

REFERENCE NUMBER OF DOCUMENT:	11.2.367.01
COMMITTEE IDENTIFICATION:	Galago Directors
SECRETARIAT:	MS
DOCUMENT TYPE:	External Policy
DOCUMENT LANGUAGE:	E

LATE AND MISSED VISITS

WARNING:

If the document contains proprietary information, it may only be released to third parties after management has approved its release.

Unless otherwise marked, documents are uncontrolled; uncontrolled documents are not subject to update notifications.

The latest revision of this document can be found in the reference panel above. It can also be determined and double checked by checking the 'Master Document List' before using or sending.

Any changes must be requested through the 'Document Control Manager' by submitting a 'Document Change Request' form.

LATE AND MISSED VISITS POLICY AND PROCEDURE

1. PURPOSE

- 1.1 To ensure consistency and continuity of Care.
- 1.2 To ensure the safety and wellbeing of Service Users.
- 1.3 Relevant Legislation:
 - 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 Roles Affected:
 - All Staff including Agency Workers
 - Registered Manager
 - Other management
 - Administrator
- 2.2 People Affected:
 - Service Users
- 2.3 Stakeholders Affected:
 - Family / Next of Kin
 - Advocates
 - Representatives
 - Commissioners
 - External health professionals Local Authority
 - NHS / CCG / ICB

3. OBJECTIVES

- 3.1 To ensure that all staff including Agency Workers at Nursing Direct understand the negative impact of planned Care being late or missed and the effect this can have on Service Users.
- 3.2 To ensure that there are effective mechanisms in place so that planned Care being late or missed do not arise.
- 3.3 Where they do, lessons learned must be applied and contractual notifications made in the event of planned care being missed.

4. POLICY

- 4.1 Nursing Direct will have in place a system to ensure that it is notified immediately and therefore able to initiate corrective action, if planned Care to a Service User is late or missed completely by staff including Agency Workers. This includes the observation of any Electronic Call Monitoring system in place.
- 4.2 Nursing Direct will have in place easily understood procedures for Service Users to quickly and effectively inform Nursing Direct of the late or non-arrival of a booked member of staff, including Agency Worker. These arrangements will be communicated to all Service Users on a regular basis.
- 4.3 Nursing Direct will inform Local Authorities, CCG's, and other service users of any missed planned Care in line with any contractual requirements to do so.

Nursing Direct will have a record of late and missed Care together with any actions taken to resolve them.

5. PROCEDURE

- 5.1 **Late and Missed Care Visits**

Nursing Direct understands the importance of providing services in the agreed time frame. Despite this, there will be times where planned Care is late and in unusual circumstances, missed. Nursing Direct 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 Care visits are dealt with by an appropriate member of the team. There will be a suitable system in place to ensure that late/missed Care visits are flagged.

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

Nursing Direct acknowledges responsibility to share this information with the commissioning team where required and appropriate, subject to terms and conditions of the contract.

Nursing Direct understands its responsibility to audit the Electronic Call Monitoring system regularly, ensuring that it identifies:

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

5.3 Procedure for Responding to Late or Missed Care

Nursing Direct will ensure that they have a plan in place for responding to missed or late Care and that it includes;

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

Nursing Direct will recognise that Service Users living alone or those who have cognitive impairment may be particularly vulnerable if planned visits are late or missed. Nursing Direct will therefore make it a high priority for contingency plans to be actioned as soon as possible for these specific groups.

Nursing Direct 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.

Nursing Direct 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 planned Care.

Where service levels may be influenced by commissioning practise; Local Authorities, CCG's and other service users must be contacted to discuss reasons for the late and missed Care and potential solutions.

5.4 Procedure for Staff including Agency Workers - Late visits

Staff including Agency Workers who realise that they are going to be late for a visit must immediately contact Nursing Direct 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, the Service User will be contacted immediately to inform them of the late visit, and also of the expected time of arrival of the staff including Agency Worker.

Nursing Direct will immediately make any arrangements necessary to reduce the lateness of the visit to a minimum, including allocating other staff including Agency Workers to the visit or other visits.

The Registered Manager will be informed of all occurrences of late visits. Nursing Direct may choose to inform the Registered Manager, 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. Nursing Direct will have an escalation plan in place for out of hours so that staff including Agency Workers know who to contact.

