



Details of the Visit

Service Address & contact	Hayes Court 50 Hayes Lane, Kenley, Surrey, CR8 5LA
Telephone number	020 8660 3432
Website	www.hayescourt.com
Service Provider	Dr M J Sturgess
Date and time	Tuesday 14 th November 2017. 11.00am - 1.40pm
Authorised Representatives (ARs)	Vanessa Hosford, Michael Hembest, Robyn Bone, Gillian Khalighi
Service provided	Hayes Court is a dual registered home for residential and nursing care for people over 65 living with dementia. In addition it provides re-ablement beds.

In writing the report Healthwatch Croydon will refer to people living in this home as residents, rather than Service Users. Where we refer to family, or relatives, we mean both family and friends who we surveyed.

Comments are in speech marks are recorded verbatim, and as such are unaltered by Healthwatch.

Acknowledgements: Healthwatch Croydon would like to thank the Manager of Hayes Court, Tom Sturgess, the Deputy Manager Gemma Tough, and the staff and residents of Hayes Court for their co-operation during our visit and for making us feel welcome. We thank family and friends for their responses to our survey.

Purpose of the visit: To observe the interaction between staff and residents to assess the activities undertaken with the residents and observe how behaviours are managed. As part of this Healthwatch aims to try and seek out the voices of those who are often least heard and who live in environments which may be isolated from the wider community.

Healthwatch Croydon carries out Enter and View visits as part of its overall remit. On this occasion four Authorised Representatives (ARs) carried out tasks that included: observations; speaking to residents and staff. Local Healthwatch representatives 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 improvements and when appropriate, commend good practice. The Health and Social Care Act allows Healthwatch Croydon representatives to observe service delivery and talk to residents, their families and carers on premises such as hospitals, residential homes, GP practices, dental surgeries, optometrists and pharmacies. The visits can happen if people tell us there is a problem

Hayes Court. Enter and View. 29th November 2017.

with a service but equally they can take place where services have a good reputation, i.e. where homes are run effectively in meeting the needs of their residents.

Healthwatch Enter and Views are not intended to specifically identify safeguarding issues. However, if safeguarding concerns arise during a visit they are reported in accordance with Healthwatch Croydon's Safeguarding policy. If at any time an authorised representative observes anything that they feel uncomfortable about they need to tell their lead who will inform the service manager, ending the visit. In addition, if any member of staff wishes to raise a safeguarding issue about their employer they will be directed to Croydon Council's Safeguarding Team.

For the purpose of this report the following 10 quality indicators have been used in line with those developed by the charity **Independent Age** and as used by **Camden Healthwatch**.

Each paragraph will begin with the Indicator number as listed below

A good care home should.....

1. Have a registered manager in post
2. Have a stable workforce
3. Employ staff who have the right skills for the work involved
4. Have enough staff on duty during the day and night
5. Be clear about how they will be able to meet residents' needs both now and in the future
6. Actively involves residents, family, friends and the local community in the life of the home.
7. Offer meaningful and enjoyable activities to suit all tastes
8. Enable residents to see a GP or other health professionals such as dentists, opticians and chiropodists.
9. Accommodate residents' cultural and lifestyle needs
10. Show that they're always looking to improve.

A traffic light colour coding will be used to rate the level to which the indicator was met taking into account the observations and replies to questions during the visit and via questionnaires from family members that were received after the visit.

1. A good care home should have a registered manager in post.

The registered manager is the most important staff member in a care home - and the one responsible for ensuring quality standards, and residents' needs are met. They should be visible within the care home, provide good leadership to staff, and have experience of working in care homes and qualifications to help them do their job.

This is a family run home, the family took over running the home in 1965. The owner's son has been the Registered Manager since 2010.

The Manager has worked in all areas of the home and if necessary will 'fill in' to support staff. In the main they do not use agency staff. The ethos of the home, i.e. family run and 'open door' policy for all who are involved certainly seemed to translate into the way the home runs.

The Deputy Manager has also worked in the home for a number of years, since 2008. The Deputy is a registered nurse and found herself working in Hayes Court on a temporary basis, and said 'I was so impressed with the ethos of the home and standard of care that I have worked here ever since'.

The Registered Manager and Deputy Manager have their offices close to the front door, both offices have windows which mean they are visible and accessible to residents, friends and family and staff.

