



**Health
Information
and Quality
Authority**

An tÚdarás Um Fhaisnéis
agus Cáilíocht Sláinte

Inspection of a Children's Residential Centre in the HSE Dublin North Region

**Inspection Report ID Number: 565
Inspection Fieldwork: 03 and 04 July 2012
Publication Date: 1 November 2012
Inspection Period: 14
Centre ID Number: 14**

Contents

1. Introduction

1.1 Methodology

1.2 Acknowledgements

1.3 Management structure

1.4 Data on young people

2. Summary of findings

3. Findings

4. Summary of recommendations

5. Action Plan

1. Introduction

The Health Information and Quality Authority (HIQA) Social Services Inspectorate (SSI) carried out an announced inspection of a children's residential centre in the Health Service Executive (HSE), Dublin North East Area under Section 69(2) of the Child Care Act 1991. Ann Delany (lead inspector) and Kieran O'Connor (co-inspector) carried out the inspection over a two day period from the 03 to the 04 July 2012.

The centre was a large detached six bed roomed house located in a housing estate on the outskirts of a large town in the North East. The centre was close to local amenities which included schools and shops. The house was comfortable, bright and nicely decorated.

The centre provided medium-to-long-term care for five children aged 12 to 17 years of age. At the time of the inspection there were three young people living in the centre.

The centre was last inspected in February 2011. Previous inspections had taken place in January 2001, October 2006 and May 2009. The reports can be accessed on the Authority's website www.hiqa.ie as inspection reports 22, 162, 323, and 452.

1.1 Methodology

Inspector's judgments were based on an analysis of findings verified from several sources of evidence gathered through observation, examination of records and documentation, including:

- the centers' statement of purpose and function
- policies and procedures
- young people's care files
- census forms on young people, management and staff
- administrative records
- health and safety documents
- questionnaire completed by a young person

and interviews with the following:

- the Centre Manager
- the Acting Deputy Manager
- the Alternative Care Manager
- two social workers
- four social care workers
- one social care leader
- one chef

- the HSE monitoring officer.

Three young people also met with inspectors individually.

1.2 Acknowledgements

The inspectors wish to acknowledge the hospitality and cooperation of the young people, staff members and other professionals involved in this inspection.

1.3 Management structure

The centre is under the management of the HSE. The Centre Manager reported to the Alternative Care Manager, who in turn, reported to the Area Manager for Child and Family Services. The Centre Manager was supported by a Deputy Manager. All care staff at the centre reported directly to the Centre Manager.

1.4 Data on young people

During the fieldwork the following young people were residing in the centre:

Listed in order of length of placement

Young person	Age	Legal Status	Length of Placement	Number of previous placements
#1	17	Care order	2 years 10 months	None
#2	17	Care order	2 years 4 months	4 foster care placements 2 residential placements
#3	16	Care order	1 week	4 relative foster care placements 8 foster care placements 1 high support placement 1 support lodging placement 2 detention school placements

2. Summary of Findings

The overall care of the young people in this centre was satisfactory, with evidence of a good level of care being provided, good support for young people and their families, and good practice in a number of areas. The young people reported that they liked living in the centre, and that generally they got on well with the manager, staff and social workers. The manager and staff presented as committed to providing a high-level of care to the young people using their service. Inspectors found the atmosphere in the centre to be warm and respectful, and observed positive relationships and appropriate interactions between the staff and young people. The relationship between the centre and the social workers for the young people was good and overall communication between both was found by inspectors to be satisfactory. The areas that did not meet the required standard were in relation to education, managing behaviour and fire safety.

Practices that met the required standard

Notification of significant events

This standard was met. The centre had a policy on significant events. Inspectors found that the centre had a clear system of notifying significant events that was in accordance with regulation and *Children First: National Guidance for the Protection and Welfare of Children (2011)*. Social workers interviewed confirmed that the system was effective.

Register

This regulation and standard was met. The inspectors found that the register was up-to-date in relation to the young people living in the centre and contained all of the relevant information required by the regulations.

Monitoring

This standard was met. The centre was monitored by a HSE monitoring officer, who had visited the centre on three occasions in 2012. At the time of the inspection the Monitoring Officer's report was in draft form and unavailable to inspectors. Through interview the Monitoring Officer provided the inspectors with a verbal account of findings and recommendations. They also confirmed to the inspectors that they were notified of all significant events.

Contact with families

This standard was met. The centre had a policy on contact with family and a policy on contact with friends. All three young people had contact with their families and staff from the centre endeavoured to ensure these arrangements were maintained. On the days of the inspection two of the young people were driven to meet and spend time with their families. One young person met with during inspection recounted how their mother had been facilitated to visit the centre on the day of the young person's arrival.

Emotional and specialist support

This standard was met. The individual needs of each young person was assessed by the key worker and documented in the care file to facilitate interventions between the staff team and young person. Through interviews and a review of the young peoples' care files, inspectors found that there was a good standard of access to specialist services. However, young people chose not to attend at times and non-attendance was recorded in the young person's file. Care files reviewed contained evidence of communication between the centre and the relevant professionals.

Aftercare

This standard was met. The two young people had an allocated aftercare worker. Supports and entitlements were being identified for the young people by their social workers and key workers.

Care records

This standard was met. The centre had a policy on care planning and placement planning. The centre also had policies on report writing and record keeping, handovers, confidentiality and key working. The care records in the centre were of a reasonable standard. They were clear, accessible and well organised.

Food

This standard was met. The provision of food was good. The centre had a large kitchen with dining area and the preferences of the young people were taken into account. The centre had a chef and the young people were provided with opportunities to bake and prepare their own food if they so wished. Staff and the young people were observed sitting down for both lunch and dinner over the course of the inspection. Mealtimes were observed to be relaxed, good humoured, with plenty of conversation.

Restraint

This standard was met. Centre records showed that there were no incidents of physical restraint in the centre in the last 12 months. Through interviews and centre training records, inspectors found that staff were trained in Therapeutic Crisis Intervention (TCI), and that they were confident in their ability as a team to use physical restraint should the need arise to take such extreme measures.

Health

This standard was met. The centre had a policy on general physical health, sexual health, drugs and alcohol and medical attention. All young people living at the centre had a medical card and had access to a general practitioner (GP). Inspectors found, on review of care files, that the health needs of the young people were identified and addressed in their care plans

and that young people had access to relevant specialist services when required.

Practices that partly met the required standard

Purpose and function

The standard on purpose and function was partly met. The centre had a draft statement of purpose and function supported by a range of policies. The centre was described as a caring environment in which up to five young people aged between 12 and 17 years on admission receive medium-to-long term care. The statement identified that the primary role of the centre is to ensure that the young people admitted to their care return home where possible and where this is not possible that the centre will work with the young people towards achieving a placement consistent with their needs and agreed plans. Inspectors found that the admissions of the three young people in the centre at the time of the inspection were all planned medium-to long term placements. However, in the previous six months the centre had admitted 2 young people, one an emergency admission, and one a temporary placement which were outside the scope of the purpose and function.

The inspectors recommend that HSE Dublin North East agree and sign off the statement of purpose and function and that the day-to-day operation of the centre is reflective of the statement of purpose and function.

Management

The standard on management was partly met. There had been significant changes in the line management of the service since the last inspection. The centre was managed by a suitably qualified person who had taken up the post in the last three months. She was assisted by an acting deputy social care manager who was qualified and had numerous years of residential experience. The centre operated an on-call system which ensured that a named member of the management team was contactable in the event of an emergency.

The centre manager reported to the alternative care manager who provided supervision, and was informed of significant events. Through interview inspectors identified that this was evolving as a good working relationship. The alternative care manager reported to the area manager for child and family services for this centre.

The Centre Manager and Alternative Care Manager identified that since the current centre manager had taken up the post a number of changes had been implemented within the centre including the focus of the centre being on the young people, line management changes, clarity of role, and practice changes, for example risk assessment and behaviour management.

Staff meetings took place weekly and the agenda of this meeting had changed to ensure matters relating to the young people were prioritised and discussed first, then other issues, for example, staffing and house issues.

Debriefing had been the first agenda item in the past and the centre manager had discontinued this. Staff reported that they found this a worthwhile part of their meeting and the Centre Manager reported that she did plan to reintroduce debriefing to the meeting. However, she intended that the debriefing would be more reflective of practice issues. The inspectors identified that not all members of the staff team were included in the staff meeting.

One of the recommendations from the last inspection was that the external management should monitor and support the work of the manager and staff team in order to improve outcomes for children in the centre. The inspectors identified that since the change in management structures, earlier in the year, there had been some progress in relation to this recommendation with the alternative care manager providing supervision for the centre manager and meeting with staff locally. Further work is required in order to improve the outcomes for children in the centre.

The monitoring officer, in advance of issuing a draft report, had provided the centre manager and external manager with preliminary findings from the monitoring inspection. It was not clear to the inspectors that management had prioritised the required actions from these preliminary findings with agreed implementation timelines and persons responsible. Inspectors recommend that the centre manager and alternative care manager review this inspection; previous recommendations from inspections carried out by the Authority and the Monitoring Officers recommendations and put a prioritised action plan in place with agreed timelines and person responsible.

The inspectors recommend that the HSE Dublin North East ensures that the managers, involved in the centre, have mechanisms in place to assess the quality and effectiveness of the services provided in the centre, particularly the outcomes for the young people.

Staffing

This standard was met in part. Staff were knowledgeable about the young people in the centre. The centre was staffed with 12 full-time permanent staff and one part-time permanent post comprising the manager, four social care leaders, seven social care workers and a part time chef. The average age of staff within the centre was 39 years and staff had a minimum of 5 years experience within the service. Three of the staff within the centre were unqualified in either social care or another relevant qualification, though they had extensive experience of residential care, having each worked in the service for over 10 years. Inspectors recommend that the HSE Dublin North East carry out a review of unqualified staff and put a training plan in place to address any identified deficiencies.

The staff roster identified that staff were deployed to meet the needs of the young people over the 24 hours. Care staff covered night-duty with 2 staff

members sleeping in the centre overnight. However, the Centre Manager was unable to confirm that a qualified care leader was on duty at all times as per the regulations. Staff absenteeism was identified as an issue for the centre with a rate of approximately 24% reported.

The inspectors randomly examined the files of 4 staff members and found that all had been appropriately vetted through criminal record check from An Garda Síochána prior to taking up duty and 3 satisfactory references, some of which had been received after commencement of employment.

Inspectors recommend that the HSE Dublin North East rigorously meets the requirements by obtaining Garda clearance and three satisfactory references prior to commencement of employment in all future appointments of staff in children's residential centres.

Inspectors also recommend that the centre aims to have a qualified care leader on duty on each shift.

Supervision and support

This standard was partly met. The centre had a policy on staff supervision. The Centre Manager informed inspectors that since taking over the management of the centre she had formally supervised all staff, as a once off, with the exception of staff on sick leave. Team leaders were accountable for formal supervision and this was in the early stages of evolution. A sample of staff files reviewed by inspectors showed that the Centre Manager had provided supervision and that the supervision was being developed to focus on the needs of the young people and implementation of their placement plans and staff accountability. The Centre Manager was supervised by the Alternative Care Manager.

The inspectors recommend that the HSE Dublin North East ensures that the practice of regular and formal staff supervision is embedded within the centre, ensuring it is linked with the implementation of the young people's individual placement plans.

Training and development

This standard was partly met. Training had been reviewed by the Centre Manager and Alternative Care Manager and there was a plan for staff to be trained on new behaviour management and risk management programmes. Staff reported that they had opportunities to identify training and development requirements. The Centre Manager and Monitoring Officer had identified details of personnel who would assist in providing training to the staff team on working directly with children. However, the centre did not have a needs analysis completed based on the needs of the young people residing in the centre and the staff profile or a staff development and training programme for 2012. This was also identified during the last inspection.

Inspectors recommend that the HSE Dublin North East ensures that the centre undertakes a needs analysis in order to implement an effective, ongoing staff development and training programme for the care and education of staff.

Administrative files

This standard was partly met. The centre had a policy on report writing and record keeping, on handovers and on confidentiality. The centre was found to have good systems of recording relevant information relating to the young people and the staff that facilitated good communication across the staff team. However, the Centre Manager was not able to demonstrate clear financial management systems and records.

Inspectors recommend that the HSE Dublin North East ensures that the centre has effective financial management systems in place for relevant finances managed within the centre.

Children's Rights

This standard was met in part. The centre had a policy on consultation with young people. Young people were consulted individually about the day-to-day running of the centre. This was also evidenced during the inspection, when inspectors observed staff engaging with young people in relation to matters concerning them in the centre. Young people recounted that staff were respectful of the young people's views and endeavoured to change things, if feasible.

