

EHC Moston Grange Limited

Moston Grange Nursing Home

Inspection report

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Date of inspection visit:
02 December 2019
03 December 2019

Date of publication:
06 February 2020

Ratings

Overall rating for this service

Outstanding 

Is the service safe?

Good 

Is the service effective?

Outstanding 

Is the service caring?

Outstanding 

Is the service responsive?

Outstanding 

Is the service well-led?

Outstanding 

Summary of findings

Overall summary

About the service:

Moston Grange Nursing Home provides nursing care for adults aged 18 years' and over (male and female) and specialises in supporting people with a variety of types of dementia and whom may present with complex challenges. It is currently registered to provide care for 64 people who may be informal or subject to certain conditions under the Mental Health Act 1983. At the time of this inspection 46 people used the service.

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

A major refurbishment of Moston Grange had been completed to an exceptionally high standard. The design and decoration, both internally and externally, exceeded evidenced-based best practice standards for creating an environment that supported people living with dementia, memory problems, behaviours that challenge and mental health support needs.

Each of the four new 'households' were unique in their design and presentation but remained functional to meet people's diverse needs. The overriding standout feature of each household was a feeling of calm and tranquillity. Each household benefited from a dedicated private outside space that was completely integrated into the overall therapeutic design.

The meal time experience placed people at the very heart in recognising good nutrition and hydration was fundamental to every aspect of a person's overall wellbeing. The lunch time experience was an extremely relaxed and pleasurable social experience that people clearly looked forward to and enjoyed. This experience was greatly enhanced by the fact mealtimes were a shared experience between both staff and people living at the home.

The learning environment at Moston Grange was one of empowerment and learning without barriers. Staff were encouraged and supported to be the very best they could be, and to achieve their maximum potential. A joined-up and fully integrated approach to learning and continuous professional development, supported staff on their individual learning journey right through from a comprehensive induction, to independent practice.

A human rights approach had been seamlessly woven into every aspect of service delivery across Moston Grange. People's differences were recognised and celebrated.

The positive culture, ethos, vision and values of Moston Grange shone through from the moment you walked into the home. Each and every member of staff we spoke with demonstrated a high values base and were clearly highly invested into ensuring the home was a caring place for everyone.

Everyone was considered to be equal partners in their personal care journey and no matter how small their contribution, each person was supported to express their views in a way that was personalised to the individual.

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

Rating at last inspection (and update)

The last rating for this service was requires improvement (published 18 December 2018) and there was one breach of regulation in the key question of 'safe'. The provider completed an action plan after the last inspection to show what they would do and by when to improve. At this inspection we found significant improvements had been made, and sustained, and the provider was no longer in breach of regulations.

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 exceptionally effective.

Details are in our effective findings below.

Outstanding 

Is the service caring?

The service was exceptionally caring.

Details are in our caring findings below.

Outstanding 

Is the service responsive?

The service was exceptionally responsive.

Details are in our responsive findings below.

Outstanding 

Is the service well-led?

The service was exceptionally well led.

Details are in our well led findings below.

Outstanding 

Moston Grange Nursing 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:

This inspection was carried out by two inspectors, an assistant inspector and an expert by experience. An expert by experience is a person who has personal experience of using or caring for someone who uses this type of care service.

Service and service type:

Moston Grange Nursing Home is a 'care home'. People in care homes receive accommodation and nursing or personal care as single package under one contractual agreement. The Care Quality Commission (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 CQC. 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:

The first day of inspection was unannounced.

What we did before the inspection:

The provider was not asked to complete a provider information return prior to this inspection. This is information we require providers to send us to give some key information about the service, what the service does well and improvements they plan to make. We took this into account when we inspected the service and made the judgements in this report.

We sought feedback from the local authority and professionals who work with the service. No concerns were raised.

During the inspection:

We spoke with 12 people who used the service and four visiting relatives about their experience of the care provided. We spoke with 13 members of staff including the registered manager, clinical lead, registered nurses, support workers, occupational therapist, the resident involvement lead, a pharmacist, a clinical director and the managing director.

