

Care home life, what it's really like!

# Paddock Stile Manor





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#### Acknowledgements

Healthwatch Sunderland would like to acknowledge the support of the residents who allowed us into their home and talked openly and honestly with the team. We would also like to thank those staff members, family and relatives who took time out of their day to answer our questions and give their feedback.



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#### What is Healthwatch?

Healthwatch England is the national consumer champion in health and social care. It was set up by the government to ensure that people's views around health and social care services are listened to and fed back to service providers and commissioners with a view to improving services.

There is a local Healthwatch for every Local Authority area in England. Healthwatch Sunderland aims to be a strong local consumer champion working with our partners to support:

- o People to shape health and social care delivery
- o People to influence the services they receive personally
- People to hold services to account.

#### We achieve this by:

- Listening to people, especially the most vulnerable, to understand their experiences and what matters most to them
- Influencing those who have the power to change services so that they better meet people's needs now and into the future
- Empowering and informing people to get the most from their health and social care services and encouraging other organisations to do the same.





## 2. Background and rationale

Independent Age and Healthwatch Camden have recently carried out some initial research into the information currently available on care homes. The results indicated that there is a need to provide qualitative information on care homes that goes beyond basic safety standards. It shows that the information needed by people looking for a suitable care home, should provide a real sense of what a home may be like to live in.

Healthwatch Sunderland have responded to this need and will be carrying out visits to all 47 care homes currently available to older people across Sunderland. The complete results will be published to enable members of the public to make more informed choices when considering which care home to move into for themselves or their relatives.

To enable this, 8 indicators have been devised to be used and will focus specifically on issues of quality, such as how much residents and family can have a say in how the home is run, and whether residents are able to pursue their hobbies etc.

#### The 8 indicators are:

- 1. A strong visible management
- 2. Staff with time and skills to do their jobs
- 3. Good knowledge of each individual resident and how their needs may be changing
- 4. A varied programme of activities
- 5. Quality, choice and flexibility around food and mealtimes
- 6. Ensuring residents can regularly see health professionals such as GPs, dentists, opticians or chiropodists
- 7. Accommodate resident's personal, cultural and lifestyle needs
- 8. Provide an open environment where feedback is actively sought and used.



## 3. Methodology

An initial pre-visit meeting with the homes Interim Manager John was held at Paddock Stile Manor. This was to explain the reason for the 'Care home life - What it's really like!' visit, to understand the needs of the residents and to arrange a visit that would cause as little disruption as possible.

The 'Care home life - What it's really like!' visit took place on the 16<sup>th</sup> March 2018 and was carried out by Healthwatch Sunderland staff who are trained so that they can effectively capture the resident's experience.

At the visit residents were asked a range of questions via a set questionnaire (see appendix 1). The questions were constructed to reflect the objectives of the visit. Observations were also made on the physical environment and staff/resident interaction.

Staff and relatives were also given questionnaires to complete (see appendix 2, 3 and 4).

We also ran a facebook campaign asking local people to comment on their experiences of care homes across Sunderland. Any feedback we received was incorporated into the findings.

## 4. Findings - Summary

The Healthwatch team collated the survey findings we gathered from residents, their family and friends, staff and Managers and our observations made during our visit. The findings have been scored against the eight indicators in terms of the degree which they were met, from strongly disagree to strongly agree. A neutral rating indicates both positive and negative feedback, which when averaged results in a neutral score. A summary of this can be found below:

### Here is the key which shows the indicator scores

| Tiere is the key which shows the indicator scores |  |                        |                      |
|---|--|------------------------|----------------------|
|   |  |                        |                      |
| Strongly di                                       | sagree Disagree  | Neutral                | Agree Strongly agree |
| 1.  | A strong visible mana  | gement                 |                      |
|   |  |                        | Agree                |
| 2.  | Staff with time and sk   | kills to do their jobs |                      |
|   |  |                        | Agree                |
| 3.  | Good knowledge of eachanging needs   | ach resident and thei  | ir<br>Neutral        |
| 4.  | A varied programme   | of activities          |                      |
|   |  |                        | Agree                |
|   | Quality, choice and fl<br>mealtimes  | exibility around food  | d and                |
|   |  |                        |                      |
| 6.  | Regular access to hea  | lth professionals      |                      |
|   |  |                        | Agree                |
| 7.  | Accommodation of re and lifestyle needs  | sident's personal, cul | ıltural              |
|   | , and the second |                        | Strongly agree       |
| 8.  | An open environment actively sought and u  |                        |                      |
|   |  |                        | Agree                |



## **Findings**

Paddock Stile Manor is a care home with nursing for up to 36 people. It is purpose built and spread over two floors. At the time of the visit all residents were based on the ground floor. All rooms are en-suite and residents are encouraged to personalise their own space. There are various communal lounges, gardens and an Activities Coordinator.

See the latest CQC inspection report here: http://www.cqc.org.uk/location/1-2579812052

At the time of our visit there were 14 residents living in the home. Due to the capacity of the majority of the residents, the Healthwatch team were only able to support 2 residents to fully complete the survey and one resident to partially complete the survey. The team received 4 staff and 6 relative surveys back.

The results of these surveys are given below:

### Indicator 1 - A strong visible management

The indicator states that the Manager should be visible within the care home, provide good leadership to staff and have the right experience for the job The Healthwatch team AGREE this was met.

Some of the residents at Paddock Stile Manor had difficulty identifying the Manager but this may have been due to their own individual health or capacity.

One resident knew the Manager by name and the second resident commented that despite not being able to remember his name, she recognised him by sight. Residents made numerous positive comments about him including;

"He is a smashing fella."

"Nice, he is a good Manager and puts his job first."

"He is a gentleman."

During our visit the Healthwatch team observed the managerial team interacting with the residents, whilst ambient music was played in the background they seemed to know each resident well and by name and residents looked relaxed and comfortable.

The relatives who completed the survey knew either the Manager or the Deputy Manager by name and gave very positive responses including;

"John is friendly and courteous, has an open office door and makes regular visits around the home."

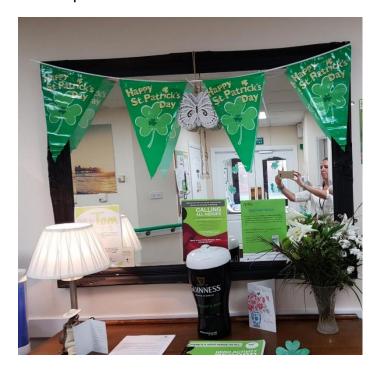
"Craig is excellent, he knows everything about all of the residents."

Staff members who completed the survey all agreed that the management at the home are both very supportive, very approachable and act immediately to resolve any concerns.

One member of staff commented;

"I feel like I can approach the Manager to raise any issues or concerns, he will help me deal with them, however I do tend to ask the Deputy Manager as I have worked more closely with him."

The Manager informed the Healthwatch team that he had only worked at the home for seven weeks and was attracted to the role as he felt he would be able to support Paddock Stile Manor in achieving active status again and having it recognised as the good home it is. When asked what he enjoyed about the role, the Manager went onto say that he enjoyed the interaction with staff, residents and Orchard Homes Improvement team.



The lobby decorated for St Patrick's Day

## Indicator 2 - Staff with time and skills to do their jobs

The indicator states that staff should be well trained, motivated and feel they have the resources to do their job properly.

The Healthwatch team AGREE this was met.

When asked what they thought about the staff at the home the residents we supported to complete the survey gave mixed responses. Comments included; "They look after me well."

"Everyone has been good to me I am well looked after."

When asked if staff have the time to stop and chat, one resident stated that staff are busy, but sometimes they come to talk. Other residents commented;

"Staff listen to me, they ask me questions and try to help if I have any difficulties."