A policy was in place on young people's access to information. Young people identified and confirmed that they could access their records and information recorded in them. Young people and their families also received information about their placements.

The centre had a policy for the management of complaints and grievances. The staff team identified that they had had no complaints in 2012. The young people knew how to make a complaint and could identify people to make a complaint to within the centre. The inspectors viewed the complaints policy and complaints register. The definition of a complaint related to formal complaints and there was no system for recording informal complaints or identifying trends. The detail in the complaints register in relation to the conclusions from review of complaints was very brief.

Inspectors recommend that:

- (1) the centre maintains a record of all complaints detailing the investigation and outcome of the complaint and whether or not the complainant is satisfied.
- (2) the centre should also review the systems in place to monitor the incidence and outcomes of all complaints and grievances to facilitate continuous quality improvements and system learning.

Planning for children and young people Suitable placement and admissions

This standard was partly met. The centre had a policy on admissions. Children and young people were admitted to the centre through a HSE regional admissions and discharge committee. There was a collective risk assessment process to assist the decision making process. At the time of the last inspection, inspectors recommended that this risk assessment system be reviewed as it was not sufficiently robust to identify the risks in a centre prior to the placement of children. The focus was more on the risky behaviours of children currently in the centre with insufficient assessment on the impact of the new placement. The inspectors were not assured that this process had changed.

The Centre Manager and supervising social workers spoken with were satisfied that the centre was suitable and met the needs of the young people placed in the centre at the time of the inspection. However, one social worker identified that she had removed a young person she was responsible for, on one occasion in the past four months as another young person in the centre posed a risk to the young person. The other young person's placement ended in an unplanned discharge to another residential centre after only 4 weeks.

The young people met with were knowledgeable in relation to the reason for and purpose of their placement and somewhat knowledgeable about future plans. The inspectors found evidence, when reviewing the file of a young person recently admitted to the centre, of sufficient information about the young person that was provided in advance of their placement. Staff members confirmed that the information received in advance was adequate.

As recommended following the last inspection, inspectors recommend that the HSE Dublin North East should review the current admissions risk assessment process to ensure it is robust for the wellbeing and safety of children and young people.

Inspectors also recommend that the HSE Dublin North East ensures that the admission policies and practices take account of the need to protect young people from abuse by their peers.

Statutory care plans and reviews

This standard was met in part. The young people had statutory care plans prepared and reviewed in accordance with the regulations. Social workers and staff informed inspectors that the young people and their parents were consulted and involved in drawing up and reviewing the young persons care plan. All of the young people had statutory child in care reviews in accordance with the Regulations and National Standards. Placement plans for 2 of the young people did not reflect preparation for independent living and aftercare and therefore did not guide the work of staff in the centre.

Inspectors recommend that the HSE Dublin North East ensures that all placement plans reflect the needs of the young people living in the centre and guide the work of staff.

Social worker role/supervision and visiting of children

This standard was partly met. Through documentation review and interview, the inspectors identified that social workers visited the young people regularly, including meeting them in private. The young peoples' records included details of all communication between the centre staff and the social worker. However, a record of every visit to the young person by the supervising social worker was not entered in the centre's care file with details of any action taken as a result of the visit.

The 2 social workers interviewed reported that they were satisfied that currently; the young people were safe and well cared for. Both identified that they received notification of significant events, including unauthorised absences. However, one child protection incident remained outstanding almost 12 months later.

Inspectors recommend that the HSE Dublin North East ensures that a record of every visit to a young person by the supervising social worker is entered in the centre's care file with details of any action taken as a result.

Preparation for leaving care

This standard was partly met. Through interview with the young people, staff and review of care files, inspectors found some direct work was being carried out with young people in developing their social skills and encouraging independence. Inspectors found evidence of good one-to-one key working sessions with the young people on independent living. Inspectors were informed that one young person was doing some of their own cooking and their grocery and clothes shopping. However, staff from the centre were required to be present in order to pay for the provisions. While two young peoples' discharge from the centre was imminent; a preparation for leaving care plan did not represent their imminent discharge or the plans of where they were going to live.

Inspectors recommend that the centre develops a preparation for leaving care programme for all young people appropriate to their age, understanding and maturity which is reflective of where they are going to live. Inspectors also recommend that the HSE Dublin North East reviews its system of paying for clothing or groceries when young people are being prepared for leaving the centre.

Discharges

This standard was partly met. The centre's register identified that over the last 12 months a number of discharges from the centre were planned. However, one young person had been discharged from the centre, to another residential unit, in an unplanned manner, and not in keeping with their care plan.

The inspectors recommend that the HSE Dublin North East ensures that all young people are discharged from the centre in a planned manner within the care review process.

Individual care in group living

This standard was partly met. Each young person had their own room and could personalise them to their liking. The young people were well presented and advised inspectors that they had sufficient clothing, received pocket money and went on activities if they wished. Young people had access to a computer and the Centre Manager advised that there was a policy in place in relation to its use and that staff within the centre managed its use. All of the young people spoken with could name staff members that they would talk to if they had difficulties or concerns. However, further work is required with the young people to ensure they have the skills and competencies necessary for adulthood and citizenship.

Inspectors recommend that the HSE Dublin North East ensures that all young people, within the residential care setting, are provided with the skills, competencies and knowledge necessary for adulthood and citizenship.

Race, culture, religion, gender and disability

This standard was partly met. The young people at the centre came from different ethnic backgrounds and there was no evidence of any discrimination. There was evidence of the centre collecting and sharing information about one young person's family and community with them. While it was reported that staff would encourage the young people to attend religious services there was no evidence of any role models within the centre to encourage attendance.

Absence without authority

This standard was partly met. The centre had a policy on unauthorised absences and held a register of absences. In the 12 months prior to the inspection there had been 73 unauthorised absences. Records did show that unauthorised absences in 2012 had shown a reduction with 14 recorded. The centre used the HSE Garda Síochána protocol for reporting young people missing.

Inspectors recommend that the HSE Dublin North East should ensure that absences without authority are appropriately managed and addressed.

Safeguarding child protection

This standard was partly met. The centre had comprehensive written policies on safe practice and child protection. A number of staff had received full training in *Children First: National Guidance for the Protection and Welfare of Children 2011*. Inspectors identified that not all staff were trained in *Children First* including the Centre Manager.

