



Care Quality Commission assessment: Home Instead Mid Cornwall

Overview

Overall Rating: Outstanding

The service is performing exceptionally well.

Summary

Safe	Good
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Effective	Good
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Caring	Outstanding
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Responsive	Outstanding
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Well-led	Good
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Overall Service Commentary

This announced comprehensive assessment took place on 11 February 2026. The service was last assessed 16 July 2017. Home Instead Mid Cornwall is a domiciliary care agency which provides personal care to people living in their own homes. It provides a service to older adults based in Bodmin, Fowey, Wadebridge, and surrounding areas of mid Cornwall. Home Instead Mid Cornwall is a franchise of the national provider Home Instead.

Not everyone using the service received personal care. CQC only assesses where people receive 'personal care;' help with tasks related to personal hygiene and eating. At the time of the assessment the service supported 55 older people, with 33 people receiving personal care and employed 37 people along with the nominated individual and registered manager. People received a minimum of 1-hour calls.

The assessment looked at all the key questions; safe, effective, caring, responsive, and well-led. Following the assessment we have rated the service outstanding overall.

The service had a clear mission "To improve and professionalise the experience of working in care" care staff were referred to as 'care professionals.' Staff were exceptionally well trained with a focus on continued learning and improvement. A recruitment assessment programme kept potential staff updated with their progress in starting with Home Instead. Care staff had the skills to meet people's support needs and were matched with clients by considering their needs, routines, personalities, social preferences, medical requirements, and favourite activities. Staff consistently spoke highly about the service, and one said they had "Not worked for a company that care as much about their staff and clients as they do." and "I would like them to look after me when I am older."

The service always put people central to care planning, ensuring their choices and preferences were prioritised. Care plans focused on people's current situations and desired outcomes. For example, a person wanted to continue to walk their dog despite impaired vision, with the help of care staff they were able to do this.

People were supported by small teams who knew them well. They understood their individual needs and preferences with a very strong emphasis on the provision of activities and reducing social isolation.

People were protected from abuse and risks to their safety had been identified and mitigated. The provider worked with people to understand and manage risk by thinking holistically so care met their needs in a way that was supportive and enabled them to do things that mattered to them.

Care staff excelled in delivering kind and compassionate care. They always looked for ways to improve people's lives and were very proud and motivated to work for the organisation.

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Overall People's Experience

We heard from people, staff and professionals who shared their positive experiences, evidencing the exceptional care and support provided when staff had the benefit of having quality time to spend with people. A relative told us, "[My relative] was told by the hospital after their hip replacement that they would be lucky if they could walk more than a few steps. With the care staff working alongside the Occupational Therapist, they have exercised every time they do a call. As a result, they have excelled in their recovery, and the care staff have had to tell them to slow down and use their frame." One person told us, "Care staff worked well together and get everything done to keep me safely living at home." "Care staff are very good at supporting and encouraging [...] they only ask to take over if [my relative] is struggling." A person said, "[Home Instead Mid Cornwall] visited me when I was in hospital, and we had a long conversation about what support I needed and they really seemed to understand my need to remain as independent as possible." People and relatives described the care delivered from a small team of care staff who kept a close eye on everything. There was consistency, care staff were proactive and seemed to work well together and had good communication skills. The provider ensured new staff were introduced to people. A person said, "There are a small team of care staff allocated to me, so it does change but I have never had a stranger walk into my house." A relative told us, "I think staff training is excellent, and care has been brilliant and flexible." A relative explained that when their relative could not be found, the carer had contacted them, and they had worked together to find the person. "[The carer] found them and got them safely home. They were a lifesaver."

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Safe

Rating: Good

Percentage Score: 81.00 %

► [How do we score this?](#)

Summary

This service is safe

Commentary

Safe

Safe – this means we looked for evidence that people were protected from abuse and avoidable harm.

At our last assessment we rated this key question good. At this assessment, the rating has remained good.

This meant people were safe and protected from avoidable harm.

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Safe

Learning culture

Overall Score

1 2 3 4

[▶ How do we score this?](#)

Summary

Good – This service maximises the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Processes

Score: 1 2 3 4

The provider had a proactive and positive culture of safety, based on openness and honesty. Staff listened to concerns about safety and investigated and reported safety events. Lessons were learnt to continually identify and embed good practice.

The provider ensured all accidents and incidents that occurred were fully investigated and areas of learning or improvement identified. Care staff felt they were valued and able to raise concerns, near misses, and that appropriate action would be taken and lessons would be learned. One person told us, "I can phone the manager and they listen, If I have a query or a concern or a complaint it is dealt with straight away and they always get back to you with a follow up and tell you what happened."

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Safe

Safe systems, pathways and transitions

Overall Score

1 2 3 4

This score has been adjusted by CQC.

Read about why we adjusted scores (<https://www.cqc.org.uk/guidance-regulation/providers/assessment/assessing-quality-and-performance/reach-rating>)

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► [How do we score this?](#)

Summary

Outstanding – This service is exceptional at maximising the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Processes

Score: 1 2 3 4

The provider always worked with people and healthcare partners to design, establish and maintain safe systems of care, in which safety was always well managed and monitored. They made sure there was always continuity of care, including when people moved between different services.

We viewed records which demonstrated the provider's consistent and highly effective approach ensured people had excellent continuity of care. Healthcare partners told us, "Their process of arranging introductions with new patients, documentation and high standards of care is to be commended." "The Home

Instead (Mid Cornwall) team also support any identified needs with the patients they are involved with and will seek advice, support, and equipment from us appropriately. They will also contact the GP practice direct for any acute health needs.” The provider continually demonstrated exceptional practice in their holistic and proactive approach for people transitioning into their service ensuring they had highly positive experiences. One relative told us “I met the owner at [my relative’s]home when he introduced himself and the company and how it worked. He completed a risk assessment and included [my relative] in the process. By the end of the appointment, he had a good picture of [my relative’s] needs, and a care plan had been put together. He explained that it might have to change as the care went on but pointed out it was all decided together. The owner was very good in working to include companionship on the task list as [my relative] was still grieving badly at the time.”