A Care Assistant said they could raise an issue, they are supported by the Manager and can see him at any time. A Care Assistant who had been on the team for five or six years spoke positively about the management, she seemed to enjoy her role and take it seriously. 'The Manager supports us with anything we need, they are very approachable, and I will talk after my shift if there is an issue' another told us 'they are easy - friendly and they will understand',

We also asked residents if they knew the Manager of the home and they told us 'the Manger- he's helpful, he's nice', 'I know Tom, I'm suitably impressed'

Family and friends could all name the Manager, one added that he is 'always helpful'.

1. Does Hayes Court meet the Indicator?



Yes- fully.

The Registered Manager is known by name and well-liked by all we surveyed. When Healthwatch representatives arrived at Hayes Court they were shown round by the Manager who knew many of the residents and addressed them by name.

2. Does Hayes Court have a stable workforce? *Care homes with knowledgeable, experienced staff who get to know residents can make the difference between an institution and a home. Where turnover of staff is very high, these qualities can be lost. It may also be a sign that staff are not happy working in the home.*

The team has a significant number of staff that have worked in the home for many years. Staff members we surveyed had been working at Hayes Court between 2-32 years.

When there are shortages the Managers and other team members, who have been trained, will provide care. There is an open door policy for staff to discuss problems or ideas as soon as they arise. Staff told us they feel listened to and respected.

The home has recruited Care Assistants and continues to advertise for further staff. When recruited the staff have an induction covering all the essential training. All staff have DBS (Disclosure and Barring Service) checks.

The staff team have supervision every 2 months and an annual appraisal. There are monthly staff meetings.

Training is offered to all staff in the 13 core areas along with specialised training as and when a need is highlighted.

The home reports that they have a long and close association with St Christopher's Hospice, and are part of the Steps to Success Programme, this is a six step programme which trains staff in delivering and evidencing high quality palliative care in the home from assessment until after death. This was confirmed by St.Christophers.

One Care Assistant told us- 'We help people who cannot help themselves. We have training on how to feed people and help them drink, such as how to position them'.

She added that she likes getting to know the elderly residents saying - 'they are sweet and we have a laugh'.

A resident told us that 'it feels like home' at Hayes Court, another said 'the staff, in general, are very good'

A relative whose family member was quite new to the setting said 'we are happy with the practical care, they are fed and cleaned, the staff are picking up well, and there is a good understanding'

2. Does the home meet the Indicator?



Yes- fully.

There is a core of long term experienced staff.

3. Employ staff who have the right skills for the work involved. *Well informed, skilled staff who are valued and developed as employees are vital to a smooth running care home. All care homes should have a clear, comprehensive training scheme to ensure staff have the knowledge they need.*

Staff have been trained on the Mental Capacity and the Deprivation of Liberty Act. Four Managers were trained in the assessment of residents under this act.

All of the care staff have been trained in medicine administration and PEG (gastric tube) feeding.

The Registered Manager admitted it is difficult for staff to commit to training due to personal commitments but he does everything in his power to encourage staff to attend training, and all staff are paid for attending training.

There is a staff structure that allows for progression in their career.

Managers will ensure assessments and quality of care are maintained. The senior staff also undertake regular assessments on quality of care.

Recently a Pharmacy Manager (a qualified Pharmacy Technician) has been employed to ensure medication management is carried out correctly. The Pharmacy Manager is responsible for ordering, receiving and storing of all medicines. She also works closely with the supplying pharmacy to ensure the information on the MAR (Medication Administration Record) Charts are up to date and have all the necessary information including all allergies a resident may have. She carries out regular audits.

The Registered Manager has also recently contracted an Independent Pharmacy Inspection to ensure they meet or exceed required standards.

When Healthwatch asked a Care Assistant if she would be supported to go on management training, the Care Assistant then told us the other relevant training she would need to complete first, and demonstrated good awareness of both structure and opportunities.

Our surveys indicate that Hayes Court have an open culture where all staff are invited to feed information up, as well as management feeding information down. Staff are clear about their roles and well informed regarding development and training.

Care Assistants commented 'Yes, they invite us to do training. People come here to do the training' and 'They give us support to learn more'.

A resident who we surveyed told us 'staff look after me, I have now been built up enough to climb the stairs'

3. Does the home meet the indicator?



Yes, fully.

