

Enter and View Report

Hunter's Lodge Care Centre

25th February 2025



Healthwatch Staffordshire

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Report on Enter and View Visit Undertaken by Healthwatch Staffordshire on 25th February 2025

Service Visited:

Hunter's Lodge Care Centre

Hollybush Lane, Codsall, Oaken, Wolverhampton, WV8 2AT

01902 847575

Authorised Representatives undertaking the visit:

Christine Sherwood, Jackie Owen & Anna Mather

Images of Hunter's Lodge Care Centre.

Kitwood Unit



Image of the Pavillion



Image of the Terrace



The Service:

Hunter's Lodge Care Centre consists of three distinct units: the Kitwood Unit, the Pavilion, and the Terrace. The Kitwood Unit is a 40-bed EMI nursing unit specifically designed for individuals with dementia and additional nursing needs (EMI care is specialist care for care home residents or hospital patients with advanced forms of irreversible dementia). The Pavilion is a 17-bed unit catering to individuals with mental health conditions, while the Terrace is a residential unit with a capacity for 29 beds.

The Kitwood Unit features forty single bedrooms, some of which are equipped with en-suite bathrooms. Operated since 2011 by Interhaze Ltd, the care centre is set in peaceful surroundings on private land, offering beautiful views of the South Staffordshire countryside and the village of Codsall. It is approximately five miles from Wolverhampton city centre and is located on Hollybush Lane, close to the local amenities of Codsall and Wolverhampton.

Nearby, residents can access various businesses, including a pharmacy, grocery stores, & cafés. The home benefits from some public transport links, including bus & train links that connect to multiple locations. The home has immediate access to the A41 into Wolverhampton and the M54 motorway.

The surrounding area features a mix of new and old buildings, with Hunter's Lodge Care Centre nestled in a rural setting yet conveniently located near Codsall village. Owned and operated by Interhaze Ltd, this care facility is one of 11 care homes in the UK under this organisation, providing care to individuals who require nursing and personal support.

Each unit boasts a warm and comfortable atmosphere, decorated and furnished to a good standard. The reception area within the Kitwood Unit is small and basic, with the unit manager's office located directly to the left upon entry. In the Pavilion, the manager's office is more centrally located to the right as you enter the building, while the Terrace features a more traditional entrance with high ceilings, cornices, and a beautiful wooden staircase. The manager's office for the Terrace is situated to the left of the main entry door once passed the reception location.

The units are individualised and tailored to the needs of both the building and its residents. Most of the rooms are adorned with modern wallpaper in neutral tones and white paintwork, while some lounges feature pastel walls

and calming colours. The Kitwood Unit includes dementia-friendly wallpaper and specialised Montessori boards designed for residents to engage with. (Fidget Busy boards) The brightly coloured furnishings in the common areas of the home create a welcoming environment.

Purpose of the Visit:

As part of the Healthwatch Staffordshire's responsibilities, authorised representatives will carry out Enter and View visits to health and social care premises to assess how they are managed and to make recommendations for improvement. The Health and Social Care Act 2012 empowers authorised representatives to observe service delivery and speak with service users, their families, and carers at locations such as hospitals, residential homes, GP practices, dental surgeries, optometrists, and pharmacies. Enter and View visits may be conducted based on reports of issues with a service or to learn about and share examples of services that are performing well. These visits are not intended to specifically identify safeguarding issues, but any concerns that arise will be reported in accordance with Healthwatch Staffordshire's safeguarding policy, and the visit will be ended if necessary. The local authority safeguarding team will also be informed.

Healthwatch Staffordshire utilises the Independent Age's eight standards of care. These guidelines, established by the charity, outline the expected level of quality and respect for the needs of older individuals receiving care, particularly in care homes. They encompass aspects such as dignity, choice, safety, individualised support, and access to appropriate healthcare, all aimed at promoting independent living as much as possible.

