

Amberley Lodge - Enter & View Report

Service	Amberley Lodge
Provider	Care UK
Address	Amberley Lodge, 86 Downlands Road, Purley, Surrey, CR8 4JF
Manger	Krystyna Bosko
Date and time of visit	Wednesday 29 th July from 10.30am - 2.30pm
Status of visit	Announced
Healthwatch Croydon Enter & View team - Authorised Representatives	John Davey, Vanessa Hosford, Annamika Koomoshan and Nicky Swelyn
Lead Authorised Representative	Annamika Koomoshan
Healthwatch Croydon contact details	Healthwatch Croydon, 24 George Street, Croydon, CRO 1PB

Acknowledgements: Healthwatch Croydon would like to thank Krystyna Bosko the Manager of Amberley Lodge and her staff and residents for their co-operation during the visit.

Purpose of the visit: Amberley Lodge has had a history of instability with six Managers in 2 years.

Part of the Healthwatch Croydon programme is to carry out Enter and View visits. On this occasion three Authorised Representatives and one member of staff carried out the tasks of observations, plus speaking to residents and staff in a team of two pairs. 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. The Health and Social Care Act allows Healthwatch Croydon representatives to observe service delivery and talk to service users, 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 with a service, but equally, they can occur when services have a good reputation - so we can learn about shared examples of what they do well from the perspective of the people who experience the service first hand.

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 safeguarding policy. If at any time an Authorised Representative observes a potential safeguarding concern, they need to inform their lead and service Manager. The lead Authorised Representative will then end 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.

General Information on the service

Amberley Lodge is run by Care UK and accommodates up to 59 people who require nursing or personal care and has either dementia, learning disabilities or mental health conditions. There are a high number of residents with mental health needs. A large proportion of the residents have challenging behaviour and are on high levels of medication. At present there are currently 44 residents, of which 4 are self-funders. The majority of residents are from the London Borough of Croydon and a few are from different boroughs.

The Manager explained that one floor is solely for elderly male residents with challenging behaviour, as previously required by the Local Authority. However future plans are for all floors to become mixed gender.

From January 2016 Amberley Lodge is changing its profile from a service dealing with mental health and challenging behaviour service to a specialist dementia service. The ground floor is due to open for dementia residents and the remaining two floors are to remain as a nursing facility. Carers, family members, the CQC and Croydon Council were consulted about the changes for existing residents.

Amberley Lodge occupies a purpose built facility in Purley within the London Borough of Croydon. The new Manager Krystyna Bosko has been in the post for 14 months and has a history of turning around failing/under-performing homes.

Within this report Healthwatch Croydon use the term resident instead of service users, as it was favoured by the home and staff.

Observation

Receptions/ Foyer area: The reception area was bright, clean and welcoming, and there was a small seating area in the corner. A member of staff was manning the reception area. On arrival all visitors are asked to sign in as part of health and safety. There was a notice board displaying the latest CQC report. All Authorised Representatives felt it was not clear on how to gain access as there were two buzzers to ring to gain entrance into the building.

Lounge: There is a lounge situated on each floor, all are unisex except for the male residents' floor.

Laundry: All residents' clothes were washed together. To prevent items from being mixed up residents clothing is labelled. An Authorised Representative observed one resident informing domestic staff to come back later with their laundry, which the member of staff respected (person centred).

Tidiness: All areas visited were clean and tidy. The Manager explained that all members of staff are responsible for the environment.

Odour: On one floor there was a strong smell of urine. The Manager proactively mentioned the strong odour was from one particular resident, who makes a point of urinating along that stretch of the corridor. Despite the home using different methods and seeking advice this seems to be a persistent problem. Nevertheless the home is managing the problem as best they can.

Noise: There was music playing on one floor which seemed appropriate for the age group (swing music). This seems to be a choice which was being managed by the staff. The television was on in an empty lounge, the volume was low and not intrusive for the residents to access at their own leisure.

Information displayed: Pictorial menus and written menus were displayed on all floors, along with leaflets available about dementia. On the 3rd floor (men's floor) there were newspaper articles of key events. On another floor the Manager showed the Authorised Representatives a thank you 'poem' displayed on the wall from a group of family members.

The complaints procedure and the last CQC report were displayed within the Reception area.

Choice of food and refreshments: Residents were offered a daily choice of 2 main meals, with 5 regular alternatives. Residents' dietary requirements were taken into consideration such as vegetarian, halal and Caribbean meal options. Residents' wishes and preferences are accommodated right up to the very last second of ordering. If their chosen meal arrives and they decide they fancy something else, that alternative is made available.

A selection of refreshments from tea, coffee, juice or water plus snacks are offered throughout the day. Staff accommodate residents' needs, where necessary families' input on the residents' preferences if they are unable to communicate.

Staff: During the Healthwatch visit, observed a few members of staff providing one to one support in assisting residents with drinking. Also some staff were seen giving two residents hand massages, on another floor staff were running a group music activity in one lounge. Observed good interaction between staff and residents. From speaking to staff they were aware of the needs of residents and felt enthusiastic about their role.

Accident reporting book: The Manager explained that the accident reporting system is stored within her office. All Managers and Unit Managers are able to access an electronic system; a national system run by Care UK. Every incident or accident is reported to the Manager every morning, who is then responsible for signing it off. The electronic system is also used to help monitor and manage work care plans which are colour coded.

Activities: A list of scheduled activities was displayed on each floor, divided into morning and afternoon sessions. Observed staff and residents participating in group music activities involving singing and musical instruments. The Manager explained that residents are taken on outings, and on occasions some are taken for a walk to the local pottery shop or for a pub lunch.

Levels of interaction: From observation, there was good interaction between staff and residents. Staff spoke to residents in a friendly manner and were caring and respectful towards them. At times this was person-centred care and showed a real understanding of the residents' individual preferences.

Interaction observed was that staff were caring and respectful towards the residents, person-centred care and showed a real understanding of the residents. Two residents were having a coffee with a member of staff within the seating area.

CQC Rating: The Manager explained that the last CQC inspection was in 2014 and under the old CQC inspection model the Home was not required to display the CQC rating. Once the new inspection takes place under the new CQC model, Amberley Lodge will be required to display their ratings at their registered locations and on their websites from 1st April 2015.

Training: A training schedule was observed within the 1st floor Unit Manager's office.

Other observations:

- Each floor has a key code for the lift and main doors to prevent residents from wandering.
- Chairs in the lounge area were situated around the edges of the room, making it slightly difficult for those residents who might be able to communicate with others.
- The garden was nicely laid out with chairs and tables. Staff informed us that when the weather is good, residents are encouraged to use the garden. Residents were observed using the garden as a smoking area. The Authorised Representatives were told that if it is a sunny day, staff take a trolley of refreshments into the garden for residents.
- On the male only floor there was a smoking room for the residents to access. The Manager explained for health and safety purposes residents are not allowed to keep their cigarette lighter on this floor, residents have to ask staff for a lighter.

Resident's comments/feedback

The majority of residents found it difficult to fully understand and answer all the questions, therefore only the questions that were answered are listed below.

Resident	Question	Answer
Resident 1	What is your favourite thing at Amberley Lodge?	The resident said Amberley Lodge was alright, he likes watching television - Holby City and Cadfael. He likes reading books which his family brings in. Due to the resident's mobility, his family visits him in his room. He had been there a long time, which proved to be true.
	Do you think staff know what you like or do not like?	The staff are okay.
	What would you change about Amberley Lodge?	He said he would like Marilyn Munroe in the home, he then smiled.
	What is the food like? Are you given a choice?	Although he did not reply to this question. At the time of the interview a member of staff asked if he wanted pizza or another meal. He chose a take away pizza which was bought and eaten in the dining room with a friend of his.
	What is the morning and bedtime routine?	He said it was ok, no problem.
	How are you treated by staff, are they approachable?	He did not reply but by the way a member of staff spoke to him, it seemed to show that they knew him well and what he liked.
	Does the home provide regular activities and what do you enjoy participating in?	He chooses not to join in the activities.
	Any other comments	Although the gentleman was able to speak to us, it seemed he had difficulty in knowing how to reply. Overall he looked reasonably well cared for and comfortable. From his demeanour he liked to spend time in his room reading. He mentioned working for MI5 and said he told them about the communists and he spoke about his previous career. Where fact and fiction start and finish can sometimes be difficult, from speaking to staff this was something they knew about.

