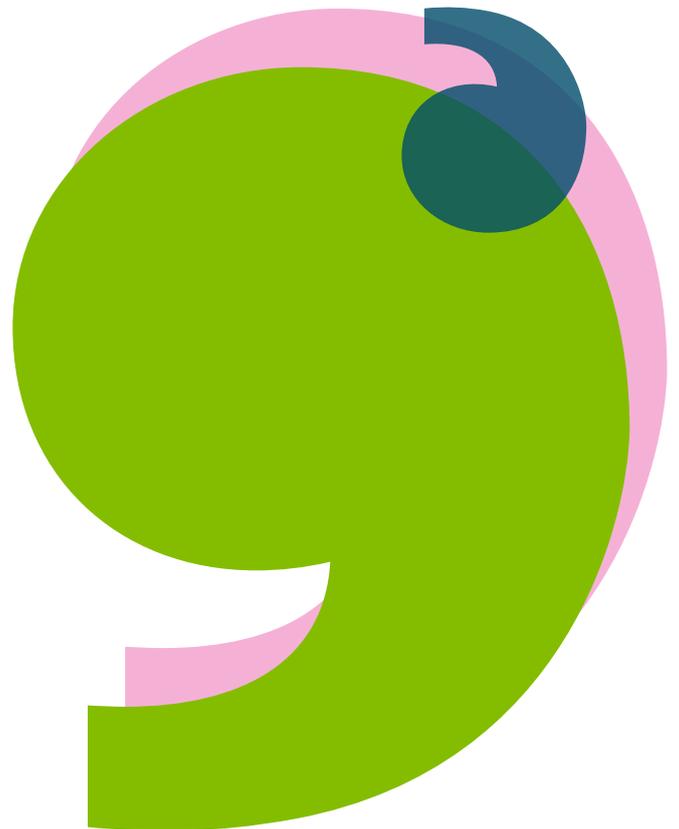


**ENTER AND VIEW REPORT:
MAITLAND PARK CARE HOME**



Details of visit:

Service address	Maitland Park Care Home Maitland Park Road, Maitland Villas, London, NW3 2DU
Service provider	Shaw Healthcare (Group) Limited and Camden Local Authority.
Date and time	Sunday 16 October 2 - 4pm.
Authorised representatives	Victoria Armitage (Healthwatch Camden staff), Charlotte Adams (volunteer), Joyce Amoateng (volunteer).
Contact details	020 7424 6700
Service provided	60 bed nursing / residential home for frail elderly residents and with dementia. Block council contract for all 60 beds.

1 Purpose of visit

Our visit to Maitland Park was conducted as part of a series of pre-arranged visits to residential care homes across Camden.

National charity, Independent Age, have been carrying out research looking at the things that older people and their families want to know when choosing a care home, as well as consulting care experts for their views on what are the most useful indicators of quality. They have developed a set of [10 Quality Indicators for care homes](#).

Independent Age intend to use these Quality Indicators to call for better reporting of key data by care homes. This will help older people and families make more informed decisions, while also helping the Care Quality Commission (CQC), local authorities and Clinical Commissioning Groups (CCGs) to build up a comprehensive picture of quality in care homes - something that is currently difficult to do.

We used these Quality Indicators to talk to staff, residents and family members in each of the older people's residential care homes in Camden to see how they met the 10 Quality Indicators and to test how easy it was to gather the relevant information during our visits.

