



**Jersey Care
Commission**

INSPECTION REPORT

New Horizons Support Services

Home Care Service

**16/17 Burlington House
St Saviours Road
St Helier
Jersey
JE2 4LA**

18 & 24 October 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 report outlines the inspection of New Horizons Support Services, located in the parish of St Helier. The service offers a variety of personalised support packages to individuals living in their own homes. The level of support provided can vary, ranging from a few hours per week to 24-hour care and support. The office is situated on the first floor of a commercial building, positioned on a main access road that leads to town centre parking and nearby amenities.

Regulated Activity	Home Care Service
Mandatory Conditions of Registration	Type of care: Personal care and personal support Category of care: physical disability and/or sensory impairment, learning disability, mental health, autism, substance misuse Maximum number of personal care and personal support hours to be provided per week: 2250

	Age range of care receivers: 18 years and above
Discretionary Condition of Registration	None
Dates of Inspection	18 & 24 October
Times of Inspection	12:45- 17:15 & 09:30 – 10:30
Type of Inspection	Announced
Number of areas for improvement	None
Number of combined personal care/ personal support hours delivered during the week of inspection	1160.5 hours

The Home Care service is operated by New Horizons Support Services Ltd and there is a registered manager in place. Since the last inspection 24 November 2023, the Commission received an updated copy of the service's Statement of Purpose, this was provided to the Regulation Officer prior to the 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.

New Horizons Support Services maintains safety and quality care by adhering to policies and procedures designed to protect those they care for. Central to their approach is a risk assessment and care management process that tailors care plans using data from sources like schools and respite centres. The online platform allows staff to view and update care plans and risk assessments in real-time, ensuring they can adjust as needed. Additionally, tools such as the 'What3words' app enhance location precision, aiding staff in delivering services efficiently, even in less familiar areas.

Risk assessments cover medical, environmental, and personal care factors. They are reviewed every six months or as conditions change, under the oversight of senior staff who communicate updates across the team. New Horizons collaborates with shared care providers and community organisations like Maison Allo and Mencap to deliver coordinated, inclusive care, facilitating transitions and respite care.

New Horizons also emphasises a supportive workplace for its 34 members of staff. It offers structured supervision, training via platforms like the Open University, and additional well-being resources, including a well-being day and mental health check-ins. Overseas recruits receive relocation support to ease their transition.

Communication is regular and structured through bi-weekly senior staff meetings and quarterly team gatherings, adopting consistent and clear internal updates. New Horizons' policies and documentation meet Home Care Standards, as evidenced by the Regulation Officer's review, which highlighted well-organised records, and a thorough medication management policy aligned with best practices.

New Horizons promotes independence and choice for care receivers, personalising activities to align with each individual's interests and needs. Staff support includes continuous training and flexible scheduling.

INSPECTION PROCESS

This inspection was announced, and was completed on 18 and 24 October 2024, notice of the inspection visit was given to the Registered Manager nine 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.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 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 three professionals external to the service. As part of the inspection process, records including policies, care records and incidents 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/>

INSPECTION FINDINGS

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

The improvement plan was discussed during this inspection, and it was positive to note that all improvements had been made. This means that there was evidence of monthly reports completed in a timely manner. The Regulation Officer also reviewed evidence of the Registered Manager providing support staff with access to formal supervision sessions which had been carried out four times in the past year and appraisals which are being undertaken annually.

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, several aspects of the service's risk assessment and care management approach were discussed. Referrals to New Horizons typically come from sources like schools, respite centres, and community teams for individuals with additional needs, which provide essential information about the individual. This shared data allows New Horizons to develop a personalised risk assessment and care plan for each care receiver.

New Horizons utilises an online IT system that manages care and risk assessments, accessible to staff on company-issued mobile devices with secure login. This platform allows staff to review and update risk assessments in real-time, ensuring that care plans stay current and adaptable to changes in care receivers' needs. New Horizons also introduced the 'What3words' app to enhance location accuracy, which helps staff locate specific addresses quickly, especially in unfamiliar environments, reducing delays and ensuring timely care delivery.

The risk assessment process was reviewed and found to be thorough, including medical history, medication needs, and other relevant factors. Risk assessments are reviewed every six months or as needed if conditions change, keeping care plans relevant and effective. Senior support workers and the Registered Manager oversee updates, notifying all staff of changes through email confirmations to ensure clear and consistent communication.

New Horizons collaborates closely with other home care providers in shared care settings, such as the Maison Allo respite facility. They conduct handovers and aim for open communication to support individuals to receive consistent, uninterrupted care.

The Regulation Officer reviewed risk assessment documentation during the inspection, finding it comprehensive and well-organised, covering medical needs, environmental factors, and personal care requirements.

New Horizons currently employs 34 staff members, including seven recruited from overseas. Overseas employees receive work permits and integration support. New Horizons assists with relocation resources, facilitating their transition to Jersey and helping families settle comfortably.

Staff development is provided through structured supervision four sessions per year and annual appraisals, with training available via an online training provider, the Open University, and local training providers. All new staff undergo a six-month probationary period and receive practical and emotional support during this time.

To support staff well-being, New Horizons offers one paid well-being day annually, allowing staff to prioritise their health. Regular mental health check-ins provide additional support, helping staff maintain a balanced work-life balance. A benefits package, including pension contributions and life insurance, replaced the previous employee of the month program. Social activities, such as birthday celebrations and a Christmas party, further promote positive team morale.

The service maintains an open-door policy, welcoming staff and care receivers to the office. Earlier in the year, New Horizons organised an inclusive 'Chance to Dance' event at a local venue, allowing staff and care receivers to connect in a fun and supportive environment.

Communication within the team is well-structured, with bi-weekly senior staff meetings to discuss updates on care receivers, ensuring comprehensive oversight. These meetings were recently extended to allow for in-depth discussions, with information shared among the broader team. Quarterly team meetings bring all staff together for updates and collaboration, and senior staff mentor team members.

The Regulation Officer reviewed the personnel files of several staff members to ensure compliance with documentation standards. Each file included necessary records such as application forms, references, interview notes, and background checks, demonstrating commitment to maintaining organised and compliant records.

The Regulation Officer also reviewed the recently updated medication policy. The policy aligns with established best practices in home care medication management. Initial risk assessments incorporate medication management to address individual medication needs and related risks in care plans. Staff receive up-to-date training on medication management, enabling them to administer medications safely and support the specific needs of care receiver.

A staff member said:

"I feel that the client's wishes, preferences and aspirations are met as much as possible, taking into account their health and safety, support needed and if things are feasible in regards of the care and support they require."

Is the Service Effective and Responsive?

Assessing the organisation of the service so that care receivers needs are respected and met.

When a new care receiver is referred, a comprehensive needs assessment is conducted by gathering information from multiple sources. New Horizons collects care needs assessments from other professionals involved with the individual, such as the adult social work team, and combines this information with input from the care receiver and their family members. This collaborative approach ensures that care plans are personalised, detailed, and responsive to each receiver's needs and preferences.

New Horizons also partners with organisations like Mencap, enabling care receivers to participate in various inclusive activities, such as outings on a party bus. For care receivers who may be hesitant to engage, staff use pictorial aids to encourage participation. The Registered Manager oversees initial assessments, reviewing care needs, preferences, and potential challenges, and subsequently completes a contract agreement with family members to establish a clear, mutual understanding of expectations and care standards.

New Horizons collaborates with the supported housing gateway to support care receivers in achieving greater independence by helping them access independent living arrangements. This initiative has allowed some individuals to move into their own flats or independent accommodations, enhancing their autonomy. For instance, through this partnership, the service has developed a personalised respite care plan for an individual, enabling them to access respite care that would have otherwise been unavailable.

The service partners with Maison Allo for respite services, enabling respite care options for care receivers. This facility accommodates multiple home care providers, allowing New Horizons to coordinate with other agencies to ensure continuity of care during respite stays.

New Horizons also has an established referral process with Family Nursing and Home Care, ensuring that care receivers can access health services as needed. Additionally, the service collaborates closely with occupational therapists, whose mobility and adaptive strategies contributes valuable insights to care plans. In partnership with the learning disability alliance and the supported housing gateway, New Horizons supports care receivers transitioning to more independent living arrangements, such as flats through Andium Homes.

To support care receivers' regular activities, New Horizons works with Le Geyt Day Centre, where staff participate in shadowing sessions with day centre staff. This collaboration helps New Horizons staff understand care practices at Le Geyt, ensuring consistency when care receivers engage with both services.

The inspection included a review of consent practices, with the Registered Manager explaining how staff are trained to respect each care receiver's preferences. Newly trained staff complete shadow shifts with experienced team members to develop a respectful approach to obtaining consent. Staff review detailed care plans outlining each individual's communication style, likes, and dislikes, which helps them engage appropriately and sensitively. Building rapport with care receivers is prioritised, enabling staff to understand non-verbal cues, such as facial expressions, which is especially valuable for individuals who do not communicate verbally. Consent and refusals are documented in daily notes, providing a record to guide future interactions.

Staff are trained in mental capacity and safeguarding, although current training is based on UK legislation rather than Jersey-specific guidelines. To address this, the Registered Manager has enrolled all staff in training on the Capacity and Self-Determination (Jersey) Law 2016. This will ensure staff are knowledgeable about Jersey's legal framework for capacity, consent, and safeguarding.

The Regulation Officer visited care receivers and could see evidence of a supportive approach to care receivers' choices and autonomy, using visual aids and personalised activities to enhance their daily experience. Visual timetables featuring symbols for scheduled activities and staff assignments are used within homes, helping care receivers anticipate their weekly routines in an accessible way. Care receivers are also involved in selecting their weekly activities, which ensures that they engage in activities that reflect their interests and promote their independence.

