

Key inspection report

Care homes for adults (18-65 years)

Name:	Treloar College
Address:	Treloar College Holybourne Alton Hampshire GU34 4EN

The quality rating for this care home is:

three star excellent service

A quality rating is our assessment of how well a care home is meeting the needs of the people who use it. We give a quality rating following a full review of the service. We call this full review a 'key' inspection.

Lead inspector:	Date:
Peter McNeillie	2 0 0 1 2 0 1 0

This is a review of quality of outcomes that people experience in this care home. We believe high quality care should

- Be safe
- Have the right outcomes, including clinical outcomes
- Be a good experience for the people that use it
- Help prevent illness, and promote healthy, independent living
- Be available to those who need it when they need it.

The first part of the review gives the overall quality rating for the care home:

- 3 stars - excellent
- 2 stars - good
- 1 star - adequate
- 0 star - poor

There is also a bar chart that gives a quick way of seeing the quality of care that the home provides under key areas that matter to people.

There is a summary of what we think this service does well, what they have improved on and, where it applies, what they need to do better. We use the national minimum standards to describe the outcomes that people should experience. National minimum standards are written by the Department of Health for each type of care service.

After the summary there is more detail about our findings. The following table explains what you will see under each outcome area.

Outcome area (for example Choice of home)

These are the outcomes that people staying in care homes should experience. They reflect the things that people have said are important to them:

This box tells you the outcomes that we will always inspect against when we do a key inspection.

This box tells you any additional outcomes that we may inspect against when we do a key inspection.

This is what people staying in this care home experience:

Judgement:

This box tells you our opinion of what we have looked at in this outcome area. We will say whether it is excellent, good, adequate or poor.

Evidence:

This box describes the information we used to come to our judgement.

We review the quality of the service against outcomes from the National Minimum Standards (NMS). Those standards are written by the Department of Health for each type of care service.

Copies of the National Minimum Standards – Care Homes for Adults (18-65 years) can be found at www.dh.gov.uk or bought from The Stationery Office (TSO) PO Box 29, St Crispins, Duke Street, Norwich, NR3 1GN. Tel: 0870 600 5522. Online ordering from the Stationery Office is also available: www.tso.co.uk/bookshop

The mission of the Care Quality Commission is to make care better for people by:

- Regulating health and adult social care services to ensure quality and safety standards, drive improvement and stamp out bad practice
- Protecting the rights of people who use services, particularly the most vulnerable and those detained under the Mental Health Act 1983
- Providing accessible, trustworthy information on the quality of care and services so people can make better decisions about their care and so that commissioners and providers of services can improve services.
- Providing independent public accountability on how commissioners and providers of services are improving the quality of care and providing value for money.

Reader Information

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Information about the care home

Name of care home:	Treloar College
Address:	Treloar College Holybourne Alton Hampshire GU34 4EN
Telephone number:	01420547400
Fax number:	01420542708
Email address:	principal@treloar.org.uk,sarah.austin@treloar.org.uk
Provider web address:	

Name of registered provider(s):	Treloar Trust
Type of registration:	care home
Number of places registered:	169

Conditions of registration:		
Category(ies) :	Number of places (if applicable):	
	Under 65	Over 65
learning disability	0	0
physical disability	0	0
Additional conditions:		
The maximum number of service users to be accommodated is 169.		
The registered person may provide the following category/ies of service only: Care home only - (PC) to service users of the following gender: Either Whose primary care needs on admission to the home are within the following categories: Learning disability (LD) Physical disability (PD).		

Date of last inspection								
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Brief description of the care home
Treloar College which is owned by the Treloar Trust and managed by the Treloar College provides boarding accommodation for up to 167 disabled young people aged 16 to 25 years with a physical and or learning disability. The college is located in a village on the outskirts of the town of Alton, with access to shops, mainline rail, local bus connections and a range of public services, which all students following a risk assessment are encouraged to use. Accommodation comprises five separate residential Houses, Gauvain House, Allan House, Gloucester House Evans House and Brewer

Brief description of the care home

House, in addition there are seven purpose built bungalows Campbell Court used to support students preparing for independent living. The majority of students who are admitted from throughout the United Kingdom and abroad are financed through the Learning Skills Council, a number of students receive Local Authority funding. A number of the students also attend the local Alton College.

