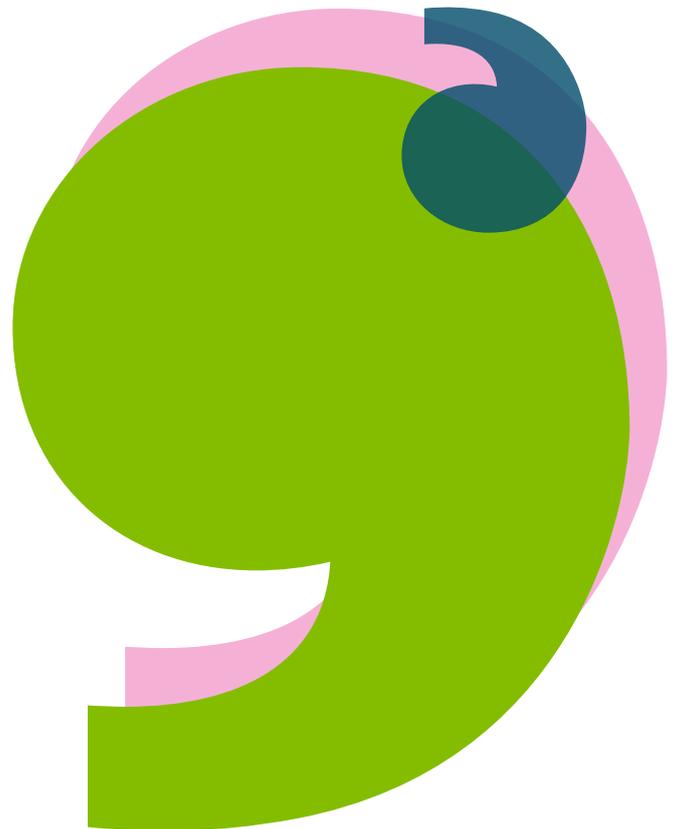


**ENTER AND VIEW REPORT:
WELLESLEY ROAD CARE HOME**



Details of visit:	
Service address	Wellesley Road Care Home 1 Wellesley Road, London, NW5 4PN
Service provider	Shaw Healthcare and Camden local authority
Date and time	Wednesday 2 November 11am - 1pm
Authorised representatives	Victoria Armitage (Healthwatch Camden staff), Anna Wright (Healthwatch Camden staff), Finola Geraghty (volunteer)
Contact details	(020) 7284 4460
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 Wellesley Road 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

- We heard that Wellesley Road has had an interim manager but has now appointed a permanent Registered Manager.
- We understand that the home is aware of and taking steps to remedy some issues with staff retention which we were told were due to a change of management and location of the home.
- We heard that staff skills were good but we also heard some minor concerns about agency staff skills, the use of which may be a by-product of the staff shortages. We heard some concerns that lack of staff time, skill or the organisational culture of the home is preventing staff from providing sufficient personalised care to all residents.
- We understand that Wellesley Road monitors and responds to residents' changing care needs, though not all staff seemed to be aware of the process. We would like to see Wellesley Road ensure that all staff are aware of the procedure to report changes in residents' needs.
- We understand that Wellesley Road has a very varied and full activities programme, which was praised very highly by some residents. However, we had some concerns that residents may not be adequately encouraged or supported to take part in the organised group or personal activities, particularly those with more complex needs. We would like to see each resident have an individual activity care plan. We were not clear the extent to which the home tailors activities to residents' specific interests and would like to see more feedback routes for residents to give their opinions about activities, such as surveys, committees, 1:1's etc.
- We heard that Wellesley Road has systems to engage residents and family in the running of the home such as regular residents' and relatives' meetings and that this has produced some results. However, we heard that the system may not be fully bedded in. We would like to see a more robust framework for updating residents and family members on the progress or otherwise of feedback and suggestions. We would also like to see a more proactive approach to seeking out and acting on feedback from residents

and relatives through a range of methods, such as 1:1s, discussion groups, committees, comments boxes and surveys.

- We heard that Wellesley Road has good links to community groups.
- We heard that residents have regular access to healthcare professionals such as GPs and dentists.
- We were told that Wellesley Road accommodates residents' cultural and lifestyle needs and were given several examples of how this is achieved.

