

# Enter and View Report

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## Park Avenue Care Home

69 Park Ave, Bromley BR1 4EW



Healthwatch Bromley

20<sup>th</sup> June 2018

Service visited:	Park Avenue Care Home
Address:	69 Park Ave, Bromley BR1 4EW
Care Home Manager:	Tanya Coles
Date and time of visit:	Wednesday 20 <sup>th</sup> June 2017, 14:00 – 16:00
Status of visit:	Announced
Healthwatch Bromley Enter and View Authorised Representatives:	Peter Todd, Barry Simner, Stephanie Wood
Lead Authorised Representatives:	Peter Todd
Healthwatch Bromley contact details:	Healthwatch Bromley, Community House, South Street, Bromley, BR1 1RH  Tel: 020 3886 0752  Email: <a href="mailto:info@healthwatchbromley.co.uk">info@healthwatchbromley.co.uk</a>

Healthwatch Bromley (HWB) has the power to Enter and View services in the London Borough of Bromley. Enter and View visits are conducted by teams of trained Enter and View Authorised Representatives.

### **Purpose of the visit**

The Health and Social Care Act allows Healthwatch Bromley Enter and View Authorised Representatives to observe service delivery and speak to patients, residents, staff, relatives, friends and carers. The visit can happen if people tell us there are concerns, but equally, the visits can take place when services have a good reputation. We can therefore learn from shared examples of what they are doing well from the perspective of the people who experience the service first hand.

Enter and View visits are not intended to specifically identify safeguarding issues. However, if safeguarding concerns arise during a visit, they are reported in accordance with the Healthwatch Bromley Safeguarding Policy. If at any time an Authorised Representative observes a potential safeguarding concern, they will inform their lead. The lead Authorised Representative will then end the visit. In addition, if any member of staff in the organisation being entered and viewed, wishes to raise a safeguarding issue about their employer, they will be directed to the Care Quality Commission (CQC) and Bromley Council's Safeguarding Team.

On this occasion, three Enter and View Authorised Representatives (one Healthwatch Bromley volunteer and two Healthwatch Bromley staff members) attended the visit. The Authorised Representatives spoke to staff and visitors. Recommendations have been made on how to improve the service and good practice has been highlighted. Healthwatch Bromley had liaised with the CQC, Clinical Commissioning Group (CCG) and the Local Authorities (LA) to create an Enter and View Programme. A number of health and social care providers have been selected to

be visited. Healthwatch Bromley visited Park Avenue Care Home as it had previously been rated as 'Requires Improvement' by the CQC.

## **Acknowledgements**

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**Enter and View Authorised Representatives:** Barry Simner, Peter Todd and Stephanie Wood.

Thanks to Tanya Coles, the Care Home Manager, the care home staff and visitors.

## **Background**

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Park Avenue care centre is a 51 bedded, purpose built, care home for people needing nursing care. Situated in the London Borough of Bromley, the home was built in 2004 and is run by Excelcare Holdings. The home is spread over three floors and offers a homely, friendly and supportive environment. People living in the home are often living with dementia and additional physical conditions, needing skilled nursing care. The home is accredited with COMMEND by Gold Standard Framework for End of Life Care, and offers individualised and personalised care.

The home has a communal lounge and dining area on each floor. All meals are cooked on the premise and the cook caters to individual requests. The home also has a wheelchair accessible garden with a BBQ and an Edwardian tearoom.

## **Observations about PA**

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Upon arrival, the reception area was warm, clean, and inviting, with a good security system in place. Visitors need to be buzzed into reception and are signed into the building before being given an access code to enter the residential floors. The surroundings were clean and tidy. Healthwatch was informed that the communal dining areas are due to be refitted and redecorated soon. There are parking facilities on site although capacity is limited. There are shops and amenities, as well as a GP practice and pharmacy, within walking distance of the home. There was information about accreditations for Park Avenue clearly displayed in the reception area, with the home receiving 'Platinum' award for their End of Life Care. There is the facility to leave a comment or feedback on the care home, with complaints information also clearly on display.