Recruitment processes were in place to safeguard children and young people in the centre, including Garda vetting and reference checks.

All of the young people at the centre had an allocated social worker and one young person had a guardian-ad-litem. Staff informed inspectors that the young people had facilities to make and receive telephone calls in private.

The staff team had a good understanding of the child protection system and safeguarding practice internal to the centre. Inspectors found that they had appropriately notified serious concerns to the social work department.

Staff reported that the young people were spending more time in the centre than previously had happened. There was one child protection concern reported to the relevant social work department in 2012. However, the Monitoring Officer had not been notified about this. Inspectors found that one child protection concern in 2011 remained open. However, the Centre Manager did not have full knowledge of this child protection notification while it had been identified in the Monitoring Officer's report. Similar findings had been identified at the previous inspection and therefore the recommendations remain the same.

Inspectors recommend that the HSE Dublin North East should ensure that all outstanding child protection reports are concluded in a timely manner following a coordinated response with the relevant agencies.

The HSE Dublin North East should also ensure that actions taken by social workers in response to child protection notifications are clearly recorded on the case file and children and families are kept informed of the process and outcome.

Inspectors recommend that all staff in the centre attend *Children First 2011* training as soon as possible, and that the Centre Manager attends appropriate child protection training.

Accommodation

This standard was partly met. The centre was spacious and adequate for the number of young people to whom it provided a service. The general décor and furnishings in the interior of the house were of a reasonable standard, and the accommodation was homely. The house was well maintained externally and similar to the other houses in the neighbourhood with the exception of the staff office which was to the front of the centre and took away from the homely facade. Inspectors recommend that the HSE Dublin North East review the position of the staff office.

The house design offered opportunities for young people to have both private time and to engage with others. There was a spacious kitchen that contained a large dining table and a living area with comfortable seating. The kitchen opened out into the garden which also contained a pleasant seating area. The

sitting rooms were pleasant and homely and decorated with numerous photos of the young people.

Each young person had their own bedroom. Staff reported that the young people were encouraged to decorate their own rooms and this was confirmed by the young person most recently admitted to the centre.

The centre was found to be appropriately insured.

Maintenance and repairs

This standard was partly met. Inspectors found the maintenance log detailed maintenance requests made to and addressed by the HSE maintenance department. Maintenance requests were addressed within an acceptable timeframe. Inspectors observed that one of the baths in the house required repair and the bathroom was found not to be physically clean.

Inspectors recommend that external line managers routinely monitor the premises to ensure the maintenance of standards and safety. Inspectors also recommend that the centre is supervised to ensure cleanliness standards are maintained.

Safety

This standard was partly met. The centre had a policy on creating and maintaining a safe and homely environment and a designated safety officer. The centre had a health and safety statement dated May 2012. A risk assessment which identified mitigating factors and controls had also been undertaken in May 2012. All keys were kept in a coded safe. Medicines were secured in a locked cabinet.

Records provided by the Centre Manager identified that all staff had received training in first aid. Nine of the 12 staff were up-to-date with moving and handling training.

Inspectors recommend that all staff receive training in moving and handling.

Practices that did not meet the required standard

Managing behaviour

This standard was not met. The centre had a policy on behaviour management, bullying and harassment and on sanctions. There was clear evidence from records and from inspectors' observations that, over the past 12 months, staff struggled to maintain control of young people to ensure that they were safe and that their needs were met. They maintained communication with the young people, for example, by keeping in telephone contact when they stayed out beyond their curfews, and talking through what had happened during absences when they returned to the centre. The inspectors found, through interview and records, that there were no real consequences for challenging behaviour and some young persons risk behaviour was minimised.

Inspectors recommend the following:

That the HSE Dublin North East review the overall management of behaviour and put in place effective strategies to address unsafe behaviours by the children ensuring that all staff are familiar with the policy on managing behaviour and that a clear and consistent approach to managing behaviour and apportioning sanctions is employed by all staff with the same clearly recorded. The Centre Manager should regularly review and analyse behaviour management and sanctions.

That staff ensure that young people understand the behaviour expected of them.

Education

This standard was not met. Two of the young people living in the centre were no longer engaging in education or training. The staff team had made various attempts to engage the young people in education or formal training system. However, these had been unsuccessful. The young person, who had recently been admitted to the centre, identified that they would like to engage in education.

Inspectors recommend that the HSE Dublin North East should ensure that the centre makes every effort to engage all young people in an education/training programme and that each young person is encouraged and assisted to reach their educational potential. This should be closely monitored by line management.

Fire safety

This regulation and standard was not met. The centre had a procedure for evacuation in the event of a fire and a procedure for contingencies for evacuation in the event of a fire. A staff member was designated as a fire officer. Centre records showed that fire drills had been carried out in April, May, June and July 2012 and the three young people living in the centre had taken part in one of these drills and that all the necessary fire fighting equipment was in place and had been inspected in 2012. All rooms in the house were linked in to a master fire alarm system. The centre had a fire register. However, centre records also showed that only 9 members of staff had received fire training (in June 2012) and not all the daily and weekly checks were recorded consistently in the fire book.

The centre did not have written confirmation from a certified engineer or a qualified architect that all statutory requirements relating to fire safety and building control have been complied with in compliance with the Child Care (Placement of Children in Residential Care) Regulations 1995, Part 111, Article 12.

Inspectors require that the centre provide a written confirmation from a certified engineer or a qualified architect that all statutory requirements

relating to fire safety and building control have been complied with in compliance with the Child Care (Placement of Children in Residential Care) Regulations 1995, Part 111, Article 12.

Inspectors recommend that, as a matter of priority, all staff receive fire prevention and evacuation training.

3. Findings

1. Purpose and function

Standard
The centre has a written statement of purpose and function that accurately describes what the centre sets out to do for children and the manner in which care is provided. The statement is available, accessible and understood.

	<i>Practice met the required standard</i>	<i>Practice partly met the required standard</i>	<i>Practice did not meet the required standard</i>
Purpose and function		√	

Recommendation:

1. The HSE Dublin North East should agree and sign off the statement of purpose and function and ensure that the day-to-day operation of the centre is reflective of the statement of purpose and function.

2. Management and staffing

Standard
The centre is effectively managed, and staff are organised to deliver the best possible care and protection for children. There are appropriate external management and monitoring arrangements in place.

