

Action Plan for Tandridge Heights

Date of last published inspection report – 09 February 2026

We are writing to share with you our response and action plan following the last CQC inspection. During the inspection, there were many positive areas identified; however, for the purpose of this statement, we have focused on the action taken since the inspection in response to some areas of improvement identified.

This is to provide appropriate assurance to our residents and relatives (as well as other key health and social care partners) that we take all feedback seriously to ensure a great lived experience for our residents.

A full action plan was produced and shared with the regulator on 13 March 2026 and the area for focus included:

- We are ensuring the care team consistently reviews, updates, and evidences the management of risks related to residents' individual needs, with a particular focus on choking, catheter care, and bowel monitoring, in order to maintain safety and high-quality care. We are also ensuring that individual care plans are updated to reflect current needs and related risk. This task will be carried out at least monthly during Resident of the day review and updated immediately following any change in condition, incident, professional advice, or hospital discharge.
- Risks are being reviewed at the daily stand-up meetings and clinical governance meetings, where high-risk areas such as choking, catheter care, and bowel monitoring are specifically highlighted. The nursing team reviews the relevant risk assessments and care plans and updates them promptly to reflect any changes in the resident's condition or needs. The nurses and senior care assistants will have oversight of the day to day running of the shift by checking Enable system and completion of support plans, food and fluid charts, wellbeing checks, bowel monitoring etc.
- The GM, DM and the CDN will complete weekly spot checks of care records to ensure risk management plans are being followed. CDN visits started on 5 January 2026 and these are ongoing.
- Multidisciplinary reviews will be implemented for high-risk residents where this is required.
- Oversight of these processes will be maintained at home, regional and corporate level. At home level monitoring and oversight will include daily stand-up meetings, weekly clinical reviews, and monthly clinical governance meetings to ensure and identified actions are followed up and addressed. During the monthly clinical governance meeting any trends that may be apparent in regards to poor management of care or poor record keeping to allow the required action to be taken to rectify this. A daily pulse meeting will be held in the afternoons by clinical staff to ensure staff are kept up to date with any changing needs or risks.
- In addition, internal audits such as care documentation, medication, nutrition and hydration audits will be completed and any actions will be entered onto the homes central action plan. This will be overseen by the Regional Director and actions will only be signed off when there is evidence that these have been addressed and embedded. The regional director will visit at least monthly and the Barchester Quality Monitoring Team will also complete unannounced visits regularly to review the service and actions taken.
- Further staff training is being arranged for all care and nursing staff to a full understanding of what incidents must be reported and provide refresher training on accurate and timely reporting, including recognising clinical deterioration. Barchester Leadership Facilitator will facilitate this training in the next 3 weeks. Trained nurses and senior carers attended a Clinical Development Day with the

Divisional Clinical Lead Nurse and Senior Clinical Development Nurse on 24 February 2026. The topics covered were: accountability, triangulation within documentation, pressure ulcer prevention, medication management, falls management, nutrition and hydration and escalation of concerns.

