



**Health
Information
and Quality
Authority**

An tÚdarás Um Fhaisnéis
agus Cáilíocht Sláinte

**Social Services
Inspectorate**

Inspection of a Children's Residential Centre in the HSE Dublin Mid-Leinster Region

Follow-Up Inspection

Inspection Report ID Number: 484

Publication Date: 30th August 2011

Fieldwork date: 11th August 2011

SSI Inspection Period: 13

Centre ID Number: 10

Introduction

This is a report on an announced follow-up inspection of a children's residential centre in the Health Service Executive (HSE) Dublin Mid-Leinster (DML) region carried out by the Health Information and Quality Authority (HIQA), Social Services Inspectorate (SSI) under Section 69 (2) of the Child Care Act 1991. This inspection, by Michael McNamara, Lead Inspector, accompanied by the Orla Murphy, co-inspector, took place on 11th August 2011. The purpose of the inspection was to assess compliance with the action plan prepared by the HSE in response to the recommendations of the report of the last inspection of the centre (*inspection ID 412*). Inspectors found that the centre had been subject to change since the previous inspection in August 2010. The manager had transferred to another centre within the service, and a new manager was in post. The local residential service had been reconfigured following a process of wide consultation. As a consequence, some staff transferred between the four centres, and the composition of the teams changed. Since then further reform had taken place, and the service was under regional rather than local management. Inspectors were provided with a document outlining the proposed further changes that could follow from this new arrangement. At the time of this inspection there were five children in the centre. One was in transition from another centre in the local children's residential service following a risk assessment. The maintenance works being carried out at the time of the previous inspection in August 2010 had been completed, and the overall physical condition of the premises was of a high standard.

Findings

Inspectors found that of the 19 recommendations made in the report, 5 were fully implemented, 4 were partly implemented and 10 were not met. They were concerned that recommendations not met included some which had been repeated in previous inspections. These are as follows: [inspection years are in brackets]¹

- Review the management of the local children's residential centres and establish a system for suitable persons to deputise in the absence of the manager (1) [2006]
- Ensure that the centre register contains all statutorily required information (2) [2000, 2006]
- Review the centre's policy and practice in staff supervision (4) [2006, 2009]
- Ensure that supervising social workers provide the centre with social and medical histories in accordance with the regulations (5 & 8) [2000, 2009]
- Give priority to replacing the sinks in the children's bedrooms (15) [2006, 2009]

Inspectors require the centre to give these recommendations priority and to provide the Authority with written confirmation that they are fully implemented no later than 16th September 2011. The other recommendations that have yet to be met concern the following actions:

- Ensure that all children in care have priority access to specialist services (9)
- Arrange for the children in the centre to have appropriate internet access (12)
- Ensure that all staff sign the health and safety statement (16)
- Revise the centre's Health and Safety Statement to make it appropriate for a children's residential centre (17).

Please see attached action plan in response to the inspection recommendations.

¹ Year and HIQA website ID of previous inspection reports:
2000 ID 4; 2006 ID 168; 2009 ID 296; 2010 ID 412. All are accessible on www.hiqa.ie

Social Services Inspectorate

Action Plan for Inspection No: 412/484

Centre ID: 10
HSE Area: HSE Dublin Mid-Leinster

Date Action Plan Dispatched: 7th December 2010.
Date of Follow-up Inspection: 11th August 2011

No.	Recommendation	Action to be taken	Person Responsible	Implementation Date	SSI Response
1	The HSE should review the management of the local health area's children's residential centres, including the role of the child care leaders, and establish a system whereby suitable persons may deputise in the absence of the centre manager.	A job description for the Social Care Leader includes the provision for an SCL to deputise in the absence of the SCM. But this can only be for a four week period. There is no provision for acting up for a longer period as there is no allowance and staff union has directed its members not to act up without pay.	HSE Corporate		Recommendation not met This recommendation has been made in 2006 and 2010. Inspectors were told that there have been negotiations with the staff union about the conditions for the acting-up posts, and that these are in an advanced stage. However, the recommendation has still to be met, and the Inspectorate includes it in the list of those for which there should be confirmation of implementation by 21 st September 2011.
2	The HSE should ensure that the centre register contains all the details required by regulations.	A new register has been ordered and will contain an additional column for archive identification.	Service Manager	31 st March 2011	Recommendation not met Recommendations regarding the maintenance of the register were made in 2000, 2006 and 2010. Inspectors examined the register and found that it did not give details of the addresses to which some of the children had been discharged, and its overall condition, a well-used hardback A4 notebook, was unsatisfactory for a statutory document. This recommendation is in the list of those for which there should be confirmation of implementation by 21 st September 2011.
3	The HSE should review the deployment of staff with a view to: ensuring that it is compliant with working time legislation, improving its stability, and ensuring that the children in the centre experience consistency in their day-to-day care.	A review of staff allocation and deployment has been completed and staff reassigned from 4 th January 2011.	Service Manager	Completed 4 th January 2011	Recommendation met This has been done as part of the reform of the local service. With the inclusion of the service under the aegis of the HSE DML regional management structure, further reform is planned. Inspectors were provided with documentation outlining the proposals for future changes.
4	The HSE should review policy and practice in supervision of staff in the centre to ensure	The HSE supervision policy is implemented and refresher training provided.	Service Manager and Social	September 2011	Recommendation not met Recommendations regarding supervision have been made in 2006, 2009 and 2010. However, this recommendation has still

