

# CEDAR LODGE

part of the SENAD Group

## Statement of Purpose

A Guide for Parents, Carers and Professionals about the Residential Care at Cedar Lodge.



---

## Contents

Page no.

Welcome	3
How We Care	4
Supporting Behaviour	6
The Learning Environment	7
Health	8
Meet the Team	9
Staffing	11
Safeguarding, Bullying and Complaints	12
Policies and Additional Information	13
Contact	14



## Welcome to Cedar Lodge (part of the West Midlands Learning Campus)

When finding the right home for a relative with Learning Disabilities you are faced with many difficult decisions based on what is going to be right for them. This guide is designed to help you with those difficult decisions.

Cedar Lodge is part of the West Midlands Learning Campus and is situated in rural Herefordshire. Cedar Lodge is a specialist residential home providing an holistic approach to care and learning for 9 adults aged 18 to 65 years our aim is to support and develop the skills required for our residents to live fulfilling and meaningful lives.

The focus at Cedar Lodge is to ensure each adult is able to reach their full potential regardless of the barriers in their way.

We work in a truly holistic, multi-disciplinary way where the divisions between care and learning are integrated. We take pride in our person centred approach to the care which staff provide to the residents in the homes. We want all our residents to thrive, gain confidence and have real life experiences, we therefore provide life skill targets set at their own ability, likes and dislikes. This is achieved by offering paid work experience within the campus canteen and other learning opportunities.

We also value the insight and knowledge parents have about the needs of their family member and the best way to support them. We work closely with parents to ensure a truly person centred approach is achieved.

Care staff are extremely experienced and receive comprehensive on-going training to keep them at the forefront of best practice. To encourage community access, professionals outside of our service are used for their specialist input.

We like to fully involve family and key people in writing the support plans as your knowledge and understanding of the person is very important to ensure the continued consistency of their care.

Cedar Lodge currently has three, 3 bedded homes providing opportunities for smaller living groups, which supports residents who find living in large groups difficult.

I hope this statement of purpose helps you with these decisions and shows you how Cedar Lodge is able to meet your loved ones needs.

Kamilla Garcia—Paredes  
Registered Manager



---

## How We Care

Each resident has a bespoke care plan built around their individual needs. This is implemented by completing an assessment prior to placement which includes understanding their preferred communication, full details of the persons likes and dislikes and a functional assessment enabling us to recognise the early signs of behaviours.

We involve our onsite professionals in implementing care plans. New behaviours and habits may be formed within the first six weeks of living in a new environment so following this initial six week period all plans are reviewed to ensure they are accurate and meet the needs of the individual.

It is important to ensure all our residents have opportunities to learn new life skills so, following the initial six week settling period we start to implement learning targets based on existing skills which can then be built upon, ensuring the person is continually learning and developing within their ability. Together, all this forms their care plan. All staff will be aware of the contents of this plan and will work to it to ensure consistency.

The central person in the residents care is their Key Worker. Each adult is nominated a Key Worker within two weeks of their arrival; this allows us time to see the individuals personal preferences and bonds with staff members, ensuring a suitable Key Worker is selected. The Key Worker plays an important role in developing individualised care for their key person. The Key Worker will be the main contact for parents or carers, as well as professionals. They act as an advocate for the adult, as well as their families, and will attend reviews and meetings and help the adult to understand outcomes of meetings. This may be by putting the information into an easy read format or having a one to one discussion.

Each resident has a room of their own, personalised for them at the start of their time at Cedar Lodge. During assessment and on confirmation of a placement, personal decorative preferences, plus specific adaptations to the environment will be made to ensure it is a comfortable safe and positive living space. Personal finances are managed to meet the individual's needs.

We are able to manage finances on a adult's behalf however some parents prefer to keep this responsibility. Where possible adults at Cedar Lodge are encouraged to manage their own finances; support is given at a practical level depending on their ability and understanding.

Social and leisure opportunities are important for everyone as it increases self-esteem and self-worth. We also understand that if a person lacks interesting activity opportunities boredom

sets in and this can be a trigger for our residents challenging behaviours. Within the West Midlands Learning Campus we have a range of activities including a leisure barn, sensory room, plenty of space for bikes and go-carts, walks within the grounds woodland area and adult size park equipment.

