



Enter and View Report

Thornton Manor Nursing Home

Chester

6th November 2023



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Report Details

Address	Thornton Manor Thornton Green Lane Thornton-le-Moors CHESTER CH2 4JQ
Service Provider	Care and Support TM Ltd
Date of Visit	6 November 2023
Type of Visit	Enter & View (With Prior Notice)
Representatives	Tricia Cooper Jodie Hamilton Jenny Young (Volunteer)
Date of previous visits by Healthwatch Cheshire West	5 December 2019

This report relates to findings gathered during a visit to the premises on specific dates as set out above. The report is not suggested to be a fully representative portrayal of the experiences of all the residents, friends and family members or staff, but does provide an account of what was observed by Healthwatch Cheshire Authorised Representatives (ARs) at the time of the visits.

What is Enter and View?

Healthwatch Cheshire is the local independent consumer champion for health and care services, forming part of the national network of local Healthwatch across England.

Under the Local Government and Public Involvement in Health Act 2007, local Healthwatch have the power to carry out Enter and View visits as part of their scrutiny function. This legislation places a duty on health and social care providers to allow Authorised Representatives of Healthwatch to carry out an Enter and View visit on premises where health and social care is publicly funded and delivered. This includes:

- Health or care services which are contracted by local authorities or the NHS, such as adult social care homes and day-care centres.
- NHS Trusts
- NHS Foundation Trusts
- Local authorities
- Primary medical services, such as GPs
- Primary dental services, such as dentists
- Primary Ophthalmic services, such as opticians
- Pharmaceutical services, such as community pharmacists.

The list of service providers who have a duty to allow entry is set out in section 225 of the Local Government and Public Involvement in Health Act 2007 and supplemented by Regulation 14 of the 2013 Local Authorities regulations.

At Healthwatch Cheshire, the Enter and View programme is conducted by a small team of staff and volunteers, who are trained as Authorised Representatives to carry out visits to health and care premises.

Following an Enter and View visit, a formal report is published where findings of good practice and recommendations to improve the service are made. These reports are circulated to the service provider, commissioner, the CQC and relevant partner organisations. They are also made publicly available on the Healthwatch Cheshire websites:

- www.healthwatchcheshireeast.org.uk/what-we-do/enter-and-view
- www.healthwatchcwac.org.uk/what-we-do/enter-and-view.

Purpose of the visit

- To engage with residents, friends and relatives of the named services and understand their experiences
- To capture these experiences and any ideas they may have for change
- To observe residents, friends and relatives interacting with the staff and their surroundings
- To make recommendations based on Healthwatch Authorised Representatives' observations and feedback from residents, friends and relatives

Methodology

This Enter & View visit was carried out with 'Prior Notice'.

A visit with 'Prior Notice' is when the setting is aware that we will be conducting an Enter & View visit. On this occasion an exact time and date were not given.

Prior to the Enter and View visit the service was asked to display both the letter announcing our visit and a Healthwatch Cheshire poster in a public area. The service was also asked to share surveys amongst residents, friends and relatives. Members of the Healthwatch team visited the service prior to the Enter and View visit to deliver paper copies of the surveys.

To enable us to check that there are no health outbreaks at the premises that would prevent the visit taking place for infection control reasons, this Care Home was made aware that we would be coming on the morning of the visit.

Preparation

In preparation for an Enter and View visit the Authorised Representatives who will be carrying out the visit conduct research that involves reviewing:

- The latest CQC report from a routine inspection of the service

- Any previous Healthwatch Cheshire Enter and View reports
- The Care Home's information held on the Carehome.co.uk website
- Entries on social media platforms
- Comments held on Healthwatch Cheshire's feedback centre
- Information received by Healthwatch Cheshire as a result of undertaking surveys.

On the day of the visit the Authorised Representatives hold a briefing to discuss findings from their individual preparation, and decide as a team how they will carry out the visit, and any specific areas of focus based on this prior knowledge.

