



integratedliving
enriching communities
supporting individuals

Transition Guide

A practical guide for not-for-profit disability service providers in their journey to a person-centred and individualised support system of DisabilityCare Australia

Acknowledgement

This project is independently managed by **integratedliving** and funded by the Australian Government Department of Families, Housing, Community Services and Indigenous Affairs.

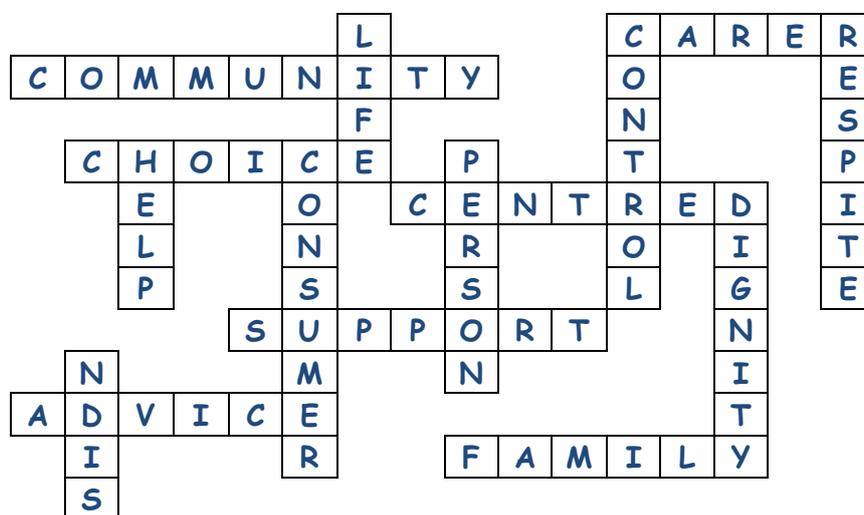
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Foreword

The disability service system is entering a period of transition. Stronger Together 2 (ST2) and the National Disability Insurance Scheme (NDIS), now known as DisabilityCare Australia, signify considerable growth for the system and place people with disability, their families and carers at the centre of decision making. Together, they create a system where individuals will have choice and control over the services they access and the service providers they use, based on plans that support the individuals' goals and are right for their circumstances.

In this new disability environment there will be a market of people with disability, who have control over funding for services, and of providers that offer services to those consumers, their families and carers. Providers will need to attract and retain consumers with their service offering, and work with people with disability, their families and carers to agree on service arrangements. As the majority of block funding and program-based funding will be phased out, there will be less certainty of income. We will need to have systems in place within our organisation to support person-centred approaches and individualised funding.

This Transition Guide is based on [integratedliving](#)'s journey, transforming towards the new paradigm of individualised support. We reviewed our business processes and identified new business capabilities required to operate in the DisabilityCare environment. Then, we tested the proposed approach with people with disability, their families and carers, and fine-tuned our proposed approach based on their feedback. Our experience shows that significant realignment is needed to create a person-centred business and service model. I encourage you to share our learning by working through this Guide.

Catherine Daley
Chief Executive Officer
[integratedliving](#) Australia Limited
May 2013



Introduction

The Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA) is part of a taskforce to build DisabilityCare and is providing \$10 million in 2012-13 to support funding for initiatives and resources that would identify practical ways to prepare people with disability, their families and carers, the disability sector and workforce for the transition to an NDIS. This funding is known as the Practical Design Fund (PDF). **integratedliving** was successful in its application for funding through the PDF to deliver the Risk and Change Management Transition PDF Project from December 2012 to May 2013. **integratedliving's** PDF Project focuses on identifying the key risks and change management strategies from a disability service provider perspective, required to successfully transition to DisabilityCare.

There are four stages to this project.

- 1) Analysis and mapping of the business processes required to transition from the current block funding arrangement to the new individualised funding model, including assessment of risk and recommended risk management strategies.
- 2) Conducting consumer focus groups to review findings and ensure that the proposed approach is truly person-centred and reflective of the identified priorities and needs of people with disability themselves.
- 3) Developing and publishing a practical Transition Guide for other not-for-profit providers on considerations for change and a summary of the key risks, based on outcomes from the business analysis and consumer feedback.
- 4) Hosting Provider Workshops in our core service delivery regions and mentoring those not-for-profit organisations that would like support to work through their own change and risk management process.

This publication is the Transition Guide. DisabilityCare Transition Provider Workshops will be held in regional New South Wales and Queensland in May 2013 to share **integratedliving's** learnings and support other not-for-profit disability organisations in their own journey to the new paradigm of person-centred and individualised support.



What is a person-centred approach?

A person-centred system places the person with disability at the centre of decision making when it comes to the supports and services they use. It moves away from a one-size fits all model of service delivery and looks at tailoring service responses by focusing on:

- The needs and preferences of the individual, including evaluation of the effectiveness of service delivery against goals-based support plans;
- An approach that is holistic and considers all key life stages; and
- Supporting people with disability, their families and carers to have choice and control over their own lives and the supports they receive.

For a provider to implement person-centred models of support, they need to balance real choice and flexibility in individual budgets or service provision; the financial sustainability of service providers; and the quality of services.



What is the NDIS or DisabilityCare Australia?

According to the Australian Government, DisabilityCare is an individualised, person-centred support system, helping Australians with disability, their families and carers to have the opportunity to participate actively in their communities by providing targeted supports aligned to need. DisabilityCare will take a lifelong approach to providing care and support to people with disability, looking beyond the immediate need and focusing on intensive early intervention, where it will improve functionality. DisabilityCare will support informed choice for people with disability, their families and carers, and put people in control of the care and support they receive. It will foster and sustain the support of families, carers and friendship groups who are critical to enhancing the lives of people with disability. And it will build local community connections to help people with disability to access mainstream, disability and community supports.

DisabilityCare will also substantially increase the number of people receiving disability services and double the funding available. Individualised packages will be introduced across South Australia, Tasmania, the Hunter in New South Wales and the Barwon area of Victoria from July 2013, with Australian Capital Territory commencing from July 2014. DisabilityCare will be fully rolled out across the rest of the states and territories from 2016 to 2018.



What are the Pressure Points for Disability Service Providers?

Since 2011, the National Disability Service, Australia's peak body for non-government disability service organisations, has been supporting the sector to prepare for DisabilityCare and the person-centred approach. The National Disability Service Report: Preparing the Disability Sector for the New World (January 2012) identified the following pressure points for service providers:

- Placing people with disability at the centre of service delivery
Organisations will need to fundamentally change the way they operate, to give people with disability, their families and carers more choice and control over the services they receive. Providers will have to review how they will support people with disability, their families and carers in goals-based support and service plans, recruit and train consumer's preferred support workers as well as budget, monitor and manage individual funding packages – all of which will increase provider's administrative costs.
- Strengthening community connections
Organisations will need to build strong community connections to enable participation options, engage volunteers and develop local community capacity to welcome and support people with disability. They will also need to connect and communicate well with family, carers and friends. Community participation in employment, education and volunteering opportunities can help build on the person's sense of purpose, contribution and meaning.
- Building workforce capacity
Person-centred and consumer-directed service models are more labour intensive. The global workforce shortage, the growing complexity of disability support work, the rise in consumer and carer preference to recruit, select and train support workers as well as the increasing trend towards at-home or in-community services and resulting limited supervision will challenge providers in how they plan and develop their labour force.
- Operating in a competitive market
The highly portable individualised support packages and the entry of other health and aged care service providers will bring greater competition to the disability sector. Providers will need to make business decisions to position themselves strategically, understand their competitive advantage and market successfully.
- Being effective and accountable
Disability organisations will need to have greater understanding of their cost and pricing structures. Providers will be required to have systems that not only provide greater transparency and accountability, but they need to communicate this to people with disability, their families and carers to attract their business.



How to Prepare for the New Paradigm?

The new paradigm is a necessary change that will impact on the organisation as a whole and this requires significant investment and commitment. The cost of not adequately sponsoring and resourcing the DisabilityCare transition can put the organisation's future viability and sustainability at risk. The new individualised support package model whereby the funding is allocated to the person with disability, rather than the provider, means that the Consumer has the choice of taking their business elsewhere.

Our organisation started providing community care services in the Upper Hunter Valley of NSW from 1982 and established as **integratedliving** Australia Limited in 2008. **integratedliving** may be considered a fairly typical small-to-medium sized disability service provider that operates in regional communities across NSW and Queensland. Through a formal process of business process analysis and consumer focus groups, our organisation was able to identify five key operational areas that are considered a high priority for transformation. They are:

1. Service Enquiry
2. Service Delivery
3. Recruitment and Training
4. Subcontracting
5. Accountability and Reporting



The rest of the guide will detail each of these transformation priorities individually and consider the relative challenges under each priority area. It will look at suggested requirements for future business capabilities, critical success factors, change management strategies for consideration, key risks and risk management strategies as well as the associated adverse consequences of not managing the change well. In some cases, examples have been used to illustrate a future business capability.

For the purposes of this Guide, the term Consumer will represent people with disability, their families, carers and/or advocate. A Support Worker is an employee engaged to provide direct support services to the person with disability. These broader industry terminologies are consistent with DisabilityCare that focuses on choice and control as well as independence and self-management – to fundamentally shift our thinking to a market paradigm.



1. Transformation Priorities within Service Enquiry

Challenge

How to successfully handle a service enquiry in a competitive market environment in a way which provides the Consumer with the right information at the right time in a format that is accessible to them; and results in the translation of a service enquiry into a new customer for the organisation?

How to Meet this Challenge?

Future business capability and critical success factors:	
Handle service enquiries in a competitive market environment <ul style="list-style-type: none"> Offering multiple means of contact including face-to-face, telephone and online to ensure ease of access Ensuring enquiries are handled by a competent team 	
Change management strategies:	Key risks and adverse consequences if change management strategies not implemented:
Audit of office(s) to review their accessibility and amenities for compliance with Disability Access to Premises Standards to ensure participation	Consumer perception that provider is not serious about supporting people with disability Consumer dissatisfaction with the way the organisation presents itself
<i>E.g. Equally accessible office(s) and Consumer facilities i.e. Braille signage, tactile surface indicators, hearing augmentation, ramps or lifts for access and mobility, wheelchair seating, accessible toilets and parking.</i>	
Centralised service enquiry telephone number with a message bank for after hour calls	Frustrated Consumers if they are passed around, resulting in lost business opportunities
Easily navigable website with clear links to contact us and an acknowledgement response indicating when someone will contact them	Frustrated Consumers if they do not hear back from provider within reasonable time, resulting in lost business opportunities
Up skilling front desk staff to respond appropriately to service enquiries or refer to centralised service enquiry team	Frustrated Consumers because of inconsistent or inaccurate information in response to enquiries, resulting in lost business opportunities
Consumer management system that accurately captures all relevant data in a timely manner, including from funding body portal	Consumer frustration and disengagement if they have to tell their story more than once



Future business capability and critical success factors:

The right people providing the right information at the right time to the consumer

- Referring all service enquiries to the appropriate Case Manager for a **timely, seamless and professional** follow-up
- Training and developing **competent and knowledgeable** Case Managers to market and deliver **person-centred approach** and **individualised support packages** that provides **more choice and control**
- Having clearly defined and complete information on the organisation’s **business and service models** to provide **right information at the right time**
- Having a comprehensive suite of **information on local service options** and **strong connections with other local service providers** who support people with disability

Change management strategies:

Key risks and adverse consequences if change management strategies not implemented:

Up skilling Case Managers in person-centred approach and individualised support packages

Dissatisfied Consumer who will take their business to different organisation

Developing Case Managers to support Consumers to have informed choices and self manage their individualised support package

Disillusioned Consumer who will not enjoy the full benefits of the new DisabilityCare and potential loss of business for the organisation

Clearly defined and articulated business and service models to support Case Managers to provide the accurate and timely information

Consumer frustration with inconsistent or inaccurate information and the potential for income loss if pricing structure is flawed

Easily accessible and current database of local businesses, clubs, community groups and service providers, and their service offerings for Consumer choice and community participation

Lack of choice for Consumer, resulting in consumer dissatisfaction and potential loss of business
 Inability to respond with timely and accurate information for consumer about local service options
 Failure to achieve genuine transition to DisabilityCare model

Ensuring that all Consumer enquiries are followed-up promptly and not wait-listed

Unhappy Consumer if they do not get services within reasonable time, resulting in lost business opportunities

E.g. Having organisational business rules of making first contact with the potential Consumer and delivering first service within a specified timeframes, and monitoring that for compliance.