3 Results of visit

Context of the visit

We visited Wellesley Road on a Wednesday over late morning and lunch time by prearrangement with the manager. Some senior members of staff from the care home provider were also present. Some residents were just finishing a religious service in one of the common rooms, while other residents were in their bedrooms or seated in various common areas. We were told that some residents had gone to a singing session in a community venue.

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 Wellesley Road.....

The **manager** told us that she had started working at the home on an interim basis only a few months ago and had recently been appointed on a permanent basis. The manager told us that she is on site five days a week.

Two **staff** members told us about monthly staff meetings and that the manager has told staff to come and see her anytime with any problems and that the manager provides training. A third staff member said the manager provides “good support” and that they have “no complaints”. All staff members agreed that the manager is on site “every day” or “five days a week” and one staff member said that they see the manager about two to three times during a three day shift. Another staff member commented that the manager “knows all the residents”.

One **family** member said that they didn't know the manager and that the manager "changes as regular as clockwork"; they told us that it's "not easy to find the manager" especially at weekends and commented that, "I tend to do things myself - it's easier". A second family member said that they did know the manager, and that they can find her should they need to.

Five **residents** said that they didn't know who the manager is, although one commented that they "probably do, but not sure who it is". One resident said that "they keep changing the manager all the time".

Does Wellesley Road meet Independent Age's indicator?



Yes, partly. Some concerns were raised by family and residents which seem to be due to the recent absence of a permanent Registered Manager and the only very recent appointment of the current Registered Manager.

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 Wellesley Road.....

The **manager** told us that the staff turnover is "about 50:50" and that a lot of staff had left when the home moved locations and ownership. The manager said that the new pay and conditions were less favourable than they had previously been which may be part of the reason for some staff leaving.

Two **staff** members told us that there had been lots of new staff and thought that this was because of the change in ownership and location of the home. We were told that there had been lots of agency staff who sometimes didn't turn up and it had been "hard" but that now new permanent staff had been recruited and should begin working at the home shortly. Two staff members we spoke to had worked there about a year and had transferred from the previous home. A third staff member was agency staff who had worked regularly at Wellesley for almost a year.

One **family** member said that, apart from a few staff members, they thought that carers "change all the time" and said that "just as residents get to know them, they are gone." The family member told us that they thought having regular staff is important," especially for things like changing." The second family member said that the home had had problems in recruiting staff and had to use a lot of agency staff.

One **resident** said that they know the staff - though not their names - but that it's the same people who work in the home regularly. Another resident said they know the staff by sight, but not very well. Two residents commented that they know some staff but that a lot of the staff change, with one resident saying that this caused problems because they then had to explain their preferences all over again to new members of staff. A fifth resident said that the "staff are nice and helpful" but that they are "not sure it's always the same staff."

Does Wellesley Road meet Independent Age's indicator?



Not clear. Staff turnover is recognised as a challenge at Wellesley Road and while steps are being taken to address the issue it did not seem to have been rectified at the time of our visit.

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 Wellesley Road.....

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

Two **staff** members told us that since being at Wellesley Road they had completed basic principles of care training, manual handling and the inductions as well as other courses including, food safety, sudden illness, infection control, with one staff member saying they had recently completed a year-long e-learning course. A third staff member told us that they have NVQ level 3 and are studying at the moment.

One **family** member said that they thought that the agency staff did not have the right skills and training to do their jobs well and had a particular concern about their understanding of dementia.

Three **residents** agreed that the staff know how to look after them, with one commenting that they are “brilliant, you can’t fault them”. One resident said “no” staff didn’t know how to look after people “they keep changing”. A fifth resident gave a confused response.

Does Wellesley Road meet Independent Age’s indicator?



Yes, but... Some small concerns about agency staff were raised.

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 Wellesley Road.....

The **manager** told us that the staff to resident ratio is 1:5 in the day plus three team leaders for the 60 residents and a nurse. The ratio in the night is 1:10 plus two team leaders and a nurse for the 60 residents.

One **staff** member told us that there is around one staff member for every three or four residents but the staff member wasn't entirely certain about the ratios and told us that staff levels can vary depending on the need. Two other staff members told us that the staff to resident ratio is 1: 4 or 5 in the day and 1: 8 or 10 in the night with some team leaders available and a nurse for the building. One staff member commented that "there are times when demand is high and there are not enough staff".

