

Parkcare Homes (No.2) Limited

Linden Lodge

Inspection report

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London
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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?	Outstanding ☆
Is the service well-led?	Good ●

Summary of findings

Overall summary

About the service

Linden Lodge is a residential care home providing accommodation and personal care to up to 10 people living with mental health conditions. Linden Lodge is two residential houses adapted into one building. At the time of the inspection there were 10 people living at the service.

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

People gave us examples of ways in which the service proactively supported them to live independently and achieve their goals and aspirations. Relatives also spoke with praise about the exceptional care and support that their relative received and gave examples of how the service continued to positively support their relative, enabling them to successfully lead as independent a life as possible.

People told us that they felt safe whilst living at Linden Lodge and were looked after well by all the support staff at the home. Staff knew how to recognise signs of abuse and who to report their concerns to.

People were supported to access work and activities which considered their hobbies and interests. Some people were also supported to acquire skills and training to further develop in their chosen hobbies and interests.

Without exception, care and support was personalised and was delivered with people as the leaders of their care, guiding staff on how they wished to be supported.

People's diverse needs and qualities including their protected characteristics were recognised and valued. Support staff knew people well and supported them in ways which were individual to them, their character and their needs.

Risks identified with people's health and care needs had been assessed and appropriate guidance was available for support staff to follow to support people safely.

Processes were in place to ensure people received their medicines safely and as prescribed.

We observed there to be enough support staff available to support people safely. Recruitment processes were followed and ensured that only those staff assessed as safe to work with vulnerable adults were recruited.

Staff received appropriate training and support to carry out their role and meet people's assessed needs.

People were supported to maintain healthy lives. People's dietary needs were known by staff and recorded within their care plans. People were supported accordingly based on their identified needs.

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.

People and relatives knew who to speak with if they had any concerns and were confident their concerns would be addressed and resolved.

We observed support staff to be kind, caring and respectful of people's privacy and dignity.

Quality assurance systems implemented by the registered manager and provider ensured that the quality of care people received was continually monitored. Where issues were identified these were addressed and further learning and improvements were considered.

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

Rating at last inspection

The last rating for this service was good (published 28 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 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 exceptionally responsive.

Details are in our responsive findings below.

Outstanding ☆

Is the service well-led?

The service was well-led.

Details are in our well-Led findings below.

Good ●

Linden Lodge

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

The inspection was carried out by one inspector.

Service and service type

Linden Lodge 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 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 of this information to plan our inspection.

During the inspection

We spoke with five people who used the service and one relative about their experience of the care provided. We spoke with the registered manager and one visiting health care professional.

We reviewed a range of records. This included three people's care records and six people's medication records. We looked at four staff files in relation to recruitment and staff supervision. A variety of records relating to the management of the service, including policies and procedures were reviewed.

After the inspection

We continued to seek clarification from the provider to validate evidence found. We looked at training data and quality assurance records. We received feedback from a further four relatives via telephone. We also spoke with an additional three support workers and one senior support worker by telephone.

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 good. At this inspection this key question has remained the same. This meant people were safe and protected from avoidable harm.

Systems and processes to safeguard people from the risk of abuse

- People told us that they felt safe living at Linden Lodge. Relatives also explained that they felt reassured and confident that their relative was safe and well looked after. One relative told us, "I think he is very safe."
- The service worked proactively to ensure people were protected from abuse. Staff were able to describe the different types of abuse, how they would recognise possible signs of abuse and the actions they would take to report their concerns.
- Staff had received training on safeguarding and whistleblowing and policies were in place to guide staff on how to apply them.
- The registered manager and the senior management team understood their responsibilities around reporting any concerns or allegations to the appropriate authorities.

