

# Wesham Rehabilitation Centre

Monday 24 February 2025

10:00-12:00



**Disclaimer:** This report relates only to the service viewed at the time of the visit and is only representative of the views of the staff, visitors and patients who met members of the Enter and View team on that date.

# Contact Details

## Address

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## Practice Contact:

Prof Paul Jebb  
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## Date and Time of our visit:

Monday 24 February 2025  
10:00-12:00

## Healthwatch Lancashire Authorised Representatives:

Sue Edwards (Senior Engagement Officer)  
John Moore (Healthwatch Lancashire Volunteer)



# Introduction

Healthwatch Lancashire is the independent public voice for health and social care in Lancashire and exists to make services work for the people who use them. We believe that the best way to do this is by providing the people of Lancashire with opportunities to share their views and experiences.

Healthwatch Lancashire has statutory powers to listen, act, challenge and gather feedback to improve local services and promote excellence throughout the NHS and social care services.

To help achieve this Healthwatch have a statutory power to 'Enter and View' health and social care services that are publicly funded. The purpose of an Enter and View is to listen to people who access those services and observe service delivery.

Following the Enter and View visit a report is compiled identifying aspects of good practice within the service visited along with any recommendations for any possible areas of improvement.

As we are an independent organisation, we do not make judgements or express personal opinions but rely on feedback received and objective observations of the environment. The report is sent to the service provider providing an opportunity to respond to any recommendations and comments before being published on the Healthwatch Lancashire website at:

[www.healthwatchlancashire.co.uk](http://www.healthwatchlancashire.co.uk)

The report is available to members of the public along with the Care Quality Commission (CQC), Healthwatch England and any other relevant organisations. Where appropriate Healthwatch Lancashire may arrange a revisit to monitor the progress of improvements and celebrate any further successes.

## General Information

Wesham Rehabilitation Centre is a care environment for people in need of support to learn and further develop existing social, health and wellbeing skills such as budgeting, cooking, cleaning and accessing the local community following mental illness.

The centre consists of a team of clinical and non-clinical professionals including doctors, psychiatric consultants, occupational therapists, nurses and nursing consultants, pharmacists and ward managers, as well as peer support workers and volunteers.

## Acknowledgements

Healthwatch Lancashire would like to thank patients, staff and management, for making us feel welcome and for taking the time to speak to us during the visit.

# What did we do?

Healthwatch Lancashire Enter and View Representatives made an announced visit to Wesham Rehabilitation Centre on 24 February 2025 and received feedback from:



## Introductory meeting with manager

At the beginning of the enter and view visit Healthwatch Lancashire representatives met with the senior management team to discuss the centre and to view the facilities.

## One to one discussions with patients

We asked the senior management team how they refer to people who use the service. For the purpose of this report people who use the service will be referred to as patients.

Healthwatch Lancashire spoke with patients about their experiences including how they felt about the service, and the care and treatment delivered by the staff at the centre.

## Discussions with members of staff

Healthwatch Lancashire representatives spoke with members of staff and a volunteer about their experiences of delivering services to patients. Questions centred around support for patients and any improvements staff felt could be made at the centre.

## Observations

Observations were made throughout the visit. This included patient and staff interactions, accessibility measures in place, and the condition and cleanliness of the facilities.

# Summary



Wesham Rehabilitation Centre provides in-patient clinical and non-clinical support enabling patients to transition from intensive mental health support to being able to live independent.

The centre consists of 24 single bedrooms with en-suite bathrooms, with both inside and outside communal spaces, treatment and therapy rooms, a faith room, activities room, and large kitchens and dining areas.

Patients are able to access therapy and counselling, learn/further develop existing skills such as budgeting, shopping, cooking and cleaning. There is opportunity to access the local community, as well as developing social skills and coping mechanisms through activities such as gardening, woodwork, art and day trips.

Overall patients were positive about their experiences at Wesham Rehabilitation Centre, with facilities and activities being discussed. Staff approachability and transparency was also commended by the patients spoken with. Patients have access to various activities dependent on needs and interests, and it was clear that friendships have been made between patients which can help develop social skills as well as offering peer support.

Staff spoken with raised concerns around current staffing levels, especially at weekends and evenings, and some felt that the centre is taking more acute patients who require further support which can impact on their roles. Televisions in patients bedrooms was raised by staff as needing some attention, and there was also staff suggestions for converting an outdoor space into a gym. However, all staff stated that they enjoyed working at the centre and that they would recommend it.