Methodology:

Was to engage with and speak to:

- the manager & the deputy about various aspects related to how the facility is operated, such as the number of staff employed, the number of vacancies, and the recruitment processes. Also, discuss staff training, induction, staff meetings, shift patterns, care planning and reviews, and complaints procedures.

- Engage with residents about their care, do they feel safe, whether they are happy with the care provided, whether there are enough activities & plenty of stimulation, do they feel they have a choice and are listened to. What is their experience of being treated with dignity and respect? Is there plenty of choice regarding food and drink?
- Communicate with available relatives about their satisfaction with the care provided to their relatives or loved ones. Feedback will be obtained during the visit and via the QR code displayed on a poster in the home a week before our visit date, the frequency of communication with staff, and whether the relatives are comfortable in reporting any concerns they may have.
- Talking to staff regarding staffing levels, training, management support, and development opportunities.
- Conduct observations of the environment and interactions among residents, staff, managers, and visitors at all levels.

Physical environment:

External

Hunter's Lodge Care Centre is located on the rural Hollybush Lane, conveniently situated near Codsall Village and the borders of South Staffordshire and Wolverhampton Town Centre. The building, formerly known as Oakden Terrace, was purchased by Interhaze Ltd in January 2011, and its facilities have since been updated. We are not sure when but over the years, the property has been extended to create additional units, reception areas, lounges, and bedroom spaces, some of which have a modern appearance.

The fixtures and fittings within the centre are of good quality, and the staff have been actively raising funds to complete a sensory garden. The centre is surrounded by a mix of new and older housing and is close to the local village, which features pubs and various businesses. The facility fosters a sense of community with events such as fetes

and other holiday celebrations, as well as invitations for community involvement.

Both the Registered Manager and the Unit Managers are dedicated to utilising local services to improve outcomes for residents. There is car parking available at the front and side of the units. The building is prominently signed and visible from the main road, with a long driveway leading to the entrance and private grounds that overlook beautiful trees and fields. The Pavilion and Terrace units each have their own garden areas, providing comfortable outdoor seating.

The grounds feature a tarmac driveway along with landscaped borders. Enclosed gardens are situated at the rear of each building, featuring paved sections and grassy areas. Plans are underway for a beautiful water feature in the Terrace unit, alongside ample space for residents and families to enjoy the outdoors. The garden area is surrounded by hedging and gates, ensuring safety and security for all.

Internal

To gain access to the building, visitors must use the doorbell system. Staff will answer the door and grant you access. Upon entering through the front door, you will find a small entrance area where staff will provide instructions for signing in electronically.

To the left of the reception area on the Kitwood unit, there is a large administrative office for at least three staff members. In this corridor, you will find pictures of staff members on the unit, the employee of the month, complaints procedures, and other informative posters, including details about the Healthwatch visit. This corridor leads to a bright lounge located alongside the nurse's station, which features large panoramic windows overlooking the countryside. Adjacent to this lounge are two hallways running in opposite directions, where the bedrooms and communal bathrooms are located. The main lounge has several notice boards displaying various activities. At the end of each corridor is a stairwell that leads to the second floor, where you will find a kitchen facility, a smaller dining room, and a quiet space.

When you leave the Kitwood building, if you turn right from the reception, you can access The Pavilion Unit. This unit is all on one level and has one large communal room with a dining table, a lounge, and a TV. Here, you will also find a notice board with staff images, electronic signing-in facilities, communal bathrooms, and residents' bedrooms. This unit also features an enclosed garden with plenty of space to sit and a designated area for smoking, separate from others.

The Terrace Unit is located directly opposite the Pavilion and Kitwood units. This unit is spread over three floors and is situated in a much older building with high ceilings, plaster cornices, and bay windows. It contains multiple small lounges and a separate dining area, showcasing lovely bespoke features and music centres. The enclosed garden is currently being renovated, with plans for decking under way, and the manager hopes to incorporate an old water feature to create a sensory area. Like the other units, the reception area of this unit has an electronic signing-in screen and notice boards displaying staff images, the employee of the month, complaints procedures, and a Healthwatch poster with a QR code.

