

Unannounced Care Inspection Report 22 February 2017



City Way Day Centre

Type of service: Day Care Service
Address: 2a Boyne Court, Sandy Row, Belfast, BT12 5BL
Tel no: 02895040580
Inspector: Louise McCabe

www.rqia.org.uk

Assurance, Challenge and Improvement in Health and Social Care

1.0 Summary

An unannounced inspection of City Way Day Centre took place on 22 February 2017 from 10.15 to 17.00 hours.

The inspection sought to assess progress with any issues raised during and since the last care inspection and to determine if the day care setting was delivering safe, effective and compassionate care and if the service was well led.

Is care safe?

On the day of the inspection the day care setting was found to be delivering safe care. Observations of care practices provided evidence there was a culture of ensuring service users were safe and protected from harm. The registered manager provided evidence there were systems in place to avoid and prevent harm to service users. Staff were knowledgeable of their specific roles and responsibilities in relation to adult safeguarding. A general inspection of the day care setting confirmed that the premises and grounds were being well maintained. There was one area for quality improvement identified during this inspection, this regarded a follow up notification of an incident to RQIA.

Is care effective?

On the day of the inspection it was assessed that the care in City Way Day Centre was effective, however three areas for quality improvement were identified. Observations of staff interactions with service users and discussions with a total of 15 service users provided evidence the care was effective. There were arrangements in place to monitor, audit and review the effectiveness and quality of care delivered to service users. There was evidence of improvements in these areas since the day care setting's previous care inspection. Two areas for quality improvement relating to effective care were made as a result of this care inspection. These areas regarded assessments and care plans.

Is care compassionate?

On the day of the inspection the day care setting was found to be delivering compassionate care. Observations of care delivery evidenced that service users were treated with dignity and respect. Staff were observed responding to service users' needs and requests promptly and professionally. Discussions with 15 service users provided evidence they were listened to, valued and communicated with in an appropriate manner. A qualitative example was provided of how staff responded to comments made by several service users regarding their spiritual needs. Positive comments were shared with staff and the registered manager about this. Discussions with a visiting professional, two relatives and a member of the public also provided evidence that care is compassionate in City Way Day Centre. There were no areas identified for improvement in this domain as the result of this inspection.

Is the service well led?

On the day of this inspection the review of a random sample of documentation provided evidence of effective leadership, management and governance arrangements in City Way Day Centre. There was also good evidence of audits of service user's care files and other documentation. The culture in City Way Day Centre was focused on the needs of service users. There were two areas identified for quality improvement identified in this domain during

this inspection. These regarded the current vacant Senior Day Care Worker position and the centre's annual report.

This inspection was underpinned by The Day Care Setting Regulations (Northern Ireland) 2007, the Day Care Settings Minimum Standards 2012.

1.1 Inspection outcome

	Requirements	Recommendations
Total number of requirements and recommendations made at this inspection	1	4

Details of the Quality Improvement Plan (QIP) within this report were discussed with Jill Cowan, 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.

1.2 Actions/enforcement taken following the most recent care inspection

Other than those actions detailed in the QIP there were no further actions required to be taken following the most recent care inspection on 03 September 2015.

2.0 Service details

Registered organisation/registered person: Belfast HSC Trust/Mr Martin Joseph Dillon	Registered manager: Ms Jill Cowan
Person in charge of the service at the time of inspection: Jill Cowan, registered manager	Date manager registered: 19 January 2017

3.0 Methods/processes

Prior to inspection the following records were analysed:

- The registration details of the day centre
- Written and verbal communication received since the previous care inspection
- Previous care inspection report
- Records of notifiable events received by RQIA from 04 September 2015 and 22 February 2017 (three were randomly sampled).

Specific methods/processes used in this inspection include the following:

- Discussion with the registered manager

- Discussion with 15 service users
- Discussion with two relatives
- Discussion with two care staff
- Discussion with one visiting professional
- Discussion with one visitor/member of the public
- Examination of records
- File audits
- Evaluation and feedback.

The registered manager was provided with 15 questionnaires to distribute to five randomly selected service users not attending the centre on the day of inspection; five staff members and five relatives/representatives for their completion.

