

# The Ultimate Care Group - Alden Lakewood

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## 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](#).

The specifics of this audit included:

<b>Legal entity:</b>	The Ultimate Care Group Limited	
<b>Premises audited:</b>	Alden Lakewood	
<b>Services audited:</b>	Dementia care	
<b>Dates of audit:</b>	Start date: 21 October 2025	End date: 22 October 2025
<b>Proposed changes to current services (if any):</b>	None	
<b>Total beds occupied across all premises included in the audit on the first day of the audit:</b>	31	

# Executive summary of the audit

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## 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 haumarū | 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

Indicator	Description	Definition
	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

The service is owned by Ultimate Care Group Limited and trades as Ultimate Care Group - Alden Lakewood (referred to as Alden Lakewood in this report), with 20 other facilities also owned. Alden Lakewood is located in Christchurch and is certified to provide dementia level care for up to 36 residents.

This surveillance audit was conducted against a subset of the Ngā Paerewa Health and Disability Standard 2021 and contracts with Health New Zealand and the Ministry of Social Development. The audit process included the review of policies and procedures; the review of resident and staff files; observations; and interviews with family/whānau, management, staff, and a general practitioner.

There has been a change in management since the last audit. The nurse manager is supported by a registered nurse/team leader and experienced staff.

There are quality systems and processes being implemented. Feedback from residents and family/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 service has addressed four of four shortfalls identified at the previous audit related to admission documentation; to the infection prevention programme; ethnicity data as part of infection surveillance; and management of laundry services.

This audit identified two shortfalls related to internal audits, and assessments and care planning.

## 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.

There is a Māori health plan in place for the organisation. Te Tiriti O Waitangi is embedded and enacted across policies, procedures, and delivery of care. The service recognises Māori mana motuhake and this is reflected in the Māori health plan and business plan. A Pacific health plan is in place which ensures cultural safety for Pacific peoples, embracing their worldviews, cultural, and spiritual beliefs.

Alden Lakewood staff and managers can demonstrate their knowledge and understanding of resident's rights and ensure that residents are well informed in respect of these. Residents are kept safe from abuse, and staff are aware of professional boundaries. There are established systems to facilitate informed consent, and to protect resident's property and finances.

The complaints process is responsive, fair, and equitable. It is managed in accordance with the Code of Health and Disability Services Consumers' Rights, and complainants are kept fully informed.

## 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.

Some subsections applicable to this service partially attained and of low risk.

Ultimate Care Group Limited has a well-established and robust governance structure, including clinical governance that is appropriate to the size and complexity of the service provided. The business plan includes a mission statement and operational objectives which are regularly reviewed. Barriers to health equity are identified, addressed, and services delivered that improve outcomes for Māori.

The service has documented quality and risk management systems in place that take a risk-based approach. There is a process for following the National Adverse Event Reporting policy, and management have an understanding and comply with statutory and regulatory obligations in relation to essential notification reporting.

There is a staffing and rostering policy. Human resources are managed in accordance with good employment practice. An orientation programme and staff training plan are in place to support staff to deliver safe quality care.

## Ngā huarahi ki te oranga | Pathways to wellbeing

<p>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.</p>		<p>Some subsections applicable to this service partially attained and of low risk.</p>
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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.

All staff responsible for administration of medication complete education. The electronic medicine charts are 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 occur in a coordinated manner.

## **Te aro ki te tangata me te taiao haumaruru | 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.

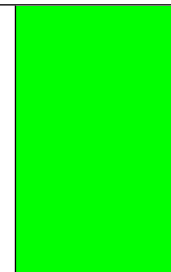


Subsections applicable to this service fully attained.

The building holds a current building warrant of fitness. 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.

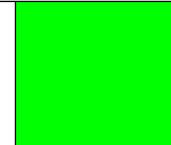
All policies, procedures, the pandemic plan, and the infection control programme have been developed and approved at clinical governance level. Infection control education is provided to staff at the start of their employment, and as part of the annual education plan.

