



## **Best Practice**

### **Brookfield Care Home**

Date of visit: 17<sup>th</sup> November 2016

Report published: 15<sup>th</sup> December 2016

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# Background

## What is Healthwatch Warrington?

Healthwatch Warrington helps the residents and communities of Warrington to get the best out of local health and social care services. We gather the views of local people and make sure that they are heard and listened to by the organisations that provide, fund and monitor services.

## What is Enter and View?

Part of the local Healthwatch programme is to carry out Enter and View (E&V) visits. Local Healthwatch representatives, who are trained volunteers, carry out these visits to health and social care services to find out how they are being run and make recommendations where there are areas for improvement. The Health and Social Care Act (2012) allows local Healthwatch representatives to observe service delivery and talk to service users, their families and carers on premises such as hospitals, care homes, GP practices, dental surgeries, opticians and pharmacies. E&V visits can happen if people identify a problem. Equally, they can occur when services have a good reputation; enabling lessons to be learned and good practice shared. Healthwatch E&V visits are not intended to specifically identify safeguarding issues. If safeguarding issues are raised during a visit, Healthwatch Warrington safeguarding policies identify the correct procedures to be followed.

## Disclaimer

Please note that this report relates to the findings observed on the specific date of the visit. This report is not a representative portrayal of the experiences of all service users / residents and staff, only an account of what was observed and contributed at the time. Wherever possible, the report below is in the words of the E&V team members present at the time of the visit. The report has been collated by Jonathon Woodruff as the visit lead and some of the text has been formatted to allow for easy reading. The essential facts of the team's reports have not been altered.

## Acknowledgements

Healthwatch Warrington would like to thank everyone at Brookfield Care Home for their welcome, and in particular, Sarah Nolan (General Manager) and Jane Devoti (Assistant Manager) - all of whom made time to share information with the team and answer questions.

## Purpose of the visit

In November and December 2016, Healthwatch Warrington embarked upon a series of Good Practice Enter and Views visits. Brookfield was chosen for such a visit due to its specific focus on providing a highly-interactive activities programme for residents; based on resident's personal interests and hobbies. The purpose of this visit was to explore what this good work and person-centred approach looked and felt like from the perspective of a lay person. Healthwatch Warrington also wanted to see if transferrable lessons could be identified to help strengthen practice in other local care homes.

In the last few years, poor practice in health and social care setting has often been ascribed to the presence of a 'toxic' culture and absence of person-centred values. Part of the Good Practice approach is to pay conscious attention to the expressed and embodied culture and values of providers. This will form an important part of the report and recommendations below.

# Details of the Visit

## Details of the Service

Brookfield Care Home is run by Barchester Healthcare Homes Ltd and is situated in a quiet suburban setting, close to Lymm village and main road access. Brookfield provides accommodation for up to 31 residents; offering 24 hour residential care, as well as short-term respite and day care. Brookfield received an overall 'good' rating in its latest CQC inspection report, published in September 2015. The home's website address is: <https://www.barchester.com/home/brookfield-care-home>

## Location

Brookfield Care Home, 18 Brookfield Road, Lymm, WA13 0PZ

## Date/Time

Thursday 17<sup>th</sup> November 2016, from 10:30am to 12:00pm

## Panel Members

Jim Sinnott - Healthwatch Warrington, Enter and View Authorised Representative

Jonathon Woodruff - Healthwatch Warrington, Enter and View Visit Lead

## Provider Service Staff

Sarah Nolan - General Manager

Jane Devoti - Assistant Manager

# Results of the Visit

## Spotlight - Activities Programme and Person-Centred Approach

From reading (Barchester) Brookfield's website, which is full of positive and energy laden language, it is clear that the home sees itself as being 'different'.

A big part of this unique approach is a focus on diversity and treating people as individuals. This is shown by Brookfield's showcasing of its varied activities programme; with activities offered on a daily basis that are based around resident's interests and hobbies. Staff talk to residents to get an idea of their preferences and also introduce new activities to stimulate them.

Some of the activities on offer include; bowls (with support from Warrington Wolves Heritage), arts and crafts, outdoor trips, music and dance sessions, as well partnership projects based on links with the local community.

Brookfield prides itself on fostering an atmosphere of love, warmth, caring, friendliness and happiness. The visiting team wanted to speak with staff and residents about their experiences of the home and see how this values-based approach works in practice.

## First Impressions

Brookfield situated in attractive tree lined residential area of Lymm; both Lakeside GP surgery and Lymm village are within walking distance.

The home is well signed from the road and bus stops located nearby, which provides good access to public transport. There is also adequate on-site parking and street parking spaces available in front of the home.

The home is set back from the road and is accessed by a driveway leading up to the home's car park and front entrance; which allows greater privacy for residents. There are '5 miles per hour' and 'slow' signs also placed along this path; encouraging safe driving and promoting the safety of residents.

