



**STADIUM COURT CARE HOME**  
**Greyhound Way, Stoke-on-Trent, ST6 3LL**

**Date and time of Visit:** 17<sup>th</sup> June 2019, 10:30 a.m. - 1:00 p.m.

**Healthwatch Visitors:** Maureen Myers and Dave Rushton

**Home Manager:** Teresa ('Trish') McCaffery  
Home Manager

**Overview of Home**

The Home is owned by HC-One, is registered for a maximum of 110 Service Users' and has 110 rooms – all en-suite. Residents include those with Dementia, Alzheimer's, as well as those requiring Palliative Care, Respite Care and Convalescent Care

**Reasons & Purpose**

This visit was arranged as a follow-up to a CQC inspection in July 2018. The findings at that inspection were "Requires Improvement" in four of the five areas (Safe, Caring, Responsive and Well led). It was deemed "Good" in the area of 'Effective'.

**Methodology**

The Healthwatch representatives were able to speak with the Home manager, nurses, a range of care staff and workers as well as residents. The conversation details with the Home Manager are noted as a separate heading within this report as they were particularly thorough.

**Information Collected**

The Healthwatch representatives had copies of the most recent CQC report from July 2018.

## **External**

Externally, the Home is fairly modern and largely single storey. There are several 'Units', each one built to very similar design. Units include Stafford, Spode and the Wade Unit. Access to each of the Units is via a secure, pass coded door.

The Wedgwood Unit, which Healthwatch Stoke visited in 2015, is now closed, as is the Aynsley unit.

The grounds are in reasonably good order and there is sufficient car parking for visitors.

## **Internal**

During our visit, we spent some time in the main building in the meeting with the Manager, as well as visiting Wade Unit and Stafford Unit. In the main reception area, we observed the CQC summary sheet from the last inspection being displayed.

Everywhere we visited had handrails along each of the corridors and we observed several places where hand sanitisers were available. Similarly, the entire site (that we visited) was clean, well-lit and well-decorated.

We understood that the design within each of the Units is similar, comprising of a main lounge, a quiet(er) room for more private meetings, en-suite residential accommodation and wide corridors connecting the different parts of the unit.

Before we commenced our independent visit, we spent some time talking with the Home manager.

## **Discussions with Teresa McCaffrey, the Home Manager**

The Manager met us at reception, introduced herself and then took us to her office where she proceeded to give a very full account of her perception of the current position of Stadium Court. She was very open to questions from our visiting team and took pains to ensure our understanding was comprehensive.

She told us she had been in post since October 2018 and had taken the position fully realising the challenges that she would face. Since taking on the role, she has had very little time off, including weekends (additional comment made by Teresa McCaffrey) *as many of the tasks undertaken are in relation to 'firming up the foundations' in addition to the day to day management of the home so that all improvements can be sustained.*

These comments are not made in an overly critical manner, but instead are meant to convey the complete dedication she has shown to 'get things right'. She is determined to turn around the problems she inherited and to get a 'Good' in every inspection category from the CQC by 2020.

She told us that while she and the team were working hard to improve the three 'open' units - Stafford, Spode and Wade, the two other units (Wedgwood and Aynsley) would remain closed.

## **Staff Numbers**

When she took over, she openly acknowledges that there were serious staffing problems, largely down to poor scheduling of staff. The problem was compounded by a 'reluctance' shown by some staff regarding being asked to work on a different unit.

It is pleasing to say that each of these three areas have shown marked improvements – there are more than 110 staff and when Agency staff are required to supplement the numbers, they are drawn from one Agency, meaning an improved relationship between agency and staff, as well as agency and resident.

There is also a marked reduction in staff turnover which, again, indicates an improvement in staff/resident relations, but also provides a more stable basis to enable the manager to schedule things with more certainty.

For each unit, the following staffing numbers apply:

Days	1 x senior nurse, 2 x nurses, 2 x senior carers, 2-3 carers
Nights	1 x senior nurse, 1 x nurse, 2 x carers.

Scheduling is carried out each day by the manager, who will endeavour to ensure full staffing at the start of each shift by actively managing the skill mix. Each day, a 'Flash meeting' is held to discuss with senior staff from each unit, any problems which may have cropped up and needing resolution.

There is also an Activities coordinator on each of the units, plus an overall activities lead.

## **Staff training**

A mixture of online and classroom-based training is undertaken at Stadium Court. Training covers such areas as Health and Safety, Manual Handling, Safeguarding and Working with Disabilities. There is also specific training regarding working with people with dementia.

