

Pat Shaw House Residential Care Home- Enter and View Report

Service: Pat Shaw House Residential Care Home

Provider: Gateway Housing

Date / Time: 24th August 2016 / 10.00am -1.00pm

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Background to the visit

Healthwatch Tower Hamlets visited Pat Shaw House on the 24th November 2014 and feedback from residents and staff was very generally very positive, overall our impression of the service and management was good, our visit coincided with Gateway Housing take over the service from Excelcare in July 2014. During 2016 Healthwatch Tower Hamlets received a few whistle-blowing phone calls (mainly from care staff) which highlighted concerns that the residents care was being neglected because of the high numbers of agency staff being recruited to provide care by the provider. The CQC also inspected Pat Shaw House in April-May 2016. The CQC generally use five standards/rating to report back on their inspections (is the service safe, effective, caring, responsive, well led), Pat Shaw House was rated as 'requiring improvement' in four of the areas, only 'is the service caring' was deemed to be good. Due to the whistleblowing and CQC feedback, Healthwatch members decided that they wanted to revisit Pat Shaw House to see for themselves what has happened since our last visit and to find out how the CQC raised concerns were being actioned by the care home provider.

Healthwatch Enter and View representatives main remit during these visits is to gather residents and carers feedback on the service and care they receive and the discussions with residents and carers aimed to gather their feedback on the following areas:

- How they feel about the staff and how they treat them (privacy and dignity, communication), do they attend to their needs? ask how they feel regarding staff behaviour/attitude towards them and whether they feel valued etc.
- If there are same staff members attending to them (continuity of care)? Do they feel they have sufficient staff support and daily interaction with staff (one to one)? – a staff presence and numbers?
- Are there religious and cultural views respected?
- Do they feel safe? Are buzzers responded to quickly? Do they get their medicines on time? Do the new staff know how to administer their medicine?
- What activities they take part in and how they feel about these activities (are they tailored for their needs)
- Cleanliness of their flat (laundry and general cleaning i.e. changing bed sheets)- are there laundry getting done on a regular basis – how often
- Do people from the community visit them and offer them social time (one to one interaction)

- What is their view on the food and the food service? do they get support with feeding and drinking? Are they given options for food?
- How get involved in deciding on provisions and activities at the care home?
- Asking residents on how the service can be improved e.g. what they would like the care home to provide; (i.e. additional activities/ services) or what they will like to see changed.

Information on the service

- Pat Shaw House is a residential care home for older people; most residents are in their 70's and 80's and need some form of support to manage their daily life i.e. personal care, medication support, support with eating, etc.
- Pat Shaw House is managed by Gateway Housing; they have managed the care home since July 2014.
- Pat Shaw House consists of 38 individual self-contained flats, at the time of our visit only 28 flats were occupied and 10 flats were empty (the empty flats is a huge challenge for the provider).
- Residents at Pat Shaw House are referred by social services, who also pay their fees. The care provider also has the capacity to take on private fee paying residents as well.
- Pat Shaw no longer has a dedicated 'Activities Coordinator' (this was the case when we visited in November 2014), now organising activities is left to the discretion of care workers and team leaders, the managers feel this offers the opportunity for person centred care as activities can be organised to the needs of residents. Advertised activities included the following: sing along, dominos, exercise, bingo, one to one, hand care, tea party. They organised a BBQ in July for residents and their family members.
- User Involvement: Once a month a residents meeting is held and at this meeting residents can give their feedback on care, staff, food, activities and things they would like to do.
- Staff: 60% of the staff are permanent and 40% of the staff are agency, we were reassured that the agencies usually sends the same care staff- so there is continuity for residents. The management highlighted that there was ongoing recruitment, they have advertised widely and have held recruitment open days. They have also employed a Head of Care and Support (Sue Green) in May 2016 to oversee both care homes. The managers highlighted that if staff are unwell or sick and do not turn up, then team leaders are required to cover the work until permanent or agency staff come in to cover the shift. The managers mentioned that they will always get the extra staffing to ensure that the appropriate numbers of staff are available on each of the floors. The volume of staff varies depending on occupancy levels and requirements of the customers. Shifts have built in overlaps to allow for a handover of client welfare updates, events and staff briefings. Shifts run from 7am-2.30pm, 2pm – 9.30pm and 9pm-8am, 7 days a week days.
- Care staff receive the following training: Dementia Awareness; First Aid, Mobile Handling, Health and Safety, Safeguarding, Deprivation of Liberty Safeguards (DoLS), medication training. It was also highlighted that any agency staff that has worked over four months at Pat Shaw also have access to the training and refresher courses.
- Pat Shaw House took part in the 'Magic Me' befriending scheme (LBTH 1- year funded project). At the time of our visit the funding had come to an end, the Director of Resident Services mentioned that they are looking at ways to continue this work with Magic Me as residents have found it beneficial.

