



**Jersey Care
Commission**

INSPECTION REPORT

04 Children's Home

Care Home Service

**Liberté House
19 – 23 La Motte Street
St. Helier JE2 4SY**

17 May 2023

THE JERSEY CARE COMMISSION

Under the Regulation of Care (Jersey) Law 2014, all services carrying out any regulated activity must be registered with the Jersey Care Commission ('the Commission').

This inspection was carried out in accordance with Regulation 32 of the Regulation of Care (Standards and Requirements) (Jersey) Regulations 2018 to monitor compliance with the Law and Regulations, to review and evaluate the effectiveness of the regulated activity and to encourage improvement.

ABOUT THE SERVICE

This is a report of the inspection of a Children's Home. It is one of seven Children's Homes operated by the Government of Jersey. The name and address of the home have not been included in this report. This is to preserve the privacy and confidentiality of the children and young people who live there.

This service is delivered in a two-storey house and is registered to provide residential care for two children and young people. The home has three bedrooms, a large lounge/dining room, and a kitchen. The service is located in a residential area with access to shops and a regular bus route to St Helier.

The service was registered with the Commission on 4 December 2019.

Regulated Activity	Care home
Conditions of Registration	<u>Mandatory</u> Type of care: Personal care, personal support Category of care: Children Maximum number of care receivers: 2 Age range of care receivers: 10 to 18 years
Dates and times of Inspection:	17 May 2022 – 10am to 3pm

Type of Inspection	Announced
Number of areas for improvement	One
Number of care receivers accommodated on the day of the inspection	Restricted to prevent the identification of the care receivers

The Government of Jersey operates this Children's Care Home service through the Children, Young People, Education and Skills (CYPES) department and the Registered Manager is Alison Morrison.

Since the last inspection, which was completed on 26 May and 14 June 2022, the Commission received an application on 15 June 2022 from the Registered Provider to vary the conditions of the service's registration. This was to reduce the bedrooms available to care receivers from three to two and to increase the age range from ten to 18 years old. This was approved by the Commission, and this reduced the need for one of the service's reception rooms to be used as a staff sleepover room.

At the time of the last inspection, no Registered Manager was in place for this service. However, the Commission received an application to register the manager designate, which was completed on 15 June 2022. This service was closed between 11 July 2022 and 13 September 2022. The Registered Manager left the Service on 26 August 2022.

A manager designate was appointed on 14 September 2022 while the Registered Provider was sourcing a more permanent option. On 21 November 2022, a new manager designate was employed in this service and an application was received on 4 January 2023 for this individual to become the Registered Manager. The Commission completed the registration process on 7 February 2023.

Following a restructuring of the children's homes in Jersey, a new manager designate was appointed on 9 March 2023, with completion of the registration process on 13 March 2023.

The Commission received an updated copy of the service's Statement of Purpose on 16 June 2022. This was submitted to reflect changes in the age range of care receivers and the reduction in bedroom capacity.

SUMMARY OF INSPECTION FINDINGS

The following is a summary of what we found during this inspection. Further information about our findings is contained in the main body of this report.

The last inspection was carried out on 26 May and 14 June 2022 and identified two areas of improvement for this service. Although neither of these areas for improvement had been resolved fully, the Regulation Officer was satisfied that sufficient progress had been made in each respect and that they would be fully resolved as soon as this was practicable. In consequence, these two areas will no longer be considered as areas for improvement.

In respect of the multi-agency policy regarding children and young people who are absent or missing from care, the Regulation Officer gathered evidence from the care staff team that the policy is now working more satisfactorily, and safeguarding has improved. It was acknowledged that the multi-agency review of this area is yet to be published.

In respect of medications training for staff, the Registered Manager is seeking a solution to ensure that this happens. It is not possible for staff competency in this area to be 'signed off', until practice can be observed. It was acknowledged that this has not been achievable because there were no care receivers in the service who were prescribed medication.

The number of permanent care staff employed to work in the service was initially a matter of concern for the Regulation Officer, as there was less than half of the required headcount available to cover shifts. The Registered Manager provided an assurance that the permanent care staff team was ably supported by several bank care staff.

