

Enter and View Report

Acton Care Centre July 2023



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Visit Details	
Service Visited	Acton Care Centre 48 Gunnersbury Ln, London W3 8EF
Manager	Welmar Patarata
Date & Time of Visit	10:00 AM July 18 th 2023
Status of Visit	Announced
Authorised Representatives	David Crawley, Carleen Duffy, Angel Huang
Lead Representative	David Crawley

1. Visit Background

1.1. What is Enter & View?

Part of the local Healthwatch programme is to undertake 'Enter & View' (E&V) visits.

Mandated by the Health and Social Care Act 2012, the visits enable trained Authorised Representatives (ARs) to visit health and care services - such as hospitals, care homes, GP practices, dental surgeries, and pharmacies.

E&V visits can happen if people tell us there is a problem with a service but can also be made when services have a good reputation.

During the visits we observe service delivery and talk with service users, their families, and carers. We also engage with management and staff. The aim is to gain an impartial view of how the service is operated and being experienced.

Following the visits, our official 'Enter & View Report', shared with the service provider, local commissioners and regulators, outlines what has worked well, and makes recommendations on what could work better. All reports are available to view on our website.

1.1.2 Safeguarding

E&V visits are not intended specifically to identify safeguarding issues. If safeguarding concerns arise during a visit they are reported in accordance with safeguarding policies. If at any time an Authorised Representative (AR) observes anything they feel uncomfortable about they will inform their lead who will inform the service manager, ending the visit.

If any member of staff wishes to raise a safeguarding issue about their employer, they will be directed to the Care Quality Commission (CQC) where they are protected by legislation if they raise a concern.

1.2 Disclaimer

Please note that this report relates to findings observed on this specific visit. It is not a representative portrayal of the experiences of all service users and staff, only an account of what was observed and contributed on this date.

1.3 Acknowledgements

Healthwatch Ealing would like to thank the service provider, service users and staff for their contribution and hospitality in enabling this E&V project to take place. We would also like to thank our ARs, who assisted us in conducting the visit and putting together this report.

2. About the Visit

2.1 Acton Care Centre

On July 17th 2023 we visited Acton Care Centre which is located in Acton.

The service is managed by Gold Care Homes Group, an organisation with 27 care homes in the United Kingdom.

The home may accommodate up to 125 residents and 124 were in residence at the time of the visits.

The home has a staffing complement of 189.

2.2 CQC Rating

The CQC is the independent regulator of health and adult social care in England. They make sure health and social care services provide people with safe, effective, compassionate, high-quality care and encourage care services to improve.

Acton Care Centre was last inspected by the CQC in January 2021. The inspection [report](#) gave a rating of 'Good' overall, with individual ratings of 'Good' for being Safe, Effective, Caring, Responsive and Well-led.

2.3 Online Feedback

On Carehome.co.uk, Acton Care Centre has an overall score of 9.4 out of 10 based on reviews in the last 2 years.

2.4 Purpose of the Visit

Enter and View visits enable Healthwatch Ealing to form an impartial view of how the home is operated and how it is experienced by residents, and to produce a report.

3. Executive Summary

This section of the report details the key findings from our observations and the resident and staff feedback collected during our visit.

Observations

What has worked well?

- The home is secure with all visitors required to sign in before they are allowed entrance to the residents' area, and each section of the home and the lifts are protected by a security code that changes monthly.
- The home has been painted with bright colours, and the corridors and doorways are wide enough for wheelchair users. There is artwork on the walls.
- Dementia-friendly signage was on display in some areas of the building.
- Facilities include dining rooms that are very pleasant, a cinema room with a popcorn machine, two gardens, and several lounges with comfy chairs.
- Residents' rooms all have en suite facilities, and residents have the ability to decorate their rooms the way they choose to.
- The main kitchen and kitchenette were all clean and tidy with the food having been properly dated, and there were measures in place to avoid cross-contamination.
- The home has a good variety of activities and those who are not able to join in, will have a one-to-one visit from the activity coordinator.
- The home has invested in virtual reality and altered reality devices to help residents stay mentally engaged.
- The team consists of members who speak a variety of different languages.
- An employee of the month and unit of the month competition has been put in place to boost morale amongst staff.
- All staff wear IDs, so that they are identifiable as members of staff.