About Thornton Manor Nursing Home

Thornton Manor is a 47-bedroom nursing home with 44 bedrooms in current use, over 2 floors. It specialises in advanced dementia and mental health care. The home has recently been registered with CQC by Care and Support TM Ltd (who started trading in February 2023), after being taken over from the previous owner. The home is going through extensive renovations to improve the fabric of the building, and the health and safety aspect of the home.

It is located in a rural area down a quiet road in Thornton-le-Moors, and backs onto the M56 motorway.

The current manager has been at Thornton Manor for around 2 years. They were previously the Clinical Lead, Clinical Manager, Director of Nursing and became Registered Manager from August 2023.

Findings

Arriving at the care home

Thornton Manor is well signposted from B5132, and has a short drive leading to a good-sized car park. The front door was secure and the home uses an electronic fob pass system.

The noticeboard displayed various information posters, including CQC Certificate of Registration, End of Life Partnership certificate for completing the six steps programme (The six stages of the end-of-life care pathway), celebration dates for October and a Healthwatch poster. It was positive to see poppies decorating the wall.

There were two visitor books in the porch, one for residents' visitors and one for contractors. We were asked to sign in before moving into the main building.



We were met by the Manager who answered our questions, whilst a Healthwatch volunteer was shown around by a maintenance person because the Deputy Manager was busy with residents.

The floor in the front entrance was being replaced on the day of our visit but the contractors seemed to be working well and safely around the residents.

When asked what we should be seeing in the home during our visit, the Manager said *"The heart that goes into the home and dedication of the staff."*

Healthwatch has been invited to revisit the care home once refurbishment has been completed.

Treatment and Care

Quality of care

Thornton Manor uses Helsby and Elton GP practice, and they visit weekly on a Wednesday or more frequently if required. Residents can stay with their own GP, however when the home accepts respite residents, they are registered temporarily with the Helsby and Elton practice.

If a resident becomes unwell and needs additional care, the manager told us that they aim to keep residents at the home if they can and follow advanced care planning and the Six Steps programme. The resident would be assessed by a paramedic or GP if required, and if the health problem was reversible, they would access Hospital at Home or secondary care for treatment or admission as necessary. They like residents to stay in a familiar setting with supportive care when they can.

There are currently no discharge to assess beds. However, they are renovating the 'bungalow' (an annex with three ensuite bedrooms) that could potentially hold three discharge to assess beds in the future.

A chiropodist visits the home every six to eight weeks or as required, and nurses look after the nail care of residents with diabetes.

Thornton Manor has links with Bridgewater community dentists who will come out to visit residents in the home.

They also have a link with Eye Care opticians who come into Thornton Manor.

They use Frodsham pharmacy and also have links with the Countess of Chester's community medicines management team.

Other services that come to Thornton Manor nursing home include a physiotherapist, social workers, Best Interest assessors, advanced nurse practitioners, Hospital at Home, police, the community health team, mental health team and paramedics.

There is a hair salon on site but it is not used currently because of the distress it can cause some residents. Two of the carer staff, who were hairdressers, can provide dry cuts in the residents' bedrooms when needed.

There are chair based exercise and dance sessions on Mondays and Wednesdays.

Most residents were dressed during our visit but did not have shoes on. Although residents seemed to be wearing anti-slip socks, some socks did not look as clean as they could be but that might be due to the home being under renovation and the floors currently being replaced. A Healthwatch representative did ask the Manager about the anti-slip socks and was told it was because most residents will not keep their shoes on.

"There have been falls in the past and we implemented anti slip socks to reduce risk where residents did not like to wear shoes or slippers."

The maintenance man was careful to move the barrier to make way for residents to ensure they were safe to walk through between rooms and corridors.

We did not hear any call bells whilst we were in the building.

When asked what they thought was the best thing about life at the care home, one resident said:

"I know I am safe to tell ... (Manager) things."

Privacy, dignity and respect

When asked how they ensure privacy, dignity and respect, the Manager said they *"mainly do this through training"* and *"encouraging staff to knock on doors and to keep an eye on clothing"*.

"There is a supportive balance of person's choice and maintaining dignity."

During our visit we observed staff knocking on bedroom doors before entering residents' rooms at lunch time.

A member of staff was seen helping residents with their meals at lunch time and the staff member appeared gentle and kind with the residents. The residents all looked happy, calm and comfortable.

We observed the Manager interacting well with residents, talking to them and calling them by their names. They also helped a resident who needed assistance in a vulnerable moment.

We did not see any personal information in corridors besides names on bedroom doors.

When asked about alternative systems, accessible information, hearing loops and large print information, the Manager informed us they can adapt information to accommodate residents if required, and can provide large print and obtain other languages online. They have used picture cards with one resident, and work closely with a family of a resident who is blind.

"Picture cards, note books and support from the family can help offer support where needed. The activities team are very good at picking up on things like this and help that residents may need."

Understanding residents' care plans

Residents have care plans in place, and on the day of our visit Thornton Manor was going live with a digital transformation. Moving forwards, all care plans will be digital and will be updated monthly or as required, rather than every three months.

When asked if residents have involvement in their care plans, we were told *"where possible depending on their assessed capacity."*

Relatives can have involvement in their loved one's care plan if they have Power of Attorney for Health and Welfare in place. The Manager informed us that they do not let relatives look through the content but they can have involvement in the care plan, for example with a new admission. We were told Thornton Manor welcomes working in partnership with the residents' family and friends, and the home sends out quarterly questionnaires for feedback from friends and family. They adopt a "you say, we did" approach and audit feedback quarterly to drive improvements.

A newsletter is produced quarterly, however when family and friends were asked about completing additional surveys, they received a poor response.

Relationships

Interaction with staff

When asked what they thought was the best thing about life in Thornton Manor, one relative said:

“Location, staff, interaction, freedom.”

Staff were wearing name badges whilst we were looking around, and were welcoming and appeared happy.

When asked about the relationship between staff and residents, we were told it was *“Heartfelt, staff really care about the residents, it’s not just their job. We come across some sad traumatic cases and the staff here are like family. This is the residents’ safe place.”*

We were told staff have a good relationship with residents’ family and friends. They have an open-door policy and will make time for the family and support them when needed. There has been an invitation for a Family and Friend’s meeting and to meet the team, but to date the response has been minimal. The Manager explained they have good links with the Admiral Nurse and have tried to organise dementia education and support sessions. However, the home received little interest from family and friends.

Connection with friends and family

When asked how the home keeps friends and relatives in touch, we were told they have a flexible approach, but most families do this face to face and via emails.

Visitors can come at any time but the home try to protect meal times, to respect the privacy and dignity of other residents during these times. If

visitors wish to sit in their family member's room at lunch time, this can be arranged.

When asked how infection outbreaks impact visiting and what is put in place to ensure loved ones can still connect, we were told they use FaceTime and would arrange visiting outside. Ground floor residents who are bedbound can have garden visits at the window. The Manager said they have close links with Infection Control to keep them updated.

If friends and relatives wish to raise complaints, concerns or provide feedback, we were told there is an open-door policy at Thornton Manor and the Manager would be happy to make the time to discuss any issues. Friends and relatives can come and speak to, or email, the Manager.

Wider local community

Thornton Manor used to own a minibus and would organise trips. However, we were told this is not practical due to the nature of the residents, so the home tends to invite people in. *"There can be many risks due to health or challenging behaviours, and we would risk assess these appropriately and accommodate outings in a person-centred way."*

They have recently organised an overnight stay for one of the residents, to spend time with family.

We were informed the home has connections with Hayrack Church Farm who donate a Christmas tree each year. They also have a good connection with the Church Hall. External performers have visited the home, including Zoo Lab, singers and dancers, which the residents enjoy.

Everyday Life at the Care Home

Activities

Thornton Manor has one Activities Coordinator and three other activities leads, covering a seven-day week.

The Manager told us they have a monthly newsletter for activities. The type of activity can change from what is planned, depending on what the residents want to do. They have arts and crafts sessions, play games such as higher or lower bingo, music is played frequently, they provide reminiscence therapy tailored to the residents' needs and light therapy (using a projector). We were told some residents enjoy dementia dolls and cats. The majority of the activity provided is one to one but there are some group activities too.

