



Jersey Care  
Commission

# Business Plan

2024 - 2027

# Introduction

The Jersey Care Commission ('the Commission') is the independent regulator of health and social care services in Jersey.

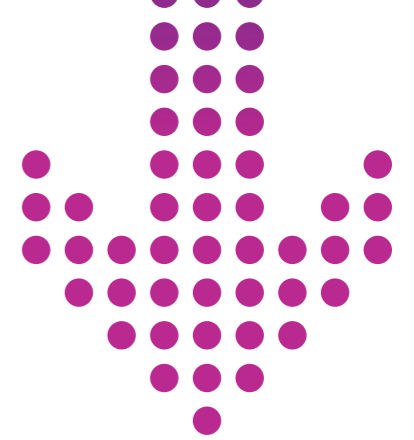
The Commission was established under the Regulation of Care (Jersey) Law 2014 ('the Law'). Our role is to regulate, inspect and support the improvement of health and care services in meeting the needs of people who use and rely upon these services. Our ambition is to make sure that people receive high-quality, safe and person-centred care, where the rights, needs and choices of individuals are at the heart of service delivery.

The services which the Commission currently regulates include:

- care homes, providing nursing and personal care, or personal support, for people of all ages with a range of health and social care needs
- care provided to people in their own homes
- adult day care services
- residential care services for adults and children
- children's social care services
- Child and Adolescent Mental Health Services.

It is envisaged that during 2024 the Government of Jersey will introduce legislation that will bring the Hospital, the Ambulance Service and Adult Mental Health Services under the Regulation of Care Law.

This Business Plan sets out our strategic objectives, priorities, and key initiatives. It is a four-year plan in line with the Government Plan. It will be refreshed on a rolling annual basis. It establishes the strategic direction for the business planning cycle and sets out how we intend to achieve our goals and fulfil our statutory regulatory responsibilities effectively.



# Our Strategic Priorities

Our primary purpose is to provide assurance about the safety, quality, and compliance with legislation and standards of regulated health and social care providers in Jersey.

Provide the people of Jersey with independent assurance about the quality, safety and effectiveness of their health and social care services.



Promote and support best practice in the delivery of health and social care by setting high standards and challenging poor performance.



Work with service users, families, and carers to help enable their voice, improve their experiences of health and social care and to achieve better outcomes.



Register a range of health and social care professionals and take steps to assure ourselves and the people of Jersey that all registered professionals are fit to practise.



# Our vision

The Jersey Care Commission is a trusted and proactive regulator, promoting excellence and inspiring confidence in health and social care services, enabling improved care outcomes for the people of Jersey.

# Our mission

The Jersey Care Commission is dedicated to regulating, inspecting, and supporting improvements in the delivery of care services, to best meet the assessed needs of the people of Jersey. We are committed to ensuring that individuals receive high-quality, safe, and person-centred care, where their rights, needs, and choices are central to service delivery.

# Our objectives 2024-2027

## 1. Effectiveness of regulation and inspection

Deliver effective regulation and inspection of health and social care services in Jersey, with a focus on continuously improving outcomes for people who use services. We do this by applying best practice in developing appropriate standards, in conducting regular and focused inspections and in delivering inspection reports with recommendations for improvements, to seek to ensure the highest quality of care and safety for people in Jersey.

## 2. Collaborate with providers, government and other stakeholders

Foster meaningful engagement and collaboration with key stakeholders, including the Government of Jersey, to create and refine regulations, standards, and inspection methodologies, particularly for new services and those recently brought under regulation.

## 3. Engage with and empower service users, their families and the community

Empower service users and the wider community by actively seeking input and feedback from service users, their carers, relevant third sector organisations and other stakeholders to make sure the voices of people who use services are heard and integrated into all aspects of the Commission's activities.

## 4. Maintain a comprehensive Professional Register

Maintain an accurate and complete public facing register of health and social care professionals working in Jersey and make the necessary amendments, taking account of changes notified to the Commission by registrants.

