

Enter and View Report

The Grange Care Centre, March 14th 2023



A report by Healthwatch Ealing

“The care is excellent in this care home.

They let me do what I can do and help me with things I can't do.

That's really important, because I don't want to lose my independence completely and they encourage me to do things.”

Resident

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Visit Details	
Service Visited	The Grange Care Centre 2 Adrienne Avenue, Southall, UB1 2QW
Manager	Jessa Avila
Date & Time of Visit	March 14 th , 2023 10:30–2:00pm
Status of Visit	Announced
Authorised Representatives	Daniel Norman, Stuart McMichael & Sammy Willis
Lead Representative	Daniel Norman

1. Visit Background

1.1. What is Enter & View?

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

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

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

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

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

1.1.2 Safeguarding

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

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

1.2 Disclaimer

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

1.3 Acknowledgements

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

2. About the Visit

2.1 The Grange Care Centre

On March 14th, 2023 we visited the Grange Care Centre, which is located in Southall.

Operated by Bondcare (London) Limited, the home provides nursing and residential care for older people and younger adults, with specialist care available for dementia, stroke, psychosis, speech and physical disability,

The home may accommodate up to 160 residents and 150 were in residence at the time of the visit.

The home has a staffing complement of 203, with reportedly no agency staff in post.

2.2 CQC Rating

The CQC is the independent regulator of health and adult social care in England. They make sure health and social care services provide people with safe, effective, compassionate, high-quality care and encourage care services to improve.

The Grange Care Centre was last inspected by the CQC in May 2022. The inspection [report](#) gave a rating of 'Requires Improvement' overall, with individual ratings of 'Good' for being Effective and Caring, and 'Requires Improvement' for being Safe, Responsive and Well-led.

2.3 Online Feedback

The carehome.co.uk [review page](#) contains largely positive feedback – the average rating given is 8.6 out of 10.

2.4 Purpose of the Visit

Enter and View visits enable Healthwatch Ealing to form an impartial view of how the home is operated and how it is experienced by residents, and to produce a report.

3. Summary of Findings

During the visit we engaged with 9 residents, 3 relatives, 10 staff members and the manager (23 people in total).

This report is based on their collective feedback, plus notes and observations made at the visit.

We would like to thank the staff and management for their time, and for their warm welcome and cooperation.

General Accessibility

Notes

- Each floor is colour-coded.
- Utensils are also colour-coded to designate their weight, or sharpness for example.

What has worked well?

- Staff and management wear name tags.
- The corridors are spacious and could accommodate two wheelchairs abreast. All are fitted with handrails.
- There is good signage in corridors, making navigation straightforward.
- Equipment for manual handling is stored safely away from thoroughfares, with staff seemingly well-trained and competent when using.

What could be improved?

- We found no potential areas for improvement.

General Environment

Notes

- The home accommodates 160 beds across 8 units. We visited 4 units:
- Daffodil with 25 beds.
- Bluebell with 21 beds.
- Rose (palliative care) with 26 beds.
- Violet (dementia care) with 26 beds.
- Units are generally the same throughout – some of the common rooms are different but the overall structure is universal based on the 4 units we visited.
- The main kitchen is on the 2nd floor (which we did not visit) and every floor has a small kitchenette.
- General cleanliness is both complimented and criticised by residents, while relatives say the home is 'spotless'.

What has worked well?

- At our visit the floors appeared exceptionally clean.
- Corridors and rooms are well-lit, with plenty of natural sunlight.
- The resident's rooms are spacious, may be personalised and are described as 'homely'.
- The garden is clearly enjoyed by the residents, with pleasant views available from the lounge and resident's rooms.

What could be improved?

- One resident says that a buzzer is needed in the lounge. If left alone, calls cannot easily be heard by staff or others.
- Sheets are reportedly in short supply – a particular issue for ‘those who are not communicative’.
- Some walls would benefit from an additional clean.

