# The Ultimate Care Group Limited - Ultimate Care Cambridge Oakdale

## Introduction

This report records the results of a Surveillance Audit of a provider of aged residential care services against the Ngā paerewa Health and disability services standard (NZS8134:2021).

The audit has been conducted by BSI Group New Zealand Ltd, an auditing agency designated under section 32 of the Health and Disability Services (Safety) Act 2001, for submission to Manatū Hauora (the Ministry of Health).

The abbreviations used in this report are the same as those specified in section 0.4 of the Ngā paerewa Health and disability services standard (NZS8134:2021).

You can view a full copy of the standard on the Manatū Hauora website by clicking [here](http://www.health.govt.nz/our-work/regulation-health-and-disability-system/certification-health-care-services/health-and-disability-services-standards).

The specifics of this audit included:

**Legal entity:** The Ultimate Care Group Limited

**Premises audited:** Ultimate Care Cambridge Oakdale

**Services audited:** Hospital services - Medical services; Hospital services - Geriatric services (excl. psychogeriatric); Rest home care (excluding dementia care); Dementia care

**Dates of audit:** Start date: 10 February 2025 End date: 11 February 2025

**Proposed changes to current services (if any):** None

**Total beds occupied across all premises included in the audit on the first day of the audit:** 43

# Executive summary of the audit

## Introduction

This section contains a summary of the auditors’ findings for this audit. The information is grouped into the six sections contained within the Ngā paerewa Health and disability services standard:

* ō tātou motika **│** our rights
* hunga mahi me te hanganga │ workforce and structure
* ngā huarahi ki te oranga │ pathways to wellbeing
* te aro ki te tangata me te taiao haumaru │ person-centred and safe environment
* te kaupare pokenga me te kaitiakitanga patu huakita │ infection prevention and antimicrobial stewardship
* here taratahi │ restraint and seclusion.

As well as auditors’ written summary, indicators are included that highlight the provider’s attainment against the subsection in each of the sections. The following table provides a key to how the indicators are arrived at.

**Key to the indicators**

| **Indicator** | **Description** | **Definition** |
| --- | --- | --- |
|  | Includes commendable elements above the required levels of performance | All subsections applicable to this service fully attained with some subsections exceeded |
|  | No short falls | Subsections applicable to this service fully attained |
|  | Some minor shortfalls but no major deficiencies and required levels of performance seem achievable without extensive extra activity | Some subsections applicable to this service partially attained and of low risk |
|  | A number of shortfalls that require specific action to address | Some subsections applicable to this service partially attained and of medium or high risk and/or unattained and of low risk |
|  | Major shortfalls, significant action is needed to achieve the required levels of performance | Some subsections applicable to this service unattained and of moderate or high risk |

## General overview of the audit

Cambridge Oakdale is owned and operated by The Ultimate Care Group Limited and cares for up to 47 residents requiring hospital (geriatric and medical), rest home, and dementia levels of care. On the day of the audit there were 43 residents.

This surveillance audit was conducted against the Ngā Paerewa Health and Disability Services Standard 2021 and the contracts with Health New Zealand Te Whatu Ora. The audit process included the review of policies and procedures; the review of residents and staff files; observations; and interviews with residents, family/whānau, management, and staff. The general practitioner was unavailable at the time of audit.

The facility manager is appropriately qualified and experienced in healthcare management. The facility manager is supported by an acting clinical services manager, who also has extensive experience as a registered nurse.

There are quality systems and processes being implemented. Feedback from residents and families/whānau was positive about the care and the services provided. An induction and in-service training programme are in place to provide staff with appropriate knowledge and skills to deliver care.

The areas for improvement identified at the previous audit relating to consent; quality improvement; staffing levels; human resource management; entry to service; medication management; infection surveillance; and cleaning have been resolved.

This surveillance audit identified a shortfall in relation to the building warrant of fitness.

## Ō tātou motika │ Our rights

|  |  |  |
| --- | --- | --- |
| Includes 10 subsections that support an outcome where people receive safe services of an appropriate standard that comply with consumer rights legislation. Services are provided in a manner that is respectful of people’s rights, facilitates informed choice, minimises harm,  and upholds cultural and individual values and beliefs. |  | Subsections applicable to this service fully attained. |

Cambridge Oakdale provides an environment that supports resident rights and safe care. Staff demonstrated an understanding of residents' rights and obligations. There is a Māori health plan and a Pacific health plan. The service aims to provide high-quality and effective services and care for residents.

Residents receive services in a manner that considers their dignity, privacy, and independence. Cambridge Oakdale provides services and support to people in a way that is inclusive and respects their identity and their experiences. The service listens and respects the voices of the residents and effectively communicates with them about their choices. Care plans accommodate the choices of residents and/or their family/whānau. There is evidence that residents and family/whānau are kept informed. The rights of the resident and/or their family/whānau to make a complaint is understood, respected, and upheld by the service. Complaints processes are implemented, and complaints and concerns are actively managed and well-documented.

## Hunga mahi me te hanganga │ Workforce and structure

|  |  |  |
| --- | --- | --- |
| Includes five subsections that support an outcome where people receive quality services through effective governance and a supported workforce. |  | Subsections applicable to this service fully attained. |

Ultimate Care Group has a well-established organisational structure. Services are planned, coordinated, and are appropriate to the needs of the residents. The facility manager is supported by the acting clinical services manager and oversees the day-to-day operations of the service. The organisational strategic plan informs the site-specific operational objectives which are reviewed on a regular basis. Cambridge Oakdale has an established quality and risk management system. Quality and risk performance is reported across various meetings and to the organisation's management team. Cambridge Oakdale collates clinical indicator data and benchmarking occurs. There are human resources policies including recruitment, selection, orientation, and staff training and development.

The service has an induction programme in place that provides new staff with relevant information for safe work practice. There is an in-service education/training programme covering relevant aspects of care and support and external training is supported. Competencies are maintained. Health and safety systems are in place for hazard reporting and management of staff wellbeing. The organisational staffing policy aligned with contractual requirements and included skill mixes. Residents and family/whānau reported that staffing levels are adequate to meet the needs of the residents.

## Ngā huarahi ki te oranga │ Pathways to wellbeing

|  |  |  |
| --- | --- | --- |
| Includes eight subsections that support an outcome where people participate in the development of their pathway to wellbeing, and receive timely assessment, followed by services that are planned, coordinated, and delivered in a manner that is tailored to their needs. |  | Subsections applicable to this service fully attained. |

The registered nurses assess, plan and review residents' needs, outcomes, and goals with the resident and/or family/whānau input. Care plans demonstrate service integration. Resident files included medical notes by the contracted general practitioner and visiting allied health professionals.

Medication policies reflect legislative requirements and guidelines. All staff responsible for administration of medication complete education and medication competencies. The electronic medicine charts reviewed met prescribing requirements and were reviewed at least three-monthly by the general practitioner.

The kitchen staff cater to individual cultural and dietary requirements. The service has a current food control plan.

All residents’ transfers and referrals are coordinated with residents and families/whānau.

## Te aro ki te tangata me te taiao haumaru │ Person-centred and safe environment

|  |  |  |
| --- | --- | --- |
| Includes two subsections that support an outcome where Health and disability services are provided in a safe environment appropriate to the age and needs of the people receiving services that facilitates independence and meets the needs of people with disabilities. |  | Some subsections applicable to this service partially attained and of low risk. |

The building holds a current building report and declaration. Electrical equipment has been tested and tagged. All medical equipment has been serviced and calibrated.

## Te kaupare pokenga me te kaitiakitanga patu huakita │Infection prevention and antimicrobial stewardship

|  |  |  |
| --- | --- | --- |
| Includes five subsections that support an outcome where Health and disability service providers’ infection prevention (IP) and antimicrobial stewardship (AMS) strategies define a clear vision and purpose, with quality of care, welfare, and safety at the centre. The IP and AMS programmes are up to date and informed by evidence and are an expression of a strategy that seeks to maximise quality of care and minimise infection risk and adverse effects from antibiotic use, such as antimicrobial resistance. |  | Subsections applicable to this service fully attained. |

The infection control programme is implemented and has been reviewed annually. Staff complete infection control training during orientation and through the education plan.

The type of surveillance undertaken is appropriate to the size and complexity of the organisation. Standardised definitions are used for the identification and classification of infection events. Results of surveillance are collected and analysed for trends and the information used to identify opportunities for improvements. There have been three outbreaks since the previous audit.

## Here taratahi │ Restraint and seclusion

|  |  |  |
| --- | --- | --- |
| Includes four subsections that support outcomes where Services shall aim for a restraint and seclusion free environment, in which people’s dignity and mana are maintained. |  | Subsections applicable to this service fully attained. |

The facility had no residents using restraints at the time of audit. Elimination of restraint use is included as part of the education and training plan. The service considers least restrictive practices, implementing de-escalation techniques and alternative interventions, and only uses an approved restraint as the last resort.

## Summary of attainment

The following table summarises the number of subsections and criteria audited and the ratings they were awarded.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Attainment Rating** | **Continuous Improvement**  **(CI)** | **Fully Attained**  **(FA)** | **Partially Attained Negligible Risk**  **(PA Negligible)** | **Partially Attained Low Risk**  **(PA Low)** | **Partially Attained Moderate Risk**  **(PA Moderate)** | **Partially Attained High Risk**  **(PA High)** | **Partially Attained Critical Risk**  **(PA Critical)** |
| **Subsection** | 0 | 19 | 0 | 1 | 0 | 0 | 0 |
| **Criteria** | 0 | 54 | 0 | 1 | 0 | 0 | 0 |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Attainment Rating** | **Unattained Negligible Risk**  **(UA Negligible)** | **Unattained Low Risk**  **(UA Low)** | **Unattained Moderate Risk**  **(UA Moderate)** | **Unattained High Risk**  **(UA High)** | **Unattained Critical Risk**  **(UA Critical)** |
| **Subsection** | 0 | 0 | 0 | 0 | 0 |
| **Criteria** | 0 | 0 | 0 | 0 | 0 |

# Attainment against the Ngā paerewa Health and disability services standard

The following table contains the results of all the subsections assessed by the auditors at this audit. Depending on the services they provide, not all subsections are relevant to all providers and not all subsections are assessed at every audit.