## **Current Care Home Staffing**

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The authorised Enter and View representatives spoke with Tanya Coles (Care Home Manager) and her deputy, Carmen Byran-Hesse about the service delivery of Park Avenue. There is a senior nurse, three nurses and three carers on duty per floor. Many of the staff had been working at the home for a long time and seemed happy with their work environment.

Tanya Coles has been the current Care Home Manager for the past 2 months. Tanya informed us that they have 1 manager, 1 deputy manager, 3 senior nurses, 9 daytime registered general nurses), 3 night RGNs, and 9 care workers (key staff), 2 chefs, 2 laundry staff, and 1 full-time administrator. There are currently the following vacancies: 1 Activities Coordinator and 1 part time domestic.

New staff have a 2-week induction period. They are monitored by the deputy manager. In addition, staff without a qualification in care are enrolled onto the Care Certificate. The home works with connect to care for staff to undertake qualifications in care. Staff receive

regular training and accessed mandatory training via an e-learning portal. Tanya Coles told Healthwatch that the staff team had recently undergone the Virtual Dementia Tour training to support them with their care of residents. The staff have close work relationships with their local GP and pharmacist.

In terms of further training, this is delivered by means of online courses and face to face training. The training is adopted on an 'as and when' basis. Also, the manager can contact Excel Care Holding's training department and obtain any updated training programmes. Nurses have access to a bespoke learning platform for nurses which meets the requirements for Continued professional development and NMC revalidation. The training consists of e-learning modules and facilitated sessions where learning is related to real live scenarios. It is an opportunity for nurses to share good practice and reflect upon things that have not gone well.

Tanya said staff meetings are held once a month at 8am and 2pm. Staff appraisals are held annually. Staff receive supervisions 6 times throughout the year and these supervisions include observational supervision also. The care workers' appraisals are carried out by the nurses. In respect of non-medical staff, appraisals are carried out by the manager and her deputy. Nurses administering medication receive additional supervisions relating to medication and have to pass a written competency test.

## **Resident acceptance**

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There are currently 51 people in residence at Park Avenue Care Home. The home is open for viewing from anyone and no appointment is necessary. The home manager and home administrator will introduce them to the home and carry out a financial assessment. Prior to acceptance, each new resident is visited at their respective current home by Tanya or Deputy Manager usually with a relative present. At this meeting, discussions will involve the needs of the resident. Once the necessary administration is completed, a new resident could be accepted, but only on a weekday, not weekends. The new resident would also need to bring with them 2 weeks' worth of their current medication. The new resident would be allowed to retain their current GP. However, Park Avenue does have a contract with a local GP surgery. The GP visits Park Avenue every a week and also in the event if an emergency.

## **Accommodation**

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Each of the rooms has a single bed, wash basin, chair, small table and draws. The resident can bring their own TV. From the corridors each floor has toilets, shower/bath facilities with hoists. Each room was personalised to their resident's liking and every room has a name and photograph of the resident.

Park Avenue was bright, clean and tidy, although the temperature throughout the home seemed to be very hot. There were several fans in place but they did not seem sufficient. Healthwatch representatives observed the home to be quiet and pleasant, with lots of windows and natural light. Every floor had its own dining room and communal area with TV and games. The Enter and View representatives were informed that the dining areas were due to be refurbished and decorated shortly. The floors are roughly split into level of need, with the ground floor being residential care, the middle floor dementia and the third floor end of life or palliative care.

## **Residents Care**

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All residents other than those that are 'bedridden', are permitted to get up and go to bed at their chosen times. They are assisted in dressing and undressing where required. The laundry operates 7 days a week, clothing can be named by the laundry staff at no extra charge.