One **family** member said that they didn't think the staff had enough time "to do the best job". They added that they didn't think the staff levels were unsafe but that staff had little time to "really provide warmth and care beyond the essentials". A second family member said there are not enough staff on duty, adding "definitely not". The family member commented that the carers are "very nice" but that they are "under pressure", particularly on weekends. The family member commented that their relative "gets left alone" and that they feel they need to come in and check on their relative daily.

Three **residents** said that staff do come quickly if they need help but one added that at night they have needed help sometimes and they have "had to wait", adding that their bell didn't work. A fourth resident said that "staff never say no to anything". A fifth resident said that they don't need any help.

Does Wellesley Road meet Independent Age’s indicator?



Not clear. While staffing levels do not seem to be unsafe, the feedback we received conveyed a sense that staff can be put under too much pressure.

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 Wellesley Road.....

The **manager** told us that the home has monthly and annual reviews and weekly GP visits.

One **staff** member told us that they would change the residents’ care plan. A second staff member said that they would pass on changes to the team leader but did not mention an active reporting system. A third staff member said that they would notice changes as they know the residents and there is a system of observation which can lead to changes in the pattern of work.

One **family** member said that permanent staff would notice a change and that the home had addressed a change in their relative’s condition “effectively and promptly” but had concerns that agency staff wouldn’t recognise a change.

Two **residents** said they thought staff would notice if they started to need extra help with a third resident saying that “you get as much help as you need”. A fourth resident said that they would tell staff of any additional help they needed.

Does Wellesley Road meet Independent Age’s indicator?



Yes, but... Not all staff seemed to be aware of a proactive reporting system and some concerns were raised about agency staff.

- 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 Wellesley Road.....

The **manager** told us that they have relatives’ meetings every six months and residents’ meetings every three months. The manager gave an example of a family member influencing services by asking for lighter cups, to aid the residents in picking them up, which the home purchased.

The manager told us that the home creates a sense of community through inviting the community into the home and through taking residents out into the community. The manager told us that a number of residents were currently visiting a local music centre and that the music centre sometimes comes in. The manager said that a local community organisation produce a newspaper for residents

One **staff** member told us that they think the home encourages relatives to come in and that they thought there might be a relatives’ and residents’ meeting. Two staff members told us that there are relatives’ and residents’ meetings and that

family can come and join the activities, talk to the staff and “express themselves”.

One staff member told us about a change to the mugs brought about by a family member but two other staff members weren’t able to identify any changes brought about by family or residents.

Staff mentioned that the home creates a sense of community through activities, and mentioned that they had held “a feast” for the Queen’s birthday. Another staff member mentioned that the residents’ rooms and décor in the home is arranged to be “more like a home”. A third staff member told us that residents go out for singing, bus rides or for walks and to the pub. Staff told us that the church comes in weekly as well as school children, “people who play guitar”.

One **family** member said that they hadn’t been satisfied with some festive decoration and had redecorated as a result. However they felt that any changes that are implemented as a result of suggestions are only adopted “for a week and then it’s back to normal.” The family member was waiting to hear back about a request they have made to the home two weeks previously and had been told that staff would “look into it. A second family member said that they thought there was a residents’ and relatives’ meeting but there’s “not a strong enough response to things that relatives have raised as concerns” and that a “bit of input wouldn’t go astray”.

When asked how the home creates a sense of community. One **family** member said “nothing as far as my {relative} is concerned”. They added that they think some carol singers may come in at Christmas and that the home used to take some of the residents out on a bus tour. A second family member said that they celebrate birthdays, and that staff in the home “go out of their way to do things” and take pictures of activities and put them up.

One **resident** said that they “could have a say but we don’t”. A second resident said that they didn’t know if they could have a say in how things are run but that they thought of the place as home. A third resident said, “there’s no need” to make suggestions “everyone is very kind, they’ll ask you what you think.” They told us that they didn’t think of the place as home and that the priest visits every week. A fourth resident said, “It’s horrible here. There’s no atmosphere,” and

“We were happy in the (old home).” The resident was concerned that they had requested that another resident - who had been causing them a disturbance - be moved, but that this had not happened. The resident added that “if you complain it is like talking to a wall; this place is so big they don’t know what’s happening.”

Does Wellesley Road meet Independent Age’s indicator?



Yes, partly. Wellesley Road seems to have good links to the community. The home has regular residents’ and relatives’ meetings and provided examples of how relatives had influenced the services. However, we did receive some negative feedback from family and residents who didn’t feel like they were being listened to.