For more information on the standard, please click [here](http://www.health.govt.nz/our-work/regulation-health-and-disability-system/certification-health-care-services/health-and-disability-services-standards).

For more information on the different types of audits and what they cover please click [here](http://www.health.govt.nz/your-health/services-and-support/health-care-services/services-older-people/rest-home-certification-and-audits).

|  |  |  |
| --- | --- | --- |
| **Subsection with desired outcome** | **Attainment Rating** | **Audit Evidence** |
| Subsection 1.1: Pae ora healthy futures  Te Tiriti: Māori flourish and thrive in an environment that enables good health and wellbeing. As service providers: We work collaboratively to embrace, support, and encourage a Māori worldview of health and provide high-quality, equitable, and effective services for Māori framed by Te Tiriti o Waitangi. | FA | A Māori health plan is in place which acknowledges Te Tiriti o Waitangi as a founding document for New Zealand. The service currently has no residents who identify as Māori. The service is committed to respecting the self-determination, cultural values, and beliefs of Māori residents and whānau and evidence is documented in the resident care plan and evidenced in practice. Cambridge Oakdale has a relationship with the local marae and links are established with the other kaumātua via Cambridge Oakdale Māori staff for activities, such as blessing of the rooms. Cambridge Oakdale has processes in place to ensure comprehensive cultural assessments are completed for residents who identify as Māori.  Interviews with nine staff (three caregivers, two registered nurses [RNs], one kitchen manager, one kitchen hand, one laundry, and one cleaner) and the management team (facility manager, acting clinical services manager) demonstrated a knowledge of implementing the principles of Te Tiriti O Waitangi to all aspects of the service. |
| Subsection 1.2: Ola manuia of Pacific peoples in Aotearoa  The people: Pacific peoples in Aotearoa are entitled to live and enjoy good health and wellbeing. Te Tiriti: Pacific peoples acknowledge the mana whenua of Aotearoa as tuakana and commit to supporting them to achieve tino rangatiratanga. As service providers: We provide comprehensive and equitable health and disability services underpinned by Pacific worldviews and developed in collaboration with Pacific peoples for improved health outcomes. | FA | The Pacific Health and Wellbeing Plan 2020-2025 is the basis of the Pacific health plan that is in place and being implemented. The aim is to uphold the principles of Pacific people by acknowledging respectful relationships, valuing families, and providing high quality healthcare.  There were residents identifying as Pasifika at the time of the audit, who could confirm that their whānau are encouraged to be involved in all aspects of care, particularly in nursing and medical decisions when they enter the service.  Cambridge Oakdale partners with local Pacific organisations to ensure connectivity within the region to increase knowledge, awareness and understanding of the needs of Pacific people. |
| Subsection 1.3: My rights during service delivery  The People: My rights have meaningful effect through the actions and behaviours of others. Te Tiriti:Service providers recognise Māori mana motuhake (self-determination). As service providers: We provide services and support to people in a way that upholds their rights and complies with legal requirements. | FA | Details relating to the Code of Rights are included in the information that is provided to new residents and their family/whānau. The facility manager, acting clinical services manager, or registered nurses discuss aspects of the Code with residents and their family/whānau on admission. The Code is displayed in multiple locations in English and te reo Māori.  Residents (two hospital, two rest home), and family/whānau (three hospital, two rest home) interviewed reported that the service is upholding the residents’ rights. Interactions observed between staff and residents during the audit were respectful. |
| Subsection 1.5: I am protected from abuse  The People: I feel safe and protected from abuse. Te Tiriti: Service providers provide culturally and clinically safe services for Māori, so they feel safe and are protected from abuse. As service providers: We ensure the people using our services are safe and protected from abuse. | FA | An abuse and neglect policy is being implemented. Cambridge Oakdale’s policies document actions taken to prevent any form of institutional racism, discrimination, coercion, harassment, or any other exploitation. The organisation is inclusive of all ethnicities, and cultural days are completed to celebrate diversity. A staff code of ethics is discussed and signed during the new employee’s induction to the service, with evidence of staff signing the code of conduct policy. This code of ethics policy provides guidance on how to address elimination of discrimination, harassment, and bullying. All staff are held responsible for creating a positive, inclusive and a safe working environment. Cultural diversity is acknowledged, and staff are educated on systemic racism, the understanding of injustices/bias and the code of ethics. The Ultimate Care Group’s strategic direction, mission and values includes a commitment to abolish institutional racism.  Staff complete education on orientation and annually as per the training plan on how to identify abuse and neglect. Staff are educated on how to value the older person, showing them respect and dignity. All residents and family/whānau interviewed confirmed that the staff are very caring, supportive, and respectful.  Police checks are completed as part of the employment process. The service implements a process to manage residents’ comfort funds. Professional boundaries are defined in job descriptions. Interviews with registered nurses and caregivers confirmed their understanding of professional boundaries, including the boundaries of their role and responsibilities. Professional boundaries are covered as part of orientation. |
| Subsection 1.7: I am informed and able to make choices  The people: I know I will be asked for my views. My choices will be respected when making decisions about my wellbeing. If my choices cannot be upheld, I will be provided with information that supports me to understand why. Te Tiriti: High-quality services are provided that are easy to access and navigate. Providers give clear and relevant messages so that individuals and whānau can effectively manage their own health, keep well, and live well. As service providers: We provide people using our services or their legal representatives with the information necessary to make informed decisions in accordance with their rights and their ability to exercise independence, choice, and control. | FA | There are policies around informed consent. Five resident files reviewed included signed consent forms, which included van outings, and social media content. The partial attainment identified at the previous audit relating to HDSS.2021 #1.7.5 has been satisfied. Consent forms for vaccinations were also on file where appropriate. Residents and relatives interviewed could describe what informed consent was and their rights around choice.  Admission agreements had been signed and sighted for all the files seen. Copies of enduring power of attorneys (EPOAs) were on resident files where applicable. EPOA activation letters were on file where appropriate (including all dementia level residents). |