We have created a report of each care home. Through this work we aim to:

- **Provide a different type of information**, based on personal testimony, to help fill the gaps in what people can find out from the Care Quality Commission, the local authority and the care homes themselves.
- **Seek out and share best practice** and provide feedback to care home providers based on our observations.
- **Test both the content and practical application of the Independent Age 10 Quality Indicators** with a view to refining them for future wider use

2 Key findings

- Maitland Park has a Registered Manager in place. We heard that the manager is on site very regularly and provides support with the daily running of the home.
- We heard some concerns that the workforce is not as stable as it could be and mixed reports about the level of skills that staff have, with some staff members being praised and others being criticised. We heard that staffing levels are more or less adequate.
- We heard that Maitland Park actively monitors residents and responds to their changing health needs.
- Maitland Park has a varied and full activities programme but we felt that more time and effort could be made to ensure that all residents are encouraged to take part in the activities and that the home proactively works to tailor activities to residents' specific interests. We would like to see each resident have an activities care plan.
- We heard some mixed reports about the ability of residents and family members to become involved in the way the home is run. Maitland Park holds residents' and relatives' meetings but we heard that some family members had become discouraged with the system or had little faith that their suggestions would be taken well by some staff. We would like to see a more proactive approach to gathering residents' and relatives' views about the way the home is run and in feeding back how suggestions have been acted on - or why no action was possible. This approach could include a range of methods to gather feedback such as, meetings, 1:1s, comments boxes and resident or family committees along with a robust feedback mechanism.
- We understand that Maitland Park has good links with local community groups.
- We heard that Maitland Park residents are able to regularly access healthcare services such as GPs, dentists etc.
- We were told that Maitland Park accommodates residents' cultural and lifestyle needs and were given several examples of the home proactively working to do this.

3 Results of visit

Context of the visit

We visited Maitland Park on a Sunday afternoon. We had prearranged the visit with the manager by telephone to coincide with a residents' and relatives' meeting. We also sent a confirmation by post and email. Upon arrival we were told by staff that we were not expected and that the residents' and relatives' meeting had been cancelled. Despite this, staff contacted the manager and were able to accommodate our visit. We didn't see any activities taking place during our visit - though an activity was due to commence at some point in the afternoon. Residents and their family were either in the common rooms or in their personal rooms. Some residents were watching TV while others sat alone or with family members or staff. Chirping caged birds lived on one of the three floors.

A good care home should...

- 1. 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, have experience of working in care homes and qualifications to help them do their job.*

At Maitland Park.....

The **management** told us that the manager is on site five days a week.

Two **staff members** told us that the manager organises classes for staff and helps them to understand the needs of residents. A third staff member mentioned more practical support, like providing equipment to help them care for residents. Staff said the manager was "always around" on weekdays and some weekends and one staff member said the manager works 12 hours a day.

All three **family** members told us that they know who the manager is but two of them commented that as they visited on a weekend they didn't see the manager very often. Two family members said it was "pretty easy" or "very easy" to ask the manager a question. A third said that they had tried to take their friend out on Sunday but weren't able to as the manager wasn't present (they had visited as part of a buddy scheme).

Two **residents** told us that they know the manager and see her in the home, with one person saying that they see her "a lot". A third resident said that they don't know who the manager is and didn't see her around the home.

Does Maitland Park meet Independent Age's indicator?



Yes, fully. Staff told us that the manager is supportive and frequently on site, though some examples of the support provided were of a practical nature rather than providing leadership. Family members agreed that the manager is easy to find.

- 2. 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.*

At Maitland Park.....

Management told us that about half of the total number of staff had left their roles in the previous year, but that some of those had moved onto different contracts. Records showed that 44 staff had left within the previous year. In total the home has 82 staff members.

Staff agreed that the workforce is stable, though one staff member said there are new staff members as well as longer term staff. Staff we spoke to had been in post for six months, ten months and 17 months.

One family member said that staff turnover is low while another commented that they knew some of the staff. A third family member said that staff turnover is high and staff had completely changed in the 18 months since their relative had moved in.

Four residents told us that they see the same staff around the home and know them, with a fifth resident saying that they recognise the staff but that staff change often. Two further residents said that they didn't know the staff with one saying they couldn't recollect them. The other resident said that they did not know the staff: the resident did appear to know the staff member who introduced them.

Does Maitland Park meet Independent Age's indicator?