## 5. Invest in technology and data analytics to drive innovation, streamline processes, and make data-informed decisions

Invest in improving the Commission's capability to collect, analyse and process information and intelligence related to regulated activities and registered individuals, enabling data-driven insights to support informed decision-making, and compliance with information management best practice.

## 6. Sustain financial resilience and growth

Maintain a strong financial resource base, making appropriate use of public funding to support the Commission's core functions and the planned expansion of its regulatory role to encompass a wider range of health and social care services. Make sure the Commission remains agile and resilient through effective corporate governance, learning and development and growth plans.



# Activities to deliver our objectives 2024-2027

# 1

## Enhance the effectiveness of regulation and inspection

Deliver effective regulation and inspection of all registered health and social care providers in Jersey, with a focus on continuously improving outcomes for people who use services. We do this by applying best practice in developing appropriate standards, in conducting regular and focused inspections, in challenging poor practices and in delivering inspection reports with recommendations for improvements. We keep our approach under review to make sure it always promotes the highest quality of care and safety for the people of Jersey.

### We will

Continuously improve the regulatory framework to make sure that health and social care services in Jersey meet, or are taking action to meet, the highest standards of quality and safety.

- Review and analyse the effectiveness of differing regulatory frameworks
- Identify gaps and areas for improvement
- Engage stakeholders in the review process, including service providers, service users and experts
- Develop and implement necessary updates to the regulatory framework
- Make sure inspection reports are consistent and accurate through a comprehensive quality assurance process.

Make sure areas which were regulated for the first time in 2023 and are still relatively new to regulation continue to be supported to comply with regulations and standards and that the regulatory regime remains fit for purpose.

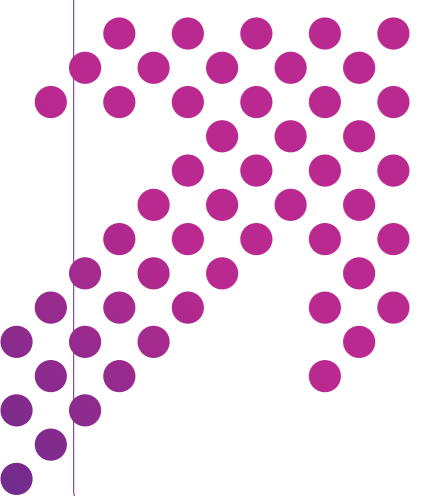
- Provide ongoing support to service providers to promote continued compliance with regulations and standards
- Collect feedback from service users and providers for continuous improvement
- Evaluate the recently introduced regulatory regime's effectiveness and its impact on children's services. Use this learning to enhance our approach.

In 2024 and 2025 prepare for regulation of Hospital, Ambulance and Adult Mental Health Services. We will do this by developing new standards and working with providers in areas new to regulation to help them with the necessary preparations.

- Establish a team to prepare for the regulation of new services
- Collaborate with relevant stakeholders to develop new standards and methodologies
- Provide guidance and support to service providers in preparation for regulation
- Conduct workshops for staff from providers likely to be involved in the inspection process so they understand what to expect from the regulatory process.

Develop criteria for a risk-based evaluation of services and service providers to support progress towards proportionate risk-based inspections and interventions.

- Develop a comprehensive risk assessment framework
- Identify key risk factors for health and social care services and service providers to inform risk-based evaluations
- Conduct risk-based evaluations of services and service providers
- Use evaluation results to deliver risk-based inspections and interventions.



# 2

## Collaborate with providers, government and other stakeholders

Foster meaningful engagement and productive collaboration with key stakeholders, including the Government of Jersey, to co-create and refine regulations, standards, and inspection methodologies.

### We will

Work with policymakers to continue to develop and refine the legal and policy framework governing health and social care regulation in Jersey, ensuring legislation is fit for purpose.

- ▶ Collaborate with the Government of Jersey in bringing and updating legislation, ensuring that legislation supports and enables the new standards and regulations
- ▶ Engage with the Government of Jersey in the development and implementation of a single Registration of (health and social care) Professionals Law.

Work with providers to make sure the Commission remains responsive to the needs of the sector.

