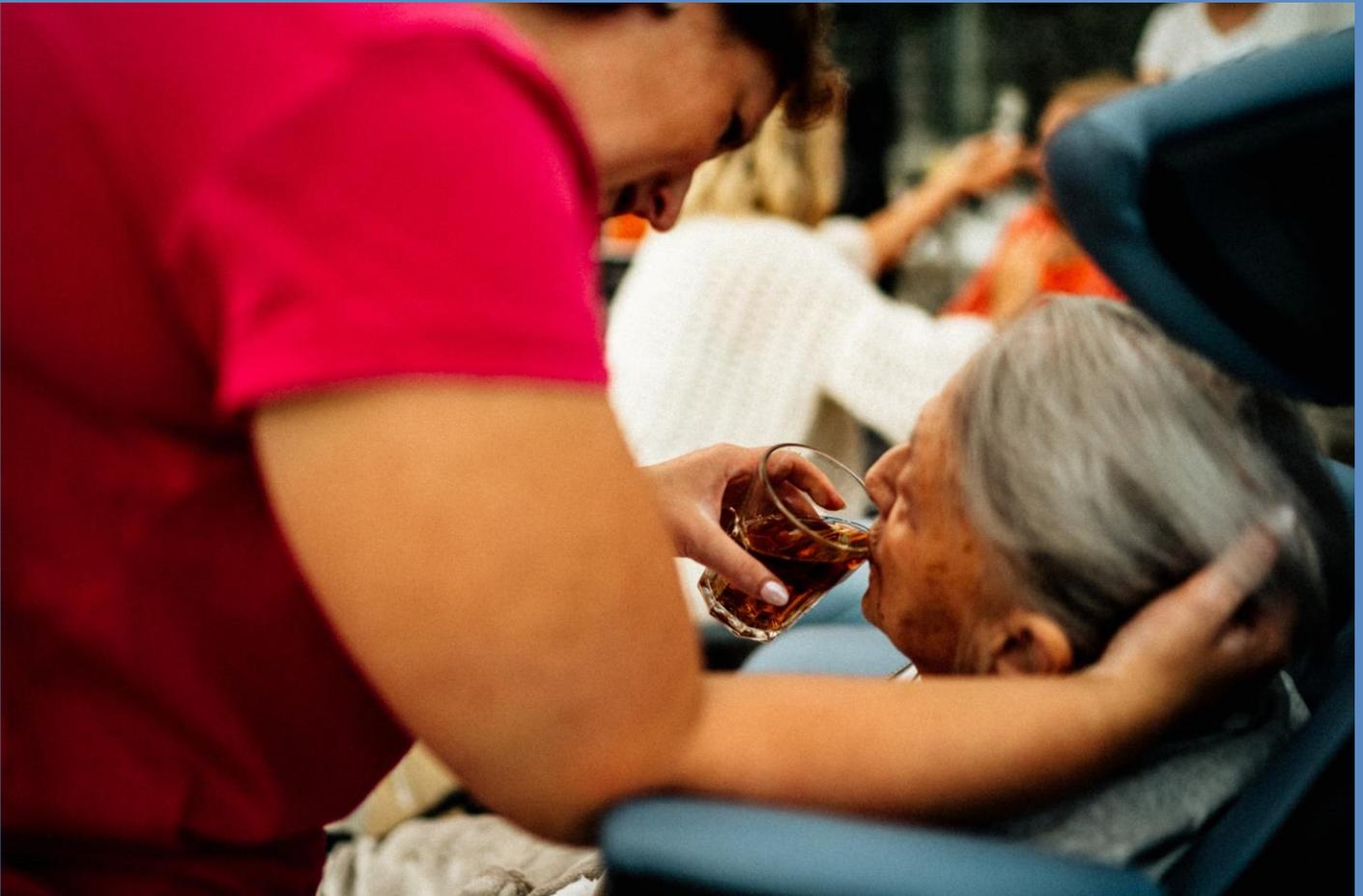


Enter & View Report

Mission Care Willett House, 27 July 2023



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Visit Details	
Service Visited	Mission Care Willett House
Manager	Gitta Tshibala
Date & Time of Visit	Thursday, 27 th July 2023, 11:00 – 14:30
Status of Visit	Announced
Authorised Representatives	Audrey Ho, Beekengsa Ngu, Diana Uju, Gerda Loosemore-Reppen
Lead Representative	Julia Eke

1. Visit Background

1.1. What is Enter & View?

Part of the local Healthwatch programme is to undertake and report on ‘Enter & View’ (E&V) visits.

