



Stronger Together

Strategic Plan
2024 - 2028



Foreword

As the Chairman of Les Amis Limited, I am pleased to introduce this Business Strategy for 2024-2028 reinforcing the charity's commitment to enhancing the lives of people with learning disabilities in Jersey by maintaining, improving, and extending the organisation's services to provide alternative settings and enhanced support and care for individuals with learning disabilities, aiming always to improve their quality of life and wellbeing.

In addition to maintaining and striving always to improve residential, outreach (domiciliary) and respite services, the charity will prioritise the establishment of sheltered accommodation facilities tailored to the specific needs of individuals with learning disabilities.



The implementation of a nursing provision within the charity's service framework is a key component of the strategic plan. This will involve recruiting qualified nursing staff, developing specialised care plans, and integrating healthcare services to address the complex needs of individuals with learning disabilities. The nursing provision will aim to provide holistic care, including medical support, therapy, and personalised assistance,

The strategy encompasses comprehensive staff training programs, robust governance structures, and effective monitoring and evaluation mechanisms to ensure the maintenance and enhancement of existing services provision and the successful integration of sheltered accommodation and nursing provision within the charity's existing service framework. Collaboration with the Government, healthcare providers, and other relevant organisations will also be essential to establish sustainable partnerships and ensure the long-term viability of these new initiatives.

Our strategy and business planning reflect the charity's commitment to enhancing the support and services available to individuals with learning disabilities, with a focus on promoting independence, dignity, and a sense of community. By leveraging its expertise, resources, and partnerships, the charity aims to create a positive impact and improve the lives of those it serves through the introduction of sheltered accommodation and nursing provision.

Paul Routier MBE, Chairman

Our vision

‘To ensure people with learning disabilities and/or associated conditions reach their full potential in life’

To truly aspire to achieve our vision we recognise this cannot be done in isolation.

Our mission

‘To deliver and develop quality services, in partnership, that support people with learning disabilities and/or associated conditions to experience positive and equal opportunities in Jersey’

With this in mind Les Amis’ approach to social care will work to a set of principles which aim to put the person at the centre, and to ensure that the support they receive can deliver the right outcomes and manage any risks appropriately.

The right person: people who need support are identified and prioritised.

The right time: to prevent things getting worse, increase resilience and maximise independence.

The right place: at home, in the community or in a specialist setting – according to need and what is most cost-effective.

The right support: just enough to keep people safe and prevent, reduce or delay the need for long term help, delivered by the right people with the right skills.

The right partner: working more effectively with individuals, their friends and families and in partnership with other organisations to achieve more joined-up and cost-effective support.

This approach will enhance our values which remain the foundation of our daily practice of service delivery, listed on the following page.



Les Amis values

What do they mean for our employees?

To be given a “voice” and the opportunity to make decisions and share ideas through employee surveys, supervisions and appraisals.

To be given the opportunity to develop and progress through the organisation from learning new skills.

To be mindful at all times of how you are perceived and how you support residents in the community.

To engage and develop positive relationships with colleagues and people you support.

Respect for the Company and those around you.

CHOICE

COMPETENCE

**COMMUNITY
PRESENCE**

PARTICIPATION

RESPECT

To make, assist and benefit from the right choices.

We aim to empower those we support by helping them to gain new and necessary skills to participate in everyday life.

To encourage those we support to participate in and contribute to their community as valued members of society, by having jobs, attending clubs and activities for example.

To engage and develop positive relationships with their Support Workers, their housemates and the community.

To be respected and to respect others.

What do they mean for our residents?



Context

This strategy highlights the need to introduce to our services a small nursing provision specifically designed to cater to the needs of individuals with learning disabilities. It also reflects on the benefits the introduction of sheltered accommodation will bring to people with learning disabilities. The nursing provision will provide specialised care, support, and accommodation to enhance the quality of life for this vulnerable population. The introduction of sheltered accommodation will help alleviate the lack of suitably adapted housing for adults with additional needs. Les Amis aims to meet the growing demand for such services while ensuring financial sustainability and delivering exceptional care standards.

Les Amis was founded in 1975 to help people with learning disabilities, such as Down Syndrome and autism, move from institutional into community care. Today the charity supports around 100 residents and service users of all ages, many of whom live independent lives in the community. Some hold down jobs and share flats and houses around the Island; others live permanently in supported accommodation, and there are those who come to Les Amis for respite care to give their carers a break, as well as to socialise, making new friends and for younger people, moving towards greater independence.

With better care and understanding, life expectancy for people with learning disabilities has increased significantly and many of the individuals we support have made a home with us for many years. However, people with learning disabilities have a greater propensity to earlier onset health conditions than the general population and the median age at death for people with a learning disability is 61 years; this is 20 years younger than that for the general population. 37% of Les Amis' residents and service users are over the age of 50 currently, increasing to 47% in five years then 56% by 2033. We already have cases that are likely to require nursing support of some kind in the near future, and over the past few years a number of long-term residents have had to move to alternative care providers, primarily driven by their escalating health & nursing care requirements that can't be facilitated in residential care.

Our current business model is sustained by the number and variation in need of our residents and service users, and the financial and emotional impacts of residents having to leave us as needs change and increase is not sustainable.

The number of individuals with learning disabilities living into older age is increasing globally, and there is a growing recognition of the need for specialised care facilities to meet their unique requirements. However, there is a significant shortage of nursing homes that cater specifically to this population, resulting in inadequate care and limited choice


for families and individuals. We see a clear need for the development of a small nursing provision to bridge this gap and provide tailored care and support to individuals with learning disabilities, as well as for the provision of sheltered accommodation in Jersey, noting specific local factors:

1. Increase in the number of individuals with learning disabilities. It is estimated that approximately 2% of the adult population has a learning disability, (which would mean around 2,000 adults in Jersey) which is also supported by the recent finding by the Jersey Community Foundation Local Needs Assessment (2022), which also notes a population of 2,000 adults with a Learning Disability.
2. Lack of suitable care setting options resulting in unmet needs. There is a lack of suitable accommodation accessible to younger people with learning disabilities.
3. There are no nursing homes catering to this specific client group in Jersey and providers do not have to accept referrals, highlighting the lack of choice and options available for people with learning disabilities and nursing needs.

Les Amis differentiates itself by providing personalised care plans, specialised staff training, and a focus on promoting independence and community integration for people with learning disabilities. Les Amis empowers these individuals through life changes up to and including end of life care. To assure our ability to offer this support, and as the largest provider of Learning Disability Services outside of the Government, it is incumbent on Les Amis to work towards the development of such provisions as it does not appear that any other provider or the Government Health and Community Services Department are positioned to do so. This includes the perceived need for sheltered accommodation and nursing home facilities directed to the particular needs of people in Jersey with learning disabilities.

The development of a small nursing provision and sheltered accommodation, catering to individuals with learning disabilities, presents a unique opportunity to further fulfill the charity's objectives. The charity can make a substantial positive impact on the lives of individuals and their families. With careful planning, strategic partnerships, and a commitment to delivering exceptional care, the nursing provision and sheltered accommodation alongside existing care choices maintained by Les Amis can achieve financial sustainability while providing a much-needed service in the community.

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The drivers for change

Leadership & governance

In order to deliver the strategy, strong Board leadership and effective executive and senior manager support are essential. The Board will provide strategic leadership and oversight. However, the delivery of the strategy will require effective performance management to promote improved outcomes for residents and service users and their families; a clear focus on strengthened partnerships to support improved quality; to ensure effective resource management; and to develop an effective communication and engagement strategy so that all key stakeholders remain fully involved.

The strategy will be supported through a project management process. Robust governance, scrutiny and accountability

processes will be in place in accordance with regulatory requirements. These measures, both quantitative and qualitative, will be linked to all relevant Government department strategic and operational priorities and will evolve to ensure we increase the opportunities for collective partnership work arrangements for the people we support.

In addition, we will continue to develop leadership at all levels in the organisation and especially in the front line where our registered managers and senior support workers will empower and enable staff to deliver the highest quality of support and care.



Our workforce

Les Amis has a wealth of talent available from the people who deliver our services. We want to recognise the knowledge and wisdom that people with "lived experience" contribute to our understanding of what's important and what works. Our staff and registered managers will act as champions for change. In order to deliver the best outcomes for residents and service users we will ensure that our staff have continuing professional development so that their skills are updated to reflect best evidence on professional practice. For the delivery of adult social care to be both effective and safe requires the continued development of operating policies and procedures for staff. These will articulate the standards required and the processes to achieve these.

Communication and engagement

The delivery of this strategy relies heavily on the commitment to improvement and change by our staff and other key stakeholders at all levels. Delivery will be supported by a comprehensive communication, engagement and people strategy which will ensure that change happens at all levels of Les Amis. We will establish an Engagement Forum for staff to engage with our improvement plans and help support delivery of this strategy. We want this forum to represent our workforce and we will commit to supporting staff to contribute to this important work. The Engagement Forum will use the results of our recent engagement survey to inform our approach.



PEOPLE WITH LEARNING DISABILITIES
EMPOWERING

Safeguarding

We will ensure that the people who seek our help to feel safe and obtain care and support are offered this in a way which optimises their independence, choice and control over the key decisions in their lives and is in their best interests.

A major responsibility for Les Amis is to ensure that people with learning disabilities and/or associated conditions, who are vulnerable, can be assured of appropriate protection in a context which acknowledges their rights as individuals to live independently and make their own choices.

In order to work positively with individuals who could be deemed to be at risk of harm we will strengthen Les Amis' responsibility through improved working arrangements with other agencies who share responsibilities to keep people safe in all settings. This will require us to work closely with key partners and ensure we co-operate with the Care Commission and regulatory requirements to keep people safe.

Prevention is an essential element of the way that we safeguard potentially vulnerable people we support. To achieve this we use local information to continuously develop ways to minimise the risk of people experiencing harm. We will work to ensure that there is a broader awareness and understanding by the public and key stakeholders of the potential for abuse, recognition of key concerns, and an understanding of the ways to get help for people with learning disabilities and/or associated conditions. This work will be overseen by the Safeguarding Partnership Board which will ensure an Island wide approach to keeping people safe.



Strategic aims

**In order to deliver our aims and achieve our vision, we will need to take action.
The key strategic aims that underpin the support we provide are:**

Promoting practice excellence

Staff learning and development

Shaping learning disability services for the future

Personalisation for our residents and service users

Effective value for money organisation



Promoting practice excellence

We, as an organisation, want the best for the people we serve. We aim to keep residents and service users central to the delivery and development of service provisions and individual support plans. In order to help individuals to increase resilience and remain as independent as possible, for as long as possible, it will be essential to provide information and advice to help people to make decisions and choices that support this outcome. Information and advice will need to be provided in a range of ways, recognising that in order for individuals to be able to look after themselves and each other, it is essential that the right person, in the right place, has access to the right support at the right time and by the right agency. By taking a more person centred approach to care planning we need to develop more easily read documents to provide effective communication with those we support. The introduction of the Capacity and self-determination (Jersey) law 2016 assists this process and forms the foundation of our care planning approach. Staff recruitment, development and retention plays a pivotal role in promoting practice excellence as a stable engaged workforce will ensure a consistent approach to people support and care needs.

WE WILL:

- Improve staff access to advice and guidance around support and care needs for people receiving our services.
- Help our staff to support people living with health conditions to plan early for their future needs.
- Help our staff to support our service users and residents to identify and develop their strengths and increase resilience by working with partner agencies, families and carers where possible.
- Support our staff to develop the right skills and knowledge to enable them to be innovative and creative when supporting an individual to plan for their own care and support needs, keeping their independence central to the whole process.



Staff learning and development

Effective recruitment and retention of caring and skilled support workers has a central role to play in delivering high quality care and support to people who need it. Our challenge is to ensure the workforce has the right number of people, with the right skills, knowledge and behaviours to deliver the quality, compassionate care we all deserve. It is clear that although significant progress has been made since the launch of our previous business and people strategy, there is much work still to be done. This new strategy is built on previous findings, acknowledging the many successes to date. There is more to be done around retention of the staff we recruit, induct and invest in, which is key to our future success. The Island faces challenges to retain staff in the care sector and Les Amis is not exempt from this. The growing need for care will eventually outstrip the availability of people willing to engage in this industry which is a concern. Through an effective staff engagement process we will develop a people strategy that enhances the investment in personal development and succession planning for all staff employed by Les Amis. This will be the foundation that will build a robust and effective approach to staff needs so Les Amis becomes the employer of choice for those seeking a career in the social care sector.

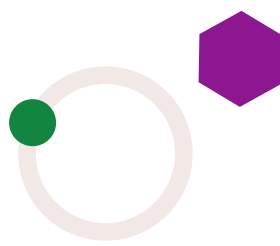
WE WILL:

- Review and enhance our holistic people strategy which ensures staff remain central to future staff development initiatives such as the Investors in People reaccreditation.
- Work with key stakeholders and partner agencies to ensure future service developments incorporate the needs of staff and service users alike.
- Review and enhance our leadership and management framework and training programme to ensure it is suitable to meet the needs of our diverse workforce.
- Embed Situational Leadership Skills in daily practice so staff get the right support at the right time with the right leadership required to enhance and develop their skills and competence effectively.

Shaping learning disability services for the future

Les Amis acts for its residents and service users as a vital 'connector' to other public services, especially health care. We also help with access to housing, social security benefits, leisure and recreation and other organisations which support people with learning disabilities and/or associated conditions to play an active part in their community. Our needs as an Island are changing with a greater focus on the elderly population and its related illnesses. There is a requirement for care to be well 'joined up' so that an individual has a clear plan supported by all agencies working well together. In order to achieve this we will need to maintain and strengthen our arrangements for working with a range of health colleagues and voluntary sector partners. We will need to work closely with GPs and primary care colleagues, secondary care providers both in community and hospital based settings, and specialist providers of health care in areas such as mental health and dementia care. We will align and strengthen what we do, so that the help people receive is well co-ordinated across the whole system. We will need to ensure that we share information in a way that ensures residents and service users receive the best possible experience of care wherever they are. With this in mind we are aware that the community we serve have growing health care needs and our workforce will not be equipped to deal with these in the future. Strategic decisions have been made to expand our service provision to include nursing and social care professionals as part of our workforce. This will enable the required work noted above to take place more effectively with opportunities to enhance staff development across the current staff teams.

WE WILL:

- Champion the development of a learning disability strategy to enhance and direct a multi-agency approach to meeting the needs of vulnerable people with a learning disability.
 - Develop in partnership with the Government of Jersey, a suitable nursing provision to enhance the menu of services available for people with a learning disability on the Island.
 - Develop a work force strategy and approach to meet the needs highlighted through the development of a learning disability strategy.
 - Enhance and evolve the utilisation of users engagement to ensure service developments meet the needs of vulnerable people with a learning disability.
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Personalisation for our residents and service users

In order to promote independence, choice and control we aim to provide information, advice and support at the earliest stages of need, so that we focus on supporting individuals to maintain their optimum levels of independence in their own homes and in the community. We will seek to help people develop resilience by working with individuals in need of support to ensure that they receive the right input at the right time at the right level. This will involve engagement with those requiring support more effectively and more transparently. We will ensure that every individual who receives support and care will experience this in a way that promotes and protects their dignity and allows them to feel respected and valued. We will be particularly mindful of the Capacity and self-determination (Jersey) law 2016, which supports good decision-making by ensuring that staff and managers know how different people can be affected in different ways based on their own capacity. This approach will help us to deliver policies and services which are efficient and effective; accessible to all; and which meet different people's needs appropriately. This approach will challenge the current status quo with respect to Long Term Care assessments as personalisation is not core to this process. By including the 5 key strategic priorities noted in the disability strategy, supported by the Discrimination (Disability) Jersey Regulation 2018, we will build a more robust foundation to support the personalisation agenda across the island.

WE WILL:

- Improve access to advice and guidance about support and care needs in easy read formats.
- Review and update the approach taken with resident and service users' satisfaction survey process to ensure we are meeting the needs of individuals effectively.
- Develop effective training and support around capacity and the serious restriction of liberty so the rights of people with a learning disability are recognised and individuals are supported to maintain them.
- Be a main contributor to the partnership approach to reviewing the Long Term Care assessment process so it becomes more person centred in its outcomes moving forward.

Effective value for money organisation

Implementation of this strategy will help to inform developments within the organisation over the next five years. The aims and strategic direction set out here will support the development of integrated work practises between partner agencies and Les Amis so alignment with other strategic documents, such as the Dementia Strategy, takes place. This will require us to work more effectively with a shared purpose in terms of our priorities, to ensure that there are real and tangible benefits for our residents and service users. Avoiding duplication of effort and getting better value out of the already pressed Long Term Care fund, will present some major challenges. We foresee that there will need to be a new focus across the Island on helping people, whatever their age or disability, as without this focus the care sector in Jersey will fail to meet the growing demands projected to take place in the coming years. The charitable status Les Amis holds enhances the finances we attract, from the purchase of services. However it is important to recognise the social care model we deliver has restrictions on its economies of scale and any projected profitable margins or perceived efficiency savings must not take priority over the quality of care we provide.

WE WILL:

- Enhance the use of technology and IT based applications to utilise staff time more effectively within the workplace and the community.
- Increase our charitable income by implementing our marketing and public awareness strategy more effectively.
- Improve our service users' engagement processes to ensure we are meeting their needs within our financial capacity.
- Publicly promote the developments within Les Amis so Islanders know how their donations have supported vulnerable Islanders.





EMPOWERING PEOPLE WITH
LEARNING DISABILITIES



www.lesamis.org.je