- ▶ Consult with the sector to organise engagement events for providers and professionals to enable them to participate in dialogue with the Commission about the impact of regulation
- ▶ Where appropriate, facilitate training/ engagement events for professionals and providers, on relevant subjects to support best practice and improving standards
- ▶ Continuously review the effectiveness of feedback channels and mechanisms and consider developing new channels to enable the sector to provide meaningful feedback especially from a greater range of health and care sector workers
- ▶ Use website traffic and feedback surveys to monitor professional use and satisfaction with the website and information provided
- ▶ Continue to monitor the effectiveness of our Communications Strategy to promote engagement with regulated sectors and other stakeholders.

Work with regulators and professional bodies in other jurisdictions to make sure Jersey remains up to date with best practice methodologies and applies these as relevant in local regulations and standards.

- ▶ Learn from partners and international best practice in assisting the development of meaningful standards and regulation
- ▶ Continue to develop effective working relationships supported by Memoranda of Understanding (MOUs) and Data Sharing Agreements (DSAs) to underpin cooperation where deemed appropriate with UK regulatory bodies. These include the Care Quality Commission, Ofsted, General Medical Council, Nursing and Midwifery Council, Health and Care Professions Council, and Social Care England
- ▶ Encourage the development of the legislative framework to enable the Commission to participate in regulatory activities, including inspections, in other jurisdictions.

# 3

## Engage with and empower service users, their families, and the community

Empower service users by actively seeking input and feedback from them, from third sector organisations, and from other stakeholders to make sure the voices of people who use services and their advocates are heard and integrated into all aspects of the Commission's activities.

### We will

Seek all opportunities to understand what service users think and feel about our work, making sure the voices of people who use services are heard and integrated into all aspects of the Commission's activities.

- ▶ Consult with a range of community groups to better understand how to engage with Islanders
- ▶ Continuously review feedback channels and the Communications Strategy to assess the effectiveness of engagement with Islanders
- ▶ Use website traffic and feedback surveys to monitor the use of and satisfaction with the website, its content, and the quality of the information provided.

Make sure that Islanders are aware of what they should expect in terms of care standards, what good practice in health and social care looks and feels like, and the role of regulation in assuring positive outcomes.

- ▶ By raising awareness of what good care looks and feels like through the Commission's communications channels.

Make sure Islanders have access to the information they need about regulation and care in a format that meets their needs.

- ▶ Work with Islanders to understand what is needed in terms of information and its format and review information provided to Islanders to make sure it meets those needs.



# 4

## Maintain a comprehensive Professional Register

Maintain an accurate and complete public facing register of health and social care professionals working in Jersey, making the necessary amendments taking account of changes notified to the Commission by registrants.

### We will

Maintain an accurate and publicly accessible register of health and social care professionals, as required by law.

- Regularly update and maintain the Professional Register to ensure accuracy and completeness
- Implement robust data quality checks and validation processes to uphold the integrity of the register
- Publish the register on the Commission’s website, ensuring public accessibility, as mandated by law.

Enable digital registration of health and social care professionals.

- Implement a user-friendly digital registration system for health and social care professionals to enable initial registration and to streamline the process by which users make changes
- Provide support to facilitate a seamless transition to the digital registration process
- Seek feedback from early users of the digital registration system and then continue to review and enhance the system to make sure it remains effective and adapts to evolving technological standards.

Make sure that those who are registered with the Commission are subject to appropriate oversight in terms of fitness to practise issues, either by the Commission or by the relevant UK professional regulatory body.

- Enhance processes with UK regulatory bodies to make sure fitness to practise issues are managed effectively for all registered professionals



- Build on existing collaborative work with relevant UK professional regulatory bodies to enable coordinated oversight where applicable
- Conduct regular reviews and audits to identify and address any gaps in fitness to practise policy and oversight.

# 5

## Invest in technology and data analytics to drive innovation, streamline processes, and make data-informed decisions

Invest in improving the Commission’s capability to collect, analyse and process information and intelligence related to regulated activities and registered individuals, enabling data-driven insights to support informed decision-making, and compliance with information management best practice.

