Getting Donisthorpe Hall back on track

Donisthorpe Hall is a wonderful facility with dedicated staff. It is home to residents from all walks of life and supported by relatives, donors and volunteers from across the community. We do not underestimate the challenges we face, but we are confident that the proposed plans will allow Donisthorpe Hall to once again become a thriving care home and a great place to live at the heart of the Jewish community.”

Andrew Brown MBE,
Chair of the Board of Trustees at Donisthorpe Hall

Phase one of a four-year Recovery Plan to improve standards at Donisthorpe Hall and place the home back at the heart of the Leeds community is well underway.

Following unsatisfactory feedback from a Care Quality Commission (CQC) inspection in March, the Board of Trustees announced details of a Recovery Plan which began with the introduction of BAM Healthcare to provide immediate clinical and operational leadership and support to the existing senior management team at the home.

BAM Healthcare is an experienced management team that has a proven track-record of successful turnaround projects in healthcare, including care homes and hospitals. As part of its portfolio, the team operates the Silverline Care group of seven high quality nursing homes in Yorkshire and Scotland with just under 400 beds. Working closely with the Board of Trustees, staff and volunteers, BAM Healthcare has developed the Recovery Plan with high quality standards of care and the safety and wellbeing of residents at its core.

The plan of action recognises and seeks to preserve the centrality of Donisthorpe’s Jewish ethos, and enhance the already strong links with the local community. The plan has been communicated to the CQC and the local authority, both of whom are supportive, and will lay the foundation for the long-term future of the home.

Tim Bolot, Chief Recovery Officer, BAM Healthcare, said:
“Phase one of the plan was launched in April. It has a 100-day time frame with its key objectives being to ensure senior leadership is stabilised, that residents are safe, with improved medications management and recording of care, and that staffing and finances are in control.

“The dedication of the staff has to be acknowledged. They are a dedicated team of professionals and their ongoing support is playing a key role in getting Donisthorpe Hall back on track. We are privileged to have them on board.”

Read more about the Recovery Plan, on pages 5-8.

Fundraisers tackle Machu Picchu

Eight friends have recently trekked across the Peruvian Andes to raise money for Donisthorpe Hall and Diabetes UK. All the fundraisers have experience of endurance activities, including a 24 hour, 56 mile, non-stop walk and the Three Peaks Challenge.

The team hiked the 36 mile Salkantay Trek which leads to Machu Picchu. It took four days and included camping in the wild and climbing up to 4650m above sea level. All the climbers have had, or still have, family members who have been cared for at Donisthorpe Hall.

Daniel Myers said: “We’re all very excited to be taking part in this amazing adventure. We and our families have seen first-hand the wonderful work that Donisthorpe Hall does, so it seemed like a perfect opportunity to raise money for an important cause while tackling one of the world’s great walking challenges.”

The team’s JustGiving page is open for donations here: www.justgiving.com/energetic8

The Intrepid Trekkers: Eddie Marlow, Ian Barnett, Paul Ableson, Ashley Cope, Daniel Myers, David Richmond, Stephen Berson, Jonathan Ellis
Foreword

Welcome to the first edition of our new look quarterly newsletter. Our aim is to provide a snapshot of the diverse range of activities that take place in Donisthorpe Hall and an insight into the committed staff and volunteers who work here.

In this first edition we look at the short and long term Recovery Plan for Donisthorpe Hall and have provided details of the structured approach to recovery. Although clearly it is early days and we have much to do, we are already seeing positive results following the introduction of BAM Healthcare and in the first 100 days of the plan. You can read more about that inside.

We also feature a range of fund raising activities being undertaken by members of our wonderful community as well as our team at Donisthorpe Hall, and we also spotlight one of our volunteers and a member of our staff. These will be regular features going forward.

We look at the continued investment in staff training and have introduced a ‘favourite recipe’ slot for all you food lovers looking for new ideas. I do hope that you enjoy the read and welcome any feedback or story suggestions for the future.

Candace Grant

Social Care Manager
Donisthorpe Hall
candace@donisthorpehall.org

Doni dog show
Back for it’s 3rd year on Sunday 17th July 2016

Do you have a pampered pooch who loves the limelight?