The questionnaires asked for service user, staff and representative's views regarding the service, and requested their return to RQIA. At the time of the issue of this report, no completed RQIA questionnaires had been received.

The following records were examined during the inspection:

- Complaints record (one was randomly sampled)
- Compliments record (three were randomly sampled)
- Accident/untoward incident record (three were randomly sampled)
- One competency and capability assessment
- Elements of three service users care files
- Review of three identified policies and procedures (stated in main body of report)
- Minutes of three staff meetings
- Minutes of three service users' meetings
- Staff training information
- Three monthly monitoring reports.

4.0 The inspection

4.1 Review of requirements and recommendations from the most recent care inspection dated 03 September 2015

The most recent inspection of the day care setting was an unannounced care inspection. The completed QIP was returned and processed by the care inspector.

4.2 Review of requirements and recommendations from the last care inspection dated 03 September 2015

Last care inspection statutory requirements		Validation of compliance
Requirement 1 Ref: Regulation 26(2)(c)	With regards to safety, promoting independence, privacy and dignity for service users in City Way Day Centre; the registered persons are asked to review the arrangements for responding to service users using the call bell system in	

<p>Stated: First time</p>	<p>bathrooms/toilets. The call bell must be heard throughout the centre.</p> <p>The completed returned QIP must state the outcome of this review and the actions to be taken (with timeframes) to ensure staff are able to hear and immediately respond to the call bell system.</p>	<p>Not Met</p>
	<p>Action taken as confirmed during the inspection:</p> <p>The call bell system was reviewed by the Trust's Estates department and because of the age of the existing call bell system, it could not be adapted. Costing was obtained to replace and improve this, however funding for this has not yet been approved. This matter will be stated in the QIP of this report for a second time.</p>	
<p>Requirement 2</p> <p>Ref: Regulation 26(2)(j)</p> <p>Stated: First time</p>	<p>With regards to safety, promoting independence, privacy and dignity for service users in City Way Day Centre; the registered persons must ensure an appropriate alert system/call bell is installed within reach of the toilet in the identified bathroom and in the male toilets.</p>	<p>Met</p>
	<p>Action taken as confirmed during the inspection:</p> <p>The Trust's Estates department moved the call bell to within reach of the toilet in the identified bathroom. The registered manager confirmed there are call bells in all of the male toilets in City Way Day Centre.</p>	
<p>Last type e.g. care inspection recommendations</p>		<p>Validation of compliance</p>
<p>Recommendation 1</p> <p>Ref: Standard 17.10</p> <p>Stated: First time</p>	<p>The designated registered person undertaking monthly monitoring visits should record the qualitative views and opinions of more than one service user in the monthly monitoring reports.</p>	<p>Met</p>
	<p>Action taken as confirmed during the inspection:</p> <p>Three monthly monitoring reports were reviewed during this care inspection. Each of the three reports reflected the qualitative views and opinions of several service users.</p>	
<p>Recommendation 2</p> <p>Ref: Standard 18</p> <p>Stated: First time</p>	<p>With regards to policies and procedures, the registered persons should ensure:</p> <p>a) these are reviewed on a systematic basis, at least every three years. The following</p>	

	<p>procedures need to be reviewed:</p> <ul style="list-style-type: none"> • Complaints procedure so it reflects the new Chief Executive and RQIA's role; • Prevention and Control of Cross Infection; • Referral Procedure and Criteria for Admission /Transfer/Discharge; • Care plan procedure. <p>b) The day service's Planning and Reviewing Programmes and Activities and Service User Involvement procedures are reviewed to accurately reflect the frequency of service users' meetings.</p>	
	<p>Action taken as confirmed during the inspection:</p> <p>The Complaints procedure was reviewed on 17 May 2016 and reflects the name of the new Chief Executive and the role of RQIA. The Infection, Prevention and Control policy and procedure was reviewed on 06 October 2015. The following procedures were all reviewed on 03 November 2015:</p> <ul style="list-style-type: none"> • Referral procedure and criteria for the Admission/Transfer and Discharge of service users • Assessment and Care Planning Procedures • Planning and Reviewing Programmes and Activities and Service User Involvement. 	<p>Met</p>

4.3 Is care safe?

Policies and procedures were in place in City Way Day Centre which promoted the safety of service users. They were indexed, dated and ratified by the registered person. Discussions with two care staff confirmed that these were accessible in the day care setting. The following three policies and procedures were randomly reviewed during this inspection:

- Adult Safeguarding
- Staff Recruitment
- Whistleblowing.