| Subsection 1.8: I have the right to complain  The people: I feel it is easy to make a complaint. When I complain I am taken seriously and receive a timely response. Te Tiriti: Māori and whānau are at the centre of the health and disability system, as active partners in improving the system and their care and support. As service providers: We have a fair, transparent, and equitable system in place to easily receive and resolve or escalate complaints in a manner that leads to quality improvement. | FA | The complaints management procedure is provided to residents and family/whānau on entry to the service. The facility manager maintains a record of all complaints, both verbal and written, by using a complaint register. Documentation including follow-up letters and resolution demonstrates that complaints are being managed in accordance with guidelines set by the Health and Disability Commissioner (HDC).  There have been three internal complaints in 2023, eight in 2024, and two in 2025 since the previous audit. There were no complaints received from external agencies.  There were no trends in respect of these complaints. Complaints logged include an investigation, follow up, and replies to the satisfaction of the complainant. Staff are informed of complaints (and any subsequent corrective actions) in the staff/quality meetings, and registered nurse meeting (minutes sighted).  Discussions with residents and family/whānau confirmed they are provided with information on complaints and complaint forms are available at the entrance to the facility, nurses station and on request. Residents have a variety of avenues they can choose from to make a complaint or express a concern. Resident meetings are held monthly and create a platform where concerns can be raised. During interviews with family/whānau, they confirmed the facility manager, or acting clinical services manager are available to listen to concerns and acts promptly on issues raised. Residents/family/whānau making a complaint can involve an independent support person in the process if they choose. Information about support resources for Māori is available to staff to assist Māori in the complaints process. Māori residents are supported to ensure an equitable complaints process. The managers interviewed acknowledged the understanding that for Māori, there is a preference for face-to-face communication. |
| Subsection 2.1: Governance  The people: I trust the people governing the service to have the knowledge, integrity, and ability to empower the communities they serve. Te Tiriti: Honouring Te Tiriti, Māori participate in governance in partnership, experiencing meaningful inclusion on all governance bodies and having substantive input into organisational operational policies. As service providers: Our governance body is accountable for delivering a highquality service that is responsive, inclusive, and sensitive to the cultural diversity of communities we serve. | FA | Cambridge Oakdale is located in Leamington, Cambridge and is owned by The Ultimate Care Group Limited (UCG), a company registered in compliance with legislative, contractual, and regulatory requirements. Cambridge Oakdale provides care for up to 47 residents at hospital level (geriatric and medical), rest home, and dementia levels of care. Thirty-one beds are certified as dual-purpose, with a sixteen-bed secure dementia unit. All dual-purpose beds are single occupancy; six rooms in the dementia unit are certified for double occupancy.  On day one of the audit, there were 43 residents: 12 hospital level, 18 rest home (including one respite), and 13 dementia level. All residents were under the age-related residential care (ARRC) agreement.  Ultimate Care Group strategic direction describe the vision, values, and objectives of Ultimate Care Group aged care facilities. The overarching Ultimate Care Group strategic direction has clear business goals to support their philosophy of empowering residents through a resident directed care model. The Cambridge Oakdale business and quality plan for 2024-2025 is reviewed quarterly, as evidenced in the monthly reporting. Cambridge Oakdale business plan describes specific and measurable goals.  Ultimate Care Group has a well-established organisational structure, including for clinical governance that is appropriate to the size and complexity of the organisation. The executive team oversees the implementation of the business strategy and the day-to-day management of the Ultimate Care Group business. The Board receives progress updates on various topics including benchmarking, escalated complaints, human resource matters, and occupancy. The facility manager oversees the implementation of the quality plan. The acting clinical services manager provides regular reporting to the quality improvement advisor, and regional manager, which includes infection control, analysis of adverse events and summaries of clinical risk. Measures are then reviewed and adapted until a positive outcome, or the goal is achieved. Board commitment to Te Tiriti is documented as an agenda item in Board papers and regularly reviewed and approved by their Māori representative. The Māori health plan supports outcomes to achieve equity for Māori and addressing barriers for Māori.  The facility manager has been in the role since August 2023, and has extensive experience in rehabilitation, and management. They are supported by the acting clinical services manager (registered nurse), who has been at the facility for seven years, and has acted up (covering for maternity leave) until August 2025. |
| Subsection 2.2: Quality and risk  The people: I trust there are systems in place that keep me safe, are responsive, and are focused on improving my experience and outcomes of care. Te Tiriti: Service providers allocate appropriate resources to specifically address continuous quality improvement with a focus on achieving Māori health equity. As service providers: We have effective and organisation-wide governance systems in place relating to continuous quality improvement that take a risk-based approach, and these systems meet the needs of people using the services and our health care and support workers. | FA | Cambridge Oakdale has an established quality and risk management programme. The quality and risk management systems include performance monitoring through internal audits and through the collection of clinical indicator data. Clinical indicator data (eg, falls, skin tears, infections, episodes of behaviours that challenge) is collected, analysed, and benchmarked. Meeting minutes reviewed evidence quality data is shared in the care, health and safety, and staff/quality meetings. Internal audits are completed according to the annual schedule. Corrective actions are documented to address service improvements, with evidence of progress and sign off when achieved.  Staff meetings provide an avenue for discussions in relation to (but not limited to) quality data; health and safety; infection control/pandemic strategies; complaints; compliments; staffing; and education. Meetings have been completed as per schedule and the minutes sighted provide evidence of corrective actions having been implemented and signed off. Resident/family satisfaction surveys are completed annually, with the 2024 survey showing overall satisfaction with the service; however, Cambridge Oakdale did produce a ‘you said – we did’ communication in response to comments received around staff communication, complaints process awareness, activities, and food services. The partial attainment identified at the previous audit relating to HDSS.2021 #2.2.3 has been satisfied.  A health and safety system is being implemented, with the service having trained health and safety representatives. Hazard identification forms and an up-to-date hazard register were sighted. In the event of a staff accident or incident, a debrief process is documented on the accident/incident form. Health and safety training begins at orientation and continues annually.  Ten accident/incident forms reviewed indicated that the incident forms are completed in full and are signed off by an RN and the acting clinical services manager. Incident and accident data is collated monthly and analysed by both the management team, and wider head office support team. Results are discussed in the RN, staff/quality, and health and safety meetings.  Discussions with the management team evidenced their awareness of the requirement to notify relevant authorities in relation to essential notifications. A Section 31 notification related to a change in management, and severity assessment code (SAC) reports submitted related to a fall with fracture, and an unstageable pressure injury. There have been three outbreaks since the last audit which were appropriately notified. |