Surveillance data is undertaken, including the use of standardised surveillance definitions, and ethnicity data. Infection incidents are collected and analysed for trends and the information used to identify opportunities for improvements. Comparison of data occurs within the organisation. There have been two outbreaks recorded and reported on since the last audit.

Laundry processes are monitored for effectiveness.

## 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 restraint coordinator is the nurse manager. The facility is restraint free. Strategies to remain restraint free is included as part of the education and training plan. The service considers least restrictive practices, implementing de-escalation techniques and alternative interventions, and will only use 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	17	0	2	0	0	0
Criteria	0	50	0	2	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](#).

For more information on the different types of audits and what they cover please click [here](#).

Subsection with desired outcome	Attainment Rating	Audit Evidence
<p>Subsection 1.1: Pae ora healthy futures</p> <p>Te Tiriti: Māori flourish and thrive in an environment that enables good health and wellbeing.</p> <p>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.</p>	FA	<p>A Māori health plan is documented for the service. Alden Lakewood uses the plan as part of their strategy to embed and enact Te Tiriti o Waitangi in all aspects of service delivery. The service currently has residents who identify as Māori. The service recognises Māori mana motuhake and this is reflected in the Māori health plan. The service has partnership with iwi and Māori organisations within and beyond the health sector; and contact numbers are displayed on noticeboards so that managers or staff can access information and advice when required.</p>
<p>Subsection 1.2: Ola manuia of Pacific peoples in Aotearoa</p> <p>The people: Pacific peoples in Aotearoa are entitled to live and enjoy good health and wellbeing.</p> <p>Te Tiriti: Pacific peoples acknowledge the mana whenua of Aotearoa as tuakana and commit to supporting them to achieve tino rangatiratanga.</p> <p>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.</p>	FA	<p>The Pacific health plan and Pathways to Pacific Peoples Health Equity Policy are documented to guide managers and staff in the provision of care and support for residents at Alden Lakewood. These documents are based on Ola Manuia: Pacific Health and Wellbeing Action Plan 2020–2025 and Te Mana Ola: The Pacific Health Strategy - Ministry of Health NZ.</p> <p>At the time of the audit there were no Pacific staff or residents; however, management and staff could confirm that cultural safety for Pacific peoples, their worldviews, cultural, and spiritual beliefs are embraced at Alden Lakewood. There are documented Pacific partnerships with Pacific</p>

		advisors based in Christchurch and these are displayed for staff to access if and when required.
<p>Subsection 1.3: My rights during service delivery</p> <p>The People: My rights have meaningful effect through the actions and behaviours of others.</p> <p>Te Tiriti: Service providers recognise Māori mana motuhake (self-determination).</p> <p>As service providers: We provide services and support to people in a way that upholds their rights and complies with legal requirements.</p>	FA	<p>The Health and Disability Commissioner's (HDC) Code of Health and Disability Services Consumers Rights (the Code) is displayed in English and te reo Māori. The nurse manager and registered nurse/team leader interviewed confirmed that this is also provided in welcome packs in the language most appropriate for the resident. Interviews with five family/whānau confirmed they are informed of their rights and their choices are respected.</p> <p>The nurse manager interviewed was aware of their responsibilities to ensure staff had a comprehensive understanding of the Code, and that residents are informed of their rights. Staff receive training on the Code at orientation and annually as per the education training schedule.</p>
<p>Subsection 1.5: I am protected from abuse</p> <p>The People: I feel safe and protected from abuse.</p> <p>Te Tiriti: Service providers provide culturally and clinically safe services for Māori, so they feel safe and are protected from abuse.</p> <p>As service providers: We ensure the people using our services are safe and protected from abuse.</p>	FA	<p>The Ultimate Care Group has organisational policies that provide guidance around the prevention of any form of institutional racism, discrimination, coercion, harassment, or any other exploitation. There are established policies, and protocols to ensure that resident's property is well managed and an established process to manage and protect resident finances. All staff at Alden Lakewood are trained in and aware of professional boundaries, as evidenced in orientation documents and ongoing education records.</p> <p>All resident files viewed had admission agreements referencing the Ultimate Care Group as the provider of the service. The previous partial attainment #1.5.3 has been addressed.</p> <p>Nine staff (including five caregivers, one registered nurse [RN], one kitchen manager, one laundry assistant and one maintenance person), and management (including the nurse manager and the regional manager) demonstrated an understanding of professional boundaries when interviewed.</p>

