



**Health
Information
and Quality
Authority**

An tÚdarás Um Fhaisnéis
agus Cáilíocht Sláinte

**Social Services
Inspectorate**

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**CHILDREN'S RESIDENTIAL CENTRE
IN THE
HSE DUBLIN NORTH EAST AREA**

FOLLOW-UP INSPECTION REPORT

ID NUMBER: 321

Follow-up Inspection Date: 14th May 2009

Publication Date: 20th May 2009

SSI Inspection Period: 11

Centre ID Number: 423

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Introduction

The Health Information and Equality Authority (HIEA), Social Services Inspectorate (SSI) carried out an announced one day inspection of a Health Service Executive (HSE) residential care unit in the Dublin North East Local Health Area (DNE) under section 69 (2) of the Child Care Act 1991. This inspection was carried out by Bronagh Gibson, inspector, and Sharron Austin, co-inspector, on the 14th of May 2009. The purpose of this inspection was to assess the implementation of the HSE action plan for one centre (*see inspection report ID 271*) that had closed and amalgamated with another to establish this new centre. The recommendations made (*see inspection report ID 271*) were relevant to the successful integration of the two teams and the provision of safe effective care to young people in crisis. As such, the attached action plan indicates where recommendations were met and where implementation is ongoing. It also indicates where recommendations are not applicable to this new centre (N/A) and makes additional recommendations following this inspection. A full inspection of this new centre will be carried out in August 2009.

This was a new centre opened by the HSE (DNE) in January 2009. It provided short-term emergency placements for up to eight young people, 12 to 17 years of age on admission. There were four young people resident in the centre during the inspection period. The centre had had 41 admissions since it opened.

As part of the follow-up inspection, the inspector met with one young person, the centre manager, the alternative care manager and spoke with the HSE monitoring officer by phone. Inspectors received three completed young people's questionnaires.

Findings

Inspectors found that the majority of the recommendations were met and that the implementation of others was ongoing. Those that were well met included contact with families, the integration of the two staff teams, reporting by the HSE monitoring officer and staff supervision. Where work was ongoing, inspectors found that the centre team and managers were committed to the improvement of centre practices.

Inspectors found that there had been several incidents where five of the young people had individually, and on separate occasions, displayed challenging behaviour in the centre, and anti-social behaviour and alleged criminal activity in the locality. Inspectors found that those incidents of alleged criminal activity were being dealt with by the Gardai, and that the centre had developed strategies to deal with challenging behaviour in the centre. Inspectors also found that the centre managers and staff team had developed strategies for minimising risk related to unauthorised absences from the centre. A comprehensive HSE monitoring officer's report had made recommendations in relation to the management of challenging behaviour and unauthorised absences, and inspectors found that these were in the process of being implemented. Implementation of these recommendations and assessment of the success of the aforementioned strategies in the centre will be assessed further, when the centre is inspected in August 2009.

Inspectors found that the centre had installed a closed circuit television system in the centre. Cameras were located in the living rooms of the centre, and on the young people's bedroom corridor. The centre had two waking night staff and a good ratio of staff to young people on each shift. It was the view of inspectors that use of CCTV infringed on children's right to privacy and did not assist the centre in providing a

family type home. Inspectors recommend that the HSE (DNE) cease using CCTV inside the centre.

See attached action plan

Social Services Inspectorate

Action Plan for Inspection No. 271 / 321

Centre ID: 423
HSE Area: HSE Dublin North East

Date Action Plan Dispatched: 6th January 2009
Date Action Plan Updated: 20th May 2009.