"I am happy here but my only complaint is that sometimes I have no-one to talk to, the staff are busy - I stop them from working."

The relatives who responded to the survey gave mixed responses, including;

"The staff at the home are first class but there is just not enough staff employed here."

"All the staff are great, friendly, helpful and great with the residents."

"They do have the time now that they have hand held electronic note taking devices, previously they had too much paperwork."

The relatives agreed that the staff do have the time and skills to care for residents, making several positive comments including; staff are very professional, compassionate, caring and very hard working. Staff get to know the residents well and staff know what they are doing.

Staff who responded to the survey all agreed that they do have enough time to care for residents, one staff member explained;

"Now that we have the new phone system of documenting our day to day care I feel we have much more time to spend with the residents."

Staff agreed that they are encouraged to develop their skills, this is accomplished by undertaking mandatory training, identified training where necessary and the management encourage staff to develop their own strengths. All staff members went on to say that they enjoyed their job. Comments included;

"I enjoy helping residents to have the best quality of life possible."

"I enjoy knowing I am helping the residents live a happy and fulfilling life and being part of a very dedicated team."

The Manager informed us that training is a way to empower staff to develop their roles, offering coaching and mentoring where needed and to encourage staff to be proud of the service they provide. He went on to say that management ensure staff are effective and do have enough time to do their jobs by keeping them well informed, by encouraging training and development so people are competent and able to use their time efficiently.

### Indicator 3 - Good knowledge of each resident and changing needs

The indicator states that staff should be familiar with resident's histories and preferences and have processes in place for how to monitor changes in health and wellbeing.

The Healthwatch team gave this a NEUTRAL rating which indicates both positive and negative feedback, which when averaged results in a neutral score.

When asked if they felt that the staff knew them and knew their likes and dislikes two residents responded positively saying;

"They know what I like and dislike."

"I hope they know me by now."

One resident did not respond to the question but this may have been due to their own individual health or capacity.

Relatives gave a mixed response when asked about this, stating that staff talk to residents as they go about their work. Any changes in needs are brought to the attention of relatives during visits to the home. Comments included;

"Residents are always referred to by name, contrary to Care Quality Commission (CQC) and newspaper reports. My sister's home life, family and hobbies are talked about. Any health needs are noticed and dealt with."

"Staff watch carefully and make adaptations around changing needs."

"I feel they know my loved one very well, however, she is incontinent and they do not always ensure that pads are used, she is often soaking. They need reminding about this. It is very upsetting for her and our family."

The Manager of the home commented on this feedback stating, "This is not the normal experience of residents, which is reflected in the remainder of the report. Management and staff are open to approach at any time and welcome comments, feedback and suggestions at any time from residents, their friends and family."

Staff and the management team informed us that they get to know residents by using numerous means, including the completion of a 'life history' document with support from family prior to a resident's arrival at the home; this comprises of information of their life up to the present day, medical history and any dietary requirements. By assuring good communication between staff and management, also by discussing a 'resident of the day' whereby a resident's whole care file is updated.

The Manager explained that as he is new to the home he has not had the opportunity to meet any new residents. He explained that as the staff are very involved and interested and know residents well, they often feed information up to the Manager at daily meetings, this is used to review care, care notes, to record actions as well as direct communication between staff.



### Indicator 4 - A varied programme of activities

The indicator states that care homes should provide a wide range of activities (and ensure residents access these) in the home and support residents in taking part in activities outside the home.

The Healthwatch team AGREE this was met.



When asked about activities at the home, two residents gave positive responses saying they liked to sing and dance, one resident commented that she 'liked to be on the go.'

