

Key inspection report

Care homes for adults (18-65 years)

Name:	Langley Lodge
Address:	136 Deighton Road Deighton Huddersfield HD2 1JS

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:
Paula McCloy	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

Document Purpose	Inspection report
Author	Care Quality Commission
Audience	General public
Further copies from	0870 240 7535 (telephone order line)
Copyright	Copyright © (2009) Care Quality Commission (CQC). This publication may be reproduced in whole or in part, free of charge, in any format or medium provided that it is not used for commercial gain. This consent is subject to the material being reproduced accurately and on proviso that it is not used in a derogatory manner or misleading context. The material should be acknowledged as CQC copyright, with the title and date of publication of the document specified.
Internet address	www.cqc.org.uk

Information about the care home

Name of care home:	Langley Lodge
Address:	136 Deighton Road Deighton Huddersfield HD2 1JS
Telephone number:	01484430320
Fax number:	01484423620
Email address:	louisepreston@horizoncareservices.co.uk
Provider web address:	

Name of registered provider(s):	Horizon Healthcare Partnership Limited	
Name of registered manager (if applicable)		
Mrs Diana Antoanela Marshall		
Type of registration:	care home	
Number of places registered:	6	

Conditions of registration:		
Category(ies) :	Number of places (if applicable):	
	Under 65	Over 65
learning disability	6	0
Additional conditions:		
The maximum number of service users who can be accommodated is: 6		
The registered person may provide the following category of service only: Care home only - Code 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 - Code LD; Physical Disability - Code PD		

Date of last inspection								
Brief description of the care home								
Langley Lodge is a service for up to six young adults with a physical and/or learning disability. It is found in the Deighton area of Huddersfield. It is situated on the Deighton Road, 2 miles from the centre of Huddersfield and 1.5 miles from the Huddersfield junction of the M62. The home is close to bus routes into the centre of Huddersfield and the local railway station is five minutes away giving access to Leeds, Wakefield and beyond.								

Brief description of the care home

The building is purpose built and fully accessible for wheelchair users.

Each person living there has their own bedroom with ensuite shower room. There is also a bathroom with a height adjustable bath.

There are spacious communal areas, including a multi-sensory room and a garden. The kitchen is fitted with adjustable height surfaces so that people living there who use wheelchairs can prepare food for themselves.

The people living at Langley Lodge have use of a vehicle provided by Horizon Health Care who runs the service. The charge for this is included in the weekly fees.

The service aims to support people to live as independently as possible and to fulfil their personal goals and aspirations as far as they are able to.

The cost of the service is based on an assessment of each individuals care and support needs.

Information about the service is available from Langley Lodge and Horizon Health Care offices nearby.