No.	Recommendation	Action to be taken	Person Responsible	Implementation Date	SSI Response
1	The HSE (DNE) should ensure that all centre managers are prepared for inspections.	All centre managers will be adequately prepared for inspections.	Alternative Care Managers	Immediate	Recommendation met.
2	The HSE should ensure that staff issues related to the move are addressed.	All staff issues in relation to the transfer of operations from this centre have been resolved. The new centre commenced operations with effect from 5 th January, 2009.	Alternative Care Manager	Completed	Recommendation met.
3	The HSE (DNE) are to develop a plan to prepare for the integration of the staff teams from the two centres involved in the proposed move.	Both staff teams from the two centres have been integrated and are operating satisfactorily at the new centre.	Alternative Care Manager	Completed	Recommendation met.
4	The centre managers are to develop terms of reference for staff facilitation to ensure it addresses current staff issues. This facilitation is to be recorded in summary.	The HSE has initiated new facilitation arrangements which is being provided by two trained HSE facilitators who will assist with development of terms of reference for staff facilitation to ensure that staff issues are addressed. This facilitation will be documented.	Centre Manager Alternative Care Manager	Ongoing	Ongoing. Progress will be assessed during next inspection.
5	The HSE (DNE) are to ensure that all staff are supervised by a member of the centre team in line with best practice.	The Centre Manager receives monthly supervision from the Alternative Care Manager which is recorded. In addition all centre staff receive supervision from the Centre Manager and Deputy Manager on a six weekly basis and this is also documented.	Centre Manager	Completed	Recommendation met.
6	The HSE (DNE) are to ensure that staff supervision notes are more detailed, kept in personnel files and in a safe area.	All staff supervision notes are now more detailed, kept in personnel files and are stored in an appropriate and safe area.	Centre Manager	Completed	Recommendation met.

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7	The HSE (DNE) are to ensure that all staff receives refreshers in Children First.	The Alternative Care Manager has written to the Manager of the Child Care Training & Development Unit requesting that all staff in the new Centre receive Refresher Training in Children First which is scheduled to commence in the immediate future.	Manager Child Care Training & Development Unit	March, 2009	Recommendation met in part. Inspectors recommend that the centre manager receives Children First training.
8	The HSE (DNE) should ensure that monitoring reports are written and that the necessary resources are put in place to facilitate this.	Administrative support has been provided to the Monitoring Officer with a view to assisting with the speedier issue of Monitoring Reports. The Monitoring Officer visited the new Centre on 15 th January, 2009 and met with management and staff. The Monitoring Officer will be a regular presence in the Centre and is available to staff and management as required. The Monitoring Officer is scheduled to undertake an audit of the Centre in the near future with a view to producing a Monitoring Report.	Monitoring Officer	Ongoing	Recommendation met.
9	The HSE (DNE) should ensure that care plans are completed to the regulatory standards.	Every effort is made to ensure that all requirements of statutory care planning standards are completed.	Principal Social Worker	Ongoing	Ongoing
10	The HSE (DNE) should inform social work departments referring into this centre of the proposed move and any changes in purpose and function of the centre that are involved.	The Local Health Manager with responsibility for this service has written to all social work managements referring to the new Centre informing them of the move and the purpose and function of the new Centre.	Local Health Manager	Completed	Recommendation met.

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11	The HSE (DNE) should replace the current system of buying clothing for young people with a more satisfactory arrangement.	The present system of buying clothing for young people is being replaced by a procurement card system which will provide staff with more flexibility in the purchase of clothing.	Centre Manager	Immediate	Recommendation met.
12	The HSE (DNE) should ensure that the information in all case files are brought up to regulatory standards.	The information contained in all case files is now in line with regulatory standards.	Centre Manager	Completed	Recommendation met.
13	The HSE (DNE) should ensure that all young people admitted to the centre are allocated a social worker immediately.	HSE DNE makes every effort to ensure that all young people admitted to the centre are allocated a social worker, and where no social worker is allocated contact is made with Local Social Work Management Teams with regard to this matter.	Centre Manager Principal Social Worker	Ongoing	Ongoing
14	The centre managers should ensure that the methodology of key working is part of the centre induction programme and supervision process.	The methodology of key working will be incorporated into the centre induction programme and will be part of the supervision process.	Centre Manager	Ongoing	Recommendation met.
15	The centre managers and social workers should develop a preparation for leaving care programme for young people in the centre.	A preparation for leaving care programme for young people in the new Centre will be developed in conjunction with social work staff. This will focus on the development of life skills for the individual young people with a view to their preparation for leaving care.	Centre Manager Alternative Care Manager	April, 2009	Ongoing. To be assessed during next inspection.