The provider prioritised safety and continuity of care throughout people’s care journeys. For example, a person was supported to attend the “Forget Me Not Church Choir” in St Austell. Staff told us, although this person did not say much they really enjoyed singing and enthusiastically took part. During a recent hospital admission, the care staff visited the person in hospital and sung with them. Due to this, the hospital staff sung to the person to help keep them calm when carrying out procedures.

Staff and leaders knew people exceptionally well and recognised when their health needs changed. They were highly responsive in seeking advice from healthcare staff which reduced hospital admissions for people. For example, one person told us their relative had been prescribed medication to help with grief. However, the carer noted the person was getting dizzy and falls had increased since taking it. This was reported and the medication changed. This reduced the risk of falls, which could have resulted in a hospital admission and the medication was being correctly supplied from the pharmacy. This had an extremely positive impact on people’s emotional wellbeing and supported their personal goals to remain at home.

Professionals spoke highly of the provider. Comments included “We often utilise Home Instead, they have always worked to identify the right carer with the right person, this is to be commended.” and “They have always been a proactive positive care provider who communicates well with the frailty team.”

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Safe

Safeguarding

Overall Score

1 2 3 4

► [How do we score this?](#)

Summary

Good – This service maximises the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Processes

Score: 1 2 3 4

The provider worked with people and healthcare partners to understand what being safe meant to them and the best way to achieve that. Staff concentrated on improving people's lives while protecting their right to live in safety, free from bullying, harassment, abuse, discrimination, avoidable harm, and neglect. The provider shared concerns quickly and appropriately.

People consistently reported and demonstrated through their actions they felt safe with their care staff. We observed people were comfortable requesting support and reassurance from staff. Comments from people included, "They look after me very well," "They always get here and I feel safe," "Suits me down to the ground," "Care staff work well together and get everything done to keep me safely living at home." A relative told us, "[staff member] is very sharp and asks lots of questions if she is noticing something happening with [relative]. [My relative] has said they feel particularly safe with [staff member]."

Health care professionals were confident the service provided safe care. They told us, "I have always found the team to be professional, person centred and caring."

Staff had a good understanding of local safeguarding procedures and were confident any safety issues they raised would be investigated and resolved. Staff said, "They would deal with it straight away and would get back to you" and "At each supervision [they are] reminded what to look for and the process and who to speak to if it arose."

The provider demonstrated learning from safety events, and this was embedded into staff practice. They ensured safety incidents were investigated, and risks dealt with and not left. People were supported to have maximum choice and control of their lives.

People can only be deprived of their liberty to receive care and treatment with appropriate legal authority. In care homes, this can be done through a procedure called the Deprivation of Liberty Safeguards (DoLS), which is part of

the Mental Capacity Act 2005 (MCA). We checked whether the service was working within the principles of the MCA and how they managed DoLS within the service. We found that staff supported people in the least restrictive way to ensure people and their families felt in control of their care. One professional said, "The owner works directly with myself for any identifiable governance led information alongside more complex patient situations we can come across and has been in Multi-Disciplinary Teams (MDT) and Best Interest meetings with myself and other MDT members to achieve a good outcome for a patient."

There were processes to ensure people were protected from financial abuse, where the service provided support with shopping tasks, care staff were provided with an 'equals card.' This was like a debit card where care staff uploaded the receipt the person and carer signed and the office then invoiced the person.

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Safe

Involving people to manage risks

Overall Score

1 2 3 4

► [How do we score this?](#)

Summary

Good – This service maximises the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Processes

Score: 1 2 3 4

The provider worked with people to understand and manage risks by thinking holistically. Staff provided care to meet people's needs that was safe, supportive, and enabled people to do the things that mattered to them.

Staff were confident people were safe, risks had been identified and during home, and external visits, risks were mitigated effectively.

The provider actively supported people to take positive risks to improve their emotional wellbeing and reduce isolation. We saw evidence people were actively supported to take positive risks. This worked exceptionally well for people who lived with dementia, physical difficulties, or sight impairment. Opportunities included supporting people to swap books at the book shed, going to church, taking picnics overlooking the Fowey, trips to the Eden Project and Heligan to have coffee. The provider demonstrated how they actively supported people to take risks to enhance their quality of life and reduce their social isolation.

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Safe

Safe environments

Overall Score

1 2 3 4

► [How do we score this?](#)

Summary

Good – This service maximises the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Processes

Score: 1 2 3 4

The provider detected and controlled potential risks in the care environment. They made sure equipment, facilities and technology supported the delivery of safe care.

Care plans included environmental checklists, highlighting potential hazards such as gas, electric and water and where these could be located should they need to be shut down, as well as poor lighting, steps, and any difficulties in finding the property. Keys to windows and doors were highlighted and doorbells were checked to ensure they were working. Care staff completed lone working training, and all care staff used an App on their phone, so their location was known when they arrived and left a care call. One carer said, "Care plans are up to date and pretty thorough; they include information on where to park and to get in, all their background information, it's all in there."

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Safe

Safe and effective staffing

Overall Score

1 2 3 4

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Summary

Outstanding – This service is exceptional at maximising the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Processes

Score: 1 2 3 4

The provider made sure there were always enough qualified, skilled, and experienced staff, who received thorough support, supervision, and strong development opportunities. They worked together well to provide safe care that met people's individual needs.

The provider actively recruited a diverse workforce that reflected the demographics of the people they supported. Focusing on role specific competencies, including technical skills, empathy, cultural competence, and adaptability. Care staff were recruited safely, and necessary pre-employment checks had been completed. The provider had a 'Smart Recruiters System' which kept candidates engaged throughout the hiring journey offering staff clear visibility of their progress.

