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# CELEBRATING GOOD CARE, CHAMPIONING OUTSTANDING CARE

APRIL 2017

## Our purpose

**The Care Quality Commission is the independent regulator of health and adult social care in England.** We make sure that health and social care services provide people with safe, effective, compassionate, high-quality care and we encourage care services to improve.

## Our role

- We register health and adult social care providers.
- We monitor and inspect services to see whether they are safe, effective, caring, responsive and well-led, and we publish what we find, including quality ratings.
- We use our legal powers to take action where we identify poor care.
- We speak independently, publishing regional and national views of the major quality issues in health and social care, and encouraging improvement by highlighting good practice.

## Our values

- **Excellence** – being a high-performing organisation
- **Caring** – treating everyone with dignity and respect
- **Integrity** – doing the right thing
- **Teamwork** – learning from each other to be the best we can

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# Celebrating good care, championing outstanding care

Everybody has a right to good care. Much attention is rightly focused on the occasions when people experience poor quality care, but it is also important to recognise where care is good and to celebrate the services that are getting it right.

Some care providers do things well through innovative new ways of working, or by doing the basics well. Others can learn from them and solutions should be shared across the system.

We now have a better picture of the quality of care across England than ever before, and there are lessons we can learn from this. This publication is purposely focused on celebrating good and outstanding care that our inspectors have seen.

CQC's inspection model is built on what matters to people. It identifies shortcomings and where we can take action if providers are failing people who use their services. But importantly, our system finds examples of good and outstanding care for us to share – and to help others improve.

## Driving improvement

We want to be a catalyst for changes that improve the quality of care people receive. We are doing this not only by driving improvement where care is poor, but by identifying excellence and finding and showcasing providers' solutions to the challenges faced by the health and adult social care system.

CQC's annual *State of Care* report has shown that there remains considerable variety in the quality of health and social care provided in England. Some of the best care we have found is in services that acknowledge there is always room for improvement – they are proactive about seeking feedback and they learn from concerns and complaints.

We want to celebrate outstanding care where we have found it and share good practice for others to learn and improve from it.

This report is a collection of case studies to illustrate some of the qualities shown by care providers that are rated outstanding overall. It also shares the views of people responsible for the quality of care and what they do to drive improvement in their services.

## What underpins good and outstanding care?

We assess the quality of care at health and adult social care providers on the basis of five key questions. Inspectors report on whether a service is:

- safe
- effective
- caring
- responsive
- well-led.

CQC has found that good leadership is a central part of improvement – services that improve tend to have leaders who are visible and accountable to staff, promote an open and positive organisational culture, and engage effectively with partners. Improvements in the quality of care people are receiving are happening despite tight financial constraints and increased demand across the sectors.

Also important is the way that care services in an area work together – our inspections look at this, and the *NHS Five Year Forward View* has recognised that the country is too diverse for a one-size-fits-all care model to apply everywhere.

CQC has a vital role to play in protecting people from poor care, as well as helping to drive improvement, and we are already seeing many examples of innovation that have the potential to improve the quality of care for people who use services.

New technology is influencing the way health and care services are delivered – and it is transforming care for some people. This change inevitably presents challenges for the way we approach regulation for new kinds of services; in future, we will also focus on examples that show where providers are successfully harnessing new technology to improve outcomes for people.

CQC is bringing together information, evidence and expertise to support innovation that works for people who use health and care services, and we are highlighting excellence and improvement where we find it.

Provider	Overall rating	Sector	Key question ratings
<b>Rose Lodge, Exmouth, Devon</b>	Outstanding	Adult social care	<b>Safe</b> Good <b>Effective</b> Outstanding <b>Caring</b> Outstanding <b>Responsive</b> Outstanding <b>Well-led</b> Good
<b>Getta Life Limited, Coventry</b>	Outstanding	Adult social care	<b>Safe</b> Good <b>Effective</b> Good <b>Caring</b> Outstanding <b>Responsive</b> Good <b>Well-led</b> Outstanding
<b>Harley House Care Home Limited, Leicester</b>	Outstanding	Adult social care	<b>Safe</b> Good <b>Effective</b> Good <b>Caring</b> Outstanding <b>Responsive</b> Outstanding <b>Well-led</b> Outstanding
<b>University Hospitals Bristol NHS Foundation Trust</b>	Outstanding	Hospitals	<b>Safe</b> Good <b>Effective</b> Outstanding <b>Caring</b> Good <b>Responsive</b> Requires improvement <b>Well-led</b> Outstanding
<b>Birmingham Children's Hospital NHS Foundation Trust</b>	Outstanding	Hospitals	<b>Safe</b> Requires improvement <b>Effective</b> Outstanding <b>Caring</b> Outstanding <b>Responsive</b> Outstanding <b>Well-led</b> Good