Mandated by the Health and Social Care Act 2012, the visits enable trained Authorised Representatives (ARs) to visit health and care services such as care homes, hospitals, GP practices, dental surgeries and pharmacies.

E&V visits can happen if people tell us there is a problem with a service but can also be made when services have a good reputation.

During the visits we observe service delivery and talk with service users, their families, and carers. We also engage with management and staff. The aim is to gain an impartial view of how the service is operated and being experienced.

Following the visits, our official ‘Enter & View Report’, shared with the service provider, local commissioners and regulators, outlines what has worked well, and makes recommendations on what could work better. All reports are available to view on our website.

1.1.2 Safeguarding

E&V visits are not intended specifically to identify safeguarding issues. If safeguarding concerns arise during a visit they are reported in accordance with safeguarding policies. If at any time an AR observes anything they feel uncomfortable about they will inform their lead who will inform the service manager, ending the visit.

If any member of staff wishes to raise a safeguarding issue about their employer, they will be directed to the Care Quality Commission (CQC) where they are protected by legislation if they raise a concern.

1.2 Disclaimer

Please note that this report relates to findings observed during this specific visit. It is not a representative portrayal of the experiences of all service users and staff, only an account of what was observed and contributed on the day.

1.3 Acknowledgements

Healthwatch Bromley would like to thank the service provider, service users and staff for their contribution and hospitality in enabling this E&V project to take place. We would also like to thank our ARs who assisted us in conducting the visits and putting together this report.

2. Information About the Service

2.1 Willett House

Willett House is a nursing home that offers person-centred care to 37 older people living with dementia.

Willett House is provided and run by [Mission Care](#). Located in Chislehurst, Kent, the home serves the Bromley community as well as other surrounding Local Authority areas.

The closest bus stop is the Chislehurst War Memorial, where the following buses stop: 160, 269, 625, 638, 161 and N136. Chislehurst train station is a six-minute drive from the home.

2.2 Ratings

The CQC (Care Quality Commission) is the independent regulator of health and adult social care in England. It ensures that health and social care services provide people with safe, effective, compassionate, high-quality care and encourages services to improve.

The home's current CQC rating is Good overall and Good in all areas.

The carehome.co.uk [review page](#) for Willett House has a Review Score of 8.6 out of 10 based on reviews in the last two years.

2.3 Residents

At the time of our visit, there were 36 occupied beds. All 36 residents have been diagnosed with mild cognitive impairment (MCI). 35 residents were referred due to dementia and all residents have additional long-term medical conditions.

The residents' ethnic profile is in line with that of the local community.

Residents are referred through Care Home Selection (CHS Healthcare), hospital inpatient departments, NHS Continuing Healthcare (NHS CHC), Social Services departments, and by self-funders not funded by the NHS.

2.4 Staff

Willett House has a team of staff with a range of cultural, religious and ethnic backgrounds. There are currently more than 40 staff including bank staff, also known as agency staff. These are healthcare professionals who provide temporary or short-term cover in care homes. They can step in to fill staffing gaps caused by staff absences, increased demand, or unforeseen circumstances.

3. Summary of Findings

The E&V visit was carried out on Thursday 27th July 2023. The visit was announced and planned in partnership with the home. In preparation, we shared with the home a poster, announcing the E&V, to display in communal areas and copies of questionnaires explaining the purpose of the E&V in further detail.

During this visit, five E&V ARs were present.

Entry and General Accessibility

Notes

The care home is a two-storey building, divided into four wings: Magnolia, Freesia, Poppy and Primrose. Each wing has its own lounge, dining area, accessible bathrooms, nursing office and kitchenette.

During the visit, we observed a well-kept outdoor space, with approximately 11 parking spaces designated for staff and visitors and a dedicated parking spot for an emergency ambulance. We also observed emergency exit signs and a muster point (a designated place where all employees, residents and visitors can assemble in case of an emergency).

Willett House benefits from a sensory garden which features raised flower beds, painted trellises, night-time lights, and comfortable benches. This is thanks to local companies who have volunteered their time to develop this communal space.

During the tour, we observed the activity coordinator putting together decorations for the next day's BBQ party. The theme of the party revolved around diversity.

What has worked well?

- Located in a quiet, residential area
- Close to public transport
- Sensory garden
- Ample parking space with a designated emergency ambulance space
- Wheelchair friendly
- Hand sanitisers available at the entrance
- Digital sign-in book
- Lift available
- Complaint forms and leaflets to review Willett House on Carehome.co.uk are available and clearly visible for people to take copies
- A whiteboard with nurses' names, and the healthcare assistant (HCA) in charge on that day, in the corridor
- Display of a Platinum award for "Best in End-of-Life Care", 2022.

What could be improved?

- The automatic door required fixing but we were told assistance had already been requested.

General Environment

Notes

The home is welcoming, colourful, and appeared clean.

Individual rooms are a reasonable size They have no en-suite facilities, but each has a hand wash basin.

We observed some dementia friendly decor choices, such as contrasting wall and floor colours. Each wing in the building has its own colour scheme.

What has worked well?

- Bright and simple decor
- Clean and personalised rooms
- Photographs of some residents' activities
- Residents' artwork displayed on the walls
- Bedrooms and corridors with contrasting colours between doors, floors, and walls
- Dementia friendly menu on display
- Air conditioning unit in the lounge.

What could be improved?

- Some light switches and handrails in the bathrooms do not contrast with the walls.

Safety, COVID-19 and visiting

Notes

Family members were satisfied with the Covid-19 precautions and arrangements. Staff reported that there have been sufficient infection prevention measures and that they always used PPE.

One of the staff shared with us that during lockdown residents were well informed about the changes being made and were able to communicate with their families via Zoom.

At the time of our visit, there were no visiting restrictions. Visitors are welcomed from 09:00 – 19:00 although there are protected mealtimes to allow residents to

have their meals without distractions or interruptions - unless relatives arrange to share a mealtime with them.

What has worked well?

- Posters detailing how to reduce the risk of COVID-19 infection and stop its spread
- Hand sanitiser throughout the home
- Fire safety equipment available
- Fire alarm zone plan displayed
- Clear fire exit signs
- Some doors include keypad locks to prevent residents from entering potentially hazardous areas
- Lifts - key code operated
- All staff wear identification (ID) badges
- All staff were offered COVID-19 vaccinations.

What could be improved?

- We found no potential areas for improvement.

Activities and Personal Involvement

Notes

During the visit, we observed a number of residents sitting in the lounge watching TV or listening to classical music. We also observed a staff member engaging one-to-one with a resident, doing seated exercises with an air ball, and a hairdresser cutting another resident's hair.

Before COVID-19, residents used to do outdoor activities, and visit places like Brighton or Bluewater. We have been told by the activity coordinator that some agencies have stopped offering services since the pandemic due to a lack of funding.

Every year, the care home hosts two BBQs, one for the staff and one for relatives and residents. We observed the activity coordinator decorating the garden for the BBQ taking place the next day. The planned theme was diversity, with food from India, the Caribbean and Africa, and staff wearing traditional clothing.

In December, the home holds a competition for the best Christmas decorations displayed across the four wings.

Willett House receives help from a local church whose members come to do activities and talk with the residents.

The activity coordinator helps residents to engage in activities e.g. they bring fresh flowers and ask if they remember the names or colours and if they enjoyed gardening in the past. For residents who cannot communicate verbally, the activity coordinator uses pictures she prints and laminates.

