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<b>Service Stream</b>	Families and Young People Services	<b>Category</b>	Residential Care and Transition Services
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<b>Purpose</b>
<ul style="list-style-type: none"> <li>The safety, welfare and best interests of the young people residing in our residential care programs are paramount.</li> <li>The provision of care for young people in the program will focus on their strengths and provide them with opportunities to heal and grow in identity, intimacy, and independence.</li> <li>It is necessary to understand a young person's past experiences and trauma and how current actions and behaviours may be an expression of their pain, grief, and loss. These behaviours are often driven by underlying needs for safety, validation, care, and support. Viewing a young person's challenges through this 'trauma lens' requires asking ourselves 'what's happened to you?' rather than 'what's wrong with you?' (Bath, 2008b).</li> <li>Strategies for supporting carers as the mediators of care include providing clinical consultation at the management level of the organisation to ensure that appropriate structures and resources are in place to adequately support staff in their work.</li> </ul>

<b>Scope</b>
This procedure applies to all employees, volunteers and contractors engaged within Residential Care and Transition Services (RCaTS) across Mercy Community (MC) – Families and Young People Services (FYPS).

<b>Procedure</b>
<p><b>1. On-call overview</b></p> <p>1.1 On-call is an after-hours telephone support service implemented to respond to a number of different needs, including:</p> <ul style="list-style-type: none"> <li>Crisis support for Residential Care Workers (RCWs);</li> <li>Advice regarding children and young people's emergency needs;</li> <li>Line management support, including reporting, after business hours; and</li> <li>Emergency rostering matters (for MC RCWs only) including emergency house inductions;</li> <li>Client management system (CTARS) issues; and</li> <li>Direct support to people we support in Supported Independent Living Programs (SILPs). This support can take the form of emergency incident management and reporting, crisis support and urgent maintenance support.</li> </ul> <p>1.2 The on-call service is an internal service only. Although there may be some interaction with external agencies (e.g., Child Safety After Hours Service Centre (CSAHSC), this should be initiated by an On-call Representative. For effective service delivery and responsiveness outside of business hours, the On-call Representative will be available to the Department of Child Safety, Seniors, and Disability Services (the Department) via the on-call service numbers.</p> <p>1.3 RCWs are not to provide the on-call phone number to any other stakeholders, with the exception of neighbours who may be provided with the On-call Manager contact number.</p> <p>1.4 Where matters are not urgent, they will be dealt with during business hours. The provisions in this Procedure are only applicable outside of normal business hours.</p>

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## 2. Setting up on-call diversions

- 2.1 On-call phone lines are diverted to each rostered on-call representative's MC mobile phone.
- 2.2 For planned rosters, on-call diversions will be set up by the Rostering Coordinator during business hours. The Rostering Coordinator will delegate this task to another member of the Rostering team during any planned leave periods.
- 2.3 Changes to call diversions after hours will be completed by the Service Desk After Hours On-call Representative at the request of the Manager On-call.

## 3. RCWs accessing on-call

- 3.1 The on-call system is comprised of several regional/program representatives, rostering representative and an On-call Manager.
- 3.2 Where RCWs require on-call support, they will access the on-call system on an assigned diverted landline number, as recorded on the CTARS Unit Information Form. These numbers will not change, despite the rostered representatives changing from week to week. Signage will be placed in each residential house informing of which on-call number to call. These numbers are also recorded on the Staff Contact List.
- 3.3 The on-call service is available to RCWs where:
  - A Critical or High-Risk incident has occurred and needs to be reported;
  - An incident has occurred, and the RCW is concerned about the risk and is seeking guidance;
  - Support or debriefing is required; or
  - There are staffing issues that require managerial attention. Where RCWs are unable to attend a shift, they are to contact the on-call number with ample time to amend rosters (refer to *FS IP RCaTS Rostering Guidelines for RCWs*).
- 3.4 Where RCWs require support from the on-call service, they will:
  - 3.4.1 Call the relevant on-call number.
  - 3.4.2 Choose the appropriate option:
    - Press 1 for Program-related support; or
    - Press 2 for Rostering support.
  - 3.4.3 If the On-call Representative is unable to answer the call, the RCW is to leave a message stating their name, the program, and a return phone number. They should then await a return phone call (up to 20 minutes).
  - 3.4.4 If, after this time, a response has not been received or if they require an immediate response and are unable to reach the relevant On-call Representative, they are to call the On-call Manager.
- 3.5 It is the responsibility of the On-call Representative to contact the CSAHSC. Where RCWs are required to provide non-urgent updates to an incident or event, they can provide an update to the On-call Representative from 7:00am onwards the following morning to handover this information. If the matter is related to a young person returning who has been subject to a Missing Person Report, the RCW must contact the On-call Representative immediately, so that the CSAHSC can be notified.
- 3.6 On-call is not to be used for:
  - Deferring decisions that RCWs can make on shift;