Each unit is bright, clean, and fresh-looking. The corridors have wipeable flooring, and stairwells are accessible via stair gates. Each door can only be accessed with a PIN code for security reasons.

For residents with mobility issues, there is access to a lift on the Terrace unit. The Kitwood unit has two floors and features two entrances for easy access to both levels, including a ramp on one side that leads to the upper floor.

Each floor features themed pictures and several notice boards promoting activities. The corridors are wide enough to comfortably accommodate wheelchairs and other mobility equipment. Each residential room is identified by the resident's name on the door, along with a hobby they enjoy, allowing residents to easily recognise their rooms.

In the dining area, a printed menu displays the meals offered at each mealtime, including breakfast, lunch, and dinner. The menu follows a rolling rota, ensuring that residents have a minimum of two meal choices for each sitting each day, along with a warm breakfast daily,

mid-morning and afternoon snacks, unlimited drink options, plus choices from the home pantry (includes Beans on toast, Soups, omelettes and more). The home uses the [IDDSI Framework](#) (The International Dysphagia Diet Standardisation Initiative 2019).

The facility comprises various rooms depending on the unit, spread over multiple floors. Each room includes a bed and bedroom furniture, and most have the option for a TV if desired. Some rooms are larger, providing enough space for additional chairs. Residents are encouraged to personalise their rooms with personal items to enhance their sense of home. Medication for most residents is administered by trained staff members and is securely stored in a designated medication room.

Residents are allowed to bring some of their own furniture and decorative items to make their room feel like home. The communal areas are designed for residents to comfortably meet and socialise. Relatives are also welcome to visit and engage in activities with their loved ones, which we observed during our visit. The lounges are decorated in neutral colours, creating a calm and relaxed atmosphere. During our visit, we saw evidence of various planned activities on notice boards and witnessed several of these taking place on the Kitwood unit.

Image of activities on Terrace Unit



There is a hairdressing facility onsite at the Kitwood Unit, and residents from other units are brought over to use it. Additionally, arrangements can be made for chiropodist, optician, and dentist services if needed.

The resident manager informed us that her focus is on promoting the welfare of the residents. The manager has assembled a team of unit managers to ensure that residents are treated in a manner that reflects how they would want their "own family members to be cared for". The company's philosophy in the "Statement of Purpose" states...

"It does not stand still" but strives at all times to make continuous improvements in all areas of its care so that our residents always get the best quality of service that we can provide.

Management:

Upon arriving at the residential home, we were greeted by a staff member who guided us through the sign-in process. Almost immediately, we met the Registered Care Manager and the Kitwood

Unit Manager. The Registered Care Manager has been with the facility since 2012, starting as a general assistant and working her way up to her current position.

Currently, the home accommodates 24 residents in the Kitwood Unit, with a capacity of 40. The Pavilion accommodates 14 residents but can hold up to 17, while the Terrace has 27 residents with a maximum capacity of 29. Each unit consists of a mix of privately funded residents, those funded by the local authority, Discharge to Assess beds, and respite care. Additionally, the home offers end-of-life care. The registered manager noted that they have struggled to reach full capacity since October 2024, particularly in the EMI unit. This issue seems to stem from various factors, including being located in a rural area with limited public transport options.

