



Enter & View Report Norton House Care Home

November 2025

This report relates only to the service viewed at the time of the visit and is only representative of the views of the staff, visitors, and patients who met members of the Enter & View Team on that date.

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Care Home Details

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Completion Date of Enter & View Visit:

November 2025

Healthwatch Westminster Authorised Representatives:

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Fana Futsum (Volunteer)

Introduction

At Healthwatch Westminster, our mission is to gather the perspectives and experiences of individuals—particularly those whose voices are often overlooked—and provide them with a platform to share their views about NHS and social care services.

The purpose of an Enter and View visit is to collect feedback and insights from both residents and staff, while also assessing the overall quality of the environment.

During our 2024–2025 Enter and View programme, Healthwatch Westminster visited three care homes in Westminster, including Norton House Care Home. These visits focused on evaluating how well safeguarding measures protect residents, identifying any challenges residents may experience in relation to their care and feelings of safety, and reviewing the complaints procedure to ensure it allows residents to raise concerns safely and have them resolved appropriately.

Closer attention was given to residents who may be more vulnerable—such as those living with dementia or disabilities—which can affect their understanding of what constitutes abuse and their confidence in reporting concerns.

All Enter and View visits were carried out by authorised representatives, who have the authority to visit health and social care facilities, whether announced or unannounced. All visits conducted in Westminster during this period were announced.

In November 2025, Healthwatch Westminster completed an announced visit to Norton House. A staff member greeted our team on arrival and showed us around the facility. As the care home manager Felicia was on annual leave.

We gathered feedback from both residents and staff and made observations of the care home environment. These findings form the basis of this report, which highlights h examples of good practice and areas for improvement.

As an independent organisation, Healthwatch Westminster does not make judgments or express personal opinions. Instead, we base our reports on the feedback received and our objective observations.

Before publication, the draft report is shared with the care home manager, providing an opportunity for them to respond. Once finalised, the report is published on the Healthwatch Westminster website at www.healthwatchwestminster.org.uk.

Additionally, a follow-up visit may be arranged to assess the progress made in implementing any recommended improvements. Once completed, the final report – which includes the care home manager’s formal response – is shared with the Care Quality Commission (CQC), Healthwatch England, and other relevant stakeholders to ensure transparency and support ongoing monitoring of residents’ experiences and voices within NHS services.

General Information

Norton House Care Home is registered to provide care for older adults, including individuals living with dementia and those with a range of physical health needs. The home can support up to 40 residents and is arranged over four floors. A large proportion of residents are bedbound and therefore require higher levels support. Two staff members are assigned to each floor throughout the day.

The CQC's most recent inspection of Norton House, carried out on 17 March 2021, found that the service had appropriate safeguarding systems in place, with residents reporting that they felt safe and staff demonstrating a good understanding of how to identify and report concerns. Recruitment processes were safe, risks were effectively assessed and managed, and staffing levels were sufficient to meet residents' needs. However, the CQC also identified areas for improvement, including the need to further personalise care plans and risk assessments to reflect each resident's individual needs, strengthen the regular monitoring and review of residents' goals and progress, ensure risk management plans—particularly those relating to mobility and falls—were consistently updated. Improvements to the accuracy and reliability of medication management were also recommended. These findings provide important context for evaluating the home's current safeguarding arrangements, resident wellbeing, and overall approach to care. They also offered a useful benchmark for assessing how effectively the home continues to support a predominantly high need cohort of residents.

During our recent visit, residents expressed satisfaction with the quality of care and support they received. Staff appeared kind, respectful, and the home was clean, well maintained, and suitably equipped to meet residents' needs. We were told by a member of senior staff that care plans were person-centred and reflective of residents' individual preferences. However, some resident feedback suggested that aspects of staffing levels and responsiveness could be improved.

Medication systems were in place and operating, though we identified areas where further improvements would strengthen the safety and consistency of medicines management. Staff were observed to follow appropriate infection prevention and control measures, and the environment was organised in a way that supported both safety and comfort, particularly for residents with limited mobility.

Overall, Norton House, demonstrated good practice across the areas assessed by Healthwatch Westminster. While the service met expected standards, our visit highlighted opportunities for further improvements to enhance the overall resident experience.