Assessing risk, safety monitoring and management

- Risks associated with people's health, care and social needs had been individually assessed. A risk management plan in place detailed the risk, how the risk affected people and direction to staff on how to manage and minimise the risk.
- Risk assessments were individual and personal to each person. Examples of assessed risks included those associated with choking, specific medical conditions such as diabetes, finance, phobia reactions and skin integrity.
- Routine health and safety checks were completed to ensure people's safety within the home. These included checks and tests of equipment and systems such as fire alarms, fire evacuation plans, emergency lighting, gas and electrical safety.
- Each person had a personal emergency evacuation plan in place which detailed people's support needs and how to evacuate them safely. These also considered each person's mental health conditions that may impact on their understanding of how to react and respond in an emergency.

Staffing and recruitment

- People were supported by enough numbers of staff, safely and with a person-centred approach. We observed appropriate staffing levels in place throughout the inspection, which met people's needs.
- The registered manager explained that staffing levels were adjusted based on people's needs which included supporting people with appointments, activities and social outings.
- People were supported by staff who had been checked and assessed as safe to work with vulnerable adults.
- Recruitment checks included criminal records checks, proof of identity, conduct in previous employment and right to work in the UK.

Using medicines safely

- People received their medicines safely and as prescribed. Medicines were stored safely in each person's room.
- Medicine administration records were complete and no omissions or gaps in recording were identified.
- Where people were able to self-medicate, support staff supported people accordingly and this was clearly recorded in the care plan and any associated risks were assessed. One person told us, "I take my own medicines, I have my own key worker who marks the boxes for morning and evening they spoon feed me [support] so I can't go wrong."
- Staff received training on how to administer and manage medicines safely. The registered manager also assessed each support staff in this area to check and confirm competency.
- Regular checks and audits were undertaken to ensure that people were receiving their medicines as prescribed. This included checks of stocks held at the home and the proper completion of records.

Preventing and controlling infection

- People were protected from the spread of infection. Control measures were in place to support this.
- Staff received training on infection control and had access to personal protective equipment which included gloves and aprons.
- Throughout the inspection the home was observed to be clean and free from odour.

Learning lessons when things go wrong

- Records of all accidents and incidents were documented. Information about the accident or incident, how it happened and subsequent action taken were clearly recorded.
- The registered manager explained that outcomes and learning from all accidents and incidents were discussed, reviewed and analysed at team meetings so that learning and improvements could be implemented.
- The registered manager also ensured national guidance documents, updated policies, leaflets and updates were made available to all support staff to support further learning and development.

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 good. At this inspection this key question has remained the same. This meant 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

- Prior to admission, the registered manager assessed people's needs and choices to ensure that the service would be able to meet their needs. Assessments involved the person, relatives and health care professionals. People were also offered a visit to the home, giving them the opportunity to decide whether Linden Lodge was the right place for them.
- People's protected characteristics under the Equalities Act 2010 were identified as part of their assessment of needs.
- Consideration was also given to the current client mix living at Linden Lodge was considered to ensure any new admission would settle in with others and not impact on their routine and well-being.
- A person-centred care plan was developed from all the information gathered as part of the pre-assessment. Care plans were reviewed and updated regularly to ensure that they were current and reflective of people's needs.

Staff support: induction, training, skills and experience

- People were supported by staff that were appropriately trained, skilled and supported to carry out their role effectively.
- Staff received a two day induction which covered areas such as infection control and health and safety and also identified any further training needs.
- In addition to the induction, new staff shadowed a more experienced member of staff to observe work practices before being assessed as competent to work independently.
- Support staff told us that the training they were provided with was key to understanding and delivering care to people living with mental health and other associated health conditions.
- Staff were supported by the management team and told us that they received regular supervisions and annual appraisals with their line manager to discuss work related issues and their development needs.

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

- People were supported to eat and drink well whilst maintaining a balanced diet and taking into consideration any specialist health, medical or cultural needs.
- People had access to drinks, snacks and fruit at any time they wanted.
- Menus were planned on a weekly basis by people living at Linden Lodge. People were offered choice and variety when planning meals.
- People told us they enjoyed the meals prepared for them. Some people living at Linden Lodge also prepared and cooked meals for themselves as well as for others. One person told us, "The food is nice."

