

Key inspection report

Care homes for older people

Name:	Leadon Bank Reablement Centre
Address:	Orchard Lane Ledbury Herefordshire HR8 1BY

The quality rating for this care home is:	two star good service
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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:
Sarah Blake	1 2 0 8 2 0 0 9

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 Older People 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

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- 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.

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Information about the care home

Name of care home:	Leadon Bank Reablement Centre
Address:	Orchard Lane Ledbury Herefordshire HR8 1BY
Telephone number:	01531632657
Fax number:	01531635181
Email address:	leadon.bank@shaw-homes.co.uk
Provider web address:	www.shaw.co.uk

Name of registered provider(s):	Shaw Healthcare (Group) Limited
Name of registered manager (if applicable)	
Type of registration:	care home
Number of places registered:	10

Conditions of registration:		
Category(ies) :	Number of places (if applicable):	
	Under 65	Over 65
old age, not falling within any other category	0	10
Additional conditions:		
The maximum number of service users to be accommodated is 10.		
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: Old age not falling within any other category (OP) 10		

Date of last inspection								
Brief description of the care home								
Leadon Bank Reablement Centre is a ten place facility in the new purpose built Leadon Bank Care Centre in Ledbury, Herefordshire. The centre, which opened in January 2008, replaced Leadon Bank Care Home. It is near the centre of Ledbury and so very accessible to visitors.								
As well as the reablement unit the centre contains other social care provision including								

Brief description of the care home

extra care housing, a domiciliary care team, and a day centre. The reablement unit and domiciliary care team are the only parts of the centre regulated by the Care Quality Commission. The domiciliary care service is inspected separately.

The reablement unit is on the first floor of the centre with lovely views of Ledbury. The ten places are all provided in single rooms with ensuite facilities. The aim of the unit is to provide a reablement service to people who need a period of time to rebuild confidence and independence to enable them to continue to live at home. Places at the unit are funded by the local authority.

Information about funding arrangements and allocation of places should be obtained from the manager of the unit.

Information about the service in the form of a service user guide is available in each room at the unit and on request.

A copy of this report is available to view at the unit.