| Subsection 2.3: Service management  The people: Skilled, caring health care and support workers listen to me, provide personalised care, and treat me as a whole person. Te Tiriti: The delivery of high-quality health care that is culturally responsive to the needs and aspirations of Māori is achieved through the use of health equity and quality improvement tools. As service providers: We ensure our day-to-day operation is managed to deliver effective person-centred and whānau-centred services. | FA | There is a staffing policy that describes rostering requirements, determines staffing levels and skill mixes to provide culturally safe care, 24 hours a day, seven days a week. The roster provides appropriate coverage for the effective delivery of care and support. The facility adjusts staffing levels to meet the changing needs of residents. There is a first aid trained staff member on duty 24/7. A review of the rosters evidenced there is a registered nurse on site 24/7. The partial attainment identified at the previous audit relating to HDSS.2021 #2.3.1 has been satisfied.  Staff and residents are informed when there are changes to staffing levels, evidenced in interviews. Residents interviewed confirmed their care requirements are attended to in a timely manner.  Interviews with staff confirmed that their workload is manageable. Vacant shifts are covered by available caregivers, or nurses. Out of hours on-call cover is shared on a rotation between the FM and CSM. The acting clinical services manager, and regional manager will perform the facility manager’s role in their absence. The facility manager and acting clinical services manager are available Monday to Friday.  The service supports and encourages caregivers to obtain a New Zealand Qualification Authority (NZQA) qualification. Thirty-four caregivers are employed; twenty-five of whom have achieved a level 3 or above NZQA qualification. Twelve caregivers regularly cover shifts in the secure dementia unit; five of whom have attained the required dementia unit standards, six are in the process of completing, and one is a new starter. The Cambridge Oakdale orientation programme ensure core competencies and compulsory knowledge/topics are addressed.  An annual in-service programme is implemented, and all compulsory topics are included. A training policy is being implemented. All staff are required to complete competency assessments as part of their orientation. Annual competencies include restraint; moving and handling; hand hygiene; second checker for medication or medication administration competency; and correct use of personal protective equipment.  Additional RN specific competencies include syringe driver, wound competency and interRAI assessment competency. All RNs have attended in-service training which included a range of clinical topics specific to the current residents. A selection of caregivers complete annual medication administration competencies. A record of completion is maintained on an electronic human resources system. Nine registered nurses are employed, with six of them interRAI trained. All registered nurses are encouraged to also attend external training, webinars and zoom training where available. |
| Subsection 2.4: Health care and support workers  The people: People providing my support have knowledge, skills, values, and attitudes that align with my needs. A diverse mix of people in adequate numbers meet my needs. Te Tiriti: Service providers actively recruit and retain a Māori health workforce and invest in building and maintaining their capacity and capability to deliver health care that meets the needs of Māori. As service providers: We have sufficient health care and support workers who are skilled and qualified to provide clinically and culturally safe, respectful, quality care and services. | FA | There are human resources policies in place, including recruitment, selection, orientation and staff training and development. Five staff files reviewed (one RN, two caregivers, one activities coordinator, and one kitchen hand) evidenced implementation of the recruitment process, employment contracts, police checking and completed orientation. The partial attainment identified at the previous audit relating to HDSS.2021 #2.4.1 has been satisfied.  There are job descriptions in place for all positions that includes outcomes, accountability, responsibilities, and functions to be achieved for each position.  A register of practising certificates is maintained for all health professionals. All staff who have been employed for over one year have an annual appraisal completed. The partial attainment identified at the previous audit relating to HDSS.2021 #2.4.5 has been satisfied. |
| Subsection 3.1: Entry and declining entry  The people: Service providers clearly communicate access, timeframes, and costs of accessing services, so that I can choose the most appropriate service provider to meet my needs. Te Tiriti: Service providers work proactively to eliminate inequities between Māori and non-Māori by ensuring fair access to quality care. As service providers: When people enter our service, we adopt a person-centred and whānau-centred approach to their care. We focus on their needs and goals and encourage input from whānau. Where we are unable to meet these needs, adequate information about the reasons for this decision is documented and communicated to the person and whānau. | FA | The facility has developed relationships with Māori services and Rongoa Māori health practitioners. The partial attainment identified at the previous audit relating to HDSS.2021 #3.1.6 has been satisfied. |
| Subsection 3.2: My pathway to wellbeing  The people: I work together with my service providers so they know what matters to me, and we can decide what best supports my wellbeing. Te Tiriti: Service providers work in partnership with Māori and whānau, and support their aspirations, mana motuhake, and whānau rangatiratanga. As service providers: We work in partnership with people and whānau to support wellbeing. | FA | Five resident files were reviewed: two hospital resident files, two rest home level residents (including one respite), and one dementia level. The registered nurses (RN) are responsible for all residents’ assessments, care planning and evaluation of care. Care plans are based on data collected during the initial nursing assessments, and information from pre-entry assessments. All residents (apart from the respite) had an interRAI assessment, in addition to a full suite of assessments contained in the electronic resident management system. The respite resident had a full suite of assessments completed, and an initial care plan in place.  Initial assessments and care plans were completed for residents, detailing needs, and preferences within 24 hours of admission. The individualised long-term care plans (LTCPs) are developed, with information gathered during the initial assessments and the interRAI assessment. All LTCP and interRAI sampled had been completed within three weeks of the residents’ admission to the facility. Documented interventions and early warning signs meet the residents’ assessed needs and are sufficiently detailed to provide guidance to care staff in the delivery of care. The activity assessments include a cultural assessment which gathers information about cultural needs, values, and beliefs. Information from these assessments is used to develop the resident’s individual activity care plan.  Short-term care plans are developed for acute problems, for example infections, wounds, and weight loss. Resident care is evaluated on each shift and reported at handover and in the progress notes. If any change is noted, it is reported to the RN. Long-term care plans are formally evaluated every six months in conjunction with the interRAI re-assessments and when there is a change in the resident’s condition. Evaluations are documented by an RN and include the degree of achievement towards meeting desired goals and outcomes. Residents interviewed confirmed assessments are completed according to their needs and in the privacy of their bedrooms.  There was evidence of family involvement in care planning and documented ongoing communication of health status updates. Family interviews and resident records evidenced that family/whānau are informed where there is a change in health status. The service has policies and procedures in place to support all residents to access services and information. The service supports and advocates for residents with disabilities to access relevant disability services.  The initial medical assessment is undertaken by the general practitioner (GP) within the required timeframe following admission. Residents have ongoing reviews by the GP within required timeframes and when their health status changes. The GP visits twice weekly and as required. The GP is also on-call for the facility out of hours. Medical documentation and records reviewed were current. The GP was unavailable for interview at the time of audit. A physiotherapist visits the facility for four hours per week and on request to review residents referred by the registered nurses. There is access to a continence specialist as required. A podiatrist visits regularly and a dietitian, speech language therapist, hospice, wound care nurse specialist, and medical specialists are available as required through Health New Zealand.  An adequate supply of wound care products were available at the facility. A review of the wound care plans evidenced that wounds were assessed in a timely manner and reviewed at appropriate intervals. Photos were taken where this was required. Where wounds required additional specialist input, this was initiated, and a wound nurse specialist was consulted. At the time of the audit there were eleven active wounds, including one unstageable pressure injury.  The progress notes are recorded and maintained in the integrated clinical records. Monthly observations such as weight and blood pressure were completed and are up to date. Neurological observations are recorded following un-witnessed falls as per policy. A range of monitoring charts are available for the care staff to utilise. These include, (but are not limited to) monthly blood pressure and weight monitoring, bowel records and repositioning records. Staff interviews confirmed they are familiar with the needs of all residents in the facility and that they have access to the supplies and products they require to meet those needs. Staff receive handover at the beginning of their shift. |
| Subsection 3.4: My medication  The people: I receive my medication and blood products in a safe and timely manner. Te Tiriti: Service providers shall support and advocate for Māori to access appropriate medication and blood products. As service providers: We ensure people receive their medication and blood products in a safe and timely manner that complies with current legislative requirements and safe practice guidelines. | FA | There are policies available for safe medicine management that meet legislative requirements. All staff who administer medications have been assessed for competency on an annual basis. Education around safe medication administration has been provided as part of the competency process. Registered nurses have completed syringe driver training.  Staff were observed to be safely administering medications. The registered nurses and medication competent caregivers interviewed could describe their role regarding medication administration. The service currently uses an electronic medication management system, and robotics medication sachet packs. All medications are checked on delivery against the medication chart and any discrepancies are fed back to the supplying pharmacy.  Medications were appropriately stored in the two facility medication rooms. The medication fridge and medication room temperatures are monitored daily and were within acceptable limits. The partial attainment identified at the previous audit relating to HDSS.2021 #3.4.2 has been satisfied. All stored medications are checked weekly and have a six-monthly pharmacy check. Eyedrops are dated on opening.  Ten electronic medication charts were reviewed. The medication charts reviewed identified that the GP had reviewed all resident medication charts three-monthly, and each drug chart has photo identification and allergy status identified. Indications for use were noted for pro re nata (PRN) medications, including over-the-counter medications and supplements on the medication charts. The effectiveness of PRN medications was consistently documented in the electronic medication management system and progress notes. There were no residents self-administering medications; however, the service has comprehensive procedures and policy regarding competence should this be required. No vaccines are kept on site, and no standing orders are used.  There was documented evidence in the clinical files that residents and family/whānau are updated around medication changes, including the reason for changing medications and side effects. When medication related incidents occurred, these were investigated and followed up on. |
| Subsection 3.5: Nutrition to support wellbeing  The people: Service providers meet my nutritional needs and consider my food preferences. Te Tiriti: Menu development respects and supports cultural beliefs, values, and protocols around food and access to traditional foods. As service providers: We ensure people’s nutrition and hydration needs are met to promote and maintain their health and wellbeing. | FA | There is a six-week seasonal menu, which encompasses residents’ food and cultural preferences. The kitchen receives resident dietary forms and is notified of any dietary changes for residents. Dislikes and special dietary requirements are accommodated, including food allergies. The kitchen manager interviewed reported they accommodate residents’ requests.  There is a verified food control plan expiring 27 June 2025. The residents and family/whānau interviewed were complimentary regarding the standard of food provided. |
| Subsection 3.6: Transition, transfer, and discharge  The people: I work together with my service provider so they know what matters to me, and we can decide what best supports my wellbeing when I leave the service. Te Tiriti: Service providers advocate for Māori to ensure they and whānau receive the necessary support during their transition, transfer, and discharge. As service providers: We ensure the people using our service experience consistency and continuity when leaving our services. We work alongside each person and whānau to provide and coordinate a supported transition of care or support. | FA | There were documented policies and procedures to ensure discharging or transferring residents have a documented transition, transfer, or discharge plan, which includes current needs and risk mitigation. Planned discharges or transfers were coordinated in collaboration with the resident (where appropriate), family/whānau and other service providers to ensure continuity of care. |