- Incident reporting is also being improved with more robust systems and processes and oversight of the interim GM. Incident reports are being reviewed to identify any patterns, delays, or gaps in documentation and escalation. Accidents and incidents are being analysed for potential patterns and trends so that appropriate action can be taken to further mitigate risks and improve resident's safety. Information from this analysis will be shared at relevant meetings to promote learning and continuous improvement.
- The care home will implement a comprehensive Infection Prevention and Control Audit monthly to strengthen safe practices and regulatory compliance. Further refresher training and competency assessments for all staff to be completed and fully embedded.
- Managers to undertake infection control checks daily as part of the daily walk round, mattress audits every 6 monthly. This will be overseen by the GM/DM/ CDN and infection control champion.
- The clinical staff will complete several clinical training and webinars ie: catheter care, epilepsy, stroke, heart attack, NEWS , RESTORE 2 , Parkinson's, oral care , GULP , Sepsis , SSKIN to enhance staff knowledge and competencies by 30 April 2026
- Supervision sessions are being carried out by leadership team within the home and heads of departments. Coaching sessions are also being provided to support nurses to escalate concerns. This is being reviewed on a weekly basis with oversight from the Regional Director.
- Regular spot checks are being completed by General management which include General Manager, Deputy Manager and support teams who are visiting the home which include Regional Director, Divisional Clinical Lead Nurse, Clinical Development Nurse, Operational Trainers and Dementia Nurse Specialist. Home will also seek and use feedback from resident meetings, relative meetings and staff meetings as well as observations taken.
- Introduce dignity prompt cards and visual reminders in staff areas.
- Documentation and support plan audits are carried out as part of resident of the day. This will help identify any actions or improvements that are required or areas of development. Any actions identified can be added onto the central action plan to track progress as required.
- As part of strengthening our culture of dignity and respect, the service is implementing an annual Dignity Week programme and celebrating cultural awareness days. These initiatives form part of our equality, diversity and inclusion strategy and are monitored through team meetings and supervision discussions to ensure learning translates into practice.
- The Senior General Manager, who is in post three days per week, will undertake regular planned walkabouts on all floors during each shift, engaging with staff at handovers, observing practice, speaking with residents.
- The Clinical Development Nurse (CDN), covering two days per week, will maintain a strong floor presence by attending handovers, providing clinical oversight, coaching /training staff, and supporting competency development to ensure safe and consistent clinical practice across all areas. Part of the CDN role is to undertake observations to check that staff are consistently applying good practice.
- The Dementia Lead will continue to deliver training and observation on care interactions, and offering immediate feedback and support to staff to promote a consistent, person-centred dementia care approach.
- Leadership observations and staff feedback from all areas will be shared through regular stand-up meetings discussions, with agreed actions communicated back to staff, ensuring visibility, accountability, and continuous improvement that directly benefits both staff wellbeing and resident experience. Feedback will be gathered through annual internal surveys completed by staff (Your Voice) and relatives and residents (Tell Barchester) and also through regular residents and relatives meeting. The home also has a feedback box in reception. The General Manager will monitor this weekly and use the feedback – You said -we did to highlight concerns that were raised and acted upon. Any individual concerns received, the General Manager will address through our



complaints/feedback system and process.

- Resident of the day: Discussions at handover and stand-up on residents of the day – talking about the resident and what their individual preferences are. This is to be recorded on stand-up meeting and also on Enable support plan. The Senior General manager will oversee this action as will the Regional Director as our Enable system can be accessed remotely.
- Barchester Values to be embedded in the home – Staff to be spot checked as to whether they understand the values of Barchester and that staff are able to understand the meaning of this. Regional Director to spot check on visits as well as General and Deputy Manager, through handover, daily pulse meetings and stand-up meetings as well as through supervisions, appraisals as well as talking to staff during walk rounds and one to one basis.
- General Manager (GM) and Deputy Manager (DM) to review and check all completed audits for quality and accuracy and validate that audit findings clearly reflect issues identified within care plans and daily practice.
- Allocate actions to named nurses and senior carers for follow-up and completion. This will be reviewed daily by the Senior General manager/ Deputy manager / bi weekly CDN visits and monthly RD visits to validate actions have been addressed and there are robust systems in place to sustain improvement.
- The General Manager and Deputy Manager will be directly involved in daily management meetings where incidents, trends, and analysis will be reviewed to ensure that risks are identified promptly, appropriate actions are taken, and lessons learned are implemented to improve service quality and safety.
- Clinical Governance meetings undertaken monthly with clinical development nurse, will be carried out and minuted to identify high risk residents and ensure that the appropriate care is escalated as required and care is reviewed as necessary. Previous minutes actions will be discussed to ensure that these have been progressed

There a Senior General Manager is in post overseeing the running of the home.

- Barchester Healthcare have a range of internal support teams which are on hand to individually support our homes to deliver the best quality resident experience. There are also a range of audits which take place in the home, at regional and corporate level to ensure additional quality assurance.