Tracking and acting upon the rate of conversion from service enquiry to service agreement, including time lag between first enquiry contact and Case Managers follow-up

Limited business intelligence and inadequate governance resulting in likely loss of business from poor Consumer service especially in slow follow-up and damage to provider’s reputation



2. Transformation Priorities within Service Delivery

Challenge

How to fundamentally change the organisational culture to one of a person-centred and goals-based approach, that proactively gives choice and control of the individualised support package over to the Consumer?

How to Meet this Challenge?

Future business capability and critical success factors:	
New service model that places the Consumer in charge <ul style="list-style-type: none"> • Truly person-centred approach • Greater choice and flexibility in service provision • Building Consumer capacity to self-manage and exercise greater control over the individualised support services and care they receive 	
Change management strategies:	Key risks and adverse consequences if change management strategies not implemented:
Jointly creating with Consumers and the Case Management Team, a new or revised service model that delivers person-centred and individualised support that promotes Consumer choice and control – with consideration given to language and new case management tools to ask the right questions that are focused on Consumer aspirations, strengths and needs.	Care Team continue to operate under the old service model that is not meeting Consumer needs and preferences, leading to loss of business and putting at risk, the long-term viability for the organisation Consumers become disillusioned with the language and approach being used by the organisation and the perception that “nothing has changed”
Reviewing organisational structure, roles and job descriptions to implement the new model.	Lack of clarity and certainty around work roles and tasks can result in poor work performance and failure to implement a staffing structure that adequately responds to consumer needs
<i>E.g. With the new paradigm of person-centred approach, providers could consider employing Senior Case Managers with higher skills and expertise to case manage in a manner that promotes choice and control, as well as mentor Consumers in learning to self-manage their support package.</i>	
Developing and empowering the workforce to support the Consumer and provide services under the new service model	Disengaged and frustrated staff who through lack of proper support and training are unable to implement the new service model Dissatisfied consumers may leave the organisation if staffing model is not responsive or flexible enough to meet their needs
Supporting the Care Team to transition from block funding to the new individualised support model	Confusion in the transition resulting in poor understanding and implementation of DisabilityCare and threatening business sustainability



Change management strategies...	Key risks and adverse consequences if change management strategies not implemented...
Developing Case Managers capacity to have Consumer budget conversations that is supported by sound pricing and costing knowledge, including subcontracting costs	Disempowered Case Managers will be unable to support Consumer with choice and control Unmet Consumer expectations leading to loss of business and putting at risk, the long-term viability for the organisation
Professionally developing Case Managers in supporting and building Consumer capacity to self-manage through case management, budgeting, comparative shopping, managing own Support Workers and cash flow	Frustrated Consumers with unrealistic expectations, debts, increased administrative costs, unhappy Support Workers, insufficient and/or poor quality service, equipment or supplies
Clearly defining and communicating the new service model to all organisational functions so that they can make the required system changes	Failure to successfully engage staff in the change process, potentially resulting in the failed implementation of the new service model, resulting in disenchanted Consumers, loss of business and negative impact on long-term viability of organisation
<i>E.g. Ensuring that the recruitment processes support Consumer involvement; financial reporting processes that can provide timely and accurate Consumer statements for budgeting and planning of support services.</i>	
Building capacity of local businesses, clubs, community groups and service providers to enable Consumers to link into mainstream service offerings	Consumers not being welcomed and supported by the local community and businesses, potentially leading to social isolation and frustration with new model