- Current '**Challenges**' as highlighted by management:
 - Too many of the current permanent staff are categorised as 'care assistants', and there are not enough key workers (individuals that also can complete a 'care plan'). The provider has committed to upskills all 'care assistants' to ensure that they all have a 'Care Certificate'. The provider also wants to ensure that all staff working at Pat Shaw have the right skillsets to work in evolving care home setting (e.g. more emphasis on completing care plans). This staff reassessment programme has resulted in redundancies being offered to four permanent staff as they were either unwilling to go on further training to acquire the 'Care Certificate' or no longer deemed suitable to work at Pat Shaw (e.g. lacking literacy levels to undertake care plan work). This process has also resulted in antagonism with some permanent staff that have been working at Pat Shaw for several years with the management of Gateway Housing, some of the staff feel insecure about their jobs and feel that they are being pushed out.
 - The Director of Resident Services (Jane Ball) highlighted that the 10 empty rooms are major financial constraint on the service as Gateway are losing on average £6k per week, she stressed that if this situation continues then Gateway will review the sustainability of the service as the business may not be viable in its current form. She commented that Gateway are cross subsidising care to keep it going.
 - The management also highlighted that they would like quicker access to their GP practice (XX Place), they highlighted that getting through on the phone to make appointments for residents is very difficult and time consuming.

Observations of Enter and View Representatives

- The residents seemed clean, well dressed and happy.
- Staff seemed to be engaging well with residents and supporting residents that need support to eat and drink.
- An 'index page' has been added to care folder for each resident- this was added to ensure that staff put resident's records/information in the correct order. (the CQC highlighted that information in care folders were not updated and not in order)
- We checked 2 random care folders and both seem to be in order with most recent information at top and there were also photos of residents in the folder. We were informed that some of new resident's folders might not be in order as the files had been assembled recently, staff said there is an ongoing process to make sure that all folders are updated and indexed properly.
- We observed staff writing handover notes in the daily records sheet- this would be given to the new care staff taking over the afternoon shift.
- Pat Shaw has good internal décor and the home had a 'community' feel about it (Gateway had recently upgraded the inter décor).
- We spoke with an onsite handyperson- which is positive as residents housing needs can be addressed quickly.

Residents Feedback

Resident 1

I was living in Isle of Dogs before, the social worker got me referred here.... it's quiet here, I like it when it's quiet, so I am happy about living here... I like my own company...It's a nice flat. Staff help with my personal care, they come and clean the room every day, I feel safe as I know there is always someone close by and they come and check up on me regularly. I always see different staff, as soon as you get to know them they disappear...I have a laugh

and joke with them...they are always nice to me...it would be nice to see the same people!! The staff are generally good, they listen and if I ask for something, they are happy to oblige; The food here is alright you get a choice; they always ask what you want and they have also said to me that I can ask for whatever I want. I have had a good experience, no problem!!

Male/ 70's/ White British

Resident 2 (Mild Dementia)

I have been living here 3 years, it's alright, this place provides company and people to socialise with...the staff are alright...they spend time us and we get on well with them, we are all alright!!!

The food is nice!! They don't do much activities, we mostly just sit down... I would like to do more activities.

My daughter does my washing and she also takes me out. I got everything I want, I got my photos and baby pictures on wall...

Female/ 80's/ White British

Resident 3

I am from Kings Cross, my family come and see me, I can't walk, mostly in bed and watch TV. I don't see many Bangladeshi staff, I don't mind that really...staff are nice to me...they make me rice, but I don't like it, I don't eat much...

Female/ 70's/ Bangladeshi

Resident 4

I was in touch with Age Concern last week, they said that they would get someone to take me out ...the carers are busy and there is not enough of them...I would love to go shopping, they do take me out, but not often, they don't have the time to do that...the staff are very good, very helpful!! They shower me, help me dress, give me medicine, take me to eat in the dining room...

