

Marton Care Homes Ltd

# Westview Lodge Care Home

## Inspection report

124A West View Road  
Hartlepool  
Cleveland  
TS24 0BW

Tel: 01429234929

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## Ratings

Overall rating for this service

Good ●

Is the service safe?

Good ●

Is the service effective?

Good ●

Is the service caring?

Good ●

Is the service responsive?

Good ●

Is the service well-led?

Good ●

# Summary of findings

## Overall summary

### About the service

Westview Lodge is a care home which provides residential care for up to 74 people. It operates an intermediary service for people who need rehabilitation following an illness in hospital or crisis in their own home. It also provides care for older people and people living with a dementia. At the time of our inspection there were 72 people using the service.

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

People reported they were extremely satisfied with the service. People and relatives said staff excelled at their jobs and always went above and beyond in delivering the care. They described the little extras staff just did as a part of their job such as assisting relatives to get to the service for celebratory meals. Some people commented this had never occurred when they had used other care homes.

Staff were passionate about providing good care outcomes and took ownership for their practice. People found the service provided a high standard of care and the quality of staff working with them was exemplary.

Staff found the management team's expectation to treat everyone compassionately was an excellent approach to adopt. Staff found this enabled them to really work to their best and they really loved working for the company. They had introduced really innovative, caring and empathetic ways to support people get the best quality of life possible.

The service had developed a comprehensive activities programme, which was designed to assist people explore people's hidden talents and aspirations. The dedicated work of the activity coordinators had led to one person publishing a book, another discovering their talent for writing poems and many more having treasured experiences. Staff embraced the ethos of engagement and also undertook regular planned and impromptu activities. People were extremely complimentary about what was on offer at the service.

The team had been nominated for several awards and the registered manager had won the provider's manager of the year award. The registered manager's ultimate aim was to deliver holistic and compassionate care. Multiple examples were provided around how the service had enriched people's quality of life whilst they lived at the service and assisted individuals to regain the skills to return home.

The management team had created an extremely robust governance system, which rapidly identified the smallest of issue, which was then quickly addressed.

There were enough staff on duty. An effective recruitment programme was in place. Medicine management was effective and closely monitored. Staff who administered medicines had the appropriate training.

Staff adhered to COVID-19 regulations and procedures. The registered manager ensured staff had access to ample supplies of PPE and they completed regular spot checks to make sure staff complied with the

guidance and best practice.

The service completed two types of assessment, one for people receiving long-term care and the other for those individuals who use the intermediary service. These were used as the basis for the care records. When necessary, external professionals were involved in individual people's care.

Staff had received mandatory and condition-specific training. Staff supervision sessions were regularly completed, as well as competency assessments.

Staff had received training around the Mental Capacity Act 2005 and associated code of practice and felt confident applying this in their practice. People were supported to have maximum choice and control of their lives and staff supported them in the least restrictive way possible and in their best interests; the policies and systems in the service supported this practice.

On the whole people found the food provided was nutritious and enjoyable. The care records clearly set out what people wanted, how the food was to be prepared and associated risks such as choking were to be managed. Staff monitored people's weight. It was noticeable all the records we reviewed showed individuals had gained weight.

Staff took steps to safeguard people and promote their human rights. The management team confirmed they took all concerns seriously and determined what lessons could be learnt.

For more details, please see the full report which is on CQC website at [www.cqc.org.uk](http://www.cqc.org.uk)

Rating at last inspection

This service was registered with us on 1 June 2020 and this is the first inspection.

Why we inspected

This was a planned inspection as the service had not previously been rated.

We looked at infection prevention and control measures under the Safe key question. We look at this in all care home inspections even if no concerns or risks have been identified. This is to provide assurance that the service can respond to COVID-19 and other infection outbreaks effectively.

Follow up

We will continue to monitor information we receive about the service, which will help inform when we next inspect.

## 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 caring.

Details are in our caring findings below.

Good ●

### Is the service responsive?

The service was responsive.

Details are in our responsive findings below.

Good ●

### Is the service well-led?

The service was well-led.

Details are in our well-led findings below.

Good ●

# Westview Lodge Care Home

## 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

One inspector completed this inspection.

#### Service and service type

Westview Lodge 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.

This service is required to have a registered manager. A registered manager is a person who has registered with the Care Quality Commission to manage the service. 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.