Future business capability and critical success factors:	
Create Consumer value through self-directed and customised goals-based support plan <ul style="list-style-type: none"> • Using the new service model that puts the Consumer in charge • Taking into consideration Consumer's needs, preferences and social connections • Customising support plan based on validated assessments and regular evaluations • Assimilating and evaluating support services and information delivered by multiple service providers 	
Change management strategies:	Key risks and adverse consequences if change management strategies not implemented:
Developing and implementing a workforce development plan to build staff capacity to provide Consumer driven goals-based planning	Poor Consumer experience and outcomes from untrained staff that can put the Consumer's wellbeing and business sustainability at risk
Defining and pricing a suite of service options from a variety of providers, Support Workers and/or Subcontractors to espouse choice and flexibility to Consumer	Inability to fully customise and provide value to Consumer could result in loss of business opportunities
Developing user-friendly resources to support Consumers and Care Team in goals-based support planning and evaluation	Lack of clear understanding can create unrealistic expectations and lead to disappointment and negative Consumer experience
<i>E.g. Sharing provider's Support Planning & Evaluation training resources and templates with Consumer so that they can gain similar skills and confidence to conduct their own case management with their preferred Support Worker or Subcontractor.</i>	
Reviewing Consumer management systems, assessment tools and templates to facilitate a dynamic Consumer driven goals-based support plan	Inadequate systems that do not support new service model will lead to poor quality compliance and poor service delivery to Consumer
Building strong relationships with other service providers and broader community so that they are willing and able to respond quickly and flexibly to Consumer needs	Poorly established and maintained relationships with other service providers may result in lack of flexibility and speed of engagement - limiting Consumer choice and control over their support package and causing dissatisfaction
Developing Consumer information, changes and critical incidents systems that can assimilate information from external providers and other key stakeholders for risk management	Poor integration of consumer information can result in incomplete picture, poor service and risk the Consumer's health and wellbeing
Developing and implementing a robust quality assurance system with clearly defined and measureable indicators that are proven to create Consumer value	Loss of business because disillusioned and dissatisfied Consumers would not be bothered to provide you with constructive feedback for improvement
Reviewing the ICT systems, interfaces and infrastructure to adequately sustain the new business and service requirements	ICT failures can cause inefficiencies, downtime, staff frustration, Consumer dissatisfaction and put business continuity at risk

3. Transformation Priorities within Recruitment and Training

Challenge

How to effectively encourage and support Consumer choice and control in the identification, employment, training and performance management of their preferred Support Worker?

How to Meet this Challenge?

Future business capability and critical success factors:	
Supporting Consumer choice and control in the recruitment of preferred Support Workers <ul style="list-style-type: none"> • Involving the Consumer in the identification of staffing needs • Supporting the Consumer with creating job descriptions and advertising • Empowering the Consumer to short list, interview and select, based on defined criteria • Managing potential conflicts of interest in the recruitment and selection process • Managing Consumer dependency on a single preferred Support Worker • Providing appropriate legal relationship between Consumer, Support worker and provider • Offering acceptable interim solutions until recruitment of preferred Support Worker 	
Change management strategies:	Key risks and adverse consequences if change management strategies not implemented:
Training of Case Managers on how to support the Consumer to exercise choice and control in the identification and employment of preferred Support Worker	Inexperienced Case Manager can frustrate Consumer and fail to implement person-centred approach resulting in loss of business and increased administrative costs
Reviewing current Human Resources policies and procedures to facilitate Consumer-driven recruitment, selection and employment processes	Lack of choice and control in recruitment can lead to unhappy Consumer and loss of business
<i>E.g. Identifying the points at which Case Manager should ask the Consumer the extent to which they wish to be involved in identifying their support needs, prioritising the skills and competencies required of their preferred Support Worker, developing position description, advertising, short listing, interviewing, conducting reference checks and finally making a legal offer of employment.</i>	
Having clearly defined and articulated minimum levels of competencies, qualifications, registrations and criminal history checks	Lack of clarity can put Consumer at risk of abuse and place provider at risk of non-compliance with disability standards and other legislation
Developing strategies to show the Consumer the value of recruiting competent and qualified Support Worker	Gaps in competencies could adversely impact on quality of service and/or staff injury and workers compensation premium
Analysing and pricing these recruitment support services to aid informed choice and decision-making	The increased frequency and personalisation of this process will increase the administrative burden and cost to Consumer and provider
Having clear policies and procedures on declaring and managing conflicts of interest in relation to recruitment	If poorly managed, could lead to disagreements, adverse impact on service relationship and damage provider's reputation