### We will

Invest in a robust information management system and database to streamline data collection, analysis, and reporting and enable data-driven insights to identify trends, risks, opportunities, and areas for improvement in care sectors.

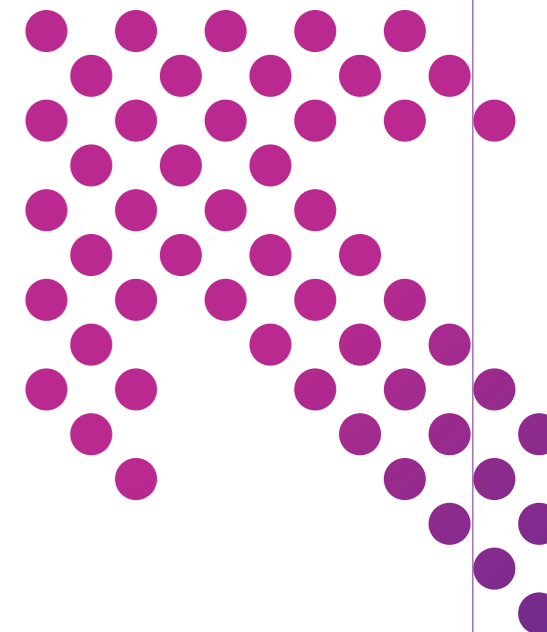
- Conduct a thorough analysis of our needs to fully understand our digital requirements and priorities now and in the foreseeable future
- Having established requirements develop a Business Case to secure resources
- Make sure proposed solutions take account of and make best use of existing technologies and integrate with existing systems
- Learn from the experience of key partners who have already undertaken digital transformation
- Once solutions are in place make sure adequate training and support is provided so that Commission staff, service providers and other users make best use of systems.

Use technology to enable care providers to report notifications and submit documents to improve efficiency and reduce administrative burden.

- Work with care providers to understand their needs and expectations
- Make sure systems are user-friendly for care providers to maximise ease of use and reduce administrative burden
- Implement automated processes for data collection and reporting to improve efficiency and accuracy
- Make sure there is a functioning feedback mechanism so that care providers can comment on the usability and effectiveness of the notifications system.

Compliance with information management best practice.

- Make sure systems and updated policies align with information management best practices and regulatory requirements
- Ensure that staff are properly trained and informed about the requirements of information management
- Strengthen data governance measures to ensure data integrity, confidentiality, and compliance
- Conduct regular audits to ensure adherence to information management policies and compliance with best practices.



# 6

## Sustain financial resilience and growth

Maintain a strong financial resource base to underpin the Commission's core functions and the planned expansion of its regulatory role to encompass a wider range of health and social care services. Make sure the Commission remains agile and resilient through effective corporate governance, learning and development and growth plans.

### We will

Work effectively with the Government of Jersey in accordance with the provisions of our Framework Agreement, while maintaining our independence of thought and action.

- Identify opportunities to increase collaboration with the Government of Jersey within the requirements of Framework Agreement
- Maintain independence of thought and action while fostering effective partnerships for mutual benefit
- Maintain regular communication channels with government and States of Jersey departments to ensure alignment with broader strategic goals.

Routinely assess and refine governance structures and processes to enable continuing transparency and the ability to demonstrate effective use of public funds within the Commission.

- Regularly assess governance structures and processes to ensure transparency, accountability, and that we continue to deliver value for money
- Implement refinements based on continual improvement and assess the impact this has on enhancing governance effectiveness.

Ensure financial sustainability and the prudent allocation of resources, by efficient and accountable use of public funds to deliver the Commission's primary functions.

- Take the learning from the five years since the Commission was established to drive further improvements in the use of resources
- Maintain transparent budgeting processes, clearly communicating how public funds are utilised to deliver core functions and expansion plans
- Conduct regular financial reviews to ensure compliance with financial regulations and standards.

Make sure the Commission is agile in delivering regulation while minimising administrative burden on itself and others.