The home itself is based in a large Victorian house, with spacious gardens, well-tended lawns, a fish pond and tall trees surrounding it. This greenery provides a relaxing outdoor space and pleasant views for residents, as well as additional privacy.

In addition, there are attractive conservatory spaces at either side of the front entrance; acting as a brightly lit dining space and sun lounge area for residents to use. As such, the home feels like an inviting setting for visitors.

## Entrance and Reception Area

The home's front entrance is decorated with hanging baskets. There are large steps leading up to the front door, with metal hand rails at both sides. There is a good, low incline ramp that allows easier access for wheelchair users.

The front door has large windows and is within the line of sight of reception staff. There is also a door bell for visitors to use. However, the front door did not seem to have an automatic opening facility (such as a push button) or slow closing bar. This could help to further improve access for those with mobility issues.

The visiting team were greeted by Sarah Nolan, General Manager, with a cheerful smile and welcoming manner. Upon entry to the home, visitors encounter a spacious porch area that has separate signing in books for visitors and staff (which the visiting team were asked to use). This suggests that the home takes a proactive approach to monitoring visitor flow and resident's safety.

The main hallway was beautifully decorated in keeping with the character of the building and felt homely. It was also brightly lit, tidy, clean, free from obstructions and there were no unpleasant smells. The visiting team also noticed that the home is fitted with lots of large windows and makes good use of natural lighting.

The main corridor leading up to reception was also fitted with notice boards that included staff profile cards with photos. These could be removed for closer inspection and are updated each day to show which staff are on duty. This is an excellent idea and ensures that staff information in public areas is not outdated.

There is a reception desk located near the main stairwell, with clear views of the main corridor and front entrance.

### **Activities and Leisure**

The visiting team were able to speak with Paula, the home's recently employed activities co-ordinator. Paula told the visiting team that Brookfield uses the services of various external entertainers to provide a variety of activities for residents.

Activities at the home are diverse. On the day of the visit, residents were taking part in a group newspaper reading and discussion session (which the team were able to see) and singing sessions (which took place after lunch). Residents told us that they were enjoying themselves and Paula was speaking with them in a warm and engaging manner.

Paula also mentioned that residents are able to participate in chair exercise classes with qualified supervisors from the Warrington Wolves Foundation (they visit the home once a week, for six weeks).

In addition, Brookfield has a library room that is equipped with a large selection of books, comfortable upholstered chairs and window views of the gardens. There is also a large lounge, which is connected to an extended conservatory area.

Members of staff told us that Stephen, an internationally renowned concert pianist, frequently visits his mum at the home and plays the piano for residents whenever he can and always at Christmas.

Stephen has also donated funds for the construction of a summer house in the front garden, which all residents can use during warmer seasons. The home's gardens are decorated with flower beds, statues and a fish pond, which provide ample and safe outdoor walking spaces for residents and visitors to enjoy.

### **Food and Refreshments**

The home's dining area is attractively laid out and relatively large, with lots of seats and tables available. The dining area is fitted with large windows; giving residents an excellent view of the outdoor spaces while they eat. Food is prepared on-site, in a clean and well-stocked kitchen. A member of the visiting team was able to meet with the chef, Alex Lockley, who has recently won a regional hospitality champion award. Alex discussed the home's food preparation policies and approach. He explained that a set menu is available, offering a range of healthy food options for residents. However, residents can also request different meals, if they prefer.

Residents are also given food feedback cards, so that the chef can adapt the menu to better suit their needs and preferences. Visitors can also purchase a meal to eat when visiting residents; the money raised is then allocated to a fund for residents.



## Cleanliness and Infection Control

All communal areas visited were clean, free from obstructions and had a pleasant odour. A member of the visiting team was able to view a disabled toilet, located just off the main corridor. This facility was very clean and had a soap dispenser in place, as well as a safety chord.

All food preparation areas had extensive cleanliness procedures in place and were tidy when visited.

The home also has an on-site laundry room for washing and drying resident's clothing. This area is well organised and resident's clothes have their names sewn into them, to avoid them getting mixed up or lost. The freshly prepared laundry is then bagged (with a name tag) to ensure that it is re-allocated correctly.

## Administration

The home gave the impression of being well organised. Staff members, although busy, were aware of their schedules and appeared to be calm, friendly and communicative; indicating that robust administration systems are in place.

## Admission

Members of staff like to conduct pre-admission home visits in order to carry out a pre-admission assessment with new residents. Being in this setting helps them to better understand the resident's background prior to their move; including personal history, tastes and preferences. This is a core aspect of the home's commitment to a 'person-centred' approach and focus on treating residents as individuals.

## Staffing and Staff Training

The visiting team had an opportunity to speak with Sarah Nolan, General Manager, and Jane Devoti, Assistant Manager. Both Sarah and Jane were happy to hear about the purpose of the good practice visits and talked with genuine passion about the culture that exists and is promoted at their home. This was very much in harmony with the description of the home in Barchester's literature.