Not clear. Some people we spoke to said that staff turnover is not excessively high, but some other comments as well as figures provided by management suggest that stability could be an issue.

3. **With the skills to do their jobs.** *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.*

At Maitland Park.....

The management told us that all new staff receive a four day induction including manual handling, dementia care, pressure care and catheter handling.

One **staff** member commented that they had had a lot of training. All three staff members mentioned trainings including: dementia skills, manual handling, safe guarding and health and safety.

One **family** member told us that the regular staff have good skills but that agency staff had bad skills, although agency staff are now employed less frequently by the home. Another family member told us that some staff were “in the right career” and were “very nice, and nice to residents”. However, they noted that other staff members can be impatient and “shouldn’t be here” saying that their relative had complained that staff told them what to do too much and had given an example of having been told to go to their room once while walking in the corridor which had made them nervous to wander about. A third family member told us that they thought the staff had the right skills “on the whole” and they hadn’t seen anything to make them think otherwise.

Two **residents** agreed that the staff know how to care for people in the home, with one resident saying that staff are “very good”. A third resident said that staff are able to help but may be “rough when helping” though they “help with feeding and immediate needs”.

Does Maitland Park meet Independent Age’s indicator?



Yes, partly. Staff told us that they have a lot of training, however, some family members and residents commented negatively about the skills and training of some staff members.

4. **Have 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.*

At Maitland Park.....

Management were not able to provide the resident to staff ratio due to the Registered Manager being absent when we visited.

Two **staff** members told us that the staff to resident ratio is between 1:4 and 1:6. A third staff member told us that the ratio can be as high as 1:2 or 1:4. (ratios have been rounded).

One staff member told us that staffing numbers are the same at night and another said that they didn't know the situation at night.

Two **family** members said that they thought there weren't always enough staff on duty, for example if there was a problem or at mealtimes. A third family member said that they thought that staff numbers were "just about right" but they might benefit from having with one more staff member.

Two **residents** said that staff come quickly if they need help, with one resident commenting that staff are "wonderful". A third said that staff do come quickly but that at night "you don't make any requests. Staff are often busy". One resident said that "sometimes they don't come quickly"; however, our volunteer was not sure that the resident had understood the question. Another resident said that they never need help from staff.

Does Maitland Park meet Independent Age's indicator?



Yes, but... Everyone we spoke to agreed that Maitland Park has roughly enough staff but may be short staffed at times.

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.*

At Maitland Park.....

Management told us that they have regular multi-disciplinary meetings to assess residents' needs and contact external services where necessary.

Two **staff** members told us that they write down any changes in residents' needs in the care plan which the team leader reviews. A third staff member said that assessments are in place and that they listen to residents' needs and requests.

One **family** member said they thought that staff would notice changes in their relatives' condition - though it might take a little time due to other commitments. A second family member said that staff had noticed and responded when their relative had wanted to have more exercise and had purchased them a modified exercise bike. A third relative said the home was responsive and good at contacting relatives.

One **resident** said that staff would come and ask them if they were ok and that they talk to you "like people". Another resident said that they didn't require any help from staff.

Does Maitland Park meet Independent Age's indicator?



Yes, fully. Everyone we spoke to agreed that Maitland Park actively monitors residents and responds to change.

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.*

At Maitland Park.....

Management told us that there are residents' and relatives' meetings and that family come and help out with activities and fundraising. The **management** told us that the coffee area is designed to have a community feel. We were told that the home also has some links with Alzheimer's UK and has some church services.

Two staff members told us that there are activities for residents and that is how they create a sense of community and that relatives can get involved in the trips if they wish to. Two staff members gave examples of how relatives had made changes: a family member had made a request that her relative was able to carry around dolls which was granted; relatives suggested an activity for residents which was carried out. The suggested activity was not specified. One staff member mentioned the residents' and relatives' meetings and said the next one was due in a month. The third staff member said they were "not sure" if residents and family could get involved; they couldn't provide an example of when a resident or relative had made a suggestion that the home had acted on, and they weren't sure how the home tried to create a sense of community. All three staff members told us about local organisations that come in, including children who come in to sing and a flautist - as well as mentioning other paid-for services such as a hairdresser and an activities coordinator.

