

## Enter and View Visit Final Report

**Name of Service Provider: Crosscrown Limited.**

**Premises visited: Lilbourne Court Nursing Home, Lilbourne Road, Clifton Upon Dunsmore, Rugby, CV23 0BB.**

**Date of Visit: 21<sup>st</sup> May 2024**

**Time of visit: 10am – 1pm**

**Registered Manager: Crosscrown Ltd are in process of recruiting for this role. Acting Manager: Jindy Hayer, the Operations Director for Crosscrown Ltd.**

**Visit Lead: Robyn Dorling, Maggie Roberson, Sue Roodhouse, Caroline Graham.**

### 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, their relatives, and staff, only an account of what was observed and contributed at the time of our visit.

### Summary of findings

Lilbourne Court Nursing Home is set in a rural location on the outskirts of Rugby. It is well signposted from the main road and approached through a long tree lined driveway. Parking is on site. It is one of a group of care homes owned by Crosscrown Ltd.

The home is registered to provide accommodation for up to thirty-six people who require personal and nursing care and / or treatment of disease disorder or injury: dementia, mental health conditions, physical disabilities, sensory impairments. The residents are a mix of younger and older people.

The building is a purpose-built care home, it is clean and bright with wooden flooring and up to date furnishings. The decoration of the home is of a high standard. The bedrooms are furnished, modern and fairly compact. Residents can bring their own furniture and choose from the suitable rooms available.

An exceptional feature of this home is its beautiful countryside views, with sheep grazing in the fields behind.

On the day of our visit twenty-eight people were living in the home. Five rooms were empty because of internal building works that were being carried out to meet new fire safety regulations. This was being managed well by staff, and residents were coping with what was a fairly major and noisy disruption. The works are scheduled to be finished by the end of June 2024. In spite of the building works the overall atmosphere in the home was observed to be calm.

Residents told us that they felt well cared for. We observed staff communicating with residents in a positive manner that showed dignity and respect. On the day of our visit residents were in the communal areas, appropriately dressed and had people to talk to.

Staff told us they enjoyed working at the home, and several described the best part of the job as being the interactions with the residents.

Staff told us about the varied training they had received for their roles. Further training on sensory activities for people with dementia was an area of interest.

The purpose of our visit was to follow up on feedback we had received from a relative that they did not know who to report concerns to. On the day of our visit, we found staff and Management to be open and accessible. However, during our visit, one member of staff did speak to us about not knowing how to raise a concern about a resident, now that the previous manager had left, so changes in management and channels of communication may be ongoing issues.

### **Recommendations**

- With the temporary absence of an appointed Registered Manager make sure new staff know who to go to with any questions.
- Ensure all staff know how to access the spare stock of toiletries that are kept in the home (for when the residents own run out) and remind relatives that they are responsible for providing these.
- Offer further training on sensory activities for people with Dementia.

### **1. Report Overview**

We arrived unannounced at Lilbourne Court Nursing Home and were met by Jindy Hayer, the Operations Director for Crosscrown Ltd. Jindy, the most

senior person present, informed us that the Registered Manager had recently left, and the recruitment process for a replacement was underway. Jindy spent an hour answering our questions and subsequently gave us a tour of the home and introduced us to the staff. Throughout Jindy's extensive knowledge of the home was evident, and she appeared very competent and thorough in the role of Acting Manager. We were welcomed into the home and staff and residents were confident and comfortable talking to us.

### **Interview with the Operations Director:**

#### Home Specialisations and Staffing

- The home specialises in providing care for residents with nursing needs, dementia, and those requiring end-of-life care. It collaborates with external partner organisations to support residents with a variety of complex needs.

At the time of our visit there were twenty-eight people living in the home. Five rooms were empty due to building works.

#### Staffing Levels:

- Carers: eight during the day, six at night.
- Nurses: two during the day, one at night.
- Housekeepers: five, a mix of full-time and part-time staff, along with a dining room assistant.
- Activities Coordinator: Full-time.
- The staff work 12-hour shifts and agency staff are used, when necessary, with an effort to consistently use the same individuals who are trained on the Caredocs records system.

#### Training and Development:

The Operations Director emphasised the home's commitment to staff development through regular appraisals, supervision, and comprehensive training opportunities:

- Every new staff member undergoes an induction program, which includes both online and one-on-one training sessions.
- New staff receive as many inductions shifts as needed until they feel comfortable in their roles.
- Specific training mentioned included de-escalating challenging situations, manual handling, autism awareness, and equality and diversity.
- The Operations Director is in contact with Warwickshire County Council's learning and development team, who provide training to care home staff.

We were told that care plans are regularly audited by trained nurses who also hold regular meetings to discuss necessary changes.