Staff were knowledgeable and this was demonstrated throughout our interviews.

4. Are there enough staff on duty during the day and night? Many homes have a lower proportion of staff on during the night, but if the ratio falls too low - at any time of day - response times can be too slow.

According to their website, Hayes Court have 46 permanent members of staff. This includes the Manager, Deputy Manager, Medications and Quality Assurance Managers, Clinical Lead Nurse, six Registered Nurses, and 35 Care Assistants.

When we visited Hayes Court there was a visible high staff presence.

Care Assistants were seen attending to residents and socialising with them in bedrooms, lounges and dining rooms. Cleaning of communal areas was underway.

Care Assistants told us they feel have time to care for residents and friends and family we spoke to broadly agreed with this, although one staff member said that they felt that they didn't always have enough time to care for residents.

A relative told us 'the staff have the time and skills to care for my relative, they work very hard and are a credit to the home'

The Deputy Manager told Healthwatch that there are four Care Assistants and a Registered Nurse in attendance overnight.

One resident felt that staff didn't have much time for them and reported 'staff are really busy, I wish they had time to stop and chat'

Another resident told us 'I have to get up at 5am every day to shower and pray. A staff member has to be there to follow me', suggesting that there is enough staff overnight to meet resident's needs.

4. Does the home meet the indicator?



Yes, well.

There are enough staff on duty to meet resident's needs, although one resident would like more time to chat, and a member of staff reported that she doesn't always have enough time to care for residents.

5. Be clear about how they will be able to meet your needs both now and in the future. *Many of us will develop more care needs as we get older - particularly, if we have a condition like dementia. It is vital that homes can spot changes to residents' health and respond appropriately - consulting other health professionals where necessary - in order to provide the right level of care, and prevent you from having to move again.*

Care plans are developed on admission to the home and developed by the resident's Key Worker during the first few weeks. The resident will, over the initial admission period, choose who they wish to be their Key Worker. This is usually a natural process and works out well. The key worker will ensure their care plans are up to date and reflect any changes in the resident's physical or mental health.

Care plans have social profiles, relatives usually fill in the family history. There are consent forms and end of life plans. We were told that Hayes Court has supported people at the end of their lives working alongside GPs and St Christopher's Hospice.

All care staff have protected time at the start of their shift to read the care plans of the residents and to keep them up to date.

Care staff are regularly observing residents for signs that indicate a need for reassessment. They observe residents behaviour and demeanour and their existing relationship with the resident helps them to know if the resident is deteriorating.

One staff member told us- 'Nurses check them. We call a nurse or a doctor if there is a change. As we see them every day we notice the changes'.

'Watching for infections that may be causing personality changes. Watch out mainly for UTIs. (Urinary Tract Infections) If we observed changes in vision we could report this, ask nurses for an assessment'.

'Changes in vision, glasses would also be checked'.

'Food can be made soft'

When relatives were asked if the home responds to the changing needs of their family member we were told 'I haven't been here long enough, but it's going the right way'

Another relative told us 'Staff always chat to relatives to find out a resident's past and notice if their needs change'

One comment from a resident was, 'Name tabs would be useful, I forget...I would like introductions each time'

5. Does the home meet the indicator?



Yes, fully.

However we noted the comment of one resident who would like name badges and staff introducing themselves at each contact.

6. Actively involve residents, family, friends and their local community in the life of the home. *Homes should have a clear way for residents, relatives and friends to get involved in decision-making in the home, if they choose to, such as a Residents and Relatives Committee. Homes should not have set visiting hours, or any other arrangements that make them feel more like a hospital than a home. They should*

have good links with the local community, for example by arranging visits from local schools.

Hayes Court publishes an activities newsletter which includes a recap of what residents did the previous month and sets out what activities are on in the month ahead. The newsletter also celebrates resident's birthdays.

On the day of our visit a relative informed Healthwatch about the newsletter of activities and where we could find it, this showed us that friends and family are aware of this communication.

Residents meetings are held every two months, and activities and food are reportedly always on the agenda. The Activities Coordinator seeks out suggestions for activities along with the regular programme, which is displayed opposite the main entrance. There are themed activities such as a recent Guy Fawkes Night. For all larger functions, such as Guy Fawkes, money is collected and donated to a charity chosen by the residents at the meeting.

