



Jersey Care
Commission

INSPECTION REPORT

Oakwell

**Care Home Service
(Short Breaks Centre)**

**Park Estate, Rue Des Genets
St Brelade
JE3 8EQ**

26 and 28 June 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 Oakwell Short Breaks Centre, which is registered as a Children's Home. The service is set in a quiet residential estate in the parish of St. Brelade, surrounded by quiet residential streets.

Oakwell is a house with five bedrooms, the home is specially designed to provide accessible and comfortable living for children and young people with physical disabilities.

The service presents a fully equipped interactive sensory room, a hydrotherapy pool, bedrooms and bathrooms equipped with integrated mobility aids, including height-adjustable baths and tracking hoist systems.

Oakwell also has a large sized open-plan lounge/dinner/kitchen, which offers direct access to the bedrooms and a spacious, well-kept garden. One of the five bedrooms is currently being used as a staff sleeping room.

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| Regulated Activity | Care Home Service |
| Mandatory Conditions of Registration | Type of care: nursing care, personal care, and personal support. Category of care: Children and Young People (0-18) Maximum number of care receivers at any one time: 5 Maximum number in receipt of personal care / support / nursing care: 5 Age range of care receivers: 0-18 years |
| Discretionary Condition of Registration | None |
| Dates of Inspection | 26 and 28 June 2024 |
| Times of Inspection | 14:00-16:30 and 10:00-12:30 |
| Type of Inspection | Announced |
| Number of areas for improvement | One |
| Number of care receivers using the service on the day of the inspection | Three |

The Care Home service is operated by the Children, Young People, Education and Skills (CYPES), and there is a registered manager in place.

Since the last inspection on 11 and 26 October and 10 November 2023, the Commission received an updated copy of the Oakwell's Statement of Purpose. This was submitted to reflect new staff members and the updated qualifications of the staff.

After the inspection visit, Oakwell submitted a variation application to reduce the number of beds from five to maximum of four children and young people occupancy.

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 regulation officers reviewed Oakwell's safety procedures and risk assessments, noting regular updates with input from healthcare professionals and parents. The health and safety risk assessments were clear and accessible; however, some required updates, which the Registered Manager ensured would be addressed.

Staff recruitment aligned with the Children's Home Standards. Duty rotas showed competent staff availability, with a planning process reviewed by senior staff. Once completed, rotas are reviewed by senior staff members before being made available to the rest of the team.

Medication management protocols included measures to mitigate errors. However, Oakwell faces challenges in obtaining medications because prescriptions and dispensing are handled by multiple sources for each child. Despite these obstacles, the staff members successfully ensure that the medication is available during the children's stay.

Oakwell was found to adhere to mandatory conditions. The service exhibited collaboration and communication practices, which were evident in detailed care plans and effective handover sessions. Regular reviews and meetings ensured active participation from children and young people, as well as their parents.

Feedback from staff members indicated that team communication has improved, yet there is room for further enhancement. They recommended establishing clearer communication channels between staff and management to promote continuous improvement in team cohesion and relationships.

INSPECTION PROCESS

This inspection was announced and was completed on 26 and 28 June 2024, by two regulation officers. A week notice was given to the Registered Manager before the visit.

The Children's Home 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 this service was reviewed, including the previous inspection report, the Statement of Purpose, and the Independent Visitor Reports.

Feedback was sought from three children and young people, that were utilising the service at the time of the inspection, and eleven of the parents, of which two provided a response. The regulation officers also had discussions with the Registered Manager. Additionally, feedback was sought from fourteen staff members and three professionals external to the service, from which two staff members and one external professional provided a response.

As part of the inspection process, records including policies, risk assessments, staff personal files and care records were examined.

¹ The Children's Home Service and all other Care Standards can be accessed on the Commission's website at [Children's Standards | Jersey Care Commission](#)

At the conclusion of the inspection, the regulation officers provided feedback to the registered manager.

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 the Oakwell submitted an improvement plan to the Commission setting out how these areas would be addressed.

The improvement plan was discussed during this inspection, and regulation officers noted insufficient progress in addressing some of the identified areas for improvement, specifically policies for Oakwell. The Government of Jersey operates Oakwell through the Children, Young People, Education and Skills (CYPES) department. The organisation has a responsibility to provide Oakwell with these essential policies in order to be compliant.

The second area for improvement following the previous inspection, which was related to the development of communication methods with the staff team to ensure that a resilient work environment is progressed, was also discussed, and it was noted that Oakwell had made some improvements. The service facilitated a team day away to enhance communication and teamwork. Furthermore, following the successful recruitment of one full-time residential childcare officer (RCCO) and a new full-time agency Registered Nurse, this change has positively impacted staff morale. During the inspection visit, the staff team and the Registered Manager expressed that they feel the service has moved past a phase of instability and that team communication has improved.

The service acknowledges this is an ongoing process and recognises the need to continue to strengthen their communication. Although there is a need to continue consolidating this area, this is no longer an area for improvement.

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.