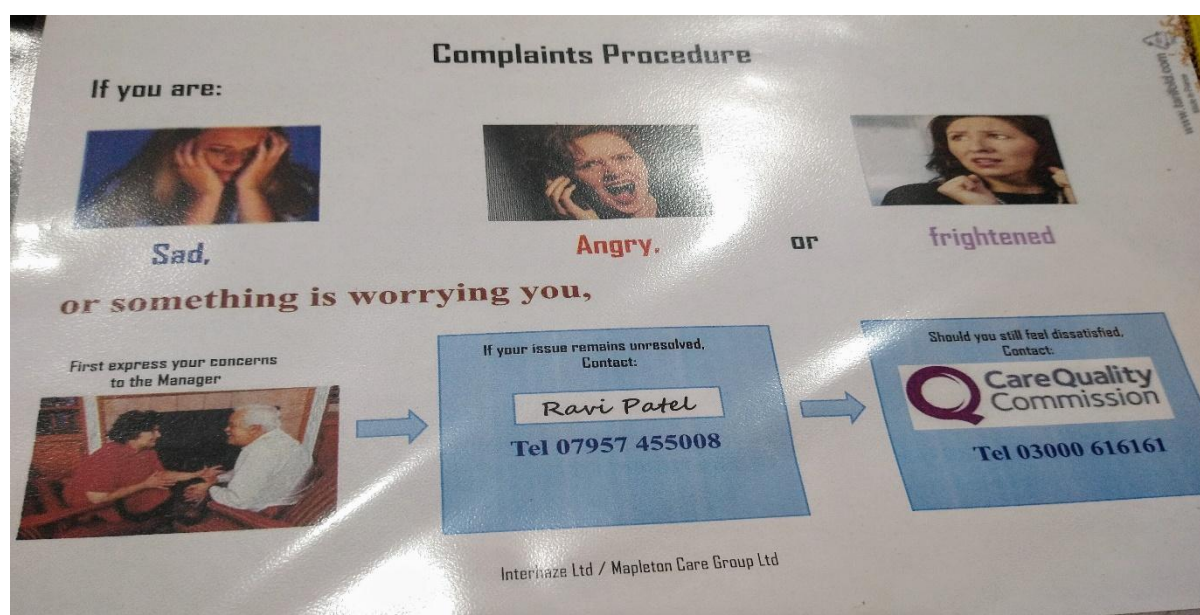
The care centre used to play a vital role in the local community, maintaining strong connections, but these have diminished since the Covid pandemic. However, staff engage in charity runs and innovative fundraising ideas such as sweet and pet treat stalls and fancy-dress events to raise funds for activities with the residents. The activity program is primarily managed by the staff on duty rather than an activity coordinator. These activities run all week and are coordinated via a flexible schedule for each unit, stored in numbered boxes for easy access.

Activities include a variety of options such as perfume day, chocolate day (tasting & texture session), "Connect Four," and animal therapy, amongst others. The home also offers a wide selection of arts and crafts, games, and world day celebrations (e.g. Pancake Day, St. David's Day). They organise events for residents, such as visits from professional singers and day trips. Families are encouraged to participate and support their loved ones, with notice boards displaying the dates and times of upcoming events.

Hunter's Lodge Care Centre is registered for residential care and can accommodate residents requiring dementia care, respite care, palliative care, and end-of-life care, as well as mental health support. Kitwood unit has a Registered Clinical Nurse. Kitwood, Terrace and Pavilion collaborate with the District Nurses team and Advanced

Health Practitioners. Local GPs conduct ward visits on-site alongside the Registered Care Manager.

Complaints are typically addressed by the Registered Care Manager and or with the support manager. If necessary, an escalation policy may involve the business provider. This complaint procedure are displayed on notice boards and outlined in the service agreement at sign-up.



Staffing:

The Care Centre employs 1 staff member for every 5 residents during the day shift and 1 staff member for every 10 residents on the night shift. Currently, Kitwood has a total of 6 staff members, including a Unit Manager, a Clinical Lead registered Nurse, and a Senior care practitioner. The Pavilion unit has 1 Unit Manager, 1 Team Leader, 1 Senior, and 2 staff members; however, the number of staff may increase if residents wish to go out & the Terrace unit has a Unit Manager, 1 Team Leader, 1 Senior, and 4 staff members, during the day.

The registered manager oversees 5 domestic staff, 3 onsite laundry staff, and 4 maintenance team members. The kitchen team and chef operate as a separate entity and are managed independently. We weren't provided a specific number of staff members.