The provider had excellent induction and training ensuring they employed the right care staff at the right time. The induction and shadowing procedures meant care staff possessed the necessary skills and experience. Care staff described the induction as being "Lots of training for the first two months before you are let loose." and "Very hot on the training before you are left alone." We saw records of training provided during induction with records of observations and assessments. Care staff had completed the Care Certificate, a qualification that ensured all care workers had the same introductory skills, knowledge, and behaviours to provide compassionate, safe, and high-quality care.

We saw rotas were well organised and care staff were given 15 minutes paid travel time between each call; travel time was increased when longer journeys were completed. All care staff stated they never went alone to care for a person they had not met, no matter how long they had worked there. All care staff were introduced to people they had not met and shadowed so they knew how a person liked their tea, or where things were. We saw evidence care staff had support visits, spot checks, and competency assessments to monitor their skills and values.

The provider had an extremely positive culture where care staff were actively encouraged to develop their skills. One carer was completing a City and Guilds Certificate in dementia care; this was something they had requested in addition to the dementia training. One staff member told us, "Anything you want to learn they will look into ways to make that happen." Care staff also completed

additional training in relation to specific needs, for example Motor Neurone Disease training for care staff was available to provide support for people living with the condition. At the time of the assessment the provider was not supporting anyone with Learning Disabilities however all staff had completed Learning Disabilities training.

The provider had excellent monitoring procedures to oversee staff daily attendance and time keeping. The manager was very keen to ensure staff did not shorten visits unless something unusual happened. People and relatives told us, "The carers are very good at being on time and if they were delayed, they would be kept informed." No one we spoke with could recall ever having had a missed visit, but one person was contacted when the carer became stranded in recent floods. One relative said, "The care staff arrived on time unless they got caught up somewhere and then they let me know, but the time they leave is then adjusted accordingly."

Supervision and appraisals were carried out regularly and included people and carer's needs. Appraisals included goals and aspirations.

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Safe

Infection prevention and control

Overall Score

1 2 3 4

► [How do we score this?](#)

Summary

Good – This service maximises the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Processes

1 2 3 4

Score:

The provider assessed and managed the risk of infection. They detected and controlled the risk of it spreading and shared concerns with appropriate agencies promptly.

Staff had access to Personal Protective Equipment (PPE) and received training in Infection Prevention and Control. We observed care staff conducting welfare checks during calls to identify any changes, such as persistent cough or fever. This task was also included on their task listed on their App to be completed.

During our observations care staff managed infection control risks and PPE was effectively used. One person told us “They [care staff] are very good about infection control as they support all my personal care...The care staff are always changing their gloves when they do different things...all the care staff wear PPE (gloves and aprons). I have jokes with them that they must get through a lot of pairs a day.” The provider included Infection Prevention and Control as a standing agenda item in team meetings.

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Safe

Medicines optimisation

Overall Score

1 2 3 4

► [How do we score this?](#)

Summary

Good – This service maximises the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Processes

Score: 1 2 3 4

The provider made sure that medicines and treatments were safe and met people's needs, capacities, and preferences. Staff involved people in planning, including when changes happened.

People and relatives told us medicines were given safely. Comments included "The care staff do all medication, and it is written in the book." and "I self-administer my medication, but sometimes a carer will check that I have taken them if they are not sure. I am ok with this as sometimes I get distracted." Care staff had received training and competency checks were completed. Care staff removed previous medication patches and documented on a body map where the next patch was to be applied.

The provider had an electronic system to record medication. Medicine records were personalised to detail how people liked to be supported to take their medicines and if they had allergies,

Medication training consisted of a 3-hour practical session where all competencies were included. For example, administering eye drops and applying medicated creams and ointments. Senior care staff observed medication administration before signing care staff off as competent.

Effective

Rating: Good

Percentage Score: 75.00 %

► [How do we score this?](#)

Summary

This service is effective

Commentary

Effective

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 our last assessment we rated this key question good. At this assessment, the rating has remained good.

This meant people's outcomes were consistently good, and people's feedback confirmed this.

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Effective

Assessing needs

Overall Score

1 2 3 4

► [How do we score this?](#)

Summary

Good – This service maximises the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Processes

Score: 1 2 3 4

The provider made sure people's care and treatment was effective by assessing and reviewing their health, care, wellbeing, and communication needs with them.

Assessment processes were comprehensive and identified and included people's physical, medical, emotional, social, and cultural preferences. This enabled the provider to match people with staff who shared similar interests and work experiences. We saw that assessments were regularly updated noting changes in conditions, or preferences, ensuring a holistic approach. One health care professional told us, "Their process of arranging introductions with new patients, documentation and high standards of care is to be commended." Staff were informed of any changes to people's care needs via the provider's electronic app. This ensured any changes could be made and delivered in real time. Care staff told us, "Leaders make it clear what we are going into" and "we have a comprehensive knowledge of the background and what's expected."

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Effective

Delivering evidence-based care and treatment

Overall Score

1 2 3 4

► [How do we score this?](#)

Summary

Good – This service maximises the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Processes

Score: 1 2 3 4

The provider planned and delivered people's care and treatment with them, including what was important and mattered to them. They did this in line with legislation and current evidence-based good practice and standards.

Care staff were skilled and understood how to meet people's individual needs and had a working knowledge of current best practice. They told us, "Induction captured your hobbies, skills and interests so that you could be matched with people...care staff and people have something in common, a helpful starting point to build rapport with people." Care staff completed the Care Certificate, on-line training, face to face training and had never visited a person without first being introduced and shown what was expected in the call. One person told us "My [relative] contacted [Home Instead] when I was in hospital and realised, I would need support on going home. [Home Instead] visited me there and we had a long conversation about what support I needed and they really seemed to understand my need to remain as independent as possible."

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Effective

How staff, teams and services work together

Overall Score

1 2 3 4

► [How do we score this?](#)

Summary

Good – This service maximises the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Processes

Score: 1 2 3 4

The provider always worked well across teams and services to support people. They shared thorough assessments of people's needs when they moved between different services, so people only needed to tell their story once.

