



Enter and View Report: **Callands Care Home**

Date of visit: Thursday 25th January 2018

Report published: Friday 28th June 2018

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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. We are a Charitable Incorporated Organisation, with a Registered Charity Number of 1172704.

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 the Healthwatch Warrington team and some of the text has been formatted to allow for easy reading. The essential facts of the visiting team's reports have not been altered.

Acknowledgements

Healthwatch Warrington would like to thank everyone at Callands Care Home, with special thanks to Annette Moore (Turnaround Manager), for welcoming our team and taking the time to answer their questions.

Purpose of the visit

As part of Healthwatch Warrington's Enter and View programme, visits are made to local residential homes in accordance with information received from the local public, service users, carers and monitoring authorities. Healthwatch Warrington had received recent intelligence that suggested that limited staff cover during evenings had been impacting service user experiences in local care homes. As such, a range of evening visits were undertaken in early 2018. In addition to these factors, the visiting team took into consideration the stated values of the provider, when making observations at Callands Care Home and reflected on these in relation to their impressions of 'lived-experiences' in the home.

Details of the Visit

Details of the Service

Callands Care Home is owned and operated by HC-One Limited. The home is a purpose-built, two-storey building, divided into five units (Coniston, Windermere, Grasmere, Ullswater and Lakeside), providing personal and nursing care for up to 120 people (including younger adults and people living with dementia). Care Quality Commission (CQC) conducted an inspection at the home in March 2017 and subsequently rated the service as overall 'Requires Improvement'. The full CQC inspection report can be found online: <http://www.cqc.org.uk/location/1-319278933>

Location, Date and Time

The visit took place at Callands Care Home, Callands Road, Callands, Warrington, Cheshire, WA5 9TS, on Thursday 25th January 2018, from 7:30pm - 9:45pm.

Healthwatch Warrington Representatives

Adrienne Roberts - Healthwatch Warrington, Enter and View Authorised Representative and Volunteer Co-ordinator

Bev Bowden - Healthwatch Warrington, Enter and View Authorised Representative

Jim Sinnott - Healthwatch Warrington, Enter and View Authorised Representative

Olemeforo Emmanuel Innocent - Healthwatch Warrington, Enter and View Authorised Representative

Service Staff / Named Contact

Annette Moore (Turnaround Manager)

Spotlight on Values - Accountability, Involvement and Partnership

According to the HC-One's website (<https://www.hc-one.co.uk/Carehomes/Callands.aspx>), the provider aims to create the "kindest care homes in the UK". Underpinning this stated vision are three principles;

- **Accountability** - all employees (as individuals and teams) are responsible for ensuring that a home environment is created that residents enjoy living in
- **Involvement** - residents and their families should be consulted and listened to at every stage - to make sure their individual needs are met and the expertise of staff is harnessed to improve the experience for everyone
- **Partnership** - the provider believes that only by working respectfully and successfully together with residents and carers can it deliver the kindest care experience for everyone

As such, the visiting team would expect to see evidence of the above corresponding with the lived experiences and culture at the home - with a special emphasis on kindness and person-centred care being provided.

Results of the Visit

First Impressions, Entrance and Reception Area

Although visibility was limited due to the visit taking place during the evening, Callands Care Home was easily identified; a large, road-facing banner was positioned in a way that it could be seen from both directions. Callands Road is serviced by a good bus route, with a bus stop and shelter located nearby the home. The team noted that the building has ample car park facilities and pathways were well lit. A large poster was attached to the exterior of the building, which advertised a recruitment event that had taken place on the same day as the visit. There were also a couple of large skips located at the rear of the car park. However, these did not appear to be causing any obvious obstruction.

The front entrance had a buzzer system in place. Once the team pressed this button, they were promptly and warmly greeted by Jane (a member of the home's reception team). The visiting team were asked to use a signing in/out book and then introduced to Annette Moore (Care Home Manager) and Jan (Deputy Manager).