According to the activity coordinator, there are no issues with funding nor a limit on spending for the activity. However, agency visits that used to provide extra entertainment, such as pet therapy, have dropped significantly since the pandemic. It has been more difficult to find a good pet therapy provider. However, they have now found one, who is licensed, and hope to work with them on a regular basis.

We were told that if a resident used to have a pet, the home allows family members to bring the pet in to visit the resident. They advise family to bring one pet at a time and spend the time in the resident's room where they must keep full control of the pet. This kind of visit can be therapeutic.

Activities take place every day in the morning and afternoon and include:

- Smoothie making
- Sensory games
- Manicure and pedicure
- Reminiscing: listening and singing along with 40s, 50s or 60s music
- Tin Can alley game
- Gentle chair exercises
- Music therapy
- Movie nights
- Baking
- Colouring
- Pastoral service.

What has worked well?

- Person-centred activities
- Evidence of artwork on the walls of the home.

What could be improved?

- Resuming outdoor activities, trips and pet therapy.

Notes

The home offers a spring-summer menu from April to September and an autumn-winter menu from October to March.

Breakfast is served from 08:30 to 09:30, lunch 12:30 to 13:30, and dinner 17:00 – 18:00. All mealtimes are protected.

Meals are planned weekly. Residents can choose between a hot or cold meal and have many options such as pasties, sausage rolls and sandwiches. The chef can customise dishes if requested in advance.

An example of menu choices on offer during the E&V visit:

- Lamb stew with butterbeans
- Poached salmon with watercress sauce
- Steamed gammon steak with pineapple
- Chicken in a lemon and herb sauce
- Roast chicken with sage and onion stuffing
- Mushroom ravioli with cream sauce
- Assorted sandwiches
- Mushroom soup
- Vanilla sponge with custard
- Mandarin cheesecake with cream
- Rice pudding
- Semolina.

All meals are cooked on the premises.

What has worked well?

- A large variety of meal options for residents
- Residents supported during mealtimes
- A daily menu is well displayed on the wall
- They also have a dementia friendly menu in a folder with large font and photographs of each dish available.

What could be improved?

- We found no potential areas for improvement.

Feedback and Complaints

Notes

The manager has regular meetings with relatives to discuss any concerns and provide feedback. The home also organises occasional online meetings and has a newsletter to update friends and family about activities and events.

Staff hold monthly meetings with the manager to discuss any concerns and are free to speak to the manager whenever they feel it necessary.

What has worked well?

- Complaint forms and leaflets are made available, and a review can be left on carehome.co.uk
- We were told that communication is good between family members and management
- The manager has an open-door policy.

What could be improved?

- We found no potential areas for improvement.

4. Residents' and Families' Feedback

We received feedback from 14 family members and 17 residents. We asked questions related to mealtimes, emergency arrangements, access to healthcare, social life and communication. Some residents were unable to answer some of the questions fully due to their cognitive impairment.

Overall, residents and family members were very satisfied with the care provided and families believe they have good levels of communication with staff.

Diet

All family members who responded to our questionnaire were happy with the meals provided by the care home. They are confident that their relatives have enough food and liquids and support with feeding.

Residents to whom we spoke said that they are happy with the meals provided.

Safety and security

In terms of safety, all family members are confident that Willett House is a safe place; most of them are aware of the evacuation plans and other emergency arrangements.

Overall care

Residents expressed a high level of satisfaction with the treatment they receive at Willett House. They receive a high quality of care and are being treated with dignity and respect.

Other services

Family members expressed their satisfaction with the level of personal care provided to residents. They have no concerns about their relatives' access to community health services, such as a doctor or dentist.

One person reported that they had requested chiropody services for their family member, but they had yet to receive the required treatment. This same participant expressed satisfaction with the overall service provided.

COVID-19 infection prevention measures

All family members we spoke with said that they are satisfied with the infection prevention measures in the home.

Activities and Personal Involvement

Families and residents said they are satisfied with the programme of activities available at the home.

Family and Friends' Selected Comments

"Yes, they listen. And they do provide as best as possible whatever we ask."

"Always been totally happy and satisfied with the care. And communication given by staff. A great team."

"He's happy here and he is well looked after."

