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Review Sheet		
Last Reviewed 02 Dec '22	Last Amended 02 Dec '22	Next Planned Review in 12 months, or sooner as required.
Business impact	<p>Minimal action required circulate information amongst relevant parties.</p> <p>LOW IMPACT</p>	
Reason for this review	Scheduled review	
Were changes made?	Yes	
Summary:	This policy details the importance of communication and the ways this can be achieved in a service. It has been reviewed with no significant changes and references have been checked and updated.	
Relevant legislation:	<ul style="list-style-type: none"> • The Care Act 2014 • Equality Act 2010 • The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 • Data Protection Act 2018 • UK GDPR 	
Underpinning knowledge - What have we used to ensure that the policy is current:	<ul style="list-style-type: none"> • Author: Care Quality Commission, (2022), <i>Display your ratings</i>. [Online] Available from: https://www.cqc.org.uk/guidance-providers/ratings/display-your-ratings [Accessed: 2/12/2022] • Author: NHS Improvement, (2020), <i>SBAR communication tool situation, background, assessment, recommendation</i>. [Online] Available from: https://www.england.nhs.uk/wp-content/uploads/2021/03/qsir-sbar-communication-tool.pdf [Accessed: 2/12/2022] • Author: Royal College of Speech and Language Therapists, (2016), <i>The 5 Good Communication Standards</i>. [Online] Available from: https://www.rcslt.org/wp-content/uploads/media/Project/RCSLT/five-good-communication-standards.pdf [Accessed: 2/12/2022] • Author: NHS Institute for Innovation and Improvement, (2010), <i>Safer Care SBAR Situation Background Assessment Recommendation Implementation and Training Guide</i>. [Online] Available from: https://www.england.nhs.uk/improvement-hub/wp-content/uploads/sites/44/2017/11/SBAR-Implementation-and-Training-Guide.pdf [Accessed: 2/12/2022] • Author: UK Government, (2022), <i>Coronavirus (COVID-19)</i>. [Online] Available from: https://www.gov.uk/coronavirus [Accessed: 2/12/2022] • Author: Care Quality Commission, (2022), <i>Notifications</i>. [Online] Available from: https://www.cqc.org.uk/guidance-providers/notifications/notification-finder [Accessed: 2/12/2022] • Author: Social Care Institute for Excellence, (2020), <i>Information and good communication to promote dignity</i>. [Online] Available from: https://www.scie.org.uk/publications/guides/guide15/factors/communication/ [Accessed: 2/12/2022] • Author: Skills for Care, (2017), <i>Communication skills in social care</i>. [Online] Available from: https://www.skillsforcare.org.uk/Documents/Learning-and-development/Core-skills/Communication-skills-in-social-care.pdf [Accessed: 2/12/2022] • Author: NHS ENGLAND, (2017), <i>Accessible Information Standard</i>. [Online] Available from: https://www.england.nhs.uk/ourwork/accessibleinfo/ [Accessed: 2/12/2022] 	
Suggested action:	<ul style="list-style-type: none"> • Encourage sharing the policy through the use of the QCS App 	

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Equality Impact Assessment:

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.



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1. Purpose

1.1 To ensure the effective, organised, two-way flow of information throughout Master Care Ltd to all internal and external stakeholders.

1.2 To support Master Care Ltd in meeting the following Key Lines of Enquiry:

Key Question	Key Lines of Enquiry
RESPONSIVE	R1: How do people receive personalised care that is responsive to their needs?
WELL-LED	W1: Is there a clear vision and credible strategy to deliver high-quality care and support, and promote a positive culture that is person-centred, open, inclusive and empowering, which achieves good outcomes for people?
WELL-LED	W3: How are the people who use the service, the public and staff engaged and involved?