The reception area offered some seating for visitors (this furniture appeared to be new) and was observed to be spacious, tidy, bright and well-decorated (although a mild odour was evident in this area). However, the visiting team noticed that the wall-mounted hand sanitizer was empty. The reception area also hosts a digital fob system for agency workers to clock in and out. Numerous information boards were on display, alongside a snack dispenser. The notice boards showed lots of relevant and up-to-date information, such as advertising the residents and relatives meetings schedule, as well as falls information. However, there was no 'who's who' board in reception (showing which staff are on duty); which would be a useful feature.

Activities and Leisure

Activities at Callands Care Home are organised by its three Wellbeing Co-ordinators, who are able to cover the week (from 9:00am - 6:00pm). Although they were not on duty at the time of the evening visit, the visiting team could see the current week's activities promoted on a notice board next to the main wellbeing lounge in Kendall Lodge. This wellbeing lounge was a spacious room, which had a large TV, book case, arts and crafts materials, book shelves and selective height easy chairs. Near reception there was a small, professional looking hair salon for residents, which had been recently refurbished.

Residents have access to a variety of activities, including trips out and frequent pet therapy sessions. Staff advised that when residents are unable to attend communal activities (due to mobility or health issues), the Wellbeing Co-ordinators would spend time with them individually to accommodate their needs (making sure all residents feel included).

In terms of additional facilities, the home has an onsite pub called the "Welcome Inn", which looked lovely (tea and coffee facilities were available, as well as alcoholic beverages and a range of snacks). The pub was open during the visit (residents could be seen enjoying drinks). There were also games equipment available in the bar area, for residents to use should they wish. The visiting team spoke with Lynn, who doubles up as Bar Manager and Receptionist. Lynn has been at Callands for many years and clearly has a lovely way with the residents, as could be seen with the way she interacted with the three residents in the bar. They all smiled when the visiting team asked if they liked coming into the pub for a drink. Lynn commented: "they're in good form and enjoy the relaxed atmosphere...some come into the bar for a drink and some like to have a drink in their rooms".

Most communal areas had portable, Bush vintage style radios in place -tuned into soothing and low-level music.

Food and Refreshments

As the visit took place in the evening, meals were not being served. Furthermore, the main kitchen was closed; this is done every evening, following a sanitisation procedure. No-one is allowed access to the kitchen after this area has been sanitised, until kitchen staff arrive back for duty in the morning. However, there was evidence of snacks and drinks being provided. For example, there are snack boxes provided to each unit, along with basic foodstuffs like bread, sandwich fillers and cereal, etc. This is to ensure that food and drinks are available for residents when the kitchen is out of use. The home also tries to accommodate residents' meal preferences, on a daily basis.

However, the team noted that all hot drinks appeared to be served in plastic cups with lids, with no choice of drinking cups given. Although some residents appeared to require adapted drinking utensils, others did not, so a choice of different cup types would be better.

The visiting team were also invited into Lakeside Unit's well-laid out dining room, which was clean and tidy. All of the dining room's tables were decorated with nice white table cloths and clean cutlery - set out for breakfast. The days' lunch menu was displayed in a fancy lectern, at the entrance to this space - which was a nice touch. Residents are normally asked to confirm their choice of food, before their meal is served.

Clinical Observations: Cleanliness, Infection Control and Medicines Management

The team were introduced to Nurse Teresita ("Teri") one of the two experienced Agency Nurses who regularly supporting Callands Care Home, who was completing her medication round in the lounge area. Teri said that she previously worked at the home and was pleased to return as an agency nurse, as she enjoyed her experiences working there. The team discussed medication security and were taken the ground floor clinic, where drugs are stored safely. During the visit, medication was seen being dispensed from a trolley, which was locked when the nurse moved away from it.

All members of staff wore uniforms and had appropriate equipment (such as gloves and aprons) - their appearance was clean and tidy. Members of staff were not seen to be wearing individual hand-gel dispensers, which ideally should be used when providing personal care. However, hand sanitisers were positioned on the walls at the entrance of each unit. The visiting team also observed one of the two toilets available in the reception area. This space was found to be clean, tidy and well stocked with toilet paper and liquid soap.