The service engaged positively with people's relatives and involved health care staff to ensure people's care needs were met. Managers and care staff worked effectively with health and social care staff. Professionals were highly complementary of the services' collaborative approach and told us, "The staff team have always been a proactive and positive care provider who communicates well with the frailty team via email, telephone call or face to face for any new clients we may have asked them to consider supporting." and "Leaders have always been flexible, if they can help they will, sometimes for emergency care provision and they support the team of care staff well." A relative told us, "Earlier in the year, one of the care staff came to the morning call to find that [relative's] leg had swollen to 3 times its size and was weeping badly. She immediately reported it to the office, then me and the GP. It was sorted by the District Nurse the same day and Home Instead liaised with her to make sure [my relative] got the treatment needed." Visits lasted a least one hour which meant care staff became well-acquainted with people they were supporting and were able to notice even minor health changes. This allowed the management care team to liaise with other professionals to support with treatment.

The provider employed a 'trainer' who had completed an additional Train the Trainer course, enabling training to care staff working with people living with Parkinson's Disease.

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Effective

Supporting people to live healthier lives

Overall Score

1 2 3 4

► [How do we score this?](#)

Summary

Good – This service maximises the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Processes

Score: 1 2 3 4

The provider always supported people to manage their health and wellbeing to fully maximise their independence, choice, and control. Staff supported people to live healthier lives and where possible, reduce their future needs for care and support.

The service always supported people to access health services when needed. Care staff supported people during health appointments when required. Care staff were trained to report any changes in people's needs, allowing the provider to respond appropriately to identified risks.

One person said, "The meals the care staff provide for me are good and if I fancy cooking, they will fetch and carry for me while I do it."

One health care professional told us, "We often use Home Instead for our more able patients for social outreach support alongside personal care needs and they have always worked to identify the right carer with the right person depending on the care plan."

With the person's consent the provider informed a local GP team about a person's changing mobility needs, leading to a quick assessment with the local occupational therapist and provision of a hospital bed and additional aids. By taking steps at the right time meant people stayed in good health.

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Effective

Monitoring and improving outcomes

Overall Score

1 2 3 4

► [How do we score this?](#)

Summary

Good – This service maximises the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with

them.

Processes

Score: 1 2 3 4

The provider routinely monitored people's care and treatment to continuously improve it. They ensured that outcomes were positive and consistent, and that they met both clinical expectations and the expectations of people themselves.

People and their relatives were consistently complimentary of the service provided. They were confident any concerns reported would be addressed and information was shared openly. One person said, "The care staff see what needs doing and just get on with it unless it relates directly to me personally."

The provider used a digital care system that allowed the office team real-time access to notes as soon as they were submitted. The system ensured calls were not missed and medication was rarely forgotten, benefitting people by providing real-time information and effective quality monitoring.

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Effective

Consent to care and treatment

Overall Score

1 2 3 4

► [How do we score this?](#)

Summary

Good – This service maximises the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Processes

Score: 1 2 3 4

The provider told people about their rights around consent and respected these when delivering person-centred care and treatment.

Care staff understood the Mental Capacity Act 2005 (MCA) and ensured they asked for consent and offered choices to people.

Where people were assessed as lacking capacity to make specific decisions, best interest meetings were carried out. Some people had a safe to keep their medication in, a capacity assessment had been carried out to ensure this was in their best interests and would try to do the least restrictive option by moving medication into another room. A relative told us, "Care staff are good at supporting and encouraging [relative] while he does what he can, but they only ask to take over if he is struggling." One person stated, "I still like to do as much personal care as I can, but they respectfully support me, so I feel safe in doing so."

Caring

Rating: Outstanding

Percentage Score: 95.00 %

► [How do we score this?](#)

Summary

This service is exceptionally caring

Commentary

Caring

Caring – this means we looked for evidence that the provider involved people and treated them with compassion, kindness, dignity, and respect.

At our last assessment we rated this key question good. At this assessment, the rating has changed to outstanding.

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

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Caring

Kindness, compassion and dignity

Overall Score

1 2 3 4

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Summary

Outstanding – This service is exceptional at maximising the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

People's Experience

Score: 1 2 3 4

The provider was exceptional at treating people with kindness, empathy, and compassion and in how they respected people's privacy and dignity. Staff always treated colleagues from other organisations with kindness and respect.

Care staff excelled in delivering kind and compassionate care. They always looked for ways to improve people's lives, and the service went the extra mile to ensure people were comfortable and settled. For example, one person who was supported by Home Instead was going to relocate to Birmingham. The family were concerned about the journey from Cornwall to Birmingham as their loved one was living with dementia and may need support. It was a successful trip and the person coped very well with the journey with the support of the carer who was able to calm and reassure the person as they got confused and distressed at times. An email from a relative said, "It was such a comfort to have a professional pair of hands and also to have someone who [my relative] knows to assist."

People were supported by small teams who knew people well and understood their individual needs and preferences with a very strong emphasis on the provision of activities and reducing social isolation. One person said, "The service Home Instead has certainly stopped me from feeling isolated. I never realised how easily that can happen when you live on your own, especially with health conditions."

Professionals told us, "From what I know of Home Instead, I feel I would be happy to have a member of my family cared for by them."

When a person needed live in care, the provider was able to increase care at short notice to provide 2 care staff for a couple of months until the person was able to employ a live in carer. The person had asked the provider to continue in the mornings as they preferred the care staff they knew to help with personal care and valued chatting to them.

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Caring

Treating people as individuals

Overall Score

1 2 3 4

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Summary

Outstanding – This service is exceptional at maximising the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Processes

Score: 1 2 3 4

The provider treated people as individuals and was exceptional in how they made sure people's care, support and treatment met people's needs and preferences. The provider took account of people's strengths, abilities, aspirations, culture and unique backgrounds and protected characteristics.

The provider matched people with care staff based on attributes to build trust and ensure a high-quality service. For example, a staff member said, "During induction, hobbies, skills and interests are captured, I like art and painting and am matched with someone who is keen on art and painting." New care staff shadowed experienced colleagues to understand client preferences. Care staff repeatedly told us, "We never go to anyone without first shadowing."

