trained."

People were supported to have maximum choice and control of their lives and staff supported them in the least restrictive way possible. The policies and systems in the service supported this practice. A visiting professional stated, "The care records show an exemplary standard in the application of the Mental Capacity Act (2005)." Staff demonstrated outstanding skills in deploying different methods to help people fully participate in their care. The provider excelled at maintaining and enriching a highly adapted environment to support distressed individuals, including sensory areas to stimulate them and provide activities.

The management team and staff embraced people's diversity and excelled in sensitive care delivery centred on optimising people's human rights. A visiting professional described staff as exceedingly calm, professional and kind when assisting each person. People and relatives unanimously described staff as exceptionally caring. A relative commented, "What really sets them apart is their kindness and compassion. Often going the extra mile to make not just my [relative], but myself and my family feel very safe and secure."

The registered manager provided an outstanding range of activities to improve people's social skills and

mental welfare. A staff member told us, "The activities are amazing and we keep this as our main focus." The management team created a highly proactive care model to ensure staff were responsive to people's needs. They delivered outstanding end of life care by optimising people's comfort, wishes and symptom management and instilled this in their workforce.

The provider worked with other organisations to enhance its excellent service delivery. The management team analysed survey results with a strong desire to continuously improve. Extensive service auditing was clearly directed at reviewing any lessons learnt to maximise people's safety and quality of life. Rossall had very strong leadership with an excellent caring approach to its workforce. A relative said, "[The registered manager] is very hands on. You can see her any time." A staff member added, "I really like it here. I feel well supported and the opportunity for promotion contributes to a very positive culture within the home."

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

Rating at last inspection and update

The last rating for this service was outstanding (published 07 June 2017).

Why we inspected

This was a planned inspection based on the previous rating.

Follow up

We will continue to monitor information we receive about the service until we return to visit as per our re-inspection programme. If we receive any concerning information we may inspect sooner.

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 exceptionally safe.

Details are in our safe findings below.

Outstanding 

Is the service effective?

The service was exceptionally effective.

Details are in our effective findings below.

Outstanding 

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 

Rossall

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. We checked whether the provider was meeting the legal requirements and regulations associated with the Act. We looked at the overall quality of the service and provided a rating for the service under the Care Act 2014.

Inspection team

This inspection was carried out by two inspectors, a specialist advisor, with a social work background supporting people who live with dementia, 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

Rossall 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, and both were looked at during this inspection.

The service had a manager registered with the Care Quality Commission. This means that 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

This inspection was unannounced.

What we did before the inspection

We reviewed information we had received about the service since the last inspection. We sought feedback from the local authority and professionals who work with the service. The provider was not asked to complete a provider information return prior to this inspection. This is information we require providers to send us to give some key information about the service, what the service does well and improvements they plan to make. We took this into account when we inspected the service and made the judgements in this report. This information helps support our inspections. We used all of this information to plan our inspection.

During the inspection

We spoke about Rossall with four people, four relatives, twelve staff and the registered manager. We further discussed the home with two visiting healthcare professionals. We used the Short Observational Framework for Inspection (SOFI). SOFI is a way of observing care to help us understand the experience of people who could not talk with us. We walked around the building to carry out a visual check and ensure Rossall was clean, hygienic and a safe place to live.

We looked at records related to the management of the service. We did this to ensure the provider had oversight of the home, responded to any concerns and led Rossall in ongoing improvements. We checked care records of three people and looked at staffing levels, recruitment procedures and training provision.

Is the service safe?

Our findings

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

At the last inspection this key question was rated as outstanding. At this inspection this key question has remained the same. This meant people were protected by a strong and distinctive approach to safeguarding, including positive risk-taking to maximise their control over their lives. People were fully involved, and the provider was open and transparent when things went wrong.

