



website: [www.careinspectorate.com](http://www.careinspectorate.com)  
 telephone: 0345 600 9527  
 email: [enquiries@careinspectorate.gov.scot](mailto:enquiries@careinspectorate.gov.scot)  
 Twitter: @careinspect

Sent by email to: [REDACTED]

Balhousie Care Limited  
 Balhousie Care Group  
 Earn House  
 Broxden Business Park  
 Lamberkine Drive  
 Perth  
 PH1 1RA

03 May 2022  
 2022383212  
 CS2010272012

Dear Sirs

**IMPROVEMENT NOTICE**  
**SECTION 62 PUBLIC SERVICES REFORM (SCOTLAND) ACT 2010 (“the Act”)**

Social Care and Social Work Improvement Scotland (hereinafter referred to as “the Care Inspectorate”) has concluded that Glens Nursing Home, 18 – 20 Church Street, Edzell, Brechin, DD9 7TQ, is not operating in accordance with the requirements of Regulations made under the Act. The Care Inspectorate hereby gives you notice that unless there is a significant improvement in provision of the service, it intends to make a proposal to cancel your registration in terms of section 64 of the Act. The nature of the improvements to be made, and the period within which they must be made, are specified below.

**Improvements**

1. By 19 July 2022 you must ensure that the service is well led and managed. You must support better outcomes through a culture of continuous improvement, underpinned by robust and transparent quality assurance processes. To do this you must ensure that:

- a) The service’s performance is assessed through effective audit and other quality assurance processes;
- b) Staff in leadership roles are trained in quality management, supported in their role, and are allocated sufficient time to implement the service’s quality assurance processes;

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- c) Action plans are put in place and implemented to support improvement when required; and
- d) The impact of improvement work is subject to ongoing review and assessment to determine the extent to which the improvements have positively impacted on the health, safety and wellbeing of service users and staff knowledge, skills and confidence.

This is to comply with Regulation 4(1)(a) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210)

2. By 24 May 2022 you must ensure that there are appropriate management of medication procedures in place. To do this you must ensure that:

- a) Pathways for the management of covert medication are in place where a need has been identified;
- b) All aspects of the covert pathway are implemented and administered appropriately, taking into account best practice guidance where relevant; and
- c) Medication audits are developed and implemented. Where deficits are identified a plan of action must be implemented to result in improvement and compliance with appropriate management of medication procedures.

This is in order to comply with regulation 4(1)(a) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210)

3. By 07 June 2022 you must ensure that appropriate procedures are implemented in respect of tissue viability, taking account of best practice guidance where appropriate. This must include but is not limited to:

- a) Developing and implementing appropriate procedures in relation to the prevention of pressure ulcers and the management of wounds;
- b) Carrying out a review, and recording the results in writing, of the needs of each service user to identify whether there are any care needs or risks in relation to tissue viability and/or wound management;
- c) Ensuring that where a care need or risk in relation to tissue viability and/or a wound has been identified in respect of a service user, that appropriate preventative measures are put in place as necessary. The action to be taken to address any need and/or mitigate any risk should be documented in a way that is accessible to all staff caring for a service user, such as contained within the personal plan of a service user;
- d) Ensuring ongoing evaluation of any wound and making amendments to the personal plan of the service user where appropriate; and
- e) Consulting, where necessary, with specialist advisors such as medical staff or a tissue viability nurse.

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This is to comply with Regulation 4(1)(a) and Regulation 5(1) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210)

4. By 24 May 2022 you must ensure that appropriate procedures are implemented in respect of meeting the nutritional needs of service users. This must include, but is not limited to:

- a) Ensuring that appropriate screening tools in relation to nutritional needs are completed for all service users and referrals for specialist dietetic assessments are made where necessary;
- b) Ensuring that accurate care plans are implemented and reviewed at regular intervals or where there are changes to the health of a service user;
- c) Ensuring that relevant staff are informed of the nutritional risk status and dietary needs of service users; and
- d) Ensuring that the food and fluid provided to service users reflects their assessed dietary needs and food preferences, in line with any assessed risks.

This is to comply with Regulation 4(1)(a) and Regulation 5(1) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210)

5. By 24 May 2022 you must ensure that service users are safe. This includes but is not limited to ensuring that:

- a) Where a risk has been identified that may cause harm to a service user, a risk assessment is undertaken and recorded in writing and a management plan is put in place to minimise the risk;
- b) Action is taken to make all staff aware of and familiar with relevant policies and procedures in order to ensure the safety of all service users; and
- c) Where a risk, concern, or allegation of harm has been identified or reported by staff or to staff, appropriate action must be taken to keep people safe and notify relevant authorities.

This is to comply with Regulation 4(1)(a) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210)

Please note that where more than one improvement is specified, failure to demonstrate compliance with any one of the improvements within the required timescale may result in us proceeding to make a proposal to cancel registration.

A copy of this notice has been sent to the local authority within whose area the service is provided as required by section 62(2) of the Act.

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Please contact me if you would like to discuss this notice, or if there is anything in the notice you do not understand.

Yours faithfully



**Lee Foggarty**  
Team Manager  
Direct: [REDACTED]  
Email: [lee.foggarty@careinspectorate.gov.scot](mailto:lee.foggarty@careinspectorate.gov.scot)

cc: Local Authority - Angus Council



Depute CEO Balhousie Care



Operational Director



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