

Case Study; Park Avenue

The impact of strong leadership



Gemma joined Park Avenue in November 2018; taking up her first registered manager's post. She joined the home at a time when the home needed improvements and the day to day leadership was far from well-led.

Like most Home Managers, Gemma has many responsibilities to ensure her home is caring, safe, effective, well-led and responsive such as:

- Managing her staff team.
- Providing advice, support and training to her team to help them deliver better care.
- Recruiting and retaining staff.
- Managing induction, supervisions and disciplinary action.
- Carrying out pre-admission assessments.
- Ensuring care is personalised and staff are able to deliver; to meet everyone's needs.
- GP and medication rounds and checks.
- Dealing with complaints and safeguarding issues.
- Meetings with stakeholders internally and externally.
- Ensuring the home is financially viable including budget control and marketing.
- Quality assurance and health safety auditing and implementing measures needed.
- Reviewing, analysing and implementing lessons learnt and sharing what worked well and what we could do better.

Gemma manages her time productively and effectively to ensure that she completes all tasks, whilst ensuring residents receive person-centred care and a high quality of life every day in a happy, safe and homely environment. Gemma delivers all of this to an exceptional standard and has made a huge difference to all at the home.

She is warm hearted, fun and fair; always embraces great leadership and is an inspiring coach and mentor. She ensures her team feel supported, empowered and have the opportunity to develop, which is reflected in the positive changes to the way they work as one family, delivering meaningful care and support to residents and their families.

The team truly feels supported by Gemma and are encouraged by her style of management which has impacted on their functions positively; resulting in their jobs being more enjoyable and with a purpose to make a difference to their residents.

A first time manager that was not fearful to take on a home that was rated by CQC as requiring improvement; she has shown true dedication and family values and has conquered a challenge that many would have found daunting.

She really is an inspirational leader who is full of energy and passion and has made a huge difference to all at Park Avenue Care Home.

We need more like Gemma within Excelcare.

Sam Manning
Chief Operating Officer

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We also spoke to some long-standing team members who have experienced working at Park Avenue before and after the improvements who shared their views with us.

Natalija - Nurse - Park Avenue:



“Since Gemma has joined Park Avenue she has implemented lots of positive change that has made a real difference to our roles and lives of the people who live here. It could have been easy for her to come in, add a completely new schedule and potentially alienate the team, but she looked at the existing schedule and fine-tuned it, so the day to day running wasn't disrupted. We started to notice the differences instantly and there was a new sense of energy and excitement!

Gemma listened to our feedback and understands that being able to plan our time effectively is really important for our productivity and wellbeing, so she distributes the rota six weeks in advance, as opposed to the weekly rota we used to receive. This means we have time to flag any holidays or planned sickness in advance, providing enough time to fill any unexpected absences and ensure the residents' days aren't disrupted.

One of Gemma's real strengths is communicating and ensuring her team are feeling and performing well. She regularly comes to the different suites in the care home, asks for day-to-day updates and makes sure any necessary adjustments are made swiftly. She's also not afraid to get her hands dirty and offers to assist with day-to-day activities including the washing-up, which is something our previous managers have never done.

Since the recent change in management and the interior design, my wellbeing at work has definitely improved. Gemma takes the time to give positive feedback and makes sure the team are recognised and rewarded for doing good work. She has also implemented a journal club for all of the Nurses, which helps us connect on a personal level and has definitely helped to build relationships amongst team members.

As well as the positive changes that I have experienced, I have also noticed the people who live here are much happier. They are being offered more day trips and activities and also get much better support for their emotional and social needs.

Although I enjoy my role, it can be very challenging at times, but with support and encouragement that I receive from Gemma, I feel motivated, more confident and appreciated each and every day!”

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Marcia – Carer – Park Avenue:



"After Gemma joined Excelcare, there have been huge amounts of positive change at Park Avenue. Her commitment to providing residents with a new layout, modernised bedrooms and an interactive themed decor has made a world of difference to their wellbeing and in turn, mine. It's clear that this is an on-going process too, as she's always looking for additions or items that we can purchase to benefit the people we care for. She made sure that everyone had their opinions heard during the redevelopment and that personalised involvement from all really shows around the care home.

I now feel much happier coming into work than ever before. It's much brighter and welcoming for us, the residents and relatives, so everyone enters with a smile on their face.

The people living here have been at the heart of the changes that Gemma has made, making sure their health, safety and happiness comes before anything. I've certainly witnessed the positive effects of this approach, as many more people are involving themselves in the activities, day trips and our skilled Lifestyle Coordinator helps to ensure their content on a day to day basis.

I feel so happy and lucky as soon as I step into work and it's a pleasure to spend my day in the company of the residents, relatives and team members, in the lovely environment which Park Avenue offers."