We used the Short Observational Framework for Inspection (SOFI). SOFI is a way of observing care to help us understand the experience of people who could not talk with us. We also looked at records and associated documentation concerning care plans, governance, and safe systems of work.

After the inspection:

We asked the provider to send us a range of documents that supported our findings throughout the inspection visit.

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 requires improvement. At this inspection this key question has now improved to good. This meant people were safe and protected from avoidable harm.

At the last inspection, we found some people's medicines were not always managed safely. This resulted in a breach of Regulation 12 (safe care and treatment) of the Health and Social Care Act (Regulated Activities) Regulations 2014. At this inspection, we found significant improvements had been made and the provider was no longer in breach of this regulation.

Using medicines safely:

- Medicines were managed safely. A pharmacist from the provider's private pharmacy provider gave a high level of assurance that systems and processes for ordering, storage, administration and disposal of medicines, including controlled drugs were operated safely and effectively. This was supported by our own review.
- Staff responsible for administering medicines were competent and skilled to do so.

Systems and processes to safeguard people from the risk of abuse:

- People told us they felt safe living at Moston Grange. Comments included, "The staff are really good and I feel very safe." and "I go out with staff a lot and I feel safe and secure with them."
- Staff understood their responsibilities to keep people safe and to protect them from harm. When safeguarding concerns were identified, the registered manager acted promptly and informed the relevant agencies.
- There was an open and transparent culture that encouraged people to raise any safeguarding concerns. Comments from staff included, "I wouldn't hesitate to raise a concern and I'm more than confident I would be listened to." and "Safeguarding and protecting people is a huge feature of work and the training we've had has been excellent around all of this."
- As part of the induction process for newly recruited staff, abuse within care settings was explored with staff. This was done in a sensitive and supportive way, but the key point was to explore people's individual responses and to reinforce that such practices would never be tolerated.

Staffing and recruitment:

- Enough staff were deployed to meet people's needs. The provider had reviewed staffing levels to create a fit for purpose structure which enabled staff to go beyond task-based care and to truly deliver person-centred care in all aspects of the person's lived experience at Moston Grange.
- The provider took a 'values based' approach to the recruitment and selection of staff which involved group work, face to face interviews and writing one page profiles. Once in post, staff were matched to the most appropriate household that suited their skills, knowledge, experience, personality and interests. This was done through appraisal, staff meetings, MDT meetings, best interests meetings and managers reviews.

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

- People were supported to have as much freedom of choice in their lives as possible. Staff knew people well and were skilled in identifying risk. Known and newly emerging risks to people had been assessed and actions had been taken to reduce the identified risks. Where appropriate, this included a comprehensive Vulnerability Risk Assessment completed by the in-house psychology team in collaboration with the person and others involved in their care.
- Accidents, incidents and untoward events were closely monitored and regular audits were undertaken to capture re-occurring themes.
- Lessons learnt, and outcomes were also disseminated throughout the team via staff meetings and handovers to promote shared learning. Enhanced analysis of events was also completed by the in-house psychology team.
- The service had effective systems in place to ensure the premises and equipment were safe and fit for purpose. Maintenance and testing of equipment had been kept up-to-date including those to ensure the safety of gas appliances, electrics, and fire safety systems.

Preventing and controlling infection:

- We found the home well presented throughout, visibly clean, and smelling fresh. The total refurbishment of Moston Grange presented the provider with an opportunity to ensure all new fixtures, fittings, floor and wall coverings, furniture and equipment, supported good infection control practice.
- All staff received regular infection prevention and control training during their induction and had regular updates. A number of staff had completed training at NVQ Level 2 to become Infection Prevention and Control Champions. Hand wash training had been upgraded through the purchase of a new 'Glow box' which used ultraviolet light to highlight areas of the hands that had not been thoroughly cleaned.
- Moston Grange had participated in the Annual Public Health England flu vaccination campaign for front line healthcare workers.