One **family** member said that they are not able to get involved in the way the home is run. They told us the home holds quarterly relatives' meetings but the actions from the last meeting had not been met. They told us that their efforts are "rebuffed". They told us that they had worked with the manager to try and get new toys but nothing had come of it. A second relative said that they didn't get involved and only spoke to the care staff not the management; they thought there would be scope to get involved, though they felt that residents "just go along"

with whatever happens. A third family member said they were not sure how they and their relative could get involved in the running of the home but they thought they were happy with it as it is. Two family members couldn't provide examples residents or family influencing the service but a third said they had persuaded the home to use the garden for more activities like gardening and hosting the fair.

Two family members also told us that the home works to create a sense of community through group activities and eating together and through annual events. One family member told us that The Alzheimer's Society visit and some dogs are brought in as well as paid services such as the hairdresser and piano player. Two family members mentioned that some residents are taken to church.

Two residents said that they are happy with everything as it is but felt that they could make suggestions if they wanted to and that staff members ask them for their opinions. The same residents said they felt like the Maitland Park was their home and that they saw visitors from the community, the Mayor and the vicar being two examples. Two more residents said that they didn't have any suggestions to make: though our volunteer was not sure that one of those residents had understood the question. A fifth resident complained that "nothing happens" and said that people always ask them the same questions but that nothing changes as a result. They suggested they would like the home to have a sports coach. The resident seemed to be quite agitated at the time of the conversation.

Does Maitland Park meet Independent Age's indicator?



Not clear. Maitland Park holds residents' and relatives' meetings but some concerns were raised that the meetings don't produce any change; the meeting planned for the day we visited was cancelled. It appears that family members have some say in the activities which take place. Maitland Park has some links with local community groups. There was little sense of a proactive system to gather residents' and relatives' views about the running of the home and to act on them.

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.*

At Maitland Park.....

The **management** told us that the home has daily activities, including music, dancing and gardening. The management told us that the residents can discuss the activities in the residents' and relatives' meetings and that the activities' coordinator takes suggestions on board. The management told us that there are group activities and also 1:1 activities.

One **staff** member told us that there are activities every day and all staff mentioned various activities including dance, bingo, film, nail painting, hairdressing, gardening and bingo. One staff member told us that where residents have capacity to then they can suggest activities. Two staff members told us that they provide encouragement and extra support for people to get involved in activities if they need extra support or are shy, with one staff member adding that they don't force people to take part. A third staff member explained that even if residents don't actively get involved they can still be included, for example by watching the staff get involved and start dancing, "the residents have fun".

Family members agreed that the home had a range of daily activities including music, film, painting, singing and bingo. One family member commented that when they first arrived to the home, their relative had stayed in their room a lot and not taken part in the activities but they had spoken to staff and asked them to give their relative more encouragement which they had done. Another family member said that the "they don't take people down to the activities downstairs". One family member said that they didn't think residents really had capacity to pick which activities took place; another said they thought residents didn't have a say in which activities take place but that they weren't forced to take part. A third family member said they didn't think residents got a say in the activities.

Three **residents** mentioned activities they enjoyed including: watching TV, quizzes, bingo, karaoke and dancing as well as talking to other residents. One of

those residents also mentioned that Maitland Park sometimes holds a dance in the hall and another resident said that they had done some art a while ago but would like to be pushed outside in their wheelchair. A fourth resident said that they watched TV and didn't want to do anything else, while a fifth said they enjoyed being pushed in their wheelchair around the corner outside.

A sixth resident said that they didn't have any hobbies but had been on some day trips. A seventh resident said that "nothing ever happens" and that they didn't know anyone and hadn't made any friends: the resident seemed quite agitated during the conversation.