1.3 To meet the legal requirements of the regulated activities that {Master Care Ltd} is registered to provide:

- | The Care Act 2014
- | Equality Act 2010
- | The Health and Social Care Act 2008 (Regulated Activities) Regulations 2014
- | Data Protection Act 2018
- | UK GDPR



2. Scope

2.1 The following roles may be affected by this policy:

- | All 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 For staff to be fully engaged, understand and are aware of the importance of clear communication at times of change, such as the COVID-19 (Coronavirus) pandemic.

3.2 For staff to be confident that they have all the information they need to undertake their roles safely, with a focus on improved outcomes for Service Users.

3.3 Staff are aware of and are fully engaged with the various communication systems used and their roles and responsibilities in relation to communication.

3.4 Master Care Ltd staff understand that communication is key to the provision of a quality service.

3.5 Where new communication systems are introduced, these are seen as a means of positive engagement and consultation with Service Users, staff and other professionals.

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4. Policy

4.1 Communication Principles

All communications will be:

- | **Focused on supporting Government guidance:** This is especially important at times of rapidly developing situations such as the COVID-19 pandemic
- | **Timely:** Ensuring that information arrives at a time when it is needed, is relevant and can be interpreted in the correct context
- | **Clear:** Ensuring that information is communicated in plain language, is concise, easy to understand, avoids jargon and is not open to misinterpretation
- | **Open:** Ensuring that the reasons for decisions are clear, the reasons for non-disclosure are articulated and questions are answered
- | **Organisational:** Consistent with the aims and objectives of Master Care Ltd, reflecting a consistent view throughout
- | **Appropriate to the audience:** Providing the right information to the right people in the right manner at the right time
- | **Two-way:** Encouraging feedback from Service Users, staff and the public

4.2 Communication systems will be put in place, maintained and continuously reviewed and updated to facilitate the flow of information throughout Master Care Ltd.

4.3 All communication channels will be appropriate for the needs of the recipients that they are intended to reach, including Service Users, internal staff, visiting professionals and the public, taking into account the diverse needs of the recipients.

4.4 Master Care Ltd will operate a 'business as usual' day-to-day communication system and develop additional ways of sharing information to ensure that Master Care Ltd is able to respond effectively in an emergency.

4.5 All communication representing Master Care Ltd and its staff will be professional, respectful and treat people with dignity with its tone and content.

4.6 Where statutory provision is in place to communicate with regulators and public bodies, official channels will be used.

4.7 Master Care Ltd will also support Service Users to communicate by whatever means of support required, to make their voice heard. Master Care Ltd will ensure that staff are suitably trained to listen as well as communicate effectively with Service Users. All staff will treat information under the principals outlined within the Data Protection Act.

4.8 Master Care Ltd will ensure that managers and other senior staff operate an 'open door' policy, so Service Users and Care Workers can discuss any requirements or issues they may have in a timely way.

4.9 Master Care Ltd and their Care Workers will be responsive to Service Users' changing needs and listen and respond to them wherever possible, informally and instantly.



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5. Procedure

5.1 All communication methods will be responsive to rapidly evolving events, such as the COVID-19 pandemic. Information will be shared quickly to ensure that all stakeholders are aware of the latest guidance, regulations, best practice and how Master Care Ltd is planning to respond.

5.2 All communication systems used within Master Care Ltd will consider and comply with the Accessible Information Standard and staff should refer to the Accessible Information Standard (AIS) Policy and Procedure at Master Care Ltd for further detail.

All information will be produced in a format that is appropriate for the recipients for whom it is intended. This information must be easy to access and people will be given the opportunity to respond to it. is responsible for understanding the communication needs of Service Users and any reasonable adjustments for staff.

All adaptations and adjustments to support Service Users in receiving and understanding communications will be recorded in their Care Plan.

5.3 Service User Information

Before commencing Care with a Service User, will ensure that they receive information on how they can communicate with Master Care Ltd, whilst all Care Workers will communicate with the Service User using their preferred means, as documented in their Care Plan.