Change management strategies...	Key risks and adverse consequences if change management strategies not implemented...
Maintaining a pre-approved and pre-qualified casual pool of preferred Support Workers as emergency alternatives	Consumer's dependency on one preferred Support Worker could lead to a loss in service continuity, responsiveness and flexibility
Having legally binding employment contracts to manage the relationship and risks	Inadequate employment contracts will cost the provider if there is a fall-out between Consumer and the preferred Support Worker
Negotiating interim service solutions with Consumer so that service can commence whilst recruitment is being conducted	If Consumer has to wait for service, their support needs would be unmet, putting the Consumer's wellbeing at risk
Future business capability and critical success factors:	
Empower Consumer to train and supervise the Support Worker <ul style="list-style-type: none"> Assisting the Consumer with providing on-the-job training based on their specific needs and preferences Supporting the Consumer and Support Worker in performance management 	
Change management strategies:	Key risks and adverse consequences if change management strategies not implemented:
Training of Case Managers on how to support the Consumer to exercise choice and control in the training and supervision of Support Worker	Failure to find a "best fit" Support Worker to meet the unique needs of the Consumer Inexperienced Case Manager can frustrate Consumer and fail to implement person-centred approach resulting in loss of Consumer control and increased administrative costs
Reviewing current Human Resources policies and procedures to facilitate Consumer-driven training and performance management processes	Inadequate governance frameworks resulting in poor implementation of new practices Lack of clarity in how to facilitate Consumer choice and control in training and performance management can lead to unhappy Consumer and loss of business
Developing user-friendly resources to support and empower Consumer in the training and performance management processes	Improper procedure and lack of due process can expose the provider to industrial disputes and expensive litigation
Creating a balance between provider-directed and Consumer-directed training to ensure that Support Worker is competent and briefed to provide support that meets the needs of individual Consumers	Inadequately trained Support Workers unable to meet the complex needs of Consumers Gaps in training could put the Consumer, the Support Worker and the provider at risk of breaching duty of care, that could require costly corrective action
Analysing and pricing these training and performance management support services to sustain Consumer choice and control	Increased frequency and personalisation of this process will increase the administrative burden and cost to Consumer and provider
Jointly identifying, articulating and monitoring Support Worker performance indicators to maintain service quality and manage risks	Lack of clear performance indicators can result in poor performance management, frustrated Consumer and Support Worker, and expose the provider to breach of duty of care and litigation



4. Transformation Priorities within Subcontracting

Challenge

How to successfully promote and support Consumer choice and control in the identification, engagement, induction and performance management of their preferred Subcontractor?

How to Meet this Challenge?

Future business capability and critical success factors:	
Supporting Consumer choice and control in the engagement of preferred Subcontractor <ul style="list-style-type: none"> • Involving the Consumer in the identification of Subcontracting needs • Having a pre-approved and qualified list of local Subcontractors for Consumer selection • Empowering the Consumer to shortlist, interview and select based on defined criteria • Providing appropriate legal relationship between Consumer, Subcontractor and provider 	
Change management strategies:	Key risks and adverse consequences if change management strategies not implemented:
Training of Case Managers on how to support the Consumer to exercise choice and control in the identification and engagement of preferred Subcontractor	Inexperienced Case Manager can frustrate Consumer and fail to implement person-centred approach resulting in loss of business and increased administrative costs
Reviewing current Subcontracting policies and procedures to facilitate Consumer-driven selection and engagement processes	Inadequate governance frameworks resulting in poor implementation of new practices Lack of choice and control in engagement can lead to unhappy Consumer and loss of business
Having clearly defined and articulated minimum levels of competencies, qualifications, registrations and criminal history checks	Lack of clarity can put provider at risk of non-compliance with disability standards and other legislative requirements Increased risk of vulnerable Consumers being exposed to inappropriate Subcontractor and work practices resulting in increased likelihood of adverse or critical events and associated reputational risk to the organisation
Maintaining a pre-approved and qualified list of local Subcontractors for a range of service options	Administrative inefficiencies, lack of timely response to request by Consumer and potential loss of business due to Consumer dissatisfaction
Developing strategies to show the Consumer the value of selecting from the pre-approved and pre-qualified Subcontractor list	Effort of bringing on new Subcontractors can be expensive and take time, diminishing the amount of Consumer's funds available for direct services