<p>Subsection 1.7: I am informed and able to make choices</p> <p>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.</p> <p>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.</p> <p>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.</p>	<p>FA</p>	<p>There are policies to guide the informed consent process. Resident files reviewed included completed general consent forms and consents for influenza and Covid-19 vaccinations, release of photographs, and consent for the use of comfort funds. Family/whānau interviewed could describe what informed consent was and stated that their family/whānau had the right to choose.</p> <p>Consent forms were appropriately signed by the activated enduring power of attorney (EPOA). All documentation regarding EPOA and activation is on file.</p>
<p>Subsection 1.8: I have the right to complain</p> <p>The people: I feel it is easy to make a complaint. When I complain I am taken seriously and receive a timely response.</p> <p>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.</p> <p>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.</p>	<p>FA</p>	<p>The complaints procedure is provided to residents and families/whānau during the resident's entry to the service. Access to complaints forms is located at the entrance to the facility or on request from staff. The Code and complaints process is visible, and available in te reo Māori and English. A complaints register is being maintained which includes all complaints, dates and actions taken.</p> <p>The has been one complaint made in 2024 and no complaints in 2025 year to date. Documentation including follow-up letters and resolution of any issues raised demonstrates that complaints are being managed in accordance with guidelines set by the HDC.</p> <p>Family/whānau making a complaint can involve an independent support person in the process if they choose. The complaints process is linked to advocacy services. Discussions with family/whānau confirmed that they were provided with information on the complaints process and remarked that any concerns or issues they had, were addressed promptly and they were kept informed. Information about the support resources for Māori is available to staff to assist Māori in the complaints process. Interpreters contact details are available. The nurse manager acknowledged their understanding that for Māori, there is a preference for face-to-face communication and to include family/whānau participation (when</p>

		required).
<p>Subsection 2.1: Governance</p> <p>The people: I trust the people governing the service to have the knowledge, integrity, and ability to empower the communities they serve.</p> <p>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.</p> <p>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.</p>	FA	<p>Alden Lakewood is located in Burwood, Christchurch and is certified to provide dementia level care for up to 36 residents. On the day of the audit there were 31 residents in care. All residents were on the age-related residential care (ARRC) contract. There are no shared or double rooms.</p> <p>There have been changes to management since the previous audit. The service is managed by a nurse manager (a registered nurse) who has been in the role for one week and has worked for the Ultimate Care Group (UCG) for six months. The registered nurse/team leader commenced their employment in September 2025. The registered nurse/team leader has a 10-year background of nursing in various roles within Health New Zealand. They are supported by a regional manager and a national quality assurance manager. The regional manager supported the facility on the days of the audit.</p> <p>The regional manager confirmed the governance structure. The governance of the organisation is delegated by the Chief Executive Officer (CEO) through the Ultimate Care Group. The Chief Executive Officer (CEO) reports to the shareholders/governance group (and their advisors) on their obligations under the relevant legislation on a quarterly basis. The governance group oversees all aspects of the organisation's operations, with an Ultimate Care Group National Clinical Governance team that is focused on supporting and enhancing the quality of the Ultimate Care Group's clinical performance and care. Policy, procedure, and training ensure that best practice is reflected in the day-to-day operations.</p> <p>There is an Ultimate Care Group strategic plan and key business goals for each Ultimate Care Group site. These are progressed through the delivery of service. Alden Lakewood has a business, quality, and risk plan 2025, with business objectives that aligns with the Ultimate Care Group's strategic direction. The objectives are reviewed and reported on quarterly.</p> <p>The clinical governance team meets monthly, and consists of a head of clinical, three quality improvement advisors, four regional managers, the CEO, Chief Operating Officer (COO), clinical lead, and a national education lead. They are responsible for regularly reviewing and monitoring key performance indicators to ensure the organisation meets</p>

		<p>its quality and safety goals. The governance body receives quarterly updates (exception reporting) on the quality of the service, and the reports identify any risks identified by management.</p> <p>The Māori health plan is developed in partnership with iwi and community groups. This ensures that policy and procedure represent Te Tiriti partnership, address barriers to equitable service delivery, and improve outcomes to achieve equity for Māori. A long-term Board member and advisor is the lead advisor on tāngata whaikaha, Māori, whānau, and Te Tiriti partnership. They monitor culturally focussed goals to ensure they are met.</p>
<p>Subsection 2.2: Quality and risk</p> <p>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.</p> <p>Te Tiriti: Service providers allocate appropriate resources to specifically address continuous quality improvement with a focus on achieving Māori health equity.</p> <p>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.</p>	<p>PA Low</p>	<p>Alden Lakewood is implementing the organisational quality and risk management programme (QRMP). The QRMP is reviewed annually by the national clinical governance team. The quality and risk management systems include performance monitoring expected to be completed through internal audits and through the collection of clinical indicator data. Clinical indicator data is entered into the electronic resident management system and analysed by the nurse manager. The clinical governance team compares and reviews quality data from each Ultimate Care Group facility, with results shared with managers and staff in the form of a reflection report. Goals documented in a quality improvement plan are being progressed. The new management team is consulting with staff on additional objectives to improve resident and relative experience. Discussions on quality goals are an agenda item at quality/staff meetings.</p> <p>A range of meetings are held regularly as per schedule, including combined staff/quality meetings, health and safety/infection control, and registered nurse/team leader meetings and restraint meetings. Discussion with staff and review of records demonstrated that all subsequent learnings from audits and accidents/incidents that occurred were reviewed through the national clinical governance team in a meaningful way, to identify trends and learnings that could be used to affect change or influence practice. There are quality projects being implemented at Alden Lakewood related to activities, and staff training and education.</p> <p>There are monthly staff/quality meetings. Discussions include (but are not limited to) quality data; health and safety; infection control/pandemic</p>

	<p>strategies; complaints received (if any); staffing; and education. Internal audits were completed; however, changes to the management team had meant that not all audits were completed as scheduled. Audit outcomes were reviewed, and required corrective actions were followed up, showing service improvements. Quality improvements are documented and also include a corrective action plan related to internal audit results, discussions at staff/quality meetings and staff education. Outcomes showed a high level of compliance with the Ultimate Care Group's policies and procedures, when audits have been completed. Any areas that required improvements were followed up, and audits with less than 85 percent compliance were repeated, ensuring that the quality loop was closed.</p> <p>Residents and family/whānau' surveys are completed annually. Results are analysed, and a summary report is shared with staff, residents and family/whānau. There were no corrective actions required and the survey results for 2025 evidenced high satisfaction rates in all areas surveyed.</p> <p>There is a comprehensive health and safety system in place, with identified health and safety goals. The health and safety committee meets monthly according to schedule, with a wide range of topics covered as agenda topics, including work related risks, opportunities for improvements, and topics related to staff, residents, and visitors' wellbeing. The hazard and risk register details risks and how each risk is mitigated and controlled. These are scheduled for review annually; however, there has not been a review since June 2023.</p> <p>All resident incidents and accidents are recorded on the electronic system. Ten accident/incident forms reviewed evidenced immediate action noted and any follow-up action(s) required. Incident and accident data is collated monthly and analysed. Results are discussed in the registered nurse meetings and at handovers. Each event involving a resident included a clinical assessment and follow up by a registered nurse (RN).</p> <p>Discussions with the regional manager and nurse manager evidenced awareness of their requirement to notify relevant authorities in relation to essential notifications. There have been Section 31 notifications and Severity Assessment Code (SAC) notifications made as required to Health Quality and Safety Commission.</p> <p>Two outbreaks were reported to the Ultimate Care Group clinical</p>
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		governance team.
<p>Subsection 2.3: Service management</p> <p>The people: Skilled, caring health care and support workers listen to me, provide personalised care, and treat me as a whole person.</p> <p>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.</p> <p>As service providers: We ensure our day-to-day operation is managed to deliver effective person-centred and whānau-centred services.</p>	FA	<p>There is a staffing policy that describes rostering. The roster provides sufficient and appropriate coverage for the effective delivery of care and support. The facility is fully staffed, as confirmed by the nurse manager (NM). Staff and residents are informed when there are changes to staffing levels, evidenced in staff and family/whānau interviews.</p> <p>The nurse manager and registered nurse/team leader are available Monday to Friday and share the on-call roster. In the absence of the nurse manager, the regional manager will provide operational oversight. The caregivers interviewed confirmed their workload is manageable. Current and past rosters reviewed evidence that all caregiver shifts are backfilled when staff report short notice absences. Observation on the days of the audit evidenced that the shifts and allocation of work is managed in an organised manner.</p> <p>There is an annual education and training schedule completed for 2024, with the 2025 schedule currently being implemented. The education and training schedule lists compulsory training. Cultural awareness and safety is embedded in the education system. External training opportunities for care staff include training through Health New Zealand.</p> <p>Caregivers are encouraged to attain Careerforce training NZQA levels. Twelve of seventeen caregivers have attained a level three or above. All staff are required to complete competency assessments as part of their orientation and annually. All RNs are supported if they wish to attend external training. NZQA dementia standards have been completed by 13 staff. Four staff have been employed less than twelve months and are currently enrolled and completing the dementia standards.</p> <p>Annual competencies include (but are not limited to) hand hygiene, moving and handling, and correct use of personal protective equipment. There is one RN employed, with a second RN employed waiting to start in their RN role once processing of their NZ registration is complete. One RN is competent to complete interRAI assessments. Registered nurses completed syringe driver training.</p>