Staffing and recruitment

- The provider continued to have exceptionally high staffing levels and skill mixes to maximise people's safety and opportunity to lead meaningful lives. A staff member stated, "I feel guilty when all I've done all day is take people for a walk, then to a show and then off to the cinema." The provider deployed additional personnel to provide one or two-to-one staff, before this was even funded, to comfort agitated or distressed individuals. Throughout each day 50 to 55 staff assisted 46 people, dependent on the number of external social activities and appointments. A visiting professional commented, "The home is well staffed. We are always dealt with promptly and have a supporting member of staff to accompany us."
- The provider created a highly structured management team and range of staff roles to aid its workforce. An employee said, "We have different staff with different skills and space to show everyone can be the best." The focus was optimising people's opportunity to lead meaningful lives and give staff breaks from helping those with complex needs. This also offered each person a fresh face to talk with. The registered manager audited the call bell system to assess if extra staff were required to support people's changing needs.
- People and relatives told us the excellent staffing provision meant they were empowered to lead significantly more purposeful lives. This was because readily available staff helped them to fully participate in hobbies, enhance their social skills and monitor their safety. One person confirmed, "They always have a lot on at any one time." A relative said, "As far as we are concerned they are outstanding." Another relative added, "There is ample staff, sometimes more than residents."
- The management team followed the same safe recruitment procedures found at their last inspection. They checked each individual's fitness to support vulnerable adults. Staff commented their employment was professional and they received an extensive induction programme.

Systems and processes to safeguard people from the risk of abuse

- The provider continued to excel in protecting people from harm or abuse. At our inspection, the training team was in the middle of delivering courses for staff as part of National Safeguarding Adults Week. Each day training focused on different topics, such as domestic abuse, harm to people who challenge the service and transforming care. A staff member stated, "[The registered manager] is always talking to us about safeguarding and whistleblowing. I mean, we've got all this special training every day with different subjects to do with abuse. It's incredibly informative."
- Posters around Rossall advised people and visitors on various safeguarding themes as part of the home's transparency. A manager told us, "It's getting staff and relatives seeing and talking about it. The more we talk about it the easier it will be understood and raised." People and relatives confirmed they fully understood how to raise concerns. The management team provided leaflets, including one they developed

entitled 'Safeguarding and the Prevent Duty.' Prevent is the government's national counter-terrorism strategy.

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

- The provider was highly effective in sustaining people's safety. They had an innovative system, which included sensor lighting to illuminate ensuite facilities when a person got up. Furthermore, discreet bed strips alerted staff if people were up for a period of time as a measure to monitor and reduce falls risk. The system also notified staff if someone was incontinent to ensure they were instantly assisted to optimise their comfort and skincare. A relative commented, "I have peace of mind when I leave, knowing [my relative] is being cared for so well." Another relative added, "It's definitely safe and it's always very calm in here."
- The registered manager purchased and deployed a new unique system to manage the risk of seizures. This alerted staff to a specific movement linked to this condition, rather than movements typical of sleep or being awake. The mechanism had been deployed to retain the safety of three individuals with highly effective outcomes since staff were able to respond immediately. They were enabled to provide appropriate interventions because they knew falls or unconsciousness, for example, were connected to a seizure rather than anything else. This demonstrated how proactive the management team was in planning ahead to meet people's specialist needs.
- People at Rossall had complex needs affecting their mobility and the provider recognised their responsibility to manage this. They were extremely proactive in funding an employee to qualify as their own physiotherapist to provide immediate treatment. This was an example of outstanding practice to mitigate accidents and maximise people's agility, limb movement and safety. The registered manager told us, "It's about positive risk taking and helping people with really complex needs to first settle in and then focus on helping them to improve."
- The management team continued to underpin their extensive risk management systems with evidence-based tools and procedures. These included the Falls Risk Assessment Tool, a measure intended to monitor each person's safety. Staff also utilised the National Osteoporosis Guideline Group assessment, which was a clinical guideline for the prevention and treatment of osteoporosis. All these measures meant there were no serious injuries or requirement for people to be hospitalised over the last 12 months. This was exceptional when compared to other similar services.
- The management and staff teams were very proactive when anything went wrong and worked closely with relevant agencies. They always reviewed policies and procedures and staff completed reflective practice, experiential learning and focused one-to-one supervision sessions.