People enjoyed spending time with their care staff who said people and relatives described the service as a "lifeline," "All the carers are kind and can't do enough for you."

"Care staff told us, "The care plans are very individual, and it is what the person wants and how they like to have things done." We saw care plans included details about people's life histories and interests. One care plan said no washing to be done on a Sunday to respect a person's religion."

We observed care staff chatting positively with a person about a football match. People told us, "I am in charge and they listen to what I want." ... "They ask what can I do now and then they sit and have a chat, that's nice."

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Caring

Independence, choice and control

Overall Score

1 2 3 4

This score has been adjusted by CQC.

Read about why we adjusted scores (<https://www.cqc.org.uk/guidance-regulation/providers/assessment/assessing-quality-and-performance/reach-rating>)

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► [How do we score this?](#)

Summary

Outstanding – This service is exceptional at maximising the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Processes

Score: 1 2 3 4

The provider was exceptional at promoting people's independence, so people knew their rights and had choice and control over their own care, treatment, and wellbeing.

A relative told us, "[My relative] has bad legs, so the care staff help them with exercises, even when they can't be bothered to do them. They are light-hearted about it and in the end, they enjoy doing them."

Care staff told us, "A lot of it is being a listener and making sure the person can do as much for themselves, try not to take over but assist." Care staff described care plans as "Very specific, every need covered," and "Everyone is an individual" and "With an hour there is no rush."

Care plans were exceptionally person led, capturing life experiences and what was important to people. Professionals spoke highly of how the service supported people to stay independent and make choices. One professional said "There were times we shared packages of care. These were always successful and we felt confident and happy working with their team." This consistent and collaborative approach ensure people received joined-up, person-centred support that promoted confidence, wellbeing, and independence.

Care was highly individualised and supported independence effectively. For example, one member of staff supported a person to visit their relative in London. The person was living with Alzheimer's, and the carer accompanied this person on the train from Cornwall to London, a journey the person would have found impossible to do alone. It gave the person a sense of freedom and independence, knowing they were going to visit family. As they passed through the different stations the person would read the station names and recall the different places they had lived or visited and reminisced about the past. The trip helped maintain their identity and promoted self-importance in their families' lives. Knowing they could not make the journey without relying on family was a huge achievement for them. The carer guided the person, "the person would order us coffee and felt like they were in control of the whole trip. We just looked like two friends or family members off on a day trip having a wonderful time."

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Caring

Responding to people's immediate needs

Overall Score

1 2 3 4

[▶ How do we score this?](#)

Summary

Good – This service maximises the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Feedback from staff and leaders

Score: 1 2 3 4

The provider was exceptional in how they listened to and understood people's needs, views and wishes. Staff responded to people's needs in the moment and acted to minimise any discomfort, concern, or distress.

The provider was extremely proactive in seeking ways to prevent people becoming distressed or experiencing discomfort. One relative told us, "2024-2025 was a tough year [my relative] was relying more on Home Instead. After one particular bad time when [my relative] got lost wandering off, I got a call from the [owner], and he said the care staff are a bit worried about safety at home. With support from the provider, we were able to get the live in support that [my relative] needed."

People and relatives described how staff quickly noticed when something changed and acted immediately to provide reassurance or support. One person told us, "One of the care staff did pick up on a urine infection once and the GP was informed by the office and medication arranged." The provider had software that allowed people and their relatives to access daily notes through a family portal, with permission, which was especially appreciated by people whose relatives lived far away. For example, a person whose family resided overseas could stay connected and informed and communicated about their loved one's care. This provided peace of mind and enhanced the person's quality of life.

People and professionals told us communication from the service was highly effective. One relative said, "They seem to work well together and have good communication skills, so there is consistency." A staff member told us, "If something changes they [leaders] will let you know, email, WhatsApp, lots of different ways." and another said, "You are triple checked, I've never had that with another company, these are the best, much more client centred". Professionals said, "Communication, in my personal dealings with them they have always been professional and clear."

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Caring

Workforce wellbeing and enablement

Overall Score

1 2 3 4

► [How do we score this?](#)

Summary

Outstanding – This service is exceptional at maximising the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Processes

Score: 1 2 3 4

The provider always cared about and promoted the wellbeing of their staff and was exceptional at supporting and enabling staff to always deliver person- led care.

Managers were extremely supportive and care staff were actively encouraged to gain additional skills. Staff told us, "Anything you want to learn they will look into ways to make that happen." and "I thoroughly enjoy working with the company, I think they are brilliant with the clients, the care is excellent and the minimum visit is an hour so the clients have time to wake up and have their breakfast, there is no need to rush, all done at the client's pace."

Care staff were all exceptionally positive about the management style and culture, one staff member said, "The managers are all really approachable, always willing to help, it's nice and relaxed, you never feel like anyone is flapping, it just feels relaxed and organised." The provider had a reward scheme for care staff that went 'above and beyond,' if a positive comment was received, they would get a star, once 3 stars were received the care staff could choose a gift. At Christmas, all care staff were given a gift. Another staff member said, "[I have] worked in care for a long time and they are the best people I have ever worked for, very much feel valued as an employee." Another noted how they had been supportive when they recently had an operation. The provider continually supported staff to ensure they remained motivated and passionate about delivering person led care. The provider had good staff retention rates allowing them to build an experienced and professional team, providing a high quality, relationship led service for people in their own homes.

Responsive

Rating: Outstanding

Percentage Score: 89.00 %

► [How do we score this?](#)

Summary

This service is exceptionally responsive

Commentary

Responsive

Responsive – this means we looked for evidence that the provider met people's needs.

At our last assessment we rated this key question good. At this assessment, the rating has changed to outstanding.

This meant services were tailored to meet the needs of individuals and delivered to ensure flexibility, choice, and continuity of care.