Come along and see who has the waggiest tail and the prettiest face!

Registration is from 1pm and judging commences at 2.30pm.
Contact Martine for more information: comms@donisthorpehall.org

IT’S BBQ TIME!

For the 26th Year
Sunday evening 19th June 2016, 7pm
In the Trudi Moss Suite @ Donisthorpe Hall

WINE, DINE & ENTERTAINMENT

OPENERS: Shelagh Haase – A lovely lady
Robert J Serr – USA
Jonathan Ryz – London

SENSATIONAL COMPARE: The one and only Howard Lee

A GREAT NIGHT £35
For tickets please phone:
Regina 0113 269 1696 / 0776 460 9693
or Alexandra 0113 218 5070 / 07801 450 667
or Martine 0113 218 5014

IF YOU CAN COME, YOU’LL MAKE ME VERY HAPPY. IF YOU CAN’T COME, YOUR DONATION WILL STILL MAKE ME VERY HAPPY
Minibus donation opens new roads of adventure

Donisthorpe Hall has taken delivery of a new minibus thanks to the generosity of the Burton family.

The family have been long time supporters of the home and donated money to enable the purpose built mini bus to be purchased.

It will enable many more Donisthorpe Hall residents to enjoy days out. This first outing will be to Skipton, the wonderful market town set in the heart of the Dales.

Candace Grant, social care manager at Donisthorpe Hall said: “We are absolutely delighted at the arrival of the new mini bus and our huge thanks and appreciation go to the Burton Family for their very wonderful and continued support which helps to enrich the lives of all the residents here at our home.”

New staff training to boost quality of care

Investment in the training and development of Donisthorpe Hall staff remains paramount and we are delighted to share details of two initiatives with you.

Care Certificate for Clinical Staff

We have partnered with Leeds City College for the care certificate training which equips our staff with the knowledge and skills they need to provide safe and compassionate care. Once staff have completed this, they will progress to Level 2 Apprenticeships to further improve their skills.

Leadership and Management Course

We now have a number of staff who have been signed up to complete both Level 4 and Level 5 Higher Apprenticeship which strengthens their skills in care leadership and management.

Annette Bateman HR Lead at Donisthorpe Hall commented: “Our staff are our most important asset. These latest training initiatives reflect our commitment to them and hope that many continue to progress and enjoy a long and happy career at Donisthorpe Hall.

“There are a number of initiatives in planning stages for our staff and we look forward to updating readers of these developments in future issues of the newsletter.”

Pedal Power for Pounds

One of the fantastic achievements in the past two months has been Robert Dewar (pictured) taking part in the Maserati Tour de Yorkshire - the amateur race for enthusiastic cyclists who want to pit themselves against the dales of Yorkshire.

Through his fundraising efforts we have received over £1,200 which is a huge boost to work that we do. Robert has recently been appointed President of the UHC Shadwell Lane Synagogue and our congratulations go to him on this new role.

New family member

Donisthorpe Hall is set to adopt Alfie as part of its activity team. Alfie's owner Jodie Michaelson is going to make Aliyah to Israel and is donating him to us. I’m sure we will all enjoy having Alfie as part of our family.

Radio JCOM broadcasts

Don't forget to listen to Donisthorpe Diaries on Radio JCOM every Tuesday at 3.00pm and Thursday at 1.00pm.

Listen on line via www.radiojcom.com or tune in to 1386 mw.
In this edition: Suzanne Berson

Tell me about yourself
I am a wife and mother of three children and a grandma of three gorgeous grandsons. My hobbies include dancing and I have been fortunate enough to have a lesson with Artem one of the professional dancers from the past on BBC Strictly Come Dancing!

Tell me about the class
The best thing about the class is obviously the residents. Giving the “artists” confidence, encouraging them and watching their artwork improve. Some of our lovely residents may have never drawn before and in their 80’s and 90’s they learn that they have a wonderful skill that they never knew was there. The satisfaction and pleasure which I derive from the time spent at Donisthorpe in the art class is immeasurable.

How did you get involved with Donisthorpe?
I was approached by a family friend the late Audrey Manning who looked after the volunteers back in the day. She knew I was artistic and thought I would be a good fit for the art class – and the rest as they say is history.