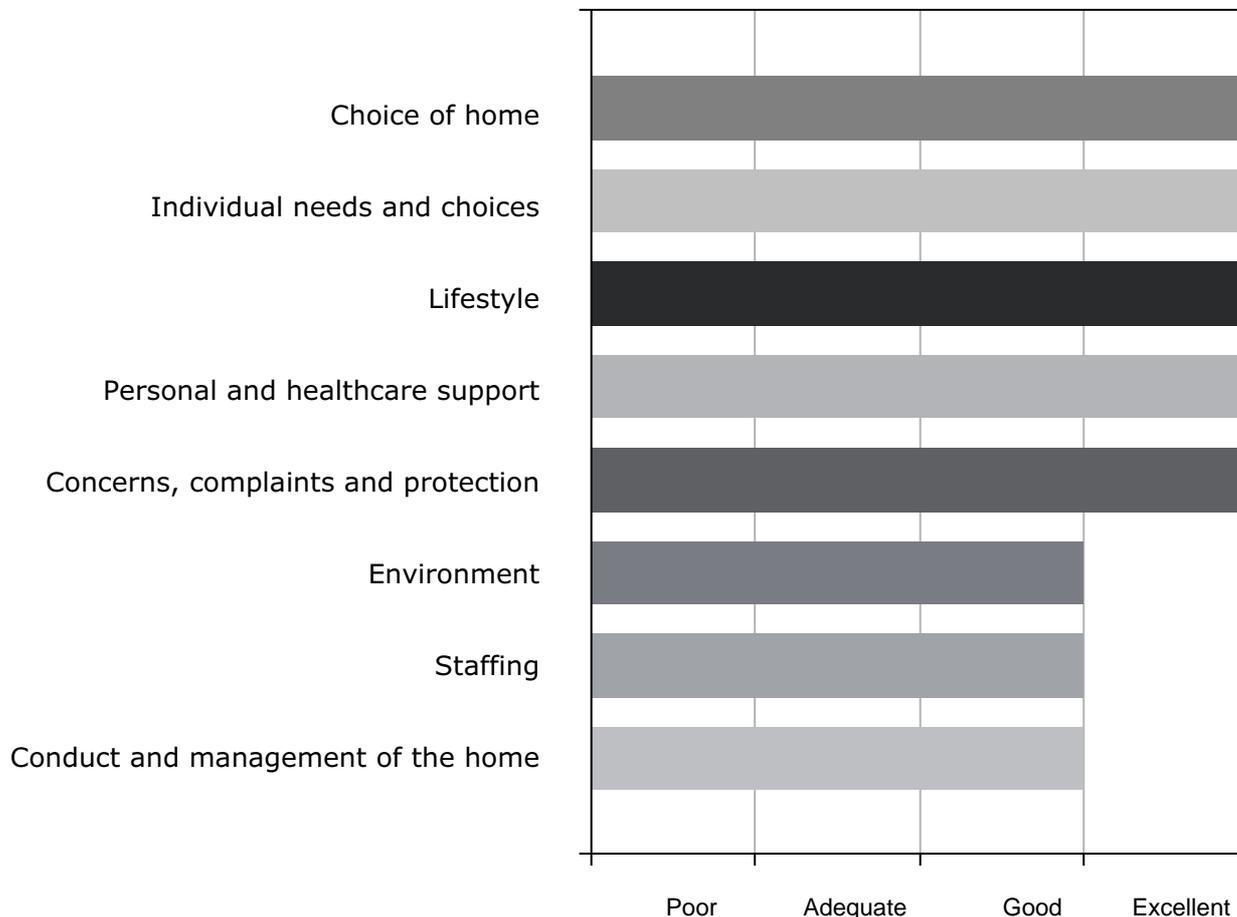
Summary

This is an overview of what we found during the inspection.

The quality rating for this care home is:

three star excellent service

Our judgement for each outcome:



How we did our inspection:

This report was written after taking into consideration a number of sources of information and evidence including a site visit to The College, previous reports, examining students and staff records, talking with students, staff, management, and responses to a pre inspection CQC satisfaction survey by students, staff and health care professionals.

Additional information was provided by the Assistant Principal in her responses in the homes pre inspection Annual Quality Assurance Assessment. (A.Q.A.A.)