Sometimes it's nice and sometimes its smashing, I had liver last night."

- People's likes, dislikes, preferences, religious and cultural needs and specialised diets were recorded within their care plan. Staff demonstrated good knowledge and understanding of people's needs.

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

- The service worked together with a variety of health and social care professions to ensure people had access to the appropriate care and support that they required, as well as receiving consistent, effective and timely care.
- All staff also worked in partnership together to ensure people were supported effectively and in response to their needs.
- Records were kept of referrals made to professionals for access to specific services, appointments and visits. Each record detailed the reason for the referral or visit, the outcome and any follow up actions required.
- People were supported with their oral hygiene. Support needs in this area were documented in people's care plans. Care staff had received training on oral hygiene.

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

- People told us that Linden Lodge was their home. We observed there to be a homely feel about the home.
- People were able to decorate their own bedrooms as they wished with items of interest and displays of their hobbies and interests visible within their room.
- One person was supported to keep a pet. Systems were in place for the person to look after the pet, clean the pet and manage any associated risks.
- People had access to all areas of the home including a well-maintained garden area with a specific allocated space for people to smoke.

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.

- People were involved with making decisions about the care and support they received and had signed their care plans confirming consent to all care provisions.
- Where people lacked capacity and were unable to sign consent, involved relatives had signed to confirm that they have been involved in the care planning process and best interest meetings.
- Where people were being deprived of their liberty, appropriate referrals had been made to the local authority to ensure this was done according to the law and in the least restrictive way.
- The registered manager and all staff demonstrated knowledge and understanding of the MCA and how its key principles were to be applied when supporting people.

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 remained the same. 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 told us that they were happy living at Linden Lodge. People spoke highly of the registered manager and the staff that supported them.
- One person described the registered manager and stated, "She is a star." Another person told us, "Staff are lovely."
- Relatives also told us that staff were kind and caring and had really got to know each person individually and so could support them according to their needs but taking into consideration their personalities. One relative said, "Staff are incredibly and unbelievably caring." Another relative stated, "I would say that they [staff] are very caring and kind."
- The registered manager and the staff team demonstrated dedication and passion for their role. We observed that they knew people well and responded to them taking into consideration their needs, wishes and their individual characteristics.
- Staff spoke of the caring nature of the service and told us that Linden Lodge was not only people's home but their home too and that they enjoyed working with people. One staff member explained, "It's a very homely environment, we have a good team, everyone is friendly, we respect each other, it doesn't feel like a job. I feel I have come home and we do a lot of activities and we make sure everyone is okay."
- Promoting equality and diversity as well as supporting people with their protected characteristics including their culture, religion and sexuality was a fundamental part of the support people received. People's needs in relation to their culture, religion, disability or sexuality had been documented within their care plan. Staff were aware of people's individual needs in these areas and supported people accordingly. One staff member stated, "If I am looking after someone, I don't think about it. We encourage people to follow their beliefs."

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

- During the inspection we observed people were always involved in making decisions about every aspect of their life. This included making decisions about how they wished to be supported, how they wanted to spend their day, what they wanted to eat or drink and planning their goals and future aspirations.
- Staff worked towards ensuring people's choices and decisions were always listened to and respected. One person told us, "Staff ask us what we want, so I tell them what I want."
- People and relatives told us that they were continuously involved in the care planning process and provided information about themselves and their relatives which enabled staff to deliver person centred care. One relative stated, "They always ring me if something happens and I am always ringing them if there are any problems, it works well."

- Care plan reviews took place periodically which involved the person and their relative. One relative told us, "I am involved in reviews. Staff are receptive, and communication is excellent."
- People were also encouraged to be actively involved in the overall way the service was managed and give their views and ideas about things they wanted to see happen. Monthly 'Your Voice' meetings discussed topics including activities, meal options, annual holidays and outings.