<p>Subsection 2.4: Health care and support workers</p> <p>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.</p> <p>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.</p> <p>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.</p>	<p>FA</p>	<p>Five staff files (one RN, three caregivers, one housekeeper), reviewed included evidence of completed orientation, training and competencies, and professional qualifications on file where required. There are job descriptions in place for all positions that includes outcomes, accountability, responsibilities, authority, and functions to be achieved in each position. A register of practising certificates is maintained for all health professionals.</p> <p>The service has a role-specific orientation programme in place that provides new staff with relevant information for safe work practice and includes buddying when first employed. Competencies are completed at orientation. The service demonstrates that the orientation programme supports RNs and caregivers to provide a clinical and culturally safe environment for residents. All staff who have been employed for a year or more have a current performance appraisal on file.</p>
<p>Subsection 3.2: My pathway to wellbeing</p> <p>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.</p> <p>Te Tiriti: Service providers work in partnership with Māori and whānau, and support their aspirations, mana motuhake, and whānau rangatiratanga.</p> <p>As service providers: We work in partnership with people and whānau to support wellbeing.</p>	<p>PA Low</p>	<p>Five resident files were reviewed. The registered nurses (RN) are responsible for all resident assessments, care planning, and evaluation of care.</p> <p>Initial assessments and initial care plans were completed for residents detailing needs and preferences. The assessments form the basis of the long-term care plan; however, initial interRAI assessments sampled for long-term residents were not always completed within three weeks of the residents' admission to the facility. One interRAI reassessment was also not completed within the six-month timeframe required. 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.</p> <p>The individualised long-term care plans (LTCPs) are developed with information gathered during the initial assessments and the interRAI assessment. The initial long-term care plan was not always completed within three weeks of admission. Evaluations are documented by an RN and include the degree of achievement towards meeting desired goals and outcomes. Long-term care plans were not always reviewed in a timely manner. Long-term care plans are formally evaluated every six months in conjunction with the interRAI re-assessments and when there is a change</p>