The Healthwatch team viewed information displayed in the main entrance of the building on the range of indoor and outdoor activities available to residents, along with leaflets and fliers on local organisations and their services. Activities included; coffee mornings, reminiscence sessions, dementia programme, visits to the local church, Nouveau Dance Fitness group and the home is part of National Association for Providers of Activities for Older People (NAPA which is the only voluntary organisation dedicated to increasing the profile and understanding of the activity needs for older people, and equipping staff with the skills to enable older people to enjoy a range of activity whilst living in care settings). Notice boards also included photographs of some of the past activities that the residents taken part in.

Whilst visiting the home the Healthwatch team met one 90 year old resident in her room; she was singing along whilst showing us her wool that is used for knitting and crocheting which she has enjoyed doing all of her life and continues to do so.

The majority of friends and relatives responded positively to this question explaining that a variety of activities is available including, board games, playing cards, bingo, singalong sessions, dancing and exercise. Adding that the activities are tailored to resident's needs and that they are encouraged to engage by staff who also join in activities. Outdoor activities are also undertaken, especially birthday celebrations.



#### One relative respondent stated;

"The entertainment employee left months ago, she was brilliant. Since then there is very little to keep them stimulated. This is our biggest concern in this care home. My relative cannot concentrate for long enough to do crosswords or to read. This is where the entertainment factor comes in."

Most of the relatives agreed that residents do enjoy previous pursuits including, going out to the football match, coffee mornings and pub visits. Comments included;

"My mother likes a Guinness each night - she still receives one, she also likes bingo and plays with the aid of a carer."

"My sister is a very quiet and reserved person, but she is always encouraged to join in, particularly with dancing which she loves."

# Indicator 5 - Quality, choice and flexibility around food and mealtimes

The indicator states that care homes should offer a good range of meal choices and adequate support to help residents who may struggle to eat and drink including between mealtimes. The social nature of eating should be reflected in how homes organise their dining rooms and accommodate different preferences around mealtimes.

#### The Healthwatch team STRONGLY AGREE this was met.

When asked about food at the home, the residents who were supported to complete the survey agreed that the food was very good, with plenty of choice and that if they do not like a particular meal an alternative will be made. One resident commented:

"The food is very good here, I like Yorkshire puddings and oven pie."

During the visit the Healthwatch team witnessed staff supporting a resident to eat her breakfast in the dining room and another staff member serving residents with tea and chocolate biscuits.

The relatives who responded to the survey commented that the food at the home is excellent/very good, menus are provided daily and offer a good choice including fresh vegetables and desserts. They went on to say that staff encourage and support residents at mealtimes when they all sit together in the dining room, this promotes interaction and makes mealtimes a pleasure which everyone seems to enjoy.

Staff and management agreed that the food and choice of food at Paddock Stile Manor are both of good quality. The Manager went on to say that he is very impressed by the dining experience at the home. The choice of menu is cyclical and the staff put a real effort into good presentation, variety and choice.

Residents have a choice to eat their meals in the dining room or in their own room, staff and management aim to be as flexible as possible in meeting needs.

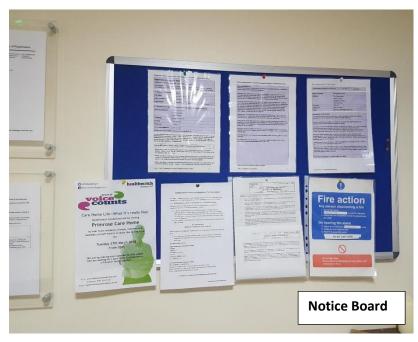
Staff said that residents are encouraged to be independent as possible during mealtimes but staff are always available to support and help residents eat their meals when needed. Food is prepared in different formats so residents can manage their meals. Drinks, fresh fruit and biscuits are available during the day, with sandwiches and drinks in the evening. Residents have access to food and drink whenever they wish.

Mealtimes are made as sociable as possible at the home, this is accomplished by staff engaging with residents and encouraging residents to come together. Residents sit with friends, there is often ambient music playing and the level of conversation is good.

# Indicator 6 - Regular access to health professionals (GPs, dentists, opticians, chiropodists etc)

The indicator states that residents should have the same expectation to be able to promptly see a health professional as they would have when living in their own home.