At the time of our inspection there was a registered manager in post.

#### Notice of inspection

This was an unannounced inspection.

#### What we did

We reviewed information we had received about the service, which included details about incidents the provider must notified us about, feedback from the local authority and professionals who work with the service. We used the information the provider sent us in the provider information return. This is information providers are required to send us with key information about their service, what they do well, and improvements they plan to make. This information helps support our inspections. We used all the information to plan our inspection.

During the inspection

We spoke with 11 people who used the service and four relatives to ask about their experience of the care provided. We also 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 spoke with the regional manager, the registered manager, the deputy manager, four senior carers, five care staff, an assistant cook, the administrator and two visiting healthcare professionals.

We reviewed a range of records. This included seven people's care records, medication records and various records related to recruitment, staff training and supervision, and the management of the service.

# Is the service safe?

## Our findings

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

This is the first inspection for this newly registered service. This key question has been rated good. This meant people were safe and protected from avoidable harm.

Assessing risk, safety monitoring and management; Systems and processes to safeguard people from the risk of abuse

- Staff understood when people required support to reduce the risk of avoidable harm, and risk assessments were in place. The risk assessments were very detailed and effectively assisted staff to safely mitigate risks.
- The provider had a range of policies and procedures to manage risk and monitor the safety of both people and staff.
- The provider had safeguarding systems in place. Staff said they had training and a good understanding of what to do to make sure people were protected from harm or abuse.
- People confirmed they felt safe using the service. One person told us, "The care I receive is absolutely marvellous."

Staffing and recruitment

- The provider operated safe recruitment systems. We discussed the need to ensure application forms included the applicant's full work history, the interview template included questions about employment history and current photographs were kept on file. The registered manager acted immediately to ensure these matters were addressed.
- There were enough staff to safely care for people. Staff felt enabled to deliver person-specific care which enhanced people's quality of life. People found the staff were always available and very attentive.

Using medicines safely

- People's medicines were managed in a safe manner. Staff were trained in medicines management and were assessed as competent to administer people's medicines.
- Regular checks were carried out of people's medicines to ensure records were accurate.
- Staff were given clear guidance on when to administer medicines which were required on an 'as and when' basis.

Preventing and controlling infection

- We were assured that the provider was preventing visitors from catching and spreading infections.
- We were assured that the provider was meeting shielding and social distancing rules.
- We were assured that the provider was admitting people safely to the service.
- We were assured that the provider was using PPE effectively and safely.
- We were assured that the provider was accessing testing for people using the service and staff.
- We were assured that the provider was promoting safety through the layout and hygiene practices of the premises.
- We were assured that the provider was making sure infection outbreaks can be effectively prevented or

managed.

- We were assured that the provider's infection prevention and control policy was up to date.

Visiting in care homes

- The provider was facilitating visits for people living in the home in accordance with the current guidance.

Learning lessons when things go wrong

- The management team constantly critically reviewed the operation of the service and actively made changes as and when these were needed.

# 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.

This is the first inspection for this newly registered service. This key question has been rated good. This meant people's outcomes were consistently good, and people's feedback confirmed this.

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

The MCA provides a legal framework for making 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 a decision and 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 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.

- The registered manager ensured staff followed all the principles and guidance related to MCA and Deprivation of Liberty Safeguards (DoLS) authorisations.
- Staff ensured people were involved in decisions about their care and knew what they needed to do to make sure decisions were taken in people's best interests. Staff asked people for consent before providing them with assistance and asked them what their choices were for meals and drinks.
- Assessment tools supported staff to provide detailed information about people's needs. Staff used these effectively to record information about people's life histories and current presentation. Staff regularly reviewed and updated, where needed, the assessment records.
- Staff ensured people's care was delivered in line with evidence-based guidance. The registered manager and staff ensured this best practice guidance informed the care plans so staff could support people to achieve effective outcomes.

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

- The environment had been designed to meet the needs of the service. The unit for people living with dementia had been decorated in a dementia-friendly manner.
- An external company had made large wall art depicting different parts of Hartlepool such as a local tea shop and a newspaper shop. Old local newspapers and scented flowers, when infection control measures allowed, were placed alongside the murals of the local shops.
- The registered manager had obtained specialist light fittings that looked like windows looking out on the sky. People told us they enjoyed looking up at the sky, as it was relaxing.