	<i>Practice met the required standard</i>	<i>Practice partly met the required standard</i>	<i>Practice did not meet the required standard</i>
Management		√	
Register	√		
Notification of significant events	√		
Staffing (including vetting)		√	
Supervision and support		√	

Training and development		√	
Administrative files		√	

Recommendation:

2. The centre manager and alternative care manager review findings and recommendations from this inspection, previous recommendations from HIQA inspections and the monitoring officer's recommendations and put a prioritised action plan in place with agreed timelines and person responsible.
3. The HSE Dublin North East should ensure that the managers, involved in the centre, have mechanisms in place to assess the quality and effectiveness of the services provided in the centre, particularly the outcomes for the young people.
4. The HSE Dublin North East should rigorously meet the requirements by obtaining Garda clearance and three satisfactory references prior to commencement of employment in all future appointments of staff in children's residential centres.
5. The HSE Dublin North East should undertake a review of unqualified staff and put a training plan in place to address any identified training and development deficiencies.
6. The HSE Dublin North East aim to have a qualified care leader on-duty on each shift.
7. The practice of regular and formal staff supervision is embedded within the centre, ensuring it is linked with the implementation of individual placement plans.
8. The centre undertakes a needs analysis in order to implement an effective, ongoing staff development and training programme for the care and education of staff.
9. The centre should have effective financial management systems in place for relevant finances managed within the centre.

3. Monitoring

Standard

The HSE, for the purposes of satisfying itself that the Child Care Regulations 5-16 are being complied with, shall ensure that adequate arrangements are in place to enable an authorised person, on behalf of the HSE to monitor statutory and non-statutory children's residential centres.

	<i>Practice met the required standard</i>	<i>Practice partly met the required standard</i>	<i>Practice did not meet the required standard</i>
Monitoring	√		

4. Children's rights

Standard

The rights of children are reflected in all centre policies and care practices. Children and their parents are informed of their rights by supervising Social Workers and centre staff.

	<i>Practice met the required standard</i>	<i>Practice partly met the required standard</i>	<i>Practice did not meet the required standard</i>
Consultation	√		
Complaints		√	
Access to information	√		

Recommendation:

10. The centre maintains a record of all complaints detailing the investigation and outcome of the complaint and whether or not the complainant is satisfied.
11. The centre should also review the systems in place to monitor the incidence and outcomes of all complaints and grievances to facilitate continuous quality improvements and system learning.

5. Planning for young people and young people

Standard

There is a statutory written care plan developed in consultation with parents and children that is subject to regular review. The plan states the aims and objectives of the placement, promotes the welfare, education, interests and health needs of children and addresses their emotional and psychological needs. It stresses and outlines practical contact with families and, where appropriate, preparation for leaving care.

	<i>Practice met the required standard</i>	<i>Practice partly met the required standard</i>	<i>Practice did not meet the required standard</i>
Suitable placements and admissions		√	

Statutory care planning and review		✓	
Contact with families	✓		
Supervision and visiting of young people		✓	
Social work role		✓	
Emotional and specialist support	✓		
Preparation for leaving care		✓	
Discharges		✓	
Young people's care records	✓		

Recommendation:

12. The HSE Dublin North East should review the current admissions risk assessment process to ensure it is robust for the wellbeing and safety of children and young people.
13. The HSE Dublin North East should ensure that the admission policies and practices take account of the need to protect young people from abuse by their peers.
14. The HSE Dublin North East should ensure that all placement plans reflect the needs of the young people living in the centre and guide the work of staff.
15. The HSE Dublin North East should ensure that a record of every visit to a young person by the supervising social worker is entered in the centres' care file with details of any action taken as a result.
16. The HSE Dublin North East should ensure that a 'preparation for leaving care programme' is developed for all young people appropriate to their age, understanding and maturity, which is reflective of where they are going to live.
17. The HSE Dublin North East reviews its system of paying for clothing or groceries when young people are being prepared for leaving the centre.

18. The HSE Dublin North East ensures that all young people are discharged from the centre in a planned manner within the care review process.

6. Care of young people

Standard

Staff relate to children in an open, positive and respectful manner. Care practices take account of the children's individual needs and respect their social, cultural, religious and ethnic identity. Children have similar opportunities to develop talents and pursue interests. Staff interventions show an awareness of the impact on children of separation and loss and, where applicable, of neglect and abuse.

	<i>Practice met the required standard</i>	<i>Practice partly met the required standard</i>	<i>Practice did not meet the required standard</i>
Individual care in group living		√	
Provision of food and cooking facilities	√		
Race, culture, religion, gender and disability		√	
Managing behaviour			√
Restraint	√		
Absence without authority		√	

Recommendation:

19. The HSE Dublin North East ensures that all young people, within the residential care setting, are provided with the skills, competencies and knowledge necessary for adulthood and citizenship.

20. The HSE Dublin North East review the overall management of behaviour and put in place effective strategies to address unsafe behaviours by the children ensuring that all staff are familiar with the policy on managing behaviour and that a clear and consistent approach to managing behaviour and apportioning sanctions is employed by all staff with the same clearly recorded. The centre manager should regularly review and analyse behaviour management and sanctions.

21. The HSE Dublin North East ensures that young people understand the behaviour expected of them.
22. The HSE Dublin North East ensures that the management of behaviour and the use of sanctions should be clearly recorded.
23. The centre manager should regularly review and analyse behaviour management and sanction use within the centre.
24. The HSE Dublin North East should ensure that absences without authority are appropriately managed and addressed.

7. Safeguarding and Child Protection

Standard

Attention is paid to keeping children in the centre safe, through conscious steps designed to ensure a regime and ethos that promotes a culture of openness and accountability.

	<i>Practice met the required standard</i>	<i>Practice partly met the required standard</i>	<i>Practice did not meet the required standard</i>
Safeguarding and Child protection		✓	

Recommendation:

25. Inspectors recommend that the HSE Dublin North East should ensure that all outstanding child protection notifications are concluded in a timely manner following a coordinated response with the relevant agencies.
26. The HSE Dublin North East should ensure that actions taken by social workers in response to child protection notifications are clearly recorded on the case file and children and families are kept informed of the process and outcome.
27. The HSE Dublin North East should ensure that all staff in the centre attend *Children First 2011* training as soon as possible, and that the centre manager attends appropriate child protection training.

8. Education

Standard

All children have a right to education. Supervising Social Workers and centre management ensure each young person in the centre has access to appropriate educational facilities.