Park Avenue shares the services of a physiotherapist with other Excelcare Holdings homes in the vicinity. The physiotherapist visits Park Avenue approximately five times a month and arranges for people to visit the purpose built Physiotherapy Gym in Sydenham. This facility improves mobility and encourages independence, as well as raising confidence and self-esteem. Representatives from local faith communities visit Park Avenue on request. A hairdresser also visits fortnightly, which the residents seemed to enjoy. Some of the carers also provide services, such as shaving and manicures for the residents. One carer commented that there is sometimes confusion around personal care items and toiletries, with many families assuming this is included in their costs and the carers often have to chase relatives to send or provide supplies.

As far as Healthwatch Bromley could observe there are currently no language difficulties and all the residents understand English. In the past where a language became an issue, then staff or a relative would assist. Any complaints received from the residents are investigated by the manager. All complaints are recorded in the residents care plan. Should the complaint not be resolved, then the manager will contact Excelcare Holdings complaints department. They will make the decision as to whether they ask another manager from another one of their homes to investigate the complaint further. The same procedure is carried out if a complaint is received from a relative. The residents Healthwatch spoke to seemed happy with their care generally and said they felt safe and supported at Park Avenue and liked the staff.

Tanya Coles told the Enter and View Representatives that Park Avenue had recently introduced the red bag scheme. The scheme ensures that any resident needing hospital care, takes with them a red bag prepared by the care home staff, which includes the resident's standardised paperwork and their medication, as well as day-of-discharge clothes and other personal items.

## **Visitors and Location**

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Park Avenue is in accessible location, with parking facilities, and is easily reached by public transport, either via bus or train. Visitors are permitted to attend the home at any time, and should the need arise, they may stay overnight, especially in respect of the home's end of life residents. Meals can also be provided for the resident's visitors. Should a visitor wish to take their resident out for the day, this is permitted after an assessment has been made.

## **Activities**

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For the past 3 months, there has been no Activities Coordinator in place, although a committed volunteer is currently delivery a reduced activity service. The staff commented that the carers have also stepped up and supported the residents with various activities. This has been on a one-to-one basis and tailored to the needs of the resident.

Healthwatch Bromley was provided with an activities calendar by the Care Home Manager. Ballet and choir/singing sessions are offered at Park Avenue, as are pottery sessions. The resident uptake of weekly ballet sessions increased core stability of residents and saw a two thirds reduction in falls across Park Avenue.

Park Avenue utilises the local Jimmy's bus for transport and external visits, sharing with other local homes. When asked about trips out, one resident commented that they had been out last year but since then there had been nothing organised. When speaking to a carer they commented that further equipment would be beneficial to the residents, for example large piece puzzles, giant dominoes, or brightly coloured bean bags to encourage physical activity. There is a scheme with local school, with children volunteering via National Citizen Service and acting as pen pals for the residents. Chair base activities are provided as many residents are chair bound. Outside activities are limited.

There is a communication book for residents who may be unable to speak but are still able to read. Park Avenue arranges quarterly residents meeting which are usually attended by 8 – 10 residents, to give residents the opportunity to shape the home and comment on service delivery.

On the second floor there was an events board on display detailing four events for the month, although some of the events did not seem particularly suitable considering the high level needs of the residents.

## **Dietary Needs**

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The resident's dietary needs are discussed as part of the initial assessment; likes, dislikes and allergies are considered, such as diabetes. Breakfast – starts from 7.30am. Lunch – commences at 12.15pm. Dinner – commences at 5.15pm.

Should the resident wish to dine in their room, then this can be arranged. The menu is prepared over a 4-week rotation with the daily menu being displayed in the dining area. However, during Healthwatch Bromley's visit the daily menu was not displayed and the available information was in very small print. Residents are able to specify their meal choices on daily basis. As far as the Enter and View Representatives could ascertain, residents' religious/cultural needs and preferences have been taken into consideration in terms of the meals they receive.

Nutritional profiles are in place for all residents to ascertain any areas of risk and to highlight personal preferences. This information is communicated to the chef. The chef undertakes quality checks to gain feedback as to the mealtime experience.