How would you describe Donisthorpe Hall?
My mum has been a resident at the Home for three years. I believe that Donisthorpe Hall is “The Unsung Jewel in Leeds Crown.”

What do you do as a volunteer?
I co-run the art class with Gloria Stone and have done for many years – since the early 2000’s. We do painting and also sewing and jewellery making.

In every edition we will be bringing you a range of stories from Donisthorpe Hall.

They will be about the latest developments in our Recovery Plan, heart-warming tales from our residents, families, volunteers and fund raisers as well as our achievements, appointments and other every day issues.

We are keen to hear from you all too. What stories would you like told in the newsletter?

Contact us:
Email your ideas, stories or pictures to: candace@donisthorpehall.org
Our new structured approach

The structured Recovery Plan outlined below addresses the immediate concerns raised by the CQC and then builds for the future. Phase one (“the 100 days”) is underway with an immediate injection of experienced management, clinical leadership and financial skills from BAM Healthcare. In the longer term the strategy will continue to be developed and implemented to put Donisthorpe Hall back at the heart of health and social care in Leeds.

My dad was well looked after when he was in Beech Unit and now also in Cedar. I speak for myself and feel that the staff mixture is great. I love the honesty of the management team – and with this and the good communication – I am sure that they will achieve all they want to do. We are so fortunate to have Donisthorpe Hall – and long may be this be the case. 

Ian Selwyn

Chatting to the team

Improving communication is absolutely at the heart of the transformation process of Donisthorpe Hall and we welcome the opportunity to talk to you. If you wish to set up a meeting directly or have questions at any time, please speak to a member of staff or email info@donisthorpehall.org

The roadmap to Recovery plan

Phase 1 – 100 days
Apr-Jul 2016

- Crisis Management
  - Establishing control and safeguarding residents

- OBJECTIVES
  - Ensure leadership in place
  - Ensure residents safe
  - Ensure controlled staffing
  - Tight financial control

- KEY ACTIONS
  - Inject team senior professionals to support services
  - Fill other key roles (interim)
  - Implement tactical measures (quality and finance)
  - Work closely with stakeholders through initial crisis period
  - Refine diagnosis

Phase 2 – Five months
Aug-Dec 2016

- Stabilisation
  - Developing sustainable solutions & building structures

- OBJECTIVES
  - Improve resilience of management structures
  - Make demonstrable progress on quality, operational and financial metrics

- KEY ACTIONS
  - Implementation of more detailed plans for each workstream
  - Recruitment, training of staff
  - Ongoing structured engagement with stakeholders
  - Measurement of progress on key quality, operational and finance metrics

Phase 3 – Three years
Jan 2017-Dec 2020

- Implementing a Strategy
  - Developing into a hub of Leeds health and social care

- OBJECTIVES
  - Become a high quality & effective provider central to the Leeds Jewish community and integral to wider health and social care structures

- KEY ACTIONS
  - Implementation of longer term strategy as part of the Silverline Care regional structure
  - Review of overall business model and implementation of approved new models of care
The BAM Healthcare team started work at Donisthorpe Hall on 18 April. Together with the Board of Trustees, staff and volunteers, it is working intensively on Phase One of the Recovery Plan which involves establishing control and safeguarding residents.

The face of the BAM Healthcare Team

**Tim Bolot**
Chief Recovery Officer

- Experienced healthcare recovery professional across acute, primary care and care home sectors.
- Over 10 years specialist experience in healthcare turnaround programme delivery.

**Jon Miles**
Chief Medical Officer

- Clinical Director of Emergency Care Division Rotherham NHS FT and Respiratory Consultant with over 25 years experience.
- Chief Medical Officer for Silverline during transformation programme.

**Barbara Hobbs**
Nurse Lead

- Experienced RN with extensive experience in Domiciliary Care, Care Homes, Extra Care Housing, Retirement Villages
- Experienced across multiple health settings.
- Trained Dementia Champion for Care Homes and Retirement Villages
The Delivery Team Structure Phase 1

Barbara Hobbs  
Nurse Lead  
Former director of People and Organisational Development at NHS Business Services Authority and HR executive at NHS Trusts and blue-chip firms eg Nike.  
Highly experienced at delivering organisational transformation and restructuring.