COVID-19 and Visiting

Notes

- There have been 2 outbreaks of Covid-19 over the last 7 months.
- One resident currently has Covid-19.
- Around 40 – 50 families visit a week.

What could be improved?

- On visiting, residents say the requirement to pre-book daily in advance is inconvenient, especially for those with nearby relatives.
- Relatives also regard the visiting requirements to be ‘restrictive’, with the two hour, daytime-only window a challenge for those who work.

Personal Care

Notes

- Staffing levels are considered by residents to be adequate.
- For care planning/updating, an electronic system has been implemented with a QR code on each resident’s door (we are unsure how safe or effective this is).
- The home has returned to paper-based records for medication.
- Hairdressing is on Thursdays.

What has worked well?

- Residents are widely praising of staff, who are commented to be responsive and readily available to assist with daily tasks, such as getting around.
- Staff have good awareness of individual needs and routines. One resident says that ‘everything falls into line’.
- During our visit we observed staff to be regularly checking on residents, and knocking before entering rooms.
- Staff were frequently engaging with residents and the manager also seemed to know a lot about them.

- Resident's doors display a picture of them, with a notice of their favourite things listed inside the room.
- A 'Resident of the Day' programme ensures residents have what they need and are supported with a comprehensive care plan.
- Dignity checklists help to ensure that residents are appropriately dressed and well-groomed.
- For residents that wear socks there is no 'mix and match' – part of 'caring with dignity'.
- The home has gone the 'extra mile' for residents – in one case allowing a resident to smoke in their room, with safeguards in place.

What could be improved?

- Some staff are not fluent in English, resulting in 'misunderstandings'.
- Resident requests include additional on-site physiotherapy, and more support for the hairdresser.

Activities and Diet

Notes

- Activities are posted on noticeboards and the content appeared up-to-date.
- A book-reading club is planned.
- There is a sensory room – with projecting lights, colours and music.
- A 'magic table' with projected games and activities is also available.

What has worked well?

- Residents appear to enjoy each other's company, with many friendships formed.
- Staff have supported existing interests while encouraging new ones, and this has helped residents to be engaged and 'remain independent'.
- We observed the serving of lunch, which appeared appetising.

What could be improved?

- One resident would like additional lounge activities and music, and this is underscored by relatives – who say more could be offered.
- Comments about food are mixed – variety is said to be good, however fruit and vegetarian options are 'more limited'.
- Meals are sometimes served cold.

Staffing and Management

Notes

- The new manager has been in post for 7 months.

What has worked well?

- Staff describe a supportive and comfortable working environment, with excellent levels of teamwork resulting in a good 'team spirit'. Colleagues have generally become friends.
- The new management is highly regarded by residents and relatives – for bringing 'more structure' and increased communication and transparency.
- Staff also praise management, with new measures credited for improving both morale and the general atmosphere.
- It is commented that 'a lot of training' is undertaken with staff 'willing to learn' and courses on dementia in particular have been effective.
- A healthy work-life balance is possible, according to staff.
- The manager has seen a 'reduction in sick leave' since taking over.

What could be improved?

- Relatives highlight a lower staffing ratio on Sundays.

4. Resident Feedback

At the visit we spoke with 9 residents.

4.1 Personal Care

Residents are widely praising of staff, who are commented to be responsive and readily available to assist with daily tasks, such as getting around. Staffing levels are considered adequate.

Feedback suggests that relationships are pleasant and at a personal level – with staff having good awareness of individual needs and routines. One resident says that 'everything falls into line'.

The new management is highly regarded, with more of a 'structure in place' now, and improvements noted.

All of the residents feel that 'staff work well together' and the majority would recommend the home to others.

When asking about potential improvements, we hear that some staff are not fluent in English, resulting in 'misunderstandings'. Requests include additional on-site physiotherapy, and more support for the hairdresser.

Selected Comments

Positives

"Since the new management took over, they work well together. There are always enough staff to help me walk around, or go to the toilet."

"Everyone seems to like me here. They are just wonderful, they all nearly know my name."

