



Review Sheet		
Last Reviewed 25 Oct '23	Last Amended 25 Oct '23	Next Planned Review in 12 months, or sooner as required.
Business impact	<p>MEDIUM IMPACT</p> <p>Changes are important, but urgent implementation is not required, incorporate into your existing workflow.</p>	
Reason for this review	Scheduled review	
Were changes made?	Yes	
Summary:	This policy outlines processes for late and missed service user visits. The policy has been reviewed with a new section added relating to Electronic Call Monitoring systems and the importance of implementing a method to ensure that they are reviewed and missed/late visits are flagged. Note the policy title has changed from 'Late and Missed Visits Policy and Procedure' to 'Electronic Call Monitoring - Late and Missed Visits Policy and Procedure'. The references have been checked and updated with some additions.	
Relevant legislation:	<ul style="list-style-type: none"> • The Care Act 2014 • Equality Act 2010 • Health and Social Care Act 2008 (Registration and Regulated Activities) (Amendment) Regulations 2015 • Human Rights Act 1998 • Mental Capacity Act 2005 • Mental Capacity Act Code of Practice • Data Protection Act 2018 • UK GDPR 	



<p>Underpinning knowledge - What have we used to ensure that the policy is current:</p>	<ul style="list-style-type: none">• Author: UKHCA, (2013), <i>UKHCA Briefing: CQC Themed Inspections Report</i>. [Online] Available from: [Accessed:]• Author: CQC, (2023), <i>Digital record systems: achieving good outcomes for people using adult social care services</i>. [Online] Available from: https://www.cqc.org.uk/guidance-providers/adult-social-care/digital-record-systems-adult-social-care-services [Accessed: 25/10/2023]• Author: GOV.UK, (2023), <i>Digital working in adult social care: What Good Looks Like</i>. [Online] Available from: https://www.gov.uk/government/publications/digital-working-in-adult-social-care-what-good-looks-like/digital-working-in-adult-social-care-what-good-looks-like-for-local-authorities-and-care-providers [Accessed: 25/10/2023]• Author: Equality and Human Rights, (2011), <i>Close to home An inquiry into older people and human rights in home care</i>. [Online] Available from: https://www.equalityhumanrights.com/en/publication-download/close-home-inquiry-older-people-and-human-rights-home-care [Accessed: 25/10/2023]• Author: Equality and Human Rights Commission, (2011), <i>Older people's experiences of home care in England</i>. [Online] Available from: https://www.equalityhumanrights.com/sites/default/files/research-report-79-older-peoples-experiences-of-home-care-in-england.pdf [Accessed: 25/10/2023]• Author: CQC, (2022), <i>Regulation 20: Duty of candour</i>. [Online] Available from: https://www.cqc.org.uk/guidance-providers/regulations-enforcement/regulation-20-duty-candour#guidance [Accessed: 25/10/2023]• Author: NICE, (2016), <i>Home care for older people (QS123)</i>. [Online] Available from: https://www.nice.org.uk/guidance/QS123/chapter/Quality-statement-2-Plan-for-missed-or-late-visits [Accessed: 25/10/2023]• Author: CQC, (2022), <i>Review of home care services</i>. [Online] Available from: http://www.cqc.org.uk/publications/themed-inspection/review-home-care-services [Accessed: 25/10/2023]
<p>Suggested action:</p>	<ul style="list-style-type: none">• Encourage sharing the policy through the use of the QCS App• Share 'Key Facts' with all staff• Ensure relevant staff are aware of the content of the whole policy
<p>Equality Impact Assessment:</p>	<p>QCS have undertaken an equality analysis during the review of this policy. This statement is a written record that demonstrates that we have shown due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations with respect to the characteristics protected by equality law.</p>



1. Purpose

1.1 To ensure consistency and continuity of Care.

1.2 To ensure the safety and wellbeing of Service Users.

1.3 To support Medcom Personnel Ltd in meeting the following Key Lines of Enquiry/Quality Statements (New):

Key Question	Key Lines of Enquiry	Quality Statements (New)
SAFE	S3: How does the service make sure that there are sufficient numbers of suitable staff to support people to stay safe and meet their needs?	QSS6: Safe and effective staffing
SAFE	S6: Are lessons learned and improvements made when things go wrong?	QSS1: Learning culture
WELL-LED	W2: Does the governance framework ensure that responsibilities are clear and that quality performance, risks and regulatory requirements are understood and managed?	QSW5: Governance, management and sustainability