Each care shift includes a senior staff member on duty, along with other care team members who work during the morning and afternoon hours according to the needs of the service and the care being provided. These staff members are distributed across the units of the care centre. The home operates 24/7 with different rotas for the care team. Shift lengths vary based on job roles, with shorter shifts for domestic and laundry staff, while care staff typically work 12-hour shifts. Breaks are distributed throughout the shifts, lasting up to 1 hour depending on the hours worked.

The home has a reasonable recruitment and retention rate, with several staff members staying long-term. However, they also recruit from overseas and utilise a specific care agency as needed to ensure continuity for both residents and the care team, and the facility also has a few bank nurses. Management noted that during COVID, some staff were lost, but they believe recruitment has stabilised now, although recent job offers through Indeed have had limited success due to unsuccessful applicants.

The kitchen staff operates as a separate entity, and the manager is unable to comment on staffing levels in that area. Every meal, including breakfast, snacks, homemade cakes, and pastries, is freshly prepared on-site. There is an abundant supply of fresh fruit and other snacks available daily on a rotating basis. The home manager mentioned that during lunchtime, they use a show plate that presents two food options for residents who may be forgetful; however, we did not witness this in action.

Each shift on a unit will include either a Unit Manager during the day or a senior staff member who addresses any issues or complaints.

New staff members undergo an in-depth induction program that lasts a specific number of days onsite and includes mandatory training to prepare them for their roles. They are also expected to complete their care certificate if they have not already done so. Staff have access to

online training through the E-Learning for Health Care (ELFH) to help them feel competent before fully joining the team.

There are internal & external training opportunities covering areas such as Manual Handling, Person-centred way training, infection control, & Safeguarding training to name a few. There is a probation period for new staff, followed by a one-on-one session to discuss future progression. All staff are required to work towards a NVQ Level 2 Care Certificate and can progress to Level 3 or higher if they demonstrate potential and possess the right core values. The e-learning platform provides training on various topics, including continence care, data protection, and whistleblowing. Besides all this, staff do complete refresher training every 3 years, including diabetes, End of life, GDPR, Mental Health first aid. This is mandatory training and is audited. (Overseas staff are not eligible for NVQ level 2 training)

The manager attempted to implement a wellbeing event, but there was not much interest from staff members. However, they maintain an open-door policy allowing staff to discuss their concerns or they can do this during handover. The company recognises staff contributions through incentives such as "Staff of the Month" to show appreciation. The company will give the staff member a £20 voucher if successful, and the managers will pick which staff should receive this based on various aspects, such as going above and beyond, using initiatives, etc. Additionally, the "Blue Light Card" provides discount codes for various items and services as an incentive for staff; however, we are unsure if the home is aware of this, as it was not discussed during the visit.

The manager organises social gatherings throughout the year, including garden parties, Halloween celebrations, and Christmas parties, to which residents' families are invited. While families are encouraged to attend meetings, participation is typically low. Quality assurance feedback is sent to relatives via email, and unit managers conduct regular audits. An external company also visits the home to ask quality assurance questions. The manager's phone number is posted on the office doors for easy access.