- 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 Wellesley Road.....

The manager told us that the home runs a range of activities such as flower arranging, bingo, pottery etc. and that there is “something different every day”. The manager told us residents get a full say in what activities take place and that for example, one resident doesn’t like bingo so they play another game with her while bingo is happening. The manager said that residents’ interests are discussed on admission, so that for example if they used to be a seamstress, then sewing can be arranged for them. She also told us that residents who stay in their rooms can have 1:1 sessions and that communication needs, for example with the use of flash cards, is accommodated.

The **staff** told us that activities take place every day morning and afternoon and told us about activities in the home such as: sing-alongs, baking, bingo, music, yoga, crafts, outings, tea parties, reading to the residents, trips out and bus rides.

Staff told us that residents can suggest activities and that they aren't forced to take part in any activities. One staff member mentioned one resident who never want to get involved and that they had made a special effort to ask them what activities they would be prepared to take part in but that they preferred to "relax and watch TV". Two staff members said that they read the community newspaper to people who don't want to get involved in activities. When asked, one staff member said that there's "maybe not enough time" to persuade residents to get involved in the activities.

One **family** member said that while there are "loads" of activities in the home, they all take place on a different floor to where their relative stays and that their relative is not included, "not even in music" and is "stuck in the lounge all the time". The family member commented that, "because (my relative) is no trouble" they "just get left" on their own. The family member added that they didn't feel welcome to wander around the home and that it was "clique-y". The family member also had concerns about the windows being dirty which meant that their relative could not enjoy the views of the garden. The second family member said that there is a good programme of activities but that sometimes it can be timetabled in such a way so that certain activities clash and residents have to choose; they also said that they thought that not enough effort goes into making sure that all residents are involved in activities. The family member also gave an example of a resident who likes to knit but can only do so sitting up; they told us that this resident is often left laying down in bed and is consequently unable to knit. One family member said they didn't know how residents could make suggestions about which activities take place and the other family member said they thought that residents might be able to do so at residents' and relatives' meetings.

One **resident** listed activities and told us that "there is an incredible range of activities" and that they join in with all of them. A second resident told us that the home has activities every day but that they had only been a few times and that they liked to watch TV, adding "TV's my hobby". A third resident said that they didn't really do any activities, but they did attend the church service at the time

of our visit. A fourth resident said that although they were often asked to join in, they never wanted to do any of the activities and felt that the activities on offer made them feel “more ill” and that they wanted to go out of the home more.

Does Wellesley Road meet Independent Age’s indicator?



Yes, partly. We understand that Wellesley Road has a wide variety of daily activities and received some very positive comments from residents. However, we heard from family members and residents that some residents are not supported to take part in group or solo activities as much as necessary. We didn’t get a clear sense that residents have a defined and ongoing way to make suggestions about which activities take place.

- 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 Wellesley Road.....

The **manager** told us that the GP visits every week and the optician, chiropodist and dentist visit six monthly and when needed.

Two **staff** members said the GP visits every week and a third said “there is a list {of residents}”. One staff member told us the chiropodist comes every six months or can be called in and another staff member said that they have to request the

chiropracist. One staff member told us that one resident never wants to visit the dentist so the dentist comes in to see them.

Both **family** members said that the GP comes in and one commented that their relative “definitely” has access to healthcare professionals and that the doctor “is very good”.

Residents agreed that a doctor comes in regularly. One resident said that they didn’t need to see a dentist as they have dentures and another resident said that the dentist comes in but that there is no choice of dentist.

Does Wellesley Road meet Independent Age’s indicator?



Yes, fully. Everyone we spoke to told us that residents regularly see a GP and have regular access to preventative dental care.

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 Wellesley Road.....

The **manager** told us that any religious or social needs would be identified when the home carries out an initial assessment. The home currently provides two church services but could provide alternative services or prayer rooms if needed.

One **staff** member told us that the home “makes provision” for people’s cultural and lifestyle choices and another staff member said that the home holds church services and told us that two residents don’t speak English but translators come in to help them with important appointments for example with the social worker. Staff said that there are choices of food and that non-meat and halal dishes are available. One staff member told us about a resident who likes to order Indian take-away food or is taken to the local Indian restaurant.

One **family** member said that the home didn’t make any provision for lifestyle needs and a second family member said that they thought the home did make provision for lifestyle and cultural needs.