The above policies and procedures had been reviewed within the last three years and were compliant with identified regulations and minimum standards.

On the day of the inspection no restrictive care practices were observed.

The registered manager confirmed what the planned daily staffing levels were for City Way Day

Centre, and that these levels were subject to regular review to ensure the assessed needs of the service users were met. There are five day care workers, three care assistants, a clerical officer, domestic and catering staff employed in City Way Day Centre. The senior day care worker position is currently vacant.

If the registered manager is absent from the day service, designated care staff are nominated to assume the day to day responsibility of the centre. One competency and capability assessment was reviewed during this care inspection. This showed the individual is knowledgeable and aware of their responsibilities under the Trust's policies and procedures; the Day Care Setting Regulations (Northern Ireland) 2007 and the Day Care Settings Minimum Standards (January 2012).

Review of the staff training record concluded staff had received mandatory and all other training relevant to their roles and responsibilities. The two staff members spoken with clearly described knowledge of their specific roles and responsibilities in relation to adult safeguarding. Discussion with staff confirmed that they had attended safeguarding vulnerable adults training in the previous two years.

A review of three accidents and untoward incident records which had occurred since the centre's previous care inspection showed these had been responded to and managed appropriately. The registered manager stated there is one current adult safeguarding investigation. Appropriate action had been taken by the day care setting in accordance with current Adult Safeguarding procedures and a referral had been made to the Trust's Safeguarding team and the service user's named worker. RQIA had been notified regarding this safeguarding matter.

Inspection of the internal and external environment identified that the day care setting was appropriately heated, tidy, clean, suitable for and accessible to service users, staff and visitors. There were no obvious hazards to the health and safety of service users, visitors or staff.

With regards to the recruitment of staff in City Way Day Centre, the registered manager is the most recently employed person. Jill's recruitment records are retained by the Trust's Human Resources department.

Observations and discussions with 15 service users concluded they felt safe in City Way Day Centre.

Areas for improvement

There were no areas identified for improvement in this domain during this inspection.

Number of requirements	0	Number of recommendations:	0
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4.4 Is care effective?

Discussions with two care staff and the registered manager established the day care setting had responded appropriately to and met the assessed needs of the service users.

Three service user's care files were reviewed during this inspection. There were recent photographs of each service user in their respective care file. Copies of written agreements were in place in the respective service user's care files.

All three service user's care files contained current general and risk assessments. With the exception of one identified assessment, all assessments had been dated or reviewed within the previous year. One individual's speech and language therapist's (SALT) assessment was completed in 2010. If the service user's needs change in any way, procedures state the day care setting will immediately re-refer them to the SALT team. The assessment contained SALT recommendations for staff when supporting and assisting the service user with swallowing, eating and drinking. Discussion with the registered manager concluded the identified service user's SALT needs have not changed since 2010. There was evidence the SALT recommendations were incorporated into the service user's current care plan.

Assessments should be kept under continual review and if the service user's needs have not changed; this should be recorded on the specific assessment and be signed and dated. This could be completed when the service user's care plan is being reviewed or prior to the individual's annual review of their day care placement. This is an identified area for improvement.

Two of the three care plans were fully compliant with Minimum Standard 5. They contained qualitative information about how staff support and assist the service user. There was evidence that risk and other assessments informed the care planning process and were integrated into the care plans. Evidence was provided to conclude care plans are reviewed on at least a yearly basis or sooner if changes occur. One identified service user's care plan did not reflect their current needs regarding the support provided by staff in a specified area and therefore needs to be reviewed. This is an identified area for improvement.

Review of three service user's care records confirmed two annual reviews of the individual's day care placement had taken place in the previous year and a date has been arranged for the third annual review to take place on 27 February 2017. The service user's annual review reports were compliant with Minimum Standard 15.5.

Discussions with 15 service users confirmed they were encouraged and enabled to be involved in the assessment, care planning and review process.

It was observed during this inspection that records were stored safely and securely in line with data protection.

