



**Jersey Care  
Commission**

# **INSPECTION REPORT**

**Cambrette Care**

**Home Care Service**

**1st Floor, Trinity House  
Bath Street  
St Helier  
JE2 4ST**

**11 July 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 Cambrette Care, Home Care Service. The service office is situated in the Parish of St Helier.

Regulated Activity	Home Care Service
Mandatory Conditions of Registration	Type of care: Personal care and personal support  Category of care: adults 60 +, dementia care, physical disability, mental health, substance misuse, learning disability and autism  Maximum number of combined personal care and personal support hours that can be provided: 2249  Age range of care receivers: 18 years and above
Discretionary Condition of Registration	None

Date of Inspection	11 July 2024
Time of Inspection	09:00- 16:00
Type of Inspection	Announced
Number of areas for improvement	One
Number of combined personal care and personal support delivered during the week of inspection	1986

The Home Care service is operated by Cambrette Care and there is a Registered Manager in place. Since the last inspection on 20, 21, 26 and 28 September 2023, the Commission received an updated copy of the service's Statement of Purpose. This was provided to the Regulation Officer on the day of inspection.

## **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 report highlights Cambrette Care's commitment to safety through comprehensive risk assessments, staff management, and effective medicines management. Key practices include detailed risk assessments, person-centred care plans, and thorough staff training, including mandatory medication administration courses. Staffing strategies involve support for overseas workers and retention incentives. The service maintains up-to-date staff appraisals and supervisions, ensuring competency and safety.

Cambrette Care ensures comprehensive care through detailed needs assessments, involving referrals from multiple sources, home visits, and care planning. A core team of at least four staff members is assigned to each care receiver, with specific inductions and ongoing support. The service collaborates with local pharmacies, medical surgeries, and the hospice, focusing on effective medication management and end-of-life care. Staff are trained in capacity, consent, and do not attempt cardiopulmonary resuscitation (DNACPR) processes, emphasising the care receiver's autonomy.

The service provided evidence that it is committed to personalised care, tailoring plans to meet the unique needs and aspirations of each care receiver. Examples include creating care plans for individuals with cognitive impairments and motor neuron disease, addressing their specific challenges. The service ensures comprehensive, personalised care through risk assessments, collaboration with professionals, and community engagement. Staff well-being is prioritised through supervision, appraisals, and flexible working arrangements, developing a supportive environment that values staff dedication and resilience.

Cambrette Care demonstrated an environment where staff can freely voice concerns, supported by clear policies, including whistleblowing, and an open-door policy. Overseas staff receive additional help to understand these policies, ensuring effective communication and a strong duty of care. The service emphasises equality, diversity, and inclusion, with initiatives like an Employee of the Month program and various staff incentives. While policies generally reference UK legislation, the service recognises the need to better integrate relevant Jersey legislation into their practices.

## INSPECTION PROCESS

This inspection was announced and was completed on the 12 July 2024. Notice of the inspection was given to the Registered Manager eight days before the visit. This was to ensure that the Registered Manager would be available during the visit.

The Home Care Standards were referenced throughout the inspection.<sup>1</sup>

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 reports.

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

As part of the inspection process, records including policies, care records, incidents and complaints were examined.

At the conclusion of the inspection, the Regulation Officer 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.

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

## INSPECTION FINDINGS

At the last inspection, one area for improvement was identified, and an improvement plan was submitted to the Commission by the Registered Provider, setting out how this area would be addressed.

The improvement plan was discussed during this inspection, and it was concerning to note that insufficient progress had been made to address the area for improvement. This means that the registered provider has not met the Standards in relation to having policies and procedures in place which refer to local laws, legislation and policies and does not currently have a plan in place to resolve this.

### **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.

This report highlights key aspects of the service, particularly focusing on risk assessments, staffing, and medicines management.

The risk assessment processes at Cambrette Care are detailed and thorough. Care managers manage smaller teams within the service, they conduct initial assessments either at the care receiver's home or in the hospital, reviewing occupational therapy reports and risk assessments from other professionals. All this information is combined into a comprehensive risk assessment, identifying potential risks and strategies to mitigate them.

For transportation safety, staff members use their own cars to transport care receivers. Each staff member undergoes a risk assessment with each care receiver, and all staff members are required to have business car insurance. Staff who do not have access to their own transport have access to a pool car.

Care plans are stored in multiple locations to ensure both accessibility and security. These locations include the care receiver's home, an IT system called Care Line Live, and a printed copy in a locked cabinet in the office. Additionally, care receiver files are stored in a locked box at their home. A person-centred induction is conducted for each new care receiver, and feedback about their needs is gathered from staff via email and incorporated into the care plan. This process ensures that care plans are continuously updated to reflect the evolving needs of care receivers.

Cambrette Care employs 49 staff members, along with three office staff, a Human Resources (HR) manager, and a director. The service uses various strategies to ensure adequate staffing and retention. It is actively recruiting new staff and currently awaiting checks and references for prospective employees. Nearly half of the workforce consists of overseas workers. Cambrette Care supports these workers with accommodation in guest houses and has received positive feedback about their integration into the local community. The service offers several incentives to encourage staff retention, such as extra holidays, gifts, cinema vouchers, and Christmas bonuses.

The service meets all requirements for staff appraisals and supervisions, with each staff member receiving three supervisions and one appraisal within the last 12 months. The service maintains detailed staff files with all necessary paperwork, although a review is being conducted to ensure all staff have up-to-date DBS checks.

There is an effective medicines management system in place. When a care receiver is discharged from the hospital; medications and a medication administration record sheet are delivered by the pharmacy. These sheets are highlighted during staff induction training. All staff undergo annual medication administration training with a required pass rate of 93%. This includes both online and face-to-face training sessions, with deliberate errors included for practice. Care managers conduct regular observations to ensure staff competency in administering medications.



Cambrette Care funds vocational Level 5, 3 and 2 training through the hospital. A training agreement requires staff to remain employed for a year after completing their training.

Overall, the service demonstrates a commitment to safety through risk assessments, staff management, and effective medicines management. These measures collectively ensure a safe environment for care receivers, protecting them from avoidable harm and promoting their well-being.

Feedback from professionals who engage with the service suggested:

*“They have managed to have a consistent approach to Xxx needs. They will risk assess on a daily basis, regroup and report. I have constant contact with Xxx (Registered Manager) and Xxx (Team Lead) when things are not going well. They report and seek advice. This works well.”*

*“I find Cambrette very proactive in working with the Social Worker directly particularly in reviewing needs of clients. They always attend and are present for review meetings and have a good handle on any changes clients are experiencing.”*

### **Is the Service Effective and Responsive?**

Assessing the organisation of the service so that care receivers needs are respected and met.
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Care receivers' needs are respected and met through a thorough process of assessing needs. Referrals come from various sources, including directly from care receivers, family members, social workers, and GPs. Upon receiving a referral, the Care Manager contacts the referrer to discuss time frames and then conducts a home visit. During the home visit, they discuss the care receiver's medical history, medication, assessment, terms and conditions, and start date. They aim to form a core team of at least four staff members for each care receiver.

The Care Manager also evaluates environmental risks, such as cleanliness, key safes, furniture, and kitchen appliances, and takes into consideration other family members living in the home. After this initial assessment, a care plan is created and reviewed with the care receiver. The assessment also determines whether the care receiver will self-administer medication, require prompts, or need full administration from the care staff.

During the first visit, out-of-hours emergency arrangements are discussed, with four staff members covering out-of-hours shifts. The Care Manager visits periodically during the first two weeks to ensure the core staff team is managing well before transitioning the care to the core team.

All core staff members who will work with a care receiver undergo an induction specific to that care receiver. No staff begin work with a client without a care manager-led induction, and for more complex cases, staff shadow shifts. The Care Manager visits during the day at times convenient to the care receiver to ensure ongoing support and effective care delivery.

Cambrette Care undertakes collaborative working, delegated tasks, and acceptable tasks to ensure that care receivers' needs are met. They work alongside Family Nursing and Home Care to support care receivers requiring combined support. Through collaboration, they develop comprehensive plans to meet care receivers' needs effectively.

Strong relationships are maintained with local pharmacies, ensuring that care receivers receive their medication promptly. They also have good relationships with various medical surgeries across the island, which supports their service delivery. While they have provided shared care with other home care agencies in the past, they found this arrangement challenging and no longer pursue it. However, they have had positive experiences working alongside the hospice, which has been particularly helpful in delivering end-of-life care.