Resident	Question	Answer
Resident 2	What is your favourite thing at Amberley Lodge?	Enjoys watching TV, he has a TV in his room.
	What do you not like?	No comment.
	What would you change about Amberley Lodge?	He likes it at Amberley Lodge.
	What is the food like? Are you given a choice?	He has meals in the dining room and lets staff choose for him, he likes fish and steak. Also staff will make him a hot drink if he asks for one.
	What is the morning and bedtime routine?	He gets up at 8am and has breakfast in the dining room.
	How are you treated by staff, are they approachable?	The staff are nice. One member of staff takes him to a pub for a lager. He likes to go out and visit the other floors.
	Does the home provide regular activities, what do you enjoy participating in?	He said there was enough to do. The gentleman enjoys participating in the activities, and visits the other floors to join in the various activities such as karaoke and dominos.
Resident 3	What is your favourite thing at Amberley Lodge?	“Smashing” “It’s a listening place” The lady felt she had privacy when her husband visited daily.
	What do you not like?	“When we all do the same activities”
	Do you think staff know what you like or do not like?	“Yes....they listen”.
	What is the food like? Are you give a choice?	“Oh yes, I can have what I want.” When she was going off to lunch and we said we hoped she enjoys her lunch, she said with great relish, “Oh I shall!”
	Any other comment	Staff later told us her husband visits every afternoon.
	Representatives observation	The resident was neatly dressed with her hair styled, she said her husband did her hair and that staff painted her nails. Observed a good rapport between the resident and staff.

Interview with staff

- **Favourite things about working at Amberley Lodge?**

From discussions with staff, they spoke with real warmth and affection about the residents. “The favourite things about working at Amberley Lodge are the residents, if they are happy and smiling. I’ve had a good day.” For those residents who cannot communicate, staff are able to identify whether the residents are happy from observing their facial expressions. Staff also said they enjoy coming to work and caring for the residents, this was evident from the length of service of some staff. One member of staff said “It’s a joy to work at Amberley Lodge.” A suggestion was made that other Care UK homes in the locality could link up for peer support to share information on activities, staff and good practice.

- **Any challenges or difficulties encountered whilst working for Amberley Lodge?**

Staff felt the difficult part of their job was dealing with the challenging behaviours of some residents. Staff are provided with training on how to deal with challenging behaviour. One member of staff spoke of a resident who could be challenging but accepted that was part of the role. To overcome this obstacle they implemented the techniques they had learnt within training. A suggestion was made “More activities as it helps to limit challenging behaviour.”

Initially, some staff struggled to think of any challenges. However when prompted about the wages paid, staff accepted that this type of job is paid at a lower rate than other sectors.

- **Are residents involved in reviewing their care plan? How are care plans structured?**

Staff do try to involve the residents in reviewing their care plan, but the majority of time residents lack the capacity to contribute to it. In these cases the family members are involved in the care planning. Care plans are reviewed on a monthly basis even if there is no change and family members are contacted even if the care plan remains the same. The plans included care and support needs, dietary requirements, medication and communication. These plans also included the life stories of the individuals.

- **Type of training and development opportunities offered to staff?**

Amberley Lodge has upskilled the Unit Manager who has recently attended the Manual Handling train-the-trainer course, so future Manual Handling training sessions can be provided in-house to staff. The Unit Manager also had a clear understanding of mental health capacity, “When we are looking at capacity, it’s for each task or activity, so we have to ensure each area is assessed separately.”