Provider	Overall rating	Sector	Key question ratings
<b>Northumbria Healthcare NHS Foundation Trust</b>	Outstanding overall Good for specialist community mental health services for children and young people	Hospitals	<b>Safe</b> Good <b>Effective</b> Outstanding <b>Caring</b> Outstanding <b>Responsive</b> Outstanding <b>Well-led</b> Outstanding
<b>Woodgrange Medical Practice, Forest Gate, London</b>	Outstanding	Primary medical services	<b>Safe</b> Good <b>Effective</b> Outstanding <b>Caring</b> Good <b>Responsive</b> Good <b>Well-led</b> Outstanding
<b>Southdene Medical Centre, Shotton Colliery, County Durham</b>	Outstanding	Primary medical services	<b>Safe</b> Outstanding <b>Effective</b> Outstanding <b>Caring</b> Good <b>Responsive</b> Good <b>Well-led</b> Outstanding
<b>The Forum Health Centre, Coventry</b>	Outstanding	Primary medical services	<b>Safe</b> Good <b>Effective</b> Outstanding <b>Caring</b> Good <b>Responsive</b> Good <b>Well-led</b> Outstanding

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WELL-LED

SAFE



Rachel Templeton  
Student Orthoptist

SAFE

EFFECTIVE

CARING

RESPONSIVE

WELL-LED



# Patients protected

## Southdene Medical Centre Shotton Colliery, County Durham

**Rated as outstanding in three out of CQC's five key questions, the leadership's focus on safety at Southdene Medical Centre was of particularly high quality.**

Southdene is outstanding in its safety, its effectiveness and its leadership. In March 2017, CQC found that patients were protected by a strong and comprehensive safety system. The practice was seen to be successfully promoting openness and transparency – and inspectors could see that it was actively learning from things that went wrong.

In monitoring and learning from significant events (for example, accidents, complaints and reporting) the practice uses innovative and proactive methods to improve patient outcomes. It has a high rate of clinical audit for its size, and outcomes for patients are consistently better at Southdene than for those who use similar services elsewhere, locally or nationally.

On safety, CQC inspectors saw that Southdene's practice manager had overall responsibility for the collation of significant events — there was a schedule of these and where they met certain criteria, they were added to the local clinical commissioning group's safeguard incident and risk management system. Patients were systematically protected; significant events were discussed at practice team meetings, there were minutes of this and an annual review was available.

One example of changed procedure, as a result of a significant event, was that the practice had devised a process for monitoring patients' hospital follow-up appointments.

Safety at Southdene is monitored using a range of sources, such as National Institute for Health and Care Excellence guidance and national safety alerts. One GP partner is the designated lead to manage this process and they determine what action is necessary.

The practice could demonstrate a safe track record. There were strong arrangements in place to safeguard adults and children from abuse – policies were accessible to all staff and clearly outlined who to contact if there was a concern. Patient records were tagged with alerts for staff if there were safeguarding issues they needed to be aware of.

Chaperones were available for patients, and they had all received training. One of the practice nurses was the infection control lead, and the medicines management arrangements kept patients safe. Staff were trained in health and safety (all had received basic life support training) and one GP partner told inspectors how they were meticulous in ensuring the buildings were fit for purpose.

Southdene's strengths are backed up by a drive from its leadership team for continuous improvement. Staff are accountable for delivering change, and systems and processes to improve clinical care were being developed, including ideas such as consultant-led education events for patients.