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- Seeking approval to deviate from previously agreed activity plans (unless there is a legitimate need for this);
- Debating decisions because a child or young person has requested this;
- Children or young people who have requested to speak to the On-call Representative (RCWs are not to hand the phone to children or young people); or
- Requesting changes to scheduled shifts in advance

## 4. People we support accessing on-call support

4.1 For SILP, the on-call support is a service for the people we support. At the time of induction, people we support will be informed of the purpose of this service and how they can access it. To make things simple, people we support will be advised to dial the mobile phone number of their regular SILP worker and the call will be diverted to the rostered on-call worker.

4.2 People we support may access on call for:

- Immediate support (where the matter is urgent, and they cannot wait until the next business day);
- Where a critical or high-risk incident has occurred;
- Where a person we support may have had contact with the police or the court;
- Where there is a significant issue that might affect the person we support's placement;
- Where there are significant maintenance issues that cannot wait until the next day;
- Active check-ins with people we support where a current risk assessment is in place; and
- Other urgent matters that arise.

4.3 Ongoing conversations about the use of the on-call support line should occur with people we support to ensure that they are using this correctly and being appropriately supported.

4.4 For the people we support, the service is not:

- A counselling service;
- An alternative to emergency services;
- A debriefing service for general issues; or
- A case management service (this should be referred to the person we support's usual SILP worker to be dealt with during business hours).

4.5 On Call workers will encourage people we support to seek alternate supports after-hours that might be able to meet some less-urgent support needs, such as encouraging the person we support to access community resources, or Kids Helpline.

4.6 If a person we support wishes to make a complaint, they may be encouraged to do this during business hours or, if urgent, to contact the Child Safety After Hours Service Centre (CSAHSC).

## 5. On-call Representatives and Managers

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- 5.1 The on-call service is provided by On-call Representatives (comprising a rotation of line managers from the Residential Care programs and a rotation from the Rostering Team).
- 5.2 On-call Representatives will be supported by a single On-call Manager (comprising a roster of Senior Program Managers (SPMs)). The Regional Director (RD) and/or Operational Lead (OL) will provide on-call support for decisions which require higher delegation.
- 5.3 Responsibilities of the On-call Program Representative include:
  - Providing immediate responses to issues via telephone. Where unavoidable, small delays are acceptable, however, as a general rule, On-call Representatives should be away from on-call phones for no longer than fifteen (15) minutes;
  - Recording all interactions using the On-Call Log;
  - As well as providing a reporting channel, ensuring workers are supported with immediate responses such as support and debriefing;
  - If required, consulting with the other rostered On-call Representative to reach solutions. Only in the instance of a critical matter, and in the absence of support from the other On-call Representative, should the On-call Manager be contacted (except for circumstances outlined in section 3.4 of this procedure); and
  - Facilitate emergency repairs in line with financial delegation (i.e., replacement of broken windows, locks, etc.).
- 5.4 Responsibilities of the On-call Rostering Representative include:
  - Ensuring all shifts are filled, including responding to emergent rostering issues;
  - Recording shift changes in the Rostering On-call Log; and
  - Communicating changes to shifts with the relevant programs, so children and young people can be prepared, and planner adjusted, if required.
- 5.5 Responsibilities for the On-call Manager include:
  - Management of Critical and High-Risk incidents (in consultation with the On-call Representative and RCWs on shift), including any immediate post-incident debriefing or support;
  - Providing information to the RD to determine if workers are to be stood down, in response to suspected unmet Standards of Care;
  - Approving PRN psychotropic medication;
  - Approving non-standard staffing solutions (e.g. change to rostering model);
  - Approving of over-time or contingency hours;
  - Approving emergency referrals and ensuring the corresponding documentation and house induction is completed;
  - Approving emergency repairs that are above the financial delegation of Care Team Leaders (CTLs)/Clinicians and/or Area Coordinators (ACs);
  - Providing information and updates to the RD in relation to critical incidents. Lower-level incidents will be reported to the RD on a discretionary basis and as per the *GOV SOP Incident Management* and *FS IP RCaTS Incident Category Definitions*;
  - Providing support regarding CTARS issues; and
  - Responding to office site security issues.