"The staff know my routine. They come to me when I need them to. Everything falls in line – they know when to support me. Since the new management has come in, there is more of a structure here. If I have an issue, it is resolved."

"If you need someone to help you, they will find someone, they cater for your needs. After lunch somebody will check on me."

"They are very good. If you need help, you ask and you get it. Nothing is too much trouble for them."

"If I have any problems they are easily dealt with."

Negatives

"Not bad. Sometimes there are misunderstandings due to language – for some of the staff English isn't their first language."

"It would be good to have a permanent physio once or twice here."

"The hairdresser could do with a bit more help, she is really good though."

4.2 General Environment

The garden is clearly enjoyed by the residents, with pleasant views available from the lounge and resident's rooms. Bird watching is a hobby for some.

One resident describes her room as 'sunny and spacious', with opportunity to personalise and make it feel homely.

On potential improvements, we are told that a buzzer is required in the lounge, and that sheets can be in short supply – a particular issue for 'those who are not communicative'.

General cleanliness is both complimented and criticised.

Selected Comments

Positives

"I like coming to the lounge. The garden provides a nice view."

"I like this location. I like my view outside into the garden – which is very well kept. I have binoculars and bird watch outside my window. I also like the sunny aspect of the room."

"It's pleasant, nice and clean, and tidy. It's nice to look out of the window and see the garden."

"I like the buzzer. I like the size of the room – because of the space, if my phone rings, I can get to it without the fear of falling over. I like that I can put things up on my wall and make it homely. "

"The residence itself is kept clean."

Negatives

"One time I was in the lounge, I needed to go to my room, I was shouting and nobody heard me. Maybe having a buzzer in the lounge would be useful."

"They do not have enough sheets. And if the patient is not very communicative, it can be difficult."

"The cleanliness can improve, just the overall cleanliness."

4.3 Activities and Diet

A positive, mutually supportive environment is described. Residents appear to enjoy each other's company, with many friendships formed. Staff have supported existing interests while encouraging new ones, and this has helped residents to be engaged and 'remain independent'. One resident would like additional lounge activities and music.

Comments about food are mixed – variety is said to be good, however at mornings the fruit options are limited. Meals are sometimes served cold.

On visiting, the requirement to pre-book daily in advance is inconvenient for some, especially those with nearby relatives.

Selected Comments

Positives

"There are a few residents who come to me and are nice to me. The staff come in and talk to me, they keep me company."

"I spend much of my time in this room, listening to my music. I don't speak much with the other residents but some of them recognise you and are good company."

"The care is excellent in this care home. They let me do what I can do and help me with things I can't do. That's really important, because I don't want to lose my independence completely and they encourage me to do things."

"The food is good, there's a variety of options."

"I've got relatives that come and visit me you know."

Negatives

"We need more activities in the lounge or music. A replacement for the karaoke machine."

"Sometimes the meals get cold, but they will heat them up for you."

"A lack of variety of fruits in the morning."

"Visitors have to book 24 hours in advance, which is a bit inconvenient because one of my relatives lives just up the road."

5. Relative Feedback

At the visit we spoke with 3 family members.

Like the residents, families are also appreciative of the new management – who are considered more communicative and transparent. Staff are complimented for being helpful, kind, and understanding – with teamwork noted. The home itself is described as 'spotless'.

When asking about potential improvements, families highlight a lower staffing ratio on Sundays, generally a lack of social and music related activities, and limited meal options for vegetarians.

The visiting requirements are widely regarded as 'restrictive', with the two hour, daytime-only window a challenge for working relatives.

Selected Comments

Positives

"The new management are honest and transparent. Staff seem happier."

"Improved quite a bit with the new management – especially communication."

"Would recommend – positive staff – other homes couldn't cope with my mother, they just get on with it no matter what. Mum always looks clean and tidy."

"They're a great team, always helpful and kind. The place itself is nice and clean."

"Cleaners work hard – the place is spotless."

