

# Services Management



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**System:** Service Delivery

## Responsible Person/s:

Directors

Managers/Team Leaders

All FCS's Employees, Contractors, and Volunteers

## Purpose:

The purpose of this policy is to ensure clients and staff are safe in the reception/delivery of services. This policy also aims at ensuring services are delivered consistently across Footsteps Community Services (FCS) in accordance with the client's expectations and all FCS's policies.

## Scope:

This policy applies to all Footsteps Community Services' (FCS) employees, as well as clients, subcontractors, consultants, and volunteers.

## General:

### 1. Role of the Team Leader/Senior Practitioner

FCS will endeavor to always identify a key employee responsible for operational leadership purposes.

In addition to an employee's duties, those individuals will be responsible for:

- When needed coordinating with others to ensure clients achieve their goals.
- Providing support to other employees in a practice setting.
- Seeking advice from the Manager at the earliest opportunity in case of need.
- Link with clients and stakeholders as appropriate.

### 2. Critical Situations

- Refer to *Incident Management* policy and associated Procedures.

### 3. Ratio of service:

As a rule of thumb, services are delivered at ratio 1:3,1:2,1:1 and 2:1 (this is X number of employees to Y number of clients).

FCS will ensure that services are delivered:

- As contracted.
- In accordance with a client's choice and control.
- With balance between duty of care and dignity of risk.
- With clients' safety in mind at all times.
- In accordance with any legal requirements.

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When planned ratio cannot be met, FCS will ensure that:

- That clients and stakeholders are made aware as soon as possible of the situation.
- When feasible and within resources available, a solution which maintains safety and services is discussed with client/stakeholder, agreed upon and implemented.
- Services are not delivered if safety requirements cannot be met.
- Clients are only invoiced for the service they consumed.

#### 4. Minimum employees' numbers (in group delivery setting)

- There will be a minimum of 2 employees present at all times (a manager might decide to deliver services in a smaller group (i.e. 1:3) with no more than 3 high-functioning clients.
- When employees are sick or unable to attend work, appropriate relief employees will be employed to meet work requirements.
- In an emergency setting or if an employee member needs to leave work, the safety of clients and other employees must be considered first. When appropriate and feasible, a replacement employee should be obtained before the employee leaves FCS's premises (and as long as the safety of said employees and clients are not compromised).
- Students or volunteers will not be counted as part of the [employees: client] ratio.
- When and where possible volunteers will be encouraged to assist in providing a higher standard of service.

• Note: With proper consideration for risk assessment, FCS managers might approve a group to be supported by only one employee.

• With proper consideration for risk assessment, Managers might also decide to increase or decrease employees on client ratio to address risks.

#### 5. Shift length and rostering

The admin team is responsible to ensure all shifts are rostered in accordance with industry instruments and mandatory requirements from other agencies.

In addition, admin must ensure that all services are efficiently rostered, this is:

- In accordance with clients' needs.
- To minimise costs.
- With the right employees.
- With minimal impact to clients and employees when changes are inevitable.

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## Person Centered Practice

1. The key principles that underpin a person-centred practice:
  - The client is at the centre.
  - The client's wider social network is involved as full partners.
  - There is a partnership between FCS, the client, and their family/carer.
  - The client's whole of life is considered.
2. Benefits of a person-centred approach:
  - The wishes of each client are respected.
  - Each client is encouraged to make informed choices.
  - Provides flexibility to meet the diverse needs of each client.
  - Clients' personal growth is achieved through broadening the range of experiences.
  - customer experience and overall satisfaction is improved.
3. FCS' commitment to a person-centred practice
  - Supports and services are in line with the client's needs, goals and desires.
  - Listen to clients and those who know them best to understand what they want for their lives.
  - Support clients to develop individual outcomes to measure personal growth and success.
  - Support clients to identify and address obstacles in the way of achieving their outcomes.
  - Support clients to set steps or goals to address challenges to achieving their outcomes.
  - Ensure employees are trained, supported, and motivated to follow the principles of this policy.

## Working With Clients' Support Network

With the proviso that a client information is secured and that consent has been received to share information, FCS is committed to building effective collaborative linked with the people that support clients to achieve their goals and aspirations.