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 now improved to outstanding. This meant people's outcomes were consistently better than expected compared to similar services. People's feedback described it as exceptional and distinctive.

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

- Since our last inspection, a total refurbishment of Moston Grange had been completed. The design and decoration had been completed to an exceptionally high standard and exceeded evidence-based best practice guidance for creating a supportive environment.
- Each household benefited from a dedicated private outside space that was completely integrated into the overall therapeutic design. This stimulated people's natural freedom of movement as they moved seamlessly between indoors and out.
- People had been involved in redesigning their private bedrooms spaces so they were more reflective of a 'living room' style environment. One person was very proud to show us their room and treated the inspection team to a beautiful piece of organ music. Staff had supported this person to buy the organ, with the benefits clear for all to see.
- The overriding standout feature of each household was a feeling of calm and tranquillity. Comments from people included, "I love it here and I can go outside whenever I like." and "I feel really chilled here and get to walk about whenever I want."

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

- People were placed at the very heart of the meal time experience. The service recognised good nutrition and hydration was essential in ensuring people's wellbeing and used meal times to help promote people's independence
- Breakfast time now included a continental style 'help yourself' service with produce thoughtfully selected to enhance the sensory experience and stimulate appetite. We saw people really appreciated and enjoyed the freedom to choose for themselves.
- Lunch time service was equally pleasurable for people with a wide range of quality home cooked food options on offer. Access to cold drinks and fresh fruit was unlimited with each household benefiting from a well-stocked 'hydration station.' Staff also provided tailored support to people who needed extra help or prompting to eat and drink.
- The whole mealtime experience was greatly enhanced by the fact mealtimes were a shared experience between both staff and people living at the home. This made a significant contribution to the overall 'homely' feel of each household and building of positive relationships. Comments from staff included, "We now have our meals provided whilst on duty which provides a fantastic opportunity for us to engage with people on the household in a more informal way." and "I'd go as far to say the fact we all eat together has really helped in creating a calmer and more normalised mealtime for everyone."

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

- An enhanced level of partnership working meant that people living at Moston Grange received an exceptional level of care that was highly effective in meeting their needs and was provided in a timely way. This meant the majority of people could remain in the home, being cared for in familiar surroundings by staff who knew them well.
- One key partnership was with a provider of NHS primary care medical services who worked collaboratively with Moston Grange in helping to assess and treat a wider range of acute medical problems in the home. This helped reduce the burden on local GP's, prevent unnecessary attendance at A&E, and improved outcomes for people. One healthcare professional had commented, "I am proud to say we have built strong relationships with the Moston Grange team and look forward to continuing to work together in the future to support and improve the quality of care."
- People's health outcomes had greatly improved since moving to the service; several people had experienced significantly improved mobility, whilst others had gone from needing a high level of support from three members of staff, to now requiring prompts or reassurance from just one. Comments from relatives included, "I have noticed a big change in [person's name] health. [Person's name] is much happier and settled" and "The medical care given to [person's name] is in my estimation first class."
- The approach to oral health was excellent. Systems and working practices for oral care were highly effective and fully embedded into everyday practice. Staff had completed a two-day training session with a practitioner from the NHS oral health improvement team.
- Physical and mental wellbeing was encouraged and supported on a regular basis through a variety of activities centred around movement and physical activity. These took the form of organised group exercise sessions within the home, and outdoor walks and trips to parks and other places of interest.

Staff support: induction, training, skills and experience:

- The learning environment at Moston Grange was one of empowerment and learning without barriers. Staff were encouraged and supported to be the very best they could be, and to achieve their maximum potential.
- A workforce strategy was in place and the provider had recently engaged in the recruitment of Nurse Associates offering existing support staff an opportunity to develop their career in health and social care. Registered nurses had been supported and encouraged through enhanced levels of continuous professional development and practice.
- The provider had made a significant investment in a new and very well-resourced learning centre. During the inspection we visited the learning centre and spoke with a group of staff who were participating in a group learning session. Without exception, feedback was wholly positive about the quality of training and opportunities for continuous learning. Comments included, "I can honestly say it's the best training I've ever had.", and, "As a nurse, the opportunities afforded to me here, means I feel I have a real longer-term future with this organisation."