1.4 To meet the legal requirements of the regulated activities that Medcom Personnel Ltd is registered to provide:

- | The Care Act 2014
- | Equality Act 2010
- | Health and Social Care Act 2008 (Registration and Regulated Activities) (Amendment) Regulations 2015
- | Human Rights Act 1998
- | Mental Capacity Act 2005
- | Mental Capacity Act Code of Practice
- | Data Protection Act 2018
- | UK GDPR



2. Scope

2.1 The following roles may be affected by this policy:

- | Registered Manager
- | Other management
- | Administrator
- | Care staff

2.2 The following Service Users may be affected by this policy:

- | Service Users

2.3 The following stakeholders may be affected by this policy:

- | Family
- | Advocates
- | Representatives
- | Commissioners
- | External health professionals
- | Local Authority
- | NHS



3. Objectives

3.1 To ensure that all staff at Medcom Personnel Ltd understand the negative impact late or missed calls have on Service Users and to ensure that there are effective mechanisms in place so that they do not arise. Where they do, lessons learnt must be applied and contractual notifications made.



4. Policy

4.1 Medcom Personnel Ltd will have in place a system to ensure that it is notified **immediately** and therefore able to initiate corrective action, if a visit to a Service User is late or missed completely by staff. This includes the observation of any Electronic Call Monitoring system in place.

4.2 Medcom Personnel Ltd will have in place easily understood procedures for Service Users to quickly and effectively inform Medcom Personnel Ltd of the late or non-arrival of a booked Care Worker. These arrangements will be communicated to all Service Users on a regular basis.

4.3 Medcom Personnel Ltd will inform Essex County Council of any late or missed visits in line with any contractual requirements to do so.

Mrs Irene Mtisi is responsible for collating a record of late and missed calls together with any actions taken to resolve them.



5. Procedure

5.1 Late Visits and Missed Visits

Medcom Personnel Ltd understands the importance of providing services in the agreed timeframe. Despite this, there will be times where visits are late and in unusual circumstances, missed. Medcom Personnel Ltd will outline the timeframe of what constitutes a missed visit in their Service Users's Contract (usually a visit running over 15-30 minutes late), and ensure that this is discussed with the Service Users at the pre-service stage. Medcom Personnel Ltd will have a robust plan in place to investigate missed visits to ensure continuous improvement and development of the service.

5.2 Electronic Call Monitoring

When using an Electronic Call Monitoring software system, the Registered Manager will ensure that the logged in and out entries are monitored and that notifications of late or missed visits are dealt with by an appropriate member of the office team. There will be a suitable system in place to ensure that late/missed visits are flagged.

In the event of a late or missed visit, the staff member will be contacted to ascertain why they are late and to reallocate any additional visits if necessary/possible.

Medcom Personnel Ltd acknowledges responsibility to share this information with the contracted local authority where required and appropriate, subject to terms and conditions of the contract.

Medcom Personnel Ltd understands its responsibility to audit the Electronic Call Monitoring system regularly, ensuring that it identifies:

- | Staff log in and out at the correct locations
- | Staff log in and out at the correct times (and have listed an explanation if otherwise)
- | Service Users receive their booked visits

5.3 Medcom Personnel Ltd Plan for Responding to Late or Missed Calls

Medcom Personnel Ltd will ensure that they have a plan in place for responding to missed or late visits and that it includes:

- | How and when a missed or late visit will be communicated to the Service Users or their Care Workers
- | Emergency contact details, which are kept up to date
- | Arrangements for a family member, carer or neighbour to visit instead
- | An assessment of risk and what will happen if a visit is late or missed
- | Robust recruitment pipelines to ensure that sufficient pools of staff that can be mobilised at short notice in the event of an unplanned absence or emergency

Medcom Personnel Ltd will recognise that Service Users living alone or those who have cognitive impairment may be particularly vulnerable if visits are late or missed. Medcom Personnel Ltd will therefore make it a high priority for back-up plans to be actioned as soon as possible for these specific groups. Medcom Personnel Ltd will assess the potential benefits of introducing electronic call monitoring, if they do not have it already, and make a decision as to its implementation.

Medcom Personnel Ltd will check arrangements to ensure that services operating outside of office hours and at weekends are consistent with the levels of service operated during weekdays. Regular reviews of procedures for out-of-hours services will be undertaken to ensure that a robust system is in place to identify and respond to missed or late calls.

Where service levels may be influenced by commissioning practice, Essex County Council must be contacted to discuss reasons for the late and missed calls and potential solutions.

5.4 Procedure for Staff - Late visits

Care Workers who realise that they are going to be late for a visit must immediately contact Medcom Personnel Ltd to inform them of the fact and the reasons for it.