Using medicines safely

- The registered manager continued to maintain very good standards in the safe management of people's medicines. Staff used evidence-based tools highly effective in optimising treatment outcomes, pain management and supporting individuals who were unable to communicate their needs. Nurses were trained to administer intravenous fluids and antibiotics to enable people to remain in their own familiar surroundings. All these processes resulted in Rossall achieving a consistent reduction in unnecessary hospital admissions to well below the national average.
- Extensive, personalised medication care plans and risk assessments guided staff about symptom management and the impact of side-effects on people's health. The focus for individuals with mental health or behaviours that challenged was centred on maximising a purposeful life. For example, staff used distraction and other techniques first and medication only as a last resort to reduce unnecessary restriction and debilitation. People confirmed they received their medicines safely and on time. One person stated, "I get my medication as regular as clockwork."

Preventing and controlling infection

- The provider maintained a very clean and bright environment to protect people from the risk of infection. Staff used wide-ranging personal protective equipment and control measures. The registered manager had a variety of systems to oversee related procedures, such as cleaning schedules and multiple audits.

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.

At the last inspection this key question was rated as outstanding. At this inspection this key question has remained the same. This meant people's outcomes were consistently better than expected compared to similar services. People's feedback described it as exceptional and distinctive.

Assessing people's needs and choices; delivering care in line with standards, guidance and the law; Staff working with other agencies to provide consistent, effective, timely care; Supporting people to live healthier lives, access healthcare services and support

- The provider's highly effective assessments reduced the risk of failed placements. A visiting professional said they struggled to place a person with complex needs until Rossall got involved and planned a detailed admission. They added, "Rossall is a resource that justifies its costs with its exemplary service and care for those with challenging needs." The provider achieved this by arranging several pre-admission multi-disciplinary meetings, involving relatives, focused on understanding the person's preferences and background. They carefully checked their high standards would attain the best outcome for people. Another professional said, "It's the amazing level of sensitivity that makes all the difference." As a consequence of this process, staff settled people in very quickly and there were no failed placements over the past year.
- Local commissioners funded a relapse and crisis prevention programme with Rossall, due to its excellent reputation, which included the services of a psychiatrist. This involved multi-disciplinary communication, review and update, with fortnightly 'ward rounds' by the psychiatrist. The registered manager explained, "We're trying new things with people to be as effective and responsive as possible to improve their lives." An example of this outstanding approach related to a person who had deteriorated, refused to eat and was then on end of life care. Yet, through this holistic treatment programme and staff dedication, the person vastly improved and was leading a productive life.
- Staff continued to have an in-depth knowledge of each person's needs and progress. A visiting professional said, "They are sensitive to change and liaise with us very promptly and effectively." People told us staff discussed their health and revised their care plans with them. One person stated, "They pick up on anything." A relative added, "They phone me all the time, even for a slight problem."

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

- The provider maintained an outstanding nutritional care model. They used moulds for soft diets that resembled food items. Relatives said this excellent approach enhanced people's meal experience. Nurses created in-depth, up-to-the-minute care plans to mitigate malnutrition risks. The cohesive model boosted people's appetite and health beyond expected outcomes. They told us they enjoyed the food. A person said, "I am well fed." A relative added, "They have afternoon tea with lovely cake stands and pots of tea."
- The registered manager reinforced excellent oral healthcare in line with national guidance. An extensive file guided staff about the changes, required training and new records. A dentist opted to pilot with Rossall improved dental service access, because of its reputation. This was funded by the local authority to integrate health and social care. The professional said the home was amazing and added, "They know how

to support patients and ensure they are at ease."

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 when this is in their best interests and legally authorised under the MCA. 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, and whether any conditions on authorisations to deprive a person of their liberty had the appropriate legal authority and were being met.

- The provider continued to apply excellent standards in the application of the MCA and consistently used the least restrictive practice. Highly detailed records included extensive capacity assessments for each care domain. Staff had outstanding skills and utilised various ways to help people fully participate in their care. The provider developed an observational framework with a university to better grasp those unable to express their needs. Staff discreetly assessed the person's life skills, engagement and treatment effectiveness. The registered manager said, "Through skilled observation and interaction we gain a proper understanding of each person's needs."

