



## Details of visit

<b>Service address:</b>	<b>Village Green Care Home, Bedford Road, Marston Moretaine, MK43 0ND</b>
<b>Service Provider:</b>	<b>Woodgate Healthcare</b>
<b>Date and Time:</b>	<b>Tuesday 1st March 2016 15:00 – 17:00</b>
<b>Authorised Representatives:</b>	<b>Diana Blackmun, Dave Simpson</b>
<b>Contact details:</b>	<b>Healthwatch Central Bedfordshire Capability House, Wrest Park, Silsoe, Bedfordshire, MK45 4HR Tel: 0300 303 8554</b>

## Disclaimer

Please note that this report relates to findings observed on the specific date set out above.



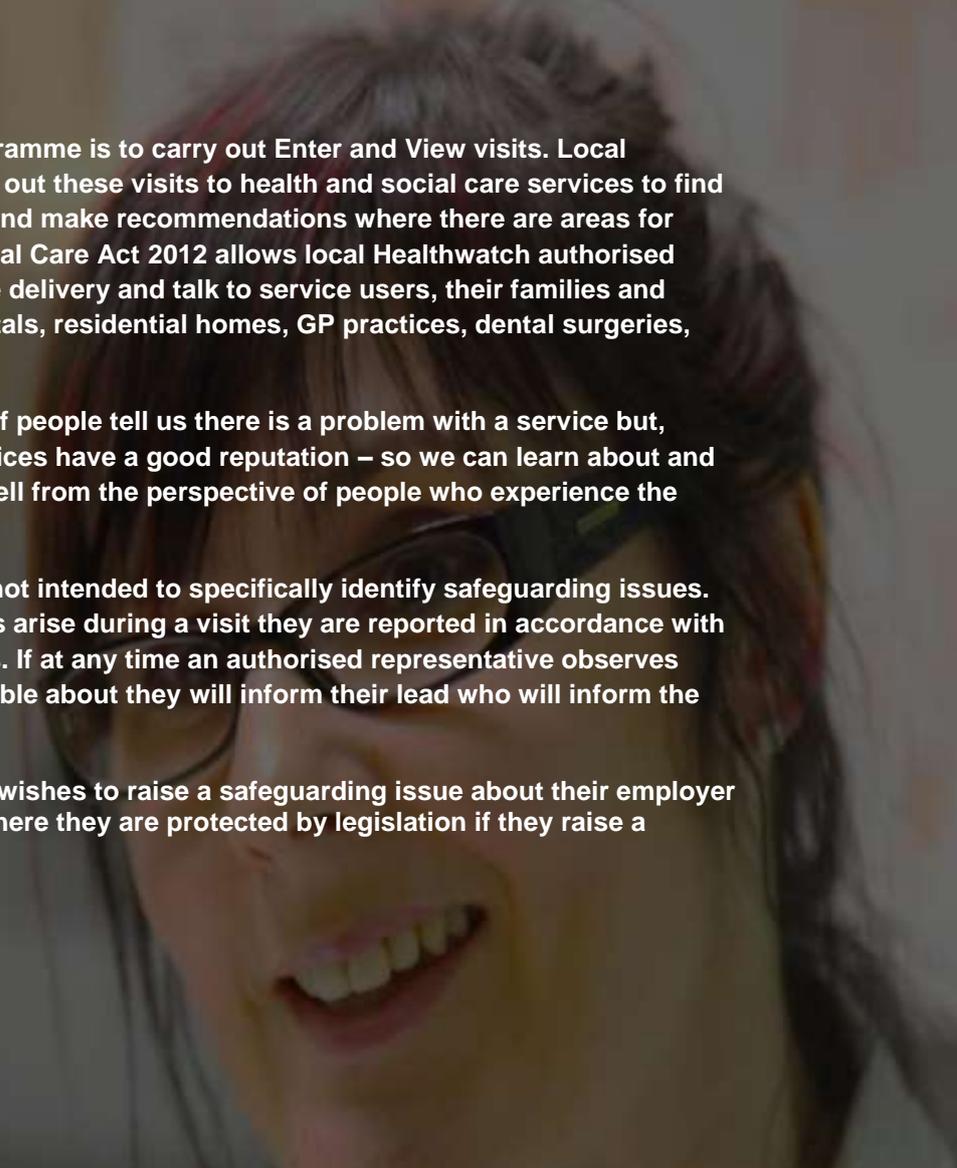
## What is Enter and View?