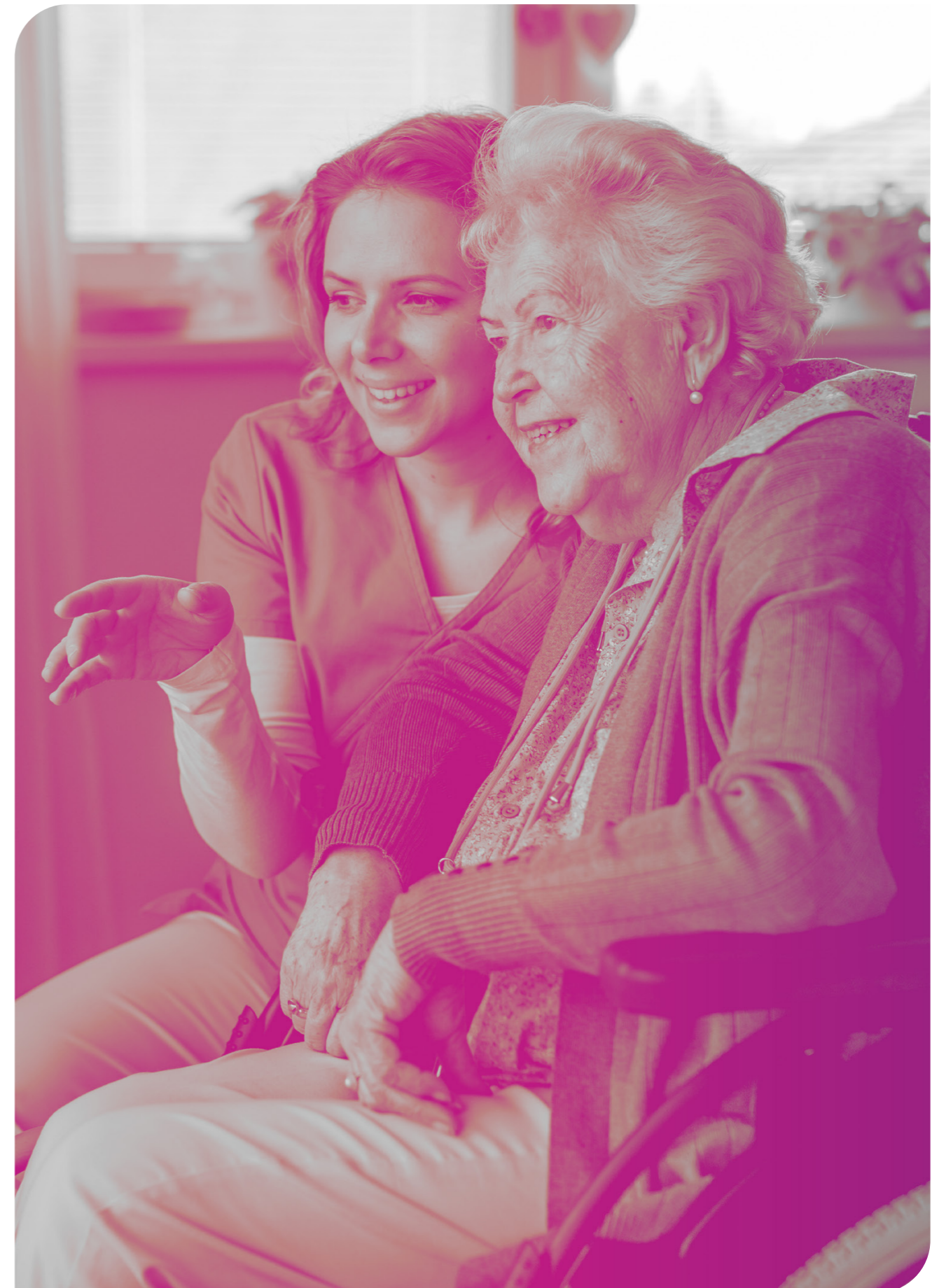
- Continuously review and optimise regulatory processes to enhance efficiency and reduce administrative burden
- Use technology to streamline regulatory activities, minimising administrative overheads for the Commission and stakeholders
- Make sure the Commission responds to feedback about administrative challenges promptly.