Respecting and promoting people's privacy, dignity and independence

- People told us that staff always respected their privacy and dignity. People told us that Linden Lodge was their home and that all staff were respectful of that. One person told us, "This is a private home for us. It's my home. Staff are respectful."
- Staff gave examples of the ways in which people's privacy and dignity was upheld and respected. One staff member explained, "Respecting someone's religious beliefs, respecting their sexual orientation and preferences, not judging anyone and accepting people for who they are."
- Promoting people's independence and supporting them to remain as independent as possible was again a key focus for the registered manager. Staff also shared the same vision. We observed people being encouraged to be as independent as possible throughout the inspection.
- One person told us, "Two days a week I do my own cooking." One relative told us, "The plan is to make [person] independent in travelling on public transport." One staff member explained, "If someone is quite independent we try and encourage them, motivating them is the key to being independent."

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 good. At this inspection this key question has now improved to outstanding. This meant services were tailored to meet the needs of individuals and delivered to ensure flexibility, choice and continuity of care.

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

- People were actively supported by staff to engage in activities, education and employment, all of which had been designed to incorporate people's hobbies and interests and encourage social inclusion and independence.
- The registered manager and the staff team demonstrated a clear understanding of the key principles of Registering the Right Support. People were encouraged and supported to be active members and participants of the local community. This enabled people to live as full a life as possible and achieve the best possible outcomes.
- One person had been supported to access and engage in a variety of educational courses that they had expressed an interest and desire to pursue. The person was supported to attend these courses with the long-term goal being for the person to travel to and from the courses independently. The relative of the person told us, "Staff member helps [person] with their homework. [Person] goes to college. They are now on a course for gardening and is doing a qualification in horticulture. Previous placements have actively discouraged them from going. Here that's not happened instead of discouraging them, it's all about progression here. The registered manager told [person] it's all about them moving on and up."
- With the skills the person had acquired and their personal interest in gardening, the service had employed the person as a gardener. We were shown the work they had done so far which included creating a vegetable patch.
- We were told of other instances where people had been supported to engage and participate in activities, where people had in the past shown no interest in engaging. Support staff had made every effort to gather information about people's history and their hobbies and interests. We were told of how staff worked patiently with people, encouraging them. This demonstrated how people were encouraged to be involved, interact and participate in activities which promoted their positive well-being. One relative told us, "I never imagined that there would be a place like this. They get real personal care. They look at the individuals' care and the person. Two years before they went in to Linden lodge they would lie there not talking to anyone or opening eyes. It's been amazing the difference."
- Support staff understood the importance of people's relationships with their loved ones and focused on ensuring people maintained these relationships as well as enabling people to form friendships with other people living at Linden Lodge and with members of the community. During the inspection we observed the positive impact that maintaining relationships had on people's positive well-being.
- For one person, we were told by their relative, an involved healthcare professional and staff of ways in which they enabled them to maintain their relationship with their partner who had recently moved away. The healthcare professional explained the exceptional results achieved for this person and told us, "They are

outstanding, the way they have supported [person]. [Person's] partner has moved abroad, they [staff] have been really good managing this. They have supported [person] in a way that I never imagined. They tried to facilitate visits from [person's] partner as much as they could before they moved. Staff were eager here to maintain that relationship. They facilitated phone calls back and forth." The person's relative told us, "They support [person] to phone their partner. The phone was the main thing as [partner] was not in a condition to visit."

- Another relative told us, "One of the things that they told me is that I can come at any time and I like that. They are so open I can go whenever I like."

