



Jersey Care
Commission

INSPECTION REPORT

Positive Steps Limited

Home Care Service

**Anderson House
Rue des Pres Trading Estate
St Saviour
JE2 7QN**

6 and 7 November 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 Positive Steps Limited. The office is located within the Rue des Pres trading estate, where all service administration tasks and responsibilities are carried out.

Regulated Activity	Home Care Service
Mandatory Conditions of Registration	Type of care: Personal care and personal support Category of care: Adult 60+, dementia care, mental health, learning disability, autism Maximum number of combined personal care and personal support to be provided per week: 2249 hours Age range of care receivers: 18+
Discretionary Condition of Registration	None

Dates of Inspection	6 and 7 November 2024
Times of Inspection	09:45-14:45 and 09:00-14:00
Type of Inspection	Announced
Number of areas for improvement	None
Number of combined personal care and personal support delivered on the day of the inspection	1975.3 hours

The Home Care service is operated by Positive Steps Limited, and there is a registered manager in place.

An updated copy of the service's Statement of Purpose was received. This was provided upon request, following a recent update in the nominated service categories.

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.

Positive Steps demonstrates a comprehensive approach to care and compliance, thoroughly aligning its practices with the Jersey Care Commission (the Commission) standards. The organisation's commitment to quality, safe, and person-centred care is evident through detailed and regularly updated risk assessments that are both bespoke and readily accessible to the team. Recruitment and induction processes further uphold the Commission's Home Care Standards by thoroughly evaluating candidates and adapting induction to each staff member's background and learning needs. Medication management is also a priority, with a requirement for Regulated Qualifications Framework (RQF) Level 3 qualification in medication handling and annual competency checks to ensure safety and regulatory compliance.

Positive Steps utilises technology to enhance care planning through a platform that supports a dynamic, person-centred approach. This platform allows for real-time logging of care activities and encourages proactive involvement from care receivers and their families. The planned integration of a new Artificial Intelligence (AI) platform will enhance operational efficiency and accessibility, particularly with multilingual support that caters to the multicultural workforce and care receivers.

Staff well-being and development are prioritised through regular supervision and appraisals, team meetings, and a supportive organisational culture. This culture fosters open communication and ensures that staff feel comfortable and confident to raise concerns or share feedback without fear of reprisal. Social events and activities, often including care receivers, contribute to a positive work environment, while trained Mental Health First Aiders offer ongoing mental health support to their peers. The service's commitment to training is robust, overseen by a training manager who ensures that staff have access to regular, relevant training.

There are positive initiatives towards policy engagement, with regular updates in line with Jersey legislation. This thorough and responsive approach ensures that the service remains compliant, adaptive, and supportive, delivering high-quality care that respects and responds to individual needs.

INSPECTION PROCESS

This inspection was announced and was conducted on 6 and 7 November 2024. One weeks' notice for the inspection visit was given to the Registered Manager. This was to ensure that the Registered Manager would be available during the visit.

The Home Care Standards were referenced throughout the inspection.¹

This inspection focussed on the following lines of enquiry:

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

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

The Regulation Officer sought feedback from five care receivers and/or their representatives, from which four provided a response. They also had discussions with ten staff members during the inspection visits and sought further feedback from twenty-two staff members during the inspection process, from which two provided a response. Additionally, feedback was sought by four professionals external to the service, from which two responses were provided.

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.

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, no areas for improvement were identified.

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 Officer reviewed the organisation's safety procedures and risk assessments. Comprehensive risk assessments are implemented across all care areas, ensuring that potential risks are consistently identified, evaluated, and addressed. These assessments are completed thoroughly and reviewed regularly to maintain their relevance and accuracy, ensuring they respond to any changes in the care receiver's condition or environment. Accessibility is a priority for Positive Steps; therefore, risk assessments are readily available to the team at all times. The assessments are bespoke and specifically person-centred, focusing on each individual's unique needs and circumstances.

During the inspection process, the duty rotas were examined, confirming that sufficient numbers of competent and experienced support workers are available to meet care receivers' needs. Feedback received by care receivers and/or relatives acknowledged ongoing challenges in the Island with staff recruitment but reported that Positive Steps have overcome this:

"In that respect, I think Xxx is lucky, as I am fully aware of the difficulty of recruiting staff in this sector. It seems impossible to employ anyone with local housing qualifications; hence, the manager has to look elsewhere to recruit, which must be extremely time-consuming and difficult to do."

Additionally, staff consistently commended the service for its flexibility and the way it allows them to balance their personal and professional lives effectively. The ability to work in a manner that accommodates individual life requirements has been highlighted as a key factor in their job satisfaction and overall well-being. One staff member shared, *“My rota fits me perfectly, and I know if I need anything, I can always count on Positive Steps”*.

