



**Jersey Care
Commission**

INSPECTION REPORT

Nightingales

Home Care Service

**60 Palace Close
St Saviour
JE2 7SG**

8 February 2024

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 80 of the Regulation of Care (Standards and Requirements) (Jersey) Regulations 2018 (as amended) 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 Nightingales Home Care Service. The service is situated in the parish of St Saviour. The service offers personalised support packages, either in clients' homes or to facilitate engagement in community activities.

Regulated Activity	Home Care Service
Mandatory Conditions of Registration	Type of care: Personal care and personal support. Category of care: Adults 60+, dementia, physical disability and / or sensory impairment and learning disabilities. Maximum number of personal care/support hours per week: 599. Age range of care receivers: 22 to 100.
Discretionary Condition of Registration	There are no discretionary conditions.

Date of Inspection	8 February 2024
Time of Inspection	08:45 to 12:30
Type of Inspection	Announced
Number of areas for improvement	Three
Number of combined personal care and personal support hours delivered on the day of the inspection	60 hours

The Home Care service is operated by Nightingales Limited, and there is a Registered Manager in place.

Since the last inspection 22 February 2023, the Commission received an application from the Registered Provider for a change of Registered Manager, a new Manager was registered with the commission on the 1 December 2023.

The Commission received an updated copy of the service's Statement of Purpose on 4 February 2024.

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 inspection of Nightingales Home Care Service had a number of areas of focus. When considering risk assessment's Nightingales were found to take a proactive approach to ensure these assessments are conducted comprehensively considering individual needs and preferences and stored for immediate access in care receivers' homes. The service is exploring a new IT system to enhance document accessibility, particularly for risk assessments

In addition to client-focused assessments, Nightingales Home Care Service prioritises staff well-being by conducting risk assessments for those returning to work after illness. Staffing challenges were identified, prompting a need for improved organisation of staff files and enhanced monitoring of safer recruitment checks.

The inspection highlighted the comprehensive assessment of care receivers' needs, demonstrating a holistic understanding by the Registered Manager. Plans to introduce a new IT system aim to further improve communication and accessibility, emphasising the commitment to continuous improvement in delivering person-centred and well-informed care.

Personalised care was a central theme, with the Registered Manager demonstrating oversight to ensure consistent individualised care plans. A hands-on approach includes overseeing initial support for new care receivers, subsequent training for the core team, and regular spot checks to enhance the effectiveness of care plans. Workforce well-being was considered, acknowledging recent management changes and introducing a strengths-based supervision model to positively impact professional development and work culture.

Evidence of governance and leadership were explored during the inspection, which highlighted a culture where staff can voice concerns freely. The service have implemented a comprehensive whistleblowing policy, familiarising staff during induction. A diverse staff team is actively supported in understanding of policies and training, with an anticipated new IT system expected to enhance processes.

Mandatory and statutory training requirements demonstrated areas for improvement, suggesting more frequent training and expanding the training matrix for comprehensive skill development. Language barriers in training were acknowledged, with recommendations for alternative options, such as translation services, to ensure inclusivity.

INSPECTION PROCESS

This inspection was completed on 8 February 2024. This inspection was announced, and six days' notice of the inspection visit was given to the Registered Manager. This was to ensure that the Registered Manager would be available during the visit.

The Home Care Standards were referenced throughout the inspection.¹ This inspection focussed on the following lines of enquiry:

- **Is the service safe**
- **Is the service effective and responsive**
- **Is the service caring**
- **Is the service well-led**

Prior to our inspection all of the information held by the Commission about the service was reviewed, including previous inspection reports.

The Regulation Officer gathered feedback from two care receivers and two of their representatives. They also had discussions with the service's management and other staff. Additionally, feedback was provided by two professionals external to the service.

As part of the inspection process, records including policies, risk assessments, staffing rotas and training matrix were examined.

At the conclusion of the inspection, the Regulation Officer provided feedback to the Registered Manager.

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

At the last inspection, no areas for improvement were identified.

INSPECTION FINDINGS

Is the Service Safe

Emphasising the importance of creating a safe environment so care receivers are protected from avoidable harm, with a focus on policies and procedures.

During the inspection at Nightingales Home Care Service, an area of focus was the implementation and effectiveness of risk assessments within the caregiving processes. The Registered Manager demonstrated a proactive approach to risk management, ensuring that risk assessments were conducted during the initial evaluation and could be implemented at any time during care delivery. These assessments were consistently carried out in the care receivers' homes to ensure environmental factors were considered.

One aspect of Nightingales Home Care Service's approach to risk assessments is the comprehensive and person-centred nature of these evaluations. The assessments consider each individual's unique needs, preferences, and circumstances, reflecting a commitment to tailoring care strategies to the specific requirements of the care receivers. There is an emphasis on positive risk-taking and empowering individuals receiving care to make choices that enhance their quality of life while maintaining safety.