- Staff used proven tools to swiftly and effectively assess people to optimise their comfort. They included the Cornell Scale to gauge depression and Rating Anxiety in Dementia to review anxiety and treatment. Staff planned personalised support around people's cognitive skills, using the Pool Activity Level tool to enrich their lives. A visiting professional said, "Staff never intrude and maintain people's wellbeing by facilitating a speedy response to prevent escalation of distress."

- The management team did all they could to enable people and relatives to be at the heart of their care. One person stated, "Absolutely, they are interested in what I have to say. They always explain what they are going to do." Staff followed, rather than led, treated people as equals and provided inclusive care to show each person mattered to them.

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

- The provider excelled in adapting the home for people who lived with dementia. Handrails on wide corridors held multiple sensory items at regular intervals. The safe tactile objects gave instant stimulation and enhanced distraction techniques. Extensive reminiscence therapy areas improved each person's memory. For instance, an old television, typewriter, musical instruments and a bus stop featured along passageways with rest stops to optimise conversation. Staff made extensive use of all this equipment, which resulted in a continuously calm atmosphere.

- The fully redesigned building centred on giving people the greatest meaning to their lives. For instance, a bathroom had special lighting to help each person relax and enjoy their personal care. Full wall murals displayed throughout Rossall distracted agitated people and themed areas helped to stimulate them and provide activities. They included a bus stop, library, café, pub and post office. Staff assisted people to use these facilities to rapidly reduce their high anxiety.

Staff support: induction, training, skills and experience

- The provider retained high training levels to gain exceptionally skilled staff. A relative told us, "They are extremely well trained." The registered manager assessed each employee's skills and created individualised

training programmes. This included, where applicable, funded basic English and Maths courses. The provider heavily invested in staff to progress their career interests, such as paying for an employee's extensive qualification as a physiotherapist. They recently provided more detailed training to retain high care standards, such as oral health, safeguarding and end of life. An employee said, "We are constantly being trained to better understand things. Now I see signs better, I'm more confident and proactive."

- Multiple training systems were available to suit different learning styles. Extensive face-to-face courses were enhanced with short training sessions each day, role-play, demonstrations, experiential learning, films, and case studies. The provider greatly increased morning handovers to include training presentations. Staff said this very effective approach helped to embed knowledge they gained. The registered manager provided each nurse with a mentor as a highly effective way of assisting them to meet their registration requirements. They had one-to-one meetings and completed reflective practice and case studies to develop their skills.

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 outstanding. At this inspection this key question has remained the same. 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

- The management team continued to excel at sensitive and inclusive care centred on optimising people's human rights. A staff member said, "It's a unique home, every person matters and if we don't provide the highest standards at all times then we have failed." A very sound application of the Human Rights Act (HRA) 1998 reinforced treatment. Policies referred to the Act's articles. People's private spaces were highly personalised to reflect their backgrounds, such as designing bedrooms in line with their heritage. An employee stated, "Our focus is engaging with people in the most sensitive way every single time."
- Staff highly respected people's right to individuality, autonomy and fulfilment. They helped each person retain their uniqueness to enrich their lives. Relatives said they were strongly encouraged to visit any time day or night. This showed the provider valued people's 'Right to respect for private and family life,' Article 8 HRA. Staff also respected their right to 'Freedom of thought, conscience and religion,' Article 9. They helped people attend their preferred church. One person told us, "A nurse takes me to church and I have holy communion." The management team engaged with multiple faith leaders and set up weekly visits at Rossall.
- The provider and staff embraced people's diversity and highly valued those with a protected characteristic as defined by the Equality Act 2010. Monthly training covered multiple areas, such as Lesbian, Gay, Bisexual and Trans human rights in care; dignity; challenging discrimination; and personalised care. It gave staff a clear understanding about its application in every aspect of care. Training included one-to-one mentorship meetings, reflective practice and groupwork. A relative commented, "They are all lovely and are always respectful to my [relative]." Another relative added, "Their care has been at the top for everything."

