

Buyacarehome Spotlight: In Conversation with Provider, Governance & Quality Solutions Ltd (PGQ Solutions)

The care home sector continues to evolve in response to an ageing population, increasingly complex care needs and changing regulatory expectations. Buyacarehome recently spoke with Provider, Governance & Quality Solutions Ltd (PGQ Solutions), a specialist health and social care consultancy founded by experienced nurses and sector leaders with a reputation for helping providers strengthen governance, improve quality and achieve sustainable improvement.

While PGQ Solutions is known for its expertise in governance, compliance and operational improvement, the organisation's core purpose remains simple: helping providers create services where people are safer, healthier, more independent and able to achieve the best possible quality of life.

To start, could you tell us a little about PGQ Solutions and what you do?

Provider, Governance & Quality Solutions Ltd (PGQ Solutions) is a specialist health and social care consultancy supporting providers, operators, investors and leadership teams across regulated care services.

We help organisations strengthen governance, improve quality, maintain compliance and prepare confidently for regulatory scrutiny. Our services include mock inspections, independent audits, CQC readiness reviews, service improvement planning, enforcement support, safeguarding reviews, due diligence, governance framework development, leadership coaching and operational support during periods of change.

At its heart, our work is about helping providers understand risk, strengthen systems, evidence quality and improve outcomes for the people they support.

What inspired you to establish PGQ Solutions?

We recognised a gap in the market. Many providers do not need theoretical consultancy; they need practical support from people who have worked in the sector, managed services, led teams, faced regulatory challenges and delivered real improvement.

As registered nurses, we have spent our careers supporting some of the most vulnerable people in society. We have seen first-hand how strong leadership, effective governance and positive cultures directly influence people's safety, wellbeing and quality of life.

We founded PGQ to bridge the gap between compliance and real-world care delivery. Governance should not exist simply to satisfy a regulator. It should provide assurance that people are safe, their rights are respected and they are receiving the highest quality care possible.

What experience does your team bring to the sector?

Our team is made up of senior professionals with extensive experience across health and social care, including nursing, operational leadership, governance, safeguarding, quality assurance, CQC regulation, service development, registration, inspection preparation, board-level oversight and turnaround management.

We have worked across care homes, supported living services, mental health settings, learning disability and autism services, complex care environments and services requiring urgent improvement. We have also supported providers taking a proactive approach to ensure they remain inspection ready.

Importantly, we understand the pressures faced by registered managers, nominated individuals, directors and investors because we have held those positions ourselves.

Why do you feel your services are particularly relevant right now?

Health and social care regulation continues to evolve. The increasing focus on outcomes, lived experiences, leadership accountability and demonstrating sustainable improvement means providers need governance systems that are not only compliant but genuinely effective and embedded.

Providers who wait until an inspection arrives are often operating reactively. Those who invest in governance, quality assurance and provider oversight now are significantly better positioned to identify risks, demonstrate good practice and evidence positive outcomes.

Increasingly, regulators are asking not simply what systems are in place, but whether those systems are making a meaningful difference to people's lives.

What are some of the most common issues you encounter when supporting providers?

Most issues are rarely isolated problems. More often than not, they stem from weaknesses within governance systems.

We frequently see audits completed without meaningful follow-up action, action plans that are not reviewed for effectiveness, care plans that do not accurately reflect current risks or lived experiences, and safeguarding or incident trends that are not properly analysed.

Other common challenges include training records that do not reflect staff competency in practice, weak provider oversight and an over-reliance on policies rather than evidence of embedded practice.

The good news is that these issues are entirely fixable with the right structure, leadership and accountability.

How do you help providers prepare for inspections?

Every service is different, so we begin by understanding its history, current risks and day-to-day operational reality.

From there, we assess the service against regulatory expectations and evidence requirements. Depending on what is needed, we may undertake a mock inspection, governance review, care record audit, safeguarding review, medication review, environmental assessment or leadership interviews.

We then provide a detailed findings report alongside a practical action plan. Where required, we remain involved to support implementation, strengthen governance processes, gather evidence and build confidence across leadership teams.

Our aim is not simply to identify concerns, but to help providers achieve lasting improvements that positively impact the people they support.

You also work with investors and buyers. How does that support differ?

For investors and buyers, we provide independent pre- and post-acquisition due diligence support. This involves reviewing regulatory history, governance arrangements, compliance risks, staffing structures, safeguarding concerns, environmental risks and overall operational viability.

Our aim is to help buyers understand not only what they are purchasing today, but what investment, improvement or support may be required following acquisition.

For operators, our focus is typically on inspection readiness, governance development, independent assurance and practical improvement support.

What projects has PGQ Solutions been involved with recently?

We have recently supported a wide range of projects, including mock inspections, governance reviews, service improvement programmes, CQC registration applications, enforcement support, safeguarding oversight, operational auditing, buyer due diligence and advisory work linked to care home sales and acquisitions.

Alongside this, we have developed a suite of practical governance tools including audit schedules, risk registers, action plans, evidence frameworks and board assurance reporting systems.

We are also developing PGQ Care Compass, a governance, auditing and assurance platform designed to help providers structure, monitor and evidence quality more effectively.

What would you say sets PGQ Solutions apart?

We are practical, direct and provider focused.

We do not simply explain what regulations say; we help providers translate those requirements into operational systems, staff practices and evidence that stands up to scrutiny.

Because our team brings senior clinical, operational and governance experience, we are equally comfortable working alongside frontline staff, managers, directors, boards, investors and external stakeholders.

Most importantly, we never lose sight of why these systems matter. As nurses, we understand that behind every audit, action plan, governance report and risk assessment is a real person who relies on the service for their care, dignity, safety and wellbeing.

Governance is not about paperwork. Done properly, it creates safer services, stronger cultures and better outcomes for the people who use them.

Finally, what advice would you give care providers as regulation continues to evolve?

Our advice is simple: focus on the people you support and build your governance around them.

Do not wait for an inspection to identify concerns. Review your governance systems regularly. Ask whether audits lead to meaningful action, whether action plans result in measurable improvement and whether provider oversight is genuinely challenging and effective.

Most importantly, ask yourself whether your systems are helping people live safer, healthier and more fulfilling lives.

As nurses, we firmly believe that every governance decision, audit, policy, action plan and leadership discussion should ultimately answer one question: how does this improve the lives, safety and wellbeing of the people we support?

Compliance is important, but compliance should never be the end goal. The true measure of success is whether governance systems translate into better outcomes, enhanced experiences and safer care for the people who depend on those services.

That is where the future of regulation is heading—and where strong providers should already be focusing their attention.



Kelly Mulhern



Lisa Basson