Staff support: induction, training, skills and experience

- Staff had the skills and experience to support people. Staff received a comprehensive programme of training, which they found enabled them to work effectively with people.
- Staff had regular supervision meetings and appraisals. They told us they felt supported.

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

- Staff supported people to access healthcare services. People on the intermediary unit benefitted from access to physiotherapists and occupational therapists. A named GP conducted an at least weekly virtual ward round via video, which staff felt was extremely effective.
- Care records showed involvement from other healthcare professionals and guidance from these was incorporated into people's care plans.

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

- People had access to nutritious, wholesome meals. On the whole people reported they found the meals were "excellent", "really enjoyable" and "very tasty". The menu choices were extensive and varied.
- The care records clearly set out what support people needed to eat and associated risks such as choking were to be managed.
- From the weight monitoring records we noted people tended to maintain or increase their weight and none of the records we reviewed showed people were underweight. Staff quickly identified people who may be at risk of losing weight and referred these individuals to dietitians for review in a timely manner.

# 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.

This is the first inspection for this newly registered service. This key question has been rated good. This meant people were supported and treated with dignity and respect; and involved as partners in their care.

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

- People were exceptionally well treated and supported. People were delighted staff and managers placed them at the heart of the service. A person said, "All the staff are very caring and really treat you well here. I can't fault them." Another person said, "The carers make me feel like the centre of their attention and really can't do enough for you."
- The management team had created an ethos based on providing compassionate and empathetic care. A staff member said, "We are like one large family and I feel like I'm looking after my close relatives."
- Staff were extremely committed to supporting people and offering them their best care possible. People told us about instances when the team and staff had gone above and beyond to ensure they received the best, most personalised care. This had, at times, involved assisting relatives to get to the service either for celebrations or in emergencies.

Supporting people to express their views and be involved in making decisions about their care; Respecting and promoting people's privacy, dignity and independence

- The registered manager and staff constantly sought people's views and encouraged them to make decisions about their care. Staff gave people time to think through what they needed, listened closely to their views and involved them in deciding the support they needed. A person said, "Oh the staff let me know what is happening, listen to exactly what I want and do their utmost to make sure it happens."
- Staff took all steps to respect people's privacy and dignity. Staff had an in-depth understanding of how people liked their privacy and dignity to be protected. A staff member said, "We treat people as we would like to be treated, and there would be nothing worse than embarrassing someone."
- Relatives praised the staff for their skills in supporting people. A relative said, "They are a great team and really treat us all with complete respect. The staff always keep us up to date and seek our views."

## Is the service responsive?

### Our findings

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

This is the first inspection for this newly registered service. This key question has been rated good. This meant people's needs were met through good organisation and delivery.

Supporting people to develop and maintain relationships to avoid social isolation; support to follow interests and to take part in activities that are socially and culturally relevant to them

- The activity coordinators and staff provided varied opportunities to engage in entertaining, stimulating and rewarding social activity. The team closely engaged with the local community, which had led to schools, churches and other local groups visiting or providing materials for people to use.
- Staff had taken a great deal of time getting to know people and find out their interests. One person had been assisted to write and publish a book and this had led to appearances on the radio and television. Another person had been encouraged to explore their writing talents and found they were a good poet.
- The service also ran a 'wish project' whereby people identified things they would love to do, as it would make them happy. Once these wishes were identified staff then ensured they happened, for example people had wanted to go to the beach to have fish and chips, go to see specific shows or have loved ones around for afternoon tea.
- Staff took ownership for delivering a service which consistently offered social inclusion and activity. All staff joined in activities with people and ran art, games and other entertaining sessions during the day. One staff member told us about the 'dinner natter' group they held every lunchtime they were on shift, which was a very social group for people to share local news and gossip. People told us they loved these types of groups as they promoted general warmth and friendliness.

Meeting people's communication needs; Planning personalised care to ensure people have choice and control and to meet their needs and preferences

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 service delivered person-centred care with people having choice and control regarding how staff met their needs. Staff had ensured care plans contained pertinent information about people's needs and preferences to enable staff to provide appropriate care.
- One staff member said, "The care plans are invaluable, as they help to create a picture of the person. This lets you understand how much support and assistance people want or need."
- People and relatives were very complimentary about the service being person-centred. One person said, "The staff are very professional and really helped me get back on my feet, which is wonderful as I'm now in a position to go home again." A relative said, "The staff without exception focus on the person and we all feel like we are treated as family."
- The service, at times, support younger people in the intermediary unit and staff discussed the efforts they took to ensure the care was fully personalised. For example staff had assisted younger people to maintain

their bonds with their children and in some cases to forge bonds with them.