Menus are set for four weeks with input from the Residents' Meeting. Residents choose where they are going to eat in their bedroom or one of the four small dining rooms. Most residents choose to have breakfast in their bedroom, lunch and supper in the dining room.

A resident said that they arranged for their priest to visit them at Hayes Court, demonstrating that residents can practice their faith in the way they might do at home.

Staff we surveyed gave person centred examples of how resident and family involvement is incorporated such as:

'If they have plans with their family, they can go'.

'If they want to join in, we introduce them to the opportunities there are'.

A resident told us 'I used to like gardening, because of my mobility I can't do that now. I can't get out, I need so much help with the wheelchair etc. I have no family or friends who can do this. I would love to go to the garden centre.'

Relatives commented: 'Christmas party, Easter, Valentine's Day and fireworks. On Valentine's Day they had roses on the dining table- relatives are always told of activities'

And 'I can come and go, no problem accessing and spending time at the home'.

6. Does the home meet the indicator?



Yes, well.

Hayes Court. Enter and View. 29th November 2017.

Given the needs of the residents we felt that they were well catered for considering their mobility restrictions and personal care requirements however, something like a raised garden bed for those in wheelchairs to enjoy their past hobbies would be worth considering.

7. Offer meaningful activity and enjoyment to suit all tastes. *Care homes should not be boring places - they should offer an interesting range of activities and entertainment that match the tastes and preferences of their residents, including support for individual activity. Homes should take steps to stop residents from becoming isolated or lonely while respecting their privacy and choice*

The home offers residents a newsletter, board games, bingo, cards, church service, singing and dancing, cheese and wine, dominoes, charades.

Healthwatch noted that the dining rooms felt homely, the table cloths were colourful and clean, and there was a pleasant ambiance. The care staff were unobtrusive but helpful and kind. The residents were chatting to each other and as the dining rooms were relatively small there was chat between the tables as well as on their own table.

The main meal of the day is lunch with a choice of two dishes but the resident can ask for an alternative. The residents we spoke to at lunchtime enjoyed the food and thought the choice was good and the servings were sufficient.

Between meals there is early morning tea followed by hot drinks offered throughout the day. Staff told us 'We give them options so they can decide. If they tell us they can have what they require'. In addition there were jugs of water in the bedrooms of residents.

The majority of residents spoken to were very happy with the standard of food and drinks and were happy they were getting both enough food and drink and it was good quality. We were informed that the meat is sourced from a local butcher and that the vegetables were also sourced locally.

In speaking to the Activities Coordinator and viewing an activity it was evident that she knew the residents well. Interestingly apart from the activities she offered to group settings, e.g. quizzes, charades, music sessions, sometimes a little dancing, bingo and reminiscence activities she took time to go to residents in their own rooms who did not join in group sessions to chat to them. We felt this was a particularly good part of the activities programme.

Residents do not have many trips out, this is because of the limited mobility of the clients and the majority choose to remain locally. They have been out for a pub lunch and will repeat this when residents choose to go. Staff told us that if the weather is nice residents can go for walks in the gardens, and that the home holds raffles and parties.

Staff also spend time with residents one to one chatting, reminiscing or just holding hands. Hayes Court. Enter and View. 29th November 2017.

Shopping is done by the Key Workers when a resident requests a purchase. The home provide shampoo etc. A Mobile Fashion Shop visits every two months which is reportedly very popular.

Staff told Healthwatch socialisation takes place each day, 'residents do exercises, and have music'.

Hayes Court has a person centred approach to their activities, staff we spoke to told us 'Some people are independent. I try to persuade them to join in - I tell them what's on today, if they say they would rather not I say I will come back in 10 minutes, sometimes they change their mind'.

'We link them up by common interests, if we know both residents are chatty we would sit them closely'.

'We do a social profile as they come in, and find out more by talking to them, discovering their preferences. We also ask their family'.

A person centred approach to communication from care staff to the residents was explained to Healthwatch 'People live here for a long time. We try to reassure them to make them comfortable. If they are not communicative then we keep trying. If they didn't want to talk to me personally, I would ask a colleague to give it a try'.

When Healthwatch went into one of the lounges we met a resident who was standing up talking to a Care Assistant, the atmosphere was friendly and upbeat, they were laughing and joking.