The regulation officers reviewed Oakwell's safety procedures and had access to risk assessments concerning children and young people. The service works with a paper-based system, and access was provided to the regulation officers. Upon examination, it was observed that the risk assessments are developed and regularly reviewed with input from healthcare professionals and parents of the children and young people.

Additionally, the regulation officers reviewed risk assessments related to the health and safety of the home, which were found to be documented and accessible to the staff. However, some of these risk assessments need to be updated, as noted by the regulation officers, and the Registered Manager assured us that this would be addressed promptly.

Staff recruitment continues to pose challenges, leading to the decision to temporarily close on Sunday afternoons and reopen on Monday afternoons due to insufficient staffing levels. The registered manager assured that while Oakwell has improved, this closure will continue to ensure adequate staffing levels for continued service provision.

Upon review, it was evident that staff recruitment is overseen by the registered manager in coordination with the organisation's Human Resources (HR) department. Staff folders contained all essential documents for permanent staff members prior to their employment commencement. Staff receive inductions aligned with the Children's Home Standards, and records indicate that probationary reviews are conducted, with ongoing monitoring and assessment of their performance.

The regulation officers visited the Government of Jersey HR department and reviewed the recruitment process as part of the inspection process. During this visit, it was evident that the HR department does not oversee the recruitment of agency staff. Therefore, further clarifications were requested by the regulation officers as there is an expectation that this is overseen by the registered manager responsible for the service. It was reassuring to note that the Registered Manager could provide evidence that Oakwell hold records for the safe recruitment of agency staff before their employment.

During the inspection process, the regulation officers had access to the duty rotas, ensuring that there was always an adequate number of competent and experienced staff available to meet the care and support needs of the children and young people in their care. Additionally, the Registered Manager provided evidence to the regulation officers that the duty rota is planned between four and seven weeks in advance. A new step has been introduced to the duty rota process, where, after the manager finalises the initial draft, it is reviewed by two additional senior staff members. This ensures an additional layer of assurance, which considers that the rota effectively incorporates all staff requests and holiday schedules.

The regulation officers reviewed the medication management protocols implemented by Oakwell. The review revealed evidence of measures to mitigate risks associated with medication errors and adherence to best practices in medication administration. These measures included regular medication audits, a medication communication book, ongoing medication training, competency assessments, and nursing staff serving as team leads with additional responsibilities, including supervising RCCOs.

It was evident that Oakwell ensured the safety and effectiveness of medication management despite facing numerous challenges when obtaining medications for the children. During the inspection, staff said they believed the external communication system was deemed unsuitable and impractical. The current system results in staff members frequently liaising with various services that prescribe and dispense the required medications, such as the Children and Adolescent Mental Health Service (CAMHS), General Practitioners (GPs), the pharmacy at Jersey General Hospital, and paediatricians to ensure timely medication provision for children and young people.

Oakwell strives to maintain a minimum safe stock to mitigate potential medication shortages caused by delays in accessing medications due to the complexity of the current systems. During discussions with regulation officers and the Registered Manager, it was acknowledged that this challenge was encountered across multiple care settings.

Is the Service Effective and Responsive

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| Assessing the organisation of the service so that care receiver's needs are respected and met. |
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During the inspection, the regulation officers focused on the service's adherence to the mandatory conditions. The regulation officers reviewed what the children and young people needed and how the Oakwell met the mandatory requirements. It was found that the service followed these provisions by providing nursing care, personal care, and support to children and young people.

During the inspection, the regulation officers observed strong collaboration and communication between Oakwell and external professionals. This was evidenced in the care plans and observed practices such as handovers. The care plans documented the involvement of occupational therapists (OT's), Family Nursing and Home Care (FNHC), and school support workers.

During a handover attended by the regulation officers, the team discussed plans for engagement with the OT department related to current equipment that was in use by one of the children. This collaborative approach was further supported by positive feedback from healthcare professionals: *“I can confirm I have been very happy with the service Oakwell has provided with the young person I have placed there. It is a safe and friendly setting and always seems to run efficiently”*.

Evidence was also observed which demonstrated the service's person-centred care principles. The practices observed within the care setting displayed a process for involving children and young people, as well as their parents, in the planning and adjusting of their care plans were in place. There was evidence that regular and scheduled reviews of care plans and meetings were conducted, with active participation from children, young people, and their parents. During these sessions, preferences and changes in needs were discussed and promptly addressed.

During the inspection, feedback was sought from parents.

“I have absolutely no problem with the care provided. I always have the opportunity to speak and discuss openly with any of the staff members on duty.”

“The environment is perfect for them. Everyone has been very kind and caring to our Xxx amongst the staff and carers, and we are very thankful to them.”

We received some constructive feedback from a parent regarding the environment at Oakwell. While many aspects are positive, and parents appreciate the efforts made by the staff, one parent has noted that the atmosphere can feel heavy at times. They expressed concerns that this might affect the overall experience for both children and staff. Additionally, they have suggested that communication could be further enhanced to ensure that everyone feels informed and engaged.