	<i>Practice met the required standard</i>	<i>Practice partly met the required standard</i>	<i>Practice did not meet the required standard</i>
Education			✓

Recommendation:

28. The HSE Dublin North East should ensure that the centre makes every effort to engage all young people in an education or training programme and that each young person is encouraged and assisted to reach their educational potential. This should be closely monitored by line management.

9. Health

Standard

The health needs of the children are assessed and met. They are given information and support to make age appropriate choices in relation to their health.

	<i>Practice met the required standard</i>	<i>Practice partly met the required standard</i>	<i>Practice did not meet the required standard</i>
Health	√		

10. Premises and Safety

Standard

The premises are suitable for the residential care of the children and their use is in keeping with their stated purpose. The centre has adequate arrangements to guard against the risk of fire and other hazards in accordance with Articles 12 & 13 of the Child Care Regulations, 1995.

	<i>Practice met the required standard</i>	<i>Practice partly met the required standard</i>	<i>Practice did not meet the required standard</i>
Accommodation		√	
Maintenance and repairs		√	
Safety	√		
Fire safety			√

Recommendation:

29. Inspectors recommend that the HSE Dublin North East review the position of the staff office.
30. External HSE Dublin North East line managers should routinely monitor the premises to ensure the maintenance of standards and safety.

31. The centre manager should ensure the centre is supervised to ensure cleanliness standards are maintained.
32. Inspectors recommend that all staff receive training in moving and handling.
33. The centre provide a written confirmation from a certified engineer or a qualified architect that all statutory requirements relating to fire safety and building control have been complied with in compliance with the Child Care (Placement of Children in Residential Care) Regulations 1995, Part 111, Article 12.
34. The HSE Dublin North East, as a matter of priority, should ensure that all staff receive fire prevention and evacuation training.

4. Summary of Recommendations:

1. The HSE Dublin North East should agree and sign off the statement of purpose and function and ensure that the day to day operation of the centre is reflective of the statement of purpose and function.
2. The centre manager and alternative care manager review the findings and recommendations from this inspection, previous recommendations from HIQA inspections and the monitoring officer's recommendations and put a prioritised action plan in place with agreed timelines and person responsible.
3. The HSE Dublin North East should ensure that the managers, involved in the centre, have mechanisms in place to assess the quality and effectiveness of the services provided in the centre, particularly the outcomes for the young people.
4. The HSE Dublin North East should rigorously meet the requirements by obtaining Garda Síochána clearance and 3 satisfactory references prior to commencement of employment in all future appointments of staff in children's residential centres.
5. The HSE Dublin North East should undertake a review of unqualified staff and put a training plan in place to address any identified training and development deficiencies.
6. The HSE Dublin North East aim to have a qualified care leader on duty on each shift.
7. The practice of regular and formal staff supervision is embedded within the centre, ensuring it is linked with the implementation of individual placement plans.
8. The centre undertakes a needs analysis in order to implement an effective, ongoing staff development and training programme for the care and education of staff.
9. The centre should have effective financial management systems in place for relevant finances managed within the centre.
10. The centre maintains a record of all complaints detailing the investigation and outcome of the complaint and whether or not the complainant is satisfied.
11. The centre should also review the systems in place to monitor the incidence and outcomes of all complaints and grievances to facilitate continuous quality improvements and system learning.

12. The HSE Dublin North East should review the current admissions risk assessment process to ensure it is robust for the wellbeing and safety of children and young people.
13. The HSE Dublin North East should ensure that the admission policies and practices take account of the need to protect young people from abuse by their peers.
14. The HSE Dublin North East should ensure that all placement plans reflect the needs of the young people living in the centre and guide the work of staff.
15. The HSE Dublin North East should ensure that a record of every visit to a young person by the supervising social worker is entered in the centre's care file with details of any action taken as a result.
16. The HSE Dublin North East should ensure that a preparation for leaving care programme is developed for all young people appropriate to their age, understanding and maturity which is reflective of where they are going to live.
17. The HSE Dublin North East reviews its system of paying for clothing or groceries when young people are being prepared for leaving the centre.
18. The HSE Dublin North East ensures that all young people are discharged from the centre in a planned manner within the care review process.
19. The HSE Dublin North East ensures that all young people, within the residential care setting, are provided with the skills, competencies and knowledge necessary for adulthood and citizenship.
20. The HSE Dublin North East review the overall management of behaviour and put in place effective strategies to address unsafe behaviours by the children ensuring that all staff are familiar with the policy on managing behaviour and that a clear and consistent approach to managing behaviour and apportioning sanctions is employed by all staff with the same clearly recorded. The centre manager should regularly review and analyse behaviour management and sanctions.
21. The HSE Dublin North East ensures that young people understand the behaviour expected of them.
22. The HSE Dublin North East should ensure that absences without authority are appropriately managed and addressed.

23. Inspectors recommend that the HSE Dublin North East should ensure that all outstanding child protection notifications are concluded in a timely manner following a coordinated response with the relevant agencies.
24. The HSE Dublin North East should ensure that actions taken by social workers in response to child protection notifications are clearly recorded on the case file and children and families are kept informed of the process and outcome.
25. The HSE Dublin North East should ensure that all staff in the centre attend *Children First 2011* training as soon as possible, and that the centre manager attends appropriate child protection training.
26. The HSE Dublin North East should ensure that the centre makes every effort to engage all young people in an education/training programme and that each young person is encouraged and assisted to reach their educational potential. This should be closely monitored by line management.
27. Inspectors recommend that the HSE Dublin North East review the position of the staff office.
28. External HSE Dublin North East line managers should routinely monitor the premises to ensure the maintenance of standards and safety.
29. The centre manager should ensure the centre is supervised to ensure cleanliness standards are maintained.
30. Inspectors recommend that all staff receive training in moving and handling.
31. The centre provide a written confirmation from a certified engineer or a qualified architect that all statutory requirements relating to fire safety and building control have been complied with in compliance with the Child Care (Placement of Children in Residential Care) Regulations 1995, Part 111, Article 12.
32. The HSE Dublin North East, as a matter of priority, should ensure that all staff receive fire prevention and evacuation training.



Health Information and Quality Authority

An tÚdarás Um Fhaisnéis
agus Cáilíocht Sláinte

ACTION PLAN

Social Services Inspectorate

Action Plan for Inspection No. 565

Centre ID: 14
HSE Area: HSE Dublin North East

No.	Recommendation	Action to be taken	Person Responsible	Implementation Date
1	The HSE Dublin North East should agree and sign off the statement of purpose and function and ensure that the day to day operation of the centre is reflective of the statement of purpose and function.	Statement of purpose and function to be reviewed by management and team of the Centre, with input from ACM and internal monitor.	SCM, Staff Team, ACM, Internal Monitor	31/10/2012
2	The Centre Manager and Alternative Care Manager review the findings and recommendations from this inspection, previous recommendations from HIQA inspections and the Monitoring Officers recommendations and put a prioritised action plan in place with agreed timelines and person responsible.	A meeting is scheduled between centre manager and ACM to review the recommendations and develop action plan with appropriate timescales to be identified at that point. meeting scheduled for 27/09/12.	ACM, SCM	27/09/2012
3	The HSE Dublin North East should ensure that the managers, involved in	The team and management of the centre are committed	SCM ACM Staff Team	31/10/2012

	<p>the centre, have mechanisms in place to assess the quality and effectiveness of the services provided in the centre, particularly the outcomes for the young people.</p>	<p>to reviewing quality of service provided to our young people. This shall be done weekly, through staff meetings, through supervision, care planning meetings, and placement planning. Internal monitoring officer has provided details of a research worker who has been contacted with a view to undertaking an independent review of the outcomes of previous placements.</p>		
--	---	--	--	--

Social Services Inspectorate

Action Plan for Inspection No. 565

Centre ID: 14
HSE Area: HSE Dublin North East

No.	Recommendation	Action to be taken	Person Responsible	Implementation Date
4	The HSE Dublin North East should rigorously meet the requirements by obtaining Garda clearance and three satisfactory references prior to commencement of employment in all future appointments of staff in children's residential centres.	All future recruitments shall be fully vetted, with 3 references obtained and verified prior to commencement of employment.	SCM, ACM, HR	From present date
5	The HSE Dublin North East should undertake a review of unqualified staff and put a training plan in place to address any identified training and development deficiencies.	Centre Manager to update training audit for centre, identifying appropriate training to be completed by staff. Unqualified staff will be met with individually to identify training needs. Training department will be involved in this process.	SCM, Staff team, Training Department	31/10/2012

6	The HSE Dublin North East aim to have a qualified care leader on duty on each shift.	Rota to be reviewed monthly to identify qualified: unqualified on shift.	SCM, ADSCM	10/10/2012
7	The practice of regular and formal staff supervision is embedded within the centre, ensuring it is linked with the implementation of individual placement plans.	Supervision schedule to be developed by supervisors within the centre, in consultation with supervisees, and submitted to centre manger for review. Supervision policy to be reviewed individually and in team meetings.	SCM, Staff Team	10/10/2012

Social Services Inspectorate

Action Plan for Inspection No. 565

Centre ID: 14
HSE Area: HSE Dublin North East

No.	Recommendation	Action to be taken	Person Responsible	Implementation Date
8	The centre undertakes a needs analysis in order to implement an effective, ongoing staff development and training programme for the care and education of staff.	Comprehensive analysis of training needs of centre to be carried out by manager and staff team, with input from the training department and line management.	SCM, Staff Team, ACM, Training officer	01/11/2012
9	The centre should have effective financial management systems in place for relevant finances managed within the centre.	Training on SAP financial management system to be accessed by centre manager and deputy.	SCM, ADSCM	01/11/2012
10	The centre maintains a record of all complaints detailing the investigation and outcome of the	Complaints register to be reviewed and updated as	SCM and Staff team	03/10/2012

	complaint and whether or not the complainant is satisfied.	necessary. Complaints policy to be reviewed by all staff.		
11	The centre should also review the systems in place to monitor the incidence and outcomes of all complaints and grievances to facilitate continuous quality improvements and system learning.	Complaints to be reviewed weekly for each young person at staff meetings. ACM to review them with centre manager every 6 months or more frequently as required.	SCM, ACM, Staff Team	19/09/2012

Social Services Inspectorate



Action Plan for Inspection No. 565

Centre ID: 14
HSE Area: HSE Dublin North East

No.	Recommendation	Action to be taken	Person Responsible	Implementation Date
12	The HSE Dublin North East should review the current admissions risk assessment process to ensure it is robust for the wellbeing and safety of children and young people.	The current pre admission risk assessment is currently being reviewed. This will be completed by December 2012.	Alternative Care Manager	01/12/2012
13	The HSE Dublin North East should ensure that the admission policies and practices take account of the need to protect young people from abuse by their peers.	All admissions to the centre are risk assessed to ensure that the placement is appropriate both for the young person being referred and for the existing group of young people in the centre; the pre-admission risk is assessment is being reviewed and updated to ensure that this process is as robust as possible.	Alternative Care Manager / Social Care Manager	01/12/2012

14	The HSE Dublin North East should ensure that all placement plans reflect the needs of the young people living in the centre and guide the work of staff.	The staff and management of the centre have reviewed the current system of Placement Development Plans with a view to ensuring that the plans are reflective of the needs of the young people on a weekly and long-term basis. These plans will be reviewed every 6 months or as needed by management, key workers and the team.	SCM, Key workers, Staff Team	10/10/2012
15	The HSE Dublin North East should ensure that a record of every visit to a young person by the supervising social worker is entered in the centre's care file with details of any action taken as a result.	Social work contact record to be updated to ensure that the required information is reflected. Contact by social workers to be reviewed weekly in staff meetings.	SCM, key workers, Staff Team	24/09/2012

Social Services Inspectorate

Action Plan for Inspection No. 565

Centre ID: 14
HSE Area: HSE Dublin North East

No.	Recommendation	Action to be taken	Person Responsible	Implementation Date
16	The HSE Dublin North East should ensure that a preparation for leaving care programme is developed for all young people appropriate to their age, understanding and maturity which is reflective of where they are going to live.	The centre manager and key workers currently liaise with social workers and aftercare workers to develop appropriate plans for leaving care, which identify work to be undertaken by all parties involved. These plans are to be reviewed with the appropriate parties and updated to reflect the required information.	SCM, Key-workers, SW, Aftercare worker	31/10/2012
17	The HSE Dublin North East reviews its system of paying for clothing or groceries when young people are being prepared for leaving the centre.	This system was reviewed following inspection in July 2012. It is reviewed according to the need and abilities of each young person, and will	SCM, Key-workers, Staff team	July 2012

		form part of the aftercare package provided for all young people.		
18	The HSE Dublin North East ensures that all young people are discharged from the centre in a planned manner within the care review process.	The centre currently operates its discharge procedure in accordance with the approved policies on planned and unplanned discharges. We will endeavour to ensure that all discharges meet with the appropriate policy. This policy will be reviewed by the staff team to ensure that the centre is aware of, and is compliant with, this policy. All discharges have to be approved by the Central resource panel.	SCM, Staff team, ACM, SW	03/10/2012
19	The HSE Dublin North East ensures that all young people, within the residential care setting, are provided with the skills, competencies and knowledge necessary for adulthood and citizenship.	The team in the centre will continue to work to provide the young people in our care with the necessary skills. This will be done in accordance with each young person's abilities and individual circumstances. The young people will be involved in the planning and implementation of this work, and all relevant parties will be	SCM, Staff team	10/10/2012

		consulted with in order to best ensure the best possible outcomes.		
--	--	--	--	--

Social Services Inspectorate

Action Plan for Inspection No. 565

Centre ID: 14
HSE Area: HSE Dublin North East

No.	Recommendation	Action to be taken	Person Responsible	Implementation Date
20	The HSE Dublin North East review the overall management of behaviour and put in place effective strategies to address unsafe behaviours by the children ensuring that all staff are familiar with the policy on managing behaviour and that a clear and consistent approach to managing behaviour and apportioning sanctions is employed by all staff with the same clearly recorded. The Centre Manager should regularly review and analyse behaviour management and sanctions.	The team in the centre will review all policies relevant to the management of behaviour. TCI training is to be provided to the team to ensure compliance with the policies and to assist in the management in behaviours. The sanctions policies will be reviewed. All sanctions will be reviewed by management and team.	SCM, Staff Team	10/10/2012
21	The HSE Dublin North East ensures that young people understand the behaviour expected of them.	Work will be undertaken with each young person currently resident in the Centre and any	SCM, Key workers, Staff team	10/11/2012

		future residents to ensure that they understand the behavioural expectations of the centre. Young people will be given the opportunity to discuss any issues they have, and the consequences of actions will be explained.		
22	The HSE Dublin North East should ensure that absences without authority are appropriately managed and addressed.	Management and staff of the Centre will continue to work under the guidance of the National Protocol for missing children in care. This will be done in conjunction with the standardised policies on unauthorised absences, return from absences, HSE national Guidelines for engaging An Garda Siochana to deal with young people in HSE Residential Care Centres, and the policy on significant events.	SCM, Staff team, ACM	Ongoing

Social Services Inspectorate



Action Plan for Inspection No. 565

Centre ID: 14
HSE Area: HSE Dublin North East

No.	Recommendation	Action to be taken	Person Responsible	Implementation Date
23	Inspectors recommend that the HSE Dublin North East should ensure that all outstanding child protection notifications are concluded in a timely manner following a coordinated response with the relevant agencies.	Social Work department has been contacted and has asked to supply a conclusion to the outstanding Child Protection Notifications as a matter of urgency.	SCM, SW	31/10/2012
24	The HSE Dublin North East should ensure that actions taken by social workers in response to child protection notifications are clearly recorded on the case file and children and families are kept informed of the process and outcome.	The current system of recording and storing files is under review by the team of the centre in order to ensure accurate recording of information, ease of access, security, provision of information to significant parties. This will be done with input from social work	SCM, Staff Team, Key workers, SW, ACM	31/11/2012

		department and line management.		
25	The HSE Dublin North East should ensure that all staff in the centre attend Children First 2011 training as soon as possible, and that the Centre Manager attends appropriate child protection training.	Training dates for Children's first have been identified for staff in the Centre. All staff not yet trained are to be booked onto the appropriate date by 28/09/2012.	SCM, Staff Team	28/09/2012

Social Services Inspectorate

Action Plan for Inspection No. 565

Centre ID: 14
HSE Area: HSE Dublin North East

No.	Recommendation	Action to be taken	Person Responsible	Implementation Date
26	The HSE Dublin North East should ensure that the centre makes every effort to engage all young people in an education/training programme and that each young person is encouraged and assisted to reach their educational potential. This should be closely monitored by line management.	Since the inspection, we have secured a FAS training course for one of our young people, whilst another is currently attending full-time education in secondary school. We will continue to encourage and support the educational development of all of our current and future residents.	SCM, Staff Team	From present date
27	Inspectors recommend that the HSE Dublin North East review the position of the staff office.	A review of the location of the staff office is currently taking place, involving the team and line management.	SCM, ACM, Staff team	01/11/2012

28	External HSE Dublin North East line managers should routinely monitor the premises to ensure the maintenance of standards and safety.	ACM visits the centre regularly to ensure standards are maintained. Future dates have been identified for him to attend the centre and this will form part of the agenda for his visit.	ACM, SCM	Ongoing
29	The Centre Manager should ensure the centre is supervised to ensure cleanliness standards are maintained.	The centre manager currently monitors the condition and cleanliness of the house on a daily basis. All health and safety concerns are reviewed weekly during staff meetings, with any particular tasks carried out recorded in handover and maintenance logs as appropriate. Each staff member is assigned specific areas of responsibility which is monitored by management.	SCM Staff Team	Present date

Social Services Inspectorate



Action Plan for Inspection No. 565

Centre ID: 14
HSE Area: HSE Dublin North East

No.	Recommendation	Action to be taken	Person Responsible	Implementation Date
30	Inspectors recommend that all staff receive training in moving and handling.	The training department has been contacted in order to ensure compliance with this recommendation. Dates are to be checked against the training calendar and all staff are to identify suitable dates before 10/10/2012	SCM, Staff team	10/10/2012
31	The centre provide a written confirmation from a certified engineer or a qualified architect that all statutory requirements relating to fire safety and building control have been complied with in compliance with the Child Care (Placement of Children in Residential Care) Regulations 1995, Part 111, Article 12	Estates Department has been contacted and are currently looking into this and will contact us to provide resolution by 28/09/2012.	SCM, Estates Dept	28/09/2012

32	The HSE Dublin North East, as a matter of priority, should ensure that all staff receive fire prevention and evacuation training.	Fire prevention training has been organised for all outstanding staff members for 19/09/2012.	SCM Staff Team Fire Safety Rep	19/09/2012
----	---	---	--------------------------------	------------