They don't do enough activities, that's the only problem.... when I was at Mile End they took me to the garden...here the staff don't have much time, they look after you well, but they are restricted on time.

I have used the buzzer once, and I feel they responded quickly, maybe within 5 minute...

The food is good; I don't have meat so they give me fish or chicken. Every morning they come and clean my room and do the washing and iron throughout the week, I am happy- it's a good service.

I like this place, its lovely and homely!!, but they do need to provide more things for us to do...more activities...

I would like people to come and visit me and take me out, I hope Age UK get back to me, I would like to go out more.... I went to Gateway Housing 90th celebration, it was a nice event, they paid for the cab to take me...that was nice of them!!

Female/White British

Resident 5 (communal dining area of ground floor)

The food is excellent, they have a varied menu, if you don't like something, they will make you something else...generally the food is tasty, once or twice I made a complaint. In the last few years I have seen a lot of changes...a lot of cutback!! Most of the staff are agency and the regular staff have left... with the regular staff you can have a conversation with them, with the agency, they don't know you and you can't talk to them...they don't understand you!! ...Staff are fairly good, even the agency ones... it would be nice to have regular staff that you get to know.

I have been hearing that they will be getting 8 new permanent staff and this had not happened yet, maybe they are trying to cost save by using agency staff...there is only one staff here (referring to Isabelle), she is a diamond!! they should have more than one really...if one of the other resident needs her, then we will all be left alone ...one staff member looking after all of the flats on the ground floor is not enough, they really need two staff, few years ago there was two members of staff on this floor.

This year they have not taken us out anywhere...zilch, it would be nice to go to the park...nothing this year, absolutely nothing!!, they did a BBQ for us, which was nice...Isabella does play dominos and cards with us...I would like to go on outings, maybe if they had more staff this would be possible.

It's a lovely place, I am happy here...the buzzer gets responded to quickly, washing and laundry gets done every day, coffee and tea is available all the time...

To make this place better, we need more regular permanent staff, preferably no agency staff and more outings.

Male/ 70's/ White British

Representative Notes: The Director of Resident Services mentioned that due to the financial issues created by the 10 empty flats, the staffing numbers also had to be reduced to reflect this, therefore as the ground floor has lesser number of residents and more able residents, they have had a reduction of one staff. (this was the response to this resident's feedback on number of staff working on the ground floor).

Resident 6

This resident has been living at Pat Shaw for 11 months. She was previously at Mile End Hospital. When asked what she likes about living at the care home, she said '*everything is done for me*'. She does not like some of the food that is served; she would prefer more traditional English food like eggs and bacon. She said that the puddings were inedible. She did mention that she gets a say in what she wants to eat. When asked about the activities that she does, she said that they do seated exercises and bingo but they're not done often. She liked the Magic Me programme. She said that the staff are helpful although she had no favourite member of staff. She also mentioned that they are friendly and talk to her nicely, never been rude to her. She used to go to Mile End Hospital for drawing and painting but that has been stopped because of transport issues- she mentioned that she enjoyed these sessions. She mentioned that do medication in the common room. She said that she likes hot milk and she get that often as she likes. She said she feels very lonely and could with company. She has a niece that visits her occasionally.

Question for managers: has the management explored voluntary sector transport options to take this resident to her art class? Or not considered doing art classes at Pat Shaw?

Female/70+/White

Resident 7

She gets her hair done every fortnight and her nails are done by the carers. She said she has been in the care home for 18 years. She likes the staff and said that they are 'all good'. When asked about activities that are offered, she said it does not happen often and it's her choice if she wants to participate or not. She has no family and has friends in the home. She enjoys living there; she can have coffee whenever she wants. Her medication is given to her in the dining lounge. She likes her room and the food, she had fish curry and rice on the day and liked that. She feels like that she's supported by the staff. Even though she has a buzzer in her room, she does not use it. She does not go to church. She mentioned that she doesn't get along with some of the residents. She liked the Magic Me cocktail party, she mentioned that they were very popular. She said that she likes 'Khan'; one of the carers, she mentioned she likes him because he helps her with her memory. She said that she had a fall last year, she fell when she was outside and she has not been able to walk since then...she was a bit depressed that she could not go out.

