

DUNDEE CITY COUNCIL

REPORT TO: SCRUTINY COMMITTEE - 18 NOVEMBER 2009

REPORT ON: ANNOUNCED INSPECTION OF DUNDEE CITY COUNCIL- THE JUNCTION
YOUNG PERSON'S UNIT BY THE SCOTTISH COMMISSION FOR THE
REGULATION OF CARE

REPORT BY: DIRECTOR OF SOCIAL WORK AND HEALTH

REPORT NO: 550- 2009

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to report on the findings of the inspection of the Junction Young Person's Unit

2.0 RECOMMENDATIONS

2.1 It is recommended that the Scrutiny Committee:

- i notes the contents of this report
- ii requests that the Director of Social Work monitor the continued progress towards improving this service.

3.0 FINANCIAL IMPLICATIONS

3.1 None

4.0 MAIN TEXT

4.1 The Junction was inspected on 23 July 2009 by the Care Commission. This was an announced visit. The report of the findings of this visit was published on 14 September 2009. At the time of the inspection there were 4 service users living in the Junction.

4.2 The Care Commission's focus of inspection targeted the following Quality Themes.

- o Quality of Care and Support
- o Quality of Environment
- o Quality of Staffing
- o Quality of Management and Leadership.

Each Quality theme is made up of several quality statements and this inspection focussed on eight of these quality statements.

4.3 The Care Commission identified the following key strengths in the areas that were inspected.

- The service was particularly good at ensuring that users and carers participated in assessing and improving the quality of care and support provided by the service.
- The service competently ensured that the service users health and wellbeing needs were met.
- The service effectively ensured that service users and carers participated in assessing and improving the quality of the environment within the service.
- The service definitely makes sure that the environment is safe and service users are protected.

- The service ensured that service users and carers participated in assessing and improving the quality of staffing in the service, through consultation and participation in the recruitment and selection process
- The service is confident that the staff have been recruited, and inducted, in a safe and robust manner to protect service users and staff.
- The service ensured that service users and carers participated in assessing and improving the quality of the management and leadership of the service.
- The service involved our workforce in determining the direction and future objectives of the service.

4.4 **Evaluation**

The Care Commission can apply the following to Services:

- Enforcement Action
- Requirements
- Recommendations

There was no Enforcement Action applied.

There was only one Requirement made: That the service provider must ensure that the Care Commission is formally notified of changes in the management arrangements for this service. This has since been met, completed by current management through verbal communication and also electronic notification through Care Commission online interactive database.

There were three Recommendations made:

- The service should revise the young people's handbook to make it clear that the Care Commission is one of the agencies which would deal with complaints from young people.
- The service should review and improve the way in which young people's health needs are recorded in the care plan.
- The service should carry out and record a risk assessment in relation to each young person's ability to manage their medication themselves.

The above requirements and recommendations have since been completed and addressed by management and senior workers. The Handbook has been updated, a revised recording format for medication is now being implemented, and individual risk assessments have now been completed for all service users.

4.5 **Quality Indicators**

Scottish Commission For The Regulation Of Care reports use a six-point scale for reporting performance:

6	Excellent
5	Very good
4	Good
3	Adequate
2	Weak
1	Unsatisfactory

The summary of grades supports the following recommendations:

Quality of Care and Support - 5 - Very Good	
Statement 1	5 - Very Good
Statement 3	5 - Very Good
Quality of Environment - 5 - Very Good	
Statement 1	5 - Very Good
Statement 2	5 - Very Good
Quality of Staffing - 5 - Very Good	
Statement 1	5 - Very Good
Statement 2	5 - Very Good
Quality of Management and Leadership - 4 - Good	
Statement 1	5 - Very Good
Statement 2	4 - Good

5.0 POLICY IMPLICATIONS

5.1 This report has been screened for any implications in respect of Sustainability, Strategic Environment Assessment, Anti-Poverty and Equality Impact Assessment and Risk Management.

There are no major issues.

6.0 CONSULTATION

6.1 The Chief Executive, Depute Chief Executive (Support Services), Depute Chief Executive (Finance) and Director of Finance have been consulted in preparation of this report.

7.0 BACKGROUND PAPERS

7.1 The following Background Papers were relied upon in preparation of this Report:

Care Commission Inspection Report - The Junction Care Home Service Children and Young People, September 2009

Inspection report

The Junction Care Home Service Children and Young People

296b Strathmore Avenue
Dundee
DD3 6SH
01382 432838

Inspected by: Linda Paterson
(Care Commission officer)

Type of inspection: Announced

Inspection completed on: 24 July 2009

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Service provided by:

Dundee City Council

Service provider number:

SP2003004034

Care service number:

CS2003000481

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Easy read summary of this inspection report

We grade all the Quality Statements for a service at each inspection. Each grade describes how well we think the service is doing based on what we inspected.

We can choose from six grades:



We gave the service these grades

Quality of Care and Support  **5** Very Good

Quality of Environment  **5** Very Good

Quality of Staffing  **5** Very Good

Quality of Management and Leadership  **4** Good

This inspection report and grades are our assessment of the quality of how the service is performing in the areas we examined during this inspection.

Grades for this care service may change after this inspection due to other regulatory activity; for example, if we have to take enforcement action to improve the service, or if we investigate and agree with a complaint someone makes about the service.

What the service does well

The service provides a comfortable, homely environment in which young people are well-supported by a skilled and experienced staff team. Staff work closely with young people, families and carers and other agencies to enable each child to reach their potential.

What the service could do better

The service has been without a permanent manager in place for approximately four years. The service provider needs to ensure that a permanent manager is appointed as soon as possible, and in the meantime should keep the Care Commission informed of arrangements for the management of the service.

What the service has done since the last inspection

The service had improved the ways it gathered the views of young people and their parents and carers and other agencies and used them to develop the service. It had also improved its approach to care planning, to maintain a clear focus on helping young people to deal with the challenges which faced them at The Junction and within the community.

Conclusion

The service provides a comfortable, homely environment in which young people are well-supported by a skilled and experienced staff team. The service provider is currently working towards the appointment of a permanent manager, which would increase stability and consistency within the staff team.

Who did this inspection

Lead Care Commission Officer

Linda Paterson

Other Care Commission Officers

N/A

Lay Assessor

N/A

Please read all of this report so that you can understand the full findings of this inspection.

About the Care Commission

We were set up in April 2002 to regulate and improve care services in Scotland.

Regulation involves:

- registering new services
- inspecting services
- investigating complaints
- taking enforcement action, when necessary, to improve care services.

We regulate around 15,000 services each year. Many are childminders, children's daycare services such as nurseries, and care home services. We regulate many other kinds of services, ranging from nurse agencies to independent healthcare such as hospices and private hospitals.

We regulate services for the very young right through to those for the very old. Our work can, therefore, affect the lives of most people in Scotland.

All our work is about improving the quality of care services.

We produce thousands of inspection reports every year; all are published on our website: www.carecommission.com. Reports include any complaints we investigate and improvements that we ask services to make.

The "Care services" area of our website also:

- allows you to search for information, such as reports, about the services we regulate
- has information for the people and organisations who provide care services
- has guidance on looking for and using care services in Scotland.

You can also get in touch with us if you would like more detailed information.

About the National Care Standards

The National Care Standards (NCS) set out the standards that people who use care services in Scotland should expect. The aim is to make sure that you receive the same high quality of service no matter where you live.

Different types of service have different National Care Standards. When we inspect a care service we take into account the National Care Standards that the service should provide.

The Scottish Government publishes copies of the National Care Standards online at: www.scotland.gov.uk

You can get printed copies free from:

Blackwells Bookshop
53-62 South Bridge Edinburgh
EH1 1YS
Telephone: 0131 662 8283
Email: Edinburgh@blackwells.co.uk

What is inspection?

Our inspectors, known as Care Commission Officers (CCOs), check care services regularly to make sure that they are meeting the needs of the people in their care.

One of the ways we check on services is to carry out inspections. We may turn up without telling the service's staff in advance. This is so we can see how good the care is on a normal day. We inspect some types of services more often than others.

When we inspect a service, typically we:

- talk to people who use the service, their carers and families, staff and managers
- talk to individuals and groups
- have a good look around and check what quality of care is being provided
- look at the activities happening on the day
- examine things like records and files, if we need to
- find out if people get choices, such as food, choosing a key worker and controlling their own spending money.

We also use lay assessors during some inspections. These are volunteers who have used care services or have helped to care for someone who has used care services.

We write out an inspection report after gathering the information. The report describes how things are and whether anything needs to change.

Our work must reflect the following laws and guidelines:

- the Regulation of Care (Scotland) Act 2001
- regulations made under this Act
- the National Care Standards, which set out standards of care that people should be able to expect to receive from a care service.

This means that when we register or inspect a service we make sure it meets the requirements of the 2001 Act. We also take into account the National Care Standards that apply to it.

If we find a service is not meeting these standards, the 2001 Act gives us powers that require the service to improve.

Recommendations, requirements and complaints

If we are concerned about some aspect of a service, or think it could do more to improve its service, we may make a requirement or recommendation.

- A recommendation is a statement that sets out actions the care service provider should take to improve or develop the quality of the service but where failure to do so will not directly result in enforcement.
- A requirement is a statement which sets out what is required of a care service to comply with the Act and Regulations or Orders made under the Act, or a condition of registration. Where there are breaches of the Regulations, Orders or conditions, a requirement must be made. Requirements are legally enforceable at the discretion of the Care Commission.

Complaints: We have a complaints procedure for dealing with any complaint about a registered care service (or about us). Anyone can raise a concern with us - people using the service, their family and friends, carers and staff.

We investigate all complaints. Depending on how complex it is, a complaint may be:

- upheld - where we agree there is a problem to be resolved
- not upheld - where we don't find a problem
- partially upheld - where we agree with some elements of the complaint but not all of them.

How we decided what to inspect

Why we have different levels of inspection

We target our inspections. This means we spend less time with services we are satisfied are working hard to provide consistently high standards of care. We call these low-intensity inspections. Services where there is more concern receive more intense inspections. We call these medium or high intensity inspections.

How we decide the level of inspection

When planning an inspection, our inspectors, or Care Commission Officers (CCOs) carefully assess how intensively each service needs to be inspected. They do this by considering issues such as:

- complaints
- changes to how the service provides care
- any notifications the service has given us, such as the absence of a manager
- what action the service has taken in response to requirements we have made.

The CCO will also consider how the service responded to situations and issues: for example how it deals with complaints, or notifies us about incidents such as the death of someone using the service.

Our inspections take account of:

- areas of care that we are particularly interested in (these are called Inspection Focus Areas)
- the National Care Standards that the service should be providing
- recommendations and requirements that we made in earlier inspections
- any complaints and other regulatory activity, such as enforcement actions we have taken to improve the service.

What is grading?

We grade each service under Quality Themes which for most services are:

- **Quality of Care and support:** how the service meets the needs of each individual in its care
- **Quality of environment:** the environment within the service (for example, is the service clean, is it set out well, is it easy to access by people who use wheelchairs?);
- **Quality of staffing:** the quality of the care staff, including their qualifications and training
- **Quality of management and leadership:** how the service is managed and how it develops to meet the needs of the people it cares for
- **Quality of information:** this is how the service looks after information and manages record keeping safely.

Each of the Quality Themes has a number of Quality Statements in it, which we grade.

We grade each heading as follows:

6	5	4	3	2	1
excellent	very good	good	adequate	weak	unsatisfactory

We do not give one overall grade.

How grading works.

Services assess themselves using guidance that we given them. Our inspectors take this into account when they inspect and grade the service. We have the final say on grading.

The Quality Themes for this service type are explained in section 2 The Inspection.

About the service we inspected

The Junction is a purpose-built unit for five young people situated in a quiet residential area of Dundee with good transport links to all areas of the city.

The conditions of registration allow the service to provide medium/long term care to a maximum of five young people. The young people are aged between 12 and 16 years.

Accommodation within the unit is of a good standard. Young people have individually decorated bedrooms with en-suite shower rooms. There is a comfortable lounge, a quiet lounge/meeting room, dining room, kitchen and a recreation/activities room. There is an enclosed outdoor play area which is used regularly, mainly for football.

There is suitable office accommodation for the staff and manager.

At the time of this inspection, four young people were staying at The Junction.

Based on the findings of this inspection this service has been awarded the following grades:

Quality of Care and Support	5 - Very Good
Quality of Environment	5 - Very Good
Quality of Staffing	5 - Very Good
Quality of Management and Leadership	4 - Good

This inspection report and grades are our assessment of the quality of how the service is performing in the areas we examined during this inspection.

Grades for this care service may change after this inspection due to other regulatory activity; for example, if we have to take enforcement action to improve the service, or if we investigate and agree with a complaint someone makes about the service.

You can use the "Care services" area of our website (www.carecommission.com) to find the most up-to-date grades for this service.

How we inspected this service

What level of inspection did we make this service

In this service we carried out a low intensity inspection. We carry out these inspections when we are satisfied that services are working hard to provide consistently high standards of care.

What activities did we undertake during the inspection

Prior to the inspection, the service submitted an annual return and a self-assessment form as required by the Care Commission.

Pre-inspection questionnaires were sent out to young people who were using the service.

During the inspection, evidence was gathered from a number of sources including the following:

Discussion with the acting manager of the service;

discussion with two members of staff;

discussion with two young people currently using the service;

meeting with the LAAC nurse;

meeting with the specialist drug and alcohol worker who worked with some of the young people in the unit;

observation of interaction between staff and young people,

examination of a range of documentation relevant to the inspection including the following:

medication policy;

internet policy;

team meeting minutes;

working group meeting minutes;

information fro

sample of staff rotas;

complaint, accident and incident records

Inspection Focus Areas (IFAs)

Each year we identify an area, or areas, we want to focus on during our inspections. We still inspect all the normal areas of a care service; these are extra checks we make for a specific reason.

For 2009/10 we will focus on:

- Meaningful activity for all adult services
- How care services assess the health of people with learning disabilities
- Involving parents for children's services
- Medication for looked after children for residential accommodation for children
- How care services make sure they have safe recruitment procedures for staff for all services except childminders.

You can find out more about these from our website www.carecommission.com.

Fire safety issues

The Care Commission no longer reports on matters of fire safety as part of its regulatory function. Where significant fire safety issues become apparent, we will alert the relevant Fire and Rescue service to their existence in order that it may act as it considers appropriate. Care service providers can find more information about their legal responsibilities in this area at: www.infoscotland.com/firelaw

The annual return

We use annual returns (ARs) to:

- make sure we have up-to-date, accurate information about care services; and
- decide how we will inspect services.

By law every registered care service must send us an annual return and provide us with the information we have requested. The relevant law is the Regulation of Care Act (Scotland) 2001, Section 25(1). These forms must be returned to us between 6 January and 28 February 2009.

Annual Return Received

Yes - Electronic

Comments on Self Assessment

The self assessment document was completed to a good standard prior to the inspection.

Taking the views of people using the care service into account

The views of service users were gathered prior to the inspection using pre-inspection questionnaires "How satisfied are you with your care service?". Five questionnaires were returned by young people: of these, two said that they were "happy" overall with the quality of care they received, while the other three said that they were "very happy" with the service. One commented that there were "nice staff and young people" at The Junction. In addition, two young people were interviewed during the inspection, and both were positive about their experience at The Junction, saying that it was "a good place", that staff were nice and helpful, and they liked the accommodation.

Throughout the inspection, the interaction between staff and young people was consistently positive and nurturing.

Taking carers' views into account

The views of carers were not sought for this inspection

Quality Theme 1: Quality of Care and Support

Grade awarded for this theme: 5 - Very Good

Statement 1

We ensure that service users and carers participate in assessing and improving the quality of the care and support provided by the service.

Service Strengths

Young people were encouraged to participate in all aspects of their care on an individual basis, and as a group, and were encouraged to share views and ideas about how the service could improve and develop.

On an individual basis, young people were involved in making choices and decisions about their day-to-day care through formal and informal systems such as 1:1 meetings, and looked after children (LAC) reviews.

The service had developed a handbook which was given to young people on admission. This included a user-friendly form which encouraged young people to state their preferences about day-to-day living, such as hobbies and interests, and how they liked to settle for bed and be wakened up in the morning.

Staff had developed a culture in which young people were encouraged to raise matters which were important to them, and a weekly house meeting was held to discuss a variety of issues, including holiday plans and weekly menus.

Staff were observed to listen and take account of the young peoples' views, and to plan to meet these, and to balance conflicting interests.

Care plans showed that young people were closely and sensitively involved in planning for changes in their care, and, for example, showed that young people were supported effectively by unit staff working in conjunction with other agencies, to move on successfully to live independently.

The service sought the views of young people and their parents/carers and relevant professionals through the use of evaluation questionnaires which were completed after young people had left the service. The acting manager gave examples of ways in which the feedback gathered through the evaluation process had influenced the ongoing development of the service eg by being clearer about the importance of an appropriate gender balance in the unit.

Further evidence about the ways in which young people were involved in assessing and improving other aspects of the service, including the environment, staffing and management, is detailed under quality theme 2, statement 1, quality theme 3, statement 1 and quality theme 4, statement 1 in this report.

Areas for Improvement

Although the service included information about the Care Commission in the Young People's Handbook, it did not make it clear that the Care Commission was one of the agencies to which young people could make a complaint (see recommendation 1)

Grade awarded for this statement

5 - Very Good

Number of Requirements

0

Number of Recommendations

1

Recommendations

1.

The service should revise the Young People's Handbook to make it clear that the Care Commission was one of the agencies which would deal with complaints for young people - National Care Standards for Care Homes for Children and Young People - Standard 8 - Exercising your rights

Statement 3

We ensure that service user's health and wellbeing needs are met.

Service Strengths

The service had very good arrangements in place to ensure that the health and wellbeing needs of the young people were met.

The dedicated nurse for young people who were looked after (the LAAC nurse) carried out an initial health assessment on young people as soon as possible after their admission. From this, any areas for further action were identified. All young people were registered with a GP and a dentist, and staff supported young people to access more specialised care when needed. A sample of care plans evidenced very good compliance with medical and dental appointments and medication.

The staff in the service had established very effective links with health-related agencies and demonstrated that they had worked effectively in partnership to support young people to overcome fear of medical procedures. They also worked closely with specialist agencies providing support around drug and alcohol issues. Discussion with relevant health professionals during the inspection confirmed that staff in the service made appropriate referrals, followed through with appointments and had established effective collaborative working relationships to the benefit of young people.

The service had some very good policies and procedures in place to ensure that the health and wellbeing needs of young people were met. A new medication policy and procedure had streamlined and simplified arrangements for the safe storage, recording and administration of medication, and useful links had been established with a local pharmacist.

Very good policies and procedures were in place to promote a healthy lifestyle for young people in The Junction, including a nutritional policy and a no-smoking policy. During the inspection, it was clear that the service promoted healthy eating, and that they actively discouraged young people from smoking, with some success. Again, the availability of the LAAC nurse meant that young people were able to easily access advice and support to help them stop smoking. Effective links had been established with Kick it Kick off (KIKO), a local organisation which promotes self-esteem and physical fitness through a programme of structured physical activity. During the inspection, the involvement with KIKO was observed to have a very positive outcome for the young people at The Junction.

Of particular note during this inspection was the support being offered to one young person who was training for a sponsored trek to Nepal. The staff team and the key worker in particular had shown tremendous flexibility and considerable commitment to helping the young person to build physical fitness and walking experience in preparation for the trek later this year, as well as ensuring that he was equipped with appropriate gear for the trip. This event had already had a positive impact on the health and

wellbeing of the young person (and staff!), and had the potential to significantly enhance the life experience of the young person involved.

Staff at The Junction recognised the need to provide stability and security for young people, and had developed clear plans for the day-to-day and longer term arrangements for their care. There was very good evidence of a planned and structured approach to care planning, involving young people, families and relevant professionals to provide consistency of care. In one situation, this approach had led to a demonstrable improvement in the capacity of one young person to meet the challenges in his life.

Areas for Improvement

Although young people's health needs were known and recorded, it was felt that the service could improve their approach to recording the assessments of young people's health needs, and in particular, should develop more detailed care plans for the management of specific health issues eg asthma. Care plans should include details of the young person's health issue, a description of the impact this has on them, any treatment or medication which they need.(see recommendation 1).

Where young people require medication, the service should carry out and record a risk assessment in relation to their ability to manage this themselves (see recommendation 2)

Grade awarded for this statement

5 - Very Good

Number of Requirements

0

Number of Recommendations

2

Recommendations

1.

The service should review and improve the way in which young people's health needs are recorded in the care plan - National Care Standards for Care Homes for Children and Young People - Standard 11 - Keeping well - A healthy lifestyle

2.

Where young people require medication, the service should carry out and record a risk assessment in relation to each young person's ability to manage this themselves - Standard 12 - Keeping well - medication

Quality Theme 2: Quality of Environment

Grade awarded for this theme: 5 - Very Good

Statement 1

We ensure that service users and carers participate in assessing and improving the quality of the environment within the service.

Service Strengths

Young people were encouraged to give their views about all aspects of the service in a variety of ways, including formal and informal discussions on a 1:1 and a small group basis. In relation to the environment; young people were given choices about how their bedrooms were decorated and equipped, and were encouraged to bring personal belongings with them. The young people who were spoken to during the inspection said that they were happy with the standard of the accommodation and level of personalisation at The Junction.

Minutes of young people's meetings evidenced that young people were frequently asked their views about the environment, and that these had been listened to and acted upon where this was possible and appropriate, eg in the purchase of games equipment. Young people had also raised an issue of repairs to the net surrounding the football area in the garden, and this had been taken forward as a priority.

During the inspection, it was noted that young people contributed practically to the quality of the environment by helping to tidy up after meals, and by baking and sharing cakes. Attractive photo montages of young people and staff were hung throughout the living areas, and young people had contributed art work for the computer/games room.

Young people confirmed that they liked being at The Junction, and commented positively about the quality of the environment and the fact that staff respected their privacy. One young person was particularly appreciative of the fact that their family had been made to feel welcome when visiting, and others had been able to have friends to visit.

The overall atmosphere at The Junction was comfortable and homely, with a sense of ownership.

The Junction provided a comfortable environment in which young people appeared to be relaxed and "at home".

Areas for Improvement

The staff and young people were at an early stage of discussion about the development of the garden to provide an area for growing fruit and vegetables, which would clearly provide further positive opportunities for young people to work in partnership with staff to enhance the environment.

Grade awarded for this statement

5 - Very Good

Number of Requirements

0

Number of Recommendations

0

Statement 2

We make sure that the environment is safe and service users are protected.

Service Strengths

The building was safe and secure and in a very good state of decoration and repair. The use of a secure entry system and the presence of CCTV outside the premises contributed to a sense of security. All young people who responded via the pre-inspection questionnaires, or who commented during the inspection, indicated that they felt safe and secure at The Junction.

Appropriate policies, procedures and risk assessments were in place to ensure the safety and security of the young people. There were individual assessments of risk for each young person, both in relation to community contacts and behaviour management. There was a range of policies which promoted a healthy lifestyle for young people, including a nutritional policy, a no-smoking policy, and a policy on the safe use of mobile phones.

A recent development within the service had been the introduction of internet availability for young people, supported by a policy and training programme which used the expertise of the Child Exploitation and Online Protection Centre (CEOP) to make both young people and staff aware of the potential risks and how to manage these safely.

All members of staff were fully trained in the use of the CALM approach to managing behaviour, and had established a culture where de-escalation was used as a first response, with physical intervention used very much as a last resort. As a result, there had been only three incidents of physical restraint in the past year, and these at a minimum level of intervention.

Staff were trained and experienced in child protection. Evidence from care plans showed that staff were very aware of the risks facing young people, and that they raised child protection concerns appropriately with social workers or with the child protection team. During the inspection, staff were seen to pay close attention to the details of young people's lives, and trying to maintain the balance between encouraging independence and minimising risk.

Areas for Improvement

none noted at this inspection

Grade awarded for this statement

5 - Very Good

Number of Requirements

0

Number of Recommendations

0

Quality Theme 3: Quality of Staffing

Grade awarded for this theme: 5 - Very Good

Statement 1

We ensure that service users and carers participate in assessing and improving the quality of staffing in the service.

Service Strengths

The service had very good systems in place to enable young people to participate in assessing and improving the quality of staffing within the service.

This included the regular and meaningful involvement of young people in the recruitment and selection of staff, with the support and guidance of independent facilitators. On the day of inspection, young people were involved in the process of devising questions for forthcoming interviews in which some of them were to be involved.

In addition, young people were able to use a range of informal and formal meetings on a 1:1 or small group basis to give their views about a range of issues, including staff. The service evidenced that it listened to the views of young people, and worked collaboratively with outside agencies to ensure that any issues or disagreements were resolved.

The service had used questionnaires to gather the views of young people who had recently left the service. There was evidence to show how some of the views expressed had influenced the development of the key worker system as it currently operated within the service. During the inspection, this system was seen to work effectively to provide continuity of care and support for young people.

Areas for Improvement

none noted at this inspection

Grade awarded for this statement

5 - Very Good

Number of Requirements

0

Number of Recommendations

0

Statement 2

We are confident that our staff have been recruited, and inducted, in a safe and robust manner to protect service users and staff.

Service Strengths

A centralised audit of Dundee City Council's recruitment policy and procedure was carried out in April 2009. At the time of writing this report, the findings of this audit were not available for publication. This will be published, alongside the relevant inspection focus area, in the next inspection report for this service.

Through examination of the policy and discussion with the manager, however, it was established the staff recruited by this service were subject to a robust recruitment process which involved Enhanced Disclosure Scotland checks being carried out, and appropriate references being followed up prior to employment.

Staff were also subjected to a varied interview and selection process, including group interviews, written submissions and interviews by service users, to establish that they had the necessary skills and values to enable them to do the job.

Discussion with staff indicated that the induction process was also robust, featuring a combination of orientation towards policies and procedures of the service and of the wider organisation. Getting to know the young people in the service was a priority, and the staff confirmed that sufficient time on shadow shifts allowed this to be done effectively.

The initial induction period is supported by a period of core skills training for all staff within the first months of their employment which builds on the information provided during the induction.

The effectiveness of the recruitment and selection process was evidenced through a confident and competent staff team.

Areas for Improvement

none noted at this inspection

Grade awarded for this statement

5 - Very Good

Number of Requirements

0

Number of Recommendations

0

Quality Theme 4: Quality of Management and Leadership

Grade awarded for this theme: 4 - Good

Statement 1

We ensure that service users and carers participate in assessing and improving the quality of the management and leadership of the service.

Service Strengths

The service used a range of methods to enable service users to participate in assessing and improving the quality of management and leadership within the service. This was done through a range of informal and formal meetings on a 1:1 and small group basis, as well as through the use of post-placement evaluation forms and an effective complaints procedure.

The external manager maintained close contact with the unit. Most of the young people knew her, and they had ready access to her by phone or in person. This provided a very direct line of influence between young people and senior managers in the service.

As described under quality theme 3, statement 1, young people were involved in the recruitment and selection of staff in the service, including managers. They were consulted about policies and procedures which had an effect on their lives.

Young people from The Junction had actively participated in the development of Dundee City Council's corporate parenting strategy which had resulted in the development of policies which were helping to normalise the experiences of young people who were looked after by the local authority, for example through the development of a procedure to enable young people to have overnight stays without going through a lengthy and potentially embarrassing process of having their friends police checked.

In addition, young people at The Junction had participated in the development of the Care Commission's "SID" campaign designed to develop information about the National Care Standards for young people in residential care.

Areas for Improvement

none noted at this inspection

Grade awarded for this statement

5 - Very Good

Number of Requirements

0

Number of Recommendations

0

Statement 2

We involve our workforce in determining the direction and future objectives of the service.

Service Strengths

The staff team at The Junction contributed to the development of the service in a number of ways.

Team meeting minutes evidenced that staff were involved in discussion and implementation of new policies and procedures: for example, during the inspection, it was noted that one member of staff had effectively re-organised the medication system within the unit to take account of the new policy which had been developed by staff in conjunction with the LAAC nurse and community pharmacist.

Staff from the service were involved in a working group for residential childcare services which involved staff at all levels in developing consistent practice and a shared ethos based on recent research and developments in legislation. This had been taken forward further by involving senior staff and residential resource workers in a development day designed to develop the skills and knowledge base of senior staff throughout the units.

Staff at The Junction presented as a child-centred group who worked effectively and confidently as a team to develop strategies for supporting young people. They had a very good understanding of the issues facing the young people they were looking after and shared information and ideas about how to address the issues in a constructive way to ensure a consistent approach to care. There was evidence during the inspection that this approach had resulted in the team enabling young people to manage complex issues and become more settled in their behaviour within the unit and in the community.

Areas for Improvement

This service has now been without a permanent manager for approximately four years. The staff team and the acting managers are to be congratulated for having maintained a high standard of care for young people throughout this time. However, with the recent departure of one acting manager and the implementation of yet another temporary arrangement, the service continues in a position of uncertainty. The service provider should ensure that a permanent solution to the management of this service should be sought as a matter of priority. The service provider must also ensure that the Care Commission is formally notified of changes in the management arrangements for this service (see requirement 1).

Grade awarded for this statement

4 - Good

Number of Requirements

1

Number of Recommendations

0

Requirements

1.

The service provider must ensure that the Care Commission is formally notified of changes in the management arrangements for this service.

This is in order to comply with SSI/2002/Regulation 114 (22) - a requirement to notify the Care Commission of the absence of a manager for a continuous period of more than 28 days, and the arrangements for the running of the care service during that absence.

Timescale for implementation: by 14 September 2009

Other Information

Complaints

There have been no complaints about this service since the last inspection.

Enforcements

There has been no enforcement action in respect of this service since the last inspection.

Additional Information

no additional information noted

Action Plan

Failure to submit an appropriate action plan within the required timescale, including any agreed extension, where requirements and recommendations have been made, will result in the Care Commission re-grading the Quality Statement within the Management and Leadership Theme as unsatisfactory (1). This will result in the Quality Theme for Management and Leadership being re-graded as Unsatisfactory (1).

Summary of Grades

Quality of Care and Support - 5 - Very Good	
Statement 1	5 - Very Good
Statement 3	5 - Very Good
Quality of Environment - 5 - Very Good	
Statement 1	5 - Very Good
Statement 2	5 - Very Good
Quality of Staffing - 5 - Very Good	
Statement 1	5 - Very Good
Statement 2	5 - Very Good
Quality of Management and Leadership - 4 - Good	
Statement 1	5 - Very Good
Statement 2	4 - Good

Inspection and Grading History

Date	Type	Gradings								
18 Mar 2009	Unannounced	<table> <tr> <td>Care and support</td> <td><i>Not Assessed</i></td> </tr> <tr> <td>Environment</td> <td>4 - Good</td> </tr> <tr> <td>Staffing</td> <td>4 - Good</td> </tr> <tr> <td>Management and Leadership</td> <td><i>Not Assessed</i></td> </tr> </table>	Care and support	<i>Not Assessed</i>	Environment	4 - Good	Staffing	4 - Good	Management and Leadership	<i>Not Assessed</i>
Care and support	<i>Not Assessed</i>									
Environment	4 - Good									
Staffing	4 - Good									
Management and Leadership	<i>Not Assessed</i>									
15 Aug 2008	Announced (short notice)	<table> <tr> <td>Care and support</td> <td>4 - Good</td> </tr> <tr> <td>Environment</td> <td>4 - Good</td> </tr> <tr> <td>Staffing</td> <td>4 - Good</td> </tr> <tr> <td>Management and Leadership</td> <td>4 - Good</td> </tr> </table>	Care and support	4 - Good	Environment	4 - Good	Staffing	4 - Good	Management and Leadership	4 - Good
Care and support	4 - Good									
Environment	4 - Good									
Staffing	4 - Good									
Management and Leadership	4 - Good									

Terms we use in our report and what they mean

Action Plan - When we inspect a service, or investigate a complaint and the inspection report highlights an area for improvement; either through recommendations or requirements, the action plan sets out the actions the service will take in response.

Best practice statements/guidelines - This describes practices that have been shown to work best and to be achievable in specific areas of care. They are intended to guide practice and promote a consistent and cohesive approach to care.

Care Service - A service that provides care and is registered with us.

Complaints - We have a complaints procedure for dealing with any complaint about a registered care service or about us. Anyone can raise a concern with us - people using the service, their family and friends, carers and staff.

We investigate all complaints which can have more than one outcome. Depending on how complex the complaint is, the outcomes can be:

- upheld - where we agree there is a problem to be resolved
- not upheld - where we don't find a problem
- partially upheld - where we agree with some elements of the complaint but not all of them.

Enforcement - To protect people who use care services, the Regulation of Care (Scotland) Act 2001 gives the Care Commission powers to enforce the law. This means we can vary or impose new conditions of registration, which may restrict how a service operates. We can also serve an improvement notice on a service provider to make them improve their service within a set timescale. If they do not make these improvements we could issue a cancellation notice and cancel their registration.

Disclosure Scotland- Disclosure Scotland provides an accurate and responsive disclosure service to enhance security, public safety and protect the vulnerable in society. There are three types or levels of disclosure (i.e. criminal record check) available from Disclosure Scotland; basic, standard and enhanced. An enhanced check is required for people whose work regularly involves caring for, training, supervising or being in sole charge of children or adults at risk; or to register for child minding, day care and to act as foster parents or carers.

Participation - This describes processes that allow individuals and groups to develop and agree programmes, policy and procedures.

Personal Plan - This is a plan of how support and care will be provided. The plan is agreed between the person using the service (or their representative, or both of them) and the service provider. It is sometimes called a care plan mostly by local authorities or health boards when they commission care for people.

How you can use this report

Our inspection reports give care services detailed information about what they are doing well and not so well. We want them to use our reports to improve the services they provide if they need to.

Care services should share our inspection reports with the people who use their service, their families and carers. They can do this in many ways, for example by discussing with them what they plan to do next or by making sure our report is easily available.

People who use care services, their relatives and carers

We encourage you to read this report and hope that you find the information helpful when making a decision on whether or not to use the care service we have inspected. If you, or a family member or friend, are already using a care service, it is important that you know we have inspected that service and what we found. You may find it helpful to read previous inspection reports about his service.

The Care Commission

We use the information we gather from all our inspections to report to Scottish Ministers on how well Scotland's care services are performing. This information helps us to influence important changes they may make about how care services are provided.

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Tha am foillseachadh seo ri fhaighinn ann an cruthannan is cànan eile ma nithear iarrtas.

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هذه بایتسد سیم وونابز رگید روا رولکش رگید رپ شرازگ تعاشا هی

ਬੈਨਤੀ 'ਤੇ ਇਹ ਪ੍ਰਕਾਸ਼ਨ ਹੋਰ ਰੂਪਾਂ ਅਤੇ ਹੋਰਨਾਂ ਭਾਸ਼ਾਵਾਂ ਵਿਚ ਉਪਲਬਧ ਹੈ।

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本出版品有其他格式和其他語言備索。

Na życzenie niniejsza publikacja dostępna jest także w innych formatach oraz językach.

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Improving care in Scotland