Negatives

"The staff look after them well – but it seems there are not enough staff, particularly on Sundays."

"More activities are needed – would love to see music used more often."

"I'd like to see more variety for vegetarians, and more social activities."

"The visiting schedule is quite restrictive, especially for workers. Perhaps an evening slot would be good."

"The two hour visiting slot is too restrictive."

6. Staff Interviews

During the visit we interviewed 10 staff members, from varied roles.

6.1 Staffing and Management

A supportive and comfortable working environment is described, with excellent levels of teamwork resulting in a good 'team spirit'. Colleagues have generally become friends.

Management are considered to be approachable, supportive and able to help with issues. It is acknowledged that many improvements have been introduced by the new management team – improving both morale and the general atmosphere.

Staff say that a healthy work-life balance is possible.

Selected Comments

"While I am working here I feel very comfortable. All staff and residents are very friendly. The staff work well as a team. We look after each other."

"There is a good team spirit. I've been made very welcome. The staff here are lovely. I have enjoyed getting to know staff and residents."

"The manager and deputy manager are quite supportive and I have a very good team of carers. I am happy here."

"Can ask for help."

"Any issues raised are dealt with by management."

"Two years ago it was a little different, but recently everything has been improving and feeling better."

"They are very supportive in terms of balancing work with family and covering for time off."

"I think we provide good care and I understand budget restraints, but more services for our staff such as massage or spa. However, this is out of the budget."

6.2 Training

It is commented that 'a lot of training' is undertaken with staff 'willing to learn' and courses on dementia in particular have been effective.

One staff member says that specialist training is needed – although no topic is given.

Selected Comments

"We have a lot of training here."

"Everyone is really willing to learn. Staff have been very engaging. I work with staff so I will watch them give personal care. I will then provide face to face training."

"A challenge for me when I first started – the number of residents with dementia – but I have received training on this and now feel more confident looking after these residents."

"Need special training."

6.3 Residents and Relatives

Feedback suggests that staff genuinely enjoy their caring responsibilities, and take satisfaction in being able to support the residents, and their families.

The general atmosphere has a 'family and homely' feel.

Selected Comments

"I feel good helping and listening to the residents. I try to give them as much time as I can."

"I like taking care of people and to try to bring a little bit of joy to their life. I like helping them in any way possible and trying to be there for them."

"I have parents and children and that is part of why I like taking care of residents here. I can often handle situations."

"The atmosphere is good here. I like the residents and residents' families. I'm passionate about the job."

"The residents here are happy and it feels like a home."

"I feel we are like a family."

7. Management Interview

We also spoke with the manager. A summary of the discussion is outlined below.

In Summary

How do you identify the care needs of the residents?

- Through the referral, pre-assessment, clinical liaison, physical assessment.
- Liaising with families and looking at life history. Knowing the resident's likes and dislikes and incorporating that into the care.

How are the residents' cultural & religious needs met?

- A diverse staff covering multiple languages.
- Cultural holidays celebrated and food options accommodated.
- Again looking at life history.

What do you find to be the most challenging aspects of managing a care home?

- It's the largest home I've managed with 160 beds.
- We needed to change the culture. To work better as a team.
- We needed to become more open.

What changes or improvements would you like to see made to the residence over the year?

- More training to support residents with complex needs.
- More supplies.
- More activities.
- Improving the design of the home and improving the outside experience.

8. Recommendations

Healthwatch Ealing would like to thank the service for the support in arranging our E&V visit.

Based on the analysis of all feedback obtained, we would like to make the following recommendations.

Recommendations

General Environment

- 1) One resident says that a buzzer is needed in the lounge. If left alone, calls cannot easily be heard by staff or others.

8.1 *This particular resident wanted to return to her room – shouted and was not heard. If this was an emergency situation, a much more timely response would be needed – we therefore urge the home to consider the resident's request.*

Response: Not applicable. The resident has an underlying condition. This resident is known to the staff –behaviourally challenged – shouts and at times at staff with or without any trigger. The current care plan reflects the need of this particular resident such as relevant and meaningful activities are encouraged to ensure the resident will not experience anxiety and boredom which leads to the resident displaying behaviours that challenge .