	that they are congruent with each other and compliant with standards.		Care Managers		to be met, and the Inspectorate includes it in the list of those for which there should be confirmation of implementation by 21 st September 2011.
5	The HSE should ensure that centre's care files contain all the information required by the regulations and standards.	Clarification is required around what the SSI require as all information required by the regulations and standards is contained in the files. Service Manager to link with SSI for clarification.	Service Manager	Mid-March 2011	Recommendation not met Recommendations regarding statutorily required information have been made in 2000, 2009 and 2010. None of the centre's care files contained social or medical histories. There were letters on the files recording requests made of social workers by the centre to obtain them. Medical histories might be difficult to track, but not social histories. The manager of the HSE's local Integrated Service Area (ISA) should ensure that principal social workers satisfy themselves that placing social workers are aware of their duty to provide this information and arrange for practice to be regularly monitored.
6	The HSE should review the system for referrals and placements in order to prevent continuance of movement between centres in response to crisis.	Review complete. The assessment unit is functioning.	Service Manager	Complete	Recommendation partly met The review of the referral system took place, and the reconfiguration of the service reflected its findings. However, with the transfer of management to a regional level, admissions and discharges are assessed regionally. Inspectors were told that the movement of children between centres in response to crises had ceased. However, a child had transferred to this centre from another visited by inspectors in the previous week as a consequence of a risk assessment. Although it was a properly managed transition, it was a variation of the long-term care plan, and it entailed a change of home for the child, who had lived in the centre for a considerable length of time. The regional co-ordinator of the service should ensure that practice is regularly monitored, and that unplanned moves are avoided. Practice will be assessed at the next inspection.
7	The HSE should ensure that local health managers of the areas that use the centre improve the quality of practice in care planning.	Minutes of care review meetings are circulated at the earliest date subject to available resources (e.g. there are 129 cared for children in the local health area and one reviewing officer). This does not delay the implementation of actions agreed.	Service Manager	Complete	Recommendation partly met Inspectors found that the overall quality of care planning had improved, the standard was high, social workers were in more regular contact with the children, and the implementation of most of the identified actions was prompt. In one local health area the turnaround of review documentation was rapid owing to the fact that the system was supported by an appropriate level of administrative support. The other local health areas

					accessing the residential service had a different system of administrative support, and in some cases this was evident in the delayed production of review minutes. Social services managers should review this situation with a view to remedying it without delay. On completion of the necessary changes written confirmation should be sent to the Inspectorate.
8	The HSE should ensure that supervising social workers provide the centre with social and medical histories in accordance with the regulations.	Social workers make every effort to provide the centre with medical histories. Social histories are provided as appropriate.	Service Manager	On-going	Recommendation not met Recommendations regarding statutorily required information have been made in 2000, 2009 and 2010. See comments under recommendation 5 above.
9	The HSE should ensure that all children in care are given priority access to specialist services, and that services work in partnership with social workers in the best interests of the child.	This matter is to be raised with the Integrated Services Area Manager (ISAM) to be addressed.	ISAM	September 2011	Recommendation not met Inspectors received contradictory evidence about this. On the one hand, they were told that the overall situation had improved and access to specialist services for children in care was prompt. On the other hand, they found written evidence in one care file that there are such levels of referral that children in the residential service as a whole are put on a 'children in care' waiting list. Specialist help was sought privately for one of the children in this centre. Another child was awaiting a special medical assessment at the time of the inspection, - a delay of three months since the initial referral. The centre was told that she would access the assessment in October 2011, five months after referral. These unacceptable delays indicate that there is still work for the managers of the service to do to ensure that the standard is met for all children in care. Senior managers should put in place systems for monitoring compliance with this recommendation. Practice will be assessed at the next inspection within the residential service.
10	The HSE should ensure that the centre produces a programme of preparation for leaving care.	Programme developed and ongoing implementation taking place.	Service Manager	September 2011	Recommendation met The centre had a system in place for the social worker and keyworker to meet and undertake a leaving care assessment with the young person. Inspectors were provided with documentation that demonstrated the thoroughness of the system.