Engagement & Methodology

During the announced Enter and View visit to Norton House, Healthwatch Westminster representatives engaged with six residents and four members of staff to gather feedback about their experiences of care and safeguarding within the home.

To ensure a structured and inclusive approach, resident questionnaires were used to capture individual experiences and perceptions of safeguarding, as well as how safe and supported residents felt in their day-to-day care. Residents were also encouraged to share suggestions for improving the care home, offering feedback on safeguarding procedures, staff training, communication, and the overall living environment.

Similarly, staff questionnaires were distributed to gather insights from care staff about service provision, safeguarding training, staffing levels, and management support. Staff were also invited to comment on training opportunities, team communication, and any challenges they face in maintaining a safe and caring environment for residents.

In addition to collecting feedback, Healthwatch representatives conducted direct observations of both the internal and external environments of the care home. Observations focused on identifying any potential safeguarding concerns, barriers to accessibility, and assessing the friendliness, approachability, and communication skills of staff when interacting with residents.

To protect the confidentiality and anonymity of everyone who took part, all names, pronouns, and other identifiable details have been removed from this report. Only senior staff and managers at Norton House who provided consent have been identified.

Summary of Management Feedback

Visit Summary

During the Enter and View visit to Norton House, the Home Manager was on leave, so Susan, a team leader, provided some information about the home's safeguarding systems and practices. Susan demonstrated a strong understanding of safeguarding responsibilities and spoke with clear passion and empathy for the residents in her care. Having worked at the home for 16 years, she expressed genuine commitment to safeguarding and to maintaining a safe, supportive environment for all residents.

Safeguarding Policies and Training

Norton House has a written safeguarding policy, which is reviewed regularly. All staff complete mandatory safeguarding training annually, delivered through a combination of online and in-person sessions. This training covers key topics including safeguarding legislation and guidance, staff roles and responsibilities, recognising and

reporting abuse, mental capacity and consent, and fostering a culture of prevention within the home. Susan explained that safeguarding procedures are reinforced regularly to ensure that good practice is consistently upheld.

Enter & View Observations

Location and External Environment

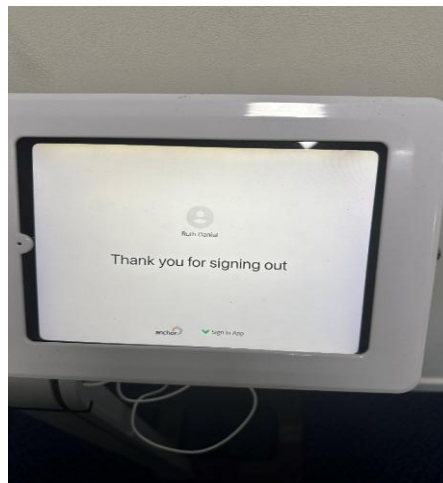
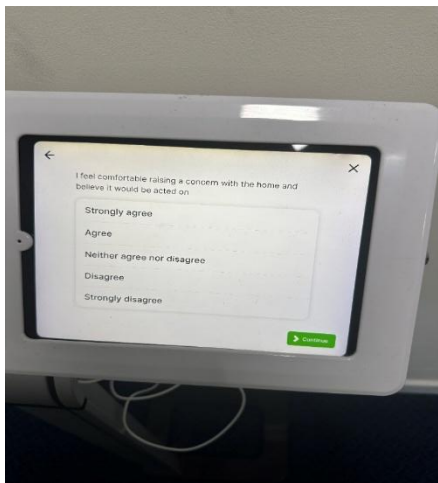
Norton House is in the City of Westminster, on a quiet side street situated near Victoria Street.

The surrounding area offers excellent access to public transport, with several major bus routes nearby and both St James's Park and Victoria Underground stations within walking distance. This makes the home easily accessible for relatives, visiting professionals, and staff. The home is also close to a range of local amenities, including shops, cafés, churches, GP practices, and community facilities, supporting residents' ability to remain connected with the wider community.

Despite its central London location, Norton House provides a peaceful and structured environment for residents. The building is arranged over four floors, with communal areas, bedrooms, and care facilities designed to accommodate residents with a range of mobility and health needs. Many residents are bedbound, and the layout enables staff to deliver care efficiently while maintaining resident comfort and dignity.