Does Maitland Park meet Independent Age's indicator?



Yes, partly. We were told that Maitland Park has a varied programme of daily activities. However, some concerns were raised from family that residents might not be supported or encouraged to attend these activities. The extent to which residents' specific interests are catered to was not clear.

- 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?*

At Maitland Park.....

The **management** told us that there are weekly GP visits, and that the optician also visits regularly.

Two **staff** members told us that the GP comes in every week and one staff member said the dentist also comes in every week and the community nurse comes in regularly. A third staff member said the home takes people out to healthcare appointments.

One **family** member told us that the GP comes in weekly, the nurse comes in regularly and that the home can arrange medical appointments quickly. A second family member said they didn't know if their relative regularly sees a GP and a third family member said that they think their relative does see health professionals regularly and that the home takes their relative out to medical appointments but thought that the home struggles to do so.

One **resident** told us that they see the GP every week but see the dentist infrequently as they have dentures. Another resident told us that they had dental and optical appointments coming up but that they only see the GP if they need to. A third resident said that they do not need to see a GP or a dentist.

Does Maitland Park meet Independent Age's indicator?



Yes, fully. Everyone we spoke to said that residents have regular access to GP and dental services.

9. **Accommodate your cultural and lifestyle needs.** *Care homes should be set up to meet your cultural and lifestyle needs as well as your 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.*

At Maitland Park.....

The **management** told us that the home respects people’s cultural and language needs and accommodates them as much as possible.

One **staff** member told us that the team leaders speak second languages. Two staff mentioned religious services and two staff members said the home caters for vegetarians.

One **family** member told us that residents can request a full cooked breakfast and that relatives can bring wine in. A second family member told us that the home “are quite good” at catering for cultural needs and had heard the home playing music from their relative’s cultural background, cooking their relative a special meal and taking their relative to church on Sundays.

One **resident** told us that they thought the home would accommodate any cultural or lifestyle needs if required.

Does Maitland Park meet Independent Age’s indicator?



Yes, fully. Everyone we spoke to agreed that Maitland Park accommodates lifestyle and cultural needs.

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.*

At Maitland Park.....

The **management** told us that they would “take on board” any suggestions and look to implement them, within financial constraints, if the suggestion was beneficial to residents. The management told us that there is a complaints policy which is displayed around the home and that staff would write down a complaint to pass to the manager to investigate. The management told us that they were not sure how the Registered Manager allows for potential residents and their family to visit the home.

Staff told us that they would tell their line managers about suggestions or complaints from residents or relatives. Two staff members were not sure if potential residents and their relatives could visit the home before they moved in and a third said that they could.

One **family** member said that they thought some staff would listen to suggestions but others not; however they felt that if they made a complaint then it would be looked into and they had previously raised a concern about the threatening behaviour of another resident which was dealt with. A second family member said that it would not be easy to change the direct management of the home if they had a suggestion of how to do so - but that they had no cause for concern. They also said that as they are a friend of the resident and not a relative they didn't know how they would be supported to make a complaint but that they could go and talk to the manager. They added that the manager had not been helpful at first in explaining their role but now was. A third family member said that they thought staff would pass on suggestions to the manager for consideration. They told us that they would probably go to an external charity for help with a complaint if they needed to. They added that they had had a concern about an incident with a friend of their relative but hadn't felt confident to tell staff.

Two family members said they hadn't visited the home before their relative moved in due to time constraints with the move but had had a review meeting after a few months. A third said the question wasn't relevant to them as a friend of the resident.

Three residents told us that they couldn't think of any suggestions to improve the home, with one saying that "it's alright", a second saying that they "can't find fault" and a third saying that they "love it here".

A fourth resident said that "everything is okay" but that staff were "moody" and they wanted them to "change". A fifth resident said that they found the other residents to be too noisy.

Does Maitland Park meet Independent Age's indicator?