5.5 The late visit will be recorded, showing:

- Rostered staff including Agency Workers
- Substitute staff including Agency Workers, where applicable
- Visit duration
- Scheduled visit time
- Time delayed
- Name of Service User
- Reason for delay
- Action to be taken

5.6 A Late Visit Record will be used where an electronic call monitoring system is not in place.

The records of late visits will be audited and reported to each Management Meeting and, in order to identify trend information for action and lessons learnt, indexed on each of:

- Reason for delay
- Staff including Agency Worker initially allocated
- Service User

5.7 Procedure for Staff including Agency Workers - Missed visits

If a member of staff, including an Agency Worker, becomes aware that they will be unable to attend a scheduled visit, they must immediately notify Nursing Direct and provide the reason for the missed visit.

Upon receiving this notification, Nursing Direct will take prompt action to ensure the well-being of the Service User. This includes verifying whether any essential tasks—such as medication administration—have been missed and initiating the appropriate contingency measures.

Regardless of how the missed visit is reported, Nursing Direct will immediately contact the Service User to inform them of the situation. The Service User will be asked what support they require, and arrangements will be made to provide that support. This may include reallocating the visit to another available staff member, including an agency worker, where necessary.

If it is not possible to deliver the required support as per the contingency plan, Nursing Direct will escalate the matter in accordance with the agreed protocol.

5.8

- The missed visit will be recorded showing: Name of Service User
- Visit booked time Visit booked duration
- Staff including Agency Worker allocated
- Reason for missed visit

- Note of discussion with Service User on support required, and arrangements made
- A Missed Visit Record will be used where an electronic call monitoring system is not in place.

5.9 **Missed Care Visit and Late Care Visit Investigations**

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

The Registered Manager will be informed of all occurrences of missed visits. All missed visits will be logged as part of the incident reporting procedures at Nursing Direct. The reasons for missed visits will be investigated, and corrective actions will be implemented to prevent recurrence. This will include a review of the existing contingency plan and its fidelity. Staff including Agency Workers at Nursing Direct will need to understand where 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 User, it may result in disciplinary action being taken.

Nursing Direct 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 Care visits will be reported to each management meeting. The following will be indexed in order to identify trend information for action:

- Service User
- Staff including Agency Worker allocated Reason for missed visit

5.11 **Duty of Candour**

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

Where required by Local Authorities, CCG's, 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 Local Authorities, CCG's, and other service users and to the CQC.

Where disciplinary action is taken that leads to dismissal of staff including Agency Workers 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 User may be shortened or extended as a result of a variety of reasons. Staff including Agency Workers who find that the duration of a Service User's allocated visit no longer meets the Service User's needs, must report this immediately to Nursing Direct.

The Registered Manager will investigate the reasons and where it is found that the duration of an allocated visit for the Service User is no longer sufficient and requires an increase or decrease in allocated time the Registered Manager will liaise with Local Authorities, CCG's and other commissioning organisations or the Service User (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 Person-Centred Care and Support Planning Policy and Procedure at Nursing Direct and staff including Agency Workers will be advised of any changes that have occurred.

Where it is apparent that staff including Agency Workers are shortening or extending the visit without adequate reason, the suite of HR policies and procedures at Nursing Direct will be followed and disciplinary action taken where necessary.

6. **DEFINITIONS**

6.1 **Missed Visits**

Also, known as 'dropped shifts' within Nursing Direct. A "Missed Visit" refers to a planned shift (provision of care) where a member of staff including Agency Worker fails to attend, without prior notice or appropriate rescheduling.

6.2 **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

6.3 **Shortened Visit**

A shortened visit is defined as a visit that is shortened by 15 minutes or more before the agreed end time

6.4 **Extended Visit**

An extended visit is defined as a visit that is extended by 15 minutes or more after the agreed end time


6.5 **Electronic Call Monitoring**

An electronic system that lets providers record the times, locations and activities of remote staff including Agency Workers.

OUTSTANDING PRACTICE

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

- Nursing Direct ensures that Care Plans reflect Service User's needs and wishes. When Care needs change, Nursing Direct reviews the Care Plan with the Service User.
- Service Users are cared for by staff including Agency Workers who are aware of their safeguarding responsibilities. Staff including Agency Workers have received training in how to safeguard people from potential abuse and know how to identify the risks associated with abuse.
- Nursing Direct 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 including Agency Workers. These drive continual improvement of the service.
- Service Users' needs are met by sufficient staff including Agency Workers who have the right skills and knowledge. Service Users receive a rota of Care visits for the following week, so they know which Staff including Agency Worker to expect in their home. If there are any changes to the rota, the office contacts the Service User to let them know. People and relatives say the service is reliable and staff including Agency Workers stay the right amount of time.

COMPLETED DATE:	09/05/2025
SIGN OFF DATE:	09/05/2025
REVIEW DATE:	09/05/2026
SIGNED:	 Marc Stiff – Group Managing Director