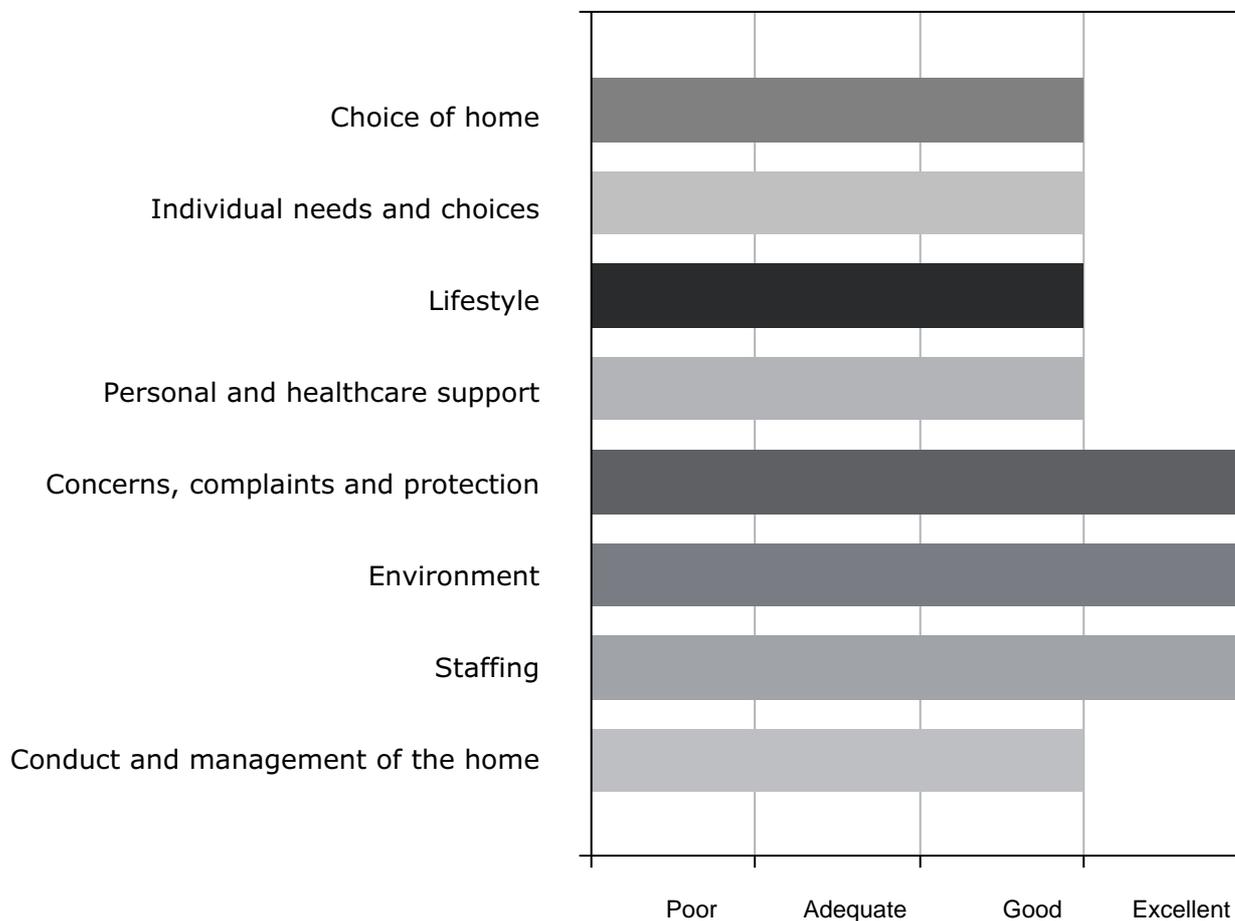
Summary

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:

We have reviewed our practice when making requirements, to improve national consistency. Some requirements from previous inspection reports may have been deleted or carried forward into this report as recommendations, but only when it is considered that people who use the service are not being put at significant risk of harm. In future, if a requirement is repeated, it is likely that enforcement action will be taken.

The manager completed the Annual Quality Assurance Assessment (AQAA) that we asked for. This gave us lots of information about the service. We have used some of this information in this report.

This inspection was carried out to assess the quality of care provided to people living at the home.

The inspection process included looking at the information we have received about the home since the last inspection in 2007 as well as a visit to the home, which lasted approximately 5 hours. During the visit we spoke to 2 members of staff and the manager. We also observed staff delivering care and support, looked at various records and looked around the home.

We sent surveys 6 people living at the home, 10 members of staff and 5 healthcare professionals involved with people living at the home.

Six people living in the home, seven staff and five healthcare professionals wrote

These surveys provide an opportunity for people to share their views of the service with us. Information received in this way is shared with the service without identifying who has provided it. Their comments have been used in this report.

What the care home does well:

The home is well managed and run in the best interests of the people who live there. People are consulted about the way the home is run and their views are listened to and acted upon.

The accommodation is excellent. It is well equipped, clean, comfortable and very well maintained.

There is information about the service in the 'Service User Guide' people visit the home before they move in so they can decide if it is the right place for them. Staff at the home work with people to help them to improve their skills and give them opportunities to be involved in the community.

Everyone has an individual care plan that identifies people's needs and what support staff need to offer to make sure those needs are met.

Staff are enthusiastic and enjoy their jobs. Staff are receiving training that is relevant to their role.

People using the service like the staff and say that they listen to them.

Staff recruitment procedures are robust. This means that staff are suitable and safe to work with vulnerable people.