Evidence was provided to verify systems were in place to ensure effective communication with service users, their representatives and key stakeholders. These included pre-admission information, multi-professional reviews, regular service users and staff meetings. Discussion with the staff member confirmed management operated an open door policy in regard to communication within the day care setting.

The day care setting's complaints record was reviewed during this inspection. A random sample of one area of dissatisfaction, concern or complaint was reviewed since the centre's previous care inspection on 03 September 2015. The records were compliant with Minimum Standard 14.10.

A random review of three compliments concluded positive comments about the quality of care provision in City Way Day Centre. These had been received from a service user, a visiting professional and a student who had work experience in the centre.

There was information displayed on notice boards for staff, service users and representatives in relation to advocacy services.

Areas for improvement

Two areas for quality improvement were identified during the inspection regarding this domain. These matters concern:

1. Service user's assessments.
2. Service user's care plans.

Number of requirements	0	Number of recommendations:	2
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4.5 Is care compassionate?

Discussions with 15 service users described they are treated with compassion, kindness and respect by staff and the registered manager. They stated they are listened to, supported, valued and communicated with in an appropriate manner. Discreet observations of care practices showed service users' are responded to in a prompt, courteous and supportive manner by care staff. Service users also said they are able to make decisions about which activity, programme or class they want to participate in or outside of City Way Day Centre.

Discussions with two staff members concluded they have a detailed knowledge of service users' wishes, preferences and assessed needs as identified within their care plan. Relationships between staff and service users were observed to be professional, relaxed and friendly.

There were systems in place to ensure that the views and opinions of service users were sought and taken into account in all matters affecting them via informal one to one meetings; service users' meetings, annual service user satisfaction surveys; pre-review and annual review meetings.

Service users' meetings take place regularly and review of the minutes of three meetings (30 September, 13 October 2016 and 17 January 2017) verified this. The minutes were compliant with Minimum Standard 8.3 and clearly reflected the views and opinions of service users are paramount in City Way Day Centre. They are listened to and appropriate action is taken by staff if queries or issues are raised.

Management and staff in City Way Day Centre are to be commended for continually striving to improve the quality of service users' day care experience. An example of how the day care setting can contribute towards meeting the spiritual needs of service user's was illustrated during this care inspection. A visiting member of the public informed RQIA that she received an email from staff explaining that some service users are unable to attend church because they need someone to either accompany them or drive them there. Care staff emailed individuals of churches of different religious denominations in the Belfast area. This was responded to and identified individuals met with service users to ascertain what type of religious service they would like. There have been two church services conducted in appropriate rooms in the centre; service users are informed in advance of these so that they can make an informed choice if they wish to attend. Both of these services were well attended and discussions with service users concluded they enjoyed participating in these. This is indicative in providing evidence of how City Way Day Centre care staff go the 'extra mile' in the delivery of a quality day care service.

The most recent service users' annual quality assurance survey was distributed in June 2016 to 111 service users attending City Way Day Centre in June 2016. There was a 77.5% return rate. An evaluation report containing the outcomes of the survey was completed and this was

reviewed during the inspection. This included an action plan detailing the identified areas for improvement and the action taken regarding same.

RQIA had individual discussions with a total of 15 service users. The inspector assessed through observation and general discussions that the service users are happy with the quality of care provision in City Way Day Centre. Examples of some of the comments made by service users are:

- “This centre deserves a halo over it. They are all so good and you’d be hard pressed for anyone to find fault with it. I love it.”
- “Coming here gets me out of the house, I enjoy what I do here and have made lots of friends.”
- “The staff are very kind. I love it here and look forward to coming.”
- “The staff are brilliant, they can’t do enough for us and they all go that extra mile.”
- “The staff are next to none. I couldn’t say a bad word about any of them. They are all very kind to us.”
- “There is lots to do here, I’ve learned things and made good friends.”
- “Coming to City Way is the highlight of my week, I enjoy the company and the lunches are good.”
- “I’d have no hesitation in going to the staff if I’d a problem or was worried about something. They’ve helped me in the past and made sure I was ok.”

