



**Jersey Care
Commission**

INSPECTION REPORT

Highlands Care Home

Care Home Service

**La Rue du Froid Vent
St Saviour
JE2 7LJ**

12 December 2024 & 22 January 2025

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 Highlands Care Home. The service is situated within a residential area of the parish of St Saviour.

The home's main building consists of 13 single and eight two-bedroom apartments. All apartments have a kitchen, bathroom and lounge. There is also a communal lounge and a central dining area.

The home also comprises 18 self-contained flats to the rear of the main building, known as Bon Air Court, and a two-bedroom bungalow, Girasoli.

A large garden area has free access for all care receivers. Car parking is provided for both the main home and Bon Air Court.

Regulated Activity	Care Home Service
Mandatory Conditions of Registration	Type of care: personal care Category of care: adult 60+, physical disability and/or sensory impairment, learning disability, autism, mental health

	<p>Maximum number of care receivers: 49</p> <p>Maximum number in receipt of personal care: 49</p> <p>Age range of care receivers: 18 years and above</p> <p>Maximum number of care receivers that can be accommodated in the following rooms:</p> <p>Highlands Apartments 1,2, 3, 4a, 4b, 5, 6a, 6b, 7, 8, 9, 10a, 10b, 11, 12, 13, 14a, 14b, 15, 16, 17a, 17b, 18a, 18b 19, 20a, 20b, 21a, 21b - One person</p> <p>Bon Air Court Apartments 1 – 18 - One person</p> <p>Girasoli Bedrooms 1 and 2 – One person</p>
Discretionary Condition of Registration	The Registered Manager must either provide formal confirmation from an appropriate educational source that their academic qualifications have equivalence to QCF Level 5 Diploma in Leadership in Health and Social Care Module or obtain this specific qualification by 30 April 2025.
Dates of Inspection	12 December 2024 & 22 January 2025
Times of Inspection	8:30 - 16:00 and 10:00 - 13:00
Type of Inspection	Unannounced
Number of areas for improvement	None
Number of care receivers using the service on the day of the inspection	44

St Philips Care Limited operates the Care Home service, and a registered manager is in place.

The discretionary condition on the service's registration was discussed, and the Registered Manager had submitted an application to request a four-month extension to complete the RQF Level 5 Leadership and Management 2025, this application has been approved by the Commission.

Since the last inspection on 29 November 2023, the Commission has received an updated copy of the service's Statement of Purpose, submitted on 26 December 2024.

SUMMARY OF INSPECTION FINDINGS

The following is a summary of what we found during this inspection. The main body of this report contains further information about our findings.

The Regulation Officer reviewed care receivers' files, finding risk assessments thorough, organised, and regularly updated with IT reminders for monthly reviews. A facility walk-through confirmed a clean, safe, and welcoming environment. Staffing levels met standards, with structured appraisals and a centralised system ensuring oversight. Safer recruitment practices were improved, with well-organised human resource (HR) files.

The home demonstrates a proactive approach to safety and personalised care, with comprehensive documentation, fall assessments, and an IT system that supports the process of producing individualised care plans. The home supports a diverse population and collaborates with external services like Learning Disability and Mental Health Services. Training on resilience, drug awareness, and Capacity and Self-Determination Law ensures staff have relevant training. The home promotes autonomy, positive risk-taking, and quality-of-life enhancements, with notable examples of goal-focused care. End-of-life (EOL) care includes secure Do Not Attempt Cardiopulmonary Resuscitation (DNACPR) recording, integrated care plans, and highly personalised provisions, reflecting sensitivity to care receivers' physical, emotional, and spiritual needs.

The Care Home encourages a supportive environment for care receivers and staff. Care receivers praise the “*amazing*” and “*caring*” staff, while professionals commend the home’s compassionate, person-centred care despite some concerns about new referral assessment delays. The home encourages personalised living spaces, supports independence, and plans activities tailored to individual needs. Examples include a care receiver’s recovery-supported discharge and social outings to combat loneliness. Staff communication strategies aim to empower care receivers with demand avoidance behaviours. The home values its workforce through initiatives like employee of the month, holiday pay incentives, bonuses, and celebrations, with an aim of promoting a culture of recognition, trust, and engagement.