The Regulation Officer viewed rotas and spoke to care staff, who confirmed that shifts are always covered. The Registered Manager commented that recruitment continues to be a challenge in the care sector, however the service has ongoing recruitment processes in place to address this.

Transition planning for care receivers in this service is well planned, with evidence of successful moves for care receivers that were supported by care staff.

Safety plans and risk assessments for care receivers were found to be comprehensive and regular reviews had been undertaken.

The Young Person's Guide was reviewed, and it is recommended that this is revised and produced in an accessible format that engages the young people who access this service.

Care receivers' care records were comprehensive. They would give any reader an understanding of the care receiver's life journey, their resulting needs, and how care staff provide therapeutic and attuned care.

The Registered Manager had only been in post for just over two months at the time of this inspection. Several care staff had recently left and joined this service due to a restructuring in the broader children's home service.

The Registered Manager has undertaken a training needs analysis on the care staff team, identified gaps in the mandatory training element for some care staff, and has the plan to address these gaps. This is an area for improvement.

The Regulation Officer was assured that this service was well-led with a dedicated, passionate, and experienced care staff team.

INSPECTION PROCESS

This inspection was announced and completed on 17 May 2023. Notice of the inspection visit was given to the Registered Manager on the day before the visit to make sure that the Registered Manager would be available during the visit and that the care receivers' needs could be taken into account.

The Care Home Standards were referenced throughout the inspection.¹

This inspection focussed on the following lines of enquiry:

- **Management of the service**
- **Care and support**
- **Choice and safety**

Before the inspection visit, all of the information held by the Commission about this service was reviewed, including the previous inspection reports.

The Regulation Officer sought the views of the care receivers in this service; these are detailed in the body of this report. In addition, the opinions of four care staff members and the Registered Manager were gathered as part of this inspection.

The views of one professional were also obtained as part of the inspection process.

Records, including policies, care records, incidents, and complaints were examined during the inspection. This inspection included a tour of the premises.

At the conclusion of the inspection, the Regulation Officer provided feedback to Registered Manager and four care staff members who were present.

¹ The Care Home and all other Care Standards can be accessed on the Commission's website at <https://carecommission.je/Standards/>

This report outlines our findings and includes areas of good practice identified during the inspection. Where areas for improvement have been identified, these are described in the report and an improvement plan is attached at the end of the report.

INSPECTION FINDINGS

At the last inspection, two areas for improvement were identified, and an improvement plan was submitted to the Commission by the Registered Provider, setting out how these areas would be addressed.

The improvement plan was discussed during this inspection, and it was positive to note that sufficient progress had been made. This means there was evidence that a medication policy was in place and care staff were completing medication training.

The review of the multi-agency missing policy concerning children and young people had yet to be completed. However, the Regulation Officer was assured that the multi-agency response to children and young people who are absent or missing is now working more effectively in this service.

Management of the service

The Standards outline the Provider's responsibility to ensure that where people stay is right for them and safe. There will be a management structure in place, with an integrated organisational and governance framework, which is appropriate to the needs, size, and complexity of the service.

The Government of Jersey operates this service through CYPES. Therefore, the service benefits from governance structures and a host of policies and procedures. Children and young people who access this service will be 'looked after' by the Minister for Children and Education, who discharges this responsibility to the Children's Social Care Service.

The Children's Social Care Service has a service development plan for this service that is readily available to care staff and the general public. This Statement of Purpose for this service reflects the type of care receivers who would access it and how care and support will be provided to them.

The Young Person's Guide was reviewed. The Registered Manager plans to revise this document to make sure it is engaging and in a format that is understandable for the care receivers in this service.

The Regulation Officer was concerned about the permanent staffing level in this service. However, the Registered Manager provided assurance to the Regulation Officer that several bank care staff complement the permanent care staff team and the service was adequately staffed. Recruitment of permanent care staff is an ongoing issue in this service and for the broader children's home service.

While there have been transfers in and out of the staff team, these have been experienced care staff and only required a limited induction regarding this particular service and acquiring knowledge of the needs of the care receivers.

The Regulation Officer noted that competency checklists were completed for induction. This Service has a comprehensive induction policy and procedure for new care staff to the organisation. This is an area of good practice.