**Strong  
arrangements in  
place**

[Read more about Southdene Medical Centre.](#)

Southdene Medical Centre			
OVERALL <b>Outstanding</b>	SAFE	<b>Outstanding</b>	☆
	EFFECTIVE	<b>Outstanding</b>	☆
	CARING	<b>Good</b>	●
	RESPONSIVE	<b>Good</b>	●
	WELL-LED	<b>Outstanding</b>	●



EFFECTIVE

SAFE
EFFECTIVE
CARING
RESPONSIVE
WELL-LED

# Stretching, challenging and innovative

## University Hospitals Bristol NHS Foundation Trust

In just two years, University Hospitals Bristol NHS Foundation Trust has dramatically improved – it was the first hospital trust in England to go from requires improvement to outstanding between two inspections.

University Hospitals Bristol NHS Foundation Trust is now one of the highest-rated trusts in the country and among its key attributes in achieving this is a culture of continuous improvement. A significant aspect is the trust's improvement even in areas where it was already performing well.

Chief Inspector of Hospitals, Professor Sir Mike Richards, said the trust had taken CQC's inspection findings to heart and services had improved for patients.

The trust is rated outstanding in two of CQC's key questions: effective and well-led. Among the elements that contributed to the trust's effectiveness was a "truly holistic approach to planning and people's discharge or transfer to other services". Inspectors noted the safe use of innovative approaches to care and how this was encouraged. This included comprehensive assessments of patients' clinical needs, as well as their mental and physical health and wellbeing, and nutrition and hydration. Staff worked collaboratively to understand the range and complexity of people's needs.

The trust's leadership promotes a culture of high-quality, person-centred care – its vision and values are driven by quality and safety. And inspectors noted in their March 2017 report that its strategies and supporting objectives



**Vision and values driven by quality and safety**

were “stretching, challenging and innovative”. Crucially, the scale and complexity of the organisation did not inhibit governance – inspectors pointed out excellent oversight of risks and issues at board level, and a continued focus and drive to improve safety and quality. Processes were in place to monitor, address and manage current and future risk.

Feedback from staff demonstrated a marked improvement in the culture of the organisation. Innovative and effective actions had resolved previous problems, and staff were now proud of their organisation as a place to work. Staff-led forums were important in improving the efficiency of work streams. Among specific areas of outstanding practice, there was a ‘real time’ app that offered feedback on current staff morale.

This trust was able to safely call on support from pre-identified nursing staff to help the emergency department when it was crowded; and the staff commitment to cleaning equipment in the emergency department was described as “commendable”. Also, staff in the teenagers and young adult cancer service had made demonstrable improvements in the quality of the service and in the lives of patients thanks to their engagement with charities and other organisations.

Inspectors remarked on the trust’s “strong culture of safety”, and described the overall improvements as “a tremendous achievement”. Also important was the way staff spoke positively about the patient journey, which was particularly notable in surgery (rated outstanding for caring and well-led) where staff worked in a coordinated way in patients’ best interests.



**Read more about University Hospitals Bristol NHS Foundation Trust.**

University Hospitals Bristol NHS Foundation Trust			
<b>OVERALL</b> <b>Outstanding</b>	SAFE	<b>Good</b>	●
	EFFECTIVE	<b>Outstanding</b>	☆
	CARING	<b>Good</b>	●
	RESPONSIVE	<b>Requires improvement</b>	●
	WELL-LED	<b>Outstanding</b>	☆

# What ‘outstanding’ looks like

## Woodgrange Medical Practice

### Forest Gate, London

Woodgrange is an East London medical practice that demonstrated effectiveness, coupled with leadership qualities that inspectors described as “a great example of what outstanding looks like”.

CQC’s Chief Inspector of General Practice, Professor Steve Field, described Woodgrange as an exceptional service. Among the attributes that led to its rating of outstanding overall, there is clear evidence of its effectiveness and the practice’s leadership is highly regarded.

Constantly learning and striving to improve, inspectors remarked on the practice’s clear vision, with quality and safety as the top priorities. GPs showed leadership at an organisational level, with one example being its focus on child protection. It had established its own system that enables reporting of system failures as a result of delayed responses from allied health and social care professionals — practitioners initiate internal significant events protocols and sustained escalation of concerns until they reached the person responsible in the system.

The practice’s system triggered an analysis of child protection arrangements in the area. The leadership is also active in several other areas of outstanding practice across the local clinical commissioning group area, focused on better outcomes for people with chronic obstructive pulmonary disorder, mental health issues, dermatological problems, diabetes and asthma, and in women’s health.