Residents' Selected Comments

"I feel they offer the highest standards of care. And we are treated with dignity and respect."

"I feel good. Everyone is careful in their job and giving person centred care to residents."

"The food and staff are nice. It is easy for my family to visit me."

"I am bed ridden but staff try their best to make me feel comfortable."

5. Staff & Management Feedback

We received feedback from 23 staff members, including kitchen personnel. During our observation, we noted that the entire staff was actively involved in interacting with the residents.

Staffing

Notes

Some of the staff have been working in the care home for over 20 years.

Mission Care organises training for new staff and training updates for all staff. Everyone must complete their mandatory training before they can work in the home.

Most staff who were asked about their interest in additional training opportunities expressed none. One shared with us that they would like advanced first aid training.

There are four kitchen staff: two chefs and two kitchen assistants who work in rotation, four days on and three days off and with an average of 10.5 hours per day for the chef, starting at 07:00 and taking a one-hour break; kitchen assistants start at 10:00 and finish around 18:30.

The chef has been working for Willett House for over 10 years, starting as a kitchen assistant and promoted to chef a year later. According to the chef, one of the

benefits of working at Willett House is the ability to care for people, while pursuing their passion for cooking and working with a supportive team.

The chef can adapt meals on request to satisfy residents' needs e.g. buying a different cereal brand for a particular resident and swapping mashed potato with rice for another. They can provide more varied meals too for both cultural and choice reasons, for example halal food was provided for a Muslim resident that previously lived at the home.

Overall, the chef expressed satisfaction with their current working environment – but noted that adding new cooking equipment and recruiting additional kitchen staff would speed up the work.

What has worked well?

- Good staff retention
- All staff are confident that residents are treated with dignity and respect
- All staff who gave us feedback said they are aware of how to raise a safeguarding issue
- All staff have been offered a COVID-19 vaccination
- Staff are pleased with the provision of PPE and arrangements made to protect them from COVID-19.

What could be improved?

- One staff member said they would like further training
- Adding an additional staff member in the kitchen to support the chef
- One staff member said they would like to see more trips for residents to be organised
- New kitchen equipment.

Selected Comments from Staff

"I had lots of training, like how to raise a safeguarding issue."

"Sometimes we do meetings with other carers from different homes at Bromley Civic Centre. They are a great opportunity for networking, learning and sharing ideas."

"Every morning I visit residents in their room to check how they are doing and to let them know where the activities will take place. So far, I have had good feedback in terms of the activities."

"When I started working here, I created a folder for residents to learn about their hobbies, likes and dislikes."

"Good teamwork, lots of permanent staff that work well. There is a sense of belonging here."

"Sometimes I wish there were enough staff to do one-to-one."

"I would like more trips for the residents...some people have the good fortune to have family visiting every day, but others not."

"It would be nice to have some new equipment in the kitchen and an additional assistant."

"The only challenge I have is when family members request us to take each resident to a specific place. Unfortunately, I cannot accommodate this type of request – it requires a significant amount of work, such as evaluating a parking area and wheelchair accessibility."

Management

IT systems and patient records

Willett House use a company called Dataquest to manage their IT system in general. For patients' records, they have Care Vision software. Management and staff use PC monitors, laptops and Care Vision mobile handsets to document patients or residents' activity. All staff are trained about the GDPR, Government information, and confidentiality.

With their consent, the manager told us that staff can email family members (next of kin, lasting power of attorney (LPA), Court of protection Deputyship and nominated relatives) using Mission Care email addresses which are secure.

When it comes to the clinical team, they use nhs.net email addresses to share information securely with the local support services, for example the GP, Social Services, St Christopher's Hospice, Hospitals, and Healthcare Community Teams.

Diet

During the initial assessment, the care home identifies the resident's eating and drinking needs and adds them to their care plan - reviewed throughout the resident's stay at Willett House.

If circumstances change, and the resident needs a healthcare professional such as a speech and language therapist (SLT) or a nutrition nurse, the care home will refer the resident to the appropriate specialist for support.

Residents are offered a variety of fluids and different types of beverages. These range from water, squash, homemade fortified milkshake, juice, soda, ice cream, yoghurt, tea, coffee and hot chocolate.

All fluids taken by residents are documented to ensure that their daily fluid target has been met. If the resident tends not to meet their target, the home will make changes to prompt the resident to take enough fluid.

All residents are offered a choice from their daily meal menu. There are alternative food choices if the resident changes their mind about their original selection, e.g. snack, jacket potato, or omelette.

Residents can choose to eat in the communal areas or in their rooms if they prefer.

Safety and Security

The home requires all visitors and staff to sign in and out at reception and there is an electronic device for this purpose. All staff have ID badges showing their names and designations – some also have their photos displayed.

Staff are aware of the evacuation plan and will support visitors and residents when necessary.

All staff have safeguarding training and can raise a concern with the manager. Residents know how to raise an issue with staff and family members can get in touch with management if they are concerned about the safety of their-relatives.

Engagement and Inclusion

Where the residents lack capacity, the home collects information from their families.

The home encourages residents to participate in activities. Some residents enjoy singing, others like knitting or watching TV and will ask for help if needed.

All current residents are fluent in English. If there was a demand for a different language the home can provide assistance; staff speak a range of different languages and would help.

Community Services

Willett House works with the Bromleag Care Practice's GP team and appreciates their support in treating their residents and in referring them to other health professionals in the community with Bromley Healthcare or to hospital Outpatient departments. The home also has regular visits from the domiciliary dentist, optician, and pharmacist.

All staff are trained to give excellent personal care. The home has arrangements with a local podiatrist and a hairdresser who offer their services to all residents.

Staff

All new staff are inducted for at least two weeks before they can work on their own and have to complete all mandatory training. They are monitored for 12 weeks before their work contract is agreed. During these 12 weeks, staff have meetings with their assigned senior supervisors to support them during this period of settling.

The management is satisfied with the level of permanent staff and encourages some of the agency staff to apply for permanent positions.

What has worked well?

- Evidence that services have been tailored to meet most residents' dietary needs
- Good communication with staff, residents and family members.

What could be improved?

- We found no potential areas for improvement.

6. Recommendations

Healthwatch Bromley would like to thank Willett House for their support in arranging our E&V visit. Based on the analysis of all feedback obtained, we would like to make the following recommendations.

6.1 General Environment

6.1.1. Some of the light switches and handrails in the bathrooms were observed not to be contrasting with the walls.

We advise the management to consider installing a different colour for handrails and light switches, when possible, to create contrast and help residents with visual impairment.

6.2 Staffing

6.2.1. One staff member said they would like to receive further training.

We advise the management team to assess their current training programme, identify whether there is opportunity for staff to do refresher courses and further develop their skill set.

6.2.2 New kitchen equipment.

It is recommended that the management undertake an evaluation of the existing kitchen equipment.

6.2.2 Adding an additional staff member in the kitchen to alleviate chef pressure.

We recommend the manager considers hiring additional kitchen staff to better support the chef.

6.3 Family

6.3.1. Only one person reported that they had requested chiropody services for their family member, but that they have yet to receive the required treatment.

We recommend that the manager follows up on this concern and provides the family with an update regarding chiropody visiting hours.

6.4 Activities

6.4.1. Whilst we received positive feedback about the activities co-ordinated in the home, one staff member said they would like to see more trips for residents to be organised.

We suggest the care home to regularly conduct surveys to gather feedback from residents, families and visitors and work together to design an inclusive and tailored activities programme.

7. Glossary of Terms

AP	Assistant Practitioner
AR	Authorised Representative
CHS	Care Home Selection
CQC	Care Quality Commission
E&V	Enter and View
HCA	Healthcare Assistant
LBB	London Borough of Bromley
LPA	Lasting Power of Attorney
MCI	Mild Cognitive Impairment
MDT	Multidisciplinary Team
NHS CHC	NHS Continuing Healthcare
PPE	Personal Protective Equipment
SEL ICB	South East London Integrated Care Board
SLT	Speech and Language Therapist

8. Distribution and Comment

This report is available to the public and is shared with our statutory and community partners. Accessible formats are available.