Observations showed a busy environment whilst still maintaining a calm and pleasant environment. The centre appeared clean and well maintained, and thought has clearly been given to patients needs and wishes with various communal areas allowing for patients to interact with staff and each other. Bedrooms are spacious and all include an en-suite bathroom with shower with large communal bathrooms for patients who prefer a bath.

Patients were seen to be utilising the communal spaces by sitting chatting, playing pool, cooking and having 1:1 time with staff. Staff clearly knew the residents well, and patients appeared at ease with staff, with a lot of friendly interactions observed between patients and staff.

Patient are included in decision making, along with their loved ones who are actively encouraged to be part of the rehabilitation process, and this was evidenced throughout the visit.

# Service Overview

## Location and public access



Wesham Rehabilitation Centre is located on Mowbreck Lane in the town of Wesham, situated in the Fylde Borough.

There is good road access with both the M55 and A583 Preston New Road linking Blackpool and Preston. Kirkham and Wesham Railway Station is a 10-15 minute walk away, and there are regular buses running through Wesham with bus stops outside the centre.

Parking is available at the rehabilitation centre and this includes disabled parking spaces and an ambulance bay.

Wesham Rehabilitation Centre was opened in March 2022 on the former site of Wesham Hospital Rehabilitation Unit which catered for people with acute physical illnesses needing rehabilitation before moving into community or care home living.

## Services available

Wesham Rehabilitation Centre provides both clinical and non-clinical support enabling patients to transition from intensive mental health support to being able to live independent.

The centre has capacity for 24 patients, with each patient having their own bedroom with en-suite bathroom.

The centre offers a service where patients who have experienced a range of mental health conditions can access community rehabilitation in order to return to community living. Patients are referred to the centre as a 'step down' service via various routes including Psychiatric Intensive Care Units and Secure Mental Health Units. Prospective patients have the opportunity to view the centre beforehand in order to ensure that it is the most appropriate service for them.

Patients reside at the centre for an average of twelve to eighteen months, although this is dependent on the individual needs, and the centre allows for patients to work at their own pace. Support from the centre continues for patients who have returned to independent living, with a four week transition period where staff will visit patients at their home to make sure that they are settling in ok.

The centre was initially intended for both male and female patients, with two separate areas designed to ensure patient safety. However, the demand for male rehabilitation was found to be considerably higher and has therefore resulted in the centre being male patients only. There is a rehabilitation centre in Salford which offers female rehabilitation services.

Patients have access to therapy and counselling, as well as services such as substance abuse recovery support. Each patient has an individual care plan allowing for a person centred approach.



Patients have a wide variety of activities to participate in, dependant on their interests and what skills they would like to learn/develop further. This can be anything from functional and/or financial skills, cooking and cleaning through to gardening and woodwork, as well as accessing the local community. Patients also have access to day trips such as to parks, bowling, laser quest and sporting events, and the centre has good links with AFC Fylde.

The centre has an open door policy for visitors and host carers cafes and events in order to ensure that patients are fully supported by family and friends. They also carry out regular phone calls with carers to keep them informed about their loved ones care. The centre is active in encouraging carers to be part of their loved ones recovery **"they are at the heart of everything we do"** (Wesham Rehabilitation Centre management team).

Wesham Rehabilitation Centre has access to interpreter services via Language Line and have regular interpreter drop-ins for any patients for whom English is a second language. The centre also has their key information available in other languages, and easy read versions of key information is available for anyone with a learning disability. As the centre is not a suitable environment for people with dementia/Alzheimer's there is no requirement for dementia friendly features.

An advocacy service is available for patients on a weekly basis where they can get advice and support around practical matters such as housing, benefits and other needs for when preparing to return to community living. The Wesham Rehabilitation Centre team also help patients with employability and education, supporting patients to access college and/or work.

# Enter and View observations

## External Environment

Wesham Rehabilitation Centre is easy to find with good signage. The centre is located in a modern, single storey, purpose built building. The building appears in good condition and well maintained.

The carpark is of a good size and appeared neat and well maintained. There are disabled car spaces available, as well as an ambulance bay. Established planting around the car park provides a pleasant green feel to the site.

The entrance is clearly identifiable with both steps and a ramp leading to the main doors, which are automatic and sufficiently wide enough to allow for easy access.