However, there was a strong odour in one of the units, which was not pleasant for residents, staff or visitors

Smoking

The visiting team asked staff about the smoking facilities available at Callands Care Home. Staff advised that residents are able to smoke in designated indoor and outdoor smoking areas. The path to the outdoor smoking area is sensor lit and, that at present, there is only one resident smoker (they are able to make their own way to the smoking area). Staff are not permitted to smoke on site and no smoke related odours were detected inside the building.

Administration, Staffing and Staff Training

At the time of the visit, there were a total of 102 residents across the five units, with 14 resident vacancies across all units and no waiting lists for admissions. Each unit had access to dedicated care staff; (Coniston - General Nursing) had one nurse and two carers; Grasmere (EMI Nursing) had one nurse and two carers; Lakeside (Young Physically Disabled Nursing) one nurse and two carers; Ulswater (General Nursing and Palliative Care) one nurse and one carer; and Windermere (EMI) - two carers. Staffing shifts are 12 hours - morning shifts are 8:00am to 8:00pm and night shift starts at 8:00pm through to 8:00am.

Annette has been Acting Manager for three months and was brought in to assist with making improvements that had been identified by CQC and Warrington Borough Council. Annette stated that Callands Care Home has been identified by the HC-One Limited as a 'Focus Home'. This means that Annette has been given access to the provider's delegated Project Manager and the Senior Management Team.

Annette is also being supported with recruitment. For example, four care staff had been recruited on the day of the visit; in addition eight other appointments that were currently going through the recruitment process. In relation to agency staff arrangements, the home has been using the same agency nurses for the past 18-24 months. Two of the agency nurses, previously worked for the home and are very familiar with the residents.

Four nurses were on night duty, at the time of the visit. Management is confident that shifts are always adequately covered and have taken steps to improve the staff retention. For instance, they are offering more support and an improved induction for new staff members. This includes being supernumerary for the first week of employment. As such, Annette aimed for all vacant posts to be filled by the end of February, or early March 2018. This will have a positive impact on reducing the use of agency staff. For example, the home was using 500 hours of agency cover in November 2017, whereas on the week of the visit, only 126 hours of cover were booked. Annette made the staff request sheet available to the visiting team, and the team were able to see the number of requests for the week and that all requests had been filled.

A new permanent Manager has been recruited and was due to commence their post on 5th February 2018. It has been agreed that Annette will initially remain at Callands, for three months, to support the new Manager and continue with some of the improvement plan that has been put into place. Along with staff recruitment, Annette has prioritised care plans and archiving for review.

In terms of staff training, Annette explained that management are now focusing on actively supporting staff to take part in training opportunities - as this was felt to be an area that required improvement previously. Basic training is available for all staff (online and in house), which covers moving and handling, safeguarding, infection control, as well as health and social care courses. If additional training was required and requested by staff, it would most likely be forthcoming. All care staff are also encouraged to gain formal qualifications such as NVQs - Level 2 and 3.

The visiting team's impression was that Callands Care Home's current management team are very visible to both staff and residents; managers often stay late on a regular basis to ensure that residents and staff are supported. It was also mentioned that the managers hold structured monthly meetings where best practice can be shared. The visiting team also saw notices board covered in thank you cards, which implies that staff are hard-working and this is appreciated.

During their visit, the team met friendly, supportive and knowledgeable staff - morale appeared to be good. In support of the above, one member of staff commented that they enjoyed a positive and open relationship with management and said: "I've been here for years and love my job...it's the best job in the world and I love the residents - all of them...management are really supportive".

Given that the home has experienced a high turnover of managers and staff, in a short space of time, this period of stability and positive growth is welcome. Management wish to improve working relationships with Warrington Borough Council, to help make further enhancements at the home.

Privacy, Dignity and Treating People as Individuals

In relation to the physical environment, all areas visited appeared to be clean and well maintained. Bedrooms were relatively spacious and decorated with resident's personal items (photos, ornaments, etc.). Some bedrooms are fitted with en-suite facilities. Bedroom doors were also personalised with photographs and information relating to the residents' life. Some residents' rooms also had mounted trinket boxes.