## **Medication**

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Each floor has its own locked medical trollies. Only the nurse dispenses the residents' medication. The controlled drugs are checked at every handover by 2 nurses. Any medical concerns or change in medication is relayed to the resident's relatives. All accidents are recorded in the resident's care plan. All visual wounds or sores are photographed, and a care plan devised. A senior nurse Healthwatch Bromley spoke to stated she had an excellent relationship with the local doctor and was able to pick up the phone and speak directly to him should she have any concerns about a resident's medication or condition. The doctor also made weekly visits to Park Avenue to speak to patients and treat them where necessary.

## **Security**

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The front door has a key coded pad to enter, also there is a log in/out register and receptionist to welcome visitors. The ground floor entrance has a key code. There are stairs at the side of the

building in case of an emergency. There were coded keypads on each floor to access the lifts with the codes clearly displayed above the key pad, Healthwatch was unsure as to how secure or safe this was for residents.

## **Care Home Manager and Deputy Manager**

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The Enter and View Representatives spoke to Tanya Coles and her deputy about the service delivery of Park Avenue. Tanya Coles has worked for Excelcare Holdings for over 8 years and has recently been put in post following a 'Requires Improvement' rating from the CQC and a further failure to comply notice. Staff commented that since the change in leadership, Park Avenue has a more positive atmosphere and they feel they can raise any concerns or problems directly with Tanya Coles. She offers constructive feedback and problem solving and staff feel that the management team is approachable.

## **Care Home Staff Feedback**

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Every floor has a Senior Nurse who leads on patient care, supported by three other nurses. There are dedicated carers on each floor to support residents and to offer personal care and other services, such as shaving, hand massage and manicures. All of the staff the Enter and View representatives spoke to said they enjoyed working at Park Avenue and that it was a nice place to work compared to other homes they had previously been placed in. It was commented that the staffing levels have improved since the change in leadership and that the new care home manager is hands on and fixes problems as and when they arise.

Staff informed the Enter and View Representatives that the GP visits regularly, normally once a week. Senior nurses commented that they had a good relationship with the local GP and were able to pick up the phone and speak to the GP about any concerns or queries when needed. Other local services such as Speech and Language Therapy (SALT) etc. come in weekly, and the dentist and hygienist visits every 6-8 weeks.

Healthwatch Representatives spoke to a Senior Nurse who had been with Excelcare Holdings for 15 years, who said she felt she had a good rapport and relationship with the residents and their families. She said the staff team received regular training, including handling, medication and infection control, with e-learning is mandatory. All staff at Park Avenue are trained in "Namaste" which is a touch therapy to soothe and calm residents. Another Senior Nurse, who has spent 7 years as a registered nurse with the home, stated that Park Avenue was a happy place, where staff had good relationships with residents, with many being "like family." The staff member told us they were trained in condition specific care, for example, diabetes and dementia. St Christopher's has also delivered end of life training to the staff members. Staff suggestions included: more practical storage space for staff and improved working relationships with local providers such as Kings.

Healthwatch also spoke to a Senior Carer who had worked at Park Avenue for 14 and a half years, who commented that she found her job very rewarding. The staff member stated that she always recommends Park Avenue as a care home and as a result, three local people have been admitted based on her recommendation. The carer suggested that when trainee carers are placed at Park Avenue, they should have a NVQ Level 1, as they need a certain level of experience and understanding to support the high level needs of the residents appropriately.

## **Family and Friends**

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Healthwatch Bromley spoke with a visiting relative whose husband had been a resident at Park Avenue for only a few months. The visitor expressed satisfaction with the staff and the quality of care that their husband was receiving. They said the food choices had improved. However, she had concerns about how her husband was left sitting in bed and was not appropriately propped up or supported. She commented that the staff had excellent knowledge around dementia but lacked a certain understanding of the realities of living with other degenerative conditions, such as Parkinsons, and the subsequent support needs of her husband. The visitor also expressed concern that there had been a minor incident at the home regarding her husband's care and this had not been reported to her directly, instead she had found out accidentally. This sentiment was echoed by another relative, who told the Enter and View Representatives that her husband had fallen twice whilst at Park Avenue and she had not been informed. Another visitor said that overall they were happy with the service at Park Avenue and felt that they were being listened to by the staff.