Suitable external landscaping materials have been used for accessibility including tactile paving and contrasting edges in steps, as well as the use of handrails.

## Internal Environment – first impressions

On entering the building the reception desk is directly opposite the main doors and clearly identifiable. The reception desk has a lower section allowing for wheelchair users to easily access the reception team.

The reception area consist of a large atrium with the reception desk, a café and a seating area. The space is light and pleasantly presented with a calm atmosphere.

Healthwatch Lancashire representatives were asked to sign in as visitors and provided with a visitors lanyard and badge. The lanyard has a panic alarm attached which also serves as a door fob. This demonstrates good safeguarding and safety practices.

A central corridor leads from the reception area into the main centre, with rooms leading off for various purposes including treatment rooms, a faith room, counselling rooms, activities room and multi-purpose rooms. The corridor leads into a communal space with further corridors leading onto residential bedrooms, lounge areas, communal bathrooms, kitchens and dining areas.

Overall the centre appeared well maintained and pleasant.



Healthwatch Lancashire representatives were able to see a patient bedroom which was unoccupied at the time of the visit. The room was spacious and well-lit with a bed, wardrobes, desk and TV. Each room also has an en-suite bathroom with a shower. Patients are able to personalise their room by way of photographs, posters etc. Patients are able to control the temperature of their room with individual thermostats in each bedroom.





## Observation of corridors, public toilets and bathrooms

All corridors were bright and spacious. Art work by patients and staff has been added to the corridor walls throughout the centre, along with information such as activities, staff structure etc also. Patients are able to see what is happening any given day as well as making suggestions on what they would like to do. On the day of the visit there was woodwork, a smoothie group, Red Rose Recovery peer support group and digital skills session on offer.

Communal bathrooms were clean and well presented, with ample space for easy access.



## Lounges, dining and other public areas

There are several lounge and dining areas for patients. Patients are able to access these spaces at any time. All spaces are pleasantly presented with good use of colour on walls and furniture providing a sense of calm. Seating layout in the communal spaces encouraged social interaction but also offered quieter spaces for those wishing to have some personal space.

A faith room is available at the centre and an Imam visits to ensure the needs of those practicing the Muslim faith are met. Access to other faith leaders is available when required.

There is an activity room at the centre which allows for patients to be involved in both group and 1:1 sessions. The room was in use during the visit so Healthwatch Lancashire representatives said a quick hello but did not interrupt the session.



Patients have access to a pool table, board games and books etc and were observed playing pool at the time of the visit. It was clear to Healthwatch Lancashire representatives that patients were encouraged to socialise and interact with others which helps develop social skills as well as gaining peer support.

Patients have access to several outdoor spaces where they can be involved in activities such as gardening or simply relax. Healthwatch Lancashire representatives were informed that there are regular events such as barbeques and family days held in the gardens.

The centre is overlooked by surrounding properties which are elevated and therefore view directly into the outdoor spaces. Additional planting has been put in place to further enhance the privacy of patients in the outdoor space. Discussion with senior management identified that the centre has worked closely with the local community and that local people are often invited to events happening at Wesham Rehabilitation Centre.



Wesham Rehabilitation Centre has a large kitchen with individual work stations. Patients prepare their own meals, with support where necessary, and they have their own fridge. They are supported to budget, food shop and plan meals in order to further develop their skills which will help them live independently. Patients have a weekly budget to purchase food and other necessities.

It was explained to the Healthwatch Lancashire representatives that Wesham Rehabilitation Centre host the annual NHS Trust Chef of the Year. This can inspire patients and the centre should be commended.



# Staff and patient Interactions



Staff were seen to be busy but were observed being approachable and friendly, and staff were seen chatting with patients throughout the visit.

Patients appeared confident and able to approach staff when they wished to talk about a matter. Several staff were heard to inform patients that they were busy at that particular moment and explain why, and that they would be back as soon as they could. Healthwatch Lancashire representatives observed that staff would return to the patient quickly and as promised. These interactions were seen to be positive and the patients appeared to appreciate the transparency.

The centre has regular patient group meetings to discuss services, activities and facilities. Patients are able to leave suggestions for activities and day trips that they would like to do on an activity board. There is also a 'Star of the Month' award for patients which is awarded for a variety of reason such as supporting other patients, making significant progress with their recovery etc.

