

Unannounced Care Inspection Report 30 July 2018



Trust Domiciliary Service - Banbridge and Craigavon

Type of Service: Domiciliary Care Agency

**Address: Banbridge Health and Care Centre, Old Hospital Road,
Banbridge, BT32 3GN**

Tel No: 02840620465

Inspector: Kieran Murray

User Consultation Officer (UCO): Clair McConnell

www.rqia.org.uk

It should be noted that this inspection report should not be regarded as a comprehensive review of all strengths and areas for improvement that exist in the service. The findings reported on are those which came to the attention of RQIA during the course of this inspection. The findings contained within this report do not exempt the service from their responsibility for maintaining compliance with legislation, standards and best practice.

1.0 What we look for



2.0 Profile of service

This is a Southern Health and Social Care Trust (SHSCT) domiciliary care agency based in Banbridge which provides personal care and housing support to 1005 individuals in their own homes. Service users have a range of needs including physical disabilities, children with disabilities, elderly care, learning disability, mental health and dementia. The service users are consulted and involved in all decisions associated with their support. Care and support is provided by 455 staff.

3.0 Service details

| | |
|--|--|
| Organisation/Registered Provider: Southern HSC Trust Responsible Individual: Mr Shane Devlin | Registered Manager: Mr Mel Byrne |
| Person in charge at the time of inspection: Mr Mel Byrne | Date manager registered: 22 April 2009 |

4.0 Inspection summary

An unannounced inspection took place on 30 July 2018 from 09.10 to 16.15.

This inspection was underpinned by the Domiciliary Care Agencies Regulations (Northern Ireland) 2007 and the Domiciliary Care Agencies Minimum Standards, 2011.

The inspection determined if the agency was delivering safe, effective and compassionate care and if the service was well led.

Evidence of good practice was found in relation to:

- staff recruitment and induction
- care reviews
- staff training and development
- staff supervision and knowledge skills framework (KSF)

Two areas requiring improvement was identified in relation to accurate recording of restrictive practices in place and record keeping.

The findings of this report will provide the agency with the necessary information to assist them to fulfil their responsibilities, enhance practice and service users' experience.

4.1 Inspection outcome

| | Regulations | Standards |
|--|-------------|-----------|
| Total number of areas for improvement | 1 | 1 |

Details of the Quality Improvement Plan (QIP) were discussed with Mr Mel Byrne, Registered Manager, as part of the inspection process. The timescales for completion commence from the date of inspection.

Enforcement action did not result from the findings of this inspection.

4.2 Action/enforcement taken following the most recent care inspection dated 9 May 2017

No further actions were required to be taken following the most recent inspection on 09 May 2017.

5.0 How we inspect

Prior to the inspection a range of information relevant to the service was reviewed. This included the following records:

- previous inspection report
- record of complaints
- record of notifiable incidents
- correspondence with RQIA
- concerns log

As part of the inspection the User Consultation Officer (UCO) spoke with one service users and five relatives, by telephone, on 24 July 2018 to obtain their views of the service. The service users interviewed informed the UCO that they received assistance with the following:

- Management of medication
- Personal care
- Meals
- Sitting service

During the inspection the inspector met with the registered manager, the medicines management specialist nurse, six staff and one Trust community team leader.

The following records were examined during the inspection:

- a range of care and support plans
- HSCT assessments of needs and risk assessments
- care review records
- recording/evaluation of care used by the agency
- monthly quality monitoring reports
- staff meeting minutes
- staff training records
- records relating to staff supervision
- records relating to knowledge skills framework (KSF)
- complaints records
- incident records
- records relating to safeguarding of adults
- induction records
- staff rota information
- recruitment policy
- a range of policies relating to the management of staff
- supervision Policy
- knowledge skills framework (KSF) policy

- induction policy
- safeguarding vulnerable adults policy
- restrictive practice policy
- risk management policy
- incident policy
- whistleblowing policy
- policy relating to management of data
- complaints policy
- statement of purpose
- service user guide

At the request of the inspector, the registered manager was asked to display a poster prominently within the agency's registered premises. The poster invites staff to give their views and provides staff with an electronic means of providing feedback to RQIA regarding the quality of service provision. Nineteen responses were received and the responses are reflected in the report.

There were a number of areas rated 'undecided', 'unsatisfied' and 'very unsatisfied' on the on-line responses, as well as a number of comments recorded relating to safe care, effective care, compassion and agency management. As there was no contact details recorded for staff, the inspector spoke to the registered manager on the 13 August 2018 and discussed the feedback received. The inspector has been assured by the registered manager that the responses and comments made would be discussed with staff in the forum of team meetings and a record retained of the discussion.

The findings of the inspection were provided to the person in charge at the conclusion of the inspection.

6.0 The inspection

6.1 Review of areas for improvement from the most recent inspection dated 9 May 2017

The most recent inspection of the agency was an unannounced care inspection.

6.2 Review of areas for improvement from the last care inspection dated 9 May 2017

There were no areas for improvement made as a result of the last care inspection.

6.3 Inspection findings

6.4 Is care safe?

Avoiding and preventing harm to service users from the care, treatment and support that is intended to help them.

During the inspection staffing arrangements were reviewed by the inspector. The agency has a recruitment policy in place. The inspector examined a range of staff files which evidenced that appropriate pre-employment checks had taken place.

The agency's induction programme outlines the induction programme lasting at least three days which is in accordance with the timescales detailed within the Regulations. Staff stated that they are required to shadow other staff members during their induction. The inspector spoke to six staff that provided positive feedback regarding how their induction prepared them for their roles and responsibilities. They indicated that they felt supported by the other staff and the registered manager.

Staff comments:

- "Rotas are devised to cover the needs of service users."

Staff rotas viewed and feedback from staff indicated that sufficient numbers of staff are available to meet the needs of service users at all times. Staff spoken to on the day of the inspection advised the inspector that vacant shifts are covered by the care workers and the management team.

The agency's provision for the welfare, care and protection of service users was examined by the inspector. The inspector viewed a policy maintained by the agency in relation to the safeguarding of adults in accordance with the regional guidance 'Adult Safeguarding Prevention in Partnership' July 2015. The inspector received feedback from the registered manager and staff, and reviewed documentation which indicated that safeguarding training provided by the agency includes the information relating to the regional guidance. Staff spoken to on the day of inspection could name the agency's safeguarding champion and their role within the Trust.

The inspector noted that staff were confident regarding their roles and responsibilities in relation to safeguarding issues and clear lines of accountability. On the day of the inspection the inspector noted that there had been a number of safeguarding referrals made since the previous inspection 9 May 2017. These referrals were managed appropriately in conjunction with the HSCT as evidenced by the inspector.

Examination of records indicated that a system to ensure that staff supervision and knowledge skills framework (KSF) are planned and completed in accordance with policy has been maintained. Staff who spoke to the inspector provided feedback that they had supervision and knowledge skills framework (KSF) in line with policy and procedure; records provided to the inspector confirmed this.

Records of training and staff feedback indicated that staff attend a range of training necessary to meet the needs of service users. The inspector reviewed the agency's training plans which indicated compliance with Regulation and Standards. There was evidence that staff have attended training additional to that stated in the Minimum Standards e.g. Dementia Care and Personal Care training.

On the day of the inspection the medicines management specialist nurse shared the upcoming medicines management skills assessors training package for agency staff with the inspector.

The inspector received feedback from staff which indicated that they were aware of their obligations in relation to raising concerns about poor practice, and is confident of an appropriate management response.

Agency staff provided feedback which indicated that they had an understanding of the management of risk, and an ability to balance risk with the wishes and human rights of individual service users.

The inspector noted that a number of restrictive practices implemented were of the least restrictive nature and considered necessary in conjunction with the HSCT; however, risk assessments and support/care plans had not been updated to reflect restrictive practices in place or evidence of reviews. An area for improvement has been made in relation to Regulation 15 of The Domiciliary Care Agencies Regulations (Northern Ireland) 2007.

On the day of the inspection the inspector reviewed the process for reporting and management of incidents within the agency. There had been a number of incidents since the previous inspection on 9 May 2017; records provided to the inspector confirmed that they were managed in accordance with the agency's policy and procedure.

The inspector noted that the agency had received a number of complaints since the last inspection on 9 May 2017 and these were managed in accordance with policy and procedure. The inspector noted that the each of the complainants were satisfied with the outcomes.

The inspector noted a number of compliments received from service user representative's in the agency. An example of one comment is listed below:

'Many thanks for all your help and support. This is a wonderful service, a great team.'

The inspector evidenced that a review of service users' needs took place yearly or sooner if required.