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 managed and make recommendations where there are areas for improvement. The Health and Social Care Act 2012 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.

Enter and View visits can happen if people tell us there is a problem with a service but, equally, they can occur when services have a good reputation – so we can learn about and share examples of what they do well from the perspective of people who experience the service first hand.

Healthwatch Enter and Views are not intended to specifically identify safeguarding issues. However, if safeguarding concerns arise during a visit they are reported in accordance with Healthwatch safeguarding policies. If at any time an authorised representative observes anything that they feel uncomfortable about they will inform their lead who will inform the service manager, ending the visit.

In addition, if any member of staff wishes to raise a safeguarding issue about their employer they will be directed to the CQC where they are protected by legislation if they raise a concern.



## General Purpose of Enter & View visits

- To engage with service users of care homes and understand how dignity is being respected in a care home environment;
- Identify examples of good working practice;
- Observe residents and relatives engaging with the staff and their surroundings;
- Consult with residents, relatives and staff about their experiences of the environment within the home and how care is delivered.

## Strategic drivers

- Care Quality Commission Dignity and Wellbeing strategy
- Care homes are a Local Healthwatch priority



## Methodology

This was a pre-arranged visit to the Village Green Care Home (formerly The Old Village School Care Home) to meet Charlotte Jones RGN, (Responsible Individual) and Marie Morris, Manager (Dementia Specialist) from BKR Care Consultancy Ltd.

BKR Care Consultancy Ltd (BKRCC) was recently appointed by the new owner of the home under a management agreement to provide professional management services at the Home. This followed the Care Quality Commission's (CQC) inspection in June 2015, the subsequent decision to close the Old Village School Care Home in August 2015 and the appeal in December 2015 to reopen the Home.

BKRCC provide assistance to a wide range of care providers from individual home owners to charities and large corporate providers across all regions. They aim to provide a complete package of interventions to improve quality of care working closely with all stakeholders; service providers, commissioning, monitoring and safeguarding teams, Fire and Rescue Services, Environmental Health and the CQC in order to achieve compliance.

HWCB representatives were met and made welcome by Charlotte (Charlie) Jones and Marie Morris, who explained the role of BKR Care Consultancy Ltd, improvements to the home and current plans for the reopening of The Old Village School Care Home, now known as The Village Green Care Home.





## Background

In June 2015 the Care Quality Commission (CQC), following an inspection of The Old Village School Care Home, rated the home as 'inadequate' and placed the home in special measures. The CQC ordered swift action to bring about improvements after poor standards of care were identified.

Inspectors visiting the home found overwhelming systemic failures with the potential for serious harm to come to people who were vulnerable because of their dependence on others to meet their needs. In the report, CQC inspectors said many of these failings were a result of poor staff training, low staff levels and an overall lack of supervision.

When CQC inspectors returned to The Old Village School Care Home to carry out an unannounced inspection on the 3<sup>rd</sup> and 6<sup>th</sup> August 2015 they found the provider had failed to improve the quality of people's care. The home was subsequently closed in August 2015.

Mr Aman Badiani, now the sole Director of the Old Village School Care Home, recently renamed the Village Green Care Home, appealed to the Tribunal at Luton Magistrates Court in December 2015 against the court's decision to uphold the CQC's petition to close the Old Village School Nursing Home.

At the Tribunal Procedure on 15th December 2015, the Appeal to reopen the Old Village School Care Home at Marston Moretaine was allowed. However, the Tribunal decision included strict conditions to be complied with for the reopening of the home.

Evidence provided to the Tribunal showed that BKR Care Consultancy Ltd (BKRCC) had been engaged by Mr Badiani to 'turn round' the home and enable it to re-open which the Tribunal accepted. A decision was also taken by the new owner to rename the home as The Village Green Care Home.

Charlie Jones and Marie Morris from BKR Care Consultancy Limited (BKRCC) were appointed by Mr Badiani under a management agreement to provide professional management services at the Home for a minimum period of 18 months.

HWCB representatives were reassured by Charlie and Marie that Mr Badiani is completely committed to the refurbishment and improvements to the home and had invested substantial sums to ensure a safe and compliant Home.

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## Results of visit

### Premises

The ethos of the home's new management is that the Village Green Care Home is 'A home with a little 'h' and that we (the staff) are privileged to work in the residents homes'. To further enhance this, management have stipulated an 'open door' policy. Only those rooms which are not open to residents, such as the laundry and medication room, will be outside of this policy.

Each 'unit' within the home has or is undergoing extensive refurbishment at the time of HWCB visit. The units have all been renamed, as follows:

- Oak Avenue
- Beech Street
- Elm Drive

All residents' rooms have been redecorated and new equipment installed where necessary including ensuite facilities. Each resident's door to their room will be numbered (as in street numbers) and will include a letter box. The idea being that each resident will have a personalised address, for example,

Mr A N Other  
24 Oak Avenue  
The Village Green Care Home  
Bedford Road  
Marston Moretaine  
MK43 0ND

Residents' mail will be delivered daily direct to their door by a member of staff.

Two 'family rooms' will be made available on the upper floor for relatives to use in order to stay close to their loved one in times of a resident's failing health etc. A room for residents and families to use for special occasions, where meals can be served in a restaurant type environment, will also be made available.

Kitchenettes have been strategically placed throughout the building for residents and relatives to use. A sensory bathroom /spa has been installed and is situated on the ground floor.

The garden is currently being redesigned and the old sheds have been removed creating an enclosed courtyard. Raised beds are to be installed for residents to grow vegetables etc., and the intention will be to buy chickens to settle in an enclosed area in the garden for all the residents to experience.

The majority of windows and doors have been replaced giving a fresh, modern look and feel to the building.

### **Staff**

At the time of the visit, eleven members of staff were on site at the home, all of whom were employed at the home prior to its closure. One member of the existing staff was also due to re-join the following week after maternity leave. The majority of current staff members live locally in the village.

The new management team recognised that staff working at the home had previously operated in silos and did not interact very well with each other. To address this, only one staff rest room is now available within the home, to ensure staff integrates into a cohesive team for the benefit of the residents. In addition a considerable amount of the current redecoration of the home is being undertaken by the staff, working together as a team.

Each unit will have one nurse on duty and a variable number of carers, dependent on the numbers of residents, the aim is also to have a nurse on duty as 'a floater' to assist wherever needed. The ratio of carers to residents will be a maximum of 1:5.

The new management team have identified three recruitment agencies as preferred suppliers of agency carers and nurses; the intention is to maintain a degree of continuity and consistency of care for the residents. The new management team have confirmed that temporary staff engaged by an agency will only be used in cases of necessary

absence of permanent staff due to sickness, leave or sudden and unexpected absence or departure.

Part of the interview procedure for new staff will focus on language and communication skills; functional English language skills is a priority and management will do whatever is necessary to encourage and assist staff to meet the required standards.

A condition was set by the Tribunal which states that before the admission of the first service user to the Home, upon the reopening, the Home must have in place sufficient numbers of suitably qualified, competent, skilled and experienced staff who are permanent employees of the owner. More specifically, on duty at the Home between the hours of 8am and 8pm not less than four staff are required and between the hours of 8pm and 8am three staff are required, each dedicated to direct service user care of whom one on each 'shift' is a first level registered nurse. When further admissions are made that require an increase in staffing levels, admissions will pause whilst additional suitably qualified trained care staff are recruited.

### **Training**

All staff (current and future) will receive full training for their caring role prior to the admittance of service users to the Home in addition to the owner, Mr Badiani, who is required to undertake the following training:

1. Safeguarding;
2. dignity in care;
3. moving and handling;
4. dementia;
5. infection control; and
6. COSHH

Agency carers and nurses, prior to working within the Home, will take part in training of the Home's methods, practices and ethos. The cost of this training will be met by the Agencies with funds accrued used for the benefit of the residents.

All staff will be encouraged to receive training in any areas which they feel would be of benefit to the residents. All new staff will undergo induction training to bring them up to the same standard and level as existing staff. New staff will also be required to undergo a period of 'shadowing' existing staff before being allowed to care for residents unaccompanied.

Part of the ongoing training for all staff will involve the management team presenting two of the home's policies (e.g. Mental Capacity Act, Safeguarding), after which staff will be asked two questions on those policies; if the answers given are incorrect, staff will be given more support and/or one-to-one training.