Wesham Rehabilitation Centre is currently starting a newsletter which will be created with patient involvement, and will be available to patients, carers and the local community. This will allow for information sharing and centre updates, as well as ensuring that local people have a sense of community and connection with the centre.

Friends and Family Test (FFT) forms are available at the reception desk and by the café enabling both patients and their loved ones to easily provide feedback. Some of the feedback gathered was on display in various locations around the centre.

***"Comms between patients and staff is excellent, always excellent"*** (patient feedback).



# Patient feedback

Healthwatch Lancashire representatives spoke with six patients during the visit.

## Tell us what you think about the centre

All six patients were positive about their experiences at the centre, with staff, activities and facilities being mentioned.



*“Perfect. Takes a lot to keep on top of it but they do a magic job”*

*“It’s nice, I really like the bedrooms”*

*“I don’t want to butter the place up but I can’t think of one bad thing, I’d just be lying”*

## What activities are on offer and do you join in?

Patients spoken with were positive about the activities that were on offer, with sport, woodwork, baking and gardening being discussed as activities patients enjoyed.

*“We can get down the park in summer with a packed lunch to play cricket. We went to Nicky Nook and got muddy to the ankles just the other week”*

*“I play football. We’re going to Bolton for a tournament in March”*

One patient commented that they weren’t pushed into activities which worked well for them. *“They don’t push you into doing the things that you don’t enjoy doing, which is good”*

## How do you find the care you receive?

All patients spoken with were praising of the care that they are receiving. Positive comments around staff trust and transparency were made by two patients who saw this as important.

*“The staff are really caring. They got me into college”*

*“If you ask to see someone they say when they will be able to get back to you and stick to it...”*

*“The staff are good. Sometimes you have to wait, but not for too long”*

## How do you find the kitchen and food planning?

As patients are responsible for their own food budgeting, purchasing and meal planning Healthwatch Lancashire representatives had conversations around how they found this aspect of their care and support.

Patients found the experience of preparing their own meals positive, with learning new skills, trying different recipes, peer support and the social aspect of different people in the kitchen cooking different meals and sharing recipes etc. being mentioned.

*“If three people are cooking three different things the smell can be tremendous or ‘what is this!’”*

*“The budgeting is the hardest part of things”*

*“The kitchens are really big. I like cooking spaghetti Bolognese. The budgeting is easy”*

## Any other comments or feedback

*“I’d change the name to “Wesham Mental Health Rehabilitation Unit”. I’ve been outside and heard someone ahead say “that place is full of pissheads”. They think that it’s for alcoholics and drug users. They need to understand that the place isn’t about that – it’s mental health”* (Recommendation 1)

# Staff feedback



Healthwatch received feedback from five staff members and a volunteer during the visit.

## Do you have enough staff when on duty?

All staff spoken with felt that the centre would benefit from more staff. Several staff discussed how they feel that the centre is increasing their level of patients with more acute needs which is proving challenging for some staff, and that staffing levels need to be increased to reflect this (recommendation 2).

*“Don’t always get the chance to do all of my duties and have to use my own time”*

*“Lots want your time and support, but can’t always be there as we don’t have the staff”*

Several staff members talked about the reliance on agency and bank staff to maintain staffing levels, with concerns around patient knowledge and continuity of care which maintains trust with patients being discussed.

Additional staff on night shifts was also discussed as needed *“...increase staffing overnight to maintain safety”*



Some non-clinical staff talked about patients relying on them to undertake tasks that should be part of their rehabilitation journey such as cleaning their rooms.

## **Do you feel the service delivers a person-centred experience?**

Overall staff felt that they are supported to carry out person centred care.

Staffing levels was discussed as the main barrier to individual patient experiences, with several staff members sharing that low staffing levels means that they can not always devote the time to individuals needs that they would like.

***“Yes 100%, we know then very well”***

***“Yes, all service users approached as individuals”***

***“Not always due to staffing levels”***

## **Do you feel you have enough training to carry out your duties well?**

Training at the centre was seen as good, and staff felt able to ask for further training if they felt that it would benefit their roles. One staff member felt that regular designated time in their schedule would help access training better (Recommendation 3).

***“Mandatory training: I don’t always have the time; we could do with a half day every now and then to get this done”***

## **What is your experience of working here?**

Despite the previous comments around staffing levels and the pressures that some staff are feeling, overall staff stated that they are happy working at Wesham Rehabilitation Centre.