The UCO was advised by all of the service users and relatives interviewed that there were no concerns regarding the safety of care being provided by the Southern Trust's homecare services. New carers had been introduced to the service user by a regular member of staff; this was felt to be important both in terms of the service user's security and that the new carer had knowledge of the required care.

No issues regarding the carers' training were raised with the UCO by the service users or relatives; examples given included manual handling and working with people with a diagnosis of dementia. All of the service users and relatives interviewed confirmed that they could approach the carers and office staff if they had any concerns. Examples of some of the comments made by service users or their relatives are listed below:

- "Know all the carers well."

- “I’ve seen a big improvement in XXX since getting the help.”
- “The consistency is great. XXX has got familiar with them.”

Of the 18 responses returned by staff, three indicated they were ‘very satisfied’ that care was safe, seven indicated that they were ‘satisfied’ care was safe, one indicated that they were ‘undecided’ care was safe, three indicated that they were ‘unsatisfied’ care was safe and four indicated that they were ‘very unsatisfied’ care was safe.

Areas of good practice

There were examples of good practice found throughout the inspection in relation to staff recruitment, next of kin contact details, training, supervision, knowledge skills framework (KSF) and adult safeguarding.

Areas for improvement

An area for improvement was identified during the inspection in relation to the updating of risk assessments and care/support plans to reflect restrictive practices in place.

| | Regulations | Standards |
|--|-------------|-----------|
| Total number of areas for improvement | 1 | 0 |

6.5 Is care effective?

The right care, at the right time in the right place with the best outcome.

The agency’s arrangements for appropriately assessing and meeting the assessed needs of people who use the service were examined during the inspection. The full nature and range of service provision is detailed in the agency’s Statement of Purpose (2018) and Service User Guide (2018).

The inspector reviewed two service users’ individual care and support plans. The inspector was informed that care and support plans are reviewed three monthly or sooner in conjunction with contribution to review client documentation or monitoring visits. The registered manager informed the inspector that multi-disciplinary reviews with the HSCT representatives took place on a yearly basis or sooner if needed. The inspector examined documentation for both processes and the records were noted to be satisfactory.

Feedback from the community professional confirmed the completion and sharing of contribution to review client documentation by the agency.

The agency maintained recording templates in each service user’s home file on which care workers recorded their visits. The inspector examined records in regards to record keeping and found that a number of records were illegible, poor correction techniques and completed in blue ink. An area for improvement has been stated in relation to Standard 5 of the Domiciliary Care Agencies Minimum Standards 2011.

The inspector was informed by staff that service users were consulted in relation to where they would like their records to be stored in their homes; this is to promote choice, respect and privacy.

Staff interviewed on the day of the inspection confirmed they were provided with details of care required for each service user.

Staff comments:

- “There is flexibility within the team.”

HSCT Community professional comments:

- “Care workers are our eyes and ears on the ground and report changes to us promptly.”

Feedback received by the inspector from staff and service users’ indicated that service users or their relatives: have a genuine influence on the content of their care plans.

The UCO was informed by the service users and relatives interviewed that there were no concerns regarding the carers’ timekeeping or that care has been rushed. One relative advised that they had experienced a small number of missed calls from the agency. The inspector discussed this with the registered manager and was assured that this issue was dealt with satisfactorily by the agency. Service users are usually introduced to new carers by a regular carer.

No issues regarding communication between the service users, relatives and staff from the Southern Trust’s homecare service were raised with the UCO. The service users and relatives advised that home visits and phone calls have taken place to obtain their views on the service. Some of the service users and relatives interviewed were also able to confirm that they had received a questionnaire from the agency.

Examples of some of the comments made by service users or their relatives are listed below:

- “The carers are flexible to suit our needs.”
- “They help me with whatever I ask them to.”
- “Glad of the help.”

The agency’s quality monitoring system provides a thorough standard of monitoring in accordance with RQIA guidance. Quality monitoring reports included details of consultation with a range of staff, relatives as appropriate and community keyworkers, and progress on improvement matters. Monthly quality monitoring is undertaken by a monitoring manager who has a good working knowledge of the service.

The inspector noted the following comments made by service users and relatives during the monthly monitoring visits:

Service users’ comments:

‘I have had care workers for over 20 years. I have never had to complain in all that time so they must be doing something right.’