During this inspection which took place on 20/01/2010 between the hours of 08:45am and 04:00pm all of the designated key standards for younger adults were inspected.

As a result of this visit no requirements or recommendations have been made.

The results and findings contained in this report will determine the frequency and type of future inspections.

What the care home does well:

Treloar College continues to provide an excellent service to students by a well managed, trained, supported, committed and qualified staff team who are recruited in a manner that protects students.

Outcome areas of particular note are:

Choice of home (Standards 1-5), Individual needs and choices (Standards 6-10), Lifestyle (Standards 11-17), Personal and health care support (Standards 18-21), Concerns complaints and protection (Standards 22-23) all of which we assessed as excellent.

What has improved since the last inspection?

Since the last inspection a new state of the art residential house (Brewer House and a students social club have been built in tandem with improved security to all other houses,safeguarding arrangements,and developing staffs awareness to developing students independence skills.

What they could do better:

There were no areas of concernand no requirments or recommendations made,however as a matter of some urgency attention must be given to redecoration Evans and |Gauvain houses.

If you want to know what action the person responsible for this care home is taking following this report, you can contact them using the details on page 4.

The report of this inspection is available from our website www.cqc.org.uk. You can get printed copies from enquiries@cqc.org.uk or by telephoning our order line 0870 240 7535.

Details of our findings

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Outstanding statutory requirements

Requirements and recommendations from this inspection

Choice of home

These are the outcomes that people staying in care homes should experience. They reflect the things that people have said are important to them:

People are confident that the care home can support them. This is because there is an accurate assessment of their needs that they, or people close to them, have been involved in. This tells the home all about them, what they hope for and want to achieve, and the support they need.

People can decide whether the care home can meet their support and accommodation needs. This is because they, and people close to them, can visit the home and get full, clear, accurate and up to date information. If they decide to stay in the home they know about their rights and responsibilities because there is an easy to understand contract or statement of terms and conditions between the person and the care home that includes how much they will pay and what the home provides for the money.

This is what people staying in this care home experience:

Judgement:

People using this service experience **excellent** quality outcomes in this area. We have made this judgement using a range of evidence, including a visit to this service.

A robust system of assessment within which students and their representatives participate, contribute and are consulted is in place which ensures identified needs can be met safely.

Evidence:

We were informed in their AQAA completed by the Assistant Principal that all admissions are carried out in accordance with an admissions policy and procedure that requires a detailed application to be submitted followed by a robust screening process which includes informal visits to the college followed by an initial interview and a three week assessment during which multi disciplinary assessments of needs and risk would be carried out.

This process also includes a commitment by the potential student agreeing and wanting to come to the college. This was confirmed by students in responses to our pre inspection satisfaction survey.

Students spoken with also confirmed they were sent very detailed and comprehensive

Evidence:

information about Treloar to assist them in deciding that they wished to come to the college. Students told us they remembered visiting Treloar during an open day, filling in an application form and being invited back to have a more in depth look around. This gave them the opportunity to meet other students, staff and for some students to spend a night in one of the houses.

To confirm what we had been told and that the standards were being complied with we viewed the records of six students chosen at random.PH>SS>KM>JH>JS>DB.

All confirmed the above and included, an initial assessment covering a number of topics including housing related support, personal care support, daily living skills, managing money, looking after their physical and mental health as well as areas of risk.

External health and social care professionals also contributed to the assessments process including a pre placement review.

Evidence was also seen that confirmed that all assessments of need and risk are subject to regular reviews to ensure changing needs of students continue to be met safely.

Individual needs and choices

These are the outcomes that people staying in care homes should experience. They reflect the things that people have said are important to them:

People's needs and goals are met. The home has a plan of care that the person, or someone close to them, has been involved in making. People are able to make decisions about their life, including their finances, with support if they need it. This is because the staff promote their rights and choices. People are supported to take risks to enable them to stay independent. This is because the staff have appropriate information on which to base decisions.

People are asked about, and are involved in, all aspects of life in the home. This is because the manager and staff offer them opportunities to participate in the day to day running of the home and enable them to influence key decisions. People are confident that the home handles information about them appropriately. This is because the home has clear policies and procedures that staff follow.