The positive feedback reflects how the service respects the diverse needs of its staff, from scheduling to offering support when personal circumstances arise, by ensuring that staff have control over their working hours and can rely on the service for assistance when necessary. This flexibility is also expressed by care receivers and/or relatives: *“They are very responsive, adjustable and willing to adapt. I know I can call them, and I know they will adjust whatever is required to meet our needs”*.

Recruitment practices are aligned with the Commission’s Home Care Standards, ensuring that only suitable candidates are selected to join the team. All required recruitment processes are completed before a staff member’s employment begins, encompassing a thorough evaluation of identification, references, and background checks. The induction process further supports a smooth transition for new team members. It is designed to be both robust and adaptable, allowing it to be tailored to each individual’s background, experiences, and learning needs.

Through a supportive and comprehensive induction, new staff members gain a thorough understanding of the organisation’s policies, care standards, and safety protocols, enabling them to contribute effectively and confidently to the care team. During the first year, the new recruits will have a group platform, where line managers and the Human Resources department will be always available to answer any questions, or provide any support required. This adaptability ensures that each individual feels valued and prepared, setting a foundation for professional growth and high-quality care provision, which was confirmed upon feedback received by care receivers and/or relatives.

“I first started using the agency back in 2019 when the owner had just set up the company, and there were only a handful of carers. The company has grown considerably since then, but the same service still applies, which with some organisations can get 'lost' in expansion.”

In terms of medication management, the organisation ensures that all staff involved in medication handling and administration have completed a Medication RQF Level 3 qualification. This qualification demonstrates competency in medication handling and reinforces safe practices in line with the Commission’s standards. Additionally, staff undergo at least annual competency assessments, where their skills in medication management are evaluated and monitored. These assessments allow the organisation to identify any training needs, respond to policy updates, and ensure that all staff remain compliant and confident in their roles.

Is the Service Effective and Responsive

Assessing the organisation of the service so that care receiver’s needs are respected and met.
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Positive Steps is compliant with the mandatory conditions required for their registration, demonstrating alignment with regulatory standards. The inspection revealed that the service effectively met these requirements by providing personal care and personal support to the service users.

Evidence of effective collaborative work is clear throughout the organisation’s practices. In discussions with the Regulation Officer and a review of documented care plans, it became apparent that Positive Steps actively seeks external support to meet the evolving needs of care receivers. In cases requiring specialised assistance, such as managing pressure sores, providing end-of-life care, adjusting for changes in mobility, or facilitating necessary assessments, the team proactively engages with external providers. Key partners in this collaborative approach include Social Services, Occupational Therapists (OTs), Family Nursing & Home Care (FNHC), and hospice services, allowing Positive Steps to deliver comprehensive and responsive care tailored to care receivers’ needs. This was corroborated by feedback received from healthcare professionals:

“I have found Positive Steps have strong leadership and be pragmatic in relation to their clients and relatives. Positive Steps have been accommodating and flexible with client’s needs, raising their concerns and seeking ways to address them prior to secondary service input. During my assessment with clients – the clients who received Positive Steps have spoken highly of the service and care received from the care agency”.

In delivering care, Positive Steps uses a digital platform that allows for structured and dynamic care planning. Upon reviewing the care plans generated through this platform, it was evident that care receivers’ capacity and decision-making rights are considered and integrated into daily planning processes. This approach ensures that care is person-centred and respects the autonomy of each individual. The care receivers and their next of kin are actively involved in shaping these care plans, evidenced by their input, which reflects a collaborative and respectful approach to care delivery. Feedback received corroborates this finding: *“The access to the platform is really good, when I want to check any comments after visits, or request additional visits for a specific period of time. I can access at any time”.*

It was positive to note that Positive Steps invested in the area of end-of-life care, providing a service that is both skilled and compassionate. Staff members who have been involved in end-of-life care demonstrated substantial knowledge and expertise, supported by targeted training that enhances their competency in this area. Additionally, clear protocols around Do Not Attempt to Resuscitate (DNACPR) decisions are evident within the care plans, ensuring that staff members have accessible guidance on these matters. Feedback received from staff members corroborated this: *“Thanks to the supportive training that was provided by Positive Steps, I was able to contribute to a positive end-of-life process and felt very honoured to be a part of the process”.*

Is the Service Caring

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

The service's central care planning platform allows them to develop and manage bespoke, person-centred care plans that actively involve care receivers and their families. Each care plan is carefully adapted to the care receiver's needs and preferences, reflecting an inclusive process that respects the wishes and input of both care receivers and their relatives, which was corroborated by care receivers and/or relatives:

"I have a dearly loved little rescue dog that they help me with so I can take her out. This means I do not yet need to find a new home for her, which is what I feared. All the carers are so good with her. Without Positive Steps, neither I (nor my little rescue dog) would be back at home."

"Positive Steps has taken the time to find out what is the best plan for me, whilst working closely with services to make sure this is in line with what I am needing and wanting."