Female/ 65+ / White

Resident 8 (Dementia quite noticeable)

She gets her hair done every week. She likes being with people here at the home as their company is important to her. She's been here for 6-7 years (after her husband died) and enjoys living there, she used to live in Shadwell. She has a nice clean room. She has a buzzer and one day it went off by itself at night but that was resolved quickly by the staff. Regarding the food, she said it was 'more or less like home'. She hasn't been to church since she got here but would like to go (**Representative notes:** not sure if it was recent history or past history- she mentioned West Dean). She isn't on any medications. She likes dominoes...She said she likes Khan, she teaches him dominoes, but said in humour that he was not very good at it.

Female/ 70+/ White

Staff Feedback

Staff 1: (Agency Staff) I have been working here for 2 months, work here 3 days a week, I like working here as the managers are flexible on my work arrangements and hours. They have offered me training, went on a medication course recently. My working hours can vary, the other day I worked from 7am – 10pm and today I am working from 7am to 2.30pm. When I come to work here, I notice that the people are happy!! We do organise activities, this morning we did an exercise session with some of the residents.

Representative Observation: this member of staff was supporting a resident to do his daily exercise, which was to support him to undertake light walking, he seemed very engaged with the resident and seemed very supportive and caring.

Staff 2 (Permanent Staff)

In the last few years everything has dropped...it used to be homely, but we lost a lot of staff, there has been a lot of pressure on staff to leave...the work has become more about completing paperwork, rather than caring for people...I know the residents well and can tell

when they are happy, it seems a lot of them are not that happy...this place does not have a caring environment any more, staff have to feel good and be treated well to deliver good care...

This place is not like before we always have new staff, most of the time they are agency staff...the ones that come and don't want to stay... this place needs more permanent staff. I think new staff feel scared about working here, I feel scared...why does it have to be like this...the management is 'imposing what they want on you and the residents are being affected by the changes.

There has been high turnover of managers, changes for changes sake and no consultation with staff.

Staff 3 (Permanent Staff)

There have been lots of changes in the last few years, I think they are trying their best to run this place and I feel that service is in a good way. I think making sure everyone has a 'Care Certificate' is a positive move, how we provide care is changing and people need to adapt to the new working ways...some of our old colleagues that had been working here for long time could not handle the change, therefore a lot of them left...I think the changes have been for the better!!

The management is good, their interaction with staff is lot better, they seem to listen. Also, if there are shortages of staff due to illness or other reasons, they always ensure that the correct number of staff are available, there is no short cut...this shows that they determined to provide a good service, some providers will just ask their existing staff to cover for the shortages of staff on the day, they don't do this here. It's true that there is lots of paperwork to do and this can take away from care, this is not a provider issue.... it's just how the system is now.

Staff 4 (Agency Staff)

She has been working at Pat Shaw for two months. She said working here is 'perfect' and 'can't complain'. She has had training with the agency that she's with. The care home provided her with an induction training.

Staff 5 (Agency Staff)

She has been working here for 2 months. She mainly works on the first and second floor. Her shifts are flexible. She can choose among long shifts (7am-10pm or 7-8pm), half day (7-2.30pm or 12- 8pm or 2.30-10) and night shifts (9.30-8). She said things are organised as compared to her previous workplace. She said the care home works well. She has done her training from her agency. She also said that the management is good. Regarding infection control, she mentioned use of gloves and cleaners work every day. The cleaners fill the glove boxes at the end of every shifts. She mentioned that management was approachable.

Staff 6 (Permanent Staff)

He has been working for 10 years at Pat Shaw House. He said he is doing training to become a care worker. Regarding the new management, he said it's getting better and mentioned that sometimes change is needed and you just have to adjust. He mentioned that Sue is implementing changes and it's getting better, the new company are bedding in. He said he works for 35 hours a week and sometimes does overtime. In the last month, he has done 1 or 2 overtime shifts, due to sickness of another staff. He mentioned that he knows about the food being a problem and they are doing something about it.

Staff 7 (Permanent Staff)

She has been working at Pat Shaw for over 10 years. She used to be a senior carer but the new management have changed her role and now she is a 'care assistant', but now she is taking on more roles such as giving out medications. She said that the changes are positive. She said that there are good changes and it's getting there. She also said that 'maybe some residents shouldn't be there'.

Regarding the food, she mentioned that she feels gutted about food wastage, she said that left overs are thrown out rather than giving it out to staff. Regarding agency workers, she said there isn't a good enough level of care because they are short term.