Internal Environment and Waiting Area

Upon entering Norton House, visitors first pass through a set of automatic external doors into a small entrance lobby. In this area, they are required to sign in and out electronically using a touchscreen app system, helping to ensure the safety and security of residents by monitoring everyone who enters the building. Visitors are also asked if they have been unwell in the past week, demonstrating the home's proactive measures to safeguard the health of residents and staff and reduce the risk of viral infection. Additionally, on their way out, visitors are asked about safeguarding and how comfortable they feel reporting any concerns, which further shows that the home is committed to ensuring everyone is informed about safeguarding and feels confident raising any issues.



Once signed in, visitors proceed through a second set of automatic doors that open into the main reception area. A member of staff typically comes out to greet visitors promptly, offering assistance and directing them to the appropriate part of the home.

The main reception area is welcoming, with clear signage and seating available for those waiting to speak to staff. The space includes information leaflets for relatives and visitors. The atmosphere is calm and organised, creating a positive first impression.

Beyond the reception area, corridors are wide, uncluttered, and well-lit, allowing for the safe use of wheelchairs and other mobility equipment.

All rooms are en-suite and the decor throughout the home is simple, neutral, and well maintained. Each floor has similar decor but uses different colours to help residents easily recognise where they are. This is particularly helpful for residents living with dementia or other cognitive impairment. Communal lounges on each floor provide opportunities for social interaction, though staff note that many residents remain in their



rooms because they are bedbound. Noticeboards across the home display clear and relevant information, including activity schedules.

Overall, the internal environment at Norton House creates a structured, safe, and welcoming setting for residents. However, it was noted that the corridors on the top two floors had a strong smell of urine, and a lower floor had a strong smell of cleaning chemicals. These odours suggest poor ventilation in those areas.

Resident Involvement

During the visit to Norton House, interactions between residents and staff appeared genuine, respectful, and relaxed. Residents were spoken to in a gentle and

approachable way. Residents seemed at ease in the company of all staff members, suggesting strong, trusting relationships had been established over time.

There seemed to be a clear understanding of each resident's preferences and needs; residents' names were used. Conversations were not hurried, and staff consistently



showed attentiveness and warmth in their responses. The overall atmosphere within the home felt calm and inclusive, with residents encouraged to participate in activities and supported to maintain as much independence as possible. These interactions highlighted a positive care culture grounded in dignity, compassion, and respect, reflecting the home's

commitment to providing a nurturing and safe environment.

Patient feedback

Do you know how to report abuse or harm?

As part of the visit, residents were asked the question, **“Do you know how to report abuse or harm?”** Out of the six residents interviewed, three stated that they knew how to report a problem or concern. These residents were aware that they could speak to a senior member of staff, the manager, or a trusted carer if they had any worries about their safety or wellbeing. Two residents, however, were unsure of the formal reporting process, while one did not understand the question. Awareness of how to alert staff is generally good but there is room to further strengthen residents' understanding of safeguarding procedures. This suggests that continued communication and

accessible information about how to raise concerns would be beneficial in maintaining a transparent and safe environment.

Resident Voices:



"I know who to report to."



"I can report to anyone, everyone listens."

"Yes, I would speak to a manager or staff."

"I'm not sure who to report to."

"I don't feel alone."

"No, I have not seen any abuse."

"I think they need more money for staff; I sometimes wait a long time for help."

"I feel safe here, the staff are nice."

Do you feel safe reporting abuse or harm?

Most residents reported that they feel safe and confident raising concerns with staff, 5 of out of 6 residents said they would feel comfortable reporting any issues to the manager or a senior carer, describing the staff as approachable.

Do you feel isolated?

Most residents said they did not feel isolated, noting that there are regular social activities and that staff try to engage with them throughout the day. Several residents commented positively on the friendly and inclusive atmosphere.

Have you witness any form of abuse to other residence?

Five residents stated that they had not witnessed any form of abuse or mistreatment within the home. One mentioned some staff are not so nice because they are in a bad mood but noted that they usually apologies for this.