During the inspection, staff training information was provided, demonstrating compliance with the Standards. This training covered critical areas such as capacity and consent, ensuring that staff are knowledgeable about legal requirements and ethical considerations when working with children and young people. Additionally, the training included strategies for improving communication with children and young people, aiming to better ascertain their wishes and preferences.

The Registered Manager communicated that Oakwell aims to provide specialised support tailored to the needs of children and young people, focusing on enhancing quality of life and ensuring personalised care. This framework accentuates Oakwell's commitment to holistic care, where physical comfort, emotional support, and family involvement are prioritised to meet the unique needs of each child under their care.

Is the Service Caring

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| Evidencing fundamental aspects of care and support are provided to care receivers by appropriately trained and competent staff. |
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During the review of a sample of care plans, it was evident that Oakwell closely monitors the well-being of children and young people and actively seeks their feedback. The service's care plans focus on key areas essential for providing fundamental care, which includes children's details, care plans, risk assessments, teams supporting children, and any other business (AOB).

Care plans are created with ongoing development and input from external professionals, children and young people, and their parents. During the visit, regulation officers observed that staff demonstrated awareness of the care plans and actively engaged with them in daily operations.

During the inspection, the regulation officers were advised that the pool's refurbishment had been concluded but was temporarily unavailable due to a technical issue. The engineering maintenance for the pool is sourced off island, this has created a delay in resolving the problem. The regulation officers recognised that the pool provides a safe and enjoyable environment for the children and young people. However, the service relies on a qualified person based off-Island, which presents a challenge.

The garden is an area that contributes to children's and young people's wellbeing. There was evidence that staff strive to make the garden child-friendly; it is well-maintained and frequently used. The manager explained that in September 2024, the garden will undergo further adjustments, such as flattening all areas to ensure accessibility for all children and adding sensory items to improve its use and enhance the children's engagement, making it more child friendly.

The regulation officers also discussed workforce wellbeing during this visit. A system is in place for staff supervision. Senior team members, including nurses and senior RCCOs, supervise other staff members. These supervision sessions are conducted monthly to ensure compliance with the Children's Home Standards. This approach to supervision is also documented in the independent monthly reports.

Is the Service Well-Led

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| Evaluating the effectiveness of the service leadership and management. |
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During the inspection, the regulation officers noted the presence of systems designed to capture and address feedback. The service has a complaints policy with clear pathways and escalation procedures.

The Registered Manager noticed that parents rarely respond to formal yearly feedback requests. As a result, Oakwell regularly engages with parents informally to gather feedback and promptly acts on it as needed. This reflects the service's effective implementation of feedback and complaints procedures.

As highlighted earlier in this report, policies are essential to reinforce the commitment to improving the governance of the service. Having current and comprehensive policies ensures that staff have clear guidelines to follow, promotes consistency in practice, and enhances overall accountability. Effective governance is critical to maintaining high standards of care, safety, and support for children and young people. Therefore, prioritising policy updates will strengthen Oakwell's framework and build trust and confidence among staff, parents, and external stakeholders. Therefore, this remains an area for improvement.

During the inspection, regulatory officers also met with the staff and the registered manager to assess the ongoing efforts to enhance communication and the general work environment, which were highlighted in the previous inspection. The staff members who provided feedback to the regulatory officers indicated that team communication has improved, but there is still room for continued enhancement. They recommended further improvement of communication channels between staff and management to ensure that team cohesion and relationships continue to progress positively.

“Although we can see that everyone is trying, and it has improved, I feel the main feedback from staff is that communication between management and staff can still improve.”

“We are really trying, and we know that there are still some difficulties in terms of communications between staff and management, but we are all trying to overcome this.”

Staff expressed that communication and general teamwork have improved, which has positively impacted the service provided. They noted that the environment now feels much calmer, with more effective communication and smoother interactions among team members.

IMPROVEMENT PLAN

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

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| <p>Area for Improvement 1</p> <p>Ref: Standard 1.5, Appendix 2.</p> <p>To be completed by: within six months of the date of the inspection (26 December 2024)</p> | <p>The Registered Provider must ensure that the home's policies are specific to the service and are regularly reviewed and updated.</p> <hr/> <p>Response of Registered Provider:</p> <p>Oakwell adheres to all available policies provided by CYPES and within the GOJ. These are accessible online by all staff and it is introduced to all new staff through induction in Oakwell ,and they will sign to say that they have read them .</p> <p>To support this a hard copy of these essential policies has been printed off for ease of access in all residential homes in response to this report.</p> <p>The Jersey Care Commission are requesting that these policies be updated by CYPES. This need has been identified by CYPES and in order to progress this the GOJ have purchased TRI-X Residential policies for the Children’s Residential homes, this includes Oakwell. These are in the process of being adjusted to meet Jersey’s Regulations and Standards.</p> <p>As referenced within the report, despite policies needing updating Oakwell continues to provide safe systems of work and detailed risk assessments , in order to keep the children ,young people and staff accessing Oakwell safe.</p> <p>The two risk assessments referenced in the report were updated immediately after the inspection.</p> |
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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.



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