The Regulation Officer viewed evidence of an inclusive, supportive environment tailored to staff needs. It mentors team members pursuing Level 2 qualifications and provides structured, person-centred support for challenges like ADHD. Cultural accommodations include flexible holiday options and respectful dialogue for staff of different religions. The home implements health and safety protocols, with systematic checks on equipment, furniture, and essential safety systems like extractor fans and window restrictors. Maintenance and safety registers ensure timely interventions. Fire safety and health training are mandatory, with staff actively contributing to hazard reporting and compliance, promoting a secure and respectful workplace.

INSPECTION PROCESS

This inspection was unannounced and was completed on 12 December 2024 and 22 January 2025.

The Care 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, the Commission reviewed all of its information about this service, including the previous inspection reports.

The Regulation Officer gathered feedback from six care receivers and two 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.

Records, including policies, care records and incidents, were examined during the inspection.

After the inspection, the Regulation Officer provided feedback to the Registered Manager.

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

INSPECTION FINDINGS

At the last inspection on 29 November 2023, three areas for improvement were identified, and the Registered Provider submitted an improvement plan to the Commission 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:

1. Recruitment files containing all the necessary information for safe recruitment checks, as set out in Appendix 4 of the Care Home Standards.
2. Care/support workers have completed statutory and mandatory training requirements alongside additional training in autism, drug and alcohol support, resilience and bereavement.
3. Care/support workers are given regular opportunities to discuss their role and identify issues through formal supervision and appraisal at least four times a year.

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 a selection of care receivers' files, particularly concerning their risk assessments. These documents were thorough, well-organised, and regularly updated to reflect current needs and risks. The home's online care planning platform incorporates a built-in reminder system, which ensures documentation is reviewed monthly or as changes occur in a care receiver's condition.

A walk-through of the facility was conducted to assess the physical environment. The premises were in good condition, with a clean, safe, and welcoming atmosphere supporting care receivers' well-being.

Staffing levels at the home were noted to meet regulatory standards, ensuring appropriate numbers of personnel are available on each shift to provide care and support to care receivers. The Regulation Officer requested access to a sample of staff files to assess supervision and appraisal processes. These records confirmed that staff receive regular, structured opportunities to discuss their roles, challenges, and professional development needs. Additionally, the home has introduced a centralised spreadsheet system to monitor and ensure that all staff appraisals and supervisions are up to date. This new system provides improved oversight and facilitates better workforce management.

A review of the home's safer recruitment practices demonstrated reasonable procedures in place. Staff HR files were found to be well-organised, with all necessary documentation included. Each folder contained evidence of two references obtained before the commencement of duties, a signed employment contract, and an up-to-date Disclosure and Barring Service (DBS) check.

The Regulation Officer also reviewed the home's medication management practices. Since the previous inspection, only one medication error was recorded. This incident was thoroughly discussed with the Registered Manager during the inspection. It was identified that the error occurred due to a staff member being distracted by interactions with care receivers during a medication round. As a preventative measure, the Registered Manager plans to reintroduce the use of tabards for staff administering medication. These tabards serve as a visual cue, politely requesting others not to disturb staff during medication rounds. This initiative is aimed at minimising distractions and enhancing medication safety.

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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The home maintains thorough documentation for assessing the needs of care receivers, covering all aspects of physical, intellectual, emotional, and social well-being. Each care receiver benefits from a detailed fall assessment, and the Registered Manager confirmed implementing a new fall policy and procedure, which the Regulation Officer was able to view on the day of inspection.

The care home continues to support a diverse mix of care receivers, primarily individuals with learning disabilities but also those with mental health conditions, autism, and older adults. After completing needs assessments, the home's online care planning system helps convert this data into individualised care plans. During the inspection, the Regulation Officer reviewed these files and noted detailed, personalised care plans that emphasise autonomy and respect for the preferences of care receivers in their daily routines.

Highlands Care Home actively collaborates with various external services to enhance the quality of care provided. These include partnerships with the Learning Disability Service, Mental Health Service, Adult Social Care, and hospice care providers. The Registered Manager highlighted the positive relationships promoted with these organisations, facilitating referrals to specialised services when required. For instance, tasks necessitating a nurse's expertise, such as specific medical procedures, are referred to Family Nursing and Home Care.