This is what people staying in this care home experience:

Judgement:

People using this service experience **excellent** quality outcomes in this area. We have made this judgement using a range of evidence, including a visit to this service.

There is a clear and consistent care planning system in place which ensures students needs are met within a risk management policy that involves students in all decisions that affect them.

Evidence:

In their AQAA college told us: All students care and support plans are personalised and tailored for individual students and designed to reflect in their detailed needs, wishes, choices aspirations and independence by promoting positive risk taking.

Students' rights to take risks is seen as fundamental, any restrictions placed on individuals due to their high needs or physical abilities are clearly recorded in the care plans and are only taken following a detailed risk assessment which are reviewed on a regular basis to ensure they are still applicable.

To confirm what we had been told and that the standards were being complied with we viewed the records of six students chosen at random.

Evidence:

All of the well presented, detailed and comprehensive plans viewed which can be produced in a format the student full understands, contained details on how needs were to be met, how any risks were to be managed and confirmation that students or their representatives were consulted when the plan was formulated.

Also included were pen pictures that detailed personal history, religious beliefs, family relationships, details of friends and important people in students lives.

The details in the plans viewed which also contained evidence they were reviewed on a regular basis, would enable any carer who did not know the student well to deliver a high quality of personal care and support in line with the individuals wishes and choices.

The service which takes issues of equality and diversity very seriously are in the final stages of gaining accreditation through the "Investors in Diversity" programme.

Apart from employing a multi ethnic group of both males and females of all ages (some with disabilities), the AQAA told us, we do the following to ensure that race, gender identity, disability, sexual orientation, age, religion and belief are promoted and incorporated into what we do:

"An equality and diversity co coordinator has been appointed. Catering responsive to individual needs Support students attending chosen place of worship. Recognise and celebrate events such as Ramadan, Black History month, Chinese New Year. An equality and diversity committee has four students equality advocates taking an active role. A calendar of equality and diversity events has been established. A number of students have been involved on the three year In Touch project by taking part in filmed workshops. All courses, training and achievements are assessed by gender to ensure equal opportunities."

Lifestyle

These are the outcomes that people staying in care homes should experience. They reflect the things that people have said are important to them:

Each person is treated as an individual and the care home is responsive to his or her race, culture, religion, age, disability, gender and sexual orientation. They can take part in activities that are appropriate to their age and culture and are part of their local community. The care home supports people to follow personal interests and activities. People are able to keep in touch with family, friends and representatives and the home supports them to have appropriate personal, family and sexual relationships. People are as independent as they can be, lead their chosen lifestyle and have the opportunity to make the most of their abilities. Their dignity and rights are respected in their daily life. People have healthy, well-presented meals and snacks, at a time and place to suit them.

People have opportunities to develop their social, emotional, communication and independent living skills. This is because the staff support their personal development. People choose and participate in suitable leisure activities.

This is what people staying in this care home experience:

Judgement:

People using this service experience **excellent** quality outcomes in this area. We have made this judgement using a range of evidence, including a visit to this service.

The social activities family, contacts and the provision of varied and nutritious meals were well managed and reflected residents interests and choices.

Evidence:

Students are encouraged to seek external work opportunities with support from from a "World of work" team such as the college run Treloar Enterprise Printing Solutions (TEPS) .

This is a "Small high quality printing business" run by the students who are supported by staff to undertake a variety of tasks which include, customer services, product production, marketing and the financial aspects of running the business.

Apart from employment opportunities many students go on to Further Education or Higher Education. We were informed 100% of students who applied for a university

Evidence:

place were successful in gaining university entry.

An extensive selection of activities active, sedentary on campus and in the community overseen by an activities coordinator was available to all students.

Individuals preferences regarding activities and cultural beliefs are recorded in their care plans, records of daily activities are recorded in a diary. Students told us they valued the opportunities available and that no one was forced to participate if they chose not to. Any restrictions concerning any limitations on choice were discussed with students and agreements reached based on the need for personal safety and respect for others.

We were informed that if a particular activity was unavailable all steps would be taken to ensure it was and if appropriate detailed risk assessments would always be carried out prior to any student embarking on any activity seen as hazardous.

The list of activities was so extensive it would be difficult to list them all in this report, however we would say the details viewed seemed to cover any activity one could think of.