What could be improved?

- While we did see dementia-friendly signage in the building, it was not always consistently present. We saw rooms, such as the assisted showers, that lacked signage, and we believe these locations could benefit from it.
- It was noted that some of the artwork in the home was displayed crookedly.

Resident Feedback

What has worked well?

- The majority of residents were satisfied with the cleanliness, helpfulness of staff, visiting arrangements, support from care staff, and the garden/outspace.
- All residents we spoke with felt safe and taken care of, and apart from one resident, they told us they felt happy in the care home.
- The comments about staff were mostly positive, with residents saying staff are friendly, helpful, and attentive to their needs.
- Most residents felt that the variety and the quality of activities in the care home are good, and they join in when they want to or are able to.
- Most residents commented positively on the environment at the home saying it was nice and pleasant.
- Overall residents told us that they think the food provided is good and there is variety.
- The majority of residents told us that they feel staff listen to their feedback and complaints

What could be improved?

- A few residents mentioned having had some disagreements with staff members, and some said it would be a good idea to provide more training, especially for new staff members.
- A few residents noted that the home can be noisy, and one person said that there is no privacy.
- Residents mentioned they would like to have more greens with their meals, a variety of different soft foods, and more halal options.
- There were a few negative comments about the food with one mentioning having excessive amounts of pasta and another resident telling us they do not like the food.
- Some residents felt their feedback or complaints were not always listened to.

Staff Feedback

What has worked well?

- The majority of staff members were satisfied with the cleanliness, helpfulness of management, pay, support from direct supervisor, and leave/sick time.
- The majority mentioned working as a team and helping the residents was what they enjoyed most about their job.
- Staff members mentioned having received plenty of training, including on moving and handling, safeguarding, personal care, and communication.
- They also felt that they have found the training helpful when carrying out their roles.
- Most staff members mentioned having adequate break and handover time.
- Most reported no difficulties accessing health and social care services for residents.
- Staff members felt that having regular meetings with family members helps with communication.
- Several staff members mentioned their work brings them satisfaction knowing that they have done a good job and helped the residents.
- When asked if staff members know how to raise a safeguarding alert, all but one answered 'yes'.

What could be improved?

- Several staff members mentioned they find working with staff that do not have knowledge or adequate training to carry out their role the most difficult aspect of their job.
- The staff members were dissatisfied with pay the most (9 staff members), followed by the cleanliness and leave/sick time (4 staff members each).
- Staff members mentioned sometimes experiencing difficulties communicating with residents' families due to challenging behaviour or lack of response to phone calls for example.
- The majority of staff members report feeling tired at the end of their shift.
- One staff member told us they did not know how to raise a safeguarding alert.

4. Full Findings

This section of the report presents detailed information on our observations and the resident and staff feedback collected during our visit.

During the visit we collected responses from 20 residents, 37 members of staff, and the home manager (58 people in total).

We would like to thank the staff and management for their time and for their warm welcome and cooperation.

4.1 Observations

During our visit, our team of Authorised Representatives made observations on Entry and General Accessibility, General Environment, Safety and Visiting, Personal Care and Activities, and Staffing and Management. We have highlighted both good practice and areas for improvement.

Entry and General Accessibility

Notes

- The home is a short distance from Acton Town Tube Station and bus stops.
- There was a fire drill scheduled for the day we visited.
- Dementia-friendly signage was on display in some areas of the building.
- The CQC rating of the home is displayed on the building proudly.
- There is ample parking, and parking permits are given out in the reception area.



What has worked well?

- The entrance is well-signposted with step-free entry.
- The reception area acts as an "air-lock" for the building. People who gain initial entry can go no further without talking to the receptionist and signing in.
- Noticeboards on all floors are nicely organised and laid out.
- Information available includes the safeguarding policy.
- The building has two gardens which are easily accessible.

What could be improved?

- While we did see dementia-friendly signage in the building, it was not always consistently present. We saw rooms, such as the assisted showers, that lacked signage, and we believe these locations could benefit from it.