Irrespective of the method of notification of a late visit or the likelihood of a late visit of more than 15 minutes (or the time Medcom Personnel Ltd specifies in their contract), the Service Users will be contacted immediately to inform them of the late visit, and also of the expected time of arrival of the Care Worker. Medcom Personnel Ltd will immediately make any arrangements necessary to reduce the lateness of the visit to a minimum, including allocating other Care Workers to the visit or other visits.

Mrs Irene Mtisi will be informed of all occurrences of late visits. The staff member may choose to inform Mrs Irene Mtisi, while off duty, if the reason for the late visit indicates problems which may recur and affect other visits, which are due on that, or immediately upcoming, shifts. Medcom Personnel Ltd will have an



escalation plan in place for out of hours so that staff know who to contact.

5.5 The late visit will be recorded, showing:

- | Rostered Care Worker
- | Substitute Care Worker, where applicable
- | Visit duration
- | Scheduled visit time
- | Time delayed
- | Name of Service Users
- | Reason for delay
- | Action to be taken

A Late Visit Record Sheet can be found in the Forms section of this policy and will be used where an electronic call monitoring system is not in place.

5.6 The records of late visits will be reported to each Management Meeting, indexed on each of:

- | Reason for delay
- | Care Worker initially allocated
- | Service Users

in order to identify trend information for action and lessons learnt.

5.7 Procedure for Staff - Missed visits

Care Workers who realise that they are going to miss or have missed a visit must **immediately** contact Medcom Personnel Ltd to inform them of the fact and the reasons for it.

There may be occasions where the missed visit only becomes apparent when the next scheduled visit takes place and that Care Worker must **immediately** contact Medcom Personnel Ltd. They must document this in the record of care and highlight what steps were taken to ensure that all was well with the Service Users, especially in the event of missed medication for example.

Irrespective of the method of notification of a missed visit, Medcom Personnel Ltd will endeavour to source a replacement Care Worker and notify the Service Users of the delay. The Service Users will be contacted immediately to inform them of the changes.

5.8 The missed visit will be recorded showing:

- | Name of Service Users
- | Visit booked time
- | Visit booked duration
- | Care Worker allocated
- | Reason for missed visit
- | Note of the discussion with the Service Users on support required, and arrangements made

A Missed Visit Record Sheet can be found in the Forms section of this policy and will be used where an electronic call monitoring system is not in place.

5.9 Missed Visit and Late Visit Investigations

Medcom Personnel Ltd recognises its responsibility to thoroughly investigate why missed or late visits occurred and take steps to make improvements to ensure that this is minimised.

Mrs Irene Mtisi will be informed of all occurrences of missed visits. All missed calls will be logged as part of the incident reporting procedures at Medcom Personnel Ltd. Following an investigation and root cause analysis, lessons learned will be applied and any corrective action required will be taken to prevent reoccurrences. Staff at Medcom Personnel Ltd will need to understand that where 1 missed or late calls arise, if the investigation highlights that the incident was a failure to follow agreed procedure and it resulted in harm of any kind to the Service Users, it may result in disciplinary action being taken.

Medcom Personnel Ltd must implement an incident review schedule to audit the number of missed or late visits (and the reasons for these) occurring over a minimum period of four weeks and review practice to reduce them.

5.10 Management Meetings

The records of missed visits will be reported to each management meeting. The following will be indexed in order to identify trend information for action:

- | Service Users



- | Care Worker allocated
- | Reason for missed visit

5.11 Duty of Candour

Mrs Irene Mtisi will apologise to Service Users who experience late or missed visits. The apology will be face to face in the event of repeated occurrences, with a clear explanation of the arrangements being made to remedy the contractual breach.

Where required by Essex County Council or other commissioning organisations to supply contract information, late and missed visits will be reported to them in accordance with the contract. Multiple missed or late calls will be classed as a safeguarding issue and reported via the safeguarding reporting channels at Essex County Council and to the CQC.

Where disciplinary action is taken that leads to dismissal of a Care Worker or member of staff who is required to have an enhanced disclosure because of the nature of their role, a referral to DBS will also be made.

5.12 Shortened and Extended Visits

The duration of an allocated visit to a Service Users may be shortened or extended as a result of a variety of reasons. Care Workers who find that the duration of a Service Users's allocated visit no longer meets the Service Users's needs, must report this immediately to Medcom Personnel Ltd.

Mrs Irene Mtisi will investigate the reasons and where it is found that the duration of an allocated visit for the Service Users is no longer sufficient and requires an increase or decrease in allocated time, Mrs Irene Mtisi will liaise with the Essex County Council or the Service Users (for private contracts), to review the care package.

