

Kingswood Organisational Review: Learning Briefing



About Kingswood Care Home

Kingswood was a Residential Care Home providing support for 20 male and female older adults who had a range of care and support needs, some of which were due to Dementia.

The home had to close in February 2020 following a visit by the Ambulance Service where it was found that two residents had died and that several others were mildly to moderately hypothermic with many showing signs of dehydration. Significant neglect was evident both in relation to care needs and the environment.

As a result, several agencies were required to quickly coordinate an immediate response to ensure the safety and wellbeing of residents. The concerns were of a level that necessitated the cancellation of the Care Home's registration with CQC.

The circumstances surrounding the necessary closure of the Home met the requirements for a Review, and an Organisational Learning Review was determined to be the best way to take this forward.

This type of Review focussed on the actions of involved agencies before and during the closure. By doing this, necessary learning was identified in order to reduce the likelihood of similar events occurring in the future. The Review provided recommendations for the West Sussex Safeguarding Adults Board (WSSAB) to take forward to seek assurance.

Our Review identified seven key findings about what was happening at the Care Home

- Quality concerns were raised, however improvements were not made
- Poor care and lack of responsiveness to care needs
- Lack of robust internal oversight
- Inadequate staffing levels and concerns with staff morale
- Lack of reporting of safeguarding and quality concerns
- Concerns were not always followed up and no pattern was identified/responded to
- Residents' family members appear to have been unaware of concerns

Resources relevant to learning from this Review that you can use to ensure your practice is current

- [Professional Curiosity Learning Briefing](#)
- [Safeguarding Thresholds Guidance](#)
- [Information Sharing Guide and Protocol](#)
- [Escalation and Resolution Protocol](#)
- [Pan-Sussex Safeguarding Policy and Procedure](#)
- [Operational Framework for Managing Provider Concerns](#)
- Consider if discussion may be required at the WSSAB [Quality Assurance & Safeguarding Information Group](#)

Questions to ask yourself in relation to the recommendations

The Review made seven recommendations. In summary, these are the areas of practice that require your consideration:

Partnership and multi-agency working

- How do you work with others, including the private and voluntary sector to ensure clear multi-agency understanding of service requirements, safeguarding, quality and health & safety concerns?
- How do you ensure clear understanding of actions required, when and by whom when there are persistent concerns about services?
- How do you support homes where there are quality concerns to make the necessary improvements?
- How can you work together to use different powers and responsibilities to improve quality and safeguarding in services?
- Are you assertive in your practice with care providers about standards and expectations?

Professional curiosity

- Are you aware of the need for professional curiosity? Are you confident that you consistently practice this, particularly by ensuring you consider both the purpose of your visit and the care of other vulnerable adults, the environment, culture and practices when you visit?
- How do you consider developing strategies for overcoming a reluctance to engage due to a possible closed nature in care homes and recognise limitations of overly optimistic approaches to service improvement?

Safeguarding and quality

- How do you identify and share information on unusually low or high reporting levels of accidents/incidents quality issues and safeguarding concerns?
- How do you support those who whistleblow/raise safeguarding concerns so that they do not face discrimination and disadvantage?
- How do you support family members' understanding of quality and "what good looks like", and support them to raise concerns when required?