Pictures displayed and a video showing in the entrance hall confirmed that students from Treloar had achieved gold medal success at both international level and Olympic level.

Students are encouraged and supported to maintain family contact, establish friendships and if they wished, develop safe sexual relationships.

Students told us the majority of their weekdays are dictated by the college course they are attending, the rest of the time is theirs to spend as they wish.

In responses to our pre inspection satisfaction survey students, staff and visiting health care professionals stressed the importance of students independence

This is reflected in the manner in which the college is run day by day where students are largely responsible for organising their own free time (with support if required), what meals they eat, when they eat and bedtimes etc.

All students had locks fitted to their individual single bedroom door and a key under their control, many owned their own mobile telephone, all had access to public telephones, E mail services are were able to access all parts of the home and gardens.

Evidence:

Where mobility and personal aids are required ,records seen confirmed consultation with both on campus and external specialists to ensure appropriate aids are obtained many of which are designed and manufactured especially for individuals in the on campus workshop by resident technicians who are also responsible for the maintenance and repair of the wheelchairs. This service is an excellent example of best practice.

Students spoken with expressed in glowing terms total satisfaction regarding the quality, quantity, choice and presentation of food served. An extensive menu which included "Healthy eating options" was displayed. We joined the students for their midday meal would confirm the comments made. Special diets can also be catered for.

All students are subject to a full detailed nutritional assessment which includes any eating aids etc required by on campus nutritionists.

Details of all students' dietary requirements and aids are maintained in the dining area and are accessible to all staff who are available to assist students to eat.

Personal and healthcare support

These are the outcomes that people staying in care homes should experience. They reflect the things that people have said are important to them:

People receive personal support from staff in the way they prefer and want. Their physical and emotional health needs are met because the home has procedures in place that staff follow. If people take medicine, they manage it themselves if they can. If they cannot manage their medicine, the care home supports them with it in a safe way.

If people are approaching the end of their life, the care home will respect their choices and help them to feel comfortable and secure. They, and people close to them, are reassured that their death will be handled with sensitivity, dignity and respect, and take account of their spiritual and cultural wishes.

This is what people staying in this care home experience:

Judgement:

People using this service experience **excellent** quality outcomes in this area. We have made this judgement using a range of evidence, including a visit to this service.

Arrangements are in place, ensuring the personal, emotional, health care and medication needs of students are met safely.

Evidence:

Due to the complex health care needs of many of the students, an on site medical centre staffed by qualified nurses is available.

We were informed that this facility is also used for clinics by local GPs up to three times a week. On occasions specialist consultants also hold clinics there. This facility was highly praised by health care professionals in responses to our pre inspection satisfaction survey.

Apart from the above students also have access to other on site health care professionals such as physiotherapists, occupational therapist, speech and language therapists, educational psychologist, dietician, trained councillors and a visual impairment adviser.

Evidence:

Students informed us they were able to see the doctor of their choice or any other health and social care professional when they needed to.

The records viewed indicated that apart from the above the local community disability team, mental health team and other specialists would be consulted as required.

Records were kept of appointments with GPs, dentist, optician, chiropodist and any other external health and social care professional and included details of any advice and treatment given.

All drugs which are securely stored are administered disposed of and recorded in accordance with an in house and medication policy and procedure by trained staff. Records of administration and disposal of unwanted drugs and medicines viewed were complete and accurate.

The policy and procedure also includes provision for students to take control of their own medication following a risk assessment as part of the colleges drive for greater independence for its students.

Concerns, complaints and protection

These are the outcomes that people staying in care homes should experience. They reflect the things that people have said are important to them:

If people have concerns with their care, they or people close to them, know how to complain. Their concern is looked into and action taken to put things right. The care home safeguards people from abuse, neglect and self-harm and takes action to follow up any allegations.

There are no additional outcomes.

This is what people staying in this care home experience:

Judgement:

People using this service experience **excellent** quality outcomes in this area. We have made this judgement using a range of evidence, including a visit to this service.

The home has clear policies and procedures in place which ensures students are able to complain and are protected from abuse.

Evidence:

Students spoken with and in responses to our pre inspection satisfaction survey told us that they were very aware of the complaints procedure, even though they have not had to use it, they said they would go straight to the Manager of their house, the Principle or Vice Principle if they had a concern or complaint and were confident that any concerns raised would be taken seriously.