### Resident Support Services.

The home provides various support services:

- Doctor: A GP conducts weekly calls and is available for same-day visits if required.
- Dentist: There are no Dental practices registering new NHS Patients in Rugby. For NHS Dentistry the home now has to go through the Community Dental Service at the Orchard Centre, which can delay in residents being seen. The home facilitates visits from a private dentist, though getting appointments can be challenging due to their busy schedules. Staff receive internal training on oral care, including end-of-life care. Dental prosthetics are labelled for easy identification. The Operations Director is in the process of applying for Blue Badges for residents to make parking easier when they visit the Dentists.
- Pharmacy: The home faces no pharmacy ordering issues. They are registered with Patient Access, allowing a nurse and manager to order prescriptions, which are delivered by Care Quality Pharmacy up to four times a day until 10 pm.
- Opticians: Opticians can come into the home or residents can visit their preferred optician. Residents' glasses are labelled for identification.
- Hairdresser: visits at least weekly, salon in on-site, with residents having the option to bring in their own hairdressers.
- Activities: Residents engage in various activities facilitated by the Activities Coordinator and a variety of external groups, including weekly fitness sessions.
- Outings: A minibus is booked for group outings. Staff can take residents out individually. Crosscrown Ltd do not have their own minibus.

### Dementia-Friendly Environment and Behavioural Support.

The home has implemented measures to create a dementia-friendly environment:

- Personalised door signs.
- Different coloured doors.
- Butterfly symbols are used to show the resident has dementia or may require additional support.
- Staff are trained to manage challenging behaviour through de-escalation techniques and conflict resolution.

### Additional Insights:

Unannounced Visits: The Operations Manager assured us that these are conducted by two Managers at night to ensure quality care around the clock. The results of these visits are recorded.

Accompanying Residents to Appointments: If a relative or friend is unavailable, staff will accompany residents to outside clinical appointments. We were told friends and relatives accompanying residents to appointments is prioritised, but that staff will always go to appointments with a resident if no one is available.

We were told that relatives meetings are well attended.

Social media: There is a Facebook page for families.

Feedback and Complaints: The home actively seeks feedback through extensive surveys. A complaints procedure is prominently displayed in the reception area, along with a feedback book and policy details. Evidence of comprehensive resident and family feedback questionnaires was visible. These surveys, conducted in October 2023, compare responses from residents, friends, and family to identify the top ten improvement opportunities.

Maintenance: Maintenance for the home, along with five other Crosscrown Ltd. homes, is managed by a dedicated team. The Operations Director sets priorities to ensure timely and effective responses to maintenance needs. We observed that the home is well maintained and generally decorated to a high standard.

## **2. Purpose of Visit**

The purpose of our visit was to follow up on feedback we had received from a relative that they did not know who to report concerns to. On the day of our visit, we found staff and Management to be open and accessible.

## **3. Approach Used**

We interviewed the Operations Director, Jindy Hayer, in detail. We observed residents in the communal areas interacting with the staff. We spoke to:

- A resident and their friend / visitor in their room
- Three residents in communal areas.
- Eight staff and observed them working.
- The Activities Coordinator
- The Accounts Manager

#### 4. Observations/Findings

##### Physical Environment

##### Reception area:

The care home's reception area has a welcoming ambiance, comprehensive informational displays, and evidence of active resident engagement.

##### Key observations include:

- Welcoming, clean bright, modern clean stylish furnishings. Comfortable seating areas. Temperature good (23). No odours.
- Reception desk and Managers office, to which the door was open.
- Signing in book, certificates, posters, and information.
- Evidence of comprehensive resident and family feedback questionnaires; survey residents, friends, and family and then look at the differences between the two and produce top ten improvement opportunities (October 2023).
- Displayed on wall: Vision statement, mission statement, complaints policy and procedure, values, and philosophy of care. How to contact the CQC, infection prevention, handwashing document, health, and safety at work guidance poster.
- Leaflets: power of attorney, caring together Warwickshire, Advocacy, Nice guidelines,
- Activities scrapbooks with lots of photos on the wall showing birthday celebrations and outside visitors including alpacas and farm animals.
- A framed statement in the reception: "Our residents do not live in our workplace; we work in their home."
- Communal bathrooms, in reception, with emergency cord down and sign saying please leave down so residents can reach it.

##### Layout of the Home

During our visit, the Operations Director gave us tour of the home. The home is clean and well-maintained throughout. There are thirty-six rooms, all have an en-suite shower and toilet.

The home has three floors, each designated for specific care needs:

- **Ground Floor:** Primarily accommodates residents who require nursing care.
- **First Floor:** Dedicated to residents with dementia.
- **Top Floor:** Used for various short-term stays, including residents discharged from the hospital who are awaiting assessment. This floor is versatile and can cater to different care requirements.

Future Plans for the Top Floor: The Operations Director highlighted the potential for the top floor to be further developed for palliative care. She expressed a vision for enhancing this space to provide specialised end-of-life care with space for family and friends to stay overnight in the same room.

### **Compliance with Fire Service Recommendations.**

During our visit, the care home was undergoing significant structural alterations to comply with current fire safety regulations, as recommended by the fire service. These changes involve transitioning from an open-plan layout to more prescribed internal structures to enhance fire safety.

Impact and Duration: The construction work, which commenced prior to our visit, is expected to continue until the end of summer 2024. This ongoing work has inevitably impacted the daily living conditions of the residents and has affected the current occupancy levels. Despite these challenges, both staff and residents have demonstrated commendable resilience and adaptability.

Management and Cleanliness: While the alterations have introduced additional noise, the cleanliness of the home has remained at a high standard. The builders on-site have taken great care to minimise disruption. We observed a respectful demeanour towards the residents, ensuring their interactions are courteous and considerate, inviting the residents to share their opinions on their work. Additionally, the construction areas have been kept well-organised, contributing to a safer and more manageable environment during this period of transition.

Gardens Outside: An outstanding aspect of the home are the countryside views. A gardener comes once a week, there are plenty of chairs, a safe outside patio area and raised beds.

### **Staff**

During our visit, we observed a good presence of staff, who appeared to have ample time to dedicate to the residents under their care. This adequate staffing contributed to a calm and supportive atmosphere within the home. Interactions between staff and residents were predominantly one-on-one, with staff members frequently making eye contact and crouching down to engage at the eye level of seated residents, enhancing communication and connection.

Interactions: We witnessed staff interacting with residents in ways that were characterised by care, support, dignity, kindness, and respect. The staff

demonstrated a genuine commitment to ensuring that each resident felt valued and attended to, fostering a positive and nurturing environment.

Staff members were welcoming and readily engaged in conversations with us. They expressed satisfaction with their roles and conveyed a fondness for the residents they care for. The team comprised both new employees and long-serving staff,

An issue was brought to our attention by a staff member regarding the provision of toiletries for residents. It was noted that some families do not supply sufficient toiletries for their relatives, and some residents lack family support altogether. In such cases, it has been known for staff members to purchase toiletries out of their own pockets to ensure residents' needs are met.

We addressed this concern with the Operations Director before concluding our visit. It was clarified that there is a group fund available for such necessities. We recommended that all staff be informed about this fund and the procedure for accessing it to ensure that residents' needs are consistently met without requiring staff to use personal funds.

Activities Coordinator:

During our visit, we had the opportunity to speak with the Activities Coordinator, whose dedication and enthusiasm for providing a diverse range of activities for the residents were immediately evident. The coordinator is highly motivated and deeply committed to enhancing the residents' daily lives through engaging and varied activities. This is achieved by asking lots of outside organisations to visit the home to run activities, including local school choir visits, pet therapy involving ducklings, chickens, and lambs, theatre productions that friends and family are invited to, a violin player, singers, weekly fitness classes, balloon tennis and retro rhythm.

The mayor came to mark a special birthday, which was clearly a big occasion from the photographs on the wall, but we were told that they do not wait for big occasions to celebrate people.

We looked at the well-organised scrapbooks which document the various activities and events. These scrapbooks are available for visitors to view in the reception area and serve as evidence of a vibrant activity schedule in the home.

The Activities Coordinator approached her job with genuine enthusiasm for her role and spoke about the residents with care and familiarity. For example, during our visit, we observed a friendly conversation between the

coordinator and a visiting friend, demonstrating the strong relationships she has built and her knowledge of what activities each resident enjoys.

### **Service User Experience, Dignity and Respect**

The residents we spoke to were positive about the home and said they were well looked after.

On the day of our visit the residents on the middle floor were out of their rooms and in the communal area.

Due to the building work the communal areas had been reduced so the spaces had been adapted. When we visited, residents were sat watching the television in two main areas. It was unclear if the building work had impacted on the daily program of events or activities for residents.

### **Staff Feedback**

"The best thing about working here is the residents, the residents are so lovely and respect the staff, and the staff respect the residents."

"I am happy to be employed here."

"Work has been really accommodating and supporting after I needed to take time off."

"I like the residents; I like to see their needs met and the attention to detail."

"As long as they are happy, with a smile on their face, I am happy."

## **5. Feedback from Patients/Residents/Relatives/Carers/Visiting Professionals**

### **a) Residents feedback**

"I am well looked after. I went out to the Dentist's and the Nurse came with me."

### **b) Relatives/Carers**

"My friend just wants to be back in her own home, but this home is A1, the food is all freshly cooked, I can visit whenever I want. It is the nicest home I have seen, and my friend has been in quite a few."

"Staff are the best thing about the home."

"The food is all freshly cooked."

**c) Staff/Other professionals**

We did not speak to any visiting professionals during this visit.

**6. Follow Up Visit:** No