All visits are systematically logged in the platform, with each interaction recorded as a separate entry, ensuring that there is a clear, chronological record of the care provided. The service demonstrates a commitment to quality by conducting annual reviews of all care plans. Additionally, each care plan is promptly re-evaluated whenever a care receiver's needs change, allowing for flexible adjustments to meet their evolving requirements.

Before a new care receiver joins the service, a pre-assessment is conducted to gather information about their needs and preferences. The insights from this pre-assessment form a foundation for the care receiver's ongoing care plan. Furthermore, Positive Steps completes an "All About Me" document for each care receiver. This document captures essential aspects of the individual's culture, personal characteristics, strengths, and aspirations, ensuring that care is respectful, culturally sensitive, and aligned with the individual's values and goals.

The feedback received by the care receivers and/or relatives corroborates the documentation reviewed.

“All the carers are caring, cheerful and encouraging. They have emphasised they provide whatever level of service I need, so it’s good to know they can adapt to my disability, whether increased or decreased. I am a very satisfied customer of Positive Steps. “

In addition to the current platform, Positive Steps is developing an innovative AI platform to enhance transparency and operational efficiency. This AI tool is intended to assist both the service and care receivers by providing guidance, support, and real-time alerts for the workforce. Notably, the platform’s multilingual capabilities will cater to the diverse cultural backgrounds of staff and clients, fostering inclusivity and enabling better communication between different languages.

Furthermore, this platform will incorporate all relevant policies, procedures, and guidelines specific to Jersey, ensuring that any information provided aligns with local regulations and standards. By doing so, the platform will offer staff immediate access to up-to-date guidance and practical support, which is essential for maintaining compliance and delivering consistent, high-quality care. In addition, the platform's ability to offer guidance based on Jersey-specific policies and procedures will promote a unified approach to care, ensuring that service users receive support that fully meets local standards.

Positive Steps also uses an internally developed system to track essential tasks and competencies. This system includes modules for monitoring supervisions, appraisals, infection control competencies, medication competencies, personal care competencies, team meetings, and return-to-work processes, among other areas. The system is flexible and adaptable, allowing Positive Steps to add or adjust categories as needed to maintain effective management practices. During a review of this system, the Regulation Officer confirmed that the service meets Home Care Standards, with staff regularly receiving supervision and appraisals to ensure consistent professional support and development.

Is the Service Well-Led

Evaluating the effectiveness of the service leadership and management.

The Regulation Officer had the opportunity to engage with a variety of staff at Positive Steps, including managers, team leaders, senior support workers, and support workers. During these interactions, it was clear from the feedback provided that staff have a strong awareness of the service's operations and goals, and there is a positive, open atmosphere within the organisation.

Staff feel comfortable expressing their opinions and raising concerns, indicating a supportive and communicative environment. The service's whistleblowing policy is accessible to all staff, not only via email but also as a physical copy available in the office, ensuring that everyone has clear guidance on how to report concerns safely and confidently.

The organisational culture at Positive Steps is notably positive and transparent, with a focus on social engagement that helps to build teamwork. The service regularly organises social events, including seasonal celebrations such as Christmas and Halloween, and gatherings like pasta nights, karaoke, cocktail nights, disco evenings, as well as outings for activities such as paintball and pottery painting. These events sometimes include staff's children and occasionally involve care receivers. Weekly managers' meetings ensure ongoing communication at the leadership level, and a duty manager is always available to address any immediate needs. The service has invested in mental health support, with eight staff members trained as Mental Health First Aiders who are always available to provide additional support, further reflecting Positive Steps' commitment to staff well-being and mental health.

Feedback received from staff highlights that management takes a personalised approach to each team member's needs, particularly when it comes to adapting job roles. This flexibility is key in enabling staff to achieve a healthy work-life balance. Staff members shared:

"I feel very lucky. I was able to step up and down in my career when I needed to. I feel heard, and management supports me."

“I have worked in several care companies over the years...and I can say Positive Steps are the best where I did work. Management is caring and supportive, communication is good. And it’s very pleasant to work for them.”

This feedback reflects the sense of support that staff feel they receive from management, who ensure that their professional responsibilities are balanced with their personal needs.

Positive Steps has a well-structured organisational chart, which is introduced to all staff during induction, ensuring clarity about roles and lines of responsibility. The service uses a ‘Pizza Policies’ initiative, where staff come together to review and discuss policies in a relaxed setting. This approach encourages engagement with the material, making policy reviews more approachable and interactive. All policies are regularly updated to reflect Jersey’s current legislation, ensuring that the service remains compliant and up to date with legal requirements.

Positive Steps has a dedicated training manager who oversees the training programme. The service maintains a comprehensive spreadsheet that tracks all mandatory, additional, and management training. This robust training framework is designed not only to meet the essential needs of care receivers but also to pursue more specialised training opportunities where appropriate. The service’s commitment to high-quality training is evident, with a bi-monthly training plan advertised to all staff so they can see upcoming opportunities and register for sessions. New starters are required to complete the Care Certificate, reinforcing a foundational understanding of quality care standards from the beginning.

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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