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16	The HSE (DNE) is to develop a leaving care and after care programme for one young person who is 18 in July 2008.	This young person is no longer resident in the Centre.	Centre Manager	Completed	Recommendation met.
17	The centre managers should ensure that the centre is more pro-active in engaging with families.	The new service will be more pro-active in engaging with families in line with the length of the placement of young people being placed in the Centre. A designated Family Worker will be available to the Centre as required to work in supporting the relationship/mediation between the young person and their family.	Centre Manager	Ongoing	Recommendation met.
18	The centre manager and alternative care manager should review notifications of absences regularly.	The Centre Manager and Alternative Care Manager will review notification of absences on a regular basis. These notifications are notified to the Alternative Care Manager and Monitoring Officer on a daily basis and the necessary actions are taken as required.	Alternative Care Manager Centre Manager	Ongoing	Ongoing. To be assessed further during next inspection.

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19	The HSE (DNE) should ensure that the centre policies and procedures on absences reflect the assessment and management of risk when young people are absent from the centre.	The Centre operates to the policy and procedures on unauthorized absences as articulated in the document on "Policies & Procedures for Residential Centres" for North Dublin. All incidents of absences are subject to individualized assessment and management of risk which are monitored closely by the Centre Manager, Alternative Care Manager & Monitoring Officer with a view to taking appropriate action as required.	Centre Manager Alternative Care Manager	Ongoing	Ongoing. To be assessed further during next inspection.
20	The HSE (DNE) should ensure that behaviour management practices of the centre are reviewed in the immediate future, including the policy of not using physical restraint.	Behaviour management practices is a priority for the management of the new Centre, and will be monitored and prioritized at supervision and team meetings. The Alternative Care Manager has also contacted the Child Care Training & Development Unit Manager with a view to conducting an audit of training needs for all staff in the Centre with a view to developing a comprehensive training schedule to assist staff in managing behaviour more appropriately. In addition all staff in the Centre are scheduled to receive mandatory training in TCI	Centre Manager Alternative Care Manager	Ongoing	Ongoing. To be assessed further during next inspection.
21	The HSE (DNE) should ensure that the practice of seeking consent from allocated social workers to charge a young person for property damage ceases immediately.	This practice has now ceased.	Centre Manager	Completed	Recommendation met.

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22	Child protection notifications are to be reviewed regularly by the centre manager and alternative care manager.	Children Protection notifications will be reviewed on an on-going basis by the Centre Manager and Alternative Care Manager to ensure proper procedures are being followed.	Centre Manager Alternative Care Manager	Ongoing	Recommendation met.
23	The HSE (DNE) are to ensure that the locking of external doors in the centre is based on a risk assessment.	Risk assessments will be carried out on an ongoing basis with regard to the locking of external doors taking into account the current profile of young people resident in the Centre and external factors.	Centre Manager	Ongoing	Recommendation met.
24	Case files are to be structured in such a way as to have an education section.	All young person's case files will now include a section on education.	Centre Manager	Completed	Recommendation met.
25	Case files are to be structured in such a way as to have a health section.	All young person's file will now include a section on health	Centre Manager	Completed	Recommendation met.
26	Inspectors recommend that the HSE (DNE) plans the transition of the young people moving from these premises to the new premises in 2009.	All young people in question did not move to the new centre, as the arrangements for their placement were the responsibility of the placing LHO Area.	Principal Social Workers	Completed	Recommendation met.
27	Inspectors recommend that from the 4 th of January 2009, the premises cease to be used as a residential centre of any kind.	The centre ceased to be used as a residential centre of any kind with effect from 2 nd January, 2009 when it was closed.	Alternative Care Manager	Completed	Recommendation met.

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28	The HSE (DNE) are to satisfy themselves that any area being inhabited during this transition is safe.	The centre has now moved to a permanent location and opened for admissions on 19 th January, 2009.	Centre Manager	Completed	N/A
29	The HSE (DNE) should ensure that the centre cease using CCTV inside the centre.				