



Health Information and Quality Authority

An tÚdarás Um Fhaisnéis
agus Cáilíocht Sláinte

A Follow Up Inspection Report of a Children's Residential Centre in the Health Service Executive Southern Area

**Inspection Report ID Number: 465
Fieldwork Date: 13 April 2011
Publication Date: 10th May 2011
Inspection Period: 13
Centre ID Number: 220**

Introduction

The Health Information and Quality Authority (HIQA), Social Services Inspectorate (SSI) carried out an announced follow-up inspection of a children's residential centre in the Health Services Executive (HSE), Southern Area under Section 69 (2) of the Child Care Act 1991. This inspection was carried out by Sharron Austin, Inspector on the 13 April 2011. The purpose of the inspection was to assess compliance of the HSE action plan provided in response to the recommendations of the last inspection (*see inspection ID 394*).

At the time of inspection there were three young people resident in the centre. As part of the follow-up inspection, the inspector met with the child care manager with line management responsibility for the centre and the centre manager. The inspector examined relevant records and documentation including the following:

- Centre Register
- Child protection notifications
- Records of significant incidents since the last inspection
- Personnel files of agency staff
- Sample of administrative and care files
- Sample of staff supervision records

Findings

Since the last inspection in May 2010 there had been one new admission to the centre and two young people had been discharged.

Eighteen recommendations had been made in the inspection report (ID No. 394). The inspector found that fourteen recommendations had been met and three were met in part. There was one recommendation that had not been met in relation to the monitoring function. The HSE monitoring officer was due to retire within days of this inspection and it was unclear as to what new arrangements were in place to address the monitoring functions. The inspector will write directly to the HSE area Operations Manager for clarification on this matter.

One of the key recommendations of the last inspection report was that *"the HSESA carries out a thorough independent review of the management and staffing of this centre in the context of the regional children's residential service in order to address the conflict between the levels of input to the service and the outcomes for the young people."* This review was carried out and a report was completed on the 6 April 2011. The inspector was given a copy of the report on the day of the inspection. As the HSESA was only in receipt of this report it was not clear if the findings of the report would be accepted.

The HSESA should inform the Authority how they intend to respond to the recommendations of the independent review.

Further comments on these recommendations are noted in the action plan.

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

Social Services Inspectorate

Action Plan for Inspection No. 394/465

Centre ID: 220
HSE Area: HSE South

Date Action Plan Dispatched: 26 July 2010.
Date Action Plan Updated: 13 April 2011

No.	Recommendation	Action to be taken	Person Responsible	Implementation Date	SSI Response
1	The HSESA should ensure that the statement of purpose and function is amended to reflect national policy on the placement of children aged 12 and under in residential care.	The statement and purpose has been amended to reflect national policy, as per recommendation.	Centre Manager	August 2010	Recommendation met. The inspector was given a copy of the revised statement of purpose and function which reflected the recommendation. An independent review of the service was carried out and completed on the 6.4.11. The recommendations of the review in relation to the purpose and function of the centre had yet to be accepted and implemented
2	The HSESA should ensure that: <ul style="list-style-type: none"> it carries out a thorough independent review of the management and staffing of this centre in the context of the regional children's residential service in order to address the conflict between the levels of input to the service and the outcomes for the young people, and External managers establish systems for closely monitoring the deployment of staff in the centre and take whatever steps are necessary to strengthen leadership in the centre. 	<p>An independent review of the management and staffing will be undertaken.</p> <p>An advisory committee with membership external to the Centre for residential care within the LHO is being established.</p> <p>The Physical Intervention Committee for Waterford L.H.O. is being re-established. An initial meeting of this committee has been scheduled for 30/08/10.</p>	<p>Child Care Manager</p> <p>Child Care Manager</p>	<p>Qtr. 4, 2010.</p> <p>Qtr. 4, 2010.</p>	<p>Recommendation met.</p> <p>The inspector given a copy of the independent review dated 6.4.11. The child care manager told the inspector that he would be implementing an action plan in response to the recommendations of the review. The child care manager should submit a copy of the action plan to HIQA when implemented.</p> <p>The inspector was also given details of the membership of the Advisory Committee and The Physical Intervention Committee established in response to this recommendation.</p>