The Healthwatch team AGREE this was met.



When asked if they have regular access to health professionals, only one resident responded, saying that the doctor comes into the home to visit.

Relatives who engaged with the survey agreed that residents do have access to a wide range of health professionals, including; GPs, nurses, dentists, opticians and chiropodists.

When asked if residents have regular access to health professionals the Manager explained that all residents have access to the full range of support services. The home is regularly visited by the NHS chiropodist and they can refer to any of the specialist teams, for example dieticians as required.

Staff did not respond to this question.



# Indicator 7 - Accommodate resident's personal, cultural and lifestyle needs

The indicator states that care homes should be set up to meet residents cultural, religious and lifestyle needs as well as their care needs and shouldn't make people feel uncomfortable if they are different or do things differently to other residents. The Healthwatch team STRONGLY AGREE this was met.





Two of the many decorated corridors

When asked about their personal, cultural and lifestyle needs one resident who we supported to undertake the survey stated that she has a regular haircut and style at the home and that the laundry service is good, commenting that if anything goes missing it will be sorted out. Another resident who the Healthwatch team observed making confetti from roses, informed that she still enjoys hobbies including knitting and crocheting as she has done all her life.

The relatives who engaged with the survey gave a mostly positive response to the question, all agreed that their relatives have regular access to a hairstylist and that they are always clean and appropriately dressed, comments included;

"Yes she is always appropriately dressed, staff always see to that and apply her makeup for her too."

"My mother has her hair done every Monday by a hairdresser, the laundry is very good, all clothes are named and put back in her wardrobe and she is always very clean and smartly dressed. If she spills food she is changed."

One relative mentioned that sometimes clothes do go missing but that the problem is soon sorted out.

Staff and management at the home informed the Healthwatch team that they speak to residents and their relatives and friends around the resident's specific personal, cultural and lifestyle needs. Informing us that this is an ongoing process from which they develop programmes and activities around the individual, stating that:

"This knowledge keeps growing as we get to know and understand the person."

Staff also added that a member of the clergy takes services at the home and a professional hairdresser visits the home on a weekly basis. Residents can also bring their own furniture to the home should they wish to do so, however, a risk assessment will need to be undertaken regarding the suitability of such items.

The Managers comments include;

"One resident is a big Sunderland fan and recently we were able to arrange for him to attend a match and meet one of the FA Cup winning team members."

"We take pride in ensuring residents appear their best, so working with carers and families we look to have residents dressed in their own clothes, changing them as needed and maintaining their appearance and dignity."

# Indicator 8 - An open environment where feedback is actively sought and used

The indicator states that there should be a mechanism in place for residents and relatives to influence what happens in the home, such as a residents and relatives committee. The process for making comments or complaints should be clear and feedback should be welcomed and acted on.

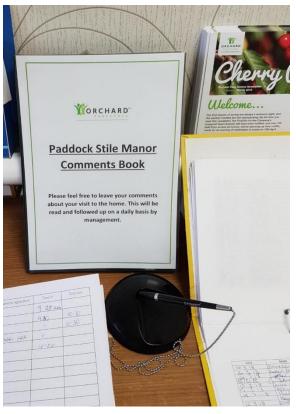
The Healthwatch team AGREE this was met.

When the Healthwatch team asked residents if they ever get asked about what they think of the home and if they are happy, of the residents the Healthwatch team supported to complete the survey, one stated that staff do ask if she is happy, staff and the Manager are good and will help her if she has a problem. She stated:

"If I have any complaints I will go to the office, they will listen to me or pass me on to someone else who will."

One resident respondent was unable to answer the question, this may have been due to her own individual health and capacity. Another resident said;

"There is nothing to complain about."



The relatives who responded to the survey commented that the Manager has an open door policy, they are made a welcome participant in life at the home and are invited to attend regular meetings and offer suggestions, enter into discussions and receive feedback when necessary.