We did not observe any activities taking place during our walk around the home but we did see balloon pass being played in one of the communal lounges, viewed on screen during our time in the Manager's office.

There were activities notices on the staff notice board, up and downstairs resident lounges and in the porch.

Due to the capacity of the residents, only one is involved in requesting activities. This person enjoys arts and crafts and has more one to one sessions than others.

All residents who are not able or do not wish to leave their rooms have one to one activities in their rooms. Common ones are light therapy, music and physical touch therapies, such as hand massages.

We were told the home celebrates special events like birthdays, Christmas, Halloween and so on, and often use food as part of the celebrations for example icing cakes. At Christmas time they have a mobile pantomime production team that comes in, which the residents really enjoy. They also have a pantomime in summer every year.

When asked, residents said Thornton Manor celebrated special events and we were informed they had had a Halloween party (the odd decoration was remaining).

Person Centred Experience

When asked how they ensure residents' experiences are person centred the Manager told us they use This is Me. Although they do not have a

resident of the day, they said *“we like to think all our residents are resident of the day”*.

Residents can raise complaints and concerns through smiley face questionnaires, a format which is easy for residents to answer. The activities team usually go through the questionnaires with them and record their answers.

We were told there is provision for religious/spiritual needs, and religious leaders are welcome to come to visit those with spiritual needs. They have had a priest visit residents, to carry out last wishes. The Manager said they would access recorded church services if required by any resident wanting to be involved.

Pets are allowed to visit residents in the home. They ask to see up to date pet vaccines and that the pets are kept on a lead. There are two feral cats that live outside of the grounds which have been vaccinated by the vet. They wander around the grounds but do not come into the building.

Environment

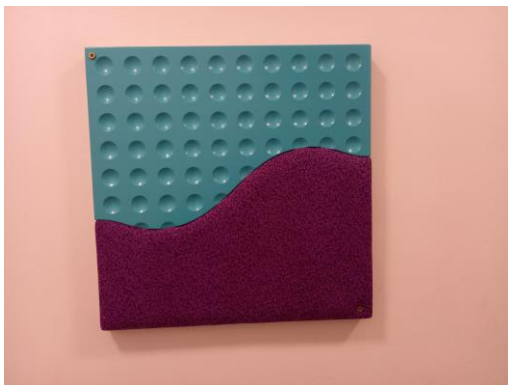
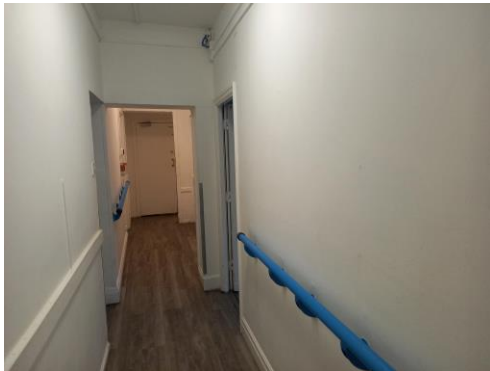
Communal Area



There is a sitting room and dining room on both floors, plus a conservatory on the ground floor and a quiet room on the first floor. The walls are fairly plain and would benefit from more pictures or murals.

The corridor walls had a few sensory boards and pictures but would also benefit from more. This should be rectified once the current stage of renovations is complete. There was a night and day clock in one corridor.

Some areas were a little dark and could have improved lighting. The corridors are quite narrow, but this is the nature of an older building. Areas were well ventilated. There is a lift between the floors.



Residents' bedrooms

We were informed some of the 47 rooms have an ensuite and a number have only a sink and toilet. There are 21 rooms downstairs, 23 upstairs and three ensuite in the 'bungalow'.





Dementia friendly furniture in a bedroom.

Residents can make their rooms feel like their own – they can bring in their own furniture, curtains, and put pictures on the walls.

We were told couples could sleep in the same bedroom if it was assessed as in best interests following multidisciplinary input.

Outdoor areas

There is an outside back garden with seating which residents can use if supervised.

Of the residents that answered the Healthwatch questionnaire, none said they spent time outside.