Provide appropriate training for commissioners and Commission staff to make sure they remain sufficiently well-informed and capable of fulfilling their regulatory duties and responsibilities.

- Conduct a needs assessment to identify training requirements for commissioners and staff
- Provide ongoing training programs to ensure competence and capability across all roles and duties
- Ensure access to relevant resources, materials, and experts to support continuous learning.

Baseline ourselves against similar organisations to learn from others, implement best practice, and make sure our fees provide value for money.

- Conduct baseline assessments against similar organisations to identify strengths and areas for improvement
- Implement best practice identified through benchmarking and other learning to enhance operational efficiency
- Regularly assess and review fees to make sure they are evidence based and provide value for money in comparison to similar regulatory bodies.





# 2024 Key Performance Indicators and Delivery Goals

The Business Plan sets out our objectives and activities over the next four years. To help us manage the delivery of these objectives we set specific goals and Key Performance Indicators (KPIs) for each year of the plan. The KPIs and delivery goals for 2024 are set out here. These will be reviewed each year.

## KPI 1

### Inspection and regulation of regulated activities

The Commission will maintain and apply the regulations and standards for all regulated activities through an inspection regime that measures the quality, safety, and effectiveness of services, ensuring established methodologies and frameworks are followed.

#### 1.1

100% of annual inspections in respect of regulated activities completed, as required in law.

#### 1.2

80% of inspection reports completed and ready to share with the care provider within 28 days of an inspection having concluded.

#### 1.3

100% of inspection reports published within five working days of finalisation.

#### 1.4

100% of inspections and inspection reports to meet quality assurance criteria.

#### 1.5

100% of improvement and action plans are reviewed by the Commission within agreed timescales.

#### 1.6

The Commission will consult directly with care receivers, relatives/carers, staff members and external professionals in 100% of inspections (where considered relevant and appropriate).

#### 1.7

As part of its quality assurance process, the Commission will seek feedback on the inspection process and other Commission services from providers and managers of regulated activities. It will publish a summary of responses.

## KPI 2

### Registration of regulated services

The Commission will register all services new to regulation and will make any necessary changes to registration details of existing regulated services, for example Directors or registered provider, registered manager, or conditions, within agreed timescales, following receipt of all required information.

#### 2.1

The Commission will finalise 100% of applications for registration of providers of regulated activities within four weeks.

#### 2.2

The Commission will finalise 100% of requests for changes to registration for example Directors, registered manager of providers of regulated activities within four weeks.

#### 2.3

The Commission will finalise 100% of requests for changes to conditions of registration within 4 weeks.

#### 2.4

The Commission will undertake 100% of annual reviews and registrations of designated Yellow Fever centres, as required by law.



# KPI 3

## Collaborate with providers, government and other stakeholders

### 3.1

Consult with the care sector to hold at least one sector wide engagement event with the Commission and regulated providers.

### 3.2

Identify opportunities and facilitate at least one workshop or other event to help raise awareness of standards and issues relevant to regulated providers.

### 3.3

Evaluate the effectiveness of communication channels with regulated providers and other stakeholders, to ensure meaningful collaboration, and that stakeholders can contribute and feedback on relevant issues.

### 3.4

Conduct a review to ensure all relevant information is made available to providers and other stakeholders.

### 3.5

Undertake a review of the effectiveness of collaboration with key partners, and especially the operation of Memoranda of Understanding, Data Sharing Agreements, and other key processes and controls.

# KPI 4

## Engage with, and empower service users, their families and the community

### 4.1

Carry out at least one consultation or engagement exercise in conjunction with relevant community groups where this is considered appropriate.

### 4.2

Use website traffic data and feedback to understand the use of the website and improve satisfaction of Islanders with the information provided.

### 4.3

Carry out a review the Communications Strategy, feedback channels, and methods of engaging with Islanders, to assess their effectiveness in engaging with Islanders.

### 4.4

Review the provision of essential information so that it is available in a range of formats that meet the varied needs of Islanders.

# KPI 5

## Maintain a comprehensive Professional Register

### 5.1

Accuracy and completeness of Professional Register, including timeliness (see KPI 5.4) of amendments and updates.