Do you know who to speak to if you wish to make a complaint?

Five out of six residents said they know who to approach if they want to make a complaint or raise a concern. One resident was uncertain of the formal complaints process but felt comfortable speaking with any staff member they trust.

Suggestions for improvement

Residents' suggestions for improvement included the home having more money so there could be more staff. Two residents mentioned they sometimes have to wait a long time to be seen to because there isn't enough staff. Overall, residents expressed satisfaction with the care they are receiving.

Staff feedback

During the Enter & View visit, Healthwatch Westminster went through a questionnaire to four staff members. Some of these members of staff were observed interacting with patients briefly and demonstrated confidence in their roles while maintaining a friendly demeanour. Listed below are some of the questions they were asked.

Staff Feedback Summary

All four staff members demonstrated a strong understanding of safeguarding procedures and confidence in their ability to protect residents. They all also reported that their safeguarding training had adequately prepared them to identify and respond appropriately to safeguarding concerns. Safeguarding training is provided on an annual basis, with majority having completed refresher training online within the last few months.

All staff also expressed a high levels of confidence in the management team's response to safeguarding concerns. Management was described as approachable, supportive, and proactive in addressing any issues raised.

In relation to staffing levels, staff felt that there were generally enough staff on duty during each shift to ensure residents' safety and to provide good-quality care.

When asked about potential improvements to safeguarding practices, staff reported that they were satisfied with current arrangements and did not identify any areas requiring improvement, stating that safeguarding procedures were working well as they are.

Overall, staff responses indicate a positive safeguarding culture, supported by effective training, confident management oversight, and adequate staffing levels.

Do you feel your training adequately prepared you to deal with safeguarding concerns?

All four staff members reported that their safeguarding training had adequately prepared them to identify and respond to safeguarding concerns.

Are you confident that management would act appropriately if a safeguarding concern was raised?

All staff members expressed strong confidence in management's ability to handle safeguarding concerns appropriately. They described the management team as approachable and supportive.

Are there enough staff on duty in every shift to keep residents safe?

All staff members felt that staffing levels were generally adequate to maintain residents' safety and deliver quality care.

How often do you have safeguarding training?

All staff members confirmed that safeguarding training is provided annually, and all but one had recently in the last few months gone through safeguarding training online,

Are there any areas where you feel safeguarding could be improved?

All staff mentioned there was no areas for improvement all was working well as it currently is.

Summary and Recommendations

Based on observations of the environment and questionnaire feedback from residents, managers and care staff, the following recommendations have been developed for Norton house Care home:

Summary of Key Strengths and Areas for Improvement

Key Strengths

1. Positive Safeguarding Culture

- Staff demonstrate strong understanding of safeguarding, including how to recognise and report concerns.
- Annual safeguarding training is completed consistently and reinforced throughout the year.
- Staff feel confident management would act appropriately if a concern was raised.

2. Respectful and Compassionate Staff–Resident Interactions

- Interactions observed were calm, warm, and respectful.
- Staff adjusted communication styles to residents' needs and used residents' names.
- Residents reported feeling safe, listened to, and treated kindly.

3. Clean, Well-Maintained, and Accessible Environment

- Home is clean, organised, and suitably equipped for residents with high levels of physical need.
- Clear signage, wide corridors, and uncluttered spaces support accessibility and safe mobility.
- En-suite rooms and consistent floor décor with colour variation support residents, including those with dementia.

4. Strong Management Knowledge and Leadership

- The senior staff member (Susan) showed long-term commitment and deep understanding of safeguarding responsibilities.
- Safeguarding policy is kept up to date and reviewed following any major incident or legal changes.

5. Good Resident Understanding of Safety and Complaints Process

- Most residents knew who to speak to if they had a concern or complaint.
- Five out of six residents said they would feel safe reporting issues.

6. Supportive, Friendly Atmosphere

- Residents generally expressed high satisfaction with staff and daily care.
- Most residents said they did not feel isolated, noting regular engagement and social activities.

7. Effective Infection Prevention Measures

- Visitors asked to report recent illness before entering, supporting infection control.
- COVID-aware systems remain in place to protect residents.