Below are a few examples of how the home has provided life enrichment and activities for the residents recently:

- Our residents at Tandridge Heights had a wonderful wildlife experience recently when Wild About Britain came to visit the home. Residents were able to get up close and personal with some amazing animals, including toads, a smooth snake called Wren, a hedgehog named Buttercup, and a beautiful tawny owl called Freddie. There were plenty of smiles as residents had the opportunity to pet, hold and learn about these incredible creatures. For many, it was a chance to reconnect with nature and enjoy a truly unique and memorable afternoon. A huge thank you to the team at Wild About Britain for bringing such a special experience to our home and creating so many joyful moments for our residents.
- Our residents enjoyed a truly wonderful Valentine's celebration here at Tandridge Heights, filled with music, laughter, and great company. The afternoon was made extra special with a fantastic live performance from the talented Ryan Fernandez, who had everyone singing along and reminiscing to some favourite classics. Residents also treated themselves to a little indulgence, enjoying glasses of prosecco alongside delicious homemade scones, freshly prepared and shared together in true Valentine's spirit. It was a lovely opportunity to celebrate friendship, joy, and togetherness — and to create more special memories with our wonderful community.
- Tandridge Heights welcomed Carolyn Langford to hold a relaxing sound immersion therapy session. A meditative experience where you are immersed in soothing sounds and vibrations, guiding you in



to a state of calm and relaxation. This type of relaxation therapy has been proven to have many benefits for seniors including: Stress Reduction: The calming effect of sound baths can help seniors manage stress and anxiety, promoting a sense of peace and well-being. Improved Sleep: Sleep challenges are common among the elderly. Sound baths can usher in relaxation that enhances sleep quality, making it easier for attendees to drift off to sleep quicker and enjoy a deeper slumber. Enhanced Mental Clarity: The meditative state encouraged by sound baths can lead to improved focus and clarity of thought, potentially offsetting age-related cognitive decline. Physical Healing: While not a substitute for medical treatment, sound baths can complement physical healing processes by promoting relaxation and reducing inflammation and pain, Emotional Connection: Engaging in a sound bath can create a feeling of belonging and togetherness, addressing the loneliness and isolation that many seniors face.

For more information about what our residents have been involved in, please visit the activities page on the home's website page.

Below are a couple of examples of recent feedback we have received from significant people who visited the home:

- “My husband is very well cared for by all staff and is known to all the ground floor residents as well as many visitors to the home who all chat to him. Sadly he cannot walk or communicate but he's always happy. He enjoys the activities and the girls chat to him and do his nails and he has some thoughtful "fidget" toys. He also engaged well in the Pilates class! Which is a popular and well-attended activity as is the "word" game which is great fun. I'd like to thank everyone for their care & attention for me and our family.”
- “When you first walk in to the main reception you are greeted with a nice smile and a verbal hello for the time of day. The surroundings are furnished with comfortable chairs and tables for visitors and residents to have coffee and tea supplied free. All door entrances are fully secured by digital push button code pads residents rooms are spacious clean and comfortable. The staff are 100% committed to their duties and residents treated with the utmost dignity”
- “What can I say!! Other than you have given us our mum back. 3 months ago we were all called to her bedside twice to be told it was the end. My mum was wasting away in bed doped up with drugs. Since coming to Tandridge heights, my mum is sitting in her chair, she is happy, she loves all of the activities and the activities team. She has even started to walk a little with her walker. Credit to all of the staff, you have done amazing, with my mum. I cannot thank you enough, (This is only a brief summary, there is lots more positives. Well done).”

For more information, please visit the www.carehome.co.uk website to see the most recent feedback from relatives.

If you would like to know more about the great things that are happening at Tandridge Heights Care Home, then please do contact the home directly on 01883 715595 and ask to speak with the General Manager about the services we could provide to your loved one.

08 April 2026

Subin Sebastian

Senior General Manager



www.barchester.com