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Responsive

Person-centred Care

Overall Score

1 2 3 4

[▶ How do we score this?](#)

Summary

Outstanding – This service is exceptional at maximising the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

People's Experience

Score: 1 2 3 4

The provider was exceptional at making sure people were at the centre of their care and treatment choices and they decided, in partnership with people, how to respond to any relevant changes in people's needs.

The provider extended visits when extra care was needed if a person was feeling unwell. If a person had a fall and the family were unable to attend the service will arrange to be with the person until the ambulance attends.

Care plans were exceptionally individualised. The provider clearly demonstrated how they had worked closely with people and their relatives to ensure wishes and feelings were recorded. Care plans gave insight into the person beyond their needs to ensure they received a personalised service. For example, care plans described what colour bedding was to be used for each bedroom and assisting a person to appointments when needed, staff recorded what was discussed as a reminder for them to share with their family. Care staff told us, "A lot of it is being a listening ear and making sure the family member can do things, try not to take over but to assist, making sure everyone is involved, so as not making a family member husband/wife feel left out." One person said, "I was very lucky, met [the owner] after breaking my hip and [Home Instead] were able to give me the time I needed."

All care staff were able to access the care digitally via a secure app and staff told us, "The care plans were good, likes and dislikes, everything, drugs, family, what they need, what's expected." and "Small team and everyone knows what they are doing."

The highly detailed and personalised care plan meant staff knew how to support people well.

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Responsive

Care provision, Integration and continuity

Overall Score

1 2 3 4

This score has been adjusted by CQC.

Read about why we adjusted scores (<https://www.cqc.org.uk/guidance-regulation/providers/assessment/assessing-quality-and-performance/reach-rating>)

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► [How do we score this?](#)

Summary

Outstanding – This service is exceptional at maximising the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Processes

Score: 1 2 3 4

The provider had an exceptional understanding of the diverse health and care needs of people and their local communities, so care was joined-up, flexible and supported choice and continuity.

People had small and consistent staff teams who knew them well. Relatives told us this had been vital for people living with dementia to have a consistent staff team which reduced their anxiety and distress. One person told us, "There is consistency, which [my relative] needs even more now," and "There are a small team of carers allocated to me, so it does change but I have never had a stranger walk into my house." Care staff became well-acquainted with people and noticed even minor changes.

Professionals told us, "We will often use Home Instead for our more able patients for social outreach support alongside personal care needs and they have always worked to identify the right carer for the right person."

The provider acted in a voluntary capacity for Parkinson's UK having taken over the leadership of a local Parkinson's café that provided support to people living with Parkinson's Disease to support a local group in the community. The provider supported people using their service to attend.

The provider understood the importance of a multidisciplinary approach and worked closely with hospital discharge teams, social workers, district nurses, Rapid Response and Reablement teams to ensure smooth care transitions.

The provider was instrumental in guiding people and families to support services, as necessary.

A person had a live in carer, Home Instead continued alongside the live in carer as they did not drive, so that the person could continue to enjoy social outings.

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Responsive

Providing Information

Overall Score

1 2 3 4

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► [How do we score this?](#)

Summary

Outstanding – This service is exceptional at maximising the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Processes

Score: 1 2 3 4

The provider was exceptional at developing appropriate, accurate and up-to-date information in formats that were tailored to individual needs.

We saw people's care plans reflected any communication needs they had and gave clear details on how to support them effectively. The provider recognised that many of the people they supported often experienced hearing and sight loss, along with communication challenges due to dementia. To manage this, the provider conducted thorough assessments to identify needs, involving family members to overcome communication barriers. Care staff received training to support people with sensory and communication impairment, focusing on the ageing process and its effects. For example, eyeglasses to simulate, conditions like macular degeneration and cataracts were provided to staff so they would fully understand what it was like to live with these conditions. Care staff were observed by the manager in people's homes to ensure they understood and met people's needs effectively.

People, relatives and staff told us the provider kept them informed of any changes to their service or staff team, "The carers are very good at being on time, but if they do get held up, they [Home Instead] will let me know and I will tell [my relative] so they don't worry."

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Responsive

Listening to and involving people

Overall Score

1 2 3 4

► [How do we score this?](#)

Summary

Good – This service maximises the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Processes

Score: 1 2 3 4

The provider was exceptional at enabling people to share feedback and ideas, or raise complaints about their care, treatment, and support. Staff always involved people in decisions about their care and told them what had changed as a result.

The provider used an external organisation to carry out an anonymous survey, Pursuing Excellence by Advancing Quality (PEAQ), with people and care staff to develop the service and to improve practice. The survey results were shared with people and staff to continually enhance their services and practices. An

internal survey for care staff to identify how improvements could be made was also carried out. This generated good ideas, for example, using team meetings more effectively.

The provider was in the process of making the office a more comfortable space for care staff by providing soft seating and pictures of staff pets adorned the walls.

Training ideas were explored and included possible workshops on how to continue to have stimulating conversations with people once the initial 'get to know each other' stage had passed.

The provider listened to people about their needs, goals and aspirations and included them in choices on how they could be achieved. People were proactively involved in decisions about their care. People told us, "They are very good at generally keeping things smoothly running and tweak it regularly."

People told us they knew how to make complaints, one person said, "No never complained, but if I had to, I know it would dealt with." And another person said "[the staff] are here on time, no complaints about anything, never late and stay their full time." We saw evidence that low-level concerns were taken seriously and investigated. Resolutions were shared with people and leaders followed up to measure the impact of the changes made. This ensured people received consistent, personalised high-quality care.

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Responsive

Equity in access

Overall Score

1 2 3 4

This score has been adjusted by CQC.

Read about why we adjusted scores ([https://www.cqc.org.uk/guidance-](https://www.cqc.org.uk/guidance-regulation/providers/assessment/assessing-quality-and-performance/reach-rating)

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► How do we score this?

Summary

Outstanding – This service is exceptional at maximising the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Processes

Score: 1 2 3 4

The provider was exceptional at ensuring people could access the care, support, and treatment they needed when they needed it.