Two **residents** told us about the church services in the home though one said that they aren’t very religious and a third said that they have no religious needs.

We observed a religious service in progress.

Does Wellesley Road meet Independent Age’s indicator?



Yes, fully. We were told that Wellesley Road accommodates residents’ cultural and lifestyle 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 Wellesley Road.....

The **manager** told us that she would “take on board” any suggestions from residents or family and see if they could be actioned. The manager said that this wasn’t always possible and gave an example of a family member wanting to display personal information about a relative in a public area which was not permitted but another solution was found.

The manager told us that there is a complaints procedure and that this is given out when residents move into the home. The manager also said that there is an “open door policy” so that residents or family can speak directly to her. The manager told us that potential residents and their family can view the home before they move in.

Staff told us that they would pass on suggestions to improve care in the home to management as well as colleagues. Two staff members told us that there are complaints forms that they would direct people to if they wanted to make a complaint and a third staff member said that they would document the complaint and pass it to management.

One (agency) staff member said that they didn’t really know how potential residents could find out about the service. A second staff member said that there are booklets available and a third said that potential residents and their family can come and visit the home and would be free to talk to residents and their relatives.

One **family** member said that they thought the home would listen to suggestions but may not act on them. They said that they had wanted to get the carpets cleaned and that the home had done this. They felt that they would not get “a great deal” of support to make a complaint and felt that they’d have to “push and push I think”. The family member hadn’t been able to visit the home before their relative moved in as it wasn’t yet open.

We asked **residents** how they would like to improve the home and if they had told anyone. One resident said that they would “like to go outside more, especially in summer” and second resident said, “I’m better off minding my own business”. A third resident said that they “haven’t thought about it” and a fourth said that that

they didn't know and added that "they look after us alright". A fifth resident said that they had "no problems" and "no complaints" and that staff are "really, really nice."

Does Wellesley Road meet Independent Age's indicator?



Yes, but... Staff told us that they would welcome suggestions and that the complaints procedure is given out to all new residents and their families. A family member told us that the home may not act on suggestions. We understand that potential residents can visit the home and speak to residents and their family before they move in.

4 Service provider response

Wellesley Road care home sent us an action plan for how they will respond to our recommendations.

Healthwatch Camden recommendation:

We would like to see Wellesley Road ensure that all staff are aware of the procedure to report changes in residents' needs.

Wellesley Road said:

- *Residents' changing needs will be discussed with staff in supervision and staff meetings.*
- *A key worker system will be in place for the New Year.*

These actions will be carried out by team leaders and the deputy manager by the target date of 3 March 2017.

Healthwatch Camden recommendation:

We would like to see each resident have an individual activity care plan. We were not clear the extent to which the home tailors activities to residents' specific interests and would like to see more feedback routes for residents to give their opinions about activities, such as surveys, committees, 1:1's etc.

Wellesley Road said:

- *Residents that are bed bound will have activity care plans in place and activities will be brought to them.*
- *Staff will attend training on why activities are important to our residents*
- *All residents will have an activities care plan in place.*
- *Resident meetings will be held every 8 weeks to discuss activities.*
- *Information will be obtained from family and friends, and the residents to tailor activities to the individuals' interest.*

These actions will be carried out by team leaders, the deputy manager and the home manager by the target date of 3 March 2017.

Healthwatch Camden recommendation:

We would like to see a more robust framework for updating residents and family members on the progress or otherwise of feedback and suggestions. We would also like to see a more proactive approach to seeking out and acting on feedback from residents and relatives through a range of methods, such as 1:1s, discussion groups, committees, comments boxes and surveys.

Wellesley Road said:

- *A notice board will be displayed in the home providing information for visitors and resident.*
- *Monthly relatives meeting are held and feedback to be shared.*
- *A comments box will be provided in the home for feedback.*
- *Group discussion will be held with residents and staff.*

These actions will be carried out by the home manager and the deputy manager by the target date of 3 March 2017.

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 do some work ensuring that the voices of people in residential care are heard.

5.3 Methodology

Two Healthwatch volunteer Authorised representatives and one member of 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 key topics and have been tailored according to the audience. We spoke to four members of staff (including the manager), five residents and two family members. “Family members” may comprise family or friends of residents or

regular visitors to the home but have been referred to above solely as “family”. Not all individuals were asked or responded to each question. Authorised Representatives made notes of their conversations. 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.