Following this comprehensive session with the manager, we were then free to visit any of the three 'open' units - Stafford, Spode and the Wade Unit. Our visiting team decided to visit the Wade unit and then to carry out a shorter visit to the Stafford unit. As both Units are very similar, they are taken together in terms of our feedback:

## **Wade Unit and Stafford Unit**

Entry to the Units is via a coded keypad, providing a secure environment for residents.

As mentioned earlier, handrails are fitted in each of the brightly lit corridors, the atmosphere is generally warm and welcoming and the staff very attentive. The main lounge is clean, we observed hand sanitisation units and an up to date activities board.

Residents appeared well dressed and clean. We observed one lady who appeared confused being looked after by a member of the care team. One of our representatives spoke to two residents who both appeared settled and, in fact, one visitor who was visiting one of the residents made a point of remarking how helpful the staff were.

We saw an empty residents' room which was clean, well-furnished and provided a safe environment.

We then moved on to the quieter lounge, which is used for personal family meetings or by residents who want some 'quiet time'. We chatted with a gentleman who has been there since March 2019 who was being visited by his wife and they welcomed our questions. Both were effusive with their feedback:

"nothing is too much trouble"  
"The staff are great".

Upon the arrival of the Unit's care coordinator, they spoke with her about a forthcoming trip to Llandudno and the many events from the preceding day (Fathers' Day). It was clearly 'not scripted' and genuinely seemed to be an enjoyable experience.

Later in our visit, we spoke members of staff. All we spoke to were happy with the current management. Some staff had been there up to for just over a year and so had not experienced previous management regimes. However, we did speak to three members of staff who had been there between ten and fifteen years and each stated that the current management and structure was a great improvement on those previously in place.

They felt confident they could raise issues to management and they would be listened to. They also expressed similar opinions saying that management would also take appropriate action(s) when resolving such issues.

### **Catering**

Food is prepared in a central kitchen by the full-time chef and assistants and then distributed across the units. The menus displayed showed a choice of options, including vegetarian alternatives.

Special requirements and needs are catered for based on dietary plans and physical ability. Our visit did not go across mealtimes, so we did not observe anyone eating, but we were assured by visitors that every assistance was given by staff to ensure residents were fed properly.

A resident that we spoke with also assured us that "the food is great - no problems". Similarly, the resident and his wife we spoke with in the 'quiet lounge' both made special mention of the food served the previous day (Father's Day) - a full 'Sunday roast' dinner, with a wide choice of vegetables. Once again, mention was made of the Home manager, who had been there helping with the preparation and the serving of the meal.

Outside mealtimes, biscuits and snacks are available to residents, as well as a range of both hot and cold drinks.

### **Summary**

We wish to thank everyone we met during our visit to Stadium Court, particularly Teresa McCaffrey, for their openness and willingness for us to ask questions.

We believe that Stadium Court, after a long period of uncertainty, is now on an upward path and with the new management gaining recognition and acceptance, this should continue.

While there are still certain areas which might be improved, we believe they are being addressed in the systematic way adopted by the manager.

### **Recommendations**

The whole of this report reflects the dramatic improvements observed at Stadium Court during this visit. Feedback from staff, from residents and their families were all very complimentary.

Much of this feedback comes, we believe, as a result of the efforts of the manager who has put in a huge amount of work to bring about many of the improvements (obviously considerably helped by members of staff).

Our only recommendation, therefore, is that the manager begins to delegate the work. Both members of our visiting team felt worried that, if she were not there due to annual leave or unforeseen circumstances, the successful running of the home might be impaired. The number of hours currently put in by her can be detrimental over time, to both physical and mental health.

She has established, through her endeavours, what appears to be a good team and we recommend that she devolves some of her workload to this team and reduces her personal workload.

Feedback response from Teresa McCaffrey (received Friday 19<sup>th</sup> July 2019)

*"I fully accept and wholeheartedly appreciate the concerns raised by Healthwatch into my working schedule, but I would like to explain that the extra work I have undertaken has been strategy focused and therefore not something that I could have passed on to my colleagues.*

*Their current work schedules are focused totally on the residents' health and well-being while I have been working more strategically as well as driving the day to day work which of course is essential in ensuring that we are moving in the right direction. I am pleased to say that much of my additional work is due to finish in August at which time I will have a better work/life balance. In the meantime, should anything happen to me, the company would have a Turnaround*

*Manager in place within 24hrs and so the service would not be without support and direction.*

*Any personal sacrifices I may have made are to benefit those in my care and also those under my command and I wouldn't have it any other way because Stadium Court is a large service to turnaround and therefore a bigger push was needed."*

*Teresa McCaffrey*

D. Rushton  
M. Myers July 2019