Assessing people's needs and choices; delivering care in line with standards, guidance and the law:

- Before a person was accepted to move into Moston Grange, a comprehensive pre-admission assessment was carried out. This involved a multi-disciplinary panel who would meet to ensure the service could meet the person's needs.
- People benefited from having access to a range of in-house professional expertise such as consultant psychiatry, psychology, occupational therapy, and senior mental health nurses. This helped to ensure care and support was consistently delivered in line with national standards, guidance and best practice.

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).

- A human rights approach was integral to the homes overall approach to the MCA. The importance of knowing people well, focusing on the least restrictive option and taking all practicable steps to support people to make their own decisions, where possible, was central to this.
- During the inspection we observed staff seeking people's consent before providing care and support and the care plans also enabled person-centred care for those that were unable to give their consent.
- Staff understood the principles of the MCA and how this applied to their day to day work. Senior staff demonstrated an excellent understanding of the MCA and highlighted the importance of using a human rights approach. Comments included, "We think of human rights as the starting point and look at the least restrictive approach".

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 now improved to outstanding. This meant people were truly respected and valued as individuals; and empowered as partners in their care in an exceptional service.

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

- The positive culture, ethos, vision and values of Moston Grange shone through from the moment you walked into the home. Each and every member of staff we spoke with demonstrated a high values base and were clearly highly invested into ensuring the home was a caring place for everyone.
- Kindness, compassion and a deep understanding that every human contact counts had been explored and developed with staff centred on a model of 'feelings matter.' This evidence-based approach had helped to enhance the caring culture within the home and had completely eliminated task-based care. The 'feelings matter' approach was well embedded and we saw lots of example of staff engaging with people through human touch and gentle interactions, to offer assurance and to ease anxieties.
- Without exception, people found Moston Grange to be a kind and caring home to live. Comments included, "They [staff] have got time for me, they treat me with respect, its just a friendly atmosphere.", and, "The one thing that I can be thankful of is the love and care that the team provide. Nothing is a bother and they are always on hand to update me on any changes with [relative]."
- Equality, diversity and protecting people's human rights was a golden thread that had been seamlessly woven into every aspect of service delivery across Moston Grange. This included support tailored to people who identified as lesbian, gay, bisexual or transgender, people of non-white heritage, people who practised faith and those of none.
- The foundations to this approach had been laid after the management team accessed CQC's online toolkit for equality, diversity and human rights (EDHR) entitled 'equally outstanding.' This online resource had been complimented exceptionally well by a bespoke programme of EDHR training delivered by a national human rights charity. Comments from staff included, "The equality and diversity work has just blown me away. Its been amazing to be involved.", and, "The equality training has extended not only to the work we do with our residents, but to us as a staff team. It provides for a significant amount of personal confidence in being able to bring your whole self to work."

Respecting and promoting people's privacy, dignity and independence:

- Throughout the inspection visit, we observed staff living and breathing the values of 'feelings matter' and a human rights approach to the delivery of care and support was clear to see. The promotion of people's privacy, dignity and independence went hand-in-hand with this approach. Interactions between staff and people were kind, gentle, sensitive and appropriate. People clearly responded very well to this.
- We saw a number of exceptional human rights examples which had resulted in positive outcomes centred around the promotion of independence. For example, despite a number of complex issues, the registered manager had worked tirelessly to ensure a person's right to access a private family life was supported. The

positive outcome resulted in the person being able to enjoy an extended period of time away from the care home with their loved ones, in a safe and managed way.

- In another example, staff worked intensively with people who lived with extreme obsessive compulsive behaviours, to help them regain their independence and to significantly reduce stress and anxieties.

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

- Everyone living at Moston Grange were considered equal partners in their personal care journey and each person was supported to express their views in a way that was personalised to the individual.