	<p>in the resident's condition. Documented interventions, risks, and early warning signs, meet residents' assessed needs.</p> <p>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. Any changes noted are reported to the RN.</p> <p>There was evidence of family/whānau involvement in care planning and documented ongoing communication of health status updates. Family/whānau interviews and resident records evidenced that family/whānau are informed where there is a change in health status. There is access to a continence specialist as required. A podiatrist visits regularly and a dietitian, speech language therapist, and medical specialists are available as required through Health New Zealand.</p> <p>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 weekly and as required. Medical documentation and records reviewed were current. The GP interviewed stated that there was good communication with the service and that they were informed of concerns in a timely manner. The GP was complimentary of the management. The GP practice is also available after hours for the facility.</p> <p>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. Photographs were taken when this was required. Additional specialist input was initiated, and a district nurse was consulted when this was required. At the time of the audit there were three active wounds, including one chronic wound. There were no pressure injuries.</p> <p>The progress notes are recorded and maintained in the integrated records. Monthly observations such as weight and blood pressure were completed and are up to date. Neurological observations are recorded according to policy following an un-witnessed fall or a hit to the head. A range of monitoring charts are available for care staff to utilise. These include (but not limited to) monthly blood pressure; weight monitoring; bowel records; blood glucose levels; food intake charts; and fluid balance</p>
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		<p>monitoring. 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 a comprehensive handover at the beginning of their shift.</p>
<p>Subsection 3.4: My medication</p> <p>The people: I receive my medication and blood products in a safe and timely manner.</p> <p>Te Tiriti: Service providers shall support and advocate for Māori to access appropriate medication and blood products.</p> <p>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.</p>	<p>FA</p>	<p>There are policies available for safe medicine management that meet legislative requirements. Staff who administer have been assessed for competency on an annual basis. Education around safe medication administration has been provided as part of the competency process. Staff were observed to be safely administering medications. The registered nurses, enrolled nurse and medication competent caregivers interviewed could describe their role regarding medication administration.</p> <p>The service uses robotic rolls for regular medication and bottles for 'as required' or pro re nata medications. 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 a locked treatment room. The medication room temperatures are monitored daily. The medication fridge temperatures were documented and recorded daily, with temperatures within range as per policy. Medications with a short shelf life have been dated on opening and those in use had not expired.</p> <p>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 photographic identification and allergy status on the medication record. The effectiveness of PRN medications was consistently documented in the electronic medication management system and progress notes. Vaccines are not kept on site, and there are no standing orders in use. There were no residents self-administering medications, as residents are assessed as requiring dementia level care.</p> <p>There was documented evidence in the clinical files that 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.</p>

<p>Subsection 3.5: Nutrition to support wellbeing</p> <p>The people: Service providers meet my nutritional needs and consider my food preferences.</p> <p>Te Tiriti: Menu development respects and supports cultural beliefs, values, and protocols around food and access to traditional foods.</p> <p>As service providers: We ensure people’s nutrition and hydration needs are met to promote and maintain their health and wellbeing.</p>	FA	<p>Food preferences and cultural preferences are included in the menu. 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 reported they accommodate residents’ requests.</p> <p>There is a verified current food control plan. Family/whānau interviewed on the days of the audit provided positive comments related to the satisfaction of the meals provided.</p>
<p>Subsection 3.6: Transition, transfer, and discharge</p> <p>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.</p> <p>Te Tiriti: Service providers advocate for Māori to ensure they and whānau receive the necessary support during their transition, transfer, and discharge.</p> <p>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.</p>	FA	<p>There were documented policies and procedures to ensure discharging or transferring of residents are coordinated with the management of appropriate risks. Planned discharges or transfers were coordinated in collaboration with the resident (where appropriate), family/whānau, and other service providers to ensure continuity of care. The service uses a standardised transfer form that includes the resident’s profile, family/whānau contact numbers, and medication chart.</p>
<p>Subsection 4.1: The facility</p> <p>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.</p> <p>Te Tiriti: The environment and setting are designed to be Māori-centred and culturally safe for Māori and whānau.</p> <p>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</p>	FA	<p>The buildings, plant, and equipment are fit for purpose at Alden Lakewood and comply with legislation relevant to the health and disability services being provided. The environment is inclusive of people’s cultures and supports cultural practices. The building warrant of fitness is current.</p> <p>There is an electronic platform for making maintenance requests. Maintenance requests are acted upon in a timely manner. Equipment failure or issues are also recorded in the maintenance book. This is checked daily and signed off when repairs have been completed. There is an annual maintenance plan that includes electrical testing and tagging,</p>