### **Residents**

HWCB representatives were advised that the ground floor of the Home will be used for general nursing residents and the upper floor will be for dementia residents. The home will no longer accommodate Acquired Brain Injury (ABI) residents and rehabilitation beds will no longer be available.

Six previous residents of the home have expressed a desire to return to the home once it re-opens and the new management team are currently considering their suitability given the Home's restructure.



### **Medication**

Storage for medication has been greatly reduced from the previous arrangement at the home and is now limited to one room on the upper floor. This is designed to ensure there is no opportunity for overstocking of medication.

Staff will be fully trained in relation to medications and will also be encouraged to challenge if they do not feel a particular medication is appropriate for an individual resident.

The new management at the Home is currently in the process of changing the GP Practice based in Bedford which currently covers GP services within the Home to a more local Practice.

### **Activities**

The Activities Coordinator, employed by the Home, is currently developing a programme of suitable activities for residents. HWCB representatives were also advised that the Coordinator has negotiated discounted meal rates at the nearby Forest Centre to enable the residents to take trips out and enjoy a meal. The Activities Coordinator was not at the Home at the time of HWCB's visit however HWCB representatives are looking forward to meeting and engaging with her at a later date.

### **Reopening and Open Days**

The new management team are planning to open The Village Green Care Home to residents in early April 2016. Under conditions imposed by the Tribunal, the Home is restricted to admittance of no more than two service users in any period of seven calendar days computed consecutively from 1 March 2016 for the first four weeks. After this initial four week period the number of admissions can be increased to a maximum of three service users per week for the next 20 week period.

The new management team have confirmed that a resident will be admitted to the home after a pre-admission acceptance by the Manager, on a pre-arranged date and time with a member of the care team completing the admission paperwork on their arrival. A 72 hour care plan will be created to bridge the gap between admission and the completion of a full care file. Following 72 hours after admission the Manager will verify in written form to BKRCC that all required documentation is in place (for the period for which their management agreement is in place).

Prior to the opening of the Home to new residents, the Home will be holding 'Open Days' to enable members of the community and key stakeholders to visit the Home, to view the refurbishment and improvements made to the Home, as follows:

**Friday 25th March 2016 – Families of Staff**

**Saturday 26th March 2016 – Community Open Day**

**Tuesday 29th March 2016 – Stakeholders Open Day**

Representatives of Healthwatch Central Bedfordshire will be attending the Stakeholders Open Day.



## Recommendations

This report highlights the conditions imposed by the Tribunal in December 2015 to reopen the Home and what was observed during the visit.

- It is recommended that the conditions set by the Tribunal judge on 14<sup>th</sup> December 2015 are adhered to and that consistency and good quality of care remains entrenched as part of the Village Green Care Homes core values.
- Refurbishment and improvements to the home were proceeding swiftly at the time of HWCB visit and management confirmed they will be completed, apart from any minor cosmetic finishes, before the home reopens. HWCB recommends that if the timeline for completion of the works slips, the date for reopening is delayed until all works are concluded to avoid any disturbance for new residents.
- Upon arrival of new residents, HWCB would recommend the establishment of a residents/relatives forum and/or Newsletter to enhance contact between families and the home.
- HWCB further recommends that the Home continue to review staff training and staffing levels across the home to ensure that adequately trained numbers of staff are always on duty.
- Healthwatch Central Bedfordshire recommends that this report is shared with key stakeholders, potential new residents and relatives of the Village Green Care Home to advise that if they should wish to contribute any additional comments about the Home, to contact Healthwatch Central Bedfordshire direct on 0300 303 8554.

# Service Provider Response

## Response:

We were delighted to welcome Healthwatch to Village Green Care Home. The staff has worked very hard to redesign the building to meet the needs of our new client groups. The homeowner has invested in not only the refurbishment of the building but also in an extensive retraining programmes and an external consultancy to ensure the quality of care delivery is maintained.

When searching for a Care Home, a huge amount of trust is placed in that home to care for you, or your loved one, with compassion, empathy and professionalism. We firmly believe our team can live up to these wishes, and indeed exceed those expectations.

We look forward to welcoming our first residents and delivering exceptional levels of care to them.

Charlie and Marie

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