The effectiveness of Woodgrange Medical Practice was illustrated for CQC inspectors in different ways. There is data proving that the practice performs better compared to practices nationally – the recognised Quality and Outcomes Framework showed Woodgrange had achieved 100% of the total points attainable. Underneath the data there were specific examples, such as 86% of patients with asthma having had a review in the previous 12 months (national

average: 75%), and 99% of patients on the diabetes register having a foot examination and risk classification in the previous 12 months (national average: 88%). There was also impressive data on child immunisation, plus clinical audits to demonstrate quality improvements.

This practice has shown that it delivers care based on needs assessments and in line with current evidence. And its effectiveness is also clear from systems in place to continuously refresh guidance and engage relevant staff at weekly clinical meetings attended by consultant specialists. There is evidence that this has positively influenced outcomes for patients.

The effectiveness of Woodgrange is not confined to its patient list. One partner GP trained to become a dermatology specialist and he offered clinics in practices across the CCG – surveys showed how much this service was appreciated by patients. It also reduced numbers of patients going to secondary care and enabled faster treatment.

Health education is also a factor in the practice’s effectiveness. There are regular sessions where expert speakers are invited to promote healthcare awareness, with neighbouring practices also invited. Subjects have included female genital mutilation, domestic and sexual violence, safeguarding adults and children, chronic conditions and acute medical conditions.

**Accountability is shared throughout the practice**

EFFECTIVE

**Read more about Woodgrange Medical Practice.**

Woodgrange Medical Practice			
<b>OVERALL</b> <b>Outstanding</b>	SAFE	Good	●
	EFFECTIVE	Outstanding	☆
	CARING	Good	●
	RESPONSIVE	Good	●
	WELL-LED	Outstanding	☆



CARING

SAFE

EFFECTIVE

CARING

RESPONSIVE

WELL-LED



# Making a real difference

## Birmingham Children's Hospital NHS Foundation Trust

The first specialist children's hospital to achieve an outstanding rating from CQC, Birmingham Children's Hospital is now part of Birmingham Women's and Children's NHS Foundation Trust. It stood out to inspectors because of a striking culture of support and teamwork.



Genuine,  
compassionate  
care

We inspected and rated this provider as Birmingham Children's Hospital (part of Birmingham Children's Hospital NHS Foundation Trust) and published our report in February 2017.

Outstanding for CQC's key questions of caring, effective and responsive, inspectors noted that clinical nurse specialists helped ward staff with additional emotional support for children and families within different specialities. There was also specialist support for patients and their relatives before operations.

The hospital serves patients and parents from outside Birmingham, but parents could use nearby accommodation free of charge, which also provided the opportunity for them to seek support from other parents who were staying.

Feedback was positive from parents and children, and while the trust is aware of several areas where improvement is needed, there were areas of outstanding practice. Among them, the trust had storytelling therapists to help children with their emotions, anxiety and distress during their stay. Inspectors found genuine, compassionate care.

Surgical outcomes were better or the same as comparable services – staff knew the importance of reporting incidents, and learning was shared to improve quality.

Inspectors noted that the children’s hospital operates in one of the most deprived parts of the country. Its responsiveness was clear: no patient waited more than four hours to be admitted from the moment that decision was made; and 100% of children referred to the hospital were seen within six weeks (and oncology met all treatment targets).

There were also examples of changes made as a result of complaints — posters were displayed throughout the trust, explaining how to make a complaint. Complaints were also shared widely among staff, including the chief executive.

CQC observed a multi-disciplinary team embedded within the service, and there was other remarkable responsiveness, including a pilot service aimed at reducing readmissions by having health visitors do follow-up calls on patients discharged from the emergency department.

A young person’s advisory group was involved in the development, design and delivery of services for children and young people. They also played a part in the recruitment of senior staff, and joined interview panels.

CQC’s Chief Inspector of Hospitals, Professor Sir Mike Richards, said that while hospitals could be stressful places, especially for children, this one was “working effectively to provide the best care”. He added, “The hard work of staff across the trust is exemplary and making a real difference to the lives of children, young people and their parents.”