General Environment

Notes

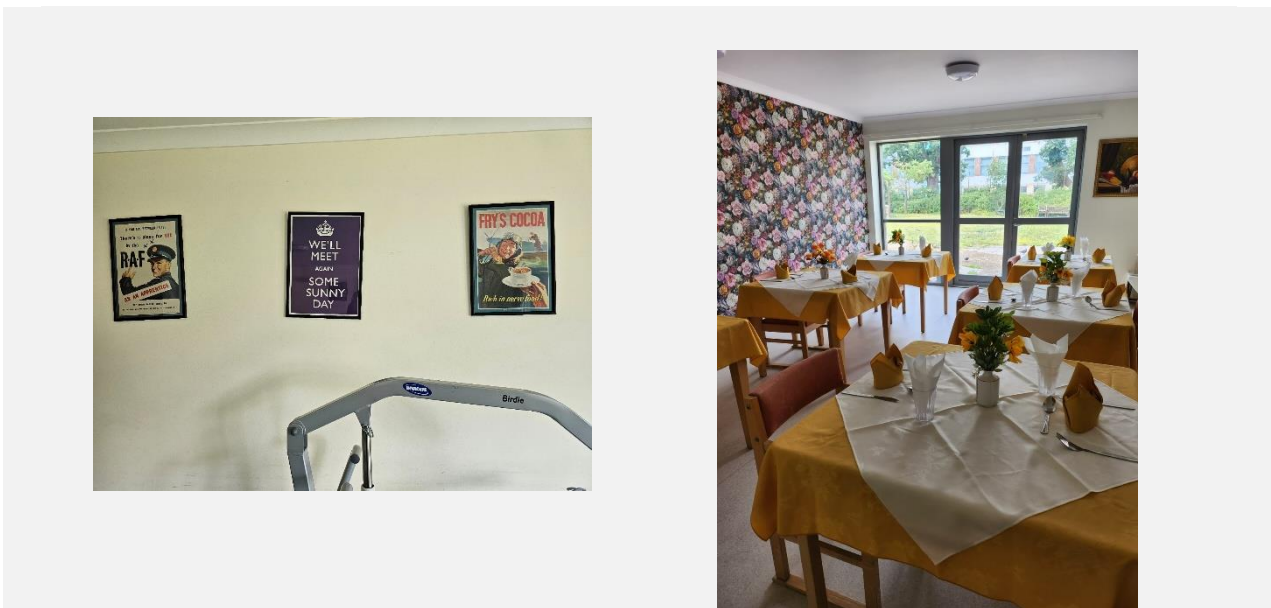
- There are 5 wards. Two are end-of-life, two dementia-friendly, and one is high dependency.
- The care home is painted in bright colours, each floor having its own colour.
- Doorways and corridors are wide, allowing for wheelchair accessibility.
- There was construction occurring the day we visited. Renovations on a bathroom, staff lounge, and multi-faith room were happening.
- Music was playing throughout our visit ranging from classical to classic rock and roll.
- En suite facilities and toilets are in each room. There are communal showers.
- Open windows, fans, and portable air conditioners were used to fight the heat. No area of the care home at any point during our visit felt overly hot.
- There are handrails throughout the building.
- The stairs are large, multiple people can pass each other with no issue.

What has worked well?

- The dining rooms are very pleasant. They are more akin to a restaurant than a cafeteria in a clinical setting.
- Residents have the ability to decorate their rooms to feel more like home.
- Both gardens are pleasant and there is evidence they are well attended to.
- There are pictures of residents during celebrations displayed throughout the home, i.e. birthdays, and the Coronation of King Charles III.
- There are several lounges in the building. Each has large comfy chairs for residents to enjoy.
- There is a cinema room that residents and their families can book in advance to watch movies. A popcorn machine is included.

What could be improved?

- It was noted that some of the artwork in the home was displayed crookedly.



Safety and Visiting

Notes

- Visiting hours are from 10am to 8pm
- Each section of the home, and each lift, is protected by a security code that changes monthly.
- Doors to the gardens are on an alarm system, if a resident were to wander out, staff would be alerted immediately.