Recent training initiatives include sessions on bereavement and resilience, as well as drug and alcohol awareness. Furthermore, all staff members have completed training on the Capacity and Self-Determination Law (2016). The Regulation Officer's review of care receivers' daily case notes confirmed that staff effectively apply this knowledge, demonstrating an understanding of decision-making processes and the importance of accurate and sensitive documentation.

The home embraces a positive approach to risk-taking, supporting care receivers in making decisions and fulfilling their aspirations. The Registered Manager provided two prominent examples of personalised care, highlighting the home's commitment to enhancing quality of life. These examples showed how the home empowers individuals to pursue their goals while maintaining a safe and supportive environment.

The home has established thorough processes for managing end of life (EOL) care and respecting Do Not Attempt Cardiopulmonary Resuscitation (DNACPR) orders. These include:

- DNACPR Recording: DNACPR orders are securely scanned and stored, ensuring they are readily accessible for staff teams involved in the care receiver's care.
- Integration into EOL Care Plans: DNA orders are seamlessly incorporated into EOL care plans, ensuring clarity and alignment among care receivers, families, and healthcare professionals.
- Personalised End-of-Life Care: The home takes a highly personalised approach to EOL care, striving to create peaceful and fulfilling care receiver experiences. For example, care receivers have previously expressed specific wishes as part of their EOL care plan, which included:
 - A trip to the Five Mile Road, a favoured location for relaxation and reflection
 - Provision of a Wet Wheels mobility aid to enhance their comfort and accessibility
 - Including a teddy bear duvet for emotional reassurance and physical comfort
 - Use of the scent of roses, possibly a comforting scent or symbolic gesture.

These thoughtful and individualised considerations demonstrate the home's commitment to ensuring that care receivers' physical, emotional, and spiritual needs are met during their final days.

A relative of someone who lives at the home said:

“My Xxx (relative) seems really happy, I know that staff would contact me if there was anything wrong and if I needed to speak to Xxx (Registered Manager), then they would sort anything out.”

Is the Service Caring?

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

The Regulation Officer engaged with care receivers and staff to gain insights into life and work at the home. Care receivers shared overwhelmingly positive feedback, describing the staff as *“amazing”* and *“really caring”*, reflecting the trust and strong relationships built between staff and care receivers. Staff members reported a positive and supportive working environment, emphasising their strong bonds with colleagues and care receivers. They spoke passionately about their roles and the meaningful connections they develop with those in their care.

Professionals who work with the home also shared their perspectives. They praised the service’s compassionate and responsive approach, particularly its commitment to positive risk-taking. However, one professional expressed frustration about delays in assessing new referrals, noting how this impacted other services and the care receivers. Despite this, other professionals highlighted the home’s efforts to go above and beyond, recounting a memorable day created by staff to celebrate two care receivers, which they described as *“truly special”*.

The home prioritises tailoring care and activities to care receivers’ needs and preferences, developing independence and engagement in daily life. For appointments, the home coordinates taxis for care receivers who are capable of attending independently while providing additional support for those who require assistance.

Care receivers' living spaces are also personalised, with apartments decorated and furnished to reflect individual tastes and preferences. The Registered Manager provided an example of a transition from the main house to Bon Air and how this had been carefully planned to enhance mobility, accessibility, and emotional well-being, creating a more suitable and comfortable living environment for the care receiver.

A recent example of the home's person-centred care includes a care receiver's successful discharge from a medical ward, marking significant progress in their mental health recovery. This transition was supported by detailed planning and follow-up care to ensure that the care receiver continued to thrive and build independence. The home also organised a shopping trip for the care receivers, providing a positive social experience that helps combat loneliness and encourages community engagement.

The care team has developed effective communication strategies, particularly for care receivers who experience demand avoidance behaviours or challenges with interaction. These methods focus on calm, clear, and non-confrontational communication, offering choices to empower care receivers and ensuring they have the time and space to process requests.

The home demonstrates a commitment to recognising and supporting its staff. The employee of the month program allows team members to nominate and celebrate colleagues with exceptional dedication or teamwork, promoting a culture of appreciation and motivation.

Staff working over the holiday period receive time-and-a-half pay, reflecting the home's gratitude for their dedication during busy times. Additionally, Christmas bonuses and hampers filled with seasonal treats are provided to recognise their hard work. At the same time, an annual Christmas party offers a chance to unwind, socialise, and celebrate their achievements.