***“There’s a real camaraderie between the staff and the patients”***

***“It’s a pleasure working at Wesham, brilliant team and service, close carers contact”***

***“It’s a brilliant place”***

Two staff members felt that higher staffing levels at night and weekends would improve their experience of working at the centre ***“don’t feel safe at weekends”***.

## **Are there any changes that can be made to improve the patient experience?**

Staff had several recommendations for improving the patient experience:

***“The TV’s in the bedrooms are shocking”*** It was explained to Healthwatch Lancashire representative that the bedroom televisions are often broken or don’t

work well such as turning themselves off. TVs are available in the lounge areas but programs do not always suit everyone, such as football matches for those who don't watch sport (Recommendation 5).

**“Support for additional diagnosis e.g. ASD/LD”** [Autism Spectrum Disorder/Learning Disability] (Recommendation 4).

One staff member talked about how an outdoor courtyard space could be utilised more, possibly by way of an outdoor gym which both patients and staff could access. Currently patients travel to the Harbour in Blackpool to access their gym so creating one at Wesham Rehabilitation Centre would offer easier access as well as saving on travel costs (Recommendation 6).

Several members of staff felt that a centre vehicle would be of benefit for taking patients to appointments, accessing the community etc **“spend a fortune on taxis...”** (Recommendation 2).



# Recommendations

The following recommendations have been formulated based on observations of the environment and feedback gathered from residents, relatives and staff.

1. Continue to look at education and further promotion of the centre within the local community to help reduce public perceptions and prejudice.
2. Work with staff to identify key concerns around staffing levels especially with night and weekend shifts; and discuss other suggestions for improvement to the patient experience such as transport for patient GP appointments.
3. Look at the feasibility of staff having allocated training time within their rotas to ensure that all training is accessible and carried out in sufficient depth.
4. Investigate suitable/appropriate training which staff can access to deepen their knowledge of special needs such as learning disabilities and autism.
5. Look at the TV's in patient bedrooms and see how they can be improved to ensure patients are able to utilise their individual televisions.
6. Meet with patients and staff to discuss potential development of outdoor spaces and what patients would feel beneficial, such as an outdoor gym.
7. Continue to listen to patients, family and the local community, and share the good practice being carried out at Wesham Rehabilitation Centre.

# Provider response

Recommendation	Action from provider	Timeframe	Comments
<b>Community:</b> continue to look at education and further promotion of the centre within the local community	On-going work relating to reducing stigma and also community living	On going	On-going process to outreach to the community, complaints are managed proactively and promotion of the centre across the wider community
<b>Staff concerns:</b> work with staff to identify key concerns around staffing levels and discuss other staff suggestions for improvement	Safer staffing review being developed and updated	May 2025	Agency staff discontinued; staff have access to regular consistent bank staff when needed. Recruitment is on going
<b>Staff training:</b> Look at the feasibility of staff having allocated training time within their rotas  Investigate suitable/appropriate training which staff can access to deepen their knowledge of special needs such as learning disabilities and autism	This will be addressed in the safer staffing review  Staff have access to the Oliver McGowan training as part of their mandatory training, ad-hoc training and updates are also done by the specialist teams for LD & A	May 2025  Annual	
<b>Patient TVs:</b> Look at the TV's in patient bedrooms and see how they can be improved to ensure patients are able to utilise their individual televisions.	Estates team to be contacted to review all TVs in the unit	End April 2025	
<b>Activities:</b> meet with patients and staff to discuss potential development of outdoor spaces and what patients would feel beneficial	On-going work recently made connections with North West in Bloom and also Blackburn's Farm in Wrea Green to continue developing this area	August 25	Team have visited Blackburn's and the team at Blackburn's have also visited Wesham unit to build relationships and explore opportunities

<b>Good practice:</b> Continue to listen to patients, family and the local community, and share the good practice being carried out at Wesham Rehabilitation Centre.	As part of the transformation programme for community services stakeholder event was held in March to engage in this process, family members and carers	On going	Opportunities open to all and are shared to gather interest in people attending and being involved.
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## Questions

Did you learn anything new about people's views and experiences, or anything else, as a result of the Enter and View undertaken by Healthwatch Lancashire?

This report is a sound reflection of the unit and some of the challenges that are managed

Any other comments?

We would like to thank the Healthwatch team for visiting and highlighting areas of improvement that we will continue to work on to ensure the care we deliver is of exceptional quality and person centred.





# healthwatch

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