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3	<p>The HSESA should ensure that:</p> <ul style="list-style-type: none"> the Centre Manager keeps records of all supervision sessions in accordance with HSE policy, the Centre Manager maintains access to and monitors the quality of all supervision records, and the Centre Manager and social care leaders provide leadership in staff meetings. 	<p>Records of all supervision will be maintained in accordance with HSE policy. The Centre Manager will maintain access to and monitor the quality of supervision records.</p> <p>A leadership program will be developed for the management of the service, through the Regional Childcare Training Office</p>	<p>Centre Manager. Centre Manager Child Care Manager</p>	<p>Immediate implementation Immediate implementation Qtr 4, 2010</p>	<p>Recommendation met. The inspector reviewed the supervision records and team meeting minutes to confirm the action taken.</p>
4	<p>The HSESA should ensure that centre management assesses the current training needs of the team utilises opportunities within the centre to focus on refresher training and policy implementation.</p>	<p>The Centre Manager is undertaking a needs assessment of staff training, including refresher training to ensure that staff are adequately trained and up to date in terms of appropriate skills</p>	<p>Residential Centre Manager</p>	<p>Qtr 3, 2010.</p>	<p>Recommendation met. The inspector was given a copy of the training needs assessment carried out by the centre manager. Recommendations of the independent review in relation to training and competency had yet to be accepted and implemented.</p>
5	<p>The HSESA should ensure that:</p> <ul style="list-style-type: none"> all administrative files are reviewed to ensure that clear chronological sequence and cross-referencing of files is adequate to ensure ease of access to information, and, The Centre Manager ensures that all staff sign and date all records. 	<p>The Centre Manager will arrange for a fundamental review of all admin files, and streamline the filing system</p> <p>The Centre Manager will raise the issue of Social Workers signing off on file which they have reviewed</p>	<p>Centre Manager Principal Social Worker.</p>	<p>Qtr 3, 2010 Immediate implementation</p>	<p>Recommendation met. The centre manager confirmed that a review of all administrative files had taken place and was ongoing. The inspector reviewed a sample of the files for confirmation.</p>

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6	The HSESA should ensure that the minimum requirement of an annual monitoring report should only be accepted where a centre is operating well and is safe and compliant with regulations and standards and that the local health manager makes a determination as to what process is required when this is not the case.	This matter has been raised directly with the Monitoring Officer for advice / direction	Child Care Manager	Q3, 2010	Recommendation not met. The HSE monitoring officer was due to retire on the 15.4.11. The child care manager was unclear about ongoing monitoring arrangements. The inspector will write directly to the Operations Manager HSESA in relation to this matter.
7	The HSESA should ensure that decisions made in relation to issues raised by young people are recorded in the young people's minute book.	This recommendation will be implemented immediately	Centre Manager	Immediate implementation	Recommendation met. The inspector reviewed the minute book for young people's meetings and confirmed that decisions made and feedback to young people was recorded appropriately.
8	The HSESA should ensure that the policy on access to information is reviewed with staff to ensure that staff understand this is a child's right and actively promote and facilitate it.	The rights of the children to access information have been reaffirmed with all staff and will also form part of refresher training to be delivered to staff.	Centre Manager	Immediate implementation	Recommendation met. The inspector was given a copy of the amended policy and the centre manager confirmed that staff were being proactive in relation to the policy.

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9	The HSESA should ensure that admission practices take into account the needs of the young people who are already resident in the centre and uphold the recommendation from the previous inspection report in January 2008 which is the "need to ensure that a comprehensive risk assessment of all future referrals to the centre was carried out to ensure the suitability and safety of the placement for the young person and the current residents" so as to ensure this standard is met.	Work has commenced on a risk assessment protocol for all future admissions to the unit, and this will form part of the overall admissions committee's role, in terms of assessing the suitability of children for admission to the unit.	Child Care Manager & Centre Manager	Qtr 4, 2010.	Recommendation met. The child care manager confirmed that a formal risk assessment template was now used when considering referrals to the unit. The inspector was given a copy of the template. Examples were evidenced on file.
10	The HSESA should ensure that: <ul style="list-style-type: none"> care plans are completed in full and provide a comprehensive social history, and, Copies of care plans are given to the young people and discussed so as to ensure they understand the function of care planning and can contribute to it. 	As part of an internal monitoring process, care plans are being reviewed to meet our statutory requirements. Where care plans are found to be incomplete, these plans will be raised with the Principal Social Worker. An immediate review of all care files for children in care in the centre will be undertaken. This requirement will be met	Principal Social Worker & Centre Manager Principal Social Worker	Qtr 3, 2010 Qtr 3, 2010	Recommendation met. The centre manager confirmed that a review of care plans had taken place and action taken to address deficits. Young people were given a copy of their care plans. The centre manager had developed a policy in relation to guidance on the role and responsibility of the centre around care planning. The inspector was given a copy of this.

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11	The HSESA should ensure that supervising social workers carry out their regulatory duty in reading care files from time to time.	The requirement to have the allocated Social Workers read files will be reaffirmed with Social Work staff in the immediate future, and they will be required to sign and date the file when they have read it. A process of monitoring that this requirement is being met will also be introduced by the Centre Manager	Principal Social Worker & Centre Manager	Qtr 3 2010.	Recommendation met. The inspector was informed that a template had been introduced to record the level and type of access made to young people's files. The inspector reviewed a sample of files and found that some social workers were reading files from time to time.

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12	<p>The HSESA should ensure that:</p> <ul style="list-style-type: none"> all care files are reviewed to reduce volume and replication, and A policy is developed in relation to computer generated information within the centre. 	<p>The Centre Manager will undertake a review of each Childs file to eliminate replication and duplication on the file.</p> <p>The HSE's policies on computer usage are adhered to in the centre, and locally there is a policy on internet access for the young children in place. Clarification will be sought from central I.T. services on the issue of retaining children's details on computer files locally.</p>	<p>Centre Manager</p> <p>Centre Manager</p>	<p>Qtr 4, 2010</p> <p>Qtr 4, 2010.</p>	<p>Recommendation met in part. The centre manager confirmed that care files had been reviewed in light of the recommendation. The inspector reviewed a sample of care files to confirm same.</p> <p>The inspector was given copies of the HSE policies in relation to computer usage and the centre manager outlined the process whereby information is generated and stored on the centre's computers. The inspector recommended that detailed specific guidance of the process is developed further for the centre.</p>

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13	<p>The HSESA should ensure that:</p> <ul style="list-style-type: none"> the recording of behaviour management and sanctions is more specific and detailed, staff receive training and guidance in the assessment and management of risk, and the practice of using any access home to manage behaviour should cease immediately, Individual crisis management plans (ICMP's) are reviewed to ensure all behaviour management techniques are clearly indicated. 	<p>Details of sanctions and behaviour management are retained in the staff office in a register, and the register is supported by a more detailed folder outlining the specifics of the sanctions and behaviour management used. It is proposed to restructure the children's files to have a section detailing the sanctions and behaviour management used specifically to the child.</p> <p>The Centre has been developing a risk management tool, which it is envisaged will be finalised within two months, and ready for implementation subject to the approval of an advisory committee</p> <p>The Centre Manager has confirmed that it is not the policy of the home to use access home, as any form of behaviour management tool, and that the staff are fully aware of this policy. The Centre Manager will reaffirm the policy to Social Work Staff.</p> <p>ICMP's are being reviewed on an ongoing basis, and this will continue</p>	Centre Manager	<p>Qtr 4, 2010</p> <p>Qtr 2, 2011</p> <p>Immediate implementation</p> <p>Immediate implementation</p>	<p>Recommendation met.</p> <p>The inspector reviewed the behaviour management registers held by the centre manager and was given copies of the risk management and assessment policies and templates now used within the centre.</p> <p>The child care manager confirmed that the HSE Safety & Risk Manager was due to attend the centre management meeting on the 8.6.11 to discuss risk management and to develop a risk register.</p> <p>Recommendations of the independent review in relation to behaviour management had yet to be accepted and implemented.</p>