We provide opportunities for residents to work within the school canteen. We offer a range of homely activities to include puzzles and games of their choice, themed evenings, cinema nights, as well as offering support in life skills such as cooking simple meals.

Being part of the local community is also essential to a person's self-esteem. We encourage and support our residents in forming relationships outside the home by attending a range of valuable activities to include discos and clubs. Learning opportunities are gained by attending Acton Mill Farm and the Houghton Project where working with animals nurture caring and responsibility. All offsite activities are tailored to a persons interests, we currently offer trips to the cinema, swimming, horse-riding, personal and home shopping trips, football matches, concerts, theatre trips and many more.

We will source new activities which fulfils a person's needs. We also ensure adults have access to an annual holiday all dependent on individual choice and budget.

We are committed to ensuring that no adult is stopped from experiencing and enjoying their life because of barriers their disability may put in their way. Our risk assessment policy aims to enable not restrict. It is essential the adults we care for have a voice and have a say in how the home is run. Their Key Worker has an essential role in acting as their advocate and ensuring their views are made known.

To support the Key Worker in this role we also use the services of independent advocates 'Onside Advocacy' when required.

In addition to this our Lead Social Care Practitioners also organise regular house meetings to ensure the adult's voices are heard. These meetings also give staff the opportunity to remind the adults about important messages such as which staff are in the safeguarding team, what to do if they are worried.

The ethos of Cedar Lodge is our truly individualised approach. Every element of the care package is bespoke to the individual; their specific routine, the input from professional services, their diet and their cultural and religious preferences.

Residents have been actively involved in helping to plant varying vegetables such as tomatoes and green beans. They have been picked, prepared and eaten and the residents can see the final result of what they have worked hard at achieving and nurturing.

Artwork is made and displayed in our homes, taking pride of place.



Leisure Barn



Green Beans at Cedar Lodge planted by residents.

---

## Supporting Behaviour

Our residents are diagnosed with varying disabilities, they have significant differences in cognitive ability and communicate in different ways. All residents referred to Cedar Lodge display some challenging behaviour. This is our specialism and is at the centre of everything we do. All forms of behaviour are seen as some form of communication. As a team of specialists we aim to give the adult a more appropriate way of communicating.

All the apartments use a pro-active approach to promoting positive behaviour. Our physical intervention technique is called NAPPI (non-abusive physical and psychological intervention) Our aim is to reduce and eliminate the need to use physical intervention wherever possible.

All staff are fully trained in NAPPI. Proactive and preventative approaches are always used in dealing with problematic behaviours, but at the same time we challenge the adults to ensure they are fulfilling their potential. NAPPI helps us to develop approaches to manage challenging behaviour in a reactive way to keep the individual and others safe from immediate harm. It also helps us to manage the positive aspects of a person's life and reduce challenging behaviours by providing enrichment across three main categories; Caring Community, Productivity and High Quality Relaxation.

Any intervention will be used as a last resort option deeming; was it necessary, proportionate and was it justifiable. Incidents that occur are usually de-escalated and re-directed positively, with consistent approach and direction from staff who are experienced and understand the difficulties around challenging behaviours and they continue to use positive behaviour strategies.

All residents have a Red, Amber and Green Lalemand scale, which is a holistic behaviour support plan. The Red scale gives a consistent way of dealing with a resident's behaviour and clear guidelines on what should and should not be done. We do use specific trained NAPPI physical interventions to ensure people are kept safe. However every intervention, and in fact every incident, is closely monitored by the Registered Manager, as well as the onsite NAPPI trainers. We believe in a transparent approach so all incident records are shared with parents/carers and any other significant person in the person's life.

The Amber scale focuses on the person's stress factors, those factors of an individual's life that can cause them to move towards challenging behaviour. By recognising and understanding these, we are able to support the individual to manage stress in a more positive way.

Challenging behaviours have a function, to seek or avoid something either sensory, tangible

activity or attention. By assessing the functions of behaviour our approaches and responses become more person specific and proactive.