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## 6. On-call rosters and communication

- 6.1 All Rostering Team, ACs, CTLs/Clinicians and SPMs will participate in an on-call roster, as per the conditions of their employment. On-call duties will not be performed during periods of annual leave; however, they may still be rostered to be on-call during rostered days off.
- 6.2 Where a rostered On-call Representative is sick or requires unplanned personal leave, their line manager must arrange for a replacement. For short-term absences (one or two days/nights), this may mean that another rostered On-call Representative covers their area. In this instance, during business hours, the Business Support Team will notify the IT team of the change to ensure that calls are diverted to the replacement On-call Representative. After hours, the On-call Manager will notify the IT team.
- 6.3 On-call Representatives and Managers are generally rostered to be on-call for a week at a time, from 5:00pm on Monday to 8:30am on the following Monday. If a public holiday falls on a Monday, the incoming On-call Representatives will commence as of 8:30am.
- 6.4 Senior RCW's will ensure that each residential house office has a Unit Information Folder with current information and contact phone numbers. RCW's must make themselves familiar with the on-call number for their area. For ease of reference, the on-call numbers should be programmed into program mobile telephones.
- 6.5 CTLs/Clinicians are responsible for providing any critical program updates and Safety Plans in the MS Teams On-call chat for the relevant region.
- 6.6 SPMs are to provide updates regarding placement capacity to On-call Representatives to support the afterhours referrals process.

## 7. Preparing to be on-call

- 7.1 When rostered to be on-call, On-call Representatives must ensure they have all relevant information via access to the CTARS and ProSIMS (rostering only) systems and MS Teams.
- 7.2 On-call Representatives are provided electronic mobile devices to assist with accessing information required to be on-call. They must have their devices always charged and in easy access while on-call. Having this information available electronically also negates the need for hard copy information or folders, thus minimising the potential for confidentiality or privacy breaches.
- 7.3 On-call Representatives will have access to, or be aware of the location of, the following:
  - CTARS Client and Unit Information, including *FS FORM RCaTS Safety Plans* and *FS FORM RCaTS Positive Behaviour Support Plan*;
  - An up-to-date staff contact list;
  - A current maintenance contact list; and
  - Activity Planners.

These will be reviewed and updated by the Senior RCW and CTL/Caseworker/ Team Manager by 2:00pm each Friday, or as required. Copies of updated documents will be available within the Unit Information Folder within each program, as per the *FS IP RCaTS Unit Information Folder Matrix*. Key updates and Safety Plans will also be in the relevant MS Teams On-call chat.

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- 7.4 Each On-call Representative will ensure the relevant on-call number is diverted to their MC mobile phone by completing a test call by 3:00pm for each day they are on-call.

## 8. On-call Logs

- 8.1 On-call Logs are vital documents that record all reporting and advice occurring outside of business hours. On-call Logs are particularly important when processing incidents. On-call Logs are in the MS Teams On-call chat, which contains one On-call Log per region on-call.
- 8.2 Any employees who are on-call must document all incoming and outgoing calls in the On-call Log. These logs clearly outline:
- The date, time, program name, start time of call;
  - The name of the RCW who has called and whether the call is program or roster-related;
  - Summary of the incident and details of the call, including the presenting issue, any advice given, and details of any follow-up required;
  - Details of any reporting to CSAHSC, including the name of the contact person, the date and time of the report and the details of information shared/provided (this information will be used for incident reporting); and
  - The end time of the call and the name of the On-call Representative.
- 8.3 Separate On-call Logs are kept for each region/area as well as manager and Rostering On-call Logs.
- 8.4 By 9:30am daily, On-call Representatives are responsible for ensuring a current, updated On-call Log is saved in MS Teams for review by relevant line managers.
- 8.5 On-call Logs will be checked regularly by the Business Support Team, who will report on the use of the On-call Log to the Program Leadership Team (PLT).

## 9. RCW roster changes

- 9.1 Where a roster change is required (e.g., a worker is sick or has not attended a shift), the On-call Rostering Representative is responsible for ensuring shifts are adequately covered.
- 9.2 When filling emergency vacancies in the roster:
- 9.2.1 On-call Rostering Representatives will enquire with permanently allocated house RCWs (permanent part-time workers) as to their ability to fill the shift (providing they are working within rostering guidelines). The On-call Rostering Representative will send a text message to and/or phone MC RCWs to ascertain their ability to fill the shift.
- 9.2.2 At the same time, On-call Rostering Representatives will contact the relevant casual staffing provider to advise that a worker is required and liaise with the contact around filling the shift.
- 9.3 Where a non-standard staffing solution (including overtime, redirection and backfill for critical situations, and reduced staffing model) is being considered, the On-call Manager must approve this.
- 9.4 Where a change in the roster is required as a result of a Standard of Care issue, program incident reporting processes must also be followed (see *FS IP RCaTS Managing Disclosures*, *GOV SOP Incident Management*, and *FS IP RCaTS Incident Category Definitions*) and advice sought from the On-call Manager.