Ways of communicating with the Service Users at Master Care Ltd may include:

Verbal Communication

Sensitive information that will impact on the life of the Service User directly will be shared by staff personally. This will ensure that the information is understood and provide an opportunity to ask questions. In situations such as the COVID-19 pandemic, this is very important as the information may necessitate limiting the opportunities for social interaction, visits from relatives or planned activities.

Meetings

Regular meetings of Service Users and families will be organised, publicised, supported and the outcomes recorded and communicated to the Service User and families/representatives, if the Service User gives consent. Master Care Ltd will always follow national guidance and will not arrange meetings when self-isolation and social distancing measures are in force.

Notice Boards

Notice boards are placed in strategic positions within Master Care Ltd, with comment boxes situated close by for any comment information to be provided to Master Care Ltd. is responsible for ensuring that:

- | The board is used to share relevant, timely and up-to-date information
- | All statutory notices are displayed
- | Information is clear and uncluttered

Newsletters

A newsletter, distributed to staff, Service Users and families/appointed individuals will be produced periodically, and all staff, Service Users and families will be encouraged to contribute material to the newsletter verbally or in writing.

Notifications of Statutory Visits

Service Users are informed before any announced statutory visits.

The manager will display the most up-to-date CQC inspection rating legibly and conspicuously to make sure the public, and in particular the Service Users, who may visit Master Care Ltd, can see them. In addition to being displayed on the Master Care Ltd website, awareness of ratings will also be communicated by letter or email to all Service Users and staff.

Information from Outside of the Service

Information for or about Service Users received from outside Master Care Ltd, e.g. via telephone calls, will be noted in writing and a copy kept and held in line with UK GDPR and the Data Protection Act.

Policies and Procedures

Service Users will receive a Service User Guide at the start of their Care, with relevant policies and procedures. Where changes are made, an updated copy will be distributed, and support given to ensure informed consent.

Written Individual Communications

There may be times where a written letter is produced to affirm verbal communication. This includes issues relating to:

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- | Duty of Candour
- | Safeguarding
- | Formal Complaints
- | Government guidance

This will be undertaken by or a delegated other.

5.4 Policies and Procedures

Roles and Responsibilities

- | Master Care Ltd is responsible for keeping policies and procedures up to date and for distributing amendments when necessary
- | The Registered Manager, line managers and supervisors are responsible for explaining procedures
- | General guidance on health and safety matters will be provided to staff by Registered Manager who is also responsible for supplying information to staff on safe working practices and particular hazards in their own departments
- | Any queries staff may have relating to policies and procedures will be raised with the line manager/supervisor or Registered Manager

Communication Methods for Master Care Ltd Staff and External Professionals

Distribution and updates of policy and procedural communications will be delivered in a combination of methods:

| Electronic Communication

- | The QCS App will be used, where possible, to communicate specific updates to policies and procedures to specific members of staff as a fast, efficient way of communication
- | will ensure that all staff are given access to the QCS Management system and will periodically audit staff compliance
- | An email alert will be received by staff members to prompt checking
- | The latest information supporting any emerging national health priority, such as COVID-19, will be shared by Master Care Ltd with all staff, and staff will be encouraged to keep themselves up to date and aware of any changes to guidance and ways of working

| Departmental Meetings

- | Regular departmental meetings will be held to discuss issues connected with the smooth running of the department
- | Arrangements will be made for as many staff to be available for meetings as is possible
- | Team members are encouraged to make suggestions which they believe may assist in improving efficiency, promoting job satisfaction or improving outcomes for Service Users

| Quality Meeting

- | Quality Meetings will be arranged, and all employees will be invited to participate. The findings will be shared to ensure continuous improvement

| Staff Noticeboards

- | Notices will be used where information is not critically important, within staff areas

| Team Briefings

- | Where the controlled giving and receiving of information is important, team briefings (TBs) will be used
- | TBs will be issued to the Registered Manager and line managers/supervisors, who will ensure that all members of their teams have read the information in the briefing word for word, and face to face. Feedback is encouraged

| Verbal Communication

- | At every opportunity, verbal communication will be used to allow two-way communication of topics. Where this is the only way information is communicated, it will always be confirmed with a permanent written record

| One-to-Ones

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- | Individual reinforcement of specific issues, and space to ask questions or give comment, will be arranged within one-to-ones as need arise
- | **Virtual Meetings**
 - | Master Care Ltd will utilise video conferencing where face to face communications are not possible, e.g. during the COVID-19 pandemic

