

Healthwatch Stockton-on-Tees received the following response from Julia Hodgson, the Manager at Woodside Grange Care Home.

### 1. Training, policies and procedures

Healthwatch recommends that St. Martins Care review their induction procedure for new staff. This will enable staff to fully understand expectations in their role and to meet health and safety standards.

The Induction procedure for new staff has been reviewed to include a full week of external training with the new training providers Orchard Rock. The induction week consists of Safer people handling, Health & safety, Safeguarding adults, care planning & person centred care, Communication documentation & reporting, fire safety, infection control, dementia awareness, MCA & Dols, First aid awareness and food safety. All new staff receive an induction into the new home and shadow shifts with an experienced senior/carer. Orchard Rock also provide tutor based training and provide us with a training plan for the next financial year which we can personalise and tailor the training to service specific needs. At the end of each training session staff complete a test which is marked by the tutor and this score is also recorded onto their training certificate.

In addition to this, Healthwatch also found it was evident that staff training was out of date and was deemed as inadequate as it had not been refreshed on a regular basis. This impacts on the quality of care the residents are receiving. Healthwatch therefore recommends that Woodside Grange Care Home nominates a member of staff to have the responsibility of monitoring the training log for all staff including; end of life / safe handling / medication / health and safety / dementia awareness / infection control (Healthwatch recommend that hand washing signs / technique are displayed in all areas with a sink) etc. to ensure all staff training is kept up to date.

The new administration assistant is now responsible for monitoring and compliance of the training log. Orchard Rock the training provider are also responsible for updating the training matrix and highlighting if a member of staff is due for training. The administrator is also responsible for informing orchard rock when a new member of staff commences employment. Orchard Rock are commissioned to update the training matrix and are currently combining the existing and new training matrix together. The Administrator will inform Orchard Rock of all other training delivered by other training providers along with internal training.

Healthwatch welcomed management feedback regarding the methods used for staff training and were informed that Woodside Grange Care Home would be using face to face staff training in future instead of using DVDs as requested by staff. Healthwatch recommend that this is implemented.

This has been in place since October 2016 with Orchard Rock Training. 15 staff can attend full days training every week on several subjects both mandatory and resident specific. The current training programme has been arranged until January 2018.

Healthwatch identified potential risks associated with the current medication administration process and recommend that this is also reviewed. All resident information should be kept up to date and secured in a file with each resident's photo attached to ensure all staff and agency nurses can identify residents easily. A procedure needs to be put in place for staff to follow when delivering medication. This should include information on the appropriate handling of the medication trolley (e.g. locking when needed) and a handover once medication administration is complete.

All residents have a photo attached to ensure staff and agency can identify the residents easily. The homes policy includes information on the appropriate handling of the medication trolley and the appropriate procedure for handover once medication administration is complete. The senior staff are responsible for ensuring the safe handover of the medication between shifts. A new medication competency has been implemented, the new care plans have been developed and will include a care plan around supporting residents to take their medication.

## 2. Role responsibilities for employees

**There is a need for staff to have regular opportunities to be involved in decision making and to enable them to feed in their ideas to improve quality of life for residents, staff should be supported in implementing these ideas. Healthwatch recommends that the management team have increased staff team meetings to improve communication. Staff should be given opportunity to suggest how they would like to give feedback to the management team.**

Staff are having staff meetings on a two-monthly basis. At the request of the staff there has been separate meetings for day and night staff. These meetings have been well attended and minutes are available. There are plans in place to issue the staff with a "working not working" task in the New Year. This allows the opportunity for staff to express what they feel is working, not working and what needs to happen next to build on what's working and change what's not working. In the following areas, staffing, training, care planning, health and safety, working with residents and families and environment. All staff have access to the new Directors and will put their ideas to them and where possible these will be implemented. Prior to the new care plans being implemented these were shared with all the staff who were given the opportunity to give feedback.

**It was evident from Healthwatch's observation and feedback from staff and resident's family members, that the quality of care for residents could be improved greatly with improved leadership and direction from the management team. Healthwatch recommend that consideration be given to implement management skills training for the management and team leaders.**

On the day of the inspection a new manager had been in place for one week. Since the inspection there have been considerable changes within the structure of St Martins Care, this includes a change of Directors (Director for Care and Director of Quality Operations and Compliance) for the company and a complete change of personnel in the middle management team at Woodside Grange. This change of personnel has resulted in a greatly improved management team who are providing increased support to the staff at Woodside. Along with these changes we have recruited a new Clinical Lead to oversee the nursing unit and support the nursing team and a Team Leader to oversee and lead the team on our Learning Disability unit. All senior staff will be receiving Quality Assurance training in the New Year and the new Directors are in discussions to develop a leadership programme.