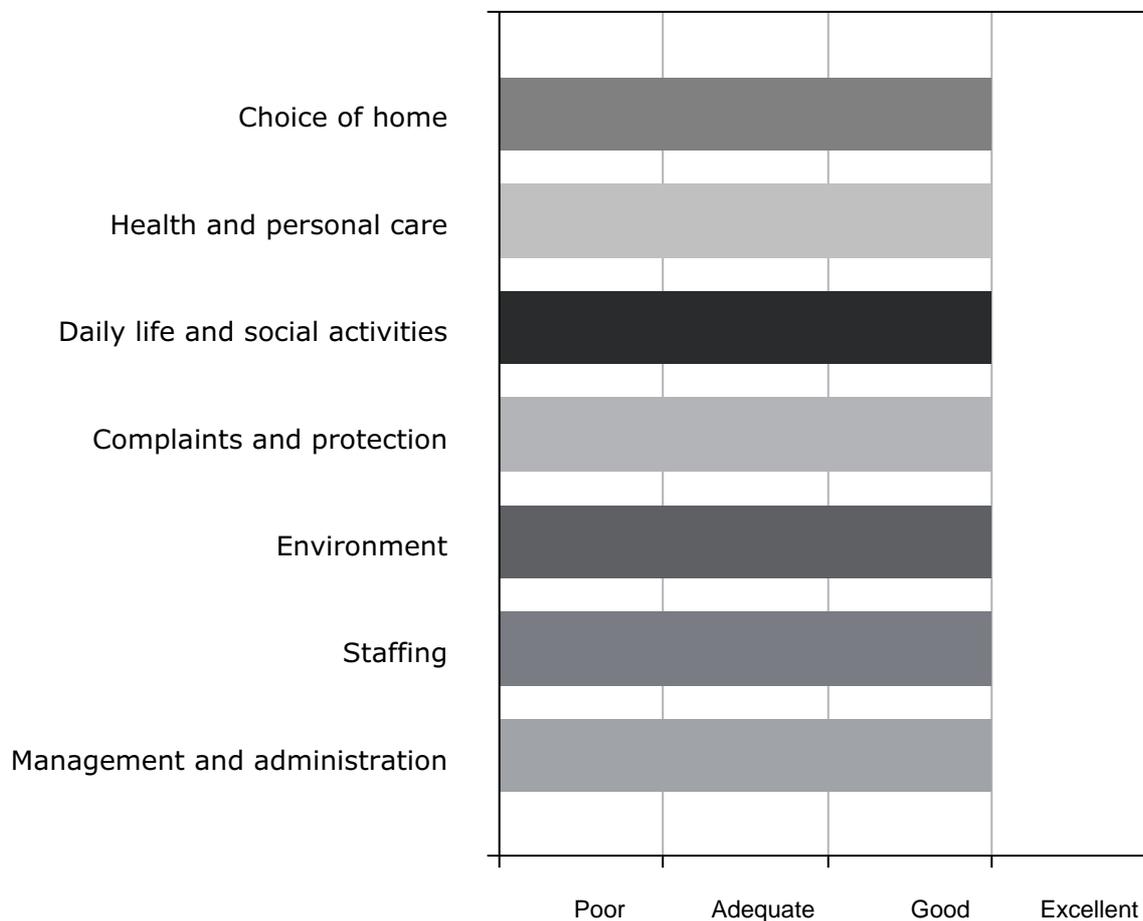
Summary

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

The quality rating for this care home is:

two star good service

Our judgement for each outcome:



How we did our inspection:

This was an unannounced inspection. One inspector spent a day at the unit, talking to the people who use the service and the staff, and looking at the records, which must be kept by the unit to show that it is being run properly and to support good practice.

The focus of our inspections is upon outcomes for people who are staying in the unit, and their views of the service provided. We looked in detail at the care provided by the unit for two people. This included observing the care they receive, discussing their care with staff, looking at care files, and focusing on outcomes. Tracking people's care helps us understand the experiences of people who use the service.

The service had previously completed an Annual Quality Assurance Assessment (AQAA). The AQAA is a self-assessment that focuses on how well outcomes are being met for people using the service. It also gives us some numerical information about the service. Some of the manager's comments have been included within this inspection

report.

The information from these sources helps us understand how well the unit is meeting the needs of the people using the service.

What the care home does well:

The unit provides written information to help people decide if they wish to stay at Leadon Bank. Senior staff from the unit carry out assessments of people's needs before they move in, so that people can be confident that the home can meet their needs.

Staff at the unit work together to support people to regain their independence as far as is possible. The unit makes sure that medication is managed safely. Staff treat people with respect, and people's dignity and privacy is promoted at all times.

The unit provides activities which support people to regain their independence as far as is possible. The meals at the unit provide a nutritious and balanced diet.

People can be confident that staff will listen to their concerns and do their best to resolve the situation. Staff know how to protect people from the risk of abuse or neglect.

The unit provides a safe and comfortable environment where people can be supported to be as independent as possible.

The unit's recruitment procedures make sure that only suitable staff are employed. Staff receive the training they need to enable them to support the people who use the service.

People can be confident that the unit is managed in the best interests of the people who stay there. Health and safety is well managed.

What has improved since the last inspection?

The unit now has a physiotherapist and occupational therapist, who plan and supervise the reablement programme for each person staying in the unit. This means that people are supported by a team of professionals to regain their independence.

Staff receive the training they need to give them the skills and knowledge they need to support people who are staying in the unit.

The environment has been improved by the installation of an air conditioning system. The fire door into the sitting room is now kept open by a magnetic closure approved by the Fire Service.

What they could do better:

The service has improved a great deal since the last inspection, and the manager has identified in the AQAA the ways in which the service can continue to improve.

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 and the support they need. People who stay at the home only for intermediate care, have a clear assessment that includes a plan on what they hope for and want to achieve when they return home.

People can decide whether the care home can meet their support and accommodation needs. This is because they, or people close to them, have been able to visit the home and have got full, clear, accurate and up to date information about the home. 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 them 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.

The unit provides sufficient information to help people decide if they wish to stay at Leadon Bank. Senior staff from the unit carry out assessments of people's needs before they move in, so that people can be confident that the home can meet their needs.

Evidence:

The unit provides written information for people who are considering staying at Leadon Bank. This is in the form of a Service User Guide, which gives detailed information about life at the unit and what people can expect if they live there. We saw that the Service User Guide had recently been updated, and contained useful information presented in large print.