| Subsection 4.1: The facility  The people: I feel the environment is designed in a way that is safe and is sensitive to my needs. I am able to enter, exit, and move around the environment freely and safely. Te Tiriti: The environment and setting are designed to be Māori-centred and culturally safe for Māori and whānau. As service providers: Our physical environment is safe, well maintained, tidy, and comfortable and accessible, and the people we deliver services to can move independently and freely throughout. The physical environment optimises people’s sense of belonging, independence, interaction, and function. | PA Low | The buildings, plant, and equipment (including wall radiators) are fit for purpose at Cambridge Oakdale and comply with legislation relevant to the health and disability services being provided. The partial attainment identified at the previous audit relating to HDSS.2021 #4.1.2 has been satisfied. The environment is inclusive of people’s cultures and supports cultural practices. The dementia unit is secure and includes adequate personal space that is safe and age appropriate, and has accessible areas to meet relaxation, activity, lounge, and dining needs. The partial attainment identified at the previous audit related to HDSS.2021 #4.1.3 has been satisfied. Residents are encouraged to bring their own possessions, including those with cultural or spiritual significance into the home and can personalise their room.  There is a current B-Rad, issued in lieu of a building warrant of fitness which expires 17 June 2025, due to changeover in fire compliance suppliers. There is an annual maintenance plan that includes electrical testing and tagging, equipment checks, call bell checks, calibration of medical equipment, and monthly testing of hot water temperatures. |
| Subsection 5.2: The infection prevention programme and implementation  The people: I trust my provider is committed to implementing policies, systems, and processes to manage my risk of infection. Te Tiriti: The infection prevention programme is culturally safe. Communication about the programme is easy to access and navigate and messages are clear and relevant. As service providers: We develop and implement an infection prevention programme that is appropriate to the needs, size, and scope of our services. | FA | The infection control programme is appropriate for the size and complexity of the service. The infection prevention and control and AMS programmes are reviewed annually and is linked to the quality and business plan. Policies are available to staff.  Staff demonstrated knowledge on the requirements of standard precautions. The orientation package includes specific training around hand hygiene and standard precautions. Annual infection control training is included in the mandatory in-services that are held for all staff. Staff have completed infection control related education in the last 12 months. There is good external support from the general practitioner, and Health New Zealand infection control nurse specialist. |
| Subsection 5.4: Surveillance of health care-associated infection (HAI)  The people: My health and progress are monitored as part of the surveillance programme. Te Tiriti: Surveillance is culturally safe and monitored by ethnicity. As service providers: We carry out surveillance of HAIs and multi-drug-resistant organisms in accordance with national and regional surveillance programmes, agreed objectives, priorities, and methods specified in the infection prevention programme, and with an equity focus. | FA | Surveillance is an integral part of the infection control programme. The purpose and methodology are described in the infection control policy in use at the facility. The RN responsible uses the information obtained through surveillance to determine infection control activities, resources, and education needs within the service.  Monthly infection data is collected for all infections based on standard definitions, signs, symptoms and reporting criteria. Infection control data is entered into the infection register. The data is monitored and evaluated monthly and annually. Trends are identified and analysed, and corrective actions are established where trends are identified. There is benchmarking of infection rates internally via head office. Trends, benchmarking, along with actions and outcomes are discussed at the RN, staff/quality, and health and safety meetings. Meeting minutes and graphs are displayed for staff. The service incorporates resident ethnicity data into surveillance. The partial attainment identified at the previous audit relating to HDSS.2021 #5.4.3 has been satisfied.  Internal infection control audits are completed, with corrective actions for areas of improvement. The service receives email notifications and alerts from Health New Zealand and Public Health for any community concerns. There have been three outbreaks since the previous audit (Covid-19 December 2023 and May 2024, and a gastroenteritis outbreak in November 2024) which were reported on, and managed appropriately. |
| Subsection 5.5: Environment  The people: I trust health care and support workers to maintain a hygienic environment. My feedback is sought on cleanliness within the environment. Te Tiriti: Māori are assured that culturally safe and appropriate decisions are made in relation to infection prevention and environment. Communication about the environment is culturally safe and easily accessible. As service providers: We deliver services in a clean, hygienic environment that facilitates the prevention of infection and transmission of antimicrobialresistant organisms. | FA | The environment at Cambridge Oakdale is clean and there are safe and effective cleaning processes appropriate to the size and scope of the service. There are appropriate methods, frequency, and materials used for cleaning processes. Cleaning processes are monitored for effectiveness through internal audits, and feedback on performance is provided to the cleaning team. There is controlled access to designated areas for the safe and hygienic storage of cleaning equipment and chemicals. Ultimate Care Group policies are reflective of these. The partial attainment identified at the previous audit relating to HDSS.2021 #5.5.3 has been satisfied. |
| Subsection 6.1: A process of restraint  The people: I trust the service provider is committed to improving policies, systems, and processes to ensure I am free from restrictions. Te Tiriti: Service providers work in partnership with Māori to ensure services are mana enhancing and use least restrictive practices. As service providers: We demonstrate the rationale for the use of restraint in the context of aiming for elimination. | FA | The Ultimate Care Group is committed to a restraint-free environment for its facilities and Cambridge Oakdale is restraint free. A registered nurse is the restraint coordinator. The acting clinical services manager described the focus on maintaining a restraint-free environment. Restraint was understood by the staff interviewed, who also described their commitment to maintaining a restraint-free environment and therefore upholding the dignity of the residents under their care. At all times when restraint is considered, the facility works in partnership with Māori, to promote and ensure services are mana enhancing.  Restraint elimination is included as part of the mandatory training plan and orientation programme. |