<p>freely throughout. The physical environment optimises people's sense of belonging, independence, interaction, and function.</p>		<p>equipment checks, call bell checks, calibration of medical equipment, and monthly testing of hot water temperatures. Essential contractors/trades people are available 24 hours a day as required. Hot water temperature recording reviewed had corrective actions undertaken when outside of expected ranges.</p>
<p>Subsection 5.2: The infection prevention programme and implementation</p> <p>The people: I trust my provider is committed to implementing policies, systems, and processes to manage my risk of infection.</p> <p>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.</p> <p>As service providers: We develop and implement an infection prevention programme that is appropriate to the needs, size, and scope of our services.</p>	<p>FA</p>	<p>There is an infection, prevention, and antimicrobial programme and procedure. The infection control manual outlines a comprehensive range of policies, standards and guidelines and includes defining roles, responsibilities and oversight, the infection control team, and training and education of staff. Policies and procedures are reviewed by the national education lead, who acts as the national infection prevention and control lead for the Ultimate Care Group. The infection prevention and control programme links to the overarching quality programme. The infection control programme is reviewed, evaluated, and reported on annually. The finding identified at the previous audit related to # criterion 5.2.2 (the infection prevention and control programme) has been addressed.</p> <p>The pandemic plan is available for all staff and includes scenario-based training completed at intervals. Staff education includes (but is not limited to) standard precautions; isolation procedures; hand washing competencies; and donning and doffing personal protective equipment (PPE).</p>
<p>Subsection 5.4: Surveillance of health care-associated infection (HAI)</p> <p>The people: My health and progress are monitored as part of the surveillance programme.</p> <p>Te Tiriti: Surveillance is culturally safe and monitored by ethnicity.</p> <p>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.</p>	<p>FA</p>	<p>Infection surveillance is an integral part of the infection control programme and is described in the Infection Preventions Standards (IPS) manual. Monthly infection data is collected for all infections based on signs, symptoms, and definition of infection. Infections are entered into the register on the electronic database and surveillance of all infections (including organisms) is collated onto a monthly infection summary.</p> <p>The nurse manager is the infection prevention and AMS facility lead (infection prevention coordinator) for Alden Lakewood. They have completed training in infection prevention and control as part of their previous UCG role.</p> <p>Infections and antimicrobial data is monitored and analysed for trends and</p>

		<p>reported monthly through a reflection report. Comparison of data occurs with other Ultimate Care Group facilities. The service incorporates ethnicity data into surveillance methods and data captured around infections. The previous finding in criterion # 5.4.3 related to the inclusion of ethnicity data has been addressed.</p> <p>Infection control surveillance is discussed at relevant meetings. Any infections are reported to the national infection prevention and control lead and discussed at the Ultimate Care Group clinical governance meetings. Meeting minutes and the reflection report are displayed for staff. Action plans are completed for any infection rates of concern. Internal infection control audits are completed, with corrective actions for areas of improvement (link 2.2.2). The service receives regular notifications and alerts from Health New Zealand.</p> <p>Infections, including outbreaks, are reported and reviewed so that improvements can be made to reduce healthcare acquired infections (HAI). Education is provided by the regional quality improvement advisor and the nurse manager, and staff completed hand hygiene competencies annually. There have been two outbreaks documented since the previous audit. One gastroenteritis outbreak in March 2025 and a Covid-19 outbreak in April 2025 were well documented, managed, and reported. Meeting minutes reflect debrief meetings that had occurred. Residents receive antivirals and minutes of meetings reflect robust processes were implemented to contain the spread.</p>
<p>Subsection 5.5: Environment</p> <p>The people: I trust health care and support workers to maintain a hygienic environment. My feedback is sought on cleanliness within the environment.</p> <p>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.</p> <p>As service providers: We deliver services in a clean, hygienic environment that facilitates the prevention of infection and transmission of antimicrobialresistant organisms.</p>	FA	<p>The laundry for all linen and personal items is completed on site seven days a week. Mop heads and kitchen linen are washed separately throughout the week. There is a clear clean and dirty flow in the laundry. Visual inspection of the laundry evidence separate trolleys for clean and dirty clothes. Personal clothing is transported in named baskets to the resident's room, and clean linen is delivered in covered trolleys to the linen areas. There is a housekeeper for six hours per day, seven days a week to perform housekeeping tasks. The laundry assistant interviewed was able to describe processes.</p> <p>There is a documented infection prevention and control programme being used to guide infection prevention and control activities, including laundry</p>

		<p>instructions. The infection control audits verify the effectiveness of the laundry processes and viewed to be compliant. The finding identified at the previous audit related to # criterion 5.5.4 has been addressed. The laundry is well ventilated. A chemical provider provides all laundry chemicals, which are in an enclosed dispensing system.</p>
<p>Subsection 6.1: A process of restraint</p> <p>The people: I trust the service provider is committed to improving policies, systems, and processes to ensure I am free from restrictions.</p> <p>Te Tiriti: Service providers work in partnership with Māori to ensure services are mana enhancing and use least restrictive practices.</p> <p>As service providers: We demonstrate the rationale for the use of restraint in the context of aiming for elimination.</p>	<p>FA</p>	<p>The aim of the service is to maintain a restraint-free environment. Policies and procedures meet the requirements of the standards and are approved by the head of quality. The national clinical governance team is responsible for the restraint elimination strategy, and for monitoring restraint use in the wider organisation. Restraint is discussed at the national clinical governance team meetings and exception reporting provided to the Board.</p> <p>At the time of the audit, there were no residents using restraints. The designated restraint coordinator is the nurse manager. Restraint-free strategies are discussed at monthly meetings.</p> <p>Training for all staff occurs at orientation and annually, as sighted in the training records. Staff have been trained in the least restrictive practice, safe restraint practice, alternative cultural-specific interventions, and de-escalation techniques.</p>

## 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.

Criterion with desired outcome	Attainment Rating	Audit Evidence	Audit Finding	Corrective action required and timeframe for completion (days)
<p>Criterion 2.2.2</p> <p>Service providers shall develop and implement a quality management framework using a risk-based approach to improve service delivery and care.</p>	PA Low	<p>Ultimate Care has a comprehensive quality management system which is being implemented at Alden Lakewood. A review of internal audits identified these were consistently completed as scheduled prior to recent management changes; however, these were not completed for August and September this year. A new manager has commenced employment and is actively completing outstanding audits.</p> <p>There is a documented hazard register, with evidence of discussion regarding hazards at scheduled meetings. The hazard register has not been reviewed in a timely manner.</p>	<p>Internal audits have not been completed as scheduled in 2025.</p> <p>The hazard register has not been reviewed since June 2023.</p>	<p>Ensure internal audits are completed as scheduled.</p> <p>Ensure the hazard register is reviewed as per policy.</p> <p>90 days</p>
<p>Criterion 3.2.1</p> <p>Service providers shall engage with people receiving services to</p>	PA Low	<p>Initial assessments and initial care plans were completed for residents detailing needs, and preferences These were not always completed within required timeframes. One initial interRAI</p>	<p>InterRAI assessments and care plans were not completed within required time frames in</p>	<p>Ensure all interRAI reassessments and care plans are documented and reviewed within the</p>

<p>assess and develop their individual care or support plan in a timely manner. Whānau shall be involved when the person receiving services requests this.</p>		<p>assessment as not completed within 21 days and one resident interRAI reassessment was not completed within 6 months.</p> <p>The individualised long-term care plans (LTCPs) are expected to be developed with information gathered during the initial assessments and the interRAI assessments. Four of five long term care plans were not completed within 21 days of admission. and the routine six monthly evaluations were not completed in required time frames. In two files reviewed.</p>	<p>resident files reviewed.</p>	<p>required timeframes.</p> <p>90 days</p>
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## Specific results for criterion where a continuous improvement has been recorded

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

No data to display
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End of the report.