Old newspapers, along with black and white starlet style pictures were found in one unit. The visiting team thought that this was nice touch - reminding residents of different eras in their lives.

Some of the en-suite rooms were in the process of being refurbished. At the time of the visit, refurbishment work was underway at the Grasmere Unit. This area's carpeting had been replaced with hard flooring and paintwork was being renewed. The unit was homely and had two lounges. The team noted that pictures and textured wall art designed for residents with dementia were in place (with the date and time being clearly displayed). The improvements being made here were Dementia friendly.

The visiting team were also able to view the home's laundry arrangements, which seemed to be well organised. Shelving was in place around the laundry room, which had clearly marked bays showing residents' names and some freshly laundered piles of clothes ready for distribution. Names labels are placed on residents clothing to ensure that they are returned to the correct person.

The ethos of the home is 'Kindness' and good, caring staff is considered a priority by the Deputy Manager. The visiting team noted that staff greeted residents by name and they, in turn, seemed to have a friendly relationship with members of staff. Personal interactions appeared respectful. For example, the visiting team spoke with a number of residents and their feedback was very positive - they felt that the home's ethos is reflected in their lived experiences.

Staff at Callands Care Home are familiar with best interest decision procedures and the use of Deprivation of Liberty Safeguards (DoLS) - applications are frequently made. However, Annette reported that there is a delay with them being approved. Consequently, Annette now sends a monthly update request to Warrington Borough Council in an attempt to improve the process. In terms of best interested decisions, Care Plans are compiled with residents (together with relatives, when appropriate) in order to reflect their personal preferences. Care is reviewed with residents and family members on a monthly basis.

Safety

Visitor flow is carefully monitored at Callands Care Home, with the main entrance securely locked and all visitors being requested to sign in and out of the building. The visiting team noted that all the facilities observed were seen to be safe, kept in good working order and fit for purpose. The flooring in place was in good order, with no obvious trip hazards seen.

Encouraging Positive and Respectful Attitudes

The core ethos of Callands Care Home is described as 'Kindness' and Annette is confident that all staff are working together to achieve a culture that reflects this vision. For example, during the visiting team's walk around the building, Annette noticed that a lady resident who had been admitted a few days earlier was in her bedroom, undressing for bed, and had left the door open. Annette immediately checked that the lady was okay and closed the door to maintain her privacy and dignity. The visiting team also observed a member of staff knocking before entering a closed door that led to resident's bedroom - an indicator of respectful conduct. During the visit, the visiting team also observed instances of staff asking residents if they wished to go to bed. In this case, assistance was offered by staff in a respectful manner.

Other Comments

Overall, the visiting team were impressed with the management and staff team - who seemed to enjoy positive relationships with each other and residents. The physical environment was undergoing refurbishment, which would be beneficial, as some areas of the home needed some redecoration. Callands Care Home had a quiet, calm and well-ordered atmosphere. The home caters for a wide range of complex needs - performing a really valuable service in support of their residents. On balance, there are some challenges that still lie ahead, but management are looking forward to working with local partners to help improve the home even further. This is reflected in the recommendations made below.

Recommendations

- 1. Improving Staff Recruitment and Support:** It was clear that extensive efforts are being made to recruit and support staff. Having consistency of staff improves the experiences and quality of care delivered to residents. We would encourage management to continue with these initiatives, moving forward.
- 2. Continue with Refurbishment:** the physical environment requires ongoing improvements to be made and extended (for example, some door frames and walls could benefit from some redecorating). Management should continue to oversee this development at the home.
- 3. Build Strong Relationships with Local Partners:** whilst significant progress had been made in recent months, the home should continue to build stronger relationships with partners (such as Warrington Borough Council) to ensure that procedures and processes are improved.

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

I am happy for this report to be published. I did not find any inaccuracies, or anything that I thought was unfair. It was a really positive report and something we can work on.

Joanne Goodwin

Home Manager

your voice counts

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