Because Leadon Bank is a reablement unit, people generally stay for a maximum of six weeks. We looked at the records for two people who were staying at Leadon Bank, and these showed that the manager had visited them before they moved in, to carry

Evidence:

out assessments of their needs and goals. We saw that the manager was accompanied by the occupational therapist, who had carried out her own assessment of people's ability to manage the tasks of everyday living. These assessments were seen to be detailed and to give staff useful information, so that people could be supported to regain their independence and achieve their individual goals.

We spoke to people staying at Leadon Bank, and they told us that staff had made them very welcome when they arrived. One person said "they helped me settle in, made me some tea, I soon felt at home" and another told us "I didn't know what to expect, they made me welcome".

Health and personal care

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 health, personal and social care needs are met. The home has a plan of care that the person, or someone close to them, has been involved in making. If they 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. People's right to privacy is respected and the support they get from staff is given in a way that maintains their dignity.

If people are approaching the end of their life, the care home will respect their choices and help them 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 can be confident that staff at the unit work together to support them to regain their independence as far as is possible. Medication is managed safely. Staff treat people with respect, and people's dignity and privacy is promoted at all times.

Evidence:

During the inspection we spoke to several people who were staying at the unit, and they all expressed their appreciation of the work done by the staff to enable them to regain their independence. At the last inspection, the unit had only been open a short while, and this had meant that some people were not benefiting from a full range of services.

The unit now has a physiotherapist and an occupational therapist working part-time. This has greatly enhanced the service, because both therapists carry out their own assessments and prescribe a programme of therapy to be carried out by the staff at the unit.

We looked at the records for two people staying at the unit, and these showed that

Evidence:

the physiotherapist and occupational therapist had been visiting regularly to check up on progress, and had been involved in training staff how to support each person with their therapy. Each person has a reablement plan, which tells staff exactly how to support people as they regain their independence.

One person's records showed that they had significant mobility needs when they moved into Leadon Bank. The person told us that they had not been able to walk, and had had difficulty in moving one of their arms. The programme of mobility exercises prescribed by the physiotherapist was clearly described in the records, and the staff had made written reports of their progress. The person told us "I walk from the dining room to here (bedroom), they put a chair behind me if I get tired" and also told us how delighted they were with the great improvement in their general mobility.

Staff described the need to be "hands-off" and to allow people to do things for themselves, and explained that at first this had been hard for staff, especially as they were all used to helping people by doing things for them. Staff described it as a new way of working and felt that they were now "going in the right direction". One person staying at the unit told us "I think they get the balance right between helping you too much or not enough".

We saw that people's care plans were kept in their bedrooms, and that people had signed their care plans to show that they had been involved in drawing them up and reviewing them. This is good practice, as it ensures that everyone is working together to achieve people's individual goals.

In the AQAA, the manager told us "Team Leaders have day to day responsibility for formulating and evaluating support plans". We saw that care plans were detailed and included clear information for staff about how people like their care to be provided, and exactly how much assistance and support each person needs as they progress. Because people are only at Leadon Bank for a relatively short time, it is important that plans of care are reviewed and updated as people's needs change. We saw that care plans were being reviewed at least once a week, and more often as people's condition changed.

If people are able to move back into their own home, the unit arranges for people to have a home visit with the occupational therapist and / or the physiotherapist before they leave. This means that people can be confident that they will have the skills and equipment they need to be able to manage at home.

Records showed that people are registered temporarily with a local GP for the duration

Evidence:

of their stay at the unit if they do not have a local GP. We saw that the unit had called in medical help when this had been required. One person had come into the unit with some medication for a heart condition. Staff had observed them using this medication, and had noticed that it was not easy for the person to use. Staff had contacted the GP, who had prescribed the medication in a form which was easier for the person to use.

We saw that the unit supports people to become independent in administering their own medication. The Team Leader on duty during the inspection explained that, when people move in, staff generally administer the medication. A risk assessment is carried out to make sure that people can safely take responsibility for their own medication, and people are then supported to gradually become independent in this area.

The unit manages medication safely by ensuring that all medication is fully accounted for and accurate records kept. We saw that one person has an allergy to penicillin. Information about the allergy was recorded on their care plan and also on their Medication Administration Record (MAR) sheet, and this was written in red pen so that it was easily visible. This is good practice, as it ensures that everyone is aware of the allergy.

During the inspection, we saw that staff were careful to treat everyone with respect, and to protect people's privacy. For example, we saw that staff always knocked before entering people's bedrooms.