New Horizons is accommodating individual needs and preferences for personalised activities and arranges for the necessary support if a care receiver wishes to attend religious services or community events. Dietary needs are also considered in planning care, aligning support with each individual's health requirements and personal choices, and reassuring care receivers and their families.

Additionally, the service supports overseas staff, representing a portion of the team, in building skills aligned with care receiver interests. For example, some care receivers enjoy cycling activities, New Horizons has supported staff to access cycling lessons through cycle without limits for those staff who may lack prior experience. This initiative ensures that staff can actively participate in and facilitate activities that care receiver's value, promoting a good standard of personalised and engaging care.

Feedback from a professional:

"I have always found them to be professional, responsive and supportive, providing timely documentation and verbal clarification".

Is the Service Caring?

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

New Horizons provides personalised, one-to-one support, to align with each care receiver's interests and aspirations. The service has flexible scheduling and individualised plans enable care receivers to pursue their passions and engage in fulfilling activities while developing independence.

Care receivers are supported in volunteer roles and other interest-based activities to encourage meaningful engagement. One care receiver, who developed a passion for a particular activity, was introduced to a local factory, where they could explore this interest through tours and a volunteer role. This opportunity illustrates New Horizons' dedication to creating purpose-driven, community-connected experiences for each care receiver.

For care receivers sensitive to sensory input, easy-to-read materials are used to explain schedule and routine changes, helping them stay informed and comfortable. New Horizons also promotes social participation by accompanying care receivers to activities like cinema outings, allowing them to connect with community spaces.

Independence and teamwork are valued, and the Registered Manager encourages a culture of collaboration. Staff are encouraged to suggest new ideas to enhance care, promoting an open environment that supports innovation in care receiver independence.

There was evidence that team support is strong, with colleagues stepping in when needed, as seen recently when one staff member experienced car trouble and received immediate help from a teammate. Staff stay connected through a WhatsApp group, facilitating quick communication and ongoing peer support.

New Horizons' positive culture is evident in its staff retention; several former employees have returned to the service, indicating a satisfying and supportive work environment. The management team's weekly well-being check-ins further nurture a caring atmosphere, and staff completing vocational qualifications are rewarded with pay reviews, acknowledging their professional growth and commitment to the team's standard of care.

A care receiver who uses the service said:

"I get to choose what I do when I want to do it, staff help give me options."

Staff from New Horizons said:

"I really enjoy my job at New Horizons. I get to be involved in planning the delivery of care and writing care plans and support plans as a senior support worker which I think is really important as it is us that supports the clients and knows them best. Each day I feel like I am making a real difference to people's lives and that gives me great job satisfaction."

Professionals who work with the service said:

"They appear to be person-centred in approach and open to collaborative discussion/recommendations."

Is the Service Well-Led?

Evaluating the effectiveness of the service leadership and management.

New Horizons fosters a culture of transparency, where staff can raise concerns. An established whistleblowing policy encourages staff to speak up, helping management address issues before they escalate. Regular check-ins with care receivers allow for feedback on services, and an annual survey gathers broader insights. Positive care receiver feedback is shared with staff, reinforcing morale and appreciation.

The service plan to introduce a newsletter further to support open communication and community engagement within the organisation. Staff qualifications highlight commitment to high standards, with all team members holding Level 2 or 3 vocational qualifications.

New Horizons promotes a supportive, inclusive work environment. Management provides emotional support for staff facing personal challenges, contributing to a compassionate workplace culture that values well-being and inclusivity.

Policies are organised and accessible through a shared online platform, ensuring staff are up-to-date with all procedural standards. New hires undergo a one-week induction covering policies on data protection, health and safety, safeguarding, and more, which they sign to confirm understanding. Key policies comply with Jersey regulations, including data protection, lone working, consent, and health and safety. Updates are promptly communicated to staff, who acknowledge changes by signing, ensuring ongoing compliance.

For the inspection, the Regulation Officer was provided with essential policies such as medication administration, disciplinary procedures, and safeguarding. There was evidence that a thorough training matrix, with most staff completing mandatory training was in place. A minor gap was noted in Jersey-specific mental capacity legislation training. In response, the Registered Manager scheduled training on Jersey's Capacity and Self-Determination Law (2016) for all staff within the next six months, ensuring alignment with local legal standards for capacity and consent.

Staff from New Horizons feedback:

“My manager is very supportive and willing to help if I have any questions or issues regarding my work role and supporting clients.”

“I feel there is a good benefits package and the management team is dedicated to staff well-being and professional growth. They have supported me to develop by providing me with great training opportunities.”

“I enjoy my work at NHSS, it is very rewarding and varied and the company uses a lot of time on supporting the employees and the clients and helping to resolve any problems or issues and welcomes feedback.”

“My work with NHSS so far has been tremendously great with support management and the different cliental teams offer in times of need. I look forward to continuously enhance my experience whilst working for New Horizons”.

IMPROVEMENT PLAN

There were no areas for improvement identified during this inspection and an improvement plan is not required.

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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