This includes but is not limited to the client's family, guardians, carer's, friends, advocates or other members of the community. A support network includes people with important relationships, people who can help the client learn new skills, give advice on decisions, provide opportunities to be involved in the community, develop dreams and ideas how to achieve them.

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FCS commitment focuses on:

- Promoting open communication about major concerns, issues, or opportunities to the collaborative areas.
- Adopting a positive outlook coupled with in a positive, proactive manner.
- Adhering to statutory requirements and best practice including compliance with Australian privacy law.
- Ensuring collaborative links with clients' support networks and other providers are established.
- Managing stakeholders effectively and supporting collaborative decision making.
- Acting in a manner that reflects and respects the importance of the collaborative arrangements build with clients.
- Ensuring qualified resources are available and authorised to fulfil their responsibilities.
- Act in good faith to support achievement of agreed objectives.

**Responsive and Adapted Services** (see identifying and responding to clients' needs policy and procedures)

- Services provided are monitored and regularly reviewed to ensure fit-for-purpose.
- Individual support plan is reviewed in a timely fashion. This is at least annually, quarterly, or more regularly depending on the participant's needs.
- Where possible, adjustments are made to account for changes in clients' needs.
- Clients' health, privacy, dignity, quality of life and independence is supported.
- Where there is a discrepancy between progress and expected outcomes and goals, work is done with the client to change and update the ISP.
- Where agreed by the clients, links are developed and maintained through collaboration with other providers in order to fully support clients and work toward goals.

## Mandatory records

FCS has several documents which completion are mandatory to manage the safety and quality of all services.

Those include but are not limited to:

- The Individual Plan (see FCS *Individual Plan Policy*)
- The Service Agreement and Schedule of Service (see the *Intake Procedure*)
- All file notes which must be completed at each interaction with the client as well as when an important event must be recorded.
- All incident reports. (See the *Incident Management Policy*).
- Capture of goals and objectives achievements.
- Any reports mandated by clients and or funding agreements.

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## Discharging duty of care

### 1. Authorised Person/s

The safety, protection and wellbeing of clients are paramount in the transfer of duty of care responsibility from one responsible adult to another. As such, clear written records are required confirming those transfers, these include:

- Fully completing the FCS Referral form by carers of under 18 years of age stating who is permitted to pick-up or drop-off the client.
- Completion and check of Sign in/out sheets which are filled at each FCS premises and for attendance purposes.
- The Team Leader ensures details of authorised persons are recorded on MYP.
- When applicable, the person/s authorised by the family to collect the client needs to be known to employees. If the authorised adult is not known to the employees, identification will be requested before the transfer of care can take place.
- The authorised adult will be 18 years of age except where permission is provided by the family for a person who is not an adult to pick-up/drop-off a client.

### 2. Drop-in

- Clients and in particular young individuals are not to be left unattended at any time except with carers' approval or as defined in the Individual Plan (IP).
- For young people, when identified in the IP or when attending FCS's premises:
  - On arrival, the authorised individual is responsible to sign the client in on the *Sign In/Out register*, indicating time of arrival.
  - If clients are arriving without the parent/carer, prior arrangements must be made with the Team Leader. The employees welcoming the client will then be responsible to sign the client in.
  - Clients are not to be dropped-off prior to a scheduled session time.

### 3. Pick-up

- Clients must be collected by the scheduled closing time/ end of session.
- For young people, when identified in the IP or when attending FCS's premises:
  - The authorised carer picking-up the individual must sign the *Sign In/Out register*, indicating time of departure.
  - Clients who have written permission to leave FCS's premises without their authorised carer will be signed out by employees at the appropriate time. Employees will ensure the client is transferred to the responsible adult indicated on the written permission.
  - The authorised carer and clients are to ensure that all belongings are collected.
  - The authorised carer must ensure that employees are aware that they are taking the client from the premises.
  - Employees are to be notified if the carer collecting the client is to be later than usual. The client will also be notified to avoid any anxiety.