5.5 Quality-Related Information

Information about the overall performance of Master Care Ltd, or individual work areas if this level of information is available, will be distributed to staff in a timely manner. Examples include:

- | Internal audit reports
- | Responsible Individual reports (where applicable)
- | Periodic reports from the Care Quality Commission
- | External audit reports
- | Investors in people/accreditation reports

5.6 Organisation News

Face to Face (Virtual)

- | This format of information is particularly important in situations such as the COVID-19 pandemic, where issues require rapid action, are continually evolving, complex and the impact on the Service User or Master Care Ltd is high
- | Regular meetings will be held, at which will brief on the current position of Master Care Ltd and future prospects
- | The Registered Manager has a duty to pass on appropriate information to their team members in the way most suited to their operational requirements
- | Suggestions and comments raised by staff will be written down, fully considered and passed to a higher authority where appropriate
- | Where information is particularly relevant for one department or individual, this information should be proved verbally in order to confirm understanding and give the opportunity to ask questions

Other Channels

While there is no ideal substitute for providing and receiving information face to face, back-up is provided through the following channels:

- | Noticeboards are placed in strategic positions in all working and recreation areas. The Registered Manager is responsible for ensuring that the board is cleared of out-of-date material and for ensuring that all statutory notices are displayed
- | A newsletter, distributed to staff, Service Users and families will be produced on an ad hoc basis, and staff are encouraged to contribute material to the newsletter
- | Important news about Master Care Ltd which is of immediate interest to all members of staff will be issued via a team briefing note. This will be communicated to all team members verbally within a specified time. A team briefing note template can be found in the Forms section of this policy
- | All information provided by Master Care Ltd will be regarded as commercially sensitive, and only material clearly indicated as non-confidential may be disclosed to members of the public
- | Any queries regarding the information contained in any communications will be raised in the first instance with the line manager/supervisor
- | All employees are reminded that, except for information freely available to members of the general public, no details of operations at Master Care Ltd will be disclosed without the prior consent of

5.7 Media Queries

Any query received from the media must be passed immediately to or . Staff must not attempt to deal with the query themselves.

Staff can refer to AC24 - Media Handling Policy and Procedure for further information.

5.8 Emergency Communications

From time to time emergency or ad hoc situations may occur in which unplanned communication is required to all or specific staff.

In such circumstances, it is important that is notified to screen and relay such communications. This is to

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avoid confusion and inconsistent messaging and provide clear instruction to staff and others.

5.9 Public Communication

- | Master Care Ltd operates a website accessible to the general public as well as staff and Service Users
- | The website will be kept up to date, and will be used to relay important information about Master Care Ltd to the public. This is especially important when messages about Master Care Ltd need to reach as wide an audience as possible, for example, during times of national emergency such as the COVID-19 pandemic
- | Information will be kept up to date and hold information about the service in an accessible format
- | Queries generated from the website will be handled by
- | Events and forums may be held from time to time, in which standards of communication will be planned and delivered to the standards of Master Care Ltd

5.10 Two-Way Communication

- | Every opportunity will be taken to ensure feedback and engagement when information is communicated. Time will be factored into any verbal communication, to ensure that stakeholders have the opportunity to respond
- | All areas with static information will also display a comment box and/or information on who to speak to which will be maintained by the Registered Manager
- | Representatives and/or advocates will be given advanced information about when they are required to support Service Users to receive and feedback information, as well as being provided with any additional aids required at the time
- | Surveys and evaluation forms will be made available when necessary to gather views

5.11 Limiting Verbal Communication

There may be times when it is unsafe or impractical to share information verbally. This could be at times of a Norovirus outbreak, or other highly infectious virus, such as COVID-19 when restrictions on contact may be in place. At these times Master Care Ltd will ensure that other methods of communication are robust and made available. This will ensure that all relevant stakeholders are aware of the current limitations and actions being taken to manage concerns.