# Specific results for criterion where corrective actions are required

Where a subsection is rated partially attained (PA) or unattained (UA) specific corrective actions are recorded under the relevant criteria for the subsection. The following table contains the criterion where corrective actions have been recorded.

Criterion can be linked to the relevant subsection by looking at the code. For example, Criterion 1.1.1 My service provider shall embed and enact Te Tiriti o Waitangi within all its work, recognising Māori, and supporting Māori in their aspirations, whatever they are (that is, recognising mana motuhake) relates to subsection 1.1: Pae ora healthy futures in Section 1 Our rights.

If there is a message “no data to display” instead of a table, then no corrective actions were required as a result of this audit.

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| **Criterion with desired outcome** | **Attainment Rating** | **Audit Evidence** | **Audit Finding** | **Corrective action required and timeframe for completion (days)** |
| Criterion 4.1.1  Buildings, plant, and equipment shall be fit for purpose, and comply with legislation relevant to the health and disability service being provided. The environment is inclusive of peoples’ cultures and supports cultural practices. | PA Low | There is a B-Rad certificate in place which expires on 17 June 2025. All emergency systems have been declared safe. | There is no current building warrant of fitness in place. | Ensure a current building warrant of fitness certificate is displayed.  365 days |

# Specific results for criterion where a continuous improvement has been recorded

As well as whole subsections, individual criterion within a subsection can also be rated as having a continuous improvement. A continuous improvement means that the provider can demonstrate achievement beyond the level required for full attainment. The following table contains the criterion where the provider has been rated as having made corrective actions have been recorded.

As above, criterion can be linked to the relevant subsection by looking at the code. For example, Criterion 1.1.1 relates to subsection 1.1: Pae ora healthy futures in Section 1: Our rights.

If, instead of a table, these is a message “no data to display” then no continuous improvements were recorded as part of this audit.

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End of the report.