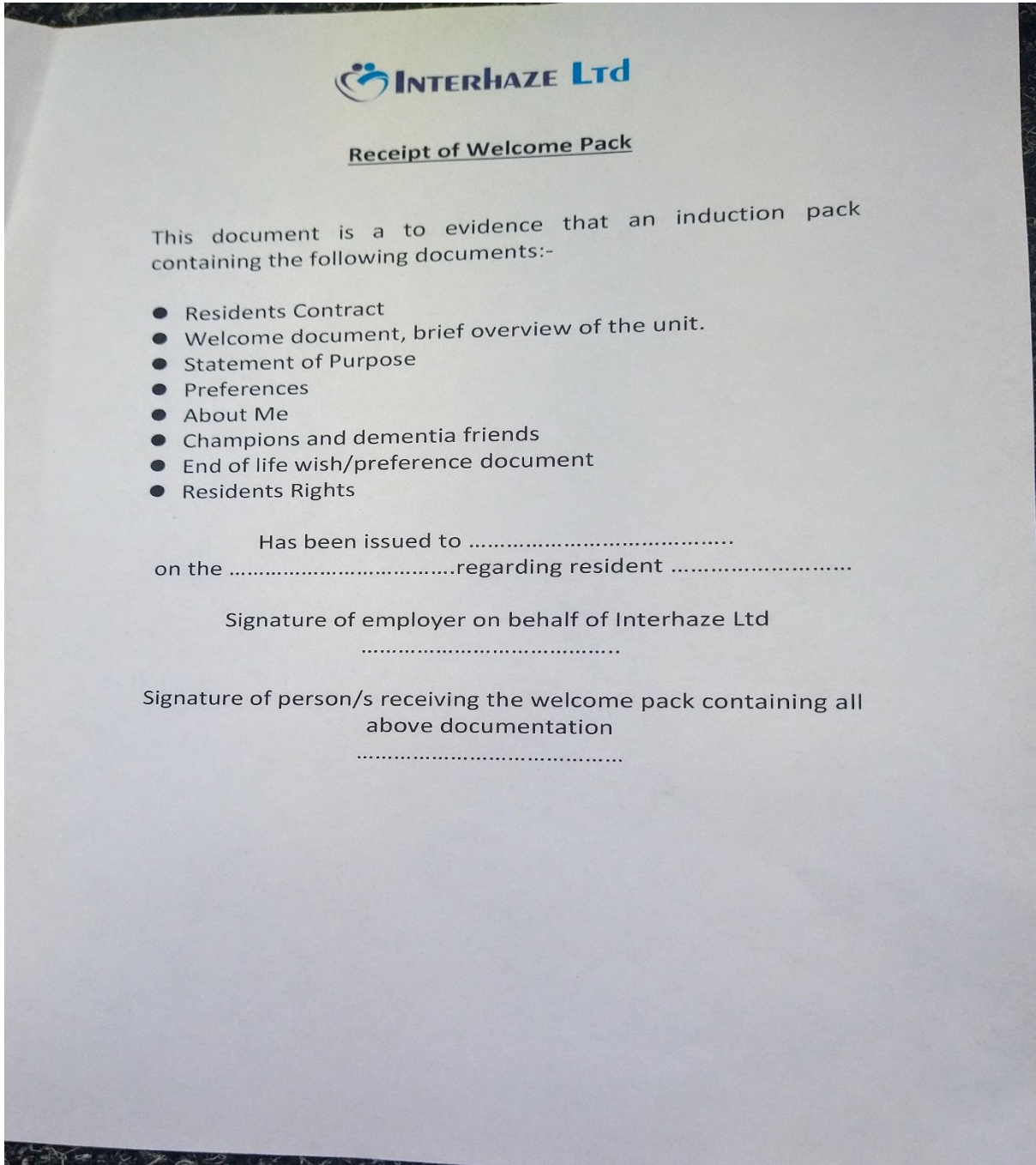
The company has also implemented "This is my Life" care plan to allow them to get to know the residents & provide individual care based around their lives. They also use a malnutrition tool called MUST & React

to Red (pressure area tool). The use of picture aids is used in the activities & complaints procedure, to be inclusive of residents. In the past, the local church has visited to conduct communion & one-to-ones can be arranged to adhere to cultural beliefs.

Care plans are recorded electronically, and daily activities are documented throughout each shift using a handheld device called the Eresman system (Patient Care System). This device alerts staff to complete specific tasks throughout the day to ensure that the care plan is properly followed and provides visual notifications. The home offers a welcome pack to new residents and family members (see image below). The Homes Manager will also do their assessment of any new residents wishing to move in to make sure they can safely accommodate their needs.

Hunter's Lodge Care Centre is multi-registered for dementia nursing care, dementia residential care, and mental health support. Various community services, including District Nurses, Advanced Nursing Practitioners, regularly visit the facility to provide patient care. The home offers dementia care, residential care, palliative care, end-of-life support, and additional services. It maintains a strong relationship with local GP surgeries, one of which conducts fortnightly rounds with the management team and makes in-person visits. The home also has positive relationships with local pharmacies.

