

# **Ageing, Disability & Mental Health Collaborative Panel**

## **A SHARED AGENDA**

**to support cross-sector development in a period of  
large scale reform and transformation**

25 May 2015

## A Shared Agenda for Action:

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- The Panel has undertaken a program of work to identify and prioritise projects that could usefully be undertaken to help organisations across the ageing , disability and mental health service systems respond to the changing policy (market) environment.
- It has identified four projects aimed at promoting the adoption of consumer led care and helping local service systems to navigate the transition to the NDIS.



- A fifth project has also been identified focusing on addressing emerging issues in relation to the pending HACC service funding reforms.

# Project 1: Building Communities of Practice

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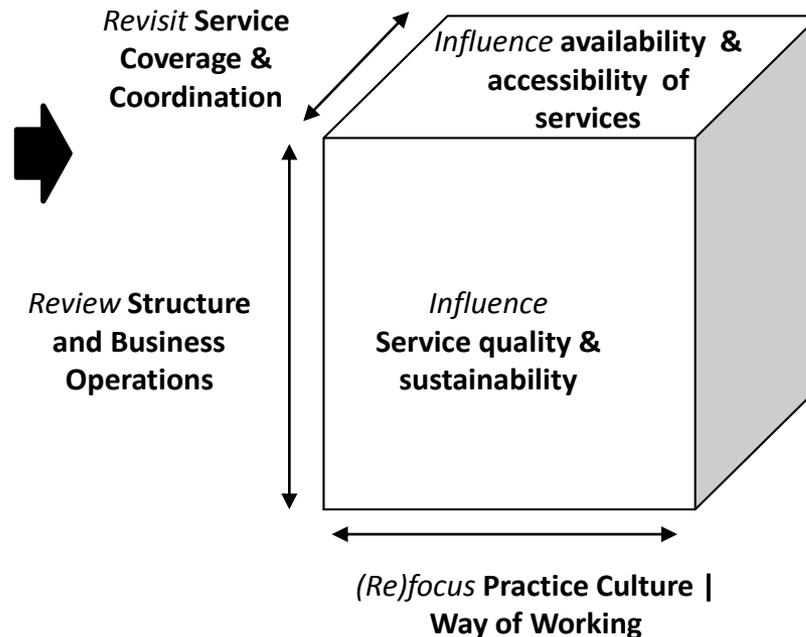
## SITUATION

The service system providing disability, mental health and ageing services will change considerably over the next few years with the roll out of the NDIS and National Aged Care Reforms.

These reforms are intended to improve consumer choice and control and will change how services are managed and funded. The reforms will affect how service systems are configured and operate at a local level and will have a very real and practical impact on service providers, consumers and carers.

### *Dimensions of change impacting service providers*

**Market based changes driven by policy reforms will require service providers to change** how they run their operations and engage and work with consumers and are likely to result in changes in local service system configuration and activity.



**There is benefit in supporting local service providers, consumers and carers to:**

- Understand what is happening
- Access available resources and tools to manage those changes and
- Collaborate to respond to local needs

# Project 1: Building Communities of Practice

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## OPPORTUNITY

There is an opportunity to support local service systems to identify and collaboratively respond to the opportunities and challenges that emerge through the transition period by investing in backbone infrastructure to support the development and operation of “regional transition networks” or “communities of practice”.

The above networks will provide a forum through which local service providers can access information, resources and support, share experiences and learnings, build relationships and collaborate to respond to, and advocate for, local needs.

The provision of non-government funding to support the establishment and operation of such networks will be particularly valuable during the transition period as it will:

- Allow service providers, consumers and carers to access an independent forum and extended practice network through which to work through transition opportunities and challenges and
- Provide a constructive platform through which local service systems can engage in dialogue, through appropriate processes, with government about the evolving service system.

# Project 1: Building Communities of Practice

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## PROJECT PROPOSAL

Funding of \$364K spread over four (4) years is sought to support:

- The establishment of a central backbone coordination function to support the set up and operation of communities of practice across Victoria to help local service systems respond to changes required by the introduction of the NDIS and National Aged Care Reforms
- The set up and initial 24 months operation of four (4) communities of practice as part of an action research and learning program to inform the development and operation of like community of practice models and feed into the development and dissemination of information and resources to support service providers and advocate with government in relation to ongoing service system reform and
- The conduct of three cross-regional learning and exchange forums to support peer-based learning.

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## Project 2: Good Practice Case Studies & Cost Analysis

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### SITUATION

While best practice service providers in the disability, mental health and ageing sectors embed consumer choice and control in the way that they work as a matter of course, many service providers struggle to translate the principle of choice and control into practice.

In many cases, service providers continue to apply more constrained service provision led (rather than consumer led) models of service delivery.

It is also the case that, because many consumers and their carers have not been offered choice and control over service offerings and provision in the past, many consumers are not aware of, confident or skilled in taking control and exercising choice in selecting what services to engage with and what services and supports to seek.

The move to the NDIS and the focus on consumer led care provides both an opportunity and a challenge in terms of encouraging services to adopt consumer led service models that deliver real choice and control to consumers.

The funding model changes and the revised pricing structures that are being put in place through the NDIS, mental health service and aged care reforms have the potential to put pressure on the ability of some service providers to maintain (or evolve) their current service delivery models. This is particularly true of more intensive and participatory, choice and control based, service delivery models that often involve higher time commitments and / or resourcing levels.

## Project 2: Good Practice Case Studies & Cost Analysis

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### OPPORTUNITY

There is an opportunity to work with 'exemplar' service providers that are applying good practice, consumer led service delivery models to:

- Articulate what characterises best practice consumer led service delivery models
- Help them to review their operations and work out how they can continue to apply those models in a more competitive market environment
- Share the learnings from that process with other service providers to support the broader based adoption of customer led service delivery models and the genuine provision of consumer choice and control and
- Provide an evidence based platform on which service providers can engage in dialogue with government about the evolving NDIS service definition and funding model.

# Project 2: Good Practice Case Studies & Cost Analysis

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## PROJECT PROPOSAL

Funding of \$212K is sought to:

- Undertake desktop research to identify and document the core elements associated with the delivery of best practice consumer choice and control based service models
- Use the above research to provide an analytical framework against which to work with (up to) four (4) service providers working in the disability, mental health and / or aged care sectors that have been identified by sector representatives and consumers as delivering high quality consumer choice and control based service models
- Assist those service providers to review the financial sustainability of their model under the NDIS pricing model and think through what steps (if any) they might need to take to ensure that they were able to continue to apply a best practice choice and control based service model going forward.
- Document the above case studies and prepare a report summarising the key themes and findings emerging from that work and
- Conduct a forum to disseminate and explore the implications and learnings from the work with cross-sector participants and the broader disability services sector to encourage implementation and new ways of working with consumers.

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# Project 3: Targeted Training Package Development to Promote the Adoption of Consumer Led Service Delivery

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## SITUATION

In order for consumer choice and control to become the driving mechanism in what and how disability, mental health and aged care services are delivered there is a need to help:

- Consumers and carers to understand their rights and build skills and confidence to exercise choice and control in their purