

Healthwatch Cheshire West Enter and View Report	
Enter and View Visit to	Crawfords Walk, Lightfoot Street, Hoole, Chester, CH2 3AD
Date	9th August 2016
Authorised Representatives	Andrew Firman, Elizabeth Bott and Jenny Young
Staff Present	Josephine Watts, New Manager and other staff members in each unit visited.
Background	<p>Owned by BUPA, Crawfords Walk is a 137 bedded modern purpose built home located in an area of mixed housing and commercial activity outside of Chester city centre with good public transport access. The home offers nursing, specialist nursing, residential and dementia care facilities. Currently it is the largest home of its type in CWaC Borough. It is split into four units each providing specific care for residents:</p> <ul style="list-style-type: none"> <li>• <b>Watergate</b> up to 30 beds - <i>Dementia Care &amp; Nursing</i></li> <li>• <b>Eastgate</b> up to 37 beds - <i>Dementia Care &amp; Nursing</i></li> <li>• <b>Bridgeway</b> up to 30 beds - <i>Elderly frail unit</i></li> <li>• <b>Northgate</b> up to 40 beds - <i>Enduring mental health problems</i></li> </ul> <p>Other areas include a kitchen and a suite of offices connected by (open air) covered walkways and set amongst well maintained lawns and gardens. All rooms are private though few are en suite.</p> <p>At the time of our visit Crawfords Walk had 120 residents. Representatives' understanding is that, at the time of our visit, a suspension was in place for new residents and this could potentially be the case until September 2016. Representatives understand that safety and proper care of residents is in question with one or more safeguarding incidents having occurred that are under formal investigation.</p> <p>Representatives' were told is that some refurbishment had previously been agreed for the whole site this year but this is not now expected to be implemented until 2017.</p> <p>CQC's very recent report, 9 July 2016, had found that despite much good work and practical caring continuing to take place, there was significant room for improvement at the home in all the main areas regarding: safety, effectiveness, leadership, care and responsiveness.</p>
Overall Impression	<p>The Representatives are aware of recent ups and downs and safeguarding issues arising at Crawfords Walk. The sheer size of this generally environmentally attractive home and grounds continues to provide challenges. Overall, Representatives felt the atmosphere encountered was very positive and friendly, with the various staff fully committed and working hard to care for residents as well and as skilfully as possible.</p> <p>Feedback from individual residents was also positive and appreciative - and there were no overly disgruntled comments about the regionally organised food during our visit!</p> <p>We were very glad to have quite an in-depth conversation with the new General Manager, Jo Watts, despite the fact that she was so extremely busy with various matters arising that day. <b>We were encouraged and pleased by her work and</b></p>

	plans so far to make the changes needed so that every individual resident will receive the best possible care and support appropriate to his/her needs and wishes. She impressed as an experienced and capable manager determined to enable the differences and developments the home needs.
Any ideas or suggestions for improving service?	<p>As a part of the new planning and implementation led by Jo Watts the new General Manager, it is hoped the following will add real value to the services when implemented -</p> <ul style="list-style-type: none"> <li>• Review all activities and potential activities in relation to residents' needs/wishes - particularly as soon as the full Activities Co-ordinators' team for the four units is again up and running.</li> <li>• Activities Co-ordinators to take relevant responsibility in promoting the recruitment of volunteers to assist with activities on all the units.</li> <li>• If not already followed through, liaise with Age UK (Charity Shop) or e.g. RNIB, Vision Support re loaning of audio books, also see what library services are/can be regularly in place for Crawfords Walk such as the RVS service.</li> <li>• Assess whether Eastgate is fully viable in the best interest of residents if it is again filled to capacity (37 beds). In particular gauge the most appropriate arrangements?</li> <li>• Continue to aid residents, wherever possible, to have a real say on menu choices.</li> <li>• When refurbishment takes place, focus on cheerful, bright and effective visual prompts, photos etc. on all room doors to aid easier identification.</li> <li>• Ensure wider use and development of personal/family memory boxes, also Twiddle Muffs (to aid restless hands), a great comfort to many residents suffering with dementia.</li> <li>• Consider deployment of annual awards/prizes to give extra encouragement and acknowledgement to especially outstanding staff and team work e.g. re most improved practice - including good recording and observations.</li> </ul>

**Meeting with the New General Manager**

Representatives started their visit in the General Manager's office. Josephine (Jo) Watts had been in post for just six weeks. With a nursing background, Jo has considerable experience as a Care Manager in Birmingham and most recently for seven years in comparable work in California.

Jo made us welcome despite having only left the Home at 1am that day after an unannounced visit by three CQC inspectors who had stayed until this time after arriving at 7pm the previous evening.

Jo explained that she was continuing to build her picture in depth and understanding of how things were/have been operating at the home. She referred to the present embargo on admissions. Her priority was to focus on the quality of care and to build her management team to lead improvements in their units. ***“Work,” she emphasised, “was in progress to develop the Improvement Plan and its full Implementation.”*** By this means, she said, ***“the necessary changes and improvements would be effected so that fully sustainable care would be consistently provided.”***

She went on to tell Representatives that she ***“Felt that the positive record of no in-house pressure sores was one good indicator of the home's level of care.”***

**We were told by her that one of the key issues was around record keeping and written monitoring of each resident and that staff underestimated the impact of the many small ways in which they provided care and support on a day to day basis. She wants to encourage more attention to the detail of care and for staff to log this in the records.**

Jo's predecessor had persuaded the BUPA organisation to offer increased pay for trained staff and although this was having an impact on recruitment, more trained staff were still needed. Free meals and uniform for all staff were seen as helpful incentives. She estimated that staffing levels were at around 80% of need and up to 100 hours a week of agency staff were being deployed to fill the gap. At

the time of the visit there were vacancies for two activity co-ordinators, one of which was being recruited for that very morning.