Daily life and social activities

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 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. They are as independent as they can be, lead their chosen lifestyle and have the opportunity to make the most of their abilities. People have nutritious and attractive meals and snacks, at a time and place to suit them.

There are no additional outcomes.

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 provides activities which support people to regain their independence as far as is possible. The meals at the home provide a nutritious and balanced diet.

Evidence:

Because Leadon Bank is a reablement unit, where people are supported to be independent, the unit encourages people to do as much as possible for themselves. People can use the facilities of the main complex, such as a computer suite, day centre activities and the very pleasant garden area.

People staying at the unit explained to us that they are able to practise some of the skills for everyday life in the therapy kitchen at the unit. This kitchen is fully equipped with gas and electric ovens, toaster, microwave and other appliances. People can be supported by the occupational therapist to regain their skills in cooking and preparing food safely.

In the AQAA, the manager told us "trips are arranged in addition to undertaking in house activities e.g reminiscence. A weekly Extend gentle exercise to music session is held every Wednesday morning".

Evidence:

During the day, we saw visitors being welcomed by staff, and one person's dog had been brought in to see them. They told us that this meant a great deal to them, as the dog was an important part of their life.

We saw that people are encouraged to prepare their own breakfast in the kitchenette, and to clear away afterwards if they are able. A cooked breakfast is available on request. The lounge / dining room is a large airy room with a kitchenette at one end, and during the day we saw people making drinks and snacks for themselves. People can choose to eat in the restaurant downstairs in the main complex if they wish, at no extra cost.

Lunch on the day of the inspection was pork escalope or chicken in white wine with roast potatoes, red cabbage, broccoli and leeks. Vegetables were served from terrines on the tables. Pudding was plum tart or Manchester tart, and ice cream. Staff told us that people can eat in their bedrooms if they wish. There was no vegetarian option on the menu, but staff said this can be made available and they would put it on the menu if this was required. Snacks and fresh fruit are available at all times. The unit provides a cooked supper, such as cauliflower cheese, jacket potatoes, or poached egg on toast. People told us that they enjoy the food, and comments included "very good, I enjoy the vegetables" "nicely cooked and nicely served".

The unit recognises that people need to build up their strength as they regain their independence, and staff carry out nutritional assessments on everyone who stays there. We saw that one person had been losing weight, and so staff were completing a food chart to enable them to assess their daily calorie intake. Staff told us that a referral would be made to a dietician or GP if the person continued to lose weight.

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. Any concern is looked into and action taken to put things right. The care home safeguards people from abuse and neglect and takes action to follow up any allegations.

People's legal rights are protected, including being able to vote in elections.

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 can be confident that staff will listen to their concerns and do their best to resolve the situation. Staff know how to protect people from the risk of abuse or neglect.

Evidence:

Leadon Bank makes sure that everyone staying there has a copy of the complaints procedure. We saw that there was a copy in every bedroom, and copies were also available in the reception area.

In our surveys, everyone told us that they knew how to make a complaint and who to talk to if they had any concerns. During the inspection, people told us that they were aware of the complaints procedure and would feel comfortable raising any issues. People identified the Team Leaders as the people they would speak to if necessary, but people told us that they had not had cause to raise any concerns. One person said "I'm very satisfied, if I wasn't I'd say".

The unit helps to protect people staying there from the risk of harm or abuse by making sure that only suitable staff are employed. The recruitment procedures include checks such as Criminal Records Bureau (CRB) checks and two written references, one of which is from a previous employer. Staff training records showed that staff have been trained in how to protect people from abuse or neglect. We spoke to staff, who showed a good knowledge of their responsibilities in respect of the protection of

Evidence:

vulnerable people.

We, the Commission, have not received any complaints about the unit in the past year. We saw that the unit had managed two complaints, and that these had both been resolved satisfactorily and within the agreed timescales.

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, 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.

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 provides a safe and comfortable environment where people can be supported to be as independent as possible.

Evidence:

Leadon Bank is on the first floor of the purpose built community care centre, and is accessed via stairs or a lift. People can use the facilities of the centre, and can meet their visitors in privacy in a small sitting room on the ground floor if they wish.

The reception area is spacious and the lounge / dining room is a very pleasant and airy room. The lounge area is arranged so that one end has armchairs grouped round the television, and the other end is designed as a quieter area. There are dining tables with enough room for everyone to eat together. The kitchenette is well equipped and kept very clean.