The Green scale focuses on those areas that make a person's life worth living. By providing meaningful activities, we can enrich a person's life and build their self-esteem. The best way to stay safe is to build a strong relationship with those around us. The time to build relationships is when people are doing well; the best way to extend that time is to enrich their life.



## The Learning Environment

The main ethos driving the learning provision at Cedar Lodge is meeting the adult's individual needs to enable them to reach their full potential and move on to live as independently as possible.

Each adult has life skill targets which are recognised in the review process. We employ approaches that are carefully matched to the individuals learning style.

Support staff are trained to use various approaches, systems and strategies including PECS and Makaton to support, communicate with and develop each adult. When a adult arrives at Winslow Court we recognise that many of them will have had a difficult experience of learning which has impacted negatively on their self-esteem, for this reason, much of the learning takes place in the home environment in a relaxed way. We aim to assist learning through experiences rather than classroom based activity.

Carefully and holistically devised learning, care and health outcome plans aim to foster a sense of self-worth whilst focussing on the key areas of learning. Our multidisciplinary team, consisting of experienced art and care staff work together to enable students to communicate effectively, to develop their confidence and to increase motivation in order that they develop the fundamental skills for learning.

To ensure progress the staff team employ a variety of tools to assist in the collection and analysis of data. This important information is used by members of the multidisciplinary team to focus on individual needs, to plan interventions and devise appropriate strategies so that the needs of the learner are always kept as the main focus and are reviewed regularly.

When we welcome a new person to Cedar Lodge we recognise the important role that the family have already played in their learning and development. We encourage families and other key people in continuing this valuable input.

Our focus on continued development and learning enables all our residents in achieving and discovering new skills within a structured safe and supportive environment.

To support progress and take their next steps we have a small community based home in Bromyard, as well as two other homes in Herefordshire. Residents may move onto one of these homes when they are ready for the next step in their lives.

hug



Monday Shopping Toilet School Lunch



Play Banana Wait More Happy Sad

---

## Health

We have excellent links with the local GP practice, dentist and opticians in the local town. All residents are registered with the local GP practice, dentist and opticians. Residents are supported to attend appointments, make decisions on their own well-being and healthy living style, with appropriate levels of support from staff. In addition we have input from a variety of professions including psychiatry and psychotherapy.

We have an onsite Health and Wellbeing Officer who has an integral role in ensuring all health care plans are accurate and up to date. The role also involves ensuring all medical appointments are accurately recorded with health actions and outcomes. Medication Co-coordinators are trained in dispensing medication and this is closely audited by the Health and Wellbeing Officer. All this ensures the continued good health for all our residents.





---

## Meet the Team

### Nina Sharpe

#### **Managing Director for Community & Transition Services**

- Level 7 Leadership and Management
- Level 5 Diploma Health and Social Care
- B.Sc. Hons. Social and Cultural Studies
- 

Nina has been part of the community support sector for 14 years and was welcomed into the SENAD Group in 2014. She leads on service quality and development of the Group's community support and residential transition services.

Following graduation Nina started her career as a support worker and has progressed her way through the management roles to her current role, giving her a thorough and workable understanding of the needs of service users, their families and staff. Nina is an innovative and creative leader with considerable experience in driving organisational improvement and change to facilitate long term plans and strategies. Qualified to Level 7 Leadership and Management, Nina is experienced in collaboration and partnership working, change management and people development.

### Martin Carter

#### **Head of Rowden House School & Herefordshire Adult Homes**

- BEd (Hons) London University
- NPQH

Martin joined the SENAD Group in February 2013. His role is to lead and develop the range of SENAD services within Herefordshire. This includes Rowden House School and the adult provision within Winslow Court, Cedar Lodge, plus three adult community homes.

Martin has over 25 years' experience in the field of learning disabilities, including three previous Headships. He is committed to person centred approaches and cares passionately about positive outcomes.

### Kamilla Garcia –Paredes

#### **Registered Manager**

- Level 5 Diploma in Leadership for Health and Social Care and C&YP Service
- Level 3 Diploma for Residential Childcare
- Master's Degree in the field of Pedagogy
- Master's Degree in the field of Specialisation in Musculoskeletal and Neurological Conditions
- 

Kamilla has over twelve years experience in the care industry, five of which have been as House Manager for Rowden House School. She was also appointed Designated Safeguarding Lead for Rowden House School until February 2018.

Kamilla started her career in care in the role of Residential Support Worker which gave her the understanding of the profession as well as an understanding of the physical and emotional challenges staff, young people and their families face, including the transitions in and out of placements. Kamilla was promoted to Deputy Residential Manager for Rowden House School in February 2019, gaining hands-on experience in key aspects of the day to day running and the strategic long term vision of the home.

As Safeguarding Lead Kamilla ensured that the home provided a safe and nurturing environment for residents, where they felt valued, consulted and listened to. She promoted an open and transparent service which welcomed constructive and objective feedback from all stakeholders, in order to improve practice while supporting the young people to reach their maximum potential.

---

## Ruth Nolan

### Head of Learning

- BEd (Hons) Bath Spa University
- NVQ 7 Diploma in Leadership and Management

Ruth joined the SENAD Group in February 2013. As Head of Learning her role is to create a consistent approach to the development of learning within the SENAD services in Herefordshire, ensuring that each provision is tailored to the individual's needs.

Ruth has over 25 years' experience of teaching and senior management in a variety of educational settings. During this time she has developed an empathy and understanding of students' educational, emotional and social needs and is committed to supporting continuing development, knowledge and understanding for all learners and staff.

## Brian Lock

### Quality Improvement Manager

- CQSW
- PQASW
- PgDipSW
- PgDipMH&SC
- PTA

Brian joined the SENAD Group in 2009. His role is to help all the services within the group continue to improve the quality of outcomes for residents and adults. Brian has over 30 years experience within the social care sector. Prior to joining the SENAD Group he was a Social Care Inspection Manager for Ofsted and the CSCI.

---

## Staffing

The Registered Manager of Cedar Lodge works in partnership with the Registered Manager of Winslow Court. There is also a team of Residential Managers and Lead Social Care Practitioners which ensures the homes are always supported by senior management.

Staffing requirements are assessed on an individual need during initial assessment. This will change according to the development need over the time that the resident may require, in line with regular review and discussions with the external professionals and family members and is based in a person centred way as to their specific requirements.

Specific staffing requirements will be agreed during assessment process. This enables a degree of independence in all settings. Staffing levels will decrease for times of independent working, break times, play/leisure times or very routine based times. Our role is to increase independence skills where possible, however, it is likely that there will be some times where increased staffing support is required.

This may occur where the residents anxiety levels increase; and it may be down to many contributing factors, such as environment, appointments visitors to the home and new faces and weather can also make a persons anxiety levels increase. Increased staffing may also be required if a holiday or a trip is being arranged in the community.

Each person is very different and their support levels will vary accordingly. There is not a one fits all way of supporting any individual at Cedar Lodge, person centred approaches are always considered in decision making. Managers are always rostered as supernumerary to the staffing levels to ensure they are available to support when and where needed throughout the week and weekends.

During night time hours, waking night staff are employed. Sleeping in staff also cover the West Midlands Learning Campus and are available to support Cedar Lodge's waking night staff in the event of any incident or emergency situation. Again the staffing requirements will be very much in line with the residents needs and requirements.

All care staff receive a comprehensive induction training package. New staff complete the Care Certificate within 12 weeks of joining Cedar Lodge. In addition, all staff have dedicated learning and development time built in to their rota to capture learning that falls outside of mandatory training. This gives staff the opportunity to perfect their skills and complete targeted training to meet the specific needs of our adults.

All staff receive monthly support and supervision with their line manager and will receive an annual appraisal which will set targets and agree their personal development plan.

SENAD offers staff training in anti-discriminatory practice as part of our mandatory training. We promote Equality and recognise that we are all diverse and have differing beliefs and values. We ensure that to help support the adults who we care for, and our staff to positively embrace the multicultural society that we live in.



# Safeguarding, Bullying and Complaints

Cedar Lodge promotes a safeguarding environment throughout its service. We have a positive relationship with the local safeguarding team and refer any concerns to them in the first instance. All our staff have whistleblowing and safeguarding training. Our golden rule is 'if you have a concern tell someone!' We are as transparent as possible with all those concerned. Incidents of bullying are openly shared and discussed to ensure everyone is kept safe. Key Workers will explain the impact of bullying in a way that each adult can understand and may call in additional support if necessary.

There is an onsite Safeguarding team who meet monthly to discuss current issues, changes in legislation and areas they feel need improvements, this could be the environment, training or any issue that directly affects our adults.

## Reporting a concern

If you're concerned about the quality of care, tell us. If someone is in danger you should contact the police immediately.

We see complaints as part of the learning process; it helps residents understand how to resolve issues appropriately and helps the home continually improve and develop practice.

In the first instance any complaint should be referred to the home to resolve. If this cannot be achieved the complaint can be referred to our group central office, SENAD and/or the Care Quality Commission (CQC). SENAD will follow its complaints procedure by appointing someone independent of the home to investigate. The final stage is for any unresolved complaint to go to a complaint panel.

To speak directly to CQC contact:

### General enquiries

National Customer Service Centre:

Telephone: 03000 616161

Fax: 03000 616171

### Or write to

CQC National Customer Service Centre

Citygate

Gallowgate

Newcastle upon Tyne

NE1 4PA

It has not been possible to include full policy documents in the Statement of Purpose. Where reference has been made to a policy it can be obtained from the home or from the SENAD Group website, [www.senadgroup.com](http://www.senadgroup.com)

There is a format for adults which is simplified and uses symbols. We work with parents and guardians to provide statements in a format the adult will understand. These could include symbols or photograph timetables.

Health and Social Care Act 2008 (Regulated Activities) Regulations 2014: Regulation 20  
All NHS provider bodies registered with the Care Quality Commission (CQC) have to comply with a new Statutory Duty of Candour

The intention of this regulation is to ensure that providers are open and transparent with people who use services and other 'relevant persons' (people acting lawfully on their behalf) in general in relation to care and treatment. It also sets out some specific requirements that providers must follow when things go wrong with care and treatment, including informing people about the incident, providing reasonable support, providing truthful information and an apology when things go wrong.



## Our use of CCTV

CCTV is only used for security purposes to keep our premises and property safe and is not used within our adult homes.

CCTV cameras are located in the following areas and only after careful consideration over whether it is appropriate:

- Car park areas
- Main reception external door
- The main dining room located in Rowden House School (only turned on overnight for security purposes)

---

## Policies and Additional Information

The SENAD Group owns and operates a number of schools, children's homes and adult provision, plus community support services and has a set of common policies and procedures which apply to all services. The Group has a philosophy of operating in an open and transparent manner, involving and keeping parents and placing authorities informed of all incidents, accidents and positive outcomes as regular as possible. Copies of most of SENAD's policies are freely available on our website, [www.senadgroup.com](http://www.senadgroup.com) or can be supplied on request. As a Group we welcome feedback.

Mrs Nina Sharpe is Managing Director for Community and Transition Services and Responsible Individual for all of the SENAD adult homes. She is based at the SENAD Group Head Office in Derby.

Mrs Nina Sharpe  
Managing Director for Community and Transition Services  
SENAD Group  
1 St George's House  
Vernon Gate  
Derby  
DE1 1UQ

Tel: 01332 378840



---

## Contact

**Registered Manager (Designate):** Kamilla Garcia—Paredes

**Address:** Cedar Lodge  
West Midlands Learning Campus  
Rowden  
Herefordshire  
HR7 4LS

**Telephone:** 01885 488096

**Responsible Individual:** Nina Sharpe  
Managing Director for Community and Transition Services  
SENAD Group  
1 St George's House  
Vernon Gate  
Derby  
DE1 1UQ

**Telephone:** 01332 378840

**Referral Manager:** Caroline Parker  
SENAD Group  
1 St Georges House  
Vernon Gate  
DE1 1UQ

**Telephone:** 01332 378840