There are good quality assurance systems in place. This makes sure that the home is being managed properly and that the people living there can shape the service.

In the surveys we asked people what they thought the service does well. These are some of the comments we received from people living in the home, relatives, staff and health and social care professionals:

- "Benefiting from the care and extra activities provided by care home."

- " Our relative is well cared for at Langley Lodge. He appears to be very happy there."

- " Everything they do for my relative is in her best interests and I'm very happy with her living there."

- "We all work extremely well as a team and work for each other in order for the clients to achieve their full potential."

- "The home does well in keeping the staff well informed about any training or information to do with the way we care and support our service users."

- "All the medical and social needs of service users are performed efficiently with excellent personal care."

- "The home has created a good communication network with outside agencies in order to provide good care and new opportunities for the service users."

-"Excellent person centred care. Seek advice and support from professionals. Excellent care to individuals have complex health needs."

-"The service responds to health needs of the service users and provides appropriate training for those needs. i.e. tissue viability, vascular dementia to all staff in the workplace and of the services involved with the service user."

What has improved since the last inspection?

No requirements were made at the last inspection. The manager continues to provide a consistently high standard of care and support for people living in the home.

What they could do better:

We have made no requirements or recommendations following this inspection. The manager is always looking at ways to further improve the service and will continue to implement any necessary changes.

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

Contents

Choice of home (standards 1 - 5)

Individual needs and choices (standards 6-10)

Lifestyle (standards 11 - 17)

Personal and healthcare support (standards 18 - 21)

Concerns, complaints and protection (standards 22 - 23)

Environment (standards 24 - 30)

Staffing (standards 31 - 36)

Conduct and management of the home (standards 37 - 43)

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

People are provided with information about the service and invited to visit to see if it is the right place for them. No one moves into the home unless staff are sure they can meet that person's needs.

Evidence:

There is a Statement of Purpose and Service User Guide available that contains a lot of information about the service. The Service User Guide is also available in an easy read style if people want the information presented in this way.

All four people living at the home who completed the survey, all said they were asked if they wanted to move into the home and were given enough information on which to base their decision.

All of the people living in the home moved in when the home first opened in 2007. They were all assessed prior to moving in to make sure the home could meet their needs. They also visited to see for themselves if they thought they would like to live there. The assessment process was good as people are settled and get on well as a

Evidence:

group.

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

People are encouraged and supported to make decisions about their lives and are involved in planning their care and support.

Evidence:

In the Annual Quality Assurance Assessment (AQAA) the home told us that everyone has an Individual Care Plan. This sets out how current and future requirements will be met and covers areas of personal and social support as well describing any restrictions on choice. The plan is drawn up with the individual and families/advocates as well as key workers and social workers. The plan is reviewed within Langley Lodge with the service-user monthly and 6 monthly with others (including significant professionals, families, friends and advocates).

We looked at the care plans and risk assessments records for two people who live at the home. We found them to be person centered and individual. They gave clear information about people's needs and the actions staff must take in order to meet those needs. There is evidence that the plans are reviewed and evaluated regularly to

Evidence:

make sure they are still relevant for people, this makes sure they are still meeting people's needs properly.

Staff have received training in relation to the Mental capacity Act 2005 and Deprivation of Liberty Safeguards. There was clear information in the care plans about people's ability to make decisions and clear records of people that had been involved in making 'best interest' decisions for individuals.

Risk assessments were well written and it was easy to find out what the risks were and what action staff needed to take in order to reduce the identified risk. This makes sure people are being kept safe and staff know what action to take.

Everyone has individual timetable of activities incorporating individual time with a staff members, people choose their own activities. For example: meals out, cinema, horse riding, pub, shopping trip, hydrotherapy, swimming, aromatherapy etc. Staff are trying to give people a range of experiences to see what they enjoy. Each person has a person centered care plan and staff use pictures and commentary to record activities and holidays that individuals have taken part in. It is easy to see what people have enjoyed and what they like doing.

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

People who use the service are able to make choices about their lifestyle.