- The provider understood the AIS requirements and had made sure appropriate communication tools, such as large print documents were in place to meet people's needs.

Improving care quality in response to complaints or concerns

- The service had an effective system in place for managing concerns and complaints. People and relatives said they had no complaints and were happy to raise any concerns with the management team.
- The management team used all feedback to assist them improve the quality of care. Relatives said, "We have had very few concerns but if they do arise the staff make sure these are dealt with swiftly."

End of life care and support

- Staff provided good end of life support. A relative said, "The staff were so attentive when [person's name] was dying. They were so kind and would sit in with them if we needed a minute. I can't praise them enough."
- Staff implemented good practice and guidance for caring for people at the end of life.

# 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.

This is the first inspection for this newly registered service. This key question has been rated good. This meant the service was consistently managed and well-led. Leaders and the culture they created promoted high-quality, person-centred care.

Promoting a positive culture that is person-centred, open, inclusive and empowering, which achieves good outcomes for people

- Throughout the inspection, it was apparent that the service went above and beyond when providing care and achieved exceptional outcomes for people. This improved people's quality of life and wellbeing. One person said, "This has been the best home I have used and the staff really helped me regain my strength. I feel very confident I'll cope going home but if I decide I need convalescence again I'll ask to come here."
- Without exception we found people were routinely engaged with developing how their care was delivered and their opinions were taken on board. People spoke very highly of the service, the staff and the management team. One person said, "They are all fantastic. I can't praise the team enough, as they really go out of their way to provide the care how you want it."
- The registered manager had diligently worked since being employed at the service to listen to staff and involve them in opportunities to learn and develop their skills. One staff member said, "I feel very proud to work here. I really feel valued and treated as an important member of the team, but that's not because I'm special it is how we are all treated."

Managers and staff being clear about their roles, and understanding quality performance, risks and regulatory requirements; Continuous learning and improving care; 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 provider was committed to ensuring people needs were at the centre of everything they did and aimed to deliver high-quality care standards. The registered manager and three members of the team had been nominated for the provider's annual awards. The registered manager had recently won 'The Best Manager' award for their dedication and skills in creating a dynamic team.
- The management team clearly valued each staff member. The registered manager considered the wider well-being of staff to be integral to ensuring the team were as effective as possible. They listened closely to staff and put measures in place, which support staff deal with external pressures. For example, they supported staff be family carers whilst also working at the home, so provided flexibility within the rota to facilitate staff manage both roles.
- The provider and staff were clear about their roles and responsibilities. Staff were appreciative of the support and direction they got from the management team. One staff member said, "I love the job, mainly because of the way it's run, as we have all the time we need to give people, in fact this is really encouraged. Also [registered manager's name] is so supportive of the staff."
- There was a strong culture of understanding what enhanced quality when delivering the service then

putting this in place. The registered manager regularly provided meals and welfare packages as a thank you to staff, who in turn took every step to show the same consideration to people and their families. This approach had led to high levels of satisfaction, for example people said, "The care given was wonderful," "We are very impressed" and "They go the extra mile."

- The management team continuously looked to learn and improve the service. They complete detailed, comprehensive audits, which greatly assist in identifying gaps and assisted them to consider areas for improvement. For instance, they established the cost of living was having a marked impact on staff and job retention so had put measures in place such as a food bank, which staff could access anonymously to support staff make their wages stretch.
- Staff understood the need to be open and honest when things go wrong.

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

- Relatives commented on the excellent communication between themselves and the service. One relative said, "I find the staff consistently keep me in the loop and really feel staff are comfortable chatting to me. It makes you feel really at ease to know you can just pick up the phone knowing the staff will be happy to answer and have time to talk to you. This hasn't been the same experience I've had elsewhere."
- Staff described the management team as "very supportive." One staff member said, "We really work like a very caring family; who very much support both service users and each other."
- At every level of the organisation good partnership working was embedded. Community healthcare professionals found staff contacted them in a timely manner, implemented their directions and kept them up to date on developments.