

# Two Cedars Care Home



Caption

Susan Wheatley, Registered Manager

**A**t Two Cedars Care Home, based in Broadstone, Dorset, Jean Williams runs a team who ensure that appropriate, specialised care is provided to all residents. They see to it that standards are constantly met and exceeded, and are respected, nurtured and valued for it. They are not a care unit; they are a home, and their 18 years of success have been a result of the dedication and professionalism of a well-trained, permanent care team, who are all committed to the ethos of the home and the wellbeing of the residents.

I believe good progressive leadership is paramount to delivering good care. In keeping with this, I have recently made significant changes to the home's management structure to aid business continuity. Although it's not a regulation requirement, we have appointed both a registered manager and a deputy manager with QCF Level 5 management qualifications, to ensure both the residents and staff are treated with fairness, respect, equality and autonomy.

This rejuvenated management structure allows me considerably more time to focus on the business strategy. This, in turn, leads to higher-performing staff teams, improved deliverance of person-centred care and, therefore, a heightened reputation. I and my managers work alongside care teams daily, and, as experienced registered nurses, we recognise the individual care needs and choices of each and every Two Cedars resident.

## FACTS ABOUT TWO CEDARS CARE HOME

- » Registered Manager: Susan Wheatley
- » Deputy Manager: Annie Holder
- » Founded in 2000
- » Situated in Broadstone, near Poole, Dorset
- » Services: 24-hour care for residents aged 65 and over
- » No. of employees: 30
- » CQC: "Good"
- » Investors in People – Gold Standard
- » Environmental Health – Five Stars
- » Best Care Home Runner up of the 2018 Daily Echo Proud To Care Awards
- » [Wtwocedarscarehome.co.uk](http://Wtwocedarscarehome.co.uk)

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## Workplace culture

Our staff teams meet together after every shift to update one another on progress, and thus ensure a continuous system of collaborative best practice. This involves a constant process of thought and planning concerning the delivery of a required outcome that residents want, and it allows them to learn from their mistakes in a blame-free environment. Targeted staff training on the back of these sessions is crucial to maintaining our vision, and we really enjoy developing the workforce by helping them to best reach their full potential.

Our workplace culture directly impacts the success of our staff teams. Short-staffing, overworking and tiredness make staff less patient, prone to cut corners and more vulnerable to absenteeism. We have thus allocated hours to allow all staff members a 48-hour break weekly, and a week's annual leave every two months.

We also work with an open culture of learning which enables staff to increase their knowledge and obtain further qualifications. This thus allows us to promote internally for management roles when and where potential is recognised. Recruiting, developing and more importantly retaining the best talent is essential

to our process, and to delivering and maintaining a quality service. The right applicant, rather than the quickest, will improve efficiency, may cost less to train and could well fit into the team far more quickly.

## Communication

Team meetings and in-house training days ensure that information is shared and discussed. This allows staff to feel valued while cultivating the skills and talents that provide the appropriate capacity for us to deliver an excellent service.

Surveys and audits are carried out to ascertain that staff understand that equality, diversity and human rights are the heart of Two Cedars ethos. We want to enable our residents to live more fulfilled lives in accordance with their capabilities, and this is reflected in these processes. We use Skills for Care workforce development reports to benchmark our progress and highlight where there is room for improvement.

## Choice of lifestyle

We employ both an activities coordinator and a pastoral carer in order to ensure a person-centred approach, which takes into account each

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## » OUR SUCCESS

We have, since 2000, seen several factors become absolutely integral to our continued, 18-year period of success. These include, but are not limited to:

- » Our home values and ethos
- » Flexible working hours for staff
- » A starting pay rate above minimum wage
- » Pay rewards for loyalty and performance
- » A thorough three-month induction process
- » A structured career advancement process
- » Accredited Investors in People to Gold Standard
- » Workforce development reports

individual resident's unique qualities, abilities, interests, preferences and needs. I have been aware for a long time of the benefit of music to each of our service users, and one resident undertakes a weekly excursion to her choir practice as part of her desire to remain part of the community.

We like to treat every single resident as unique and recognise that they are, above all else, human beings. This means making each significant holiday throughout the year a true occasion, but, perhaps most importantly, we place particular emphasis on each resident's birthday. We want to ensure that, on that given day, they truly are the most important person in the home, and that our actions reflect that. They choose their favourite lunch and invite guests to a birthday tea party in the afternoon.

I promote the home within the community by liaising with local schools that send their musicians and choirs to entertain the residents; they also invite everyone at Two Cedars to a yearly Christmas party, which tends to entail reserved seats at an annual Christmas pantomime. Another favourite outing of ours is taking residents on a boat trip around Poole Harbour ending with fish and chips at Wareham Quay. The highlight of the year, however, is undoubtedly our annual garden party.

## Financial challenges

There has been a slew of financial challenges across the 18 years our home has been operational. While there are a few that are perhaps more pertinent the others, I want to illustrate the sheer number of issues we have faced. They are:

- » The national increase of the living wage
- » The increased contributions to staff pensions



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- » The rising cost of food and supplies
- » The costs of accreditations and inspections
- » The recruitment of the right calibre of staff
- » The lack of funding for staff training
- » The lack of funding by councils for the admission of residents
- » The rising costs of utilities
- » The need to invest in advanced technology
- » The constant upgrading of furniture and fittings

## Future plans

Looking to the future, I believe we are well placed to meet the challenges facing a small home, primarily through the continuity of our work in partnership with the local general practitioners and community nursing teams to promote the home within the community. This will be no easy feat, and though we will need to invest relatively heavily in digital systems, smart devices, sensors and apps that will help our staff and residents communicate, I anticipate that the future will be nonetheless bright.

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» WORKFORCE  
DEVELOPMENT  
REPORT 2018

- » Communication 75%
- » Line Management 89%
- » Business Planning 89%
- » Team Work 83%
- » Performance Management 66%
- » Leadership 77%
- » Employee Wellbeing 66%