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

- Staff were considerably passionate about involving people and their relatives in every aspect of their care. They, whether they had capacity or not, and their representatives were at the core of their decision-making. Each care domain, including linked assessments, held their written, fully informed consent and detailed discussion with them about their individualised needs. A relative said, "[The care plan] has been reviewed recently and I am more than happy with it."
- Although there were 46 people with highly complex needs, it was constantly calm and relaxed. Without exception, staff helped each person to fully express themselves and live within their own reality. One employee stated, "What is special about Rossall is the activities. There's something special and different about Rossall." They achieved this through innovative, extensive systems aimed at optimising people's different communication styles. Relatives added the management team met with them regularly to check the person's backgrounds and personalised support. The provider developed excellent staff skills to help

people, who could not communicate and had no relatives, to fully contribute to their care. This included an observational framework to increase staff awareness of each person and their decision-making, which assisted them to settle quickly.

- The management team was highly committed to developing people's personalised care and worked very hard to ensure it optimised meaning to their lives. They completed 'Get to know me' cards for staff and displayed this information in each person's bedroom. This outlined people's preferences, life stories and general personalities, which was current and corresponded to their care plans. It was an excellent approach to guide staff, including new employees unfamiliar with their needs, and ensure treatment was focused upon the individual.

Respecting and promoting people's privacy, dignity and independence

- The provider continued to heavily invest in its workforce and instil in them the ability to deliver an exceptionally empathic approach. A staff member commented, "The support and attention the residents get is so good it's overwhelming. I have never seen so much care. That is why I enjoy my job so much." Another staff member described a culture of positive risk-taking in which people's dignity and participation was maximised. A third employee added, "It's drummed into us to constantly provide the very best quality of care to the residents."

- Staff saw their work as a vocation and there were many examples of excellent care. An off-duty employee attended Rossall the previous night to create a remarkable Christmas display in the lobby. They told us, "The residents mean so much to me and if I can cheer them up with this then that's more than a reward to me." Nurses designed care plans centred on a compassionate approach, including appropriate use of therapeutic touch, handholding and cuddling. A relative stated, "They go overboard to be kind and considerate." Another relative added, "I'm more than happy. [My relative] could not get better care anywhere else."

- The building design maximised people's dignity, such as fully ensuite facilities in all bedrooms to enhance privacy. A person said, "I am really happy with it. I have my own toilet and shower." We saw multiple examples of how the outstanding environment, remarkable care and staff skills highly benefited people's lives. This included individuals who previously isolated themselves being interactive for the first time, able to go out and participate in activities. Relatives fed back their family members had greatly improved after years of deterioration at other services. A relative described feeling overwhelmed when one person recognised them for the first time in many years. They added this was directly because of Rossall's care model.

Is the service responsive?

Our findings

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

At the last inspection this key question was rated as outstanding. At this inspection this key question has remained the same. This meant services were tailored to meet the needs of individuals and delivered to ensure flexibility, choice and continuity of care.

Planning personalised care to ensure people have choice and control and to meet their needs and preferences