8. Strong External Accessibility

- Central location with excellent public transport links makes the home easily accessible to visitors, staff, and external professionals.

Areas for Improvement

1. Ventilation and Odour Control

- Strong smell of urine on the top floors and strong chemical smell on another floor needs to be addressed.
- Improved cleaning and ventilation may enhance living conditions.

2. Variable Resident Understanding of Reporting Processes

- While most residents knew how to report abuse or harm, others were unsure or unable to understand the question.
- Safeguarding and reporting information should be communicated in more accessible, dementia-friendly formats.

3. Staffing Levels and Responsiveness

- Residents reported delays in receiving support, stating they sometimes wait a long time for staff assistance.
- Two residents said they believed that delays were caused by lack of staff.

4. Mixed Experiences with Staff Mood

- One resident described inconsistencies in staff behaviour linked to staff being “in a bad mood,” although they mentioned that staff apologised when this happened.
- This suggests a potential training need around professionalism and boundaries.

5. Strengthening Medication Management Systems

- Although systems are in place, the visit identified areas where medicines management could be more consistent, aligning with previous CQC recommendations. The medication trolley was observed unattended in the corridor for a short time while a member of staff introduced us to a resident. there were no residents around in that section, but medication should never be left unattended even for short periods.

6. Continued Enhancement of Complaints Awareness

- One resident did not understand the complaints process.
- Materials may need to be:
 - simplified
 - available in easy-read formats
 - verbally reinforced during reviews or check-ins

Overall Summary

Norton House Care Home provides a safe, welcoming, and compassionate environment with a strong foundation in safeguarding, staff-resident relationships, and infection control. Staff demonstrate dedication and confidence in their roles, and most residents feel safe, well cared for, and supported.

We have suggested some minor improvements to the home environment, staff training and the need to ensure that vulnerable residents are aware that they can raise concerns at any time. Overall, however, we were reassured of the standard of care provided at Norton House and the commitment and dedication of staff to continue to improve quality.

Acknowledgements

Healthwatch Westminster would like to thank management, staff and patients for taking the time to speak to us during the visit.

Provider response

Thanks for the enter and view report regarding Norton House Care Home.

The contents of the report are clear and understandable. The recommendations are noted, areas of improvement discussed at the staff handovers and action plans in place.

Ventilation and odour control:

Care staff / housekeepers instructed to ensure the corridors windows open for 10-15 minutes three times daily to air the corridor, most especially when residents are given personal care,

toileting or changed during personal care or after mealtimes. Management will check floors more regularly to ensure the floors are well ventilated to get rid of strong smell of urine.

Chemical smell:

Laundry washing / drying machines are on ground floor, constantly used to wash residents' clothes, when the laundry door is open, the washing chemicals smells around ground floor corridor or

reception area. This issue already highlighted previously with staff, notices placed on the door now to remind staff to close the laundry door all the time, there are ventilation windows and doors at the back of the laundry room that lead to the garden.

Team leaders instructed to include this in their handover discussion, also for staff to always close the laundry door. Management will check during daily walk around.

Variable residents understanding of reporting processes:

How to report abuse or harm will be discussed during residents' meetings, dementia-friendly format such as poster or leaflets will be given out to help understand how to raise concern.

Staffing levels and responsiveness:

Staffing levels are adequate for the dependency levels at present, discussion around involvements of team leaders when more residents are calling at the same times for assistance emphasised with the care assistants/ team leaders during weekly handover meetings.

Mixed experiences with staff mood:

Communication and professional boundaries are discussed at meetings, team leaders will include communication and professional boundaries in one-to-one supervision and record from now on, also management will focus on these areas during handover meetings.

Strengthening medication management system:

There is system in place for all medication trolleys to be locked in designated storerooms after medication administration which was emphasised again after receiving this report. reflective practice will be carried out with all staff trained to administer medications, management will check more frequently after medication administrations and during walk around of the home.

Continued enhancement of complaints awareness:

We welcome your feedback poster with contacts details displayed at reception area, compliments procedure is also displayed at the back of resident's bedroom doors, we

will now include the complaints procedures during admission in the home / reviews to raise awareness with all our residents.

Many Thanks

Felicia Imafidon

Home Manager

Norton House