[Read more about Birmingham Children’s Hospital.](#)

Birmingham Children’s Hospital NHS Foundation Trust			
OVERALL <b>Outstanding</b>	SAFE	Requires improvement	●
	EFFECTIVE	Outstanding	☆
	CARING	Outstanding	☆
	RESPONSIVE	Outstanding	☆
	WELL-LED	Good	●

# Exceptional quality

## Getta Life Limited Coventry

**This service operating in Coventry provides care for people with a physical or learning disability who live in their own homes.**

Getta Life Limited is rated outstanding overall and particularly stood out to inspectors for the way it cares for people and its leadership. Relatives and people using the service were delighted by the kindness and compassion shown by staff.

Rated outstanding for caring, this provider had staff who cared about people's lifetime achievements and encouraged their individuality. Staff valued opinions and they went "the extra mile" to help people lead the lives they wanted. Positive friendships had developed between staff and the people they cared for.

Behind this outstanding standard of care is leadership that is continuously learning and staff share a common philosophy, vision and values. In this positive culture, the provider works with other specialist services to ensure people are at the heart of everything. People, their relatives and healthcare professionals are encouraged to share their thoughts about the quality of the service, and support was always provided in line with research-based best practice.

CQC was told that the caring nature of this provider exceeds people's expectations – they were "surprised and delighted" by the high level of kindness, thoughtfulness and compassion. Comments from relatives were overwhelmingly positive – one said, "There is friendship, support and integrity", while another said, "the support staff are lovely people, they always have [people's] best interests at heart".

CQC described Getta Life Limited as "innovative and creative and constantly striving to improve the quality of people's lives", adding that the "quality of care was exceptional".

Care staff told inspectors how their training helped them to understand people's behaviour and needs. And inspectors had noticed how staff were observant and proactive in minimising people's anxiety, for example, by holding hands and encouraging them to remember happy times or think of things to look forward to.

Staff showed inspectors how their care plans were invaluable for personalised care – they could help people to maintain their preferred routines and make life choices in a meaningful way. Two people who used the service had formed a relationship and now lived together as a couple – staff and family had supported them in this, including a celebration of their relationship at their local church. The couple showed inspectors pictures of their ceremony with pride and happiness.

People were encouraged to build and maintain relationships with friends and family. One relative said they often spoke to their family member by Skype and support was given to send text messages to family members when on holiday.

Getta Life's care plans were written from the individual's perspective so that staff understood their needs and abilities. One staff member told inspectors about a person who was now recognised as a member of the local community, whereas previously, in a residential home, the person did not have any links with the community. This was a significant achievement for the individual, who now has roles at a church and is recognised by people locally.

[Read more about Getta Life Limited.](#)

Getta Life Limited			
<b>OVERALL</b> <b>Outstanding</b>	SAFE	Good	●
	EFFECTIVE	Good	●
	CARING	Outstanding	☆
	RESPONSIVE	Good	●
	WELL-LED	Outstanding	☆



SAFE

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# Passionate and dedicated

## Northumbria Healthcare

### NHS Foundation Trust

#### Specialist community mental health services for children and young people

The overall quality of care at Northumbria Healthcare NHS Foundation Trust is rated outstanding and the trust is one of the top-rated health and care organisations, with outstanding ratings for four out of CQC's five key questions.

The focus for this example is the trust's specialist community mental health services for children and young people, which we rated as good in February 2017. There is some room for improvement and the trust is aware, but there is much to celebrate in the quality of care provided by this service to some vulnerable patient groups.

Inspectors saw the service over two days in September 2016 and have described the way staff delivered care in a "thoughtful and sensitive" way. The service scores good ratings against all five key questions, and the positive feedback from people who use the services, and their carers, was a factor in the rating.

Staff are described as "passionate, enthusiastic and dedicated" to their work with children and young people. Their approach was adaptive to the needs of a young person, and on the question of safety inspectors pointed to the range of professionals and psychiatrists available, among other positive attributes.

The trust's specialist community mental health services for children and young people are for those aged up to 17 years old in North Tyneside. This is a single point of access to mental health services for children and young people, including those with a learning disability or who have an eating disorder.

During a visit to four locations, inspectors heard from young people who used services and carers, as well as managers of the service and 15 staff members. Young people and their parents and carers spoke very positively about their experience of the service – they felt involved in the planning of their care and spoke highly of the staff. Everyone said that staff were respectful and caring.

Staff were passionate and motivated to improve the health and wellbeing of young people accessing a service which actively encouraged feedback. There was also an analysis of the comments from parents and young people about their views of the service, with 84% of parents and 75% of young people stating that the service was good and nothing needed to change.

Underpinning the service is good leadership. Staff articulated the trust’s values in their own words, and from a range of local and national clinical audits there was a log of actions to be implemented in the service – learning was shared and acted on. Without exception, staff spoke very highly of the leadership – they felt well-supported by managers and peers and were proud of the service and highly motivated. Their commitment was also evident from their participation in the Quality Network for Community Child and Adolescent Mental Health Services, a national network established by the Royal College of Psychiatrists.

CQC’s Chief Inspector of Hospitals, Professor Sir Mike Richards, said it was clear this was an effective service that was “responsive to the needs of young people”.

**Read more about Northumbria Healthcare NHS Foundation Trust’s specialist community mental health services for children and young people.**



RESPONSIVE

Northumbria Healthcare NHS Foundation Trust			
OVERALL <b>Outstanding</b>	SAFE	Good	●
	EFFECTIVE	Outstanding	☆
	CARING	Outstanding	☆
	RESPONSIVE	Outstanding	☆
	WELL-LED	Outstanding	☆

# Innovative environment

## Rose Lodge Exmouth, Devon

This home is rated outstanding in three of CQC's five key questions and inspectors were impressed by an "exceptional level of personalised care" in an innovative environment.


Rose Lodge is a home for up to 34 people and it is rated outstanding overall. The service is particularly focused on older people living with the early stages of dementia, and the manager and staff demonstrated proactive and strong person-centred care for people with dementia and those with more complex needs.

Rose Lodge is a place where independence is encouraged. People are free to make their own decisions and they are supported in their involvement in activities. An excellent programme of activities and social events (music and singing is a part of people's everyday lives) keeps people occupied and stimulated.

In July 2016, CQC inspectors saw that people felt safe and cared for in the home – changing moods among those living there were recognised by attentive staff, who calmly intervened if they noticed people becoming unhappy with one another.

This home also provides an innovative environment that frees people from the everyday stresses of dementia, enabling people to rediscover old interests and develop new ones.

The atmosphere at the home was described as constantly stimulating, either on a one-to-one basis or in group activities, but inspectors also commented on the home's calmness. During the unannounced inspection,



Concern for  
people in a  
meaningful way



people were seen to take pride in their surroundings and several commented on feeling part of a community.

People at Rose Lodge told inspectors how important the quality of the home’s environment was to their wellbeing. The gardens are easily accessible and one area was laid out to be especially interesting and stimulating, with hens, rabbits and fish for feeding. It is also somewhere to spend time with friends and family, “a home from home” and “not like an institution”.

A tour of the home demonstrated the registered manager’s commitment: specialist advice was sought for the colour scheme, lighting, flooring and furniture. For example, contrasting colours were used for hand rails and equipment, and the same principle for furniture and flooring, to help reduce the risk of falls and improve people’s ability to judge distances. There were many innovative design features, and in bedrooms and bathrooms too, such as mirrors with integral blinds which could be used if people became distressed with their reflection.

Inspectors described Rose Lodge as a happy and vibrant place for people to live. Our inspection found that managers were visible and approachable, staff training was encouraged for new learning and skills, and morale was excellent.



**Read more about Rose Lodge.**

Rose Lodge			
OVERALL <b>Outstanding</b>	SAFE	Good	●
	EFFECTIVE	Outstanding	☆
	CARING	Outstanding	☆
	RESPONSIVE	Outstanding	☆
	WELL-LED	Good	●





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# Continuous learning

## The Forum Health Centre Coventry

Inspectors visiting the Forum Health Centre in the Coventry suburb of Wyken found a care provider where “all the staff told us they felt involved and engaged to improve how the practice was run”.



Prioritised safe,  
high-quality,  
compassionate  
care

The significant focus on continuous learning and improvement at all levels within the practice was among the reasons the Forum Health Centre received CQC’s top rating for its leadership and effectiveness, and is rated outstanding overall. Our inspection in December 2016 saw evidence that the practice had prioritised safe, high-quality and compassionate care.