- The registered manager continued to provide outstanding activities to improve people's mental health. Exceptional staffing levels ensured there was a major impact on wellbeing. Co-ordinators delivered a programme of group activities from 8am to 8pm every day. They also provided one-to-one support for people to pursue hobbies. A staff member said, "There are alternative activities for those who don't want to participate." The vast majority of time was spent entertaining and stimulating each person to optimise purposeful lives. Staff stated they were strongly urged to spend time sitting and talking with people. An employee told us, "I talk about their memories and ask them who they are, what they used to do."
- The provider built two cinemas, offering twice daily showings, and a large sensory room, with a vast array of equipment, when they refurbished Rossall. These were extensively used and the sensory space was further developed with an aroma machine with different scents to enhance relaxation. Whenever a person became agitated staff helped them to go out for a walk, attend a show, go shopping or bowling. A person said, "I love to go to the ballroom." A relative commented despite their family member's immobility, staff regularly supported them outside, which had a huge impact on their wellbeing. Children from a local nursery frequently attended Rossall to work with people and engage in structured activities, such as cooking together. Another relative added, "There's plenty of activities and we can join in."
- The registered manager created a highly proactive care model to ensure staff were responsive to people's needs. A visiting professional explained, "Without doubt, without the exemplary care here, [one person] would have been readmitted to hospital by now." Staff exceeded people, relatives and health professionals' expectations, including those transferred from other services. A relative told us, "This is my [relative's] third home in eighteen years and it is the first one I feel confident that I can leave him." The management team also developed treatment plans fixed on progress with meeting commissioners performance indicators. This was a very proactive way of monitoring the responsiveness and effectiveness of care delivery.
- Nurses built extremely person-centred care records focused on people's preferences, backgrounds and support requirements. The purpose of treatment was continuously aimed at making a difference in each individual's life. A staff member discussed one person who was upset and angry on admission, but after a short period of time they drastically improved. The staff member said they felt a part of the person's improvement and added, "It's rewarding when we see people dramatically improve, often within days, of coming from previous homes that failed to support them properly." More recently, the management team commenced four to six weekly email contact with relatives to share photographs, stories and care plan changes. A relative stated, "There is always a constant review and constant communication with the staff."

Meeting people's communication needs

Since 2016 onwards all organisations that provide publicly funded adult social care are legally required to follow the Accessible Information Standard (AIS). The standard was introduced to make sure people are given information in a way they can understand. The standard applies to all people with a disability, impairment or sensory loss and in some circumstances to their carers.

- The registered manager undertook extensive work to help people with a disability, impairment or sensory loss. They focused on each person's communication styles, completing various verbal, non-verbal, written and visual exercises to assess their diverse needs. Staff utilised the Adaptive Interaction tool, a research-based, proven approach to help people engage. One staff member explained, "It involves reciprocating movements to let that person know I know what you're doing, I am doing the same and this is letting you know I am here and talking with you."
- The management team also introduced other formats to improve people's interaction skills. For example, the use of 'car logos' to help improve memory; enhancing eye hand coordination through number tracing, shapes and words; and written exercises such as word association and memory games. The registered manager also purchased handheld computer equipment for a person with communication difficulties that responded to voice stimulation. Relatives said they communicated with people effectively, often for the first time in years, which had a highly positive impact on their relationships.

End of life care and support

- The provider maintained outstanding delivery of end of life care by optimising people's comfort, wishes and symptom management and instilled this in their workforce. Staff were exceptionally compassionate and kind in all aspects of care. Records evidenced they discussed, agreed and created holistic, extensive support plans covering advanced decisions, spiritual requirements and preferences. Information was summarised in people's bedrooms to give staff instant access to relevant and emergency details. End of life care centred on helping each person stay at Rossall in their familiar surroundings and with staff known to them. For example, nurses were qualified to administer intravenous fluids, which reduced unnecessary hospitalisation.
- Staff had very detailed training and the management team assessed their skills and understanding of excellence in end of life care. Relatives confirmed they were supported to visit at any time and for as long as they required. This included assistance to stay overnight to ensure people were surrounded by their family and friends. The provider checked relatives' experiences post-bereavement through satisfaction surveys to assess care quality or areas of further development. Comments seen included, 'Thank you for your staff's excellent care of [our relative] under at times difficult circumstances' and, 'It was of great comfort to me and my family that my [relative's] end of life care was so personalised and given with love.'

Improving care quality in response to complaints or concerns

- The registered manager provided information to people and their relatives about raising a complaint, which included the various steps and response timescales. They had not received any complaints in the last year, but those we spoke with said they understood the procedures. A relative stated, "They call me about everything and if I have any concerns I talk to them."

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.

At the last inspection this key question was rated as outstanding. At this inspection this key question has remained the same. This meant service leadership was exceptional and distinctive. Leaders and the service culture they created drove and improved high-quality, person-centred care.