Feedback Summary (based on resident, staff feedback and representative observations)

- Most residents we spoke to seem to be **happy** at living at Pat Shaw, they mentioned that Pat Shaw house is homely. Resident also seem to be happy with the daily support that they are receiving e.g. cleaning, washing, personal support/care.
- Residents said that most the staff are **good** (including agency staff), residents commented that staff listen to them; are friendly, give them what they want and they feel that they get on well with them.
- Residents commented that they like the food, they feel there is sufficient choice and if they are not happy with the meal offered than alternatives of their choice are offered. Although the feedback on food from residents was positive, the management have recognised that their food can be improved and recently visited another care home in Tower Hamlets (Silk Court) to review what they can learn from them and how this can be implemented at Pat Shaw. This exemplifies that management are taking active steps to improve the service provided to their residents.
- Some of the residents mentioned that they feel safe e.g. staff presence and buzzer gets responded quickly.
- The temporary/agency nature of care staff is resident's biggest grievance, they mentioned that staff keeping changing, and once you get to know them, they are gone. The residents would like to see permanent staff and staff that they can get to know for the long term rather than on short term basis- which seems to be the case now.
- Some of the residents also mentioned that there is not much to do at Pat Shaw, they feel there is not enough activities and outings. A few residents mentioned that staff are too busy (restricted with time) and there is not enough of them to take them out on a regular basis e.g. to the shops, parks.
- There was a good example of how the provider is helping to overcome resident's isolation and loneliness, the managers mentioned that they moved a resident to another floor so he can be close to his friend.
- Staff feedback was generally mixed, overall the agency staff gave positive feedback about working at Pat Shaw, they liked the fact that management are flexible with their working hours and most of them felt that management are supportive and seem organised. The majority of permanent staff that we spoke with seem to be embracing the change and direction enacted by the management. They feel that all staff being qualified via the 'Care Certificate' is a positive step forward to upskilling everyone and bring carers up to standard. A permanent staff member commented that management are good and their interaction with staff is a lot better, he feels that they listen. There are permanent staff that are not generally happy about how the care home is moving forward and this was mainly down to the 'staff reassessment

programme' being implemented by the provider- this seems to creating a bit of tension between some of the permanent staff and management (hence whist blowing phone calls to CCQ and Healthwatch). The staff reassessment programme has left quite a few permanent staff/carers vulnerable as their position within the organisation is uncertain, they could lose their jobs or be made redundant. Some of them are also concerned that because of this programme there has been an over reliance on agency staff and they feel that this is impacting on how residents are receiving their care.

- On the issue of the 'staff reassessment programme', representatives can sympathise with the concerns of the permanent staff that are being effected, however the care home environment is evolving, staff need to be multi skilled e.g. have literacy skills, can write care plans, undertake more specialised roles such as give medication. Therefore, representatives feel that management are being responsive by undertaking a skills audit and retraining people to work in the modern care environment, this shows that they are wanting to improve their care homes. Although we feel that the staff reassessment programme is a good initiative to upskill workforce, we do however feel that this process needs to resolved more quickly as it is potentially impacting on how residents are receiving care (due to high number of agency staff) and it also seems to be creating an environment of distrust amongst staff, which is ultimately not beneficial to residents.
- The provider has taken active steps to implement CQC action plans e.g. residents care records are being updated with the most recent information on residents being put at the top of the care folder.

Recommendations

- We would recommend that management should ideally resolve the recruitment and staff reassessment programme issues of permanent staff within a specific timeframe to ensure stability within the home- although we are aware that recruitment is a challenge and ongoing, it would be useful to have some indication how recruitment will be achieved to reduce the number of agency staff (plans for the next sixth month) and what they are doing to recruit permanent staff – we would like regular updates on this.
- We would recommend that the management organise more regular activities and outings for residents. During our visit in November 2014, activities were a strong element of the service, however it appears that this has declined since our visit. Examples of activities organised by another care home: Fairytales (Stepney Farm), Streetwise, Good Gym, Circus Project, the Geffrye Museum. We would recommend that the management speak to the activities co-ordinator at Silk Court to get further information on these.
- We would recommend that Pat Shaw House link up with other befriending schemes such as 'Amend' in the case that the 'Magic Me' plans to extend the befriending scheme does not come to fruition. We were led to believe that the Magic me befriending scheme has been beneficial to residents; therefore, we would recommend that such schemes are encouraged and pursued by management.
- We would recommend that Pat Shaw house link up with community groups and schools as previously, it seems that all the community links under the previous manager has been lost since our previous visit.