All the bedrooms have en-suite showering facilities, and there is also a large bathroom with an electric bath hoist for people who prefer a bath.

The bedrooms are furnished with modern well-maintained furniture. People are provided with pressure relieving mattresses if they need them. The pillows on all the beds appeared very misshapen and lumpy. The Team Leader explained that this is because they have to be laundered so often. One person staying in the unit

Evidence:

commented that they found the pillows uncomfortable. Each bedroom has a large wall clock, and a folding chair for visitors' use. People are offered keys to their bedrooms, so that they can have additional privacy if they wish.

At the last inspection, the unit was uncomfortably hot. Since then, an air conditioning unit has been installed, and people told us that they find the temperature comfortable. We also noted at the last inspection that the fire door into the lounge was being wedged open. This has now been rectified by the use of a magnetic door closure.

People told us that the unit is kept clean and tidy, and we saw that infection control measures such as liquid hand wash and paper towels were in place throughout the unit. During the inspection, we saw staff wearing gloves and aprons appropriately whenever they provided personal care.

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 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 to care for them. Their needs are met and they are cared for by staff who get the relevant training and support from their managers.

There are no additional outcomes.

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's recruitment procedures make sure that only suitable staff are employed. Staff receive the training they need to enable them to support the people who use the service.

Evidence:

In our surveys, people told us that the staff are kind and caring, and do their best to support people staying in the unit.

We spoke to several people who were staying in the unit on the day of the inspection, and everyone spoke highly of the staff. Comments included "lovely and friendly, full of fun" "you can't fault any of them" and "I can't praise them enough".

Staffing rotas showed that there are enough staff on duty to meet people's needs. People staying in the unit told us that staff are "always there when you need them" and that, when people use their call bells, "staff come quicker than I can move". At night-time, there are two staff on duty: one waking support worker and one Team Leader who sleeps in so that she is available when needed. One person told us "the night girls are very good - press the bell and they're there in a second".

Records showed that the unit carries out all the required checks before staff are employed. These include a Criminal Records Bureau (CRB) check and two written

Evidence:

references, one of which is from a previous employer. These checks help to ensure that only suitable staff are employed.

We saw that staff receive regular training, so that they have the skills and knowledge necessary to carry out their roles. We spoke to staff and they told us that they have particularly benefited from the training provided by the physiotherapist and the occupational therapist, because this training has given them the specialist skills they need to support people to regain their independence.

Management and administration

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 led and managed appropriately. People control their own money and choose how they spend it. If they or someone close to them cannot manage their money, it is managed by the care home in their best interests. The environment is safe for people and staff because appropriate 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. The people staying at the home are safeguarded because it follows clear financial and accounting procedures, keeps records appropriately and ensures their staff understand the way things should be done. They get the right care because the staff are supervised and supported by their managers.

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 can be confident that the unit is managed in the best interests of the people who stay there. Health and safety is well managed.

Evidence:

On the day of the inspection, the manager was away, so the Team Leader was in charge of the unit. The Team Leader was able to give us all the information we needed, and was able to find all the documentation that we wanted to look at. This shows a good approach to management. By involving senior staff in the management of the unit, they are able to stand in effectively for the manager if she is not available.

We saw that the unit maintains accurate and up to date records of any incidents. Representatives of the providers, Shaw Healthcare, visit regularly as they are required to do. Records of health and safety checks, such as fire checks and servicing of equipment, show that these are carried out regularly and that any issues are dealt with promptly.

Evidence:

The unit does not take responsibility for people's personal money, but provides lockable storage in each person's bedroom.

The unit asks everyone to complete a questionnaire at the end of their stay. We saw that all the responses were "good" or "very good", except for a few "average" in respect of the food and activities provided by the unit. This matches the information we received from our completed survey forms. Comments in some of the questionnaires included "I was very impressed especially the approach of the staff - they really care" "the staff have shown me exceptional kindness and help".

We saw that many people had taken the trouble to write letters to express their appreciation of the service provided by the unit.

One person summed up their experience of staying in the unit as "I shall be sad to leave, but I'll be glad to go home". The manager and her team have worked hard to ensure that people not only regain as much independence as possible during their stay in the unit, but that they have a positive and enjoyable time.

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
1	23	You should ensure that all furnishings provided meet the needs of people staying at the unit.

Helpline:

Telephone: 03000 616161

Email: enquiries@cqc.org.uk

Web: www.cqc.org.uk

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