Healthwatch welcomed the new care home manager's decision to give support workers lead roles and responsibilities, this will increase efficiency throughout the home and improve service delivery. Healthwatch recommend that designated staff members are identified to complete internal audits, short courses are widely available to facilitate this.

Since the inspection new positions have been created for a housekeeper and clinical lead. Staff have been empowered to take part in internal audits, and to take responsibility for their own areas of the home with regard to ensuring they have the correct PPE etc.

### **3. Communication**

Healthwatch recommend that the 'communication book' is reinstated and advertised, enabling resident's family members to be more informed of developments within the care home and provide opportunity for them to feedback.

The communication book has been reinstated and advertised throughout the home. There has also been an internal post box erected outside the office, for relatives to leave communications for the management. The directors will also send updates regarding CQC, case studies of significant events that have taken place in the care sector which are placed in the staff room for staff to read. The directors will walk the floor on every visit and will take time to speak to the staff and will take the opportunity to ask how things are going. We have also put in place a comments form where we will record comments both positive and constructive and where required will provide feedback to the person who made/provided the comment.

**☐ Healthwatch also recommend that regular residents and family meetings are implemented and well-advertised to improve relations and two-way communication.**

Regular residents/relative's meetings are held for the separate floors every two months. They are advertised throughout the home and the minutes are displayed in both entrances to the building.

### **4. Equipment**

With recommendations for the implementation of staff having specific role responsibilities Healthwatch would like to see this extended to ensure equipment is fully stocked across all areas in the home as the continued lack of equipment such as gloves and wipes is impacting on service delivery.

The new housekeeper is responsible for ensuring the appropriate number of gloves and wipes are supplied to the home and are adequately distributed amongst the units to ensure they are always available to guarantee a lack of equipment does not occur thus impacting on the service delivery.

### **5. Activities**

**Healthwatch recommend the memory box is refreshed with suitable items that have a more reminiscent slant. Items which residents could recognise and that encourage discussion. Other items such as art therapy books and new pens / pencils would encourage engagement with the activities, other residents, and staff.**

Since the inspection, the memory boxes have been refreshed with new pens and pencils have had the contents in the boxes changed to more appropriate items pertaining to the individual units.

**Healthwatch recommend the 2 o'clock stop / refreshment time is reviewed to enable the activity to be the focus and for residents to have opportunity to participate.**

The emphasis of the 2 o'clock stop has changed from the particular time of day to a full afternoon of activities which encompasses the refreshment time.

**Healthwatch recommend that residents have opportunity to go outdoors on a regular basis and that this is incorporated in to the activity programme.**

The activity staff regularly offer the residents the opportunity to go into Thornaby town centre and beyond. The Home has plans to make the garden more user friendly and accessible for the residents, including more garden furniture, raised flower beds and discreet fencing.

## **6. Meals**

**Healthwatch recommend that a procedure and monitoring process is established to ensure the residents are receiving meals which are appropriate to their needs. It is also recommended that a lead is allocated for the monitoring of resident's diets.**

The menus have recently been reviewed in order to ensure that they are receiving a well-balanced diet that is appropriate to their needs. This recent change has also expanded the menu offering a wider range of options.

**Healthwatch gathered evidence suggesting that the meal variety is limited and recommend that the menu is reviewed to include a wider range of food options.**

The menu has been reviewed to provide a wider range of food options. We have put in place a comments book which will be on the floors and will receive and record comments both good and constructive and any actions that have been take will be implemented with the cooks/kitchen staff.

**Healthwatch also recommend the dietician delivers a training session to staff to ensure residents dietary needs are met and understood. Ensure a hot lock is supplied for maple suite.**

Our current training providers will be providing the staff with training in nutrition and hydration in the New Year as per the homes training programme. A hot lock is supplied for maple suite. On our learning disability unit, the team are working very closely with SALT, community nurses, OT, epilepsy nurse to provide support and training for staff. We have also commissioned the policy

library to review and update all our policies and procedures to ensure they are up to date with current legislation.