The Enter and View Representatives also spoke to another lady who told us that she had met with the care home manager that morning, as her husband's bed had been saturated when she visited him. He had been calling for help during the night by pressing his alarm and stepped onto his stress mat but he had still not been taken to the toilet by nursing staff. She was very unhappy with his care and said if it happened again she would remove him from the home.

Friends and family said that they attended the resident/relative meetings whenever they can and find them helpful and that they feel comfortable raising concerns. It was also commented that written letters would be helpful in updating relatives about any upcoming events/renovations/changes etc.

## Recommendations

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It should be noted that Enter and View Authorised Representatives met with residents. However, many of the residents had difficulties communicating with the Enter and View Authorised Representatives, due to their long term health conditions. All the residents encountered at the time of our visit appeared to be very frail and elderly and affected by dementia. As lay members without relevant experience of relating with dementia patients, it was not appropriate for us to approach dementia patients and begin conversations about service provision and their experience of being a resident.

On the basis of our observation, we would like to recommend the following:

- Additional training and supervision of night staff to ensure residents are receiving high levels of care and that staff are supporting residents consistently and safely.  
**Response from PA: Night time visits are being undertaken. A new trainer for the London region has been appointed.**
- An activities coordinator to be recruited and a structured and suitable activities calendar to be put in place. Further investment in equipment for the communal areas would be welcomed.  
**Response from PA: An advert is out in addition to ascertaining whether existing staff might like to take on this role. In the interim we are using the hours to have additional care staff to lead on ensuring things happening on the floors. Additional resources are being purchased and placed on all floors.**
- Training for all nursing staff and carers around long term conditions, as well as Dementia, to ensure resident's needs are catered for and that staff are confident in their knowledge and handling of residents with multiple needs.



**Response from PA: Training from the Bromley Consortium will be accessed. Short workshops and reflective discussions will be led by the nursing team. Champions are being developed in order that this is sustainable. I will also be reaching out to our partners and inviting specialists in to give talks.**

- Active encouragement of outings and external visits for residents where appropriate.

**Response from PA: Lewisham community transport is being utilised and trips have been planned to Pollhill Garden Centre, the Horniman Museum, and a local fete etc. In addition, we are working with the National Citizens Scheme on a project over the summer uniting generations. We are also linking up with a school in Tower Hamlets on a pen pal scheme that encourages creative writing in the children.**

- Trainee carers to have a NVQ Level 1 before beginning work at Park Avenue Care Home.

**Response from PA: We have the Care Certificate in place for all staff who did not have experience or qualifications in care. In addition, staff will have the opportunity to sign up for a Level 2 or 3 Qualification in Health and Social Care.**

- Improved communication and correspondence with friends and families around their loved one's care and any upcoming events/renovations/changes at the home.

**Response from PA: We have introduced a home bulletin that will be emailed / sent to families and friends.**

## **Conclusion**

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The staff we spoke to were very accommodating and forthcoming, we felt all our questions were answered candidly and with confidence. The Care Home Manager seemed comfortable disclosing information and has provided a response to our recommendations.

Overall, positive feedback was received from the visitor and staff members regarding Park Avenue. Staff commented that management was generally supportive of staff and there is a friendly atmosphere within the home. Good practice has been observed in the home. Our impression on the day was of a well-run service which supports its residents holistically.

The report will be published on the HWB website – [www.healthwatchbromley.co.uk](http://www.healthwatchbromley.co.uk) and will be disseminated to the provider, commissioners and the public.

The Healthwatch Bromley Enter and View Team would like to thank the visitor, staff and residents at PA for their courtesy, patience and openness during our visit.

## **Disclaimer**

*This report is a representative sample of the views of the visitor and staff members that Healthwatch Bromley spoke to within the time frame. This does not represent the views of all the relatives and staff members at PA. The observations made in this report only relate to the visit carried out on the 20<sup>th</sup> June 2018.*