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

- People and relatives told us that living at Linden Lodge had been the best thing that had happened to them and their relative. Relatives gave us examples of people's past experiences in previous care settings which did not benefit their well-being.
- We were told about people's stories and how staff had worked together with each individual person to overcome significant hurdles. A relative told us that, "Every other placement has failed [person] apart from this one. They came here as a very damaged person and had lost faith in the system but here when I was away for three weeks I got messages telling me they were fine. They survived without me and I would never have left them like this at any of the previous placements."
- Without exception, people living at Linden Lodge had been involved in the care planning process through to ongoing and regular review of their support needs. People told us they felt listened to, consulted and empowered to make decisions about their care. Through the gathering of information, support staff were able to deliver exceptional and personalised care in response to people's needs, wishes, goals and aspirations.
- Care plans were highly personalised to the individual and comprehensively listed their support needs, how their mental health affected them, their goals and aspirations. Care plans also promoted people's independence detailing ways in which their independence could be maintained as well as improved upon.
- Where people's mental health impacted their behaviour and personalities, care plans detailed the individualised ways in which staff were to respond and support people, ensuring their safety and enabling people to maintain positive well-being where possible.
- One person's care plan gave detailed information about their mental health and how this affected their behaviour and their personality. We met the person during the inspection and observed the information provided within the care plan was accurate and completely reflective of the individual. This person's relative told us, "They [staff] understand [person] and really appreciate them. These people [staff] understand their eccentricities which helps my [relative] and they know that."
- Staff demonstrated in-depth knowledge, understanding, empathy and companionship for each person living at Linden Lodge. One staff member demonstrated this and told us, "We take into consideration all their differences and quirks. It's really lovely." One person told us, "Staff understand me with my [health condition]. I have worked out a routine and staff know that." One relative explained, "I am glad they have got the attention that they get and that there are organisations such as Linden Lodge that take care of [person] like they do."
- We were given many examples from people, relatives and a visiting health care professional of how care, support, interaction, encouragement and engagement was individualised, adapted and tailored to meet the specific needs of each person living at Linden Lodge. One visiting healthcare professional told us, "The way they have supported [person] and given them the choice. They have just been able to manage their behaviours."
- Each person had an allocated and named key worker which facilitated the focus on one to one, individualised care and support especially when setting goals and pursuing personal interests and

aspirations. One person told us, "I have my own key worker. [Staff] is my key worker. [Staff] knows more about my health than I do."

- The registered manager and staff team demonstrated an excellent understanding of people's protected equality characteristics especially in relation to their culture, religion and sexual orientation. Support was planned and delivered in ways which were responsive to their needs which considered people's values and beliefs. Support staff went the extra mile to ensure people's needs in this regard were met. One person was invited and supported to attend religious festivals and family events by another person who lived at Linden Lodge and their family. The relative of the person who organised the meals told us, "They [Staff] are very good with religious beliefs. They have learnt about the religion. They have supported another resident to come for Friday evening meal."

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.

- People's variable communication needs were individually considered so that support staff were able to consider and implement communication methods that worked effectively for each person.
- For one person who was non-verbal with their communication, the registered manager and support staff had developed pictorial aids and booklets to support them to make informed choices and decisions especially around what they like to eat and a plan of outings that the person would like to do over the forthcoming year.
- The registered manager had produced a folder which contained easy read guidance for people to read or look at to gain information and guidance on specific areas including safeguarding, complaints, CQC guidance and the Mental Capacity Act.
- People's specific communication needs had been documented in their care plans with direction for staff on how they were to effectively communicate with people.

Improving care quality in response to complaints or concerns

- Processes were in place to effectively manage complaints. The registered manager was proactive in ensuring that any complaints or concerns were addressed immediately. There had been no recorded complaints since the last inspection.
- People told us, and we observed during the inspection, that they knew who to speak with if they had any concerns and these were dealt with immediately. One person told us, "I know the structure here, if I have got a complaint I would go to [deputy manager]."
- Relatives also spoke confidently about approaching staff and the registered manager with their concerns and that these were taken seriously and dealt with immediately. One relative told us, "I have no complaints at all and can approach [registered manager]."