Image of Hunter Lodge Care Centre Welcome pack.



Staff Feedback:

During our visit, we spoke with at least 14 staff members from various units, including some who had been with the home for many years. Staff members described the environment as “a good working environment.” Those who had been at the home for varying lengths of time expressed that they “felt very supported by their seniors on a day-to-day basis.” Although there were some job vacancies at the home, the management team is eager to maintain adequate staffing and continue recruitment efforts.

The staff we interviewed also indicated that they were “up to date with their training” and that there were plenty of training and refresher courses available. One staff member was working towards a Level 2 or 3 award, which would provide an opportunity for promotion.

One staff member remarked that they planned to stay at the home and had no intention of leaving. Overall, staff felt that the shifts were manageable, and the rota was flexible, allowing for overtime without pressure.

We did not encounter any staff who had negative feedback about working at the home. All the staff members we spoke with had positive comments & complimented the Home Manager, noting that she was “visible and approachable” when they needed support or guidance. The staff were described as “good and helpful,” and the residents felt safe living at the home. This positive atmosphere was evident throughout the home, as all units were generally calm, with some staff members engaging residents in various activities.

Resident Experience:

During our visit, we spoke with thirteen residents. Some had been living in the home for an extended period, while others had been there for only a few months, and a few were unable to recall their move-in date. A couple of residents indicated that they were involved in their care planning, which was reviewed. However, others did not mention the process at all.

Most residents expressed that they felt safe and were happy with the staff, noting they were treated with **dignity and respect**. One resident mentioned they did not like the food, but no others raised complaints; in fact, several stated the food was “**great**.” They shared that if they didn't like a meal, they could inform a staff member, who would offer an alternative. Another resident commented on the ample choices available, while one noted that softer food options had been helpful after experiencing a health problem.

Residents indicated they would reach out to family, staff, or management if they had any concerns or complaints. We also discussed activities during our visit, which we had the opportunity to observe, though some residents chose not to participate.

Overall, the residents appeared content with their environment, care, management, and life in general. Some expressed a desire for more opportunities to socialise and build rapport with other residents and staff. A couple of residents mentioned they were happy living there but would prefer to be in their own homes. One resident was waiting for a long-term placement, while another expressed a desire to leave.

Many residents appreciated enjoying the ability to stay in their rooms without feeling pressured by staff. One resident shared how the staff had supported her during low moments and made efforts to cheer her up.

All staff were regarded as “**kind and helpful**,” with some residents expressing gratitude for their work. Most residents we spoke with had no regrets about moving to the home. They valued the sense of safety, kindness from the staff, companionship, and the variety of activities available. During our visit, we observed a group participating in building with Lego, while others engaged in artwork. In

another lounge, residents enjoyed watching TV, or listening to music, and conversing with each other and staff members.

The Registered Care Manager informed us that she no longer works on weekends and evenings but uses a WhatsApp group for feedback. This enables her to keep up to date with daily reports across all the home.

The manager works Monday to Friday during office hours however she is contactable 24/7.

Spot checks are carried out on weekends and during the hours of 20.00 hrs -08.00 hrs. Audits are conducted on care plans, and ward rounds take place weekly. Each shift has a unit manager or senior lead available for staff, residents, and families to approach in the absence of management.

Residents do attend trips and activities; however, they incur expenses for hair care, toiletries, some activities, and certain healthcare services, such as optician, dental and chiropodist visits.

Feedback from Relatives online:

Before Healthwatch's visit to Hunter's Lodge, we requested that the home display our poster with a QR code one week in advance to make visitors aware of our visit. This was important to give the relatives of residents who could not attend the visit an opportunity to provide feedback. However, we did not receive any feedback regarding the Enter and View visit.

Feedback from Relatives During the Visit:

On the day of our visit, we did not receive any feedback from family members, so we are unable to include this in our report.