The college has a designated Safeguarding member of staff with a lead responsibility within the college for child and adult protection who is responsible for ensuring that a whistle blowing and adult protection policy and procedure that works in tandem with the Hampshire County Council is in place. This document which is based on National Guidelines and the document No Secrets is designed to safeguard residents from abuse.

In addition the designated member of staff has an additional responsibility for overseeing and delivering staff training.

The staff spoken with demonstrated they were aware of the procedure to follow should they witness or suspect the abuse of a service user irrespective from whom or where

Evidence:

the abuse may come.

Staff training records all confirmed staff had received training in recognising the signs of abuse and the procedure to follow when reporting any suspicions or allegations of abuse to a student.

In addition to the above throughout the college there were notices detailing contacts within the college and the telephone numbers of external bodies such as CQC, Child line, The Police, Local Social Services and The Samaritans should a student "Need to Talk" .

Environment

These are the outcomes that people staying in care homes should experience. They reflect the things that people have said are important to them:

People stay in a safe and well-maintained home that is homely, clean, comfortable, pleasant and hygienic.

People stay in a home that has enough space and facilities for them to lead the life they choose and to meet their needs. The home makes sure they have the right specialist equipment that encourages and promotes their independence. Their room feels like their own, it is comfortable and they feel safe when they use it. People have enough privacy when using toilets and bathrooms.

This is what people staying in this care home experience:

Judgement:

People using this service experience **good** quality outcomes in this area. We have made this judgement using a range of evidence, including a visit to this service.

A safe, well maintained, clean and suitably furnished home is provided for residents which meets their needs.

Evidence:

The home is generally well maintained with ample communal space which is easily accessible by students due to the provision of wide corridors, ramps automatic doors and other aids. This includes the new large purpose build students social club which is run by the students themselves.

Communal areas were clean, bright and warm, and had been personalised with art work and photographs of students and staff participating in various activities.

As mentioned previously in this report, students are accommodated in one of five separate houses one of which, Brewer has been registered since our last inspection. The facilities in this house were excellent and boasted the use of the latest building techniques and technology to assist residents some of which was also present in the other houses.

Currently Gauvain and Evans houses are in urgent need of decorating and repairs to doors and wall due to damage by wheelchairs.

Evidence:

We were informed by the Assistant Principal this was as a result of a redevelopment plan that required both buildings to be demolished. However, the plans had recently been changed and as a result both houses will remain. A verbal undertaking was given the redecoration of these two buildings will be given a high priority and improvements made.

Students commented how satisfied they were with their accommodation especially those living in Brewer House.

An infection control policy and procedure was in place as were disposal aprons, gloves, antiseptic hand soap. and a washing machine fitted with a high temperature and sluice programme. Staff informed us they undertaken and completed infection control training, and were aware of the existing policies and procedures relating to hygiene issues and infection control.

Staffing

These are the outcomes that people staying in care homes should experience. They reflect the things that people have said are important to them:

People have safe and appropriate support as there are enough competent, qualified staff on duty at all times. They have confidence in the staff at the home because checks have been done to make sure that they are suitable. People's needs are met and they are supported because staff get the right training, supervision and support they need from their managers.

People are supported by an effective staff team who understand and do what is expected of them.

This is what people staying in this care home experience:

Judgement:

People using this service experience **good** quality outcomes in this area. We have made this judgement using a range of evidence, including a visit to this service.

Resident's needs are met by sufficient numbers of well trained and supported staff who are recruited and selected using a procedure designed to protect all residents.

Evidence:

At the time of the inspection staff numbers and the deployment of staff was sufficient to meet the residents needs. This view was confirmed by residents who told us there was always staff available when they needed them.

Staffing numbers in each house varies according to the numbers of students and their needs. We were also informed us that staffing could and would be raised if students needs increased or a particular days programme required additional staff.

Apart from the staff allocated to each house external senior managers and qualified nurses who work in the medical centre are also available for support and consultation

As part of this inspection, we viewed six staff recruitment and training files selected at random.

All files viewed included evidence that staff are employed in accordance with a robust equal opportunities recruitment, and selection procedure, which is designed to protect

Evidence:

residents.