Consenting to care, capacity, liberty training, and record-keeping were all discussed with the Registered Manager as part of this inspection. Cambrette Care have completed both online and face-to-face training on Capacity and Self-Determination Law. During assessments, they review past medical history to identify any impairments of mind or brain, such as dementia, and highlight these areas to staff for early identification of any changes. Staff are trained to be mindful of infections that can affect a person's capacity.

Case notes for care receivers are completed both at their homes and on phones provided by Cambrette Care. Staff can write within the phone app and in the physical case notes to document completed tasks. They support care receivers who are reluctant to engage in their care plans but ultimately respect the care receivers' autonomy and choices. For instance, if a care receiver does not wish to take their medications, the staff member would encourage them and then notify the Care Manager and, if necessary, the GP. Staff are required to write daily case notes in a narrative style, explaining everything completed while with the care receiver, ensuring comprehensive documentation and effective communication among the care team.

The inspection focused on processes including Do Not Attempt Cardiopulmonary Resuscitation (DNACPR), island-wide policy, Advance Decision to Refuse Treatment (ADRT), and the psychological and spiritual impacts on care receivers and staff training. Cambrette Care keeps DNACPR forms at the front of care plans to ensure visibility for staff. For care receivers with a DNACPR in place, care managers verify its validity with the GP and request the GP review it with the care receiver. If a care receiver expresses a wish regarding DNACPR, Cambrette Care requests an assessment by the GP. The presence of a DNACPR is also highlighted in the staff's mobile app for immediate awareness.

Should a care receiver's health deteriorate, staff engage in discussions about health wishes and make referrals to the GP for further discussion, leading to advanced care planning. All care receivers supported by Cambrette Care towards the end of their life have appropriate care plans in place. A sample of files reviewed during the inspection evidenced this.

Staff undergo online training regarding end-of-life care planning and DNACPRs, in addition to training from the hospice on end-of-life care. Cambrette Care also offers access to Simplicity Health for free counselling services for all staff, addressing the psychological and spiritual impacts of their work.

Professional's working with Cambrette Care said:

*"The care plans are reviewed regularly and they are open to sharing them when asked for."*

*"I have recently completed a safeguarding investigation with Cambrette. They remained heavily involved throughout, supported the client and the family throughout the investigation and took the lead on looking at what safeguards could be implemented from their side. I felt like they were happy to be collaborative in their approach in considering risk management plans for the service user".*

### **Is the Service Caring?**

Evidencing fundamental aspects of care and support are provided to care receivers by appropriately trained and competent staff.
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The Service demonstrated a commitment to personalised care, ensuring that the unique characteristics, strengths, and aspirations of care receivers are respected and met. This approach is evident in how the service tailors its care plans to address individual needs. For example, the team developed a care plan for a care receiver with cognitive impairment who would forget to feed her cats, ensuring the cats were cared for and could remain at home with her. In another case, a care receiver with motor neuron disease was supported by arranging access to Jersey's Wet Wheels programme and assisting with hospice visits for exercises. Additionally,

staff received extra training to help this care receiver stand and walk, which was crucial for their well-being.

Upon reviewing care receiver files, the Regulation Officer noted that care plans were personalised. These plans covered various aspects such as domestic chores, infection control, medication, nutrition, personal hygiene, and safe handling, clearly centring on the individual needs of each care receiver.

When a new care receiver begins receiving care, Cambrette Care makes appropriate referrals to ensure they are registered for long-term care benefits, even if they were initially self-funding. Care receivers are also supported in accessing the community, with thorough assessments of staff vehicles to ensure they are suitable for transporting each care receiver.

Cambrette supports individuals with complex needs, including those with a history of self-harm, drug and alcohol use, or challenging behaviours. Comprehensive risk assessments are completed to ensure these individuals' needs are met safely and effectively. Additionally, Cambrette collaborates with district nurses and other professionals, sharing care plans and receiving information to ensure a holistic assessment of each care receiver.

To ensure workforce well-being, supervision is undertaken in the care receiver's home, with their consent. These sessions include an observational element followed by a discussion. The Care Manager observes the staff member delivering care and then discusses their performance, highlighting strengths and identifying areas for improvement.

Yearly appraisals are conducted in the office, with documentation focusing on strengths-based feedback. This allows care managers to acknowledge and praise good practice, promoting a positive work environment.

Cambrette Care maintains an open-door policy, allowing staff to drop in and speak to office staff whenever convenient, they also encourage staff to rest between clients and sends reminders to stay hydrated during hot weather. The Registered Manager praised the staff for their dedication during a recent storm in Jersey, highlighting their willingness to step in and support care receivers despite challenging conditions.

The registered manager described the flexible working arrangements available to staff, accommodating personal problems and additional requirements related to personal or religious needs.

Feedback from care receivers suggested:

*“By now I feel the staff are extremely experienced (more so than I!) and what is more, their visits are fun and interesting.”*

*“To date, I have had no concerns or complaints but I have no doubt Xxx (Team Lead) would address them without delay.”*

*“I am more than happy with the management style as I feel connected to everyone while being kept up to date.”*

*“I feel part of a family and that is important to me, as apart from my partner (and he is very good to me) I have no one else.”*

### **Is the Service Well-Led?**

Evaluating the effectiveness of the service leadership and management.
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Cambrette Care demonstrates a commitment to ensuring staff have the freedom to voice concerns. All staff, including those recruited from overseas, receive a handbook that outlines policies and procedures, including a detailed whistleblowing policy. To further support overseas staff, additional assistance is provided to help them understand these policies and the process for raising concerns. The Registered Manager reported that staff regularly approach her with concerns and are proactive in reporting any issues related to care receivers, reflecting their understanding of their duty of care.

To facilitate open communication, Cambrette Care maintains an open-door policy during office hours, allowing staff to discuss concerns at any time. For urgent matters outside office hours, an on-call service is available. An example of this approach in action is a recent safeguarding issue raised by staff concerning the safety of a care receiver. This highlights the staff's commitment to client safety.

The Registered Manager also emphasised the importance of thorough case recordings and compliance with signed contracts. Policies are available in staff members' first languages upon request to ensure clear understanding.

The service's approach to workforce equality, diversity, and inclusion was evaluated during the inspection, revealing positive practices and initiatives. The organisation plans to reinstate an 'Employee of the Month' programme based on client feedback to recognise and celebrate staff achievements.

Communication practices at Cambrette Care are designed to ensure effective information dissemination. Care managers request read receipts when sending important information to staff and follow up with those who do not acknowledge receipt. This ensures that all team members are well-informed and engaged.

To motivate and reward staff, Cambrette Care offers incentives, such as additional holidays for staff with over 12 months of service, seasonal vouchers, gifts like Easter eggs, and rewards for consistent punctuality in checking in and out of care receivers' homes. The organisation also hosts Christmas parties at different times to accommodate all staff.

Approximately 50% of staff are recruited from overseas, a strategy that the manager believes has proven successful. Feedback from overseas workers indicates that many now consider Jersey their home, having relocated family members to build a life in the community.

There is a structured approach to managing roles, responsibilities, governance, and policies, overseen by a Compliance Management System to ensure regulatory compliance and operational governance.

During the inspection, several policies were reviewed, including those related to:

- health and safety,
- accident and incident reporting,
- risk assessments,
- care planning for behaviour that challenges,
- resuscitation,
- clinical waste disposal,
- GP and visiting professionals,
- moving and handling,
- pressure sore management,
- food and nutrition,
- infection control,
- falls management,
- de-escalation,
- end-of-life care,
- equality and human rights.

These policies generally reference UK legislation and were last reviewed at various times, with some dating back as far as 2013. While the inspection noted that relevant Jersey legislation is mentioned in some policies, there are gaps where local policies and legislations should be fully integrated. The Registered Manager acknowledged this area for improvement and indicated that the service would plan to align and implement these local regulations more comprehensively. This remains an area for improvement.

Relatives of care receivers provided the following feedback:

*"I can say that I am absolutely delighted with the services that Cambrette Care give - The girls that we have are totally lovely - They are so caring towards my mother who is 101 years old - When we have had new girls Xxx (Team Lead) always spends time telling them what my mother requires. If the girls are running late management will always phone to let me know. I was rushed into hospital and Cambrette Care were*



*marvellous and jumped in as an emergency until I returned from hospital. All I can say that if I had to score points I would give 20 out of 10 !!!."*

## 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.

<b>Area for Improvement 1</b>	Policies and procedures in place must be localised with reference to the process in Jersey and relevant agencies to be contacted in the event of escalation.
<b>Ref:</b> Standard 9.3  <b>To be completed by:</b> 30 October 2024	<b>Response of Registered Provider:</b>  Work had been carried out on the policies to ensure they were in line with Jersey regulations, further updates are on going.

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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