People were able to make changes to and reschedule planned visits based on their needs and lifestyles. Where changes were made to staff visit schedules these changes were highlighted with staff to minimise the risk of visits being missed. A person with advancing dementia was able to stay at home with their dog when the provider was able to increase the visits to 3 a day at short notice. The service was able to provide emergency night care on 2 occasions to keep a person safe overnight when the hospital was at capacity. This supported people effectively to stay at home.

Care staff supported a person to relocate to a care home. The carer helped moved the person's things to the care home and supported them to settle to into their new surroundings. This made the transition much smoother for the person and was reassured as they knew the carer so well. Staff and managers understood the value of this flexible approach in enabling people to live their own lives. A person asked the provider to help care for their relative whose sight was impaired to a level where they could not enjoy walks outside. Care staff were able to do this and continued to walk outside with them and their dog whilst their relative recovered from an operation.

People were supported to access health and social care services as required. Records showed people were routinely supported to book and attend appointments with GPs, audiologists, opticians, and dentists, to access more specialist services when required, staff told us, "Anything you come across the office sort out, like contacting a GP and the family."

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Responsive

Equity in experiences and outcomes

Overall Score

1 2 3 4

► [How do we score this?](#)

Summary

Good – This service maximises the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Processes

Score: 1 2 3 4

Staff and leaders were innovative in how they listened to information about people who are most likely to experience inequality in experience or outcomes. Staff and leaders actively used this information to provide exceptionally tailored care, support, and treatment in response to this.

Leaders undertook extremely detailed and person led needs assessments. These were used to create personalised care plans to meet people's needs and ensure positive experiences. Staff knew people well and recognised that people wanted to continue to do things that mattered to them. For example, a person was always keen on the outdoors and care staff would take them out for coffee. On other days, the morning carer would help get a picnic ready with a thermos drink and the lunchtime carer would accompany the person to an area overlooking the river Fowey. Another person would be accompanied by a

carer to walk their dog, and on a Sunday care workers would support the person to go to Church. Staff supported one person to visit local attractions where they would have a coffee, walk around and people watch.

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Responsive

Planning for the future

Overall Score

1 2 3 4

► [How do we score this?](#)

Summary

Good – This service maximises the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Processes

Score: 1 2 3 4

People were supported to plan for important life changes, so they could have enough time to make informed decisions about their future, including at the end of their life.

The provider had systems for documenting and recording people's preferences in relation to how support should be provided at the end of people's lives. The provider had completed City and Guilds assured programs including dementia and end of life care training, which emphasized developing communication skills and understanding people's behavioural expressions and unmet needs.

Care staff were observed by the manager in home settings to ensure they comprehended and supported people. Care staff told us, "End of life care plan is clear about their wishes," DNACPR [Do Not Attempt Cardiopulmonary Resuscitation (DNACPR) orders are completed and carers are informed. "Needs are very fluid when end of life, moving and handling care plan is updated and we are very keen on keeping the same care staff, small team, so everyone knows what they are to do."

Well-led

Rating: Good

Percentage Score: 82.00 %

► [How do we score this?](#)

Summary

This service is well-led

Commentary

Well-led

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 our last assessment we rated this key question good. At this assessment, the rating has remained good.

This meant the service was consistently managed and well-led. Leaders and the culture they created promoted high-quality, person-centred care.

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Well-led

Shared direction and culture

Overall Score

1 2 3 4

► How do we score this?

Summary

Good – This service maximises the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Processes

Score: 1 2 3 4

The provider had a very clear shared vision, strategy, and culture. This was based on transparency, equity, equality and human rights, diversity and inclusion, engagement, and an exceptional understanding of the challenges and the needs of people and their communities.

The provider had a clear vision, strategy, and values which they shared with people using the service. The service was flexible, responsive, and focused on enabling people to live their best lives.

The provider referred to the care staff as 'care professionals' and their mission was clear; "Our mission is to improve and professionalise the experience of working in care in Cornwall. We believe only by doing this can we provide the highest standard of relationship driven care for older people."

Care staff had guaranteed hours even when care packages ended. Feedback from staff was consistently positive about the support they received. They told us they felt valued and listened to and how this was the best service they had worked for. "The level of training, shadowing visits, recommend to anybody, head and shoulders above the rest."

Professionals were constantly complimentary of the support provided; they recognised staff skills and the service's dedication to providing individualised care. Professionals comments included "They are committed to serving the local community and to best serve the people's needs in the area." and "Feel more than happy signposting people to them."

People who used the service were constantly complimentary of the support they received. Their comments included, "I think staff training is excellent." "Care has been brilliant and flexible the whole time" and "The service they provide has certainly stopped me feeling isolated. I never realised how easily that can happen when you live on your own, especially with health issues."

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Well-led

Capable, compassionate and inclusive leaders

Overall Score

1 2 3 4

[▶ How do we score this?](#)

Summary

Outstanding – This service is exceptional at maximising the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Processes

Score: 1 2 3 4

The provider had exceptionally inclusive leaders at all levels who understood the context in which they delivered care, treatment and support and embodied the culture and values of their workforce and organisation. Leaders had the skills, knowledge, experience, and credibility to lead effectively. They always did so with integrity, openness, and honesty.

People received a personalised service from an exceptionally well-led team of staff. Leaders and staff were extremely passionate and committed to providing high quality person led care. They led with compassion and inclusivity to achieve consistently high standards. Leaders facilitated people to experience very positive outcomes by ensuring exceptional planning to care delivery to ensure needs were fully understood and facilitated strong relationships with external professionals All people, relatives and staff gave consistently high feedback about the leaders.

Staff spoke very highly of the manager and how they felt valued. A staff member told us of their experience when they were due to have an operation. The manager called and asked if they needed anything and how they were feeling about the operation, the manager told the staff member “don’t worry about us worry about yourself.”

Further comments from staff included, “manager/office is very supportive, ring, text or email, they do deal with stuff”, “Very good, take all the responsibility, would tell the office anything that you came across and the office would sort out like contacting family, GP , they are like family”, and “They genuinely do care about staff and clients and cater for health conditions.”