5.12 Auditing of Communications

- | Communications will be audited through complaints received and survey information on a regular basis
- | All communications via the QCS Management system can be reported on as to response times of individuals receiving and reading the information

5.13 Statutory Notifications to Public Bodies and Regulators

Where formal arrangements are in place between and regulators/public bodies such as the and CQC, those arrangements for communication must be followed.

5.14 Responsibility of All Staff

- | To make the best use of the available communication channels to promote high-quality communications whether written, electronic or face-to-face
- | To ensure that communication channels are used only for professional use, and refrain from personal communications and opinions
- | To respond to any requests for information or feedback from staff, Service Users, visitors and other health care professionals in a timely manner
- | To seek the advice and support of for any media, social media or public facing activity which has the potential to impact on the reputation of Master Care Ltd
- | Information concerning Service Users and staff will be treated as confidential. Any communication involving this information will be treated as confidential and checked with line management
- | To keep themselves up to date with any relevant communication and guidance published by Government, and to follow any instructions provided, e.g. COVID-19 information, guidance and any limitations on activity

5.15 SBAR - Situation, Background, Assessment, Recommendation

Master Care Ltd will ensure that staff understand how to use the [SBAR tool](#). SBAR consists of standardised prompt questions in four sections to ensure that staff are sharing concise and focused information. It allows

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staff to communicate assertively and effectively, reducing the need for repetition and the likelihood for errors.

5.16 Sharing of Sensitive Information

The sharing of any sensitive information will be carried out in line with the requirements of the UK GDPR and Data Protection Policies and Procedures at Master Care Ltd.



6. Definitions

6.1 Information Commissioner's Office

- | The UK's independent authority set up to uphold information rights in the public interest, promoting openness by public bodies and data privacy for individuals

6.2 Duty of Candour

- | Regulation 20: Duty of candour: The aim of this regulation is to ensure that providers are open and transparent with people who use services and other 'relevant persons' (people acting lawfully on their behalf) in relation to care and treatment. It also sets out some specific requirements that providers must follow when things go wrong with care and treatment, including informing people about the incident, providing reasonable support, providing truthful information and an apology. Providers must promote a culture that encourages candour, openness and honesty at all levels. This should be an integral part of a culture of safety that supports organisational and personal learning. There should also be a commitment to being open and transparent at board level, or its equivalent such as a governing body

6.3 Investors in People

- | Investors in People is a recognition that an organisation looks to improve performance and realise objectives through the management and development of its people

6.4 COVID-19

- | Coronavirus disease (COVID-19) is an infectious disease caused by a newly discovered coronavirus
- | Most people infected with the COVID-19 virus will experience mild to moderate respiratory illness and recover without requiring special treatment. Older people, and those with underlying medical problems like cardiovascular disease, diabetes, chronic respiratory disease, and cancer are more likely to develop serious illness

6.5 Communication

- | This can be spoken, written or through another person
- | Service Users may have limited verbal ability, but may express themselves through actions and with the support of pictures, text or other aids



Key Facts - Professionals

Professionals providing this service should be aware of the following:

- | It is important during the COVID-19 pandemic, if you are in a frontline role, that you know how to use the SBAR tool
- | Service Users will be encouraged and supported to communicate their needs, views and concerns
- | Communication involves everyone and, to be effective, must be organised and systematic. Communications will be conducted in such a way as to promote the values and principles of Master Care Ltd, and all staff have a responsibility to ensure that high standards of communication are established and maintained
- | Master Care Ltd has a duty to inform staff in a timely and effective way to ensure that they know what is expected of them, to ensure that they are advised about issues that affect their work and are informed of any changes that may affect them in the foreseeable future
- | In consultation with staff, Master Care Ltd will periodically review and develop its communication systems to ensure that it meets the needs of staff and is 'user-friendly'