What has worked well?

- There were special gates on the stairs of the dementia wards, which provided residents additional safety so that they could not wander off.
- Doors in the dementia wards are equipped with two door handles, one in the traditional location and the other further up. This is to help prevent any wandering off.
- The main kitchen and kitchenette were all clean and tidy. We saw evidence that great care is taken around food preparation. The food was properly dated. Cleaning supplies were stored far away from food to prevent any cross-contamination.
- Staff were witnessed performing a transfer of a resident from a chair into a wheelchair. They used proper equipment, and it was clear that the staff had been trained on how to do this.
- While there are not necessarily lock-out times for visits, if a family member does visit during lunchtime, they are compelled to assist with their resident eating, so that a meal is not missed.

What could be improved?

- We found no potential areas for improvement.

Personal Care and Activities

Notes

- Activities are on a monthly schedule, and the schedule can be found in each resident's room.
- The home uses input from residents and their families to form activities.
- There was a live music event scheduled on the day we visited.
- The home has invested in virtual reality and altered reality devices to help residents stay mentally engaged.

What has worked well?

- The home has periodic trips it takes with residents such as to the zoo and the beach for example.
- We were told that the care home coordinates trips to local churches and mosques for those of faith and holds a Christian service every Wednesday in the home.
- There is a wide variety of activities available.
- The management informed us that emphasis is put on being as personalised as possible. One example given was taking a resident out to shop for makeup, an activity they liked to do prior to residing in the care home.
- The activity coordinator has one-to-ones with residents who do not come to activities, to help them stay involved.
- We observed residents eating lunch and noticed that staff would often check in with them to see if they needed anything. We were informed that staff can and do assist some residents with eating but want to give them as much autonomy as possible.

What could be improved?

- We found no potential areas for improvement.

Staffing and Management

Notes

- There are 189 members of staff.
- Languages spoken by staff include Hindi, Gujarati, Punjabi, Nepalese, Tagalog, Polish, Romanian, Hungarian, Greek, French, and Sri Lankan.
- Staff all wear colour-coded uniforms that depict their role.
- Management wear business attire.

What has worked well?

- An employee of the month and unit of the month competition has been put in place to boost morale amongst staff.
- All staff wear IDs, so that they are identifiable as members of staff.

What could be improved?

- We found no potential areas for improvement.

4.2 Resident Feedback

During the visit, we collected feedback from 20 residents.

General Feelings

- The majority of residents were satisfied with the cleanliness, helpfulness of staff, visiting arrangements, support from care staff, and the garden/outspace.
- Only a few residents rated the helpfulness of staff, visiting arrangements, and support from care staff as neutral, and one resident was dissatisfied with the visiting arrangements.
- All residents we spoke with felt safe and taken care of, and apart from one resident, they told us they felt happy in the care home.

Staff

- The comments about staff were mostly positive, with residents saying staff are friendly, helpful, and attentive to their needs.
- However, a few residents mentioned having had some disagreements with staff members, and some said it would be a good idea to provide more training, especially for new staff members.

Selected Comments

"All the staff are very good, attending to my needs, daily routine, they are extremely helpful".

"Staff are nice, sometimes they argue with me, need to listen more".

"Some staff are wonderful, some are not, maybe require more training. Need training in diplomacy!"

Activities

- Most residents felt that the variety and the quality of activities in the care home are good, and they join in when they want to or are able to.
- Residents also mentioned that if they are not able to join in, the activity coordinator will have a one-to-one visit to the resident's room.

Selected Comments

"I attend activities if I am in good health, I enjoy the live music which I attend and church service."

"I have the opportunity to join in daily activities. But I do not go every time. The activity coordinator visits me in my room."

Environment

- When asked about the environment at the home, most residents commented on it positively saying it was nice and pleasant.
- A few did note that the home can be noisy, and one person said that there is no privacy.

Selected Comments

"The environment is nice and pleasant."

"Overall very good, but sometimes noisy and shouting."

"No privacy."