The provider’s director and manager set a clear vision for high-quality person-led care and fostered a culture of continuous improvement. They were approachable, engaged positively with operational decision making when requested and supported leaders effectively. The director was based in the service’s office full time and supported the manager during the assessment process.

Involved professionals were complimentary of leadership and recognised the service’s willingness to support people. Professionals told us, “Leaders have always been flexible, if they can help they will, sometimes for emergency care provision and they support the team of carers well”, “We shared packages of care, these were always successful and we felt confident and happy working with their team”, “I have visited their office and was made to feel very welcome. I have also seen the director at meetings, provider forums, and sector conferences.”

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Well-led

Freedom to speak up

Overall Score

1 2 3 4

► [How do we score this?](#)

Summary

Good – This service maximises the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with

them.

Processes

Score: 1 2 3 4

The provider fostered a positive culture where people felt they could speak up and their voice would be heard.

People knew how to contact managers if they had any concerns. Contact details of the service, including information on the complaints procedure was available in people's homes. People told us, "No never complained, but if I had to, I know it would be dealt with."

Staff were also able to voice their opinions both during supervisions and team meetings. Staff told us, "They do listen and act upon information," "would recommend others to work here."

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Well-led

Workforce equality, diversity and inclusion

Overall Score

1 2 3 4

► [How do we score this?](#)

Summary

Good – This service maximises the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Processes

Score: 1 2 3 4

The provider strongly valued diversity in their workforce. They had an inclusive and fair culture which had improved equality and equity for people who worked for them.

The provider valued the diversity of their workforce. The cultural and religious needs of staff were respected and requests for reasonable adjustments to working patterns were looked on favourably. One staff member had a medical condition, and adjustments were made so no heavy lifting was involved.

Staff told us they were treated fairly by their manager, were well supported and encouraged to develop their skills. Their comments included, "Manager and the owner are very approachable", and "They do check in on us, always phone to see if we are alright", and "The best people I have ever worked for" ..., "Feel well looked after, best firm I've worked for when supporting people."

The provider supported a carer with dyslexia by implementing audio notes on their digital care planning app and ensured internal auditors were sensitive when giving feedback regarding spelling errors.

All care staff completed training on Equality, Diversity and Inclusion (EDI) and Human Rights, fostering a respectful and inclusive workplace culture. The provider encouraged care staff to deliver care that promoted equality and celebrated diversity by focusing on person led approaches, treating people uniquely, and ensuring personal beliefs did not influence their care interactions. Care staff were encouraged to share ideas on how to improve the experience of working for Home Instead.

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Well-led

Governance, management and sustainability

Overall Score

1 2 3 4

► [How do we score this?](#)

Summary

Good – This service maximises the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Processes

Score: 1 2 3 4

The provider had clear responsibilities, roles, systems of accountability and good governance. They used these to manage and deliver high-quality, sustainable care, treatment, and support. They always acted on the best information about risk, performance, and outcomes, and shared this securely with others when appropriate.

The provider had quality assurance and auditing processes designed to drive improvements in performance. Where issues had been identified, these were discussed in regular senior meetings and plans developed to make necessary improvements.

Professionals feedback on the service's leadership was overwhelmingly positive, valuing the effectiveness of the service's communication. One professional who worked regularly with the service told us, "I have worked with Home Instead (Mid Cornwall) for a number of years now...The staff team have always been a proactive positive care provider who communicates well with the frailty team via email, telephone call, or face to face visits for any new clients we may have asked them to consider supporting."

A governance framework included a programme of audits and quality and risk meetings. This was designed to give an effective overview of quality of the service. Home Instead is a franchise office, within a defined geographical area, peer support from other franchise managers was available and provided a quality assurance function to carry out mock inspections. The provider had plans for business continuity in case of emergency or natural disasters, such as adverse weather events.

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Well-led

Partnerships and communities

Overall Score

1 2 3 4

[▶ How do we score this?](#)

Summary

Good – This service maximises the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Processes

Score: 1 2 3 4

The provider understood their duty to collaborate and work in partnership, so services worked seamlessly for people. They shared information and learning with partners and collaborated for improvement.

The provider worked effectively with people, relatives, and other professionals to build a culture that focused on enabling people to enjoy their lives. The provider had a strong presence in the local community and had recently supported Parkinson's UK by taking over the leadership of a local Parkinson's café that provides support to people living with Parkinson's Disease.

One person living with advancing dementia had been able to continue with their love of singing by attending a specialist local choir.

Following a fall at home, which had resulted an injury, a person was able to remain at home safely and supported by the care staff. The service liaised daily with the Hospital at Home team, local GP practice, and the frailty nurse to provide the required care. This included overnight care with care staff who the person knew and had already built a trusted relationship with. With this extra help they were able to stay at home and recovered well.

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Well-led

Learning, improvement and innovation

Overall Score

1 2 3 4

[▶ How do we score this?](#)

Summary

Outstanding – This service is exceptional at maximising the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Processes

Score: 1 2 3 4

The provider had a strong focus on continuous learning, innovation and improvement across the organisation and local system. They always encouraged creative ways of delivering equality of experience, outcome, and quality of life for people. They actively contributed to safe, effective practice and research.

Staff were actively encouraged to use creative ways to engage with people to enhance their experiences of care. For example, in some instances people were given tools such as whiteboards or notebooks to aid communication. Additionally, care staff had facilitated the use of technology, such as tablets, to maintain connections with family and friends and support groups.

The provider invested in continuous professional development for their staff, offering regular training on best practices, new care techniques, and updates in healthcare regulations. This meant staff skills remained current, relevant, and improved the quality of care.

The provider partnered with Parkinson's UK to share training expertise and completed Train the Trainer courses so care staff received specialised training working with clients living with Parkinson's Disease. The provider has taken over the leadership of a local Parkinson's café that provided support to people living with Parkinson's Disease. This demonstrated the provider had an exceptional culture of learning.