Change management strategies...	Key risks and adverse consequences if change management strategies not implemented...
Building strong relationships with Subcontractors so that they are willing and able to respond quickly and flexibly to Consumer needs	Lack of flexibility and speed of engagement can limit Consumer choice and control over their support package, potentially causing dissatisfaction
Having legally binding contracts to manage the relationship and risks	Inadequate contracts will not offer proper legal protection and recourse for corrective action for both Consumer and provider
<p><i>E.g. Ensuring that Subcontractors have formal and comprehensive agreements to manage risks on behalf of both the provider and Consumer. It should include business rules to process service requests, provide quotes, report incidents and changes, process complaints, billing and report regularly on contract performance.</i></p>	



Future business capability and critical success factors:	
Support Consumer to induct and then manage the performance of the Subcontractor <ul style="list-style-type: none"> • Helping the Consumer to induct the Subcontractor based on their specific needs and preferences • Supporting the Consumer in performance management of the Subcontractor 	
Change management strategies:	Key risks and adverse consequences if change management strategies not implemented:
Training of Case Managers on how to support the Consumer to exercise choice and control in the induction and performance management of the Subcontractor	Inability to meet Consumers needs resulting in likely loss of business Inexperienced Case Manager can frustrate Consumer and fail to implement person-centred approach resulting in loss of Consumer control and increased administrative costs
Reviewing current Subcontracting policies and procedures to facilitate Consumer-driven induction and performance management processes	Inadequate governance frameworks resulting in poor implementation of new practice Lack of clarity in how to facilitate Consumer choice and control in induction and performance management can lead to unhappy Consumer and loss of business
Developing user-friendly resources to support and empower Consumer in the induction, negotiation and performance management processes for Subcontractors	Improper procedure and lack of due process can put Consumer's health and wellbeing at risk and expose the provider to breach of funding contract conditions that could require costly corrective action or loss of business
Developing Consumer information, changes and critical incidents systems that can assimilate information from Subcontractors for risk and contract management	Poor integration of consumer information from Subcontractors can result in incomplete picture, poor service and risk the Consumer's health and wellbeing as well as expose the provider to breach of funding contract conditions
With Consumers, jointly identifying, articulating and monitoring Subcontractor performance indicators to maintain service quality and manage risks	Lack of clear performance indicators can result in poor contract management, frustrated Consumer and expose the provider to breach of duty of care and costly litigation
Analysing and pricing these induction and performance management support services to sustain Consumer choice and control	The increased frequency and personalisation of this process will increase the administrative burden and cost to Consumer and provider



5. Transformation Priorities within Accountability and Reporting

Challenge

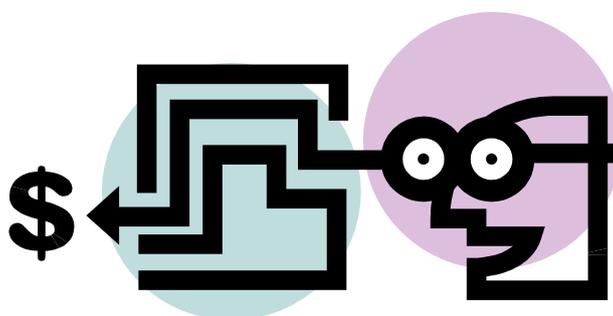
How to create an accountability system that efficiently captures consumer service and funding information, monitors and communicates outcomes in a transparent manner; that supports Consumer choice and control, and discharges provider's contractual obligations in a fashion that supports transition from block funding to individualised funding?

How to Meet this Challenge?