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Key Facts - People affected by the service

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

- | Master Care Ltd uses different ways to communicate to you across the service. You will be supported to access this as it keeps you up to date with the service
- | Communications are available in different formats to ensure that everyone has access to information
- | You are encouraged to feedback on the communication systems at Master Care Ltd to ensure that they remain fit for purpose and meet your needs
- | You will be asked for your preferred communication method from the first point of contact with the service



Further Reading

As well as the information in the 'underpinning knowledge' section of the review sheet we recommend that you add to your understanding in this policy area by considering the following materials:

HSE - Communications and Policies:

<https://www.hse.gov.uk/stress/standards/communications.htm>

The National Archives - Effective Communications: Raising the profile of your archive service:

<https://cdn.nationalarchives.gov.uk/documents/archives/effective-communications.pdf>

GOV.UK - Sign up for Government emails for the latest information about Coronavirus (COVID-19):

<https://www.gov.uk/email-signup?topic=/coronavirus-taxon>



Outstanding Practice

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

- | Service Users have access to different formats of communications across the service. Written information reaches Crystal Mark Standards
- | Service Users, visitors, visiting professionals and staff are all encouraged to provide feedback on the communication systems in the service to ensure that they are fit for purpose and meet a need
- | Thematic audits take place to monitor the various communications systems to ensure compliance with this policy
- | Evidence files are available, upon request of evidence, in relation to communications across the service. Where minutes of meetings are documented, any actions identified during a meeting have been reviewed and acted upon
- | Service Users are encouraged to be involved in the design of communication systems and their piloting
- | The wide understanding of the policy is enabled by proactive use of the QCS App
- | Communication methods are dynamic and responsive and address the need to be sharing guidance, government updates and best practice quickly and with the right people
- | Staff use SBAR at handovers and when communicating with other health professionals

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Forms

The following forms are included as part of this policy:

Title of form	When would the form be used?	Created by
Team Briefing Note - AC04	When giving a team briefing.	QCS
Team Meeting Record - AC04	To record details raised during a team meeting.	QCS
Service Users/Relatives Meetings Log - AC24	Used to document the key discussion areas when service user/family meetings are held.	QCS

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Team Briefing

Note to the deliverer of the Team Briefing:

The information below is to be delivered verbally to each employee listed, without variation. Each employee will be asked if they have understood the information, and further discussion will take place until all employees have indicated that they fully understand the information. The deliverer of the Team Briefing will sign against the name of each employee listed when that employee has satisfactorily received that information, and when this has been completed for all employees, the briefing note will be returned to the issuer (normally the Manager).

Information	
--------------------	--

Did this briefing include handout information? If so, attach a copy	Yes	No	
--	-----	----	--

I can confirm I have received this team brief and have fully understood its content.

Name	Date	Sign		Name	Date	Sign

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Date:		Time:	
Location:			
Attendees:		Apologies:	
Review and Action update from previous meeting			

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Agenda

1. Policies and Procedures – Changes / Updates / Reviews / Discussion of a policy
2. Health & Safety / Maintenance
3. Infection Control
4. Records / Report Writing / Documentation
5. Training & Development
6. Safeguarding & Mental Capacity – Including discussion and lessons learnt
7. Medication – Including changes and errors
8. Stakeholder Feedback – Including friends, family, professionals and meetings
9. Client Discussion – Concerns / behaviours / suggested changes to plans
10. Incident / Accident - Review and analysis
11. Regulatory Review – CQC, LA
12. Any other business

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Area	Discussion	Action	By Whom	By When



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Date	Attendees	Minutes	Next Due

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