Staff are offered a wide variety of in-house and e-learning training from Dementia Awareness how to deal with challenging behaviour, Care Planning, Safeguarding, COSHH, DOLS, Dementia Awareness and in End of Life Care provided by St Christopher’s. A training schedule was clearly displayed within the Unit Manager’s Office.

- **Do you feel supported by Management? What improvements could be made?**

Staff are impressed by the new Manger’s leadership and they all find her approachable. With her open door policy, staff feel they can approach her with any issues, she is always open to suggestions and she gives praise as well as positive criticism. Krystyna delegates well and is keen to develop staff skills.

Staff commented on the positive impact and the proactive role of the new Manger they are pleased to have someone who has stayed in the post, as over the last 2 years there have been 6 Managers.

- **What is the Amberley Lodge procedure for reporting a safeguarding issue?**

Staff member 1 was knowledgeable about the safeguarding process. Firstly he would establish all the facts then investigate the issue. This information would be discussed with the Manager and Unit Manager, who are then responsible for following the Safeguarding reporting processes for Amberley Lodge. The outcome would then be shared with the member of staff who reported the issue. The staff member was less clear about what happens after Amberley Lodge reports the issue, whether it was to the CQC or the Council.

Staff members 2 and 3 work as domestic staff, any concerns would be reported to the Unit Manger on that floor. Staff members 4 and 5 were very aware of the safeguarding reporting process but had not dealt with issues in a long time.

- **Staffing level**

The Manager explained that Amberley Lodge has access to a bank of staff available to cover sick leave or annual leave and they do not use agency staff. There are 4 members of staff during the day and 3 members of staff at night (1 nurse and 3 carers per floor for 18 people) and at night 1 nurse and 2 carers in the evening. When the floor is at full capacity, the staffing levels would increase to 5 during the day and 4 at night. The home has 2 Activity Coordinators who alternate weekdays and weekends. The Authorised Representatives met a volunteer who was helping out over the lunchtime period.

- **Any concerns regarding bad practices?**

There were no concerns raised by staff; they understood the complaints process but had not dealt with any issues.

The Unit Manager and Deputy or Manger meet once a day in a Clinical Review, this is an opportunity to raise any concerns or make suggestions or share learning. Staff explained "If a resident makes a complaint, staff always listen and investigate any issues. We don't dismiss this because the resident has dementia."

- **Meal times**

All residents are provided with a choice of meals and on occasion some residents change their mind at the last minute and are offered an alternative meal. Staff explained "If they won't eat we will try to persuade them, but if they really won't eat we try to tempt them with something sweet". Drinks and biscuits are available outside mealtimes. There is a menu on each floor with pictures of items which residents can point to if necessary. One or two residents are able to make their own drinks. On the 1st floor only 2 or 3 residents are able to eat independently, the majority require assistance with eating. If the domestic staff finish their tasks they sometimes assist with serving the residents meals.

Some residents like to eat in their own room, while others like to come into the dining room. At breakfast time there is a selection offered that includes cereals and a cooked breakfast 3 days a week (prior to the dietary advice from the Doctor, a cooked breakfast was available every day). Lunch is served at midday with a choice of meal options in addition to the main 'meal of the day. Fruit is available.

One member of staff commented on the early risers, some of whom will have a drink with the night staff before the day shift arrives. Generally people get up around 9am to 10am.

- **How are faith, spiritual and cultural needs catered for?**

There is a monthly Christian service with an option of attending the Church next door to the home but nobody does at the moment. There is 1 Muslim resident whose family have stated that they do not want cultural input. Also residents were offered appropriate food in relation to their faith or cultural background.

- **What improvements would you make to Amberley Lodge**

Improve the garden - garden activities (i.e. giant Connect 4).

Buy new clothes and toiletries for those residents who do not have any family or visitors.