Food

- Overall residents told us that they think the food provided is good and there is variety.
- Improvements mentioned included having more greens like green beans and sprouts and a variety of different soft foods as well as more halal options.
- There were a few negative comments about the food with one mentioning having excessive amounts of pasta and another resident telling us they do not like the food.
- It was noted by many that there was going to be an upcoming change to the menu, and some residents expressed concern over this.

Selected Comments

"I like the freshly cooked food lately, want it to stay as it is."

"It's okay, need more halal options."

"It is okay. I got used to it. Excessive amounts of pasta."

Improvements

Residents made the following suggestions for improvements:

- Having an allocated room for family members to mourn when a resident passes away
- More freedom
- Larger bedrooms
- More training
- Use of glass cups instead of plastic cups
- A room to pray
- A mini bus for trips

Feedback and Complaints

- While the majority of residents told us that they feel that staff listen to their feedback and complaints, two residents felt they were "sometimes" listened to, and four told us they felt that they were not listened to.

Selected Comments

"Yes they are and I often speak to staff regarding any complaints to the nurse and I give feedback directly to staff."

"No I don't feel that my complaints are listened to."

4.3 Staff Feedback

During the visit we received feedback from 37 staff members, from varied roles.

Length of service ranges from one month to 20 years, with most staff serving over 5 years. Some staff that have been serving for longer say that they are "a part of the furniture".

General Feelings

- The majority were satisfied with the cleanliness, helpfulness of management, pay, support from direct supervisor, and leave/sick time.
- The area which staff were most dissatisfied with was pay (9 staff members), followed by the cleanliness and leave/sick time (4 staff members each).
- When asked what staff members enjoy the most about their job, the majority mentioned working as a team and helping the residents.
- When asked what they find difficult, several staff members mentioned working with staff that do not have knowledge or adequate training to carry out their role.

Selected Comments

"Support each other as a team, working with a person who does not have any experience in care job."

"I enjoy working with and for residents and make them happy."

Training

- Staff members mentioned having received plenty of training, including on moving and handling, health and safety, fire safety, safeguarding, personal care, wound management, dementia care, palliative care, and communication.
- They also felt that they have found the training helpful when carrying out their roles.
- A few staff members mentioned not having received training or that it was too long ago to remember.

Break and Handover Time

- All staff members mentioned having adequate break and handover time, although one staff member mentioned that breaks were not always adequate.

Accessing community health and social care services

- Most reported no difficulties accessing health and social care services for residents.
- However, 7 staff members mentioned that there are difficulties with some of the services, although they did not specify which services.

Communicating with patients and their family

- Several staff members mentioned sometimes experiencing difficulties communicating with residents' families due to challenging behaviour or lack of response to phone calls for

example. Other obstacles mentioned included language barriers, lack of time, and the patient's lack of capacity to communicate.

- On a positive note, staff members felt that having regular meetings with family members helps with communication.

Selected Comments

"Being patient understanding and trying to know our patients, listening to their needs, worries and looking for other methods of communication when a patient is unable to talk. Involve family with communication as much as we can. Make sure that the patient, if able, is making most of the decisions. The same things need to be between family and us. Especially updating and involving the family in all aspects. Obstacles: lack of time, forgetfulness, fear, lack of privacy, or sometimes the condition of the patient, blaming."

"Being abreast with care plans makes it easy to provide them with the best care, however, sometimes communication gaps within the team cause hurdles and even non-supportive behaviour of family is another obstacle."

"Having regular meetings with residents and family members quarterly."

Feelings at the end of a shift

- The majority of staff members report feeling tired at the end of their shift.
- Several staff members mentioned their work brings them satisfaction knowing that they have done a good job and helped the residents.

Selected Comments

"Tired but with happy face to go home."

"Satiated that I could do something for them."

"Sometimes tired, sometimes happy."

Suggestions for improvements include:

- More activities
- More choice with meals
- More trips
- Residents providing monthly feedback
- Talking with residents more and ask them about their likes and dislikes

Safeguarding

- When asked if staff members know how to raise a safeguarding alert, all but one answered 'yes'.