Summary:

Hunter's Lodge Care Centre is a cosy facility set in wonderful private grounds, offering beautiful views. It has been built and furnished to a good standard and is well-presented. Ongoing work is being completed in various areas on-site, contributing to a fresh, bright, and clean environment. Two of the units have no unpleasant odours, while one unit had a slight odour when we visited during lunchtime, but nothing unusual or concerning. There are no tripping hazards, and while the grounds reflect typical winter conditions, maintenance staff were actively painting the external walls and fencing.

Each individual room has a unique charm that reflects the personality of the resident. The atmosphere is comfortable, with well-equipped communal areas and nicely furnished resident rooms. The standard of personal care appears to be good, with all residents well-groomed and receiving individualised care tailored to their needs. We were told Deprivation of Liberty Safeguards (DOLS) are in place when required and added to care planning.

The quality of food is also noteworthy; all meals are freshly prepared on-site. Some residents appreciate the extensive menu options available to them. The on-site activities are well-received, and both residents and their family members are encouraged to participate.

Thoughtful finishing touches enhance the overall experience, such as organised activities and events, along with a birthday list to ensure that residents receive a cake and card on their special day.

Additionally, the notice board provides important information about activities, feedback procedures, complaint processes, CQC details, and contact information for the registered manager.

We must also acknowledge the consistency and dedication of the housekeeping and maintenance teams, as well as the laundry team, who expertly clean and iron items before returning them to the residents.

Healthwatch Recommendations & Home responses.

At this stage, Healthwatch recommendations are as follows:

It would be beneficial to actively seek support from relatives and encourage them to get more involved. Consider placing a ballot box for comments and ideas.

Home response : *All visitors have access to the feedback on the visitors signing in tablet, comments can be added and there is a smiley face system also, SAD to HAPPY Expressions.*

Think about reopening the home to local schools and volunteers to add new perspectives for residents.

Home response : *We think this is good practice and we will try and find local people to begin visiting Hunter's Lodge again.*

Explore additional incentives to attract new staff members like the [Blue Light Card](#)

Home response : *I have discussed with the provider to introduce and purchase the Blue Light card for any new starters.*

Evaluate transportation options for assisting new residents moving in, and identify the challenges associated with filling vacant beds. Consider conducting a survey at the time of discharge to gather feedback, which could then be used to address these issues effectively.

Home Response: *We ask the family for feedback on the time of discharge. We usually have cards and notes from families as a Thank you for the care and support shown to the resident and their families.*

We have had family move their loved ones closer to their homes so they can visit more often. Often spouses have to rely on other family members to escort them to Hunter's Lodge as there is no bus service.

Additionally, some homes now use picture frame boxes outside individual rooms to display meaningful items for residents, such as photos, hobbies, or favourite sports teams. This can help initiate conversations and establish common ground when entering someone's room. **It would be helpful to know how the home feels about this idea.**

Home Response: *We feel that this is institutional and find the about me book works well within the home. All our new residents have an about me book where family and friends can add information about the residents' hobbies and interests, family, careers, likes and dislike this information is implemented in the personhood and spirituality care plan. This gives staff the opportunity to communicate during 1-1 chats establishing a good rapport talking about what the resident loved.*

Overall, we suggest that Hunter's Lodge share its best practices with other facilities to continue enhancing the relationships among the management team, staff, and the local community. For example, consider demonstrating "This is my Life" document, with other homes.

Healthwatch Staffordshire is thankful to the management, staff, residents, and families for the warmth and hospitality shown to us during our visit.

Next Step

The report will now be published on our website for the general public to read and copies will be forwarded to Hunter's Lodge Care Centre and shared with Staffordshire County Council & Care Quality Commission (CQC), it will also be added to the next Healthwatch E-Bulletin.

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 residents, relatives and staff, only an account of what was observed and contributed at the time of this visit. We would not note or comment on any formal complaints that are ongoing to ensure the following of procedures.