Discussions with two relatives resulted in very positive comments about the quality of care and day provision in City Way Day Centre. The following qualitative comments were made:

- “I am very happy with the care here, the staff are attentive and my mum loves it and looks forward to coming. All of the staff are open, respectful, receptive and welcoming. We, as a family appreciate it very much and know she is safe and that she enjoys her time here.”
- “I’ve been visiting City Way Day Centre for many years and have always enjoyed coming here. This centre is excellent, neither my husband, nor I could fault it in any way. The staff are kind and perform over and above the call of duty.”

Discussions with a visiting professional concluded she is “very satisfied that care staff respond promptly and professionally to service user’s needs”. The individual also stated “staff are attentive and they think outside of the box. There is good communication in the centre.”

A member of the public undertaking a group session with service users’ met with RQIA during this inspection. The individual said they were very impressed with City Way Day Centre and the quality of service it provides. She stated “there is a warm atmosphere, everyone welcomes me and the staff are professional, attentive, helpful and caring.”

No concerns were raised about the quality of day care provision.

Areas for improvement

There were no areas identified for improvement in this domain during this inspection.

Number of requirements	0	Number of recommendations:	0
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4.6 Is the service well led?

Discussion with the registered manager regarding current staffing levels in City Way Day Centre concluded there is a vacant Senior Day Care Worker, Band 6 position in the centre. Four staff members have received a temporary increase in their hours while the post is vacant. The registered manager said she hopes the Band 6 position will be advertised in the new financial year. The Trust is asked for an action plan with timescales regarding this.

Discussions with two care staff concluded they have a good understanding of their role and responsibilities under the Minimum Standards. Staff had a clear understanding of the organisational structure. The staff were able to describe their roles and responsibilities and were aware of their individual responsibility in relation to raising concerns.

RQIA's registration certificate of the day care setting was displayed on a wall in the reception area of the centre.

Discussions with two care staff confirmed that staff meetings are held every couple of months in City Way Day Centre and a random sample of the minutes of four staff meetings (21 October, 21 December 2016 and 22 February 2017) verified this. The minutes of these meetings were compliant with Minimum Standard 23.8. Staff stated that there was effective teamwork and staff member are aware of their role and responsibilities. Staff also confirmed that if they had any concerns, they could raise these with the registered manager. Staff consulted with clearly demonstrated their ability to communicate effectively with other healthcare professionals.

Monthly monitoring visits were undertaken as required under Regulation 28. Three monthly monitoring reports were randomly reviewed during this inspection (24 November, 22 December 2016 and 27 January 2017). Monthly monitoring reports were produced and made available for service users, their representatives, staff, respective HSC Trust representatives and RQIA. These were qualitative as they reported on the conduct of the day care setting, were comprehensive and compliant with Regulation 28 and Minimum Standard 17.10. Each of the reports included the qualitative views and opinions of service users, their representatives or relatives.

With regards to City Way Day Centre's annual quality report, the registered manager said she has recently started work on this. The registered manager is aware the report should contain all relevant information stated in Regulation 17(1), Schedule 3, and should be forwarded to RQIA on completion. This is an identified area for improvement.

Discussions with two care staff confirmed that there were good working relationships and that management were responsive to any suggestions or concerns raised.

Based on the findings of this care inspection there was good evidence of effective leadership and governance arrangements to support and promote the delivery of quality care services in City Way Day Centre.

Areas for improvement

There were two identified areas for improvement during the inspection in this domain. These regarded:

1. The day care setting's annual report regarding the matters specified in Schedule 3.

2. An action plan with timescales regarding the vacant Senior Day Care Worker position.

Number of requirements	0	Number of recommendations:	2
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5.0 Quality improvement plan

Any issues identified during this inspection are detailed in the QIP. Details of the QIP were discussed with Jill Cowan, registered manager, as part of the inspection process. The timescales commence from the date of inspection.

The registered provider/manager should note that failure to comply with regulations may lead to further enforcement action including possible prosecution for offences. It is the responsibility of the registered provider to ensure that all requirements and recommendations contained 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 day care setting. 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.

5.1 Statutory requirements

This section outlines the actions which must be taken so that the registered provider meets legislative requirements based on The Day Care Setting Regulations (Northern Ireland) 2007.

5.2 Recommendations

This section outlines the recommended actions based on research, recognised sources and Day Care Settings Minimum Standards 2012. They promote current good practice and if adopted by the registered provider/manager may enhance service, quality and delivery.

5.3 Actions to be taken by the registered provider

The QIP should be completed and detail the actions taken to meet the legislative requirements and recommendations stated. The registered provider should confirm that these actions have been completed and return the completed QIP to web portal for assessment by the inspector.

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 registered provider from their responsibility for maintaining compliance with the regulations and standards. It is expected that the requirements and recommendations outlined in this report will provide the registered provider with the necessary information to assist them to fulfil their responsibilities and enhance practice within the service.

Quality Improvement Plan

Statutory requirements

Requirement 1

Ref: Regulation 26(2)(c)

Stated: Second time

To be completed by: 30 August 2017

The registered provider must with regards to safety, promoting independence, privacy and dignity for service users in City Way Day Centre; review the arrangements for responding to service users using the call bell system in bathrooms/toilets. The call bell must be heard throughout the centre.

The completed returned QIP must include an action plan with timeframes to ensure staff are able to hear and immediately respond to the call bell system.

Response by registered provider detailing the actions taken:

Contact was again made with two Estates managers who stated that we are on a waiting list for an approved capital bid. Estates will arrange completion of work once the monies have been agreed.

Recommendations

Recommendation 1

Ref: Standard 4.4

Stated: First time

To be completed by: 07 April 2017

The registered provider should ensure:

- (a) assessments are kept under continual review and if the service user's needs have not changed; the specific assessment should reflect this, be signed and dated. This could be completed when their care plan is being reviewed or at the time of the individual's annual review of their day care placement.
- (b) The identified service user's Speech and Language assessment (completed in 2010) should reflect (a) above.

Response by registered provider detailing the actions taken:

(a) The personal care needs assessment assesses the service user's diet and eating and dining requirements. This is completed by care assistants on an annual basis and is signed and dated. Any further changes will be recorded on a review sheet. The person centred needs assessment further assesses service users' swallowing difficulties. This is completed by the day care worker on an annual basis and is signed and dated. During the day centre review process the SLT assessment will be discussed and if there have been no difficulties noted by staff then this will be recorded on the review preparatory report and the group review. The care plan will also be updated on an annual basis or as changes occur. Individual risk assessments are also in place to manage the risk of choking and aspiration. Staff supervise service users with special diets in a separate dining room and if any difficulties are observed with SLT swallowing recommendations/diet or there are any episodes of choking this is reported to Speech and Language Therapy for further assessment. This is recorded by staff on R3s or the Paris system and a care plan update is completed. As discussed at the meeting with RQIA and Trust on 15/3/2017 new standardised documentation for all day centres will be implemented

	<p>once it becomes available. (b) The Speech and Language assessment will reflect the above assessments/reviews.</p>
<p>Recommendation 2 Ref: Standard 5.6 Stated: First time To be completed by: 02 March 2017</p>	<p>The registered provider should review and update the identified service user's care plan so it fully and accurately reflects their current needs and how staff support and assist the individual.</p> <p>Response by registered provider detailing the actions taken: A care plan update has been completed following a recent alleged incident in the service user's home to state the additional support that the service user is receiving from staff at the day centre. Subsequently an additional day of attendance has been provided to the service user and this information is included in the care plan update as per standard practice. Following the previous incident in July 2016 a risk assessment was carried out and implemented to ensure there are control measures in place and staff are aware of their responsibilities in relation to this.</p>
<p>Recommendation 3 Ref: Standard 17 Stated: First time To be completed by: 07 April 2017</p>	<p>The registered provider should provide RQIA with an action plan with timescales regarding filling the vacant Senior Day Care Worker position in City Way Day Centre.</p> <p>Response by registered provider detailing the actions taken: The Assistant Service Manager has stated that this post can be advertised in April/May 2017.</p>

<p>Recommendation 4</p> <p>Ref: Standard 17.11</p> <p>Stated: First time</p> <p>To be completed by: 31 March 2017</p>	<p>The registered provider should forward City Way Day Centre's completed annual report to RQIA. This should contain information on all of the relevant matters stated in Regulation 17(1), Schedule 3.</p> <hr/> <p>Response by registered provider detailing the actions taken: Annual report has been completed on 10/03/2017 and forwarded to the Assistant Service Manager to approve and send to RQIA.</p>
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