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14	<p>The HSESA should ensure that:</p> <ul style="list-style-type: none"> senior managers arrange for practice in TCI in the centre to be evaluated by a suitably qualified external person, that a critical incident review group is established to critically assess each incident, ICMP's are reviewed to ensure all behaviour management techniques are clearly indicated, and the Centre Manager provides clear direction in all aspects of the management of behaviour, and particularly in the use of physical intervention or restraint. 	<p>An evaluation of the practice of TCI will be undertaken for the centre, and will be included as part of the independent review to be carried out</p> <p>The physical intervention monitoring committee is being re-established, and part of their remit will be to review critical incidents.</p> <p>As per recommendation No 13 Part iv.</p> <p>The Centre Manager will meet and advise all staff on behaviour management and risk assessment, and this advice will be informed by the outcome of the review of critical incidents. It will also form part of any induction of new staff</p>	<p>Child Care Manager</p> <p>Child Care Manager</p> <p>Centre Manager</p> <p>Centre Manager</p>	<p>Qtr 4, 2010</p> <p>Qtr 3, 2010.</p> <p>Qtr 3, 2010.</p> <p>Qtr 4, 2010.</p>	<p>Recommendation met in part. An independent review was carried out and a report was issued on the 6.4.11. The recommendations of this review in relation to the practice of TCI within the centre had yet to be accepted and implemented.</p> <p>A critical incident review group had been established and the inspector was given details of the membership.</p>

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15	<p>The HSESA should ensure that:</p> <ul style="list-style-type: none"> they carry out a trawl of the centre's care files to ensure no child protection concerns exist, a reliable system of notification of child protection concerns is developed that includes clear records of responses by those to whom notification is made, and Compliance with regulations and standards, national guidelines on child protection, and HSE policies on TCI, safeguarding and professional responsibility is frequently assessed and monitored by the external managers of the regional children's residential service. 	<p>A trawl of all care files will be undertaken to determine if any residual child protection concerns exist.</p> <p>The child protection notification system facilitates the notification of any child protection concerns, and this system supports the responses from the staff to whom the notification is advised. This group is chaired by the Child Care Manager.</p> <p>The regional Monitoring Officer's role encompasses many of these requirements, and further monitoring will be in place in the form of the Critical Incident Review Group.</p>	<p>Child Care Manager. & Principal Social Worker</p> <p>Child Care Manager.</p> <p>Child Care Manager</p>	<p>Qtr 3, 2010.</p> <p>Ongoing.</p> <p>On-going</p>	<p>Recommendation met.</p> <p>The child care manager confirmed that he had carried out a trawl of the care files and found two outstanding child protection concerns. These have now been formally referred into the HSE.</p> <p>The centre manager maintained a separate register for child protection notifications which was reviewed by the inspector.</p>

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16	The HSESA should ensure that staff find creative ways to fulfil their duty to ensure children's attendance at school or training.	A school attendance management protocol has been developed, and is being implemented, and has resulted in a significant reduction in the number of days of non attendance	Centre Manager	On- going	Recommendation met. Two of the young people attended Youth reach programmes and one young person was receiving home tuition. The inspector was given a copy of the centre's Education policy.
17	The HSESA should ensure that: <ul style="list-style-type: none"> the accommodation is brought to an acceptable standard as a matter of importance, that maintenance issues are dealt with promptly in the centre, and the large grounds are developed, tided and maintained regularly to an acceptable standard. 	<p>An application has been made under the minor capital allocation, to address many of the structural type issues which exist. An outcome is awaited from this application.</p> <p>This matter will be raised with Technical Services Dept.</p> <p>This matter will be raised in the context of any minor capital allocation and will be brought to the attention of Technical Services</p>	<p>General Manager</p> <p>General Manager.</p> <p>General Manager</p>	<p>Qtr 4, 2010</p> <p>Qtr 3, 2010</p> <p>Qtr 3,2010</p>	<p>Recommendation met in part. The child care manager outlined that some new furniture had been purchased but no redecoration had been carried out. Alternative accommodation options were currently being explored.</p> <p>The inspector recommends that the HSESA pursues this as a matter of priority.</p>
18	The HSESA should ensure that fire safety checks are carried out at a frequency consistent with the HSE's fire safety policy.	Records are on file for inspections of fire equipment within the last year, and emergency lighting has been upgraded. The Centre Manager will continue to ensure that appropriate checks are carried out on fire equipment ongoing.	Centre Manager	On-going	Recommendation met. The inspector reviewed the records and was given a copy of a letter from the HSE fire safety officer confirming that the centre was in compliance.