### 5.2

Develop a method to assess early user satisfaction with the digital registration system following the system go live date.

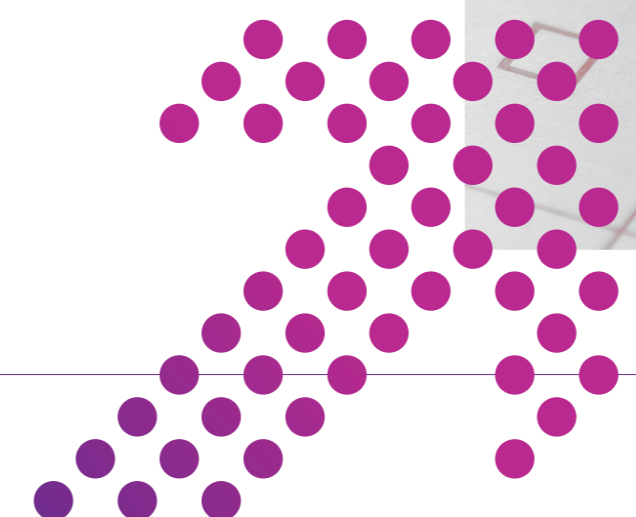
### 5.3

Timeliness for completion of any required action or updates to the register following the imposition of interim orders or sanctions in Fitness to Practise case.

### 5.4

Timeliness measures for registration applications and updates (based on receipt of all required information).

- ▶ The Commission will finalise 100% of health and social care professional applications within three working days.
- ▶ The Commission will finalise 100% of health and social care professional renewals within five working days.
- ▶ The Commission will finalise 100% of applications from piercing and tattooing practitioners within three working days.



# KPI 6

## Invest in technology and data analytics to drive innovation, streamline processes, and enable data-informed decisions

### 6.1

Undertake a digital diagnostic exercise to understand and articulate requirements and immediate and longer-term priorities.

### 6.2

Using the outputs of the digital diagnostic, develop a strategy and accompanying business plan to enable delivery of the digital strategy.

### 6.3

Develop measures to assess the effectiveness of digital systems, including measuring reduction in administrative burden for care providers and the Commission, and compliance with information management best practice.

# KPI 7

## Internal performance and impact measures

### 7.1

80% of duty calls and public enquiries not requiring further investigation to be resolved within two working days.

### 7.2

100% of higher risk notification reviewed for further action within one working day.

