

Enter and View Report:



Lodge Lane Care Home

Date of visit: 11th December

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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 E&V 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 Crissi Morad 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 Lodge Lane Care Home for their welcome, and in particular, Mike Clarke (Interim Manager) who made time to share information with the team and answer questions.

Purpose of the visit

We received intelligence that there were issues with staff job satisfaction, and after the recent CQC report which resulted in “Needs improvement”. Since our visit CQC have rated the Care home as [“Inadequate”](#)

Details of the Visit

Details of the Service

Lodge Lane House provides a home to twenty people who are experiencing longer term mental health issues that means they benefit from the additional support a registered nursing home can offer them on their route to recovery. For some this may be their home for a number of years, although for others it acts as a very successful transitional stage towards moving on into their own property or tenancy, either on their own, or sharing with one or two other people. It can also be used as a location for short breaks away from a permanent home elsewhere.

Location, Date and Time

Lodge Lane Care Home

Lodge Lane

Warrington

WA5 0AG

Panel Members

Crissi Morad (Information & Engagement Lead, Lead E&V Authorised Representative)

Sophie Kirby (Authorised Enter & View Representative)

Jim Sinnott (Authorised Enter & View Representative)

Provider Service Staff

Mike Clarke (Interim Manager)

Julie - Registered Nurse.

Spotlight on Values – Warrington Community Living Objectives

At Warrington Community Living we have a set of strategic Objectives that drive the organisation forward. These help us to continue to develop and continue to deliver on our promise to the people we support. A summary of these objectives is provided here:

Customer Care

To deliver high quality services that support people using our services to be well and to thrive

Workforce Development

To ensure we can deliver high quality services through an efficient, informed and motivated workforce

Financial Sustainability

To achieve financial sustainability through good stewardship and development

Compliance and Quality

To meet and where possible exceed all legal requirements and regulations and to demonstrate the quality of our services

Safeguarding

To ensure that the welfare of the people we support, of colleagues and of others involved with WCL is properly safeguarded

Presence

To present a positive image of the organisation and its work and develop strong partnerships

Fairness and Diversity

To ensure that as an organisation supporting disabled and older people and people with mental health issues that we model fairness and the valuing of diversity in all of our practices

Environment

To maintain and develop high quality environments for the delivery of our services that are managed in a sustainable and responsible manner

Governance

To meet our obligations as a registered charity and ensure strong and supportive governance of the organisation

Results of the Visit

First Impressions

Upon entering Lodge lane, we were welcomed by staff and asked to sign in. the entrance was pleasant and has recently been renovated and felt very festive with decorations for the Christmas period.

Entrance and Reception Area

There were notices around the entrance highlighting the objectives set by Warrington Community Living that Lodge Lane adhere to. There was a staff information board with images of staff and their roles for residents and families to see, however this was hidden behind the Christmas tree and was outdated due to changes in staff.

Activities and Leisure

At the time of our visit residents expressed that there weren't many activities for them to do at the home, one resident expressed *" I love it here, I can help out in the kitchen, but we could benefit from more activities- I Love to go on outings but we don't go out very often."*

As part of the changes to Lodge Lane 2 new activity co-ordinators have been appointed. One of the new co-ordinators stated *"Regarding activities as a new activity co-ordinator I feel that things will change and become more pro-active"* Warrington Community Living have recently invested £50,000 into Lodge Lane and refurbishments are currently taking place. With these refurbishments there are plans to create a dedicated activities room just for the residents. *"At the moment we have two new roles 'Activity Engagement Partners' we are in the process of having a room just for residents' activities- also picking cupboards, chairs, craft, make-up, polishes. At the moment we are being supported by Leanne."* This was one of the biggest issues we came across during our visit- and with the new staff and changes, we hope that residents begin to feel that there is more for them to do.

Food and Refreshments

The dining room was a lovely space for residents to come and eat. There were several tables and residents were able to come and sit and enjoy a cup of tea or meal. A menu board displayed the days menu for lunch & dinner as well as the staff who were on duty at the time. There were two choices for each meal time so there was

something for all residents. We spoke to Lynn who has been at Lodge Lane for 15 years and splits her time between support work and kitchen. Lynn expressed *“I Cook everything from scratch, it must be something I want to eat myself.”*

The kitchen staff were very passionate about the food they serve and want to make those who have dietary requirements feel inclusive- some residents require soft diets and they make sure that they blend the food to the specification the resident needs and serve it like everybody else’s.

Cleanliness, Environment and Infection Control

The environment was clean and well kept. There were some signs and art work on the walls made by the residents with motivational sayings for example; “Repeat often, I love who I am”, “Keep Smiling” and the “Dignity Dove” in the activity room- but the visiting team thought that the home lacked a sense of personality. Although residents can decorate their rooms as they see fit, there were no names on the doors of bedrooms- no images of the resident on the door- so all rooms looked the same and would be hard for visitors/ new staff to know who’s room was who’s. The team thought that this would be helpful for residents to feel at home and make it easier to identify rooms.

Admission

Lodge Lane currently has 17 residents- 2 of which were (at the time of our visit) in Warrington Hospital.

There are 20 beds in total at Lodge lane however there is a moratorium in place and there will be no more admissions until improvements are made.

Smoking

There are currently 4/5 residents that smoke at Lodge Lane and are currently using the conservatory as a smoking area. In terms of safeguarding each resident is risk assessed for smoking and residents have individual care plans. Some residents choose to have their cigarettes controlled by staff and some keep them and smoke as they wish.

During our visit we witnessed one resident who wasn't being supported started to smoke a cigarette and then walk off-leaving it lit in the closed off conservatory unattended. When we walked past the interim manager did extinguish this, however we raised the question how often this happens?

We were informed that in 2020 a new heated smoking shelter is planned- which would be a big change to those residents that are used to being able to smoke in the conservatory.

Staffing and Staff Training

Staffing at Lodge lane follows the following levels

Morning: 1 Nurse 3 Support Staff

Afternoon: 1 Nurse 2/3 Support Staff

Evening: 1 Nurse 1 Support staff

Mike Stated that there is an intention to increase the evening support staff to 2 in an evening.

These do not include cleaners, admin, kitchen staff.

During our visit we saw many staff- however these were mainly cleaners/ kitchen staff, admin and Julie the resident nurse. The visiting team saw a distinct lack of support staff with residents during our 2 hour visit- the only interaction with a resident and a member of support staff we witnessed was one resident being given a cigarette. Whilst residents we spoke to were happy and said *“nothing is too much for the staff”*, we felt that more interaction of support staff- or presence in communal areas would be beneficial.

Healthwatch Warrington left some surveys for staff to fill out about their working environment- these were taken during one single shift. After reviewing the surveys, there are some common themes shared between staff, which include inadequate staffing, feeling supported in their role and unapproachable management.

- 57% of staff felt there were inadequate members of staff
- 50% thought that staff absences were not well managed
- 100% Understood safeguarding systems
- 38% didn't feel confident raising concerns within the setting
- 100% of staff believe they were adequately trained.
- 87% felt they had an adequate induction
- 86% staff believe they know the personal preference of residents
- 100% believe that residents and staff are treated with kindness and compassion.
- 25% of staff believe they don't have enough time with residents
- 25% believe that the setting doesn't provide person centred care.
- 38% believe they are unable to effectively respond to the needs of residents
- 86% staff thought that the residents didn't have enough activities
- 50% of staff didn't feel supported in their role
- 50% thought that management were not approachable or helpful
- 87% staff thought that there was a sense of family between staff.

The above feedback came from just one shift at Lodge Lane. Whilst the feedback is mixed- half the workforce on one shift feel that they aren't supported, and changes to management meant that they were unsure who to talk to or approach to address matters. It is clear from this survey that staff relations between each other is good and morale is high.

Staff retention and morale are key to ensuring that services are run sufficiently. Without the workforce operations would cease to exist. We recommend a review of existing managers to ensure effective team building and making sure that staff feel they can approach management when needed. If the staff feel supported, this will improve their job satisfaction.

Privacy, Dignity and Treating People as Individuals

The Visiting Team didn't see much interaction between staff and residents. From the residents we managed to speak to they were happy with how staff treat them and how they can make their own space their own.

Recommendations

1. **Review Smoking Policy-** Make sure that residents are not smoking unattended indoors and support residents with the transition on the new outdoor smoking area.
2. **Team building with management and staff-** from our feedback it was clear that staff find it hard to relate with management. Now that a new manager has been appointed it is important that staff feel valued and are able to approach management. There is a strong team culture between the staff- this needs to be extended with the managing team.
3. **Put names on the doors of residents-** We noticed that none of the resident's doors had names or pictures on. This could cause issues with new staff or if residents got confused- it also would help make it feel more homely.
4. **Improve on activities for residents-** Residents and staff spoke that they felt residents didn't have enough to do. Now that the activity co-ordinators have been recruited, we hope that the residents are consulted on what they would like to do.

Distribution List

This report has been distributed to the following:

- Warrington Council
- Warrington CCG
- Care Quality Commission
- Healthwatch England
- **Home Manager**

Appendices

Appendix A

Response from provider

The report was sent, and no further comment was made.

Since our visit Lodge Lane has been rated inadequate by the CQC and Mike Clarke has moved on from his interim post.