| Healthwatch Cheshire East<br>Enter and View Report | |
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| **Enter and View Visit to** | **Orchard Manor Care Home,<br>12A Acres Lane, Upton by Chester. CH2 1LY**<br> <br> |
| **Date and Time** | **3rd October 2017 arriving at 10.00 am** |
| **Authorised Representatives** | **Andrew Firman, Jenny Young and Joanna Brookes** |
| **Staff Present** | **Jacqueline Jones - Manager, Donna Dale - Assistant Manager** |

## Background

Healthwatch Cheshire CIC is the consumer champion for health and care services. It works as an umbrella organisation for both Healthwatch Cheshire East and Healthwatch Cheshire West and Chester. We gather the views of local people and look at information about how well local services are performing. We then use that information to assist residents and communities to be listened to by the organisations that provide, fund and monitor services.

**What is Enter & View?**
Enter and View is part of the local Healthwatch Cheshire CIC programme. The Health and Social Care Act (2012) grants local Healthwatch representatives powers of entry, allowing them to observe service delivery and talk to service users, their families and carers on premises such as hospitals, care homes, dental surgeries and GP practices.

## Purpose of the visit

As part of the work plan agenda for this year Healthwatch Cheshire CIC continues to work in monitoring Nursing and Care provision across the area.

This work has the full support of Health and Local Authority commissioners.

With this in mind, throughout the year, we visit a number of establishments with the intention of observing settings from a family perspective and gathering feedback from service users, relatives and staff. This report is based on these observations and conversations.

In this particular visit; as a result of issues highlighted by the inspectorate; Representatives were keen to find out more about staffing levels and support, training for staff , management of the home and activities available for residents.

## Highlights from the Visit

- A welcoming and pleasant home.
- The reception area is situated at the front door and the receptionist is welcoming.
- The home caters for a large number of residents with complex needs.

## General Information

This large Care Home is located in a residential suburb of Chester. It has capacity for 93 residents and home to 77 residents at the time of our visit.
The Manager has been in post for six months. She commented that significant changes to the organisation have been made since her appointment. The home comprises two units in the same building. Maple Unit has three floors with residents with nursing and residential needs housed on the lower two floors and residents with dementia on the upper floor. Willow unit has capacity for 45 residents with dementia. Some residents in Willow Unit have complex care needs and six have one to one care at present.
In its last inspection of the service (July 2017) CQC rated the home overall as Requiring Improvement assessing the Care element as Good but other areas - Safety, Effectiveness, Responsiveness and Leadership - as requiring improvement.

## Environment

The home owners, Fordent Properties, have invested significantly in the environment and resourcing since a very critical CQC visit in 2016.

Representatives felt the manager appeared competent and clearly had a good level of experience. She has established a strong leadership team consisting of herself, an Assistant Manager and two Unit Mangers.

Although, working towards being fully staffed, the home is currently reliant on agency nurses to fill some vacancies. The manager, however, told us that she takes care to employ, where possible, the same agency nurses to ensure continuity for her residents.

The newly created Dementia Café is used exclusively at meal times to ensure that the Elderly Mentally Infirm (EMI) Willows residents have a special and different environment for their meals. The catering staff are working with the community dietician to ensure meal times are more appealing. They are making efforts to be creative with meals for those residents who have a soft diet moulding the food into shapes to try to stimulate appetite – all in an effort to improve the wellbeing of residents.
Food is cooked on the premises.

At the time of our autumn/winter visit the gardens were not looking at their best.

## Health and Wellbeing

Observations made by Representatives of staff interaction with residents and conversations Representatives had with staff, suggest that staff at the home appear committed to providing the best care for their residents with staff feeling supported by management. The home is reliant on agency staff to fill some posts as mentioned

previously. Representatives were told that the home is paying incentives to staff for night shifts who receive a slightly higher pay rate.

- Some staff who have a good attendance over month are entered into a draw with the chance to get an extra weeks pay.
- Staff uniform and meals are provided by the management.
- Staff who perform above expectation are recognised with letters of appreciation.
- The Assistant Manager carries out audits appraisals and supervision of her team. Once a month she works on the floor to maintain her contact with residents and does alternate weeks on call with the manager.
- The Manager has introduced an open culture with her teams encouraging reporting of incidents. A niggles book is being used to avoid escalation to major incidents.
- Team building meetings are held with regular feedback positives and negatives.
- The staff we came in contact with agreed their hard work was acknowledged and are well supported by management and owners.
- Two care assistants who had worked for the home for two years spoke to us and outlined their commitment, both said they enjoyed their role and felt that the home was a good place to work.

## Activities and Community Links

While we were on our visit we witnessed the Activities co-ordinator at work with a group of residents doing armchair exercises. She also was encouraging singing whilst exercising. We were told that Alzheimer's UK carry out Dementia training for the staff on a regular basis.
Whilst we were on site no mention was made of links with the community e.g. local school visits, activities. However, we were told that any resident who is able, and wishes to, is able to go on outings with the activity staff.
The home operates an open visiting policy and actively encourages relatives of sick residents to stay with them particularly at 'End of Life'. We were told that many families are appreciative of this and show their appreciation to the home. Examples of this can be seen on cards and messages displayed in a number of areas.
We were told that one family in particular appreciated that the Registered General Nurse (RGN) who had worked with their relative during their last day had returned when they had passed away that night to verify death. Normally the death would have been verified and Certified by the on call GP which could have been many hours after death.
Representatives viewed the latest newsletter produced by the home that contained interesting articles, photographs and news.
We were informed that the home has close links with Kings College who visit once a month and join in resident's activities and crafts as well as Acorns primary school choir children joining us to sing for our residents.

## Feedback and Additional Comments

On the whole the visit was encouraging. The current manager is making improvements in the overall staff structure and moral. By limiting admissions to two per week she is not adding to the administrative burden of her senior staff and care staff. By devolving responsibility to two unit mangers the unit managers are empowered to make the best decisions for their units and residents.
We understand that new staff members are given an induction to the work area, attend regular team meetings and that an open culture of reporting incidents, however minor, has been established, with no blame attached. It is felt that this is contributing to Orchard Manor having a positive caring atmosphere.

It is clear from conversations with staff that they feel recognised and supported.

The management comment that, **"The continuing challenge is to create time to develop new staff to aid retention and continuity."** As an aid to this plans are underway for a Halloween Social event for staff at a external venue.

As the Home has residents with complex and diverse needs Representatives feel that it is important to retain staff with knowledge to care for residents and therefore, reduce the burden on the local acute services by frequent admissions. Observations by Representatives indicate that staff know the residents well.
The staff at the home appear to be making efforts to engage with relatives and other visitors with use of questionnaires a newsletter, relatives/residents meetings, however, to established a dialogue is an ongoing challenge and staff are aware of this.

**Two of the Healthwatch team who attended this visit have visited Orchard Manor in the past and have not been impressed with the home. On this occasion, however, it was a pleasure to visit. The home is undergoing a culture change both with the management style and the staff commitment. This will hopefully continue and management will stay in place long enough to see changes and improvements embedded.**

## Suggestions for improvement

- **Continue to work on strategies to build the team including less experienced staff members to further encourage retention of staff.**

## Feedback from Provider of Service

*We were informed to expect the visit within the following few weeks.*
*The visitors were friendly, approachable and put the staff at ease when talking to them.*
*Cannot think of any way to improve, very impresses with the service.*

JACKIE JONES – MANAGER- 27.11.17