4.4 Management Feedback

We also spoke with the Manager of Acton Care Centre, Welmar Patarata, about a variety of topics.

In Summary

Identifying Healthcare Needs

- Heavy emphasis is put on the pre-assessment that residents undergo before being admitted to Acton Care Centre. They use this to determine what their healthcare, social, and dietary needs are.

Supporting Cultural and Religious Needs

- From the pre-assessment, they can plan out the best diet for residents to meet their cultural needs.
- Visits to mosques are organised for Muslim residents.
- There is a church service in the home on Wednesdays.
- Both staff and residents have expressed desire for a place to pray, renovations on a multi-faith room were occurring at the time of our visit.

Raising Safety Concerns

- All members of staff are aware of how to make a safeguarding alert, safeguarding training is standard practice.
- Codes to all locks are changed monthly, this is to prevent residents from memorising codes.

Challenging Aspects?

- While there is a family forum, there is not a lot of participation, the more communication between the family and the home the better.
- Finding a balance between the wants of the resident and the orders from GPs.
- Not all residents want to take part in activities. Some suffer from states of depression, especially those diagnosed with dementia. ACC works with them through different methods.

Improvements

- There is an aim to increase communication between the facility and families. It is seen as paramount to the success of all parties involved.
- Renovations are currently underway, spurred on by the wants and needs of staff and residents.

5. Recommendations

Healthwatch Ealing would like to thank the service for the support in arranging our E&V visit.

Based on the analysis of all feedback obtained, we would like to make the following recommendations.

Recommendations

Entry and General Accessibility

- While we did see dementia-friendly signage in the building, it was not always consistently present. We saw rooms such as the assisted showers that lacked signage.

5.1: Additional dementia-friendly signage should be obtained and placed throughout the home. It should be ensured that there is a consistent policy on what needs a sign and why.

Response: "We recognise that the dementia friendly signage is inconsistent across the home and there are places where the signage is lacking. Acton Care Centre is a big home and good signage will allow the residents, visitors, and staff to function more effectively and navigate around the building more easily." "This matter was already discussed with the GCH Marketing Team, prior the Healthwatch visit, The signage is process of being made."

General Environment

- It was noted that some of the artwork in the home was displayed crookedly.

5.2: While we acknowledge this is a small thing, correcting this can help the care home feel more organised and homely.

Response: "We agree that although it is a small thing, we take pride on our home. We promote a clean and tidy, well-maintained welcoming environment and decorations such as pictures and ornaments should add to the quality of the home." "Majority of pictures are securely attached to the wall, however there are few that will to be attached to prevent the pictures hanging crookedly. The was actioned by the Maintenance Team following the visit."

Activities

- Some residents voiced that they would like more opportunities to go on trips out of the care home.

5.3: Increasing the rate of trips from once per quarter to twice per quarter where the budget allows.

Response: "Acton Care Centre is looking into possibilities of increasing the numbers of outings being organised. The residents at Acton Care Centre have high dependency needs and majority requires a specialist wheelchair to mobilise. The wheelchair transport vehicles have limited access for the static wheelchair users; therefore, the outings options are

restricted." "Planned trips August: Brighton beach trip, Sep- National Art Gallery, Oct – Royal Albert Hall."

Staffing and Management

- A few residents mentioned having had some disagreements with staff members, and some said it would be a good idea to provide more training, especially for new staff members.
- Several staff members mentioned they find working with staff that do not have knowledge or adequate training to carry out their role the most difficult aspect of their job.

5.4: Ensuring that all new staff members receive appropriate conflict resolution training to carry out their roles, including training to communicate with residents in challenging situations.

Response: "Acton Care Centre operates 24/7 and there always is a Site Manager on Duty, who's role is to help, assist, or support staff where and when the difficult circumstances occur. However, the Management is recognising and agreeing with the recommendation, that some of the staff are lacking the skills in handling the difficult conversation, and deescalating disputes, or challenging situations involving residents, their families or work colleagues." "GCH's Learning and Development Department have been contacted with regards to more trainings being available to support the staff. "

- Nearly a quarter of staff surveyed expressed dissatisfaction with their pay.