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## 10. Emergency maintenance and repairs

- 10.1 As per *PROP SOP DS FS Property Maintenance Requests*, all properties are to be maintained in accordance with legislative standards (i.e., Statement of the Standards of Care and Workplace Health and Safety legislation and policy and procedures).
- 10.2 If the On-call Representative is called in relation to maintenance or repairs, they should gather sufficient information to make an informed decision as to whether the work must be undertaken as a matter of priority to ensure the safety and wellbeing of the children/young people and workers. This may include requesting photographs be sent. In this instance, the On-call Representative will consult the *PROP SOP DS FS Property Maintenance Requests* for further instruction.

## 11. Contact with the CSAHSC

- 11.1 For information about whether immediate reporting to the Department is required, refer to the *GOV SOP Incident Management* and *FS IP RCaTS Incident Category Definitions*.
- 11.2 Where immediate Department reporting is required after-hours:
  - 11.2.1 RCW's will contact the On-call Representative and report the incident.
  - 11.2.2 Where required, the On-call Representative will notify the CSAHSC of the incident and any subsequent updates.
- 11.3 Any reports to CSAHSC are to be documented in the On-call Log for the region. This information will also be recorded in the Notifications section of the CTARS Incident Log by the CTL/Clinician.

## 12. Recall to duty

- 12.1 In extreme circumstances, emergent situations may require that an On-call Representative or other worker physically attend a residential house or other location to perform work duties outside of their normal working hours. This is considered a 'recall to duty'.
- 12.2 When considering whether a recall to duty response is required:
  - 12.2.1 The On-call Representative will first consider whether there are any RCWs currently on shift who may be suitable to respond to the emergent situation. For SILP clients there may be consideration to redirect of the Transition Service staff on shift in Moreton Bay Region;
  - 12.2.2 If there are no RCW's currently on shift suitable to respond, the On-call Representative will consider whether another RCW would be suitable to come on shift to respond to the situation;
  - 12.2.3 Where there are no RCW options, the On-call Representative will contact the On-call Manager to discuss the situation and a solution, which may be an On-call Representative, or other worker being recalled to duty.
- 12.3 No recall to duty is to occur without the prior approval of the On-call Manager.

## Definitions

### Area Coordinator

Employee tasked with the support and management of staffing teams within a region.

### Care Team Leader/Clinician

Employee tasked with client care planning and care management oversight within the MC-FYPS RCaTS programs.

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## Definitions

### Child Safety After Hours Service Centre (CSAHSC)

A state-wide service, coordinated by the Department, to respond to emergent statutory child protection issues and provide urgent, immediate support to children and young people in the Department's care.

### CTARS

CTARS is a cloud-based client management system, designed specifically for disability services, children's services, and aged care. The system will allow MC workers to undertake therapeutic planning and assessment, capture and report on outcomes and ensure practice complies with legislative requirements through industry best practice frameworks.

### On-call Manager

Comprises of a roster of SPMs. The On-call Manager reports to the Regional Director.

### On-call Representative

Comprises of a rotation of line managers from the RCaTS programs and a rotation from the Rostering Team. The On-call Representative reports to the On-call Manager.

### Operational Lead (OL)

This role is responsible for the day-to-day operations of Residential Care and Transition Services across MC FYPS. The role will support the Regional Director to ensure contemporary and outcomes-focussed services are delivered in a manner congruent with Funding Schedules, operational and strategic plans, regulatory compliance.

### Senior Program Manager (SPM)

Employee tasked with day-to-day oversight of MC programs. The SPM reports to the Regional Director.

### Senior Residential Care Worker (Senior RCW)

Employee tasked with the day-to-day support and coaching of staff and running of an MC Residential Care Program site.

### Regional Director (RD)

The manager with overall finance and program management responsibilities, who is a member of the leadership team.

### Worker (Residential Care Worker)

Employee tasked with providing daily care for young people.

## References

CTARS Incident Log  
CTARS Unit Information Form  
FS DOC RCaTS Program Overview

## Related Documents

FS FORM RCaTS Positive Behaviour Support Plan  
FS FORM RCaTS Safety Plan  
FS IP RCaTS Incident Category Definitions  
FS IP RCaTS Managing Disclosures  
FS IP RCaTS Rostering Guidelines for Leadership Team  
FS IP RCaTS Rostering Guidelines for RCWs

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FS IP RCaTS Unit Information Folder Matrix  
GOV SOP Incident Management  
PROP SOP DS FS Property Maintenance Requests

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