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- If the client is to be collected by anyone different to the name on MYP, carers must personally inform the service prior to pick up. The person picking up the client will be asked to provide identification.
- FCS will not release a client to anyone who is not authorised by the custodial carer/guardian to collect the client.
- The authorised person is required to give proof of identification to employees if they are unknown to the employees.
- Carers might be charged a fee for collection after closure time.
- If a client has not been picked up apply the *Incident Management procedure* “specific incident”).

## 4. Client discharging FCS’ employees.

While overall, FCS aims at fostering independence and support choice and control with respect to balance of dignity of risk and duty of care, there might be situations where it is not appropriate for FCS employees to leave a client alone. Specifically:

- When a client might have impaired decision capacity due to trauma, pain, substance abuse or other ailments.
- When there might be risks or unsafe environment.
- In case of emergency, or fast changing external environment such as weather events or fire conditions.

In those cases, an FCS employee cannot discharge its duty of care until the employee and the organization are satisfied that the client is safe.

This might be through:

- Calling 000 and having paramedics take the client to the hospital.
- Waiting for a family member/carer to attend the client.
- Following emergency services recommendations

In any cases, those circumstances must be treated as critical incidents and *the Incident Management* policy and procedures applied. This means seeking guidance by involving Team Leaders/Managers or the CEO depending on the situation.

Note the above does not apply to clients under 18 years of age who must always be attended, nor for clients whom specific instructions have been documented in an IP.

## 5. Responsibilities of carers/guardians

- A certified copy of any court order, parenting plan or other legal instrument concerning the client MUST be given to FCS’s delegate at the time of Intake or at the time when a legal instrument order comes into effect.
- If one parent or a guardian has the legal right to deny another person contact with the individual, they must produce a copy of the appropriate court order, parenting plan or

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other legal instrument preventing another person from having contact with the individual, stamped with an official seal. Those documents will be recorded in MYP.

- If the parents are divorced or separated and there is no legal instrument, then FCS will require both Parent/Guardian to co-sign all contractual agreements as well as agreeing on specific processes which will be documented in MYP and then shared with all employees attending said client.

## 6. Responsibilities of FCS Employees

- At the time of the client's intake, FCS's delegate must ensure the parent/guardian/carer is informed of their responsibilities above and in particular, enquire whether there is any legal instrument in application that concerns the young person and if so, request a copy.
- All employees will be alerted to any court order or legal instrument and the privacy of those involved will be maintained.
- In the event of a non-authorized person/parent attempting to pick-up a client (where a court or other legal instrument is in place preventing the person access to the young person) the employees will endeavor to adhere to the followings:
  - Explain to the non-authorized person the need for the other party's consent.
  - Notify the authorized parent/carer and seek their directions.
  - Explain the outcome of the carer's decision to the non-authorized person.
  - Record the carer's directions in MYP immediately.
  - Complete an incident report.
- If consent is not gained from the carer and the non-authorized person's behaviour becomes threatening, the employee will:
  - Ensure, to the best of their ability, the safety of all clients and other employees.
  - Contact the police if immediate assistance is required.
  - Seek support from Team Leader/ Managers/ On-Call/ Chief Executive Officer when time permits.
  - Notify the guardian.
  - Complete an incident report.
- In the event of a non-authorized person picking-up the client, the Service Manager or his/her representative will, in the following order:
  - Inform the police immediately.
  - Notify the parent immediately.
  - Inform the Chief Executive Officer immediately.
  - Complete and incident report.
- In all cases employees should be aware of any unfamiliar person on the premises and find out what they want as quickly as possible.

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## 7. Client safe professional behavior

Employees are required to:

- Abide by FCS code of conduct at all times.
- Professionally introduce themselves and explain their role to clients and their parent/guardian (when and if appropriate).
- Use appropriate language and behavior that is not inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate.
- Wherever possible, ensure that another adult is present when working with or near children.
- Avoid contact with clients they work with outside of work environment.
- Not take pictures of a client without their consent or the consent of a parent/guardian.

## Safety of Services

In accordance with *FCS' Risk Appetite statement*, at FCS, there is no appetite for services which are not safe.