11	The HSE should ensure that all children aged 16 and over in the centre have a written aftercare plan, in compliance with the standards.	Updated aftercare plans are in place	Service Manager	Complete??	Recommendation partly met In the provision of aftercare, there is a service in place to support young people in both of the local health areas that place children in the centre, but on one case there is no aftercare worker for a young person with particular needs who was discharged from the centre six months prior to the follow-up inspection. Instead, she is receiving support from staff from this and another centre in the service. Inspectors were also told that one young person in the centre, who has a disability, falls outside the criteria for aftercare. This should be reviewed as a matter of priority by the supervising social worker and managers of the service. This will be further assessed, through formal communication with senior managers of the service, in the next inspection of a centre in the service, which is scheduled for late August 2011.
12	The HSE should endeavour to provide appropriate internet access for the young people in the centre.	There is a problem locally with the provision of broadband and options are being explored to provide internet for staff and residents.	Service Manager	June 2011	Recommendation not met This recommendation has yet to be met. A Senior Manager of the service told the inspectors that there are resources in place to meet the recommendation, but there are also significant technical problems in accessing broadband in the area where the centre is located. A solution to this problem is being sought. This will be further assessed at the next inspection.
13	The HSE should review policy and practice in the management of behaviour and risk in the centre.	Review to take place in line with implementation of policies and procedures developed in the HSE North East.	Service Manager	September 2011	Recommendation met The centre is using policies and procedures developed by HSE Dublin North East (DNE) region. The Manager reported that they were working well, and that the centre was experiencing no major behavioural problems at the time of the inspection.
14	The HSE should review the training and guidance to centre staff on safeguarding and protecting young people.	Review completed	Service Manager	Complete	Recommendation partly met The centre has had a session of training for staff in child protection and safeguarding, using the HSE DNE policies as a baseline. The effectiveness of the training can be assessed only over a period of time. Inspectors require the Centre Manager and Senior Manager of the service to develop a means of monitoring practice to ensure that the principles of safeguarding are reflected in day-to-day living.
15	The HSE should given priority to repairing or replacing the	Sinks to be repaired or replaced.	Social Care Manager	June 2011	Recommendation not met Recommendations regarding this have been made in 2006,

	sinks in the young people's bedrooms.				2009 and 2010. The external manager of the service told inspectors that there are plans to replace the sinks, and the Centre Manager said that there has been a process of consultation with the children about the change. The plan should be expedited and the Inspectorate sent written confirmation from the Centre Manager once the necessary works have been completed.
16	The HSE should ensure that all centre staff sign the health and safety statement.	Health and Safety statement signed.	Social Care Manager	Complete	Recommendation not met This recommendation has yet to be met. The Centre Manager should provide written confirmation to the Inspectorate once it has been fully implemented.
17	The HSE should revise the health and safety statement to make it suitable for a children's residential centre.	Health and Safety statement will be revised.	Social Care Manager	April 2011	Recommendation not met This recommendation has yet to be met. Although the appearance of the statement has changed it has been drawn from a similar statement for hospitals and still retains references to 'patients'. It should be properly revised and made specific to a children's centre, as per the original recommendation.
18	The HSE should provide the Inspectorate with a copy of the fire safety officer's assessment on completion of the installation of fire doors.	Fire Safety statement will be provided on completion of works.	Social Care Manager	June 2011	Recommendation met The inspectors were provided with an assessment carried out by a privately contracted fire safety engineering consultant dated May 2011. The Centre Manager confirmed that all 14 recommendations in the assessment had been met.
19	The HSE should ensure that, in accordance with standard 10.19, the centre has written confirmation from a certified engineer or qualified architect that all statutory requirements relating to fire safety and building control have been complied with and that the relevant document is forwarded to the Inspectorate.				Recommendation met See comment under recommendation 18 above.