Jo told us that she had held an early meeting with families to introduce herself and a quarterly plan of meet and greet events was to be put in place.

We were left with the impression of an experienced and capable manager, who was determined to make the difference the home needed.

In the reception area we also met Helen Green who proactively introduced herself and her specialist role. She is an Admiral Nurse, trained to support carers working with people living with dementia. She together with five others, were contracted by BUPA to support the staff in their care homes nationally. Helen has supported a number of care homes across the North West and in Wales. She appeared to be lively and committed to her work.

**Other Staff** - during our unannounced visit representatives met several various staff. They all, without exception' appeared actively helpful, very committed, caring and enthusiastic about their work roles - keen to discuss things and answer our questions whenever a resident's bell or the telephone was not ringing!

Of the 150 total staff employed over the entire site, each of the four units has two nurses employed on daytime shift and one at night time. The dementia units also have the Admiral Nurse to call upon. All units have a "hostess" whose role involves checking on residents and bringing drinks etc; something that appears to be very useful and positive role complementing the staff teams.

One Representative on reflection felt that the skilled nurse ratio per unit might at times be insufficient - there being such a large range of vulnerable, needy, frail and ill residents to be cared for skilfully in timely manner.

It was good to note that two Activity Co-ordinator vacancies are in process of being filled - one Co-ordinator per unit, although they work as appropriate on a team basis. When these recruitments are complete, Representatives feel it would probably be a good time to review all the activities in operation, potential activities, outings offered and the teamwork basis. Engaging every resident in some activity according to each resident's individual situation is so very important.

## Environment

General details on our last report (10.11.2015) still apply. When redecorating and designing takes place, special care and advice as appropriate should be taken in designing the "dementia friendly" areas and rooms including bright and effective visual images on the doors.

## Health and Wellbeing

The sizeable windows and doors offer lots of natural light into the building which Representatives feel generally has a pleasant well-ordered but homely atmosphere.

All the food continues to be organised and specified by the BUPA regional office including for dietary purposes, although the new manager pointed out examples of where particular likes or dislikes of individual residents were taken into account wherever possible e.g. one resident loves a tin of Ravioli/Spaghetti which is bought locally. Some of the residents we spoke with expressed satisfaction with the food generally and were happy with how they were being looked after. The Representatives thought the full English breakfast menu on the board looked distinctly enticing!

**Training** - continues to be overseen, largely co-ordinated and arranged by BUPA

## Activities and Community Links

Our previous report outlined a framework that Representatives understand is still in place. The home is without a mini-bus which Representatives feel would be useful.

## Unit Reports

### **Bridgegate Unit - for elderly frail residents**

The Representative making a visit to this Unit found that both the Manager and Deputy Manager were away. At the time (of the visit) two nurses were managing the unit and staff and, one of these, willingly made time to take the representative around.

The Representative found that there was generally a pleasant well ordered, light and quite spacious atmosphere with all staff encountered cheerfully undertaking their various tasks with residents. All the staff appeared to work together well and were kindly and helpful. The Representative was particularly impressed by the immediate priority given to answering residents call bells: residents' needs rightly came first.

There was no activities person there at the time and some residents were sitting in a lounge area quietly watching a film. At the time of the visit some of the residents were sleeping/resting in their beds some individuals on the other hand were lively and talkative.

There were very wide differences in levels of activity and inactivity of residents on this unit - currently caring for 24 residents with one in hospital due to a recurrent infection requiring intravenous antibiotics. Only two of the residents were said to be able to 'manage themselves.' There were no en suite rooms at Bridgegate.

### **Northgate Unit - Enduring Mental Health problems**

One Representative visited this Unit comprising 40 beds for residents with enduring mental health issues. Gary Liversage, the Deputy Unit Manager, who had been in post since the previous December, hosted the visit. He impressed us with his calm and caring approach, showing excellent knowledge of the residents. The Unit had 35 residents at the time of the visit. Two nursing staff and six care workers were on duty.

The representative was taken all round the unit and into some rooms. These were of a good size with plenty of light. He was told that a bedside cupboard door which was hanging off its hinges in one of the rooms had been reported to the maintenance staff.

One of the care workers sat at a table in the spacious larger of two lounges. She was engaging in conversation with three residents who were sitting at the table and encouraging them to get involved in an activity of some sort. Although some residents chose to be in their rooms which lead off two main corridors, a dozen or so were in this lounge. Most were sitting on their own a few were talking with each other. One was keen to go to the outside garden area to the smoking corner and did so. The overall impression was of a calm and clean environment. Residents spoken to felt well looked after, enjoyed the food and the activities on offer, not least Zumba.

One longer staying resident commented that she had not been out of the home for quite a while and would appreciate a visit to Chester. She recognised that she would need the support of a wheelchair to get about. Another, who had been in the home for two years, wished they had more young people visiting.

Overall residents were pleased to be spoken to, were relaxed and interested to chat for a while. They appeared to be well cared for in this relaxed but secure environment.

### **Eastgate Unit - Dementia Care and Nursing**

A third Representative visited Eastgate, one of the two units catering for residents suffering with dementia and supplying nursing care. She also gained a positive impression of the living situation for residents here, staff attitudes and levels of care given.

## Feedback from Provider of Service

*At time of publication no feedback received.*