They went on to say that they would approach the Manager or a staff member at the home, should they need to make a complaint and they would feel confident to do so. They added that it would be taken seriously and would be acted upon. Comments included;

"I feel this is very much like home. I feel very comfortable here. My husband has early Alzheimers, he has lots of visitors and everyone thinks it is lovely here."

"The Manager and staff will listen, however they are not the best at logging matters - I have to keep reminding them. Things do eventually get sorted - once again short staffed!"

Staff at Paddock Stile Manor informed the Healthwatch team that there is an open door policy at the home, they are happy to listen to any comments or criticism and that feedback is sought by the process of regular surveys to encourage residents and their relatives to have a say on how the home is run.

Staff also explained that they have excellent rapport with residents' friends and relatives who have no problem with approaching them with ideas.

Management at the home informed the Healthwatch team that residents and carers meetings are undertaken in a formal way to ensure they have a say on how the home is run. They also get to know friends and relatives and are happy to listen to ideas or concerns to help to meet their needs. Feedback is used to generate better or more effective services. Recent challenges from a CQC inspection have led to a lot of changes and the staff have worked with residents and relatives to meet them.

When asked what ways are staff able to have a say on how the home is run the Manager informed the Healthwatch team that staff undertake this by formal and informal methods, including; staff meetings, supervision and daily team meetings. There are monthly reviews with staff on a range of key indicators and staff are a key link to the residents and carers. All of these offer opportunities to influence and engage with care and the way we work together.

When asked how staff have a say on how the home is run, only one of the three staff respondents replied saying; "I don't feel the need to voice any opinions, as the home in my opinion is run very well."



## 5. Appendices

## **Appendix 1 - Questions for residents**

- 1. Do you know the Manager of the home?
- 2. What do you think of the Manager?
- 3. What do you think about the staff here?
- 4. Do the staff have the time to stop and chat with you?
- 5. Do the staff know what you need and what you like and don't like?
- 6. What activities are there for you in the home?
- 7. What activities are there outside the home?
- 8. Is it easy to join in the activities?
- 9. Do you get a chance to do any of the things you used to enjoy before you came here?
- 10. What do you think of the food here?
- 11. Is there enough choice of what you eat and when you eat?
- 12. Do you enjoy mealtimes?
- 13. Have you seen a dentist to check your teeth or an optician to check your eyes recently?
- 14. What happens if you need to see a doctor or have an appointment at the hospital?
- 15. Is there respect for your religion or your culture here in your home?
- 16. Do you get asked what you think about the home or if you are happy?
  - Would you like to change anything about the home? Have you told anyone about this and
- 17. what happened?
- 18. What would you do if you wanted to make a complaint about the home?



#### **Appendix 2 - Questions for Managers**

### 1. Have strong, visible management

What attracted you to the role of care home manager?

What do you enjoy about the role?

#### 2. Have staff with time and skills to do their jobs

In what ways do you encourage staff to develop their skills?

How do you encourage staff to develop their skills?

#### Have good knowledge of each individual resident and how their needs may be changing

How do you ensure that staff get to know a resident's life history, personality and health and care needs when the resident first arrives?

How is information about a resident's tastes and their health and care needs updated as these change?

#### 4. Offer a varied programme of activities

What activities are available for residents inside and outside the home?

What encouragement and assistance do you give to residents so that they can take part in activities?

How do you support residents to continue to do the things they used to enjoy before coming into the home i.e. hobbies/interests/pets

#### 5. Offer quality, choice and flexibility around food and mealtimes

What systems are in place to support residents to eat and drink at mealtimes and outside of mealtimes?

What choices do residents get about what they eat and drink and when and how they eat and drink?

In what ways do you try to make mealtimes sociable?

# 6. Ensure residents can regularly see health professionals such as GPs, dentists, opticians or chiropodists Please tell us about visits from health professionals such as GPs, nurses, dentists, opticians, chiropodists or other health care support mechanisms.