Important Information for Management:

- We expect management to provide an '**Action Plan**' on the raised issues under the '**Recommendations and Suggestions**' heading
- Copies of this report will be circulated to LBTH Adult Social Care Commissioning Team, CQC and will also be available on Healthwatch Tower Hamlets website.

Healthwatch Tower Hamlets representatives and staff would like to thank Jane Ball (Director of Residents Services) for making all the necessary arrangements in organising the visits and for helping us during our visits.

Disclaimer

1. The observations made in this report relate only to the visit carried out at Pat Shaw House on the 24th August 2016, which lasted for a total of two and half hours.
2. This report is not representative of all the residents that live at Pat Shaw House. It only represents the views of those who were able to contribute within the restricted time available.

Response from Provider – Gateway Housing

1. We thank TH Healthwatch team for investing some time with us last summer. Our care practice continues to improve. The impact of employing an experienced care manager is starting to have an impact with improved consistency of care.
2. We have increasing occupancy levels at Pat Shaw House. This helps to make the business viable to continue to provide a care service to customers.
3. Gateway is disappointed that LBTH does not include the London Living Wage as part of the baseline care fees awarded to providers. This contributes to the operating deficit as Gateway is an ethical employer.
4. Gateway is concerned that LBTH intends to reduce fee levels from April 2017 causing uncertainty about the future financial viability of care.
5. Recruitment to care and support roles has now returned to business as usual levels. The industry average in London for registered care is 26% per year. There is an ongoing programme of attracting people into care, led by the Head of Corporate Services.
6. The views of staff about the re-structure and re-design of the service are surprising. Gateway prides itself on staff engagement and consultation on changes. We held a very successful staff conference and Christmas celebration that included care staff. Feedback was positive about the events helping staff to integrate, including many staff from the Care Homes.
7. Gateway worked with HR, Union and staff representatives through the process of change to ensure it met best practice on consultation and included views of staff. The change programme has now concluded and staff are settled in role. Training for the care certificate has begun.
8. Activities offered at the Care Homes have been praised by the Regulator at their recent inspection at our home for people living with dementia. Of particular note has been our work with our Team Up volunteers (a Health Education England supported volunteer programme for medical trainees) to carry out a piece of research exploring evidence based ways to improve the wellbeing of residents at Peter Shore Court. The learning and resources from this project will also be applied to Pat Shaw House.
9. In line with our commitment to improving the quality of care at our care homes, Gateway believes that promoting stimulating activities should be a core part of the roles of *all* staff members. All of our residents are different and engage in different ways therefore we offer a combination of more traditional group activities e.g. a weekly singer and weekly bingo sessions as well as more personalised 1-2-1 activities; for example cards, dominos and nail art. This form of interaction may not be immediately recognised as an activity however this approach is more responsive to the preferences and mood of the residents.
10. We are proud to have taken part in the Action on Loneliness in Care Homes pilot befriending project. We greatly value the impact the volunteer befrienders had on the wellbeing of our residents and as a result have committed to supporting the volunteers to continue visiting our residents. Following the end of the funding for the pilot project, the befriending programme started through Magic Me is now supported in-house. Volunteers transitioned to be managed by Gateway Housing in November 2016 and continue to visit residents regularly.
11. Moreover Gateway, through the Community Investment Coordinator, has actively developed community links between our care homes and other local organisations including; Sir John Cass Red Coat Secondary School & Sixth Form College, East Exchange Time Bank, East London Chinese Community Centre and the Women's Environmental Network and Gift of Knowledge.

12. Residents also take part in the monthly Cocktails in Care Homes event with Magic Me
13. Staff also organise regular seasonal events for residents; for example, Halloween, Christmas, Breast Cancer Awareness and a MacMillan Coffee afternoon.
14. As a housing association Gateway also offers a broad range of training opportunities which are open to our care home residents. One resident at Pat Shaw is currently attending an introduction to spreadsheets course at our head office.
15. We also recognise the need to improve the physical health of our residents and support them to experience different environments. In response to this one of our staff members has recently completed a walk leader training course and will work closely with the local walk leader network to offer fortnightly walking routes for residents.
16. We are always keen to explore new activities and are committed to involving volunteers in the care home to increase social interaction of residents, improve mood of residents, help residents develop skills and build relationships. We have spent some time developing the infrastructure to adequately accommodate volunteers in the care homes and will be expanding our volunteer programme over the next couple of months.