Yvonne Gosset  
Compliance & Governance Lead  
• Former CQC inspector and care home Chief Operating Officer.  
• Extensive experience of turning round failing services, collaborative leadership style developing cohesive teams.

Roberta Barker  
HR Lead  
• Former director of People and Organisational Development at NHS Business Services Authority and HR executive at NHS Trusts and blue-chip firms eg Nike.  
• Highly experienced at delivering organisational transformation and restructuring.
Progress to date
Work has been progressing and already a number of steps have been taken to address issues identified in the CQC report which was officially published in May.

**Staffing**
- Recruitment of staff is ongoing with the successful appointment of two new care managers (qualified nurses), meaning each unit now has a dedicated care manager, as well as ongoing recruitment of nurses, senior carers and carers.
- Regular meetings have been introduced to improve communication with staff; there are weekly senior manager meetings and weekly staff drop in sessions.
- Training and induction packages for substantive and agency staff are being reviewed and significantly enhanced to ensure that all staff feel fully equipped to provide high level care to our residents.
- Arrangements have been made, wherever possible, to ensure that the same agency staff are used in the same areas so that they are familiar with our residents and their specific requirements.

**Operational and clinical standards**
- An assessment of the needs of all residents has been conducted to ensure that staffing levels and skills on each unit are appropriate.
- Assessment of staff by an external pharmacist has been undertaken to review medication knowledge and identify training needs for staff.

**Systems and processes**
- We have reviewed key systems around medications and care records and are tailoring training packages to ensure that staff feel competent to use these systems appropriately.
- We are reviewing and updating processes around core areas, e.g. complaints handling and regular risk assessments.

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**The Recovery Plan – Priority Areas**

1. **Quality of Care**
   - Medicines Management
   - Safeguarding
   - Assessment of care needs
   - Staffing skills & mix
   - Care standards

2. **Operational Management**
   - Agreeing appropriate Management and operating structures
   - Assessing current resources, skills, capabilities and recruitment

3. **Governance**
   - Defining and implementing core governance processes at all levels

4. **Stakeholder and Engagement Communications**
   - Rebuild confidence in the organisation

5. **Financial Viability**
   - Ensuring that the Trust lives within available resources
   - Cost control while quality of care is improved and organisation stabilised

6. **Workforce and HR**
   - Working to rebuild the operational management structure
   - Building the workforce
   - Improving skills and competencies
Sophie Lister is an advanced senior carer at Donisthorpe Hall and has worked at the care home for just over six years. It is thanks to her great grandma that she found herself on the right career path in care after initially starting a beauty therapist course at college. Here she explains what made her change her mind and what it is about her job that keeps her at Donisthorpe Hall.

I left school and started to train as a beauty therapist. During the 12-month college course my great grandma became poorly and I would visit her regularly in hospital and practice my manicure skills on her whilst we chatted. She loved having her nails done and of course we both enjoyed our precious time together.

My great grandma had spotted an advert for a part time care assistant at Donisthorpe Hall and thought I should apply. She could see that I really enjoyed helping to care for her, thought that I was good at it and believed that caring for others, particularly elderly people, was my true vocation. Donisthorpe Hall she said, had a good reputation and what was the harm in going to see what the job was about.

I listened to what she said, applied for the job and as soon as I went for the interview I knew that she was right. I was successful at interview and soon started work in a part time role. I decided to continue my beauty therapy course alongside my part time hours but as soon as it finished I began working full time and turned my studies to those in health and social care. I have recently completed my NVQ Level 2 and am keen to start studying for my QCF Care Diploma to further develop my knowledge and skill set.

I work three shifts a week and each shift is 12 hours. I am passionate about what I do. I love coming to work and helping to improve the quality of life for our residents.

It is absolutely all about their welfare and making them feel happy and comfortable. I am responsible for giving medication and answering the phones and other administration but I am at my happiest when I am out on the floors chatting away to residents.