#### 7. Accommodate residents' personal, cultural and lifestyle needs

How does the home find out about and cater to residents' cultural, religious and lifestyle needs? Can you give an example?

What provision is there for residents to regularly get their hair cut/styled?

How do you ensure that the laundry staff getting the residents own clothes back to them?

What mechanisms are in place to ensure that residents are always clean and appropriately dressed?

#### 8. Be an open environment where feedback is actively sought and used

In what ways can residents and their family have a say in how the home is run?

Are staff able to have a say in how the home is run?

How do you make use of feedback or complaints from residents and relatives?



### Appendix 3 - Questions for staff

#### 1. Have strong, visible management

What support do you receive from the manager?

How easy is it to talk to the manager when you want to ask a question or raise an issue?

#### 2. Have staff with time and skills to do their jobs

Do you feel you have enough time to care for residents?

Are you encouraged to continue to develop your skills? In what ways?

What do you enjoy about your job?

## 3. Have good knowledge of each individual resident and how their needs may be changing

How do you ensure that staff get to know a resident's life history, personality and health and care needs when the resident first arrives?

How is information about a resident's tastes and their health and care needs updated as these change?

#### 4. Offer a varied programme of activities

What activities are available for residents inside and outside the home?

What encouragement and assistance do you give to residents so that they can take part in activities?

#### 5. Offer quality, choice and flexibility around food and mealtimes

How do you make sure residents are able to eat and drink at mealtimes as well as outside of mealtimes?

What choices do residents get about what they eat and drink and when and how they eat and drink?

In what ways do you try to make mealtimes sociable?

## 6. Ensure residents can regularly see health professionals such as GPs, dentists, opticians or chiropodists

Do residents have regular, preventative dental and optometry (eye-care) appointments?

#### 7. Accommodate residents' personal, cultural and lifestyle needs

Can you give an example of how the home caters for religious and cultural needs?

#### 8. Be an open environment where feedback is actively sought and used

In what ways can residents and their family have a say in how the home is run?

Can you provide an example of how a resident or their family member has influenced how the home is run?

Do you feel staff can have a say in how the home is run?



#### Appendix 4 - Questions for friends and relatives

#### 1. Strong visible management

Do you know who the Manager of the home is?

Is the Manager friendly and helpful?

#### 2. Have staff with time and skills to do their jobs

Do you think the staff have the time and skills to care for your friend/relative?

## 3. Have good knowledge of each individual resident and how their needs may be changing

How well do you think the staff know your friend/relative's life history, personality and health and care needs?

Does the home notice and respond when your friends/relative's needs change?

#### 4. Offer a varied programme of activities

What do you think of the activities available for residents inside and outside the home?

Is your friend/relative properly encouraged and supported to take part in the activities?

#### 5. Offer quality, choice and flexibility around food and mealtimes

What do you think of the quality and choice of food?

Are you confident that your friend/relative is supported to eat and drink as much as needed?

Do you think that mealtimes are sociable?

## 6. Ensure residents can regularly see health professionals such as GPs, dentists, opticians or chiropodists

Does a dentist and an optometrist (optician) come to see your friend/relative regularly or only if there is a problem?

#### 7. Accommodate residents' personal, cultural and lifestyle needs

Does your friend/relative have any specific lifestyle or religious or cultural needs? Are these respected and accommodated?

#### 8. Be an open environment where feedback is actively sought and used

Do you feel that you are a welcome participant in the life of the home?

In what ways can you and your friend/relative have a say in how the home is run or give feedback?

Would you know how to make a complaint if you wanted to?

Would you feel confident to make a complaint and do you think it would be acted on appropriately?



#### **DISCLAIMER:**

- The observations made in this report relate only to the visits carried out.
- This report is not representative of all residents' views; it only represents the views of those who were able to contribute within the time available.
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