Not clear. The management told us that the home listens to feedback but we received mixed comments from family about whether the home would welcome feedback or not. We found little evidence of a proactive system to gather the views of residents and relatives and act on them.

4 Service provider response

Healthwatch Camden recommendation:

Maitland Park has a varied and full activities programme but we felt that more time and effort could be made to ensure that all residents are encouraged to take part in the activities and that the home proactively works to tailor activities to residents' specific interests. We would like to see each resident have an activities care plan.

Maitland Park said:

Maitland Park acknowledges that more could have been done to provide variety activity to all residents. A new care plan that just been introduced will put a bigger emphasis on resident activity and how to engage residents. The care home slowly replace the old care plan with the new once.

Currently one of activity coordinator is off sick but will back to work this week (20/12/2016). The manager will work with both activity coordinators to improve quality of activity provided to all residents.

Healthwatch Camden recommendation:

We would like to see a more proactive approach to gathering residents' and relatives' views about the way the home is run and in feeding back how suggestions have been acted on - or why no action was possible. This approach could include a range of methods to gather feedback such as, meetings, 1:1s, comments boxes and resident or family committees along with a robust feedback mechanism.

Maitland Park said:

Maitland Park acknowledges that more could have been done to allow family, visitors and resident to provide valued feedback. The manager will introduce a feedback and comments book for Maitland Park visitors and family as a tool to inform management of feedback. This book will allow visitors and family to feedback at any time. Management will take on board all feedback provided and try to implement changes based on the views provided by family.

Management will introduce more frequent resident and family meetings. The manager will initially sit in all meetings but at a later date will handover this responsibility to the activity coordinator. Management will seek feedback from the activity coordinator to work on action raised by family and resident.

5 Background

5.1 What is enter and view?

Part of the local Healthwatch programme is to carry out enter and view visits. 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 improvement. The Health and Social Care Act allows local Healthwatch authorised 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.

5.2 Strategic drivers

As part of our work, we aim to seek out the voices of those people who can be least heard: which includes people living in residential care homes. Many elderly people who are not able to live independently are residents of either nursing homes or residential care homes. In Camden there are currently seven residential care homes for older people. A total of approximately 400 people are resident in these homes. Residents of care homes are, almost by definition, seldom heard with little choice and control. They live in an environment that is often isolated from the wider community and any expression of their needs, wants, preferences and experience is likely to be mediated by a third party - whether care home staff or relatives. Local people have told Healthwatch Camden that they want us to work to ensure that the voices of people in residential care are heard.

5.3 Methodology

Two Healthwatch volunteer authorised representatives and one member of Healthwatch Camden staff spoke to staff, residents and their relatives using a set of pre-prepared questions which follow the theme of the ten Quality Indicators drawn up by Independent Age (see “Purpose of visit”). The questions have been designed to draw out information on the ten topic areas and have been tailored according to the audience. We spoke to seven residents, three staff members and three family members or friends (referred to solely as family above). We were not able to speak to the Registered Manager on the day as she was not present at the visit and was subsequently on leave; however we did speak to the manager of the home from the head office 12 days after the visit who responded on behalf of the Maitland Park manager. Not all individuals were asked or responded to each question. Authorised representatives made notes of their conversation. These notes form the basis of this report.

We agreed the visit with this service in advance and sent posters to be displayed to advertise our visit to residents, their relatives and staff. Authorised representatives wore ID name badges and made sure to gain individuals' agreement before asking the questions and verbally explain the role of Healthwatch Camden and the purpose of the visit. We have discussed our findings with the provider and

they have been given opportunity to add context to what was observed and contributed at the time.

5.4 Acknowledgements

Healthwatch Camden would like to thank the service provider, service users, visitors, staff and volunteers for their contribution to the enter and view programme.

5.5 Disclaimer

Please note that this report relates to findings observed on the specific date set out above. Our report is not a representative portrayal of the experiences of all service users and staff, only an account of what was observed and contributed at the time.