This is services provided by FCS must provide a safe work environment to employees which offering the right opportunity for clients to exercise choice and control as well as dignity of risks.

The safety of services is guaranteed by providing services which are adapted to the client's needs and meet their specific. Specifically, when considering health related needs and conditions which might impact on FCS' ability to deliver service.

In addition, FCS service must ensure that:

- Clients can easily identify FCS employees who provide their services.
- Where services are provided at the client's home, FCS works with the participant to ensure a safe support delivery environment.
- When relevant, work is undertaken with other providers and services to identify and treat risks, ensure safe environments, and prevent and manage injuries.

## Personal Care

### 1. On Intake

During intake the delegate will discuss with the family the client's routines and their expectations of how those routines may be managed. All client's information regarding service delivery will be documented in the Individual Plan. (See *identifying and responding to Clients' Needs policy* and associated procedures).

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## 2. Aids

- FCS will set aside areas for attending to personal care e.g. changing of incontinence aids;
- The area will provide:
  - An impervious surface or mat with solution or wipes – to clean the surface.
  - Every time a client has their incontinence aid changed an individual mat, or absorbent piece of paper is used under the individual.
  - Moist wipes or similar and disposable gloves.
  - A storage and disposal facility that is capable of being sealed and is inaccessible to clients in each bathroom that is for soiled incontinence aids, wipes, and gloves.
  - Readily accessible hand washing facilities.
  - Disposable paper hand towel or an individual hand towel.
- Changing of the incontinence aid will be undertaken at regular times during the period the client is attending services and as necessary throughout the day. These will be noted as a client note.
- To convey respect for the client, employees will interact in a positive and discreet way throughout the changing of incontinence aid by:
  - Explaining to the client what is going to happen before checking the aid.
  - Where appropriate discussing with the client the need for changing the incontinence aid.
  - Talking with and explaining to the client the routine for changing the incontinence aid.
- Employees will ensure safe handling practices are in use to maximise the safety of the client and the employees through the following:
  - Close attendance to the client while on a change table or similar.
  - Use of safe manual handling practices while attending to a client during the changing routine. (This can include using a hoist).
- Employees will keep all records of adjustments made to aids, changing and personal care practices and procedures and the reasons for them as file notes and by updating the IP.
- Students, visitors, and volunteers are not allowed to change incontinence aids but might assist with personal care.
- Families are responsible for providing adequate incontinence aids and changes of clothing. Employees will inform families if they require more supplies.

## 3. Personal care and hygiene

- Clients that can toilet themselves will be encouraged to take responsibility for their own toileting and hygiene practices.
- Clients will have easy and safe access to facilities.
- Employees will model and encourage good hygiene practices for clients.
- Employees will ensure client's safety and security by supervising toileting and other personal hygiene practices when applicable.
- The protection of the client's dignity and privacy will always be paramount.

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- The responsibility of assisting and/or supervising a client with toileting will not be handed on to another person other than employees, Team Leaders, Managers or the clients family/guardian.
- Employees will ensure safe and hygienic practices to minimise the risk of the spread of infection by following the FCS Policy and associated procedures *Infection, Prevention and Control*.

## Lost Property

- FCS does not take responsibility for items which are lost, stolen or damaged.
- Clients are advised to refrain from bringing expensive items when receiving services.
- It is recommended that clients do not bring electronics of any sort to FCS' facilities or on social activities.
- FCS understands that mobile phones are used on a daily basis but reminds clients it is their responsibility to ensure those devices are not lost or misused.
- FCS stores any lost property at Its Woodhill facility.
- Lost property will be held at FCS for a period of four (4) weeks, after this period it will be donated to charity.
- Client and carers are requested to contact FCS' office to claim any lost belongings.
- To avoid items being lost clients are encouraged to clearly label all belongings.

## Related Documents:

*Facilities and Equipment*

FCS Referral form

*Incident Management (policy and procedure)*

*Infection, Prevention and Control.*

*Individual Plan*

*Intake Procedure*

*FCS Risk Appetite Statement*

*Identifying and responding to Clients needs*

## Scheduled Review Date:

This policy will be reviewed as required, or within no later than five (5) years from date of authorisation.

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