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H.M. Assistant Coroner Susan Ridge

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11 February 2026

**Care Quality Commission**

Our Reference: CAS-1208398-N4M4T2

Dear HM Assistant Coroner, Susan Ridge

**Prevention of future death report following inquest into the death of Mrs Ramona Doreen Harbott**

Thank you for sending CQC a copy of the prevention of future death report issued following the sad death of Mrs. Harbott.

We note the legal requirement upon CQC and Barchester Healthcare Homes Limited to respond to your report by 13 February 2026.

**The role of the CQC & Inspection methodology**

The role of the Care Quality Commission (CQC) as an independent regulator is to register health and adult social care service providers in England and to assess whether or not the fundamental standards set out in the Health and Social Care Act 2008 (Regulated Activities) 2014 regulations are being met.

The regulatory approach considers five key questions. They ask if services are Safe; Effective; Caring; Responsive; and Well Led. The regulatory framework includes providers being required to meet fundamental standards of care; the standards below which care must never fall. We provide guidance to providers on how they can meet these standards (Regulations 4 to 20A of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014).

In December 2023 CQC's Operations Network in the South region went live with our new Single Assessment Framework. This approach covers all sectors, service

types and levels and the five key questions remain central to this approach and are prompted by 'quality statements'. The quality statements are described as 'we statements' as they have been written from a provider's perspective to help them understand what we expect of them. They draw on previous work developed with Think Local Act Personal (TLAP), National Voices and the Coalition for Collaborative Care on Making it Real. They set clear expectations of providers, based on people's experiences and the standards of care they expect.

## **Regulatory History**

Windmill Manor was registered by CQC on 25 February 2011 to provide the regulated activity of 'Accommodation for persons who require nursing or personal care' and 'Treatment of disease, disorder or injury'. This means Windmill Manor is registered as a nursing home.

Windmill Manor was inspected from 22 January 2025 to 31 January 2025 with the report being published on 16 April 2025. A link to the report can be found here:

<https://www.cqc.org.uk/location/1-148193747/reports/AP8739/overall>

This was a responsive assessment based on concerns raised by the local authority. At that inspection we rated the service as good.

CQC contacted the provider Barchester Healthcare Homes Limited (Windmill Manor) on 23 December 2025 to request written confirmation and evidence of the action they have taken to date following this death and any additional action they intend to take in response to the prevention of future death report.

Barchester Healthcare Homes Limited responded to our request for information on 14 January 2026.

The Matters of Concern highlighted are:

*a. The evidence heard by the court indicated that though the care home had policies and guidance for the prevention and management of bed sores that was not followed by on-site care or nursing staff. Although at high risk of pressure sores Mrs Harbott was not regularly repositioned until she had developed a sacral sore. Her skin condition was not monitored and recorded to the extent that though the sore was apparently being treated, it had become an unstageable necrotic wound by the time she was taken to hospital. The serious pressure sore on the right heel was not documented until it was seen on 23 January 2025 although it was likely well established for at least a week.*

*b. The coroner acknowledges that Barchester Health Care have since this death and the inquest hearing in November 2025 commenced an action plan of improvements including greater regional management oversight however the coroner remains concerned that the matters identified at the inquest regarding issues surrounding early and appropriate assessment of risk, use of preventative measures, skin monitoring, pressure sore treatment and record keeping are the subject of ongoing improvement which has yet to be completed and audited.*

In response Barchester Healthcare Home Limited have provided detail on a number of actions they have taken since the death of Mrs. Harbott, these included:

- Strengthening senior leadership oversight to ensure service users at risk of developing pressures sores are managed effectively,
- Recruitment of Clinical staff to increase the provision of training and supervision of staff delivering pressure care,
- Increased the systems in place to ensure appropriate monitoring and repositioning of service users at risk. They have also increased visits by their clinical teams,
- Introduced detailed reviews for any newly admits service users to monitor their skin integrity with additional management oversight and
- Provided refresher training for staff on their skin tear policy.

Barchester Healthcare Homes Limited have advised us the above actions are now in place at Windmill Manor. As a CQC registered provider Barchester Healthcare Homes Limited is legally responsible for ensuring that all service users receive safe care and treatment.

Whilst we have received assurances about the steps taken to address the concerns, we will continue to monitor the safety and quality of care at Windmill Manor and we are considering any criminal enforcement that may be appropriate in this case. If we identify safety concerns in relation to pressure wound care, we will consider whether an unannounced inspection and/or further regulatory action is required.

If you require any more information please send to:

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By post: Care Quality Commission  
Citygate  
Gallowgate  
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Please include the reference number CAS-1208398-N4M4T2

Thank you in advance for your assistance.

Yours sincerely



Deputy Director  
Care Quality Commission