I also have to mention the staff that work at Donisthorpe Hall. It is like one big family and the team spirit is simply amazing. We are all there for each other and I feel privileged to be part of the team. We get on so well and socialise together outside of work when we can, as well as during the numerous fundraising events, such as the annual BBQ and Dog Show, that we all attend if we can!

If you are interested in working at Donisthorpe Hall, please call Annette Bateman on 0113 268 4248 or email her on hr@donisthorpehall.org.

Spotlight on...

Sophie Lister
Advanced Senior Carer

I am passionate about what I do. I love coming to work and helping to improve the quality of life for our residents. It is absolutely all about their welfare and making them feel happy and comfortable.

Sophie Lister
Advanced Senior Carer
Finding ways to re-connect with positive memories and past skills is an important part of the activities at Donisthorpe Hall. Dennis Altman’s School of Dancing was a Leeds institution which opened in 1902 and loved by thousands. Dennis’s son, Mark, now holds Tea Dances for all our residents, giving demonstrations at the event with Shirley Pickering and partner Elaine Brown.

Everyone joins in the Ballroom and Latin dances, including those residents in wheelchairs, who enjoy the movement around the floor in time to the music. And, of course, no occasion at Donisthorpe would be complete without our delicious scones with fruity jam and freshly whipped cream. Our latest Tea Dance was held on 1 June. We hope you enjoy just a few of the photos that captured the fun.
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Donisthorpe Tea Dance

Dora and Mabel

Mark and Elaine

Jane and Betty

Angie and Lilo

Marie and Emma

Isobel and Sue
We would like to add an additional flavour to our newsletters by featuring your favourite recipes for us all to enjoy. So whether you are residents, family member, friends or volunteer please do share your much loved recipes with us.

Celebrated Donisthorpe Hall volunteer Regina Waldman MBE has kindly supplied us with her delicious Ultimate Chicken Soup dish for this first spotlight on food. We are especially proud of Regina and her ultimate chicken soup as they both starred in a BBC television programme called Nigel Slater: Eating Together. Food writer and cook Nigel Slater met devoted home cooks from multicultural Britain to find out culinary secrets from across the world and discover what made different cultures in Britain tick. Thank you to Regina and well done!

Recipes can be emailed to alex@donisthorpehall.org or handed in to one of our staff with your name and a contact telephone number.

**RECIPE: The Ultimate Chicken Soup**

**INGREDIENTS:**

- 4 Quarters of Chicken with drumsticks attached
- 2 Sweet Potatoes
- 1 Large leek – only white to be used
- 3 Small Tomatoes
- 1 Telma Beef Cube
- Large pan
- 5 Large Carrots
- 4 Sticks of Celery – no leaves
- ½ Swede
- 3 Telma Chicken Cube
- Fresh dill

**METHOD:**

Take 4 quarters of chicken with legs attached – you can use 2 breasts and 2 legs but there are more bones in the quarters with legs (leave skin on)

Use a large pan – then you will have chicken soup to freeze – which tastes great regardless of how long you keep.

Peel 5 large carrots but do not slice – put in soup whole (slice when cooked). 2 sweet potatoes peel and slice. 3 or 4 sticks of celery (no leaves) – cut in small pieces. 1 large leek – only use the white part, slice and throw away the green part. Take 1 swede – peel and slice as thinly as possible – only use half in total. 3 small tomatoes – put them in the pan.

Add 3 Telma chicken and 1 beef cube into a separate jug with a drop of water to dissolve the cubes. Add to the chicken soup. Put a few leaves of dill. Salt and pepper to your taste.

Cover well with cold water. Bring to the boil. Simmer with a gentle bubble. Tilt the lid and leave for 3 ½ hours until everything has fallen apart. Turn the hob off. Leave pan with soup in to stand overnight on cooker.

In the morning – strain all the vegetables and chicken in a strainer leaving the soup clear. Take the whole 5 carrots out and cut into slices – drop in the soup. All the strength has been removed from the chicken and vegetables and can be thrown out.

Put soup with carrots in the fridge for a few hours. Take out of fridge carefully and remove all fat from the top of the soup. The soup will have a look of jelly.

Later you can make separately matzo balls, butter beans, lockshen or rice.

You will now have chicken soup which will taste like heaven – a cure and prevention of all ailments.

Regina Waldman MBE