Sarah and Jane talked to the visiting team about staff stability. They said that turnover is very low, with multiple generations of the same family working there and that the care home has a good reputation in the local community, which allows them to avoid relying on agency staff and recruit the best candidates via 'word of mouth' recommendations. Similarly, residents frequently enter Brookfield by word of mouth recommendation. This means that residents are cared for by long-term, experienced staff and care is not disrupted by a high turnover of employees.

As well as their own staff, the home is fortunate enough to have two regular volunteers, helping with activities. Volunteers are provided with certificates of recognition to encourage them in their work.

Staff members who make exceptional contributions (for example, by working extra hours, or providing very good care) are entered into a reward scheme, whereby they are nominated to receive bonus points (with a certain amount of points equating to a list of prizes). The home also operates an 'employee of the month', with the staff member's photo displayed in the main corridor. This helps to promote a culture of recognition and further motivates staff to go the extra mile.

A member of the visiting team also spoke with Lynn Eccles, a member of Bridgewater Community Healthcare NHS Foundation Trust's 'Enhanced Care Home Team'. Lynn visits the home on a regular basis to carry out health checks. Lynn commented that the home gets 'fantastic, brilliant support' with healthcare arrangements; such as visits by her, local GPs and a community psychiatric nurse from Hollins Park.

We spoke to several members of staff about their work at the home and they told us they enjoyed working there. They were knowledgeable and approachable.

## Privacy, Dignity and Treating People as Individuals

Person-centred care is a core value of the home and this was seen in practice during the visit. Management told us that they are very focused on the concept of person-centred care and each staff member has a profile on the 'getting to know me' board in the main corridor. The residents that the visiting team met spoke very highly of the staff and appeared to be very happy and relaxed.

Brookfield staff complete a 'getting to know me' booklet with each resident and this document is reviewed each month. This booklet details the person's likes, hobbies and other preferences, along with a list of people that are important to the resident. A copy of this booklet is left in each resident's room for all members of staff to view.

The visiting team also noted that resident's rooms had their names shown on the doors, to make them feel more personal and give the resident a sense of ownership in that space.

The visiting team were also introduced to "Jim", a 92 year old and long-standing resident of the home. Jim has been appointed as the home's ambassador and is responsible for gathering resident's views. Jim then discusses this feedback with staff at regular meetings. Staff then take this feedback on board and make changes if appropriate to suit the residents. The home then completes a 'You Said, We Did' document; showing residents that their concerns and suggestions are being acted upon.

It was good to meet Jim and to gain a resident's perspective of the home; as he provided an open and unprompted insight into how residents view the home. Jim told the visiting team that he was very happy living at Brookfield and spoke highly of its wonderful staff, great facilities, good food and the many leisure activities open to residents.

## Encouraging Positive and Respectful Attitudes

The visiting team observed genuinely friendly and respectful interactions between staff and residents during the visit. Residents were seen to be very comfortable approaching staff to ask questions and staff members proactively greeted residents during the tour of the building. As such, there appeared to be strong inter-personal relationships, based on respect, amongst staff and residents.

Sarah also told the visiting team that: “this is their home, we just happen to work here”. This strongly suggests that a culture of positivity and respectful attitudes thrives at Brookfield.

## Other Comments

Overall, Brookfield appears to be an excellent place to live and receive care. The building is an attractive, well-maintained and homely residence; entirely fit for purpose, with no forced or contrived ambience and culture. Staff were friendly, knowledgeable and demonstrated a genuine respect for residents. Everyone the visiting team spoke with were cheerful, happy at the home and with the way it is managed. Based upon these observations, the visiting team felt that practice at the home is well aligned with Barchester’s stated values and in many ways exceeds these expectations.

Aside from reviewing the installation of an automatic button and slow closing bar for easier front door access, the visiting team’s main recommendation is to share and exemplify the good practice observed; particularly around the entertainment offered to residents and the ‘getting to know me’ approaches outlined above.

## Recommendations

- 1. Share Good Practice:** particularly; the home’s person-centred entertainment and activities approach, the resident ambassador role, the staff reward scheme, pre-admission processes, ‘Getting to Know Me’ documents and ‘You Said We Did’ practices.
- 2. Review Front Door Access:** consider installing an automatic opening button and slow close bar.

## Distribution List

This report has been distributed to the following:

- Warrington Borough Council
- NHS Warrington Clinical Commissioning Group (CCG)
- Care Quality Commission (CQC)
- Healthwatch England

## Appendices

### Appendix A

#### Response from provider

This is a lovely complimentary report thank you for that and it was a pleasure to meet you both. I am more than happy with the report to be published.

Kind regards  
Sarah Nolan  
(General Manager)