The practice has a clear vision: to deliver the right patient care, in the right place, at the right time, through a skilled and committed workforce, in partnership with local health authorities. Inspectors saw this was reflected in its long-term planning, the day-to-day running of the practice, and staff attitudes in their approach to patients and their work.

Staff told CQC how they were involved in the development of the practice’s strategy to achieve its vision. This involved communication, networking and collaborative work with health agencies, patients and voluntary organisations, including mental health and medicines management bodies, Age UK, the Alzheimer’s Society and more. There was evidence of close working with the local clinical commissioning group too.

Engagement extends to an active patient participation group (PPG) – and there was evidence of the practice’s action in response to the PPG’s suggestions for improvements, from website changes to an audit to identify peak times for phone calls, to help improve the service.

Staff also told inspectors they felt they could discuss any concerns or issues with colleagues and management. And the leadership has in place an overarching governance framework which supports the delivery of its strategy, including arrangements to monitor and improve quality and identify risk.

The practice’s effectiveness was demonstrated in various ways. In particular, there was a focus on the development of services for older patients, with specialised GPs and nurses. A project targeting frail elderly care demonstrated a reduction in people’s length of stay in hospital, while the practice was rated outstanding in its quality of care for people with long-term conditions and families, and children and young people.



[Read more about The Forum Health Centre.](#)

The Forum Health Centre			
OVERALL <b>Outstanding</b>	SAFE	Good	●
	EFFECTIVE	Outstanding	☆
	CARING	Good	●
	RESPONSIVE	Good	●
	WELL-LED	Outstanding	☆

# Dynamic approach

## Harley House Care Home Limited Leicester

Harley House is home for up to 28 people – described by inspectors as “exceptionally well-led”, it is rated outstanding overall and was found to be “exemplary” in responding to people’s needs.

The feedback from people using the service and relatives described exceptional leadership at the home. CQC has rated Harley House as outstanding for its leadership, its responsiveness and caring.

“Inspiring and dedicated” were words used by inspectors to describe the registered manager at Harley House, following an unannounced visit in November 2016. The home offers personal care support, including nursing care.

Inspectors saw a home where the leadership strived for excellence through consultation, research and reflective practice. The style was strong and supportive, seeking feedback to improve.

People at Harley House were supported with care and compassion. There was sufficient time for staff to meet people’s needs – staff were not rushed in their work and they had time to chat with people. Inspectors found a calm atmosphere with staff responding promptly to individuals’ needs, and in a personalised way.

Feedback on the leadership at Harley House included comments such as, “you wouldn’t get better than this at a 5 star hotel”. People described the registered manager as someone who was “very proud” and who “dedicated his life to the home”.

The leadership demonstrated a commitment to continually improving the service. And management told CQC that the values (choice, inclusion, independence and a feeling of being at ‘home’) were reinforced constantly through discussion, supervision and behaviour.

All staff at Harley House understood the culture, vision and values, and people were seen to be at the heart of the service. There was a no blame culture and everyone was focused on the objectives of higher quality care and positive life experiences for people who used the service.

There was regular checking on all areas of the service. This effective oversight included medicines management, cleanliness and staff practice, and checks were also made on audits completed by staff to make sure they were effective.

Staff worked cohesively as a team – one member of staff said, “It really is a great place to work.” The manager worked alongside staff, as a role model, and to observe their practice, and monitor their attitudes and behaviour.

[Read more about Harley House Care Home Limited.](#)

Harley House Care Home Limited			
OVERALL <b>Outstanding</b>	SAFE		<b>Good</b> ●
	EFFECTIVE		<b>Good</b> ●
	CARING		<b>Outstanding</b> ☆
	RESPONSIVE		<b>Outstanding</b> ☆
	WELL-LED		<b>Outstanding</b> ☆





## How to contact us

Call us on > 03000 616161

Email us at > [enquiries@cqc.org.uk](mailto:enquiries@cqc.org.uk)

Look at our website > [www.cqc.org.uk](http://www.cqc.org.uk)

Write to us at >

Care Quality Commission

Citygate

Gallowgate

Newcastle upon Tyne

NE1 4PA



Follow us on Twitter > [@CareQualityComm](https://twitter.com/CareQualityComm)

Please contact us if you would like a summary of this report in another language or format.