5.5: We recognise the Care home's efforts to support staff. Further review the current pay structure with staff and consider implementing a bonus scheme or other incentives for well-performing staff members.

Response: "The Company is trying to support the staff in this unprecedented and difficult times, where the cost of living is very high, and people are struggling financially. The National Minimum wage is £9.50 p/h and our caring and no caring staff are being paid higher rates, including a very competitive hourly rates/ salaries for the nurses. The staff receives incentive pays for any additional shifts completed over their contracted hours. The company is also offering an Employer Salary Advance Scheme and various discounts and employee rewards platforms to support the staff. The employee or the unit of the month recognition for well performed staff is being practise. Also, the staff is offered an incentive for any new employee that have been employed following their involvement with the recruitment process. "

- The majority of staff members report feeling tired at the end of their shift.

5.6: Ensure staff have access to an employment support/staff wellbeing programme. Remind staff that this support is available in staff meetings and how they can access it to maintain their health and wellbeing.

Response: "The Staff wellbeing is paramount for the company. The caring work environment can be very overwhelming and tiring. The Management ensure, that staff have sufficient breaks during their shifts, and they have days off to rest and relax. The Management have an open-door policy and the staff can debrief and raise any issues at any time. The poster with information about staff mental health and wellbeing support are displayed around the home and they are reminded of the support during the staff meetings, events organised by the home. The information about access to the Employee Assistance Program (24/7 helpline) for information about advice on different topics such as: anxiety, depression, debt, legal issues, bereavement and relationship are being sent out individually to the employees with the payslips. "

Food

- Residents mentioned they would like to have more greens with their meals, a variety of different soft foods, and more halal options.
- There were a few negative comments about the food with one mentioning having too much pasta and another resident telling us the food is not to their taste.

5.7: Consider the above feedback when implementing upcoming changes to the menu.

Response: "All the feedback has been passed to the Catering Manager who along with the new food supplier Apetito (in operation from August 2023), will ensure that the requests are implemented. The feedback book is available on each unit, so feedback can be collected daily, and improvements / changes can be implemented if required. "

Feedback and Complaints

- Some residents felt their feedback or complaints were not always listened to.

5.8: Review the current process for residents to provide feedback and complaints and implement changes accordingly. Make residents aware of changes you have made to the service using their feedback or explain the reasons why you cannot make the change they are requesting;(i.e. puts the resident at risk of harm). Remind residents that feedback can be made through a regular discussion forum in a group setting or on a one-to-one basis in residents' rooms based on the resident preference.

Response: "Any update related to day to day running of the home, events, feedback are discussed with residents during the residents 'group meetings (minutes are taken) and one to one session in the residents' rooms. We do recognise, that although the information is being passed onto the residents, the feedback and comments as to why something is not doable, is not always recorded and explained. Also, more responses should be available from those who are not attending the group forums. Activities Coordinators will ensure this is actioned and at least 10 feedback forms are received from the residents on a monthly basis. "

Communication with family members

- Staff members mentioned sometimes experiencing difficulties communicating with residents' families due to challenging behaviour or lack of response to phone calls for example.

5.9: Explore ways to support staff with communicating with family members. Provide additional communication training and emotional support for staff, have management support staff with the communication and provide emotional support/communication themed sessions at staff meetings.

Response: "Refer to response related to 5.4."

Safeguarding

- One staff member told us they did not know how to raise a safeguarding alert.

5.10: Ensure all staff, including agency staff, are aware how to raise a safeguarding alert.

Response: "The Management ensure, that all staff are aware of this topic. The safeguarding awareness and how to raise it is always asked during the work interview (applicable for all the positions) and it's expected from the candidates to know the answer. Further trainings are provided to all employees during their employment. The agency staff have profiles, confirming they have completed their statutory training requirements including the safeguarding. "

6. Glossary of Terms

AR	Authorised Representative
CQC	Care Quality Commission
Enter & View E&V	
GCH	Gold Care Homes

7. Distribution and Comment

This report is available to the general public, and is shared with our statutory and community partners. Accessible formats are available.

If you have any comments on this report or wish to share your views and experiences, please contact us.

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