This involves the completion of an application form, the signing of a rehabilitation of offenders declaration, an interview, and satisfactory Criminal Record Bureau (CRB) disclosure, Protection of Vulnerable Adults (POVA) and reference checks.

Following their appointment, records seen confirmed that all staff are subject to an in house induction and a training programme that include first aid, handling medication, food handling, moving and handling, safeguarding and infection control.

Following completion of their induction programme All staff are expected to undertake a National Vocational Qualification N .V. Q.) Course. Information provided in the AQAA indicated that 52.7% of care staff had been trained to at least NVQ level two.

Conduct and management of the home

These are the outcomes that people staying in care homes should experience. They reflect the things that people have said are important to them:

People have confidence in the care home because it is run and managed appropriately. People's opinions are central to how the home develops and reviews their practice, as the home has appropriate ways of making sure they continue to get things right. The environment is safe for people and staff because health and safety practices are carried out.

People get the right support from the care home because the manager runs it appropriately, with an open approach that makes them feel valued and respected. They are safeguarded because the home follows clear financial and accounting procedures, keeps records appropriately and makes sure staff understand the way things should be done.

This is what people staying in this care home experience:

Judgement:

People using this service experience **good** quality outcomes in this area. We have made this judgement using a range of evidence, including a visit to this service.

The management of the service ensures the health, safety and welfare of students and staff are promoted through the implementation of robust policies and procedures and ensures the service is run in the best interests of the students whose views about living in the service are formally sought.

Evidence:

Since our last inspection three new managers have been appointed and registered in Evans, Gauvain and Allan Houses and a previous manager moved to take over the new Brewer House.

From the evidence seen and comments made to us both verbally and in responses to our pre inspection satisfaction survey we were satisfied that the service is well managed by a management team all of whom are qualified and experienced to provide a service for individuals with such complex needs.

Comments made by students confirmed they can speak to the manager of their house,

Evidence:

care staff and other senior managers at any time and they are always willing to listen and give them time.

This view that was also echoed by the staff who described the management team as "Supportive, available and approachable." Staff also confirmed there is a clearly defined management structure and that operates an open door policy, and encourages them to share any concerns or ideas they have for the betterment of the service.

It was also evident from our observations that the highly motivated staff team were all fully aware of their responsibilities, worked within clear lines of accountability, recognized and promoted the ability of the individual students not the disability. One member of staff we spoke with described working at Treloars "As the best job I have ever had".

As part of the colleges quality monitoring system, students, students representatives and health and social care professionals staff and social care professionals and commissioning bodies are invited to participate in satisfaction surveys. The views expressed in the responses are seen as key in highlighting areas that may require improvement or further development.

A health and safety policy and procedure was in place which protects staff and residents by ensuring the maintenance of a safe working environment including the regular maintenance and servicing of equipment/ machinery in use within the premises.

During our visit no obvious hazards to health and safety were seen. Protective clothing, gloves, control of substances hazardous to health (COSHH) assessments, risk assessments, equipment servicing and accident records were available as were training records to confirm all staff have received training in the techniques of moving and handling first aid health and safety and the procedures to follow in the event of fire, including evacuation.

Are there any outstanding requirements from the last inspection?

Yes

No

Outstanding statutory requirements

These are requirements that were set at the previous inspection, but have still not been met. They say what the registered person had to do to meet the Care Standards Act 2000, Care Homes Regulations 2001 and the National Minimum Standards.

No.	Standard	Regulation	Requirement	Timescale for action

Requirements and recommendations from this inspection:

Immediate requirements:

These are immediate requirements that were set on the day we visited this care home. The registered person had to meet these within 48 hours.

No.	Standard	Regulation	Requirement	Timescale for action

Statutory requirements

These requirements set out what the registered person must do to meet the Care Standards Act 2000, Care Homes Regulations 2001 and the National Minimum Standards. The registered person(s) must do this within the timescales we have set.

No.	Standard	Regulation	Requirement	Timescale for action

Recommendations

These recommendations are taken from the best practice described in the National Minimum Standards and the registered person(s) should consider them as a way of improving their service.

No	Refer to Standard	Good Practice Recommendations

Helpline:

Telephone: 03000 616161

Email: enquiries@cqc.org.uk

Web: www.cqc.org.uk

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