The storage and accessibility of risk assessments were also examined during the inspection. Currently, the documents are stored in the care receivers' homes, a practical approach ensuring immediate access to critical information in case of emergencies or changes in care requirements. Nightingales Home Care Service is

actively exploring the transition to a new IT system, recognising the need for modernisation and efficiency. This proposed system would allow care staff to access documents, including risk assessments, directly from their mobile phones. This would streamline processes and improve accessibility to crucial information, enhancing the overall quality of care.

In addition to client-focused risk assessments, Nightingales Home Care Service also demonstrated a commitment to the well-being of its staff through the implementation of staff-specific risk assessments. For instance, returning to work after illness can pose potential risks to the staff member and those under their care. Nightingales Home Care Service has established protocols to conduct risk assessments for staff when necessary, ensuring that individuals are fit for duty and can resume their responsibilities safely.

Staffing was a focal point during the inspection, focusing on both competency assurance and organisational challenges. The Registered Manager has implemented processes to ensure the competency of carers before they commence care delivery.

It was identified during this inspection that the organisation and accessibility of staff files need improving. It was observed that retrieving essential information from the files proved challenging during the inspection. There is a need for streamlined record-keeping and accessibility, as prompt access to staff details is necessary for the efficient management and coordination of care services.

The inspection revealed a need for enhanced monitoring of safer recruitment checks. Ensuring that thorough and up-to-date checks are consistently conducted is needed for the safety and integrity of the caregiving team. This area has been identified for improvement.

Is the Service Effective and Responsive

Assessing the organisation of the service so that care receiver's needs are respected and met.
--

The inspection also highlighted the assessment of the needs of care receivers. The existing process involves the Registered Manager conducting all assessments of requirements for the development of care plans. The inspection affirmed the holistic nature of these needs assessments, indicating a thorough understanding of each care receiver's individual requirements. The Registered Manager brings a sense of advance care planning, and in cases where a care receiver has a Do Not Attempt Cardiopulmonary Resuscitation (DNACPR) order, this critical information is prominently highlighted at the front of the individual's file.

To ensure seamless communication and accessibility, home care staff benefit from mobile apps during their visits to care receivers' homes. This technology provides immediate access to crucial information, including the presence of a DNACPR order, enabling staff to make informed decisions in real time. The Registered Manager proactively encourages all staff through messages and emails to review updated assessments and care plans to ensure that the entire caregiving team stays informed about any changes or updates.

There are plans to streamline this communication system further by introducing a new IT system. This anticipated upgrade is expected to enhance the efficiency of information dissemination, making accessing and updating assessments and care plans even more seamless. This proactive technology integration evidences a commitment to continuous improvement in delivering person-centred and supportive care.

During this inspection, collaborative working within the service was reviewed. Care receivers under support have limited delegated tasks due to their specific needs. The Registered Manager is well-acquainted with the referral process, particularly for tasks like catheter care, dressing changes, and Percutaneous Endoscopic Gastrostomy (PEG) feeding.

The service collaborates with other agencies to facilitate comprehensive care packages. An aspect evidenced in the inspection is the emphasis on open and direct communication; the Registered Manager identified this as a crucial factor in ensuring the seamless operation of care services. Effective communication is pivotal in coordinating efforts between Nightingales Home Care Service and external agencies, promoting a holistic and coordinated approach to care. This collaborative work reflects the dedication to meeting the unique needs of care receivers and the importance of fostering strong partnerships with other entities involved in the caregiving process.

Is the Service Caring

Evidencing fundamental aspects of care and support are provided to care receivers by appropriately trained and competent staff.

In evaluating the caring aspect of the service during the inspection, a focus was placed on personalised care at Nightingales Home Care Service. The Registered Manager was able to evidence that they have oversight, to ensure that care is consistently delivered in alignment with the individualised care plans of the care receivers.

A distinctive practice at Nightingales Home Care Service involves the Registered Manager overseeing the initial support provided to new care receivers. This hands-on approach ensures that the care is initiated with a thorough understanding of the specific requirements of the individual. Following this initial phase, the core team responsible for each package of care undergoes training to enhance their competencies and ensure they are well-equipped to meet the personalised needs of the care receivers. This commitment to personalisation is a fundamental aspect of the care providers philosophy to providing care that respects each individual's unique needs and preferences.

Once the core team is established, the Registered Manager maintains a proactive role by conducting regular spot checks. These spot checks serve as a mechanism to verify that the care is being carried out in a person centred way. During these

checks, the Registered Manager engages with care receivers and their relatives to gather feedback and ascertain their satisfaction with the care provided. The Registered Manager fed back that this is invaluable in gauging the effectiveness of the care plans and making any necessary adjustments to enhance the overall quality of care; this is an area of good practice.

This inspection considered workforce well-being and recognised recent changes in service management. Transparency in communication was evident, with the broader staff team being promptly informed of staff changes as they occurred.

Acknowledging the importance of nurturing a positive work environment, the Registered Manager has introduced a new supervision form, adopting a strengths-based model instead of a competency-based one.