However, another resident said there was little social interaction 'mealtimes are not much fun on my own no one talks in the main room'.

'I'm not supported to get out of the room'.

7. Does the home meet the indicator?



Yes, well.

However two negative comments were recorded.

8. Make sure that you can see a GP or other health professional like a dentist, optician or chiropodist, whenever you need to. You have the same rights to see a health professional promptly if you are living in a care home as you would if you were living in your own home. Ask the care home about the relationship they have with their local NHS services - does a GP visit regularly? Can they call a GP out in an emergency? How easy is it for residents to see a dentist, optician, chiropodist or physiotherapist, either for a check-up or in an emergency?

The Chiropody Service is available every six weeks. Residents pay for this service in advance.

The Residents are all registered with a local GP who will visit when necessary.

Dental care is by the Domiciliary Dental Care, unfortunately it can be a long wait for the dentist's visit. However, dental problems should be picked up on quickly, staff told us that the resident's teeth are cleaned every day.

An Optician visits the home, and if problems are apparent, residents will be taken for a full check.

The Home also works with the Hospital on the re-enablement of patients allowing them to leave the hospital environment as soon as the medical issues are stabilised this is called CICS (Croydon Intermediate Care Service). A Doctor, from the hospital, attends the home to follow up the recovery and ensure there is no relapse.

One of the Healthwatch team spoke to the visiting Doctor, she was very enthusiastic about the home stating they are proactive, good at adapting, the staff know residents by name, the call bells are always responded to quickly, the Home is very clean with no odours and that residents are well dressed with personal care given. The staff are all welcoming and cheerful. Food and beverages are of a high quality. She couldn't speak highly enough of the whole team.

Healthwatch also spoke to a resident and her friend following her transfer from Croydon University Hospital on the 'CICS scheme. At first she had no idea of what to expect but since arriving in Hayes Court in a matter of days she reports that she has lost her fear, regained her sense of humour, is completing her puzzles, has gained weight, visited the hairdresser and is wearing her own clothes. The resident spoke very highly of all the staff and the care they were giving. The resident was extremely happy to have been transferred.

Her friend was emotional and close to tears as she spoke of the major improvement she had seen in her friend since her discharge from hospital to Hayes Court.

Both said how good it is that people can now go to a different environment for their recuperation.

Hayes Court informed the Healthwatch Representatives that a GP attends the home weekly to check on CICS residents, Hayes Court said they might use this opportunity to ask the GP to see someone.

Hayes Court. Enter and View. 29th November 2017.

Healthwatch asked a resident about access to health care professionals, they told us ‘If you pay and book ahead you can see the chiropodist, but the wait is too long, and it is expensive’

Relatives said ‘a Dentist visits every six months’ another said ‘Occupational Therapists come in...which is what my relative needs. Medical needs are looked after’

Other residents we spoke to said that they had no need to see a dentist or optician.

Staff also mentioned that they would clean the resident’s glasses, as a first action if they observed that there were changes in the residents they affect their vision or mobility.

8. Does the home meet the indicator?



Yes, fully.

There is established provision and pathway for changing health needs.

9. Accommodate your cultural and lifestyle needs. *Care homes should be set up to meet cultural and lifestyle needs as well as care needs, and shouldn’t make you feel uncomfortable if you do things differently to other residents. They should also be proactive in finding out what your needs are, so they can accommodate them.*

The newsletter at Hayes Court informed us that there was a firework night celebration, a Christmas Party, cheese and wine evening and a Halloween Party. These activities are culturally appropriate for the majority of residents that Healthwatch met on the day of our visit.

We were told that due to the location of the home most residents are white British. There are visits from both Catholic priests and Protestant ministers. The Church of England offers a service and communion and the Catholic Church provide visits and offers Communion to residents in their rooms. There was a church service held on site on the day of our visit.

A Care Assistants told Healthwatch that the Manager talks to the family to find out resident’s needs, and will then brief the rest of the staff.

These were some of the staff comments:

‘Pork is on a notice board. We have Muslims & look after their needs’.

Hayes Court. Enter and View. 29th November 2017.

'Maybe someone doesn't have sugar. It will be on the board'.

'We find out their routines and diets and the timing'.

And resident comments:

'They respect my culture and prayer as I am a Muslim'

'I have what is available and that's ok with me'

'I arranged for the vicar to come and see me, they are supportive'

'Culturally I don't feel I am supported, I come from a very sociable culture'

Healthwatch noted a resident requested custard with fruit sponge but were told they couldn't have custard as they were diabetic. This seemed contradictory when they were eating fruit sponge.

9. Does the home meet the indicator?



Yes, fully.

Hayes Court broadly meets the indicator, however, one resident felt they were not supported to socialise.

10. Show that they're always looking to improve. You should be able to find out what current residents, their families and friends think about the home. The care home should be happy to help you do this - for example, by putting you in touch with a residents and relatives group, or allowing you to speak to residents and visitors in private. They should also have support in place for people who wish to make a complaint at any time, and there should be a healthy culture of challenge and feedback between residents, relatives and staff.

Staff said that they were confident to approach the management with any ideas they may have about different or better ways of doing things. The staff were experienced, having been in post for two and six years, and said that the management keep an open door policy, that they would make time to see you if they could not see you on the spot.

Residents and family can give feedback at the Residents Meetings but as there is an open door culture, feedback is given at the time. This means whatever is highlighted can be dealt Hayes Court. Enter and View. 29th November 2017.

with as soon as possible. From comments made during the visit from residents, visiting professionals and visitors it appears the home is proactive in dealing with issues.

The staff have a meeting every month, for feedback and suggestions including future training. There is a full handover of information at 8am each day where every resident is discussed, other issues are often raised at this handover also allowing issues to be dealt with quickly. A similar handover is made at night for night staff. Two staff members Healthwatch spoke to were not aware of the staff meeting, or perhaps, not aware of the purpose of such meetings, citing that they would get issues dealt with on the spot.

The Home also keeps a record of any complaint in the Complaints Book and suggestions in the Suggestions Book which are kept in the hall.

An example a staff member gave us of how suggestions were dealt with follows: 'one resident liked to have sandwiches in the evening, so we arranged this. Then she felt she was having too many sandwiches for evening snack, so we introduced another option'.

A Care Assistant said that they relay comments to the Manager if residents 'do not want to say'.

'If there is an area or process I think we can improve, or is not going well, I would approach management. They will see you there and then or make a time to see you'

A resident told us 'I know how to complain but I am a happy customer'

Another resident described barriers to complaining 'People could be a little more together, it feels separated and not a community. I would not like to complain, if that person has stripped and washed me, then I am complaining about them...I can't'

Another resident said that that they 'Just got it off right', and if he was unhappy about anything he'd speak to staff or the manager.

A relative we spoke to was confident as to how she would complain, saying 'If I wanted to make a complaint I would speak to the staff or Tom, I think it would be acted on appropriately'

Other relatives were also confident saying 'no complaint at the moment...I think they would act appropriately'

10. Does the home meet the indicator?



Yes, fully.

But Hayes Court could consider how to encourage people to confidently give feedback about their experience within the home.

Summary / Key findings

- Hayes Court has a Registered Manager and overall the home appeared to be operating well and there was a core of stable staff in the home.
- There was very little to no odour at Hayes Court suggesting good hygiene practices.
- The Home has a number of smaller lounges/areas to sit which Healthwatch felt was conducive to a more homely setting, allowing residents more choice of where to sit and with whom.
- Person centred care was demonstrated when we spoke to Care Assistants and the Managers by the examples they gave. Staff also seemed to take an interest in the residents and their wellbeing.
- Residents are given choice and control, where they eat, what they eat, what they wear, and/or if they want to participate or not. These choices are continuously offered in many aspects of daily living.
- Dietary needs are catered for, for example residents who are Muslims are not given pork, and vegetarian options are available.
- Church services are offered in the home, however, we would like to see other community based organisations visiting, such as schools or similar groups.
- Healthwatch would like to see comment cards or a procedure to continually invite resident feedback.
- Though there were some negative comments from a few residents, the majority we spoke to were very satisfied with their care and support.
- Healthwatch noted a high standard of dress and cleanliness of the residents.
- There was good interaction between staff and residents smiling and joking appropriately, making eye contact and treating residents with dignity e.g. when moving people with a hoist, explaining what you are doing.

Comments from the manager in response to the report:

Manager comments here

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