Upon agreement of a new care package, a full Care Plan review will also take place, as per the Service User Care Planning Policy and Procedure at Medcom Personnel Ltd and Care Workers will be advised of any changes that have occurred.

Where it is apparent that a Care Worker is shortening or extending the visit without adequate reason, the suite of HR policies and procedures at Medcom Personnel Ltd will be followed and disciplinary action taken where necessary.



6. Definitions

6.1 Extended Visit

- | An extended visit is defined by Medcom Personnel Ltd as a visit that is extended by 15 minutes or more after the agreed end time

6.2 Electronic Call Monitoring

- | An electronic system that lets domiciliary care providers record the times, locations and activities of remote employees

6.3 Root Cause Analysis (RCA)

- | A systematic process for identifying “**root causes**” of problems or events and an approach for responding to them. It is part of good governance processes

6.4 Shortened Visit

- | A shortened visit is defined by Medcom Personnel Ltd as a visit that is shortened by 15 minutes or more before the agreed end time



Key Facts - Professionals

Professionals providing this service should be aware of the following:

- 1 Medcom Personnel Ltd must promote a culture that encourages candour, openness and honesty at all levels. This will be an integral part of a culture of safety that supports organisational and personal learning. There will also be a commitment to being open and transparent at senior management level
- 1 Medcom Personnel Ltd has a duty of candour to Service Users to be open and honest when something goes wrong with their Care or where Care has the potential to cause harm or distress. Medcom Personnel Ltd must apologise to the Service Users and ensure that they receive appropriate support following any incident that causes harm or distress
- 1 Medcom Personnel Ltd will ensure that notifications are made to the CQC and Essex County Council in line with reporting thresholds for late or missed calls
- 1 All late and missed calls will be reported to Medcom Personnel Ltd and recorded as an incident and analysis undertaken to establish the cause and identify any trends
- 1 Late and Missed calls can have serious implications for a Service Users's health and wellbeing and Medcom Personnel Ltd will make it a priority to avoid them



Key Facts - People affected by the service

People affected by this service should be aware of the following:

- 1 Medcom Personnel Ltd will make sure that you know how to get in contact with them at all times. This is so you can tell them if your Care Worker is more than 15 minutes late
- 1 Medcom Personnel Ltd will tell you if your Care Worker is going to be late as soon as they are aware. Medcom Personnel Ltd will send you a replacement Care Worker if you wish
- 1 You have the right to expect consistent, high-quality care from Medcom Personnel Ltd



Further Reading

There is no further reading for this policy, but we recommend the 'underpinning knowledge' section of the review sheet to increase your knowledge and understanding.



Outstanding Practice

To be 'outstanding' in this policy area you could provide evidence that:

- 1 Service Users' needs are met by sufficient staff who have the right skills and knowledge. Service Users receive a rota of Care visits for the following week so they know which Care Worker to expect in their home. If there are any changes to the rota, the office contacts the Service Users to let them know. People and relatives say the service is very reliable and Care Workers stay the right amount of time
- 1 Medcom Personnel Ltd is committed to continual improvement and governance is embedded in every part of the service. There are extremely comprehensive quality monitoring systems and processes in place which are robust and regularly carried out by a variety of senior staff. These drive continual improvement of the service
- 1 The wide understanding of the policy is enabled by proactive use of the QCS App
- 1 Service Users are cared for by Care Workers who are aware of their safeguarding responsibilities. Staff have received training in how to safeguard people from potential abuse and know how to identify the risks associated with abuse
- 1 Medcom Personnel Ltd ensures that Care Plans reflect Service Users's needs and wishes. When Care needs change, Medcom Personnel Ltd reviews the Care Plan with the Service Users



Forms

The following forms are included as part of this policy:

Title of form	When would the form be used?	Created by
Late Visit Record Sheet - CC44	To record late visits. This form should only be used where there is no electronic call monitoring.	QCS
Missed Visit Record Sheet - CC44	To record missed visits. This form should only be used where there is no electronic monitoring.	QCS

Medcom Personnel Ltd
 Holywell Lodge, 41 Holywell Hill , St. Albans, AL1 1HE

Service Users's Name			Date of Visit	
Scheduled Visit Time		Time Delayed	Visit Duration	
Reason for the Delay				
Rostered Care Worker				
Substitute Care Worker, if applicable				
Action to be taken				
Actioned by				

Medcom Personnel Ltd
Holywell Lodge, 41 Holywell Hill , St. Albans, AL1 1HE

Service Users's Name		Date of Visit	
Scheduled Visit Time		Visit Duration	
Reason for the missed visit			
Rostered Care Worker			
Notes on the discussion with the Service Users on support required and arrangements made			
Any further action taken			
Actioned by			