- People were supported to express their views either in a one-to-one setting, through group forums, or simply on an ad-hock basis when staff felt it was appropriate to capture a moment. For example, we saw a member staff capture the views of one person whilst they were braiding their hair in a communal lounge.

- People living at Moston Grange, and their relatives or lawful representatives, were fully supported and encouraged to access independent advocacy services. We saw how such services had been used to good effect in supporting people when key decisions about their care and support needed to be made.

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.

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

- Care at Moston Grange focussed on the individual rather than their diagnosis or condition and recognised and celebrated people's unique values, personalities and personal histories.
- Developing and improving the attitudes of 'care givers' through a human rights-based approach; eradicating task-based care and working with staff to help them emotionally connect with people they cared for, were all key success factors in the delivery of true person-centred care.
- Due to the nature of the service provided at Moston Grange, some people lived with extremely complex needs that other care providers had historically been unable or unwilling to support. However, a significant standout feature of the service was the ability of the multi-disciplinary team to achieve positive outcomes for people that fundamentally improved their quality of life.
- Examples of positive outcomes included significant reductions in behaviours that challenged and removal of 1:1 close supervision; supporting individuals to regain maximum choice and control over their lives, including the ability to move freely and unrestricted around the home; and caring and compassionate positive engagement that resulted in a deep sense of trust which enabled staff to provide personal care and support to people who had historically been considered 'hard to reach' by others.
- The approach outlined above was supported by consistent positive feedback from relatives and external visiting professionals. Comments included, "The team are always knowledgeable around the requirements of my [relative]. His behaviours are extremely testing at times and the team are caring, compassionate and fully understanding around his condition and requirements" and "[Relative's] behaviour can be erratic and volatile and the staff obviously have well thought out strategies on how to best manage such behaviour and how to do this in a calm and responsive way."

End of life care and support:

- The approach to and delivery of care and support for people nearing the end of their lives was outstanding. This approach was also extended to people's loved ones.
- Staff went the extra mile to ensure people's wishes were fulfilled before they died. For example, staff had gone above and beyond to help one person achieve their 'bucket list' of things to do and supported them in a move back into their own home, so they could die peacefully, surrounded by people they loved.
- The home had been accredited for end of life care through the national Gold Standard Framework (GSF) training programme for care homes. This programme helped to ensure people could remain within the care home when nearing the end of life, to be cared for by people who knew them best, and in familiar surroundings.

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.

- Ensuring information was provided to people in an accessible way was a fundamental aspect of the 'whole service' approach to providing person-centred support. The home had well established technical solutions in place which included accessing dedicated computer packages that created a wide range of signs, symbols and visual prompts that could be utilised for people who could not access written communication.
- Multi-sensory communication equipment had been purchased and introduced for people who were unable to access verbal communication and we saw this had been used to good effect. Promoting the use of touch as a calming/soothing method of communication for people in distress was also widely used by staff across the home.
- A number of staff were highly proficient and experienced in the use of British Sign Language, and a number of staff were able to communicate with people whose first language was not English.

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 resident involvement lead continued to work with people on a one-to-one basis to explore their life history, hopes, aspirations and future goals. This work crucially overlapped with the in-house occupational therapy team and the newly introduced role of 'homemaker' in helping people to participate in meaningful occupation. The homemaker role was tailored to each household and were tasked with reducing missed opportunities to positively engage with people
- Technology such as Skype video calling was used on a regular basis to enable people to maintain contact with friends and relatives.

Improving care quality in response to complaints or concerns:

- The registered manager and wider leadership team took concerns and complaints seriously. Managers understood this was a good way to ensure the needs of people living at the home, and their family's needs, were met and was a method of continuous improvement. We saw from the start of the turnaround project at Moston Grange managers were open, honest and transparent and listened to concerns raised by families.
- The majority of comments and testimonies made by families who had raised concerns, confirmed this. Comments included, "There has been times when we have had safeguarding meetings about concerns, however the team have acted with care, compassion, speed and most of all the safety of all the residents. I am kept up to date and well informed" and "I have raised concerns in the past but without doubt these we dealt with professionally and courteously."