End of life care and support

- At the time of this inspection, Linden Lodge was not supporting anyone with end of life care.
- The registered manager, however, explained the importance of obtaining people's wishes on how and where they wished to be cared for when they reached that stage of their life.
- We were shown examples of where one person had completed their last will and testament and another person had completed a document called, 'When I am very sick or I might die' which detailed what they wanted to happen when they died and at their funeral. This had been completed together with the involvement of their family. This meant that people knew that staff were well aware of their wishes and would support them accordingly at that time in their 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.

At the last inspection this key question was rated as good. At this inspection this key question has remained the same. 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

- The service promoted a positive culture which was person-centred, open, inclusive and empowering. We were given numerous examples of people being supported to achieve their goals which ultimately enabled them to live an independent life where possible.
- People and relatives were highly complementary of the registered manager, the staff team and the way in which the service was managed. One person told us, "It's good here." Relatives feedback included, "[Registered manager] and her staff are outstanding. She is not afraid to challenge bad practice. She is of the highest calibre and has bags of experience" and "I am quite happy with the way they run the home."
- Relatives had also posted their positive reviews on a national website about their experiences of Linden Lodge. One relative had written, 'The home is of a high standard with a very friendly atmosphere and the manager and staff are excellent. I'm very happy that he is cared for so well in such a well-run home.'
- People approached the registered manager and staff with confidence, and requests for assistance, ideas for goals and activities they wanted to pursue, and any problems and concerns were responded to immediately with a plan of action immediately discussed.
- The staff team spoke positively about the registered manager and stated they felt well supported in their role and were always encouraged to develop. One staff member told us, "I can't praise her [registered manager] enough. She always listens and is always available. She has been my best manager, she is so open."

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 registered manager demonstrated a clear understanding of the duty of candour and how this was to be implemented. The registered manager considered people and their relatives as partners within the package of care and told us of how open and transparent communication was key in maintaining these relationships.
- Relatives consistently told us that the registered manager and staff were always in contact with them, letting them know of any issues or concerns or where there were updates to be given. One relative told us, "They are very good they call me up and they chat with me. It's quite easy to ask them things."
- The management team were fully aware of their legal responsibilities, including appropriately notifying CQC of any important events.

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

regulatory requirements; Continuous learning and improving care

- The registered manager and the staff team were clear about their roles and understood the importance of ensuring risk and regulatory requirements were assessed, managed and adhered to.
- The provider had implemented comprehensive systems to assess and monitor the quality of care and support people received. These included audits which looked at the environment, health and safety, medicines management and administration.
- We saw evidence that where issues were found, action was taken promptly to ensure improvements were made.
- The management team kept an overview of complaints, accidents and incidents. We saw these were reviewed and analysed to identify any lessons that could be learned.

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 always encouraged to engage and be involved in every aspect of daily life at Linden Lodge.
- People and relatives were also asked to complete annual satisfaction surveys where there was opportunity to give feedback about the quality of care they and their relative received as well as give ideas and suggestions for improvements. One relative told us, "I have done a feedback form, in fact a few weeks ago I wrote some comments and I did receive a response."
- In addition, people and relatives were also involved in regular reviews of their care and support plan as well as regular residents' meetings. Some people also took part in the interviewing process for potential support staff members being recruited to work at Linden Lodge.
- Support staff told us they were also regularly involved and consulted in the management and running of the home. They stated that they were always given the opportunity to share experiences, give ideas and suggestions for learning and improvements and that these were listened to. One staff member told us, "We ask people who can't come to come up with things they want to discuss. If things need changing we try and get staff ideas, every team meeting brings a change."
- The registered manager spoke of the positive links and established relationships they had with the local community, the local authority and a variety of involved health and social care professionals. These relationships positively supported people with their care and well-being. One visiting health care professional stated, "I would definitely be referring people here."