Working in partnership with others; Engaging and involving people using the service, the public and staff, fully considering their equality characteristics; Promoting a positive culture that is person-centred, open, inclusive and empowering, which achieves good outcomes for people

- The provider carried out extensive work with other services to continue to enhance its exceptional service delivery. Other providers described Rossall as a beacon of outstanding care. A professional said, "This is, by far, the best home we support. I wish it was the standard." A dentist worked with Rossall on an oral healthcare pilot to expand primary care networks, stop silo working, improve economics and expand expertise. They stated, "We chose Rossall because we knew it was so proactive. The staff are all motivated, enthusiastic and do a tremendous job, which is especially impressive considering the patient profile." Staff used proven tools and worked with universities in developing models of care to improve the lives of people with impaired cognition.
- The registered manager had extensive systems to gain people's feedback about their experiences including afternoon tea meetings and surveys. A relative confirmed, "We get a questionnaire regularly asking if they could do anything better." Another relative added, "We are in communication with each other all the time." A third relative told us, "Everybody speaks to you, even the bosses, and they are always asking if we have any problems." The management team analysed results from all surveys with a clear desire to continuously improve.
- Various feedback forums started with surveys of people's first impressions on visiting Rossall. Comments included, 'Very impressive home both on initial impressions and thereafter,' and, 'Best home introduction ever.' The provider followed this up with regular questionnaires to check the ongoing experiences of people and their visitors. Feedback included, 'I am very happy here, I love it' and, 'It takes the pressure off knowing his needs are being met and exceeded.' Also, 'I spend a considerable amount of time there. I witness first-hand the focused care and dedication the staff show to all residents and visitors.' Further surveys sought feedback from relatives following bereavement and professional visitors who engaged with the home.
- The management team promoted a positive, inclusive ethos within its workforce. They fully involved their staff in the ongoing assessment of service development. A staff member said, "[The registered manager] gives good feedback and asks what could be better. I feel valued." A second employee added, "I really praise this company. I am proud of [the registered manager], she is not about making money and will always get something promptly if it is needed." Staff confirmed this left them feeling highly valued and bonded. An employee described how the registered manager recognised where their talents lay and suggested a different role. They added, "I was so happy. They saw my skills and interests and put me in the best possible job."

Managers and staff being clear about their roles, and understanding quality performance, risks and regulatory requirements; Continuous learning and improving care

- The management team regularly completed a vast array of audits as part of their exceptional oversight of people's welfare and safety. These included care planning matrices to check MCA decisions, risk assessments and care plans included a record of family discussions. Other systems monitored medication procedures, infection control, staff recruitment and development, personal care, treatment effectiveness and end of life care. Service auditing was clearly directed at reviewing any lessons learnt to maximise people's quality of life.
- Rossall had very strong leadership with an excellent caring approach to its workforce. A staff member stated the registered manager was very loving towards people and added, "We call her mum because she is like that all the time. She guides us with care so that we support people to a high degree." Another employee added, "No matter how busy [the registered manager] is, she will always talk. She wants to know how you are and she is compassionate."
- The registered manager applied wide-ranging workforce development to enhance their skills, roles and responsibilities. They held regular staff meetings, reflective practice, extended shift handovers and debrief meetings to review service effectiveness and areas for improvement. The personalised training programme, management engagement and level of supervision evidenced staff were involved in quality performance. A staff member told us, "[The registered manager] is very understanding. She has high expectations and wants Rossall to become better and better."
- Relatives confirmed the management team endeavoured to keep them updated about Rossall and sought their suggestions about service improvement. This included monthly newsletters that encouraged families to participate in parties, activities and trips out. The provider also developed their own care leaflets to educate people. They and relatives said communication at the home was excellent. A relative commented, "You can't get any better than this place."

How the provider understands and acts on the duty of candour, which is their legal responsibility to be open and honest with people when something goes wrong

- The management team worked very closely with the local authority and CQC when incidents occurred. They were very transparent and kept people and their families fully informed. The registered manager completed detailed reports and lessons learnt to maintain an outstanding service. This also included reflective practice and staff debrief meetings to review treatment effectiveness, care practices and service delivery. A relative said, "[The registered manager] is very open and responsive." Another relative added, "I can't fault this place in any way whatsoever. It is a pleasure to come here."