The Home maintains a policy of “Under- 3 Minute Response Time” when responding to calls bells. Risk assessment is in place for those people who can’t use call bell. Dependent on the identified needs of the individual, checks are being carried out every 15-minute, 30-minute checks or hourly.

- 2) Sheets are reportedly in short supply – a particular issue for ‘those who are not communicative’.

8.2 We recommend that the home assesses adequate provision of sheets and other bedding, as issues may not be obvious or easily detected. A general audit, perhaps repeated quarterly would ensure that residents have the bedding they need.

Response: The care home has acknowledged this issue and addressed it by having quarterly audits of linens and implemented a colour coding system for bed linens/sheets, pillows, and duvet. The care home also purchased the following for adequate provision of care for the residents:

- 210 pieces of flat sheets
- 150 pieces fitted sheets
- 300 duvet covers
- 300 pillowcases

Daily inventory of residents linens and sheets are in place during Resident of the Day exercise. Laundry team carries out weekly and monthly linens and bedsheets audit- checks are focused on current supply and quality of bedsheets. Any shortfalls are reported and discussed with Management and are replaced. Staff reports to Laundry Supervisor if linens are disposed due to stains, damaged or being lost due to residents being discharged to their Home or Hospital. For easy inventory, a strict colour coding system is in place for each floor. We have not received any concern so far since its implementation and the situation is monitored daily.

Visiting

- 3) On visiting, residents say the requirement to pre-book daily in advance is inconvenient, especially for those with nearby relatives. Relatives themselves also regard the visiting requirements to be 'restrictive', with the two hour, daytime-only window a challenge for those who work.

8.3 If the visiting requirements, as stated by residents and relatives are accurate, they are certainly restrictive compared with other homes. We recommend that the home balances protected time with the wishes of residents and relatives, so that more opportunity to visit is available. We urge management to consult with staff on what can be achieved, and with residents and relatives – who may have practical solutions to offer.

Response: Visiting arrangement review and implemented new system in place. Families and relatives are no longer required to book visits ahead of time. However, we still urge all not to visit during our protected mealtimes as staff will be busy with Medication and feeding residents, Breakfast (0830-0930H), Lunch(1230-1330H) & Supper(1630-1730H).

Personal Care

- 4) Residents tell us that some staff are not fluent in English, resulting in 'misunderstandings'.

8.4 We understand that the home is supportive of training and general learning. Where language issues clearly exist, we recommend sourcing ESOL (English for Speakers of Other Languages) training or alternatives as appropriate. Of course language diversity is a positive thing, but good English is a basic requirement.

Response: 15 Staff will be enrolled in English classes in collaboration with the Ealing Learning and Development Team. Staff assessment is booked on the 29th of May 2023. Basic words translated into different languages available in the unit.

Staffing

- 5) Relatives highlight a lower staffing ratio on Sundays.

8.5 it is not suggested that there are issues as a result, however we recommend that the ratio on Sunday is looked at, to be confident that provision is as it should be.

Response: Dependency needs of each resident is appropriate for the staffing level of each unit. However, visibility of the staff is sometimes an issue but now has been addressed. Routine of the staff explained from the recent relatives meeting and they are reassured.

Additional 24 hr care staffing is continued to cover sickness and annual leave for both day and night shift. 13 New staff were recruited in the last four weeks and commenced their employment at the Grange. Currently, 45 bank staff are employed that covers sickness and holiday period.

9. Glossary of Terms

AR	Authorised Representative
CQC	Care Quality Commission
Enter & View	E&V
ESOL	English for Speakers of Other Languages

10. Distribution and Comment

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

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

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“I like taking care of people and try to bring a little bit of joy to their life.

I like helping them in any way possible and trying to be there for them.”

Staff Member