Future business capability and critical success factors:	
Consumer information management and/or accounting systems that support individualised support packages <ul style="list-style-type: none"> • Having the ability to easily offer support options and customise support packages for Consumer choice • Accurate pricing of the various combinations for planning and informed decision making • Capturing and reporting the Consumer's services and purchases in real-time, including individualised statements and budgets 	
Change management strategies:	Key risks and adverse consequences if change management strategies not implemented:
Reviewing and/or developing a Consumer management system that supports Case Managers to build a variety of support package scenarios for Consumer choice and selection	Inadequate systems can frustrate Case Managers and Consumers, be time consuming, risk providers' contract and quality compliance, leading to loss of business
Developing a pricing schedule of all services provided to support Case Managers to easily aid Consumer choice and self-management	Lack of pricing schedule can make it difficult for Case Managers to consistently and readily support Consumer self-management and choice Poor pricing schedule can lead to under-charging of services and risking the long term business viability Hefty pricing schedule can lead to loss of business by not being competitive enough
<i>E.g. The pricing schedule should be based on solid knowledge of provider's business costs, other providers' price list, future market trends, provider's business strategy, business and service model.</i>	
Monitoring and evaluation of the pricing schedule and implementation of the individualised support packages to ensure that Consumers are charged correctly	Inadequate and irregular evaluation can result in non-recovery of service delivery and administrative support costs, putting the business sustainability at risk
<i>E.g. Conducting monthly checks on each Consumer's Income and Expenditure Statement to make sure that all billing data is captured and that they are not operating with a deficit.</i>	



Change management strategies...	Key risks and adverse consequences if change management strategies not implemented...
Ensuring that the accounting or consumer information management system provides accurate and timely budgets and statements for planning and monitoring individualised support packages	Lack of timeliness and accuracy can impede Case Managers from having budgeting and planning conversations with Consumers causing frustration, non-compliance and loss of business
Training and developing Case Managers to be confident users of individualised budget and statement reports to empower Consumer choice and informed decision making	Lack of knowledge can hinder Case Managers from adequately implementing the person-centred service model and individualised funding model and frustrate Consumers
Reviewing current Consumer information management system, quality system and accounting system for capacity to meet the more transparent accountability and reporting rules of DisabilityCare	Inability to account and/or report accordingly can result in costly, manual and time consuming reporting or loss of funding and Consumers
<i>E.g. Reviewing the rules for registered providers of support under the DisabilityCare scheme and ensuring that the provider can become an approved provider of support.</i>	
Ensuring that the Consumer information management and/or accounting systems cater for both individualised and block funding models during the DisabilityCare transition years	Incapacity to handle both funding models can result in having inefficient dual systems, double handling and confusion among users, leading to non-compliance with funding contract
Assessing the capacity of current software and hardware to handle the increased granulation and volume of data as well as users	Failure can cause inefficiencies, down time, delays in reporting and Consumer frustration, and place funding at risk

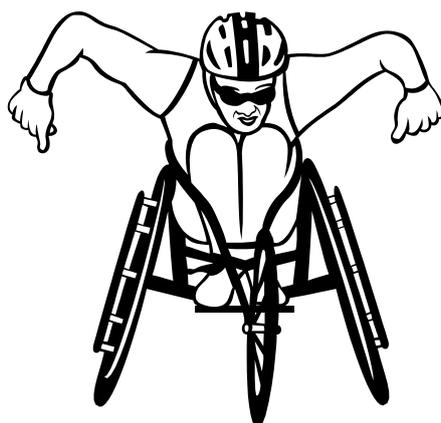


Conclusion

Transitioning from block funding to individualised funding model will bring uncertainty to service providers. It will have significant impact on cash flow, security of income and budgeting for long term projects such as asset acquisition. Individualised support packages will affect workforce development, contract management, marketing and communication. It is critical that providers get their service and business model right. Creating a truly person-centred and individualised service model would place disability service providers in a better position to remain viable.

The five key challenges identified in this Transition Guide are directing [integratedliving's](#) transformation towards the new paradigm of individualised support packages. Feedback from people with disability, their families and carers, validate that we are heading in the right direction to deliver person-centred DisabilityCare. Experience shows that this change management process will be a long-term endeavour, requiring commitment from all levels of the organisation, from the board members to frontline support workers.

The importance of sitting at the table with people with disability, their families and carers cannot be underestimated - especially in the market-driven paradigm of DisabilityCare. Proactively embarking on this transformation journey is more likely to ensure business sustainability and quality service for people with disability, their families and carers into the future.



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