When asked if there was anything they would change about Thornton Manor, one relative said *“Update the garden area.”* The manager clarified that relatives and residents have been informed that the gardens are being updated as part of the renovation programme and this is communicated within the newsletters.



Bathrooms

We were shown an assisted shower room and assisted dementia friendly bathroom on the ground floor.



Food and Drink

The Manager told us they provide *“Good old fashioned home cooking. We like to cook generation meals; we have invested in some slow-cookers”*.

When asked how residents choose their meals, the Manager told us *“We used to print out menus but they were dropped on the floor, moved or damaged. Some residents find it difficult to communicate so it’s down to knowing the residents and anticipating what they would like, and offering residents something different if they don’t eat much of the meal”*.

One resident told us that *“staff come in my room and ask me about meals, when and what I want”*.

Residents are offered hot and cold breakfast, a hot lunch (the main meal) and in the evening there are homemade soups, sandwiches and toasties. We were told they cater for special dietary requirements, and residents can choose where to have their meals. Some residents like to have finger food whilst walking around, not all like to sit whilst eating.

The Manager told us snacks and drinks are available throughout the day and there is a tea trolley that goes around regularly, offering crisps, biscuits and fruit, and hot and cold drinks. Residents can also have snacks and drinks as required through the day.

Depending on the resident, family can join them at meal times, however the Manager said they like to have protected meal times.

Care Home Best Practice Initiatives

During Enter and View visits, Healthwatch observe which NHS care initiatives have been adopted at the care home. The three we focus on are:

MUST (Malnutrition Universal Screening Tool) which is a five-step screening tool to identify adults who are malnourished, at risk of malnutrition (undernutrition), or obesity. It also includes management guidelines which can be used to develop a care plan.

The Manager informed us Thornton Manor uses MUST.

Restore2 (Recognise Early Soft-signs, Take Observations, Respond, Escalate) which is a physical deterioration and escalation tool for care settings. It is designed to support homes and health professionals to recognise when a resident may be deteriorating or at risk of physical deterioration and act appropriately according to the resident's care plan to protect and manage the resident.

The Manager informed us "Yes recently had training, that they are cascading down to staff."

Thornton Manor uses Restore2.

RITA (Reminiscence/Rehabilitation & Interactive Therapy Activities) which is an all-in-one touch screen solution which offers digital reminiscence therapy. It encompasses the use of user-friendly interactive screens and tablets to blend entertainment with therapy and to assist patients (particularly with memory impairments) in recalling and sharing events from their past through listening to music, watching news reports of significant historical events, listening to war-time speeches, playing games and karaoke and watching films.

Thornton Manor does not use RITA.

Recommendations

- Continue to encourage relatives and friends to be involved in dementia information sessions.
- Continue communicating with relatives and friends on how to feedback comments, concerns or complaints.
- Keep encouraging and support residents to spend time outside daily, if weather permits.
- Consider outings for those patients who would enjoy and benefit.
- Consider more lighting in the corridors, and adding more pictures/murals on the walls once the refurbishment is complete.

What's working well?

- The home and staff provide a safe space for the residents.
- Teamwork - the Manager praised the staff who have embraced the changes made in culture, governance and safety of the building. The manager told us they are proud of the "resilience and dedication of the team" and said there has been a reduction in challenging behaviour and the home has a calmer feel.
- The Manager has a passion for improving the home and progressing the refurbishment of the building.
- Thornton Manor has good links with the Admiral Nurse and the Manager should continue strengthening these.

Service Provider Response

- We would like it noting that the residents who stated they did not spend time outside are nursed in bed.
- We offer food choices in alternative formats where required. We now use display boards at tables to detail what is on the menu and are waiting delivery of dementia friendly boards to display forthcoming meals (these have since been delivered).
- Pictures/murals on the walls are planned already as part of the refurbishment.
- We have read the report and have made a record of action points and recommendations. Overall we felt pleased with the report and especially that the hard work of the staff is acknowledged.
- A positive aspect of the Enter & View visit was the chance to showcase how much hard work has gone into making improvements for our residents over the past 2 years and what our plans are for the future.