Minibus to take residents on outings.

One member of staff suggested “More activities because it helps limit challenging behaviour of residents.”

- **Other comments**

From interviewing staff, there seems to be a huge improvement in staff moral and communication. Staff feel supported and involved in running the home. Staff commented “There’s been a big improvement and everyone is so much happier, it’s a much better place now.” The only issue raised by a member of staff was the rate of pay but, they appreciate the level of pay is low in this industry.

Conclusion and recommendations

The Authorised Representatives feel this home provides person-centred care by offering residents a choice of meals, a selection of activities and involving residents as much as they were able in their care planning. Staff spoke about the residents in a caring manner. Overall the moral of staff was good since the new Manger Krystyna started and all members of staff feel more supported. The Authorised Representatives observed good practice where staff treated residents with dignity and respect.

Good practise

Atmosphere: The Manager and staff were very welcoming and friendly. The Manager showed us around the home before we started the visit and referred to Amberley Lodge as the residents’ home. It was made clear to the Authorised Representatives that the residents would decide whether they wanted to speak to Healthwatch Croydon as it was their ‘home’.

As there were some changes in the pipeline, one section of the home was newly decorated but quite bland, but as work will be commencing in September this is perhaps to be expected. The building had good levels of lighting and as it was a warm day the property was warm with a window open here and there.

The atmosphere in the home was a happy one and staff were in uniform with the names clearly displayed. Staff’s interaction with residents was in a gentle and kind tone though not patronising.

- From observation, staff interacted well with residents in a friendly and respectful manner.
- Staff interviewed seemed passionate and dedicated to their role and the residents.
- Staff are offered a wide variety of training and developmental opportunities.
- All staff interviewed felt confident in raising issues or suggestions to the new Manager
- From speaking to a few residents, the Authorised Representatives felt the residents are provided with a wide variety of activities and are provided with a choice of meals.

Recommendation

- Amberley Lodge to clearly display the names and photographs of the current staff for residents and carers/family members on each floor.

Explanation from Amberley Lodge: The Manager explained that this will be implemented once the redecoration is completed.

- Residents to have their photographs displayed on their door to help them recognise their room. Staff commented “More personalised rooms for residents, photos, perhaps with pictures of what they liked.”

Explanation from Amberley Lodge: The Manager explained that this will be implemented once the redecoration is completed.

- Residents to have a memory wall, memory box, a scrapbook or photo album with familiar and meaningful items or places within the residents room, to assist with remembering early memories.

Explanation from Amberley Lodge: The Manager explained that this will be implemented once the redecoration is completed and will work with the families to set this up.

- All Authorised Representatives felt the entrance buzzer was not clearly marked for visitors, carers and family members, as there were two buzzers to choose from.

- In the lounge area, chairs were situated around the edges of the room.

This issue was raised with the Manager who understood that ideally the seating should be in clusters. But explained that due to the size of the lounge area and restrictions with wheelchairs and walking frames, access prevents the chairs in the room being set up in clusters.

- Current challenge: The Manager explained that Amberley Lodge had applied to Croydon Council with 42 applications for DOLS in January 2015, currently waiting for the best interest meeting. She was concerned that due to the delay in the applications the home may need to reapply for the 42 residents.

Croydon Council confirmed that approximately 40 DOLS applications were authorised and 6 are in progress. There were a range of inaccuracies ranging from the applications not being signed or dated correctly to insufficient information as the reason and rationale of the DOLS applications.

Recommendation for Amberley Lodge staff to receive training on how to recognise where DOLS is needed and how to fill in the DOLS application form.

Amberley Lodge confirmed they were satisfied with the report.

Disclaimer

This report is representative of the views of the residents and staff that Healthwatch Croydon spoke to within this timeframe and is not representative of all the residents and staff at Amberley Lodge. The observations made in this report only relates to the visit carried out at Amberley Lodge on Wednesday 29th July from 10.30am - 2.30pm.