Relatives’ comments:

‘We have no concerns regarding the care mum is having or the time of the calls, everything is going well, the care workers are excellent and we could not manage without their help.’

Records reviewed in the agency office by the inspector confirmed that spot checks of staff practice were carried out within service users' homes on a monthly basis by the supervisor. Records reviewed by the inspector identified no concerns regarding staff practice during spot checks and monitoring visits.

The agency maintains communication systems to ensure that staff receive information relevant to the care and support of service users'. The registered manager and staff described effective verbal and written communication systems with the staff team.

Examination of documentation and discussion with staff indicated that the agency promotes good working relationships with a range of appropriate community professionals when relevant.

It was evident that the agency maintains a range of methods to communicate with and record the comments of service users, including speaking with service users on a daily basis and being available for discussion. Staff who spoke to the inspector outlined their understanding of service user's choice, dignity, and respect.

Review of team meeting records indicated that team meetings took place on a two to three monthly basis; the registered manager and staff who spoke to the inspector verified this; staff informed the inspector that they could contribute items to the agenda for these meetings. The staff who spoke with the inspector indicated that the staff team is supportive to each other and that staff communication is good.

The inspector noted that the agency had received two awards for reshaping Domiciliary Care services at the SHSCT's Excellence Awards, June 2017.

The inspector reviewed the annual monitoring quality report for 2017, which evidenced service user's and staff feedback with positive results. The inspector evidenced a number of audits within the annual monitoring report e.g. incident reporting, staff mileage, sick leave and adult safeguarding referral, again all with positive results. The registered manager advised the inspector that the report was shared with all service users, staff and relevant stakeholders.

The inspector commends the agency for the robust and detailed annual monitoring report.

The inspector evidenced the recent edition of the 'Let's Talk Home Care' newsletter designed by the SHSCT to keep staff in touch with what was happening in the Trust.

Advocacy service information was available in the service user's guide for service users to contact if necessary.

Policies were available in a paper format in the agency office for staff to access if required.

Of the 18 responses returned by staff, six indicated they were 'satisfied' that care was effective, four indicated that they were 'undecided' whether care was effective, four indicated that they were 'unsatisfied' that care was effective and four indicated that they were 'very unsatisfied' that was effective.

Areas of good practice

There were examples of good practice identified throughout the inspection in relation to audits and reviews, spot checks, communication between service users and agency staff and other key stakeholders.

Areas for improvement

An area for improvement was identified during the inspection in relation to record keeping.

| | Regulations | Standards |
|--|-------------|-----------|
| Total number of areas for improvement | 0 | 1 |

6.6 Is care compassionate?

Service users are treated with dignity and respect and should be fully involved in decisions affecting their treatment, care and support.

The inspection sought to assess the agency's ability to treat service users with dignity and respect, and to fully involve service users/their representatives in decisions affecting their care and support. On the day of inspection the inspector found that an ethos of dignity and respect, independence, rights, equality and diversity was reflected throughout staff attitudes and the delivery of the service.

It was evident to the inspector that service users had individual plans and goals, which the agency staff were enabling them to progress. The inspector found that the agency has participated in liaison with a range of community professionals and agencies to enable service users to make decisions, whilst providing appropriate safeguards.

During the inspection the inspector noted examples of how service user choice was being upheld by agency staff.

It was evident that the agency's staff and community keyworkers promote the independence, equality and diversity of service users.

Feedback from staff who spoke to the inspector indicated that they had developed knowledge of individual service users through careful observation and interaction over time.

All of the service users and relatives interviewed by the UCO felt that care was compassionate. The service users and relatives advised that carers treat them with dignity and respect, and care has not been rushed. Service users, as far as possible, are given their choice in regards to meals and personal care.

Views of service users and relatives have been sought through home visits, phone calls and questionnaires to ensure satisfaction with the care that has been provided by the Southern Trust's homecare service. Examples of some of the comments made by service users or their relatives are listed below:

- "Great girls."
- "XXX loves to go out with the girls and it gives me time with my other kids."
- "The girls chat and laugh away with XXX."

Staff comments:

- "We take time with our service users."
- "We call our service users by their first names."

Of the 18 responses returned by staff, seven indicated they were ‘very satisfied’ that care was compassionate, five indicated that they were ‘satisfied’ care was compassionate, two indicated that they were ‘unsatisfied’ that care was compassionate and four indicated that they were ‘very unsatisfied’ that care was compassionate.

Areas of good practice

There were examples of good practice found throughout the inspection in relation to the provision of compassionate care and the involvement of service users.

Areas for improvement

No areas for improvement were identified during the inspection.

| | Regulations | Standards |
|--|-------------|-----------|
| Total number of areas for improvement | 0 | 0 |

6.7 Is the service well led?

Effective leadership, management and governance which creates a culture focused on the needs and experience of service users in order to deliver safe, effective and compassionate care.

The inspector examined management and governance systems in place to meet the needs of service users. It was noted that robust systems of management and governance established have been implemented at the agency. The day to day operation of the agency is overseen by the registered manager. The management structure of the agency is clearly defined and was well understood by staff.

Staff provided positive feedback to the inspector regarding effective working relationships within the staff team and with managers.

The inspector viewed evidence of a systematic approach to reviewing information with the aim of improving safety and quality of life for service users. This includes the agency’s governance of risk, which comprises of appropriate policies and procedures; regular audit of adverse incidents, including safeguarding incidents and incidents notifiable to RQIA.

The agency operates a robust training system and has an appointed safeguarding champion who is available for consultation with staff on training and safeguarding issues.

Feedback from staff indicated that they are confident that managers would listen and respond to their concerns.

The agency maintains a comprehensive range of policies and procedures which are maintained in a paper format and accessible to all staff. The inspector noted that policies and procedures were reviewed and managed by the Older People Primary Care (OPPC) Directorate in the SHSCT.

The inspector discussed arrangements in place that relate to the equality of opportunity for service users and the importance of the staff being aware of equality legislation whilst recognising and responding to the diverse needs of service users. The registered manager was able to discuss the ways in which staff development and training enables staff to engage with a diverse range of service users.

Some of the areas of equality awareness identified during the inspection include:

- effective communication
- service user involvement
- advocacy
- equity of care and support
- individual person centred care
- individualised risk assessment

The agency collects equality data on service users such as; age, gender, race, disability, marital status via the SHSCT referral information.

The agency maintains and implements a policy relating to complaints and compliments.

There are effective systems of formal supervision within the agency. Staff that provided feedback to the inspector were aware of their responsibilities and understood their roles. Written and verbal guidance for staff of their daily roles and responsibilities were available.

Staff could describe how they would respond to concerns about performance of a colleague and knew how to access the whistleblowing policy.

The agency maintains a quality monitoring system which provides a thorough standard of monitoring in accordance with RQIA guidance.

Staff comments:

- “The management is always supportive.”
- “Supervisors have done some hands on work as well.”

Community professional comments:

- “We work very closely with the team and management.”

On the date of inspection the RQIA certificate of registration was displayed appropriately and was reflective of the service provided.

Feedback provided to the inspector indicated that there are effective collaborative working relationships with key stakeholders and families, which are valued by staff.

The majority of the service users and relatives interviewed confirmed that they are aware of whom they should contact if they have any concerns regarding the service. No concerns regarding the management of the agency were raised during the interviews.

Of the 18 responses returned by staff, one indicated they were 'very satisfied' that the service was well led, six indicated that they were 'satisfied' the service was well led, one indicated that they were 'undecided' that the service was well led, six indicated that they were 'unsatisfied' that the service was well led and four indicated that they were 'very unsatisfied' that the service was well led.

Areas of good practice

There were examples of good practice identified throughout the inspection in relation to the agency's governance arrangements, management of complaints and incidents, quality improvement and maintaining good working relationships.

Areas for improvement

No areas for improvement were identified during the inspection.

| | Regulations | Standards |
|--|-------------|-----------|
| Total number of areas for improvement | 0 | 0 |

7.0 Quality improvement plan

Areas for improvement identified during this inspection are detailed in the QIP. Details of the QIP were discussed with Mr Mel Byrne, Registered Manager, as part of the inspection process. The timescales commence from the date of inspection.

The registered provider/manager should note that if the action outlined in the QIP is not taken to comply with regulations and standards this may lead to further enforcement action including possible prosecution for offences. It is the responsibility of the registered provider to ensure that all areas for improvement identified within the QIP are addressed within the specified timescales.

Matters to be addressed as a result of this inspection are set in the context of the current registration of the agency. The registration is not transferable so that in the event of any future application to alter, extend or to sell the premises RQIA would apply standards current at the time of that application.

7.1 Areas for improvement

Areas for improvement have been identified where action is required to ensure compliance with the Domiciliary Care Agencies Regulations (Northern Ireland) 2007 and/or the Domiciliary Care Agencies Minimum Standards, 2011.

7.2 Actions to be taken by the service

The QIP should be completed and detail the actions taken to address the areas for improvement identified. The registered provider should confirm that these actions have been completed and return the completed QIP via Web Portal for assessment by the inspector.

Quality Improvement Plan

Action required to ensure compliance with The Domiciliary Care Agencies Regulations (Northern Ireland) 2007

| | |
|--|--|
| <p>Area for improvement 1</p> <p>Ref: Regulation 15 (2) (a)</p> <p>Stated: First time</p> <p>To be completed by: Immediate and ongoing</p> | <p>The registered person shall, after consultation with the service user, or if consultation with the service user is not practicable, after consultation with the service user's representative, prepare or ensure that a written plan ("the service user plan") is prepared which shall-</p> <p>(a) be consistent with any plan for the care of the service user prepared by an Health and Social Services or Health and Social Services Board or other person with responsibility for commissioning personal social services for service users;</p> <p>Ref: 6.4</p> |
| | <p>Response by registered person detailing the actions taken: The Head of Service of Domiciliary Care has communicated with Head's of Service for all Programmes of Care / Commissioning Team's to advise of need for the appropriate and relevant documentation and recording in relation to restrictive practice and that care packages will not be commenced without the appropriate documentation in place.</p> <ul style="list-style-type: none"> - Creation of a database within Banbridge and Craigavon Trust Homecare identifying those existing and new service users where there is restrictive practice. - Current cases where there is restrictive practice and no appropriate documentation to be identified and communicated to Key Worker for follow up in relation to completion of paperwork. - Southern Health and Social Care Trust is planning to hold training sessions in October, November and December 2018 in relation to Restrictive Practice in Adult Services. Registered Manager and Domiciliary Care Supervisors to attend. - Local engagement to happen between the Registered Manager and commissioning team leaders to ensure that follow up is occurring. |

Action required to ensure compliance with The Domiciliary Care Agencies Minimum Standards, 2011

| | |
|---|---|
| <p>Area for improvement 1</p> <p>Ref: Standard 5.6</p> <p>Stated: First time</p> <p>To be completed by: Immediate and ongoing</p> | <p>All records are legible, accurate, up to date and signed and dated by the person making the entry. They are kept in a safe place in the service user's home, as agreed with the service user, or where appropriate his or her carer/representative.</p> <p>Ref: 6.5</p> |
| | <p>Response by registered person detailing the actions taken: A text has been sent out to all Domiciliary Care Worker's in relation to recording, the findings from the RQIA inspection and how they should be recording appropriately.</p> <ul style="list-style-type: none"> - Black pens to be provided to all Domiciliary Care Workers on an ongoing basis through Team Meeting and Supplies Day. |

| | |
|--|---|
| | <ul style="list-style-type: none"> - Recording to be a standing agenda item on Domiciliary Care Worker's Team Meeting Agenda's. <p>All DCw's to receive traing from an OT on how to record professionally.</p> <ul style="list-style-type: none"> - Domiciliary Care Supervisors to continue to monitor and check service user records and to speak to individual staff where there are any issues identified with recording. - Supervisors to emphasise the importance of recording through Supervision. <p>Domiciliary Care Staff to continue to attend RQF training where recordng is covered in the communication module.</p> <ul style="list-style-type: none"> - Registered Manager and / or Head of Service will attend all Domiciliary Care Worker Team Meetings. The outcome of the inspection will be shared at team meetings along with the comments received from staff with the invitation for any staff member to speak to their line manager and / or Registered Manager about any issues they may have. Alongside this information on good recording practice and standards will be shared with staff. These actions will be minuted. |
|--|---|

****Please ensure this document is completed in full and returned via Web Portal****



The **Regulation** and
Quality Improvement
Authority

The Regulation and Quality Improvement Authority
9th Floor
Riverside Tower
5 Lanyon Place
BELFAST
BT1 3BT

Tel 028 9536 1111
Email info@rqia.org.uk
Web www.rqia.org.uk
 [@RQIANews](https://twitter.com/RQIANews)

Assurance, Challenge and Improvement in Health and Social Care