The Regulation Officer reviewed complaints regarding this service and was satisfied that complaints were handled correctly and in accordance with policy and procedure.

The monthly reports completed by the Independent Visitor for this service are comprehensive and provide feedback and suggestions to the Registered Provider and Manager. Where deficits or good areas of practice are identified, these are noted in the reports.

The current Registered Manager has only been in post for just over two months at the time of this inspection. They transferred to this service as part of a children's home service restructure, where care receivers and care staff were moved around the broader service to make sure the needs of care receivers were prioritised. The Registered Manager has recently completed a training needs analysis of the care staff team and identified gaps in the mandatory training requirement. Although the Registered Manager has a plan to address this, it is an area for improvement.

Care staff spoken to on the day of the inspection shared that they were pleased with the training offer and had recently refreshed training regarding de-escalation and behaviour management techniques.

In addition, care staff had completed applied therapeutic skills training, and more recently, some care staff had completed training in the Trauma Recovery Model. This is an area of good practice.

The Regulation Officer was satisfied that this service met its requirement to have at least 50% of care staff on duty with a Level 3 qualification in residential childcare (or equivalent). In addition, two care staff are close to the completion of this qualification.

The Regulation Officer had sight of the central supervision record for the last three months, which evidenced regular supervision had taken place. The care staff spoken to confirmed that they had received supervision, which met their needs in terms of their development, personal matters, and reflective discussion around the needs of care receivers in this service.

The Regulation Officer noted competent record keeping in this service. This included care receivers' records and records concerning the safe running of this service, such as infection control procedures, fire safety and incident reporting. This was an area of good practice.

The care staff team in this service appeared cohesive and passionate about the care and support they provide children and young people. The care staff team was well led by a competent manager who understood their needs and involved them in developing care plans for the care receivers in this service. This is an area of good practice.

Care staff who provided feedback about working in this service spoke highly of the manager, their support, and how the service is operated and delivered to care receivers. In addition, care staff shared that they were a solid supportive team who enjoyed working with each other.

Care and support

<p>The Standards outline that people in receipt of care and support should experience compassion, dignity and respect. Care receivers, where appropriate should be involved in all decisions relating to their care and support in a way that respects their rights, individuality and beliefs.</p>

The home where this service is delivered is decorated to a high standard, is comfortable and homely. The care staff team complete daily checklists to make sure that all the necessary cleaning, record-keeping and safety measures are in place. The Regulation Officer was assured that completing these documents would make sure care receivers needs were met and that they are kept safe while accessing this service.

The Regulation Officer viewed the on-site care receivers records. These were comprehensive and would provide a care worker with the necessary background information, current care plan, and risk assessments to understand the care receivers needs and how this service meets those needs.

Risk assessment and safety plans were reviewed regularly to reflect the changing needs of care receivers. This is an area of good practice.

Electronic care records were also in good order, with regular management oversight and evidence of the care receivers' social workers receiving regular supervision. 'Children Looked After reviews' were also held within the timescales for best practice of the broader organisation.

This service had enlisted specialist support and advice from other agencies to meet the needs of children and young people in this service. The Regulation Officer observed how this support and guidance was reflected in the day-to-day care and support provided to care receivers by care staff.

The attitude and approach of the care staff team in this home are praiseworthy. Care staff spoke with passion, warmth, and empathy for their role in caring for children and young people.

The care staff team in this service helps identify areas where care receivers require support. The Regulation Officer evidenced reflective group discussions, where care staff helped formulate plans to deliver the support needed.

Successes are also celebrated in this service. The Regulation Officer noted a comments tree near the front door of this home, where care staff and professionals had written and hung positive comments about the care receivers in this service. This is an area of good practice.

The Regulation Officer noted high levels of staff engagement with care receivers in this service, even where care receivers were only sometimes receptive to involvement with care staff. This evidenced the importance of care staff building trusting and reliable relationships with care receivers.

Since the last inspection in May and June 2022, there have been several successful transitions of care receivers to alternative care provision. The Regulation Officer was assured that the transition planning for the current care receivers was robust, that adequate planning had taken place, and that care receivers were well supported. This is an area of good practice.