### 7.3

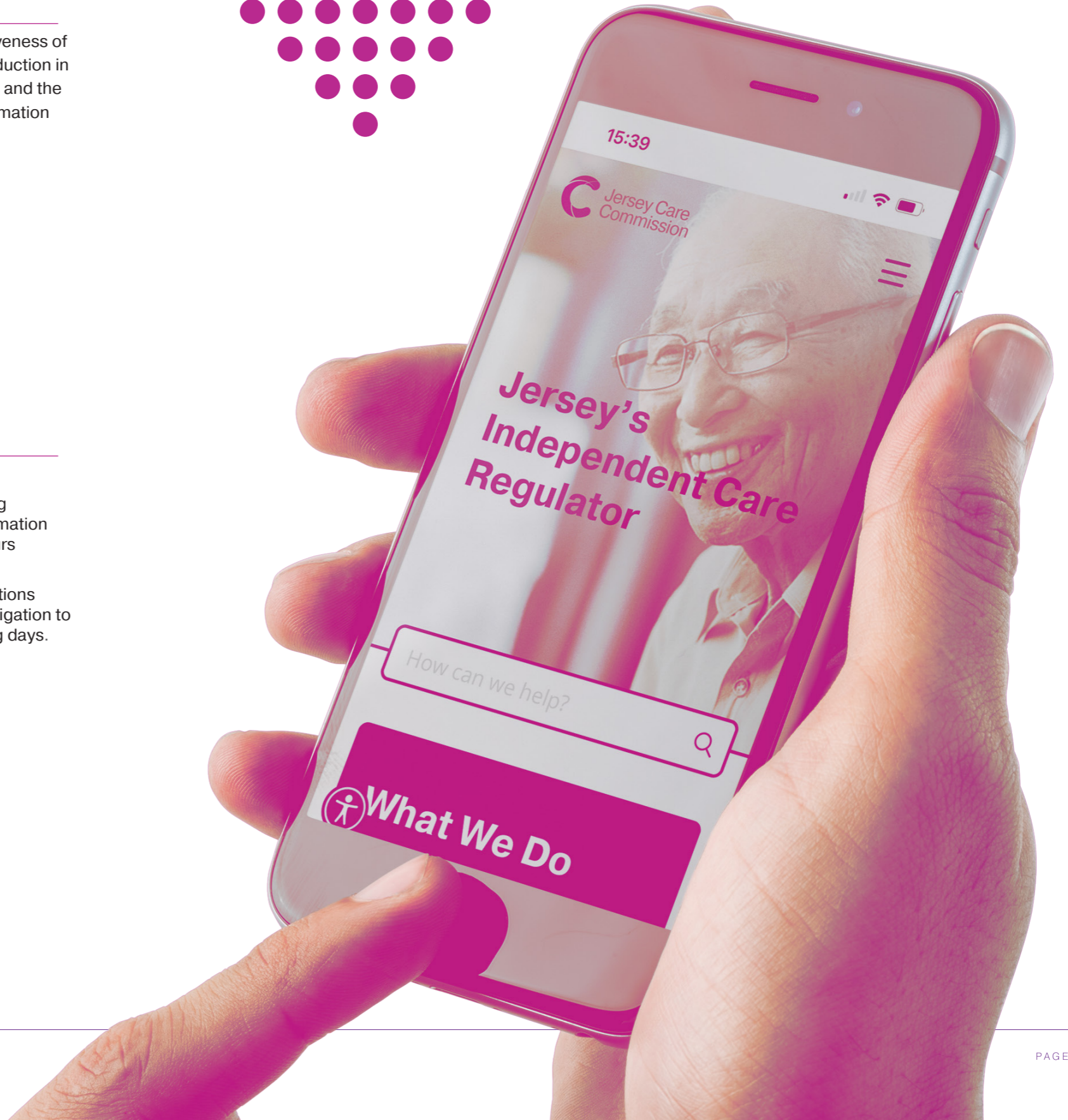
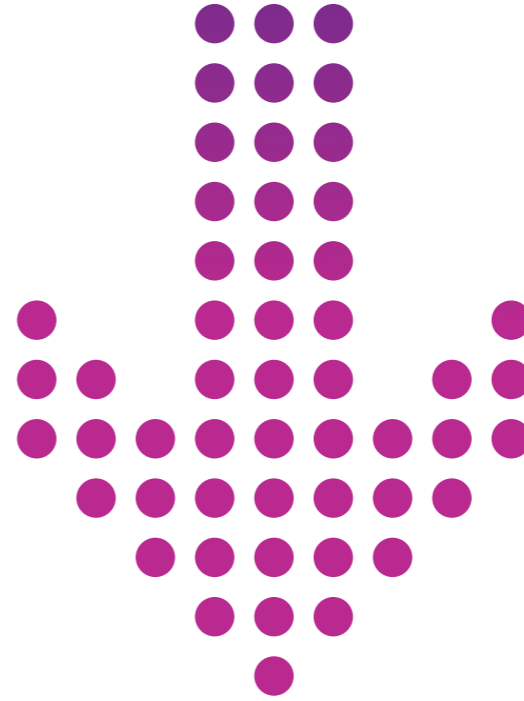
Complaints handling.

- ▶ Percentage of complaints meeting all timeliness criteria for acknowledgement and communication set out in complaints policy
- ▶ Percentage of complainants responding positively to post complaint feedback on ease of use, timeliness, communication, thoroughness, and fairness of complaints process.

### 7.4

Data Incident management

- ▶ Percentage of data incidents requiring reporting to Jersey Office of the Information Commissioner reported within 72 hours (as required by JOIC)
- ▶ Percentage of data incident investigations identifying underlying causes and mitigation to prevent recurrence within five working days.





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