



6th September 2021

The Manor House Management Response to the August 2021

CQC report

Following an inspection in January 2021, which alerted us to various findings we needed to address, the CQC conducted a follow up review on 3rd and 4th August 2021 at our request. This latest report has demonstrated that the changes we have made since January, delivered by the new management team are working and we have seen an improvement in our result.

In light of the report earlier this year, we took swift action to change the management and decided the home would be run by a management team rather than all responsibility falling to one individual. This has thus far proven to be a very effective decision. The team oversee all operations at the home; each person brings different skills to ensure every system, process, and requirement, is well-managed.

The new senior management team is as follows:

Jodie McVay, Responsible Individual & Managing Director

Jayne Wood, Registered Manager & Director of Nursing

Moira Cullen, General Manager

Steve Harford, Maintenance Director

Peter Gaunt, Quality Assurance Manager

Since January, this team have worked together to implement new systems, train staff and through continued collaborative working with the external auditors and local authorities we are now confident that we have addressed all concerns. You can read the detailed list of the changes and improvements we have made in the appendix.

We wish to thank the CQC for this additional inspection. The feedback we received from CQC referred to it being “a pleasure to be here for these last 48 hours” demonstrated to us our hard work is paying off.



We would also like to thank everyone who contributed to the improvements made here at The Manor House. Our priority is the service we provide and ensuring a safe, happy, well-led environment for our residents. Following on from this report we will embed the improvements we have made within the service and ensure we continue to deliver the best care and aim to achieve 'outstanding' in our next report.

If you have any questions, please contact a member of the management team on 01785 250600

Appendix 1.

Under the leadership of the new Senior Management Team, the changes we have implemented are as follows:

- Appointment of a new Quality & Compliance Manager
- Electronic Medication recording system (Access) and more robust methods of identification to assist members of staff in dispensing medication.
- Updates to the Online, Electronic Person-Centered Care Plans are now in place and fully operational.
- Updated staff training program.
- Increased qualification requirements for all staff to NVQ L2-L5 with a required pass rate of Merit or above
- New handover sheet to ensure thoroughness of transition at shift changes.
- New 'Resident of the Day' – this system works on a rotation to ensure on a monthly basis every resident receives a thorough wellness review (in addition to any day-to-day medical reviews needed) including deep clean of their room, review of wellness, needs and any updates to their personal care plan.
- Daily 11.11 meetings with heads of departments where the senior teams review the residents and plans for every day.
- Daily 2pm Huddle meetings with staff on each unit – this offers an additional opportunity to check up on every single resident as a team during the day and put plans in place for the afternoon.
- Improved PPE procedures
- Weekly wellbeing calls to relatives



- Monthly online relatives meeting
- Monthly relatives' newsletter
- Picture menus for residents
- Improved relationships with GPs
- On call system for management team to ensure the availability of a senior manager 24 hours a day, 7 days a week.

The Manor House Management Response to the January 2021

CQC report

The CQC recently published a report following an inspection on 6th January 2021. The report alerted us to a number of failures within the home and systems that were not in place and required immediate attention.

As always, our priority is the service we provide and ensuring a safe, happy, well-led environment for our residents. We have acted with great urgency to address everything the report brought to our attention.

By way of an explanation we wish to inform you that at the end of November and throughout December 2020 there was a rapid increase in the admission rate to the newly built and at that time unopened unit, this was to help support the Local authority with the COVID pandemic, in hindsight it was too much too soon, this was identified by the rapid discharge from the home of the same patients when the CQC and Local Authority were alerted of the problems as identified in their report.

We took swift action to change the management of the home and now have a new senior management team in place. Rather than all responsibility falling to one individual as was the case at the time of the inspection, a new team now oversee all operations at the home, each with different skills to ensure every system, process and requirement, is well-managed. Our Registered Manager, Jayne Wood has been approved by the CQC following successful completion of their assessment and interview process.



The new senior management structure is as follows:

Jodie McVay, Responsible Individual & Managing Director

Moira Cullen, General Manager

Jayne Wood, Registered Manager

Steve Harford, Maintenance Director

Awaiting appointment of Residential Unit Manager

In addition to a change in management, rapid and decisive actions were made, including a robust retraining program which has already been implemented. We invited a team of external auditors to review and revise systems, policies, and procedures in accordance with the Local Authorities and CQC's requirements.

Under the leadership of the new Senior Management Team, the changes we have now implemented are as follows:

- Appointment of a new Quality & Compliance Manager
- External Audit company to complete Monthly audits.
- Electronic Medication recording system (Access) and more robust methods of identification to assist members of staff in dispensing medication.
- Updates to the Online, Electronic Person-Centered Care Plans are now in place and fully operational.
- Updated staff training program.
- Increased qualification requirements for all staff to NVQ L2-L5 with a required pass rate of Merit or above
- New handover sheet to ensure thoroughness of transition at shift changes.
- New 'Resident of the Day' – this system works on a rotation to ensure on a monthly basis every resident receives a thorough wellness review (in addition to any day-to-day medical reviews needed) including deep clean of their room, review of wellness, needs and any updates to their personal care plan.
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- Improved PPE procedures
- Weekly wellbeing calls to relatives
- Monthly online relatives meeting
- Monthly relatives' newsletter
- Picture menus for residents
- Rule of no agency staff except for in exceptional circumstances. In these exceptional circumstances we only use one agency, and staff who have worked at The Manor House previously and are familiar with our processes.
- Improved relationships with GPs
- On call system for management team to ensure the availability of a senior manager 24 hours a day, 7 days a week.

We are now confident that we have addressed all concerns, and through continued collaborative working with the external auditors and local authorities will continually monitor all processes at The Manor House to ensure they stay at the level we expect and promise to ensure we deliver the best care and look forward to the next inspection by the CQC.

If you have any questions, please contact a member of the management team on 01785 250600.