Evidence:

People are involved in a range of activities. Staff are supporting people to try different things to give them different experiences. One person has been going to college but this placement has now finished. Another person had been doing voluntary work in a shop until it closed recently. The manager is very enthusiastic and is constantly looking for ways of involving people in the wider community and at ways to give them new experiences.

People use the facilities that are available in the local community using public transport or the home's transport. People are also given the chance to enjoy their own company if this is what they prefer.

Evidence:

People are given good support to keep in touch with family and friends. Some individuals stay with their families on a regular basis. People can also invite relatives and friends for a meal if they want to. Events are also organised at the home to involve family and friends, for example, to celebrate birthdays, individual achievements, summer barbeques and Christmas.

The daily routines are flexible to suit each individual. We saw that staff sat with the people living in the home and the interaction between them was good. People were relaxed and laughing.

In the surveys people living in the home said they could choose how they spend their time, carers listened to what they said and the staff treat them well.

Everyone is offered a healthy diet that meets their dietary needs. There is a menu in place but staff consult with people on a daily basis about what they would like to eat. On Fridays a 'themed food night' is arranged where food from different countries is prepared. Staff also arrange music, dress and sometimes a film associated with that country. This gives people the opportunity to sample different foods and culture. Although we were told that 'Fish and Chips' is the current favourite.

People are encouraged to take part in the domestic routine of the home, for example, cooking meals and doing their own laundry and cleaning.

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

People's health care needs are met and based upon their individual needs

Evidence:

Everyone has their own Health Action Plan file. Good records are kept of health appointments and their outcomes. Staff make sure that people are given support to attend appointments to meet their health needs. It is easy to find out from the records when people last saw an optician, dentist, chiropodist etc. This means that staff can easily check when an appointment or treatment is due.

We saw staff treating people in a respectful way and were quick to respond to people's needs. They clearly know people well and understand people's behaviours and what they want.

Five surveys completed by social or healthcare professionals confirm that good arrangements are in place to ensure peoples' needs are assessed and the right service is planned for individuals. All state that peoples' privacy and dignity are respected and wherever possible people are supported to live the life they choose.

Evidence:

The medication system is well managed and people get their medication at the right times. Staff who administer medication have all received training. There is a medication care plan for each person that tells staff how they like their medication to be given. This means that people get their medication in a way that they will take it.

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.

People who use the service are able to express their concerns and are protected from any form of abuse.

Evidence:

The home has a clear complaints procedure which is given to everyone when they move into the home. The home has a complaints log in place where staff would record any complaint that is made together with the action they took to resolve it and outcome. This means that when a complaint is received it will be dealt with properly.

The manager has completed the 'Train the Trainer - Conducting Investigations in Your Work Place' this means that she is qualified to deliver safeguarding training to staff as well as conducting investigations into safeguarding issues. She is also part of the Kirklees Social Services Safeguarding Networking Team. This means that she attends 3 monthly meetings and helps to review and inform the current safeguarding procedures.

There has been one safeguarding issue at the home, which was dealt with properly and all of the recommendations made by the safeguarding team have been implemented. This shows that staff know about the procedures and what they have to do to keep people safe.

Evidence:

Staff have received training and are aware of their responsibility to safeguard people in their care.

Staff do assist people with the management of their money. This is kept securely and there are clear records available to show what purchases have been made. This means that people are being protected from any financial abuse.

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

The environment is homely, spacious, comfortable, well maintained and provides a safe place for people who live there.

Evidence:

Langley Lodge is a service for up to six young adults with a physical and/or learning disability. It is found in the Deighton area of Huddersfield. It is situated on the Deighton Road, 2 miles from the centre of Huddersfield and 1.5 miles from the Huddersfield junction of the M62. The home is close to bus routes into the centre of Huddersfield and the local railway station is five minutes away giving access to Leeds, Wakefield and beyond.

The home was purpose built in 2007 and is fully accessible for wheelchair users.

Each person living there has their own bedroom with ensuite shower room. People have personalised their rooms and they look very homely.

There is also a bathroom with a height adjustable bath.

There are spacious communal areas, including a multi-sensory room and a garden. The garden has raised flower and vegetable beds and people grow some of their own

Evidence:

food.

The kitchen is fitted with adjustable height surfaces so that people living there who use wheelchairs can prepare food for themselves.

There is a programme of ongoing redecoration and refurbishment. This means that the home is being maintained to a very high standard.

All of the staff have completed infection control training and there are policies and procedures in place. The laundry is suitable equipped for the size of the home.

All areas of the home were clean and tidy and free from any offensive odours.

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

Staff are well trained, confident and enthusiastic in their role.

Evidence:

The home is appropriately staffed to meet the needs of the people living there and to make sure people are safe. People are able to go out on a variety of activities with support from staff. We talked to the staff they told us that there are three support staff on duty during the day and at night there is a waking member of staff and another person who 'sleeps in' the building who is available if required. Staff told us that the staffing levels were good and that there are enough staff to make sure people's needs are met.

The recruitment procedure is thorough, new staff only start work in the home when references and checks are carried out to make sure they are suitable. We looked at two staff files and found all of the necessary documents. All new staff undertake a detailed induction programme and are given a staff handbook.

All staff at the home have completed Learning Disability Qualification (LDQ) training as part of their induction using the Skills for Care Induction Program. Staff who administer medication have also completed a medication competency training. This means that staff are receiving training that is relevant to their role and makes sure

Evidence:

they support and care for people in the right way. The manager also arranges for staff to go on specific courses that are relevant to the individuals that they support. For example staff have completed training about dementia, makaton (sign language) and autism. This helps them to understand the specific needs of the people in their care.

There are 70% of the staff team who have completed or are in the process of completing their National Vocational Training award in care at level 2 or 3. This means that staff have or will be assessed as being competent to do the job.

There have been no changes in the staff team since April 2009. Staff told us that are a strong staff team who have a variety of skills to offer. People enjoy working at the home and feel well supported by the manager. Staff told us that their views are listened to and they are able to discuss any issues either individually or at the staff meetings. Staff are enthusiastic and very positive about the service they provide.

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 home is run in the best interests of the people living there and they are able to influence the service they receive.

Evidence:

The registered manager is experienced and qualified. She talks with enthusiasm about what she hopes to achieve. She wants to provide people living there with the best care and support and give them opportunities to have new experiences. She has a good understanding of people's rights, deprivation of liberty, the mental capacity act and the need for advocacy. This means that people are protected and their best interests are promoted. Staff told us that the management team are all very supportive and approachable. Staff said they would be able to discuss any issues with them.

There is no one living at the home currently who is subject to a deprivation of liberty authorisation.

The home sent us their annual quality assurance assessment (AQAA) when we asked for it. It was clear and gave us all the information we asked for. It also highlighted

Evidence:

what improvements management want to make in the next twelve months. This means that the service is looking at ways it can improve the service for people.

The home has quality assurance systems in place so that they can find out what people think of their service and respond accordingly. The manager has sent out and received completed surveys. This is done to get the views of people living in the home and parents/carers. Any improvements that people suggested have been dealt with and implemented. For example an additional wardrobe has been put in one of the bedrooms. The manager is aware that a report needs to be written and made available to people who participated in the survey and any other interested parties to let them know the findings and outcomes. Residents meetings and staff meetings are also held regularly. This means that people living in the home have a say about how the home is managed and have the opportunity to shape the service that they use.

The responsible individual also visits the home and once a month writes a report on his findings. This means that there are good checks in place to make sure the service is being managed properly.

Staff we spoke to all confirmed that they had received training in safe working practices. The home has a comprehensive range of health and safety policies and procedures in place. In the AQAA we were told that all of the equipment is serviced regularly to make sure it is safe to use.

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

We want people to be able to access this information. If you would like a summary in a different format or language please contact our helpline or go to our website.

Copyright © (2009) Care Quality Commission (CQC). This publication may be reproduced in whole or in part, free of charge, in any format or medium provided that it is not used for commercial gain. This consent is subject to the material being reproduced accurately and on proviso that it is not used in a derogatory manner or misleading context. The material should be acknowledged as CQC copyright, with the title and date of publication of the document specified.