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 requires improvement. At this inspection this key question has now improved to outstanding. This meant service leadership was exceptional and distinctive. Leaders and the service culture they created drove and improved high-quality, person-centred care.

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

- The journey to outstanding started for Moston Grange back in March 2018; since then, the wholesale sustained improvements across Moston Grange had been extraordinary. At the start of this inspection visit, the registered manager gave an honest and impassioned presentation about their personal journey since deciding to take up the role of registered manager. We were told about the significant challenges in terms of challenging poor practices, addressing a closed culture, eliminating care that was task orientated, and redesigning a service that was running to the convenience of the staff.
- The overwhelming feature of the registered managers presentation was a heartfelt acknowledgement that they could not have achieved success alone, and that each and every member of staff, each person who lived at the home and their loved ones, all played a crucial role by believing in the vision and helping to achieve it. Comments from staff included, "The management team are the best I've ever worked with.", "[Registered manager] is very supportive, very easily approachable, very caring, making sure that she has everyone's needs and interests at heart." and "[Registered manager] is lovely, she is really, really approachable, she has always got a smiley face, she is always chatting to everyone. She is a really positive person which is a really good thing."
- Without exception, comments from relatives and stakeholders were hugely supportive of the registered manager and the sustained improvements. Comments included, "The home is completely unrecognisable compared to two years ago. It's amazing what has been achieved here" and "We would like to express our support for the management team at Moston Grange. Since [Persons name] was admitted to the home there have been massive changes and improvements. Looking back the home lacked an identity. The commitment from the management to be open and approachable has meant we as a family feel part of the changes and have always felt the management are available and have listened and responded effectively to any worries or concerns we have had."

Continuous learning and improving care; working in partnership with others:

- In recognition of the sustained improvements made at Moston Grange, and the positive outcomes for people, in particular around equality, diversity and human rights, Moston Grange had been featured in CQC's State of Care Report 2018/2019. The featured case study referenced person-centred care and cultural change by implementing a human rights-based approach.
- In 2019, Moston Grange were asked by the local authority I to deliver a training session around the Values Based approach to recruitment and their experience of successfully implementing this model.

- Also during 2019, Moston Grange participated in research being carried out by the University of Manchester on behalf of CQC, exploring how providers of health and social care services use resources which had been developed to help drive continuous improvement and quality care.
- High level analysis of events within the service had been completed by the registered manager and focused analysis was completed by the in-house psychology team. Reports were generated to determine themes and trends so that lessons could be learnt and disseminated to the wider team and throughout the organisation.
- The lessons learned were also utilised to reduce the likelihood of untoward events recurring through enhanced practice, environmental changes, and training/raising awareness amongst staff and people who used the service. Trend analysis reports also formed an integral part of the providers 'Ward to Board' governance process.

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

- The registered manager and staff team were clear about their individual and collective responsibilities and worked seamlessly in providing a cohesive level of care.
- Systems and processes for audit, quality assurance and questioning of practice were highly effective and well embedded into everyday practice.
- The local health and care commissioning quality team were extremely complimentary about the effectiveness of overarching quality assurance across Moston Grange. Extracts from their overwhelming positive feedback included, "I feel the turnaround at the home since [registered manager] started in post has been extraordinary. Following this team's quality audit of Moston Grange in March 2019 we found little to find fault in and so we had little to offer in terms of recommendations for improvement.", and, "We saw excellent governance practices in place. Perhaps most importantly, we observed a high standard of care being provided - and satisfied residents."

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 and provider fully understood their legal duties and responsibilities around duty of candour. The open, honest, caring and positive culture across the home was supportive of this.
- Regular 'Freedom to Speak Up' forums were held which provided a safe space for discussions around good practice and improvements and encouraging people to raise concerns, no matter how small, before they had an opportunity to become an issue.