If you have any comments on this report or wish to share your views and experiences, please contact us.

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healthwatch
Bromley

Healthwatch was established in 2013 in accordance with the Health and Social Care Act 2012.

Within this legislation [Arrangements to be made by relevant bodies in respect of local Healthwatch Organisations Directions 2013] Healthwatch has a right to a reply within 20 working days to Reports and Recommendations submitted by Local Healthwatch to a service provider.

Report & Recommendation Response Form

Report sent to	Charlotte Bradford
Date sent	29.09.2023
Report title	Response to recommendations

Response

(If there is a nil response please provide an explanation for this within the statutory 20 days)

Date of response provided	
Please outline your general response to the report including <u>what you are currently doing to address</u> some of the issues identified.	<p>In response to the recommendations outlined by the Bromley Healthwatch team, Willett House is already displaying the contrast of colours within all the corridors, in all the four wings. The wall's colours are different from all the doors colours. Each wing uses specific colours. The handrails are all in a contrasting colour to the walls and the doors. The flooring shade is in contrast with the walls, the doors and the handrails.</p> <p>In terms of facilitating trainings, all staff have a yearly appraisal meeting with their supervisors where they are asked to express the plans for their continuing career development. This is also discussed during the 1:1 supervision meeting with the staff. Mission Care is always in support of the staff development.</p> <p>Regarding the kitchen equipment, there are plans for Willett House to be re-developed into a much bigger nursing home with more than current facilities. The new kitchen will have all branded new equipment. All the current equipment although showing the age is still working perfectly and is being serviced accordingly. As for the small appliances, the catering manager always keeps spare ones available to replace the ones that might not suddenly work so that the service is not interrupted. The two chefs and their kitchen assistant work on a 4 four days shift rotation. The kitchen assistants have been asked to start an hour earlier than the chef which is now making a big difference.</p> <p>Willett House has a Sundries form that is given to the family of the resident within the contract pack. On the Sundries form, the family is asked to tick if they would like their loved ones to be</p>

attended by the regular chiropodist who comes every six to eight weeks to cut and trim the toenails. If this service is urgently required, Willett House contacts the chiropodist who never hesitates to offer his services to our residents.

With regards to the activities being run by Willett House, the current schedule has reimplemented all various activities with the aim to stimulate our residents who are living with dementia.

Please outline what **actions** and/or improvements you will undertake **as a result of the report's findings and recommendations**. If not applicable, please state this and provide a brief explanation of the reasons.

Recommendation 1

6.1.1-The management has considered applying the Healthwatch recommendation 1 of showing the contrast between the handrails colour and the toilet seats as well as the contrast between the walls and the light switches.

Recommendation 2

6.2.1- Mission Care has implemented a department for Education and Development. Staff are encouraged to express their ambitions in developing their career which is supported by Willett House.

All the staff have been made aware of this.

As example, there a displayed notice in the staff room for who ever is interested in enrolling for a diploma to express their interest.

Recommendation 3

6.2.2- There are plans for the whole home to be rebuild in the near future. The whole kitchen will be refurbished with branded new equipment. In the meantime, small kitchen appliances are being replaced when needed. The catering manager always keeps spare small appliances in stock.

-The chef always works with a kitchen assistant. Mission Care has considered this recommendation and has already implemented for all the kitchen assistants across Mission Care to start their duties an hour earlier to support the chef.

Recommendation 4

6.3.1-The chiropodist visits every 6 to 8 weeks on a regular basis. With the new resident who urgently needs the chiropodist, Willett House emails the chiropodist and requests for an urgent visit which is always accommodated. This resident was already allocated for the podiatrist visit, the relative was updated.

Recommendation 5

6.4.1- Due to Covid-19, the trips were withheld. Since this Summer, Willett House has resumed organising resident's trips. The last one was on 18th of August 2023 to the Eagle Heights

	Wildlife. Willett House has booked for many more trips for the residents on our schedule.
Signed	gktshibala
Name	Gitta Tshibala
Position	Home Manager