Care receivers who live at Highlands said:

“I like living here, the food is good and all the staff are nice, they try and get me involved in activities.”

“I think the staff are great, I can’t think of anything that could be better here.”

Is the Service Well-Led?

Evaluating the effectiveness of the service leadership and management.
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There is a commitment to ensuring an inclusive and supportive work environment tailored to meet the diverse needs of its staff. This support enables team members to thrive professionally while feeling respected and valued.

Several staff members are completing Level 2 qualifications in care or health-related fields. They receive one-to-one mentoring to aid in their development, allowing them to progress at their own pace. This individualised approach ensures that staff members are gaining skills and building confidence through consistent guidance and support.

The care home adopts a person-centred approach for staff who face specific challenges, such as ADHD or other conditions.

Staff with additional needs may encounter difficulties such as anxiety, scattered focus, or challenges with maintaining sustained attention. The home provides targeted support to address these issues, including:

- Clear structures and expectations: Tasks are broken down into manageable steps, and regular check-ins ensure clarity and ongoing support.
- Minimised distractions: Efforts are made to create quieter workspaces or adjust schedules to enhance focus and productivity.
- Regular feedback sessions: One-to-one meetings allow staff to share their concerns, receive encouragement, and align on expectations.
- These strategies help staff manage their additional needs effectively while developing a sense of inclusion and understanding.

The home also demonstrated commitment to respecting various cultural and religious practices. For example, specific accommodations for Muslim staff include:

- Flexible holiday requests: Staff can work during Christmas and take leave for New Year's or other important religious observances.
- Considerate communication: Colleagues are encouraged to engage in open, respectful dialogue to understand different preferences and ensure religious practices are honoured in the workplace.

The home has established a framework of health and safety checks and registers to ensure the safety and well-being of care receivers and staff. Each framework aspect is systematically monitored, with clearly defined roles and responsibilities to maintain compliance and safety standards.

The home conducts routine inspections of all equipment and furniture to ensure functionality and safety. Call panels are checked regularly to ensure they work correctly, providing care receivers with a reliable way to request assistance. Wardrobes are inspected for stability and accessibility, while wheelchairs and shower chairs undergo periodic safety checks, with any required repairs or replacements

carried out promptly. Registers are maintained for wheelchairs, shower chairs, and ladders to document their condition and any interventions.

Beds and mattresses are regularly inspected for wear and tear to ensure they provide adequate support and comfort. A comprehensive bed register tracks the condition of all beds, recording repairs or replacements as necessary. This ensures care receivers sleep safely and comfortably, reducing the risk of bed-related injuries or discomfort.

Essential safety equipment, such as extractor fans and window restrictors, are routinely checked for proper functionality. Extractor fans are inspected in kitchens, bathrooms, and common areas to maintain ventilation and air quality. Window restrictors are tested to prevent windows from opening too wide, safeguarding care receivers. Additionally, environmental decor is assessed for potential hazards, ensuring all spaces remain safe, accessible, and free from obstructions.

Electrical appliances undergo regular portable appliance testing to ensure their safe operation. Carbon monoxide detectors are also checked in areas with gas appliances to mitigate risks associated with gas leaks. Maintenance staff perform these checks, maintaining detailed registers to document testing and ensure timely interventions.

The Health and Safety Manager oversees all safety protocols and ensures compliance with local regulations. They are responsible for managing fire safety procedures, training, and maintaining all safety-related records and checks.

The Fire Safety Officer is dedicated to fire-related safety, ensuring operational equipment and systems. They conduct fire drills, train staff, and oversee emergency response preparedness.

Care staff play a vital role in health and safety. They participate in equipment checks for items used by care receivers, such as shower chairs and call panels. They also report hazards or maintenance issues promptly to maintain a safe environment. All staff members undergo training in fire safety and health and safety awareness. They actively participate in drills, report hazards, and contribute to maintaining a safe and secure environment for all care receivers and colleagues.

Staff who work at Highlands said:

“I am happy working here; the seniors and managers are very approachable.”

“I was able to make suggestions on how to improve an aspect of the service, Xxx (Registered Manager) listened to me and took on board my suggestion which is now in place.”

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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