The transition to a strengths-based supervision model is a notable shift, emphasising, identifying and utilising each staff member's strengths. This approach had been adopted as the service believed it enhances professional development and contributes to a more positive and empowering work culture. Feedback from staff suggests that this new model has effectively improved the overall quality of supervision sessions, providing a more constructive and supportive framework for discussing performance and growth.

However, the inspection revealed that, due to changes in service management, supervisions have slightly fallen behind the requirement of four per year. The Registered Manager is actively addressing this issue to ensure that all staff receive the necessary support and guidance through regular supervisory sessions. This is an area for improvement.

A sample of appraisals was reviewed during the inspection, and it was found that they met the required standards. This indicates that, despite the challenges in the management transition, the appraisal process remains effective in assessing and recognising the contributions of the staff. Regular appraisals are crucial for aligning individual goals with organisational objectives and fostering continuous professional development.

Is the Service Well-Led

Evaluating the effectiveness of the service leadership and management.

During the inspection, particular attention was directed towards assessing governance and leadership. A key aspect of the service has been the establishment of a culture where staff can freely voice their concerns. In this regard, the service has implemented a comprehensive whistleblowing policy, ensuring that all staff members are familiarised with it as part of their induction process.

The Registered Manager expressed confidence in the effectiveness of this approach, asserting that staff promptly brings forward any issues or concerns. This assurance was evidenced also in the manager's daily contact with the staff team members, fostering an environment where open communication is encouraged and valued.

Nightingales Home Care Service incorporates a diverse staff team, and the Registered Manager actively supports every team member in comprehending induction policies and training. Recognising the importance of effective communication, especially for those whose first language is not English, the manager dedicates extra time to providing additional support.

Policies and governance were reviewed during the inspection, evidencing that documents were stored electronically and successfully met the standards. Staff are provided with policies as part of their induction via email, introducing a new IT system will benefit staff and the overall service. The new IT system is expected to enhance existing processes, making them more streamlined and user-friendly.

The inspection examined mandatory and statutory training requirements, revealing areas that require improvement. It is recommended that certain training areas should be conducted more frequently to ensure staff competence and up-to-date knowledge. Additionally, identifying gaps in staff training highlights an area for improvement.

During the inspection the Regulation Officer suggested strengthening the current training matrix by adding a couple of areas that are currently not covered. This expansion would enhance the comprehensiveness of the training program, ensuring that staff members are adequately equipped with the necessary skills and knowledge to deliver quality care.

An aspect highlighted during the inspection is the need to address language barriers in training, particularly for staff members whose first language is not English. To promote inclusiveness and effective communication, it is recommended that the service explores alternative options for training in such cases. Implementing language-sensitive training methods, such as translation services or multilingual materials, could contribute to breaking down language barriers, ensuring that all staff members, regardless of their primary language, are able to engage and comprehend the training content.

There was positive feedback from the staff team regarding the support the management provide, demonstrating a collaborative work environment.

The leadership actively fosters a supportive atmosphere, which the Registered Manager identified as crucial for staff satisfaction and overall productivity.

However, staff's comments on recruiting more carers highlighted a significant challenge the organisation faces.

Feedback from care receivers and family was positive:

“Very caring, could not fault the care team.”

“I have always found the director to be excellent.”

“The care team really stepped up at short notice providing care at a time of crisis.”

IMPROVEMENT PLAN

There were three areas 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 3.6</p> <p>To be completed by: 1 month from the date of inspection.</p>	<p>All safer recruitment employment checks must be completed prior to workers commencing employment. DBS must be updated every three years.</p>
	<p>Response of Registered Provider:</p> <p>Safe recruitment employment checks are always complete prior to any employee commencing work. We will ensure that all employees DBS' are updated in a timely manner every three years going forward and on file.</p>

<p>Area for Improvement 2</p> <p>Ref: Standard 3.14</p> <p>To be completed by: 1 month from the date of inspection.</p>	<p>All care/support workers are given regular opportunities to discuss their roles and identify any issues through formal supervision and appraisal. Supervision will be carried out at least four times a year, records of supervision will be retained within personnel files.</p>
	<p>Response of Registered Provider:</p> <p>We will ensure that supervisions are completed on a regularly basis and have recruited a another member of management to make sure the supervisions are complete regularly. Supervisions will continue to be held on our electronic system.</p>

<p>Area for Improvement 3</p> <p>Ref: Standard 6.3</p> <p>To be completed by: 3 months from the date of inspection.</p>	<p>Care/support workers will be appropriately trained and competent to meet the health, wellbeing and physical needs of people who receive care.</p> <p>Training areas to be added, and consideration to frequency of training.</p>
	<p>Response of Registered Provider:</p> <p>A full review of the training matrix has taken place and we are closely monitoring the staffs status' for completion of mandatory training going forward. We are updating our electronic system to make sure that the required timeframes for updated training is set.</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