Contact with relatives for care receivers in this service is promoted and there was evidence of information sharing and planning with those relatives. Care staff also support care receivers to negotiate and improve family connections, which helps build children and young people's sense of self and identity.

Care receivers are routinely offered advocacy from independent agencies like Jersey Cares, which is revisited regularly.

Care receivers in this home provided feedback that they felt well cared for and felt safe in this service. In addition, they felt care staff helped them do well at school, although they thought the care staff did not always listen when they were upset or worried. Care receivers also felt that they were not always involved in decisions about their life.

A professional who has regular contact with the care staff team in this service provided the following comments:

'They are exceptional with XXXX and think outside the box.'

'The team is really helpful; they are kind and responsive to the care receivers needs.'

'They are a close-knit team who are always positive and helpful.'

Choice and safety

The Standards outline the Provider's responsibility to ensure that people will feel safe and are kept safe. People will be supported, enabled and empowered to be as independent and autonomous as practicable. People's rights will be supported and protected.

This service now benefits from a revised medications policy, which was an area of improvement from the last inspection in May and June 2022. There has been a challenge ensuring competency sign-off for those care staff who have completed the Level 3 medications training as there are no care receivers with prescribed medication in this service. The Registered Manager is seeking a solution to this issue.

The remaining care staff have completed online medication training and will soon start the Level 3 qualification. The Regulation Officer viewed the Medical Administration Records (for paracetamol) and controlled drug register (for former care receivers) and found them in order. There was also evidence of a daily audit of these documents.

The Regulation Officer evidenced that although the revised multi-agency 'missing in care' policy had yet to be finalised, there had been significant improvement regarding the multi-agency response to this issue. Care staff spoken to shared evidence of how multi-agency working had improved and there were now better safeguarding outcomes for children and young people who are absent or missing from care. The Registered Manager commented that *'safety plans appear more robust with all agencies having input into the plans and everyone seems to be working together.'*

The Registered Manager reported that daily internal meetings occur regarding absent or missing children and young people and a weekly multi-agency meeting also occurs. This is no longer an area for improvement.

The Regulation Officer evidenced appropriate and timely responses to safeguarding concerns for the care receivers in this service. Where safeguarding concerns were substantiated, the Regulation Officer was assured that this led to developing multi-agency safety plans and specialist intervention where necessary.

The Regulation Officer noted that all care receivers had a weekly planner detailing any appointments they had or planned activities. Care receivers can negotiate choices regarding social activities they wish to undertake.

Care receivers are included in menu planning and choice regarding snacks and drinks. Care staff shared their positive experiences supporting care receivers to plan holidays, have options about where they want to go and work within a budget.

The Regulation Officer reviewed fire procedures for this service. An up-to-date fire certificate was in place, fire equipment had been serviced annually, and tests/checks had taken place in line with the States of Jersey Fire Service precautions logbook. A fire drill was completed on 20 April 2023.

This service has a policy concerning Control of Substances Hazardous to Health (COSHH) and has extensive information available to care staff about each potentially hazardous product they use. The Regulation Officer also evidenced infection Control and food hygiene measures, such as cleaning routines, using coloured food boards, and daily checks of fridge and freezer temperatures.

The Regulation Officer viewed the central criminal record check matrix (Disclosure and Barring Service checks) and was assured that all documents were within date. This service also has a process for updating criminal record checks.

IMPROVEMENT PLAN

There was one area for improvement identified during this inspection. The table below is the Registered Provider's response to the inspection findings.

<p>Area for Improvement 1</p> <p>Ref: Standard 3.11 & 3.12</p> <p>To be completed by: Three months from the inspection date (17 May 2023).</p>	<p>The Registered Provider will make sure that all care/support workers complete and remain current with statutory and mandatory training requirements.</p>
	<p>Response of Registered Provider:</p> <p>All staff have completed the statutory and mandatory training apart from the new staff who are working through this during their induction. The training matrix is up to date. The registered manager will keep the matrix up to date making sure that training remains current.</p>

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 the Care Commission 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.



Jersey Care Commission
1st Floor, Capital House
8 Church Street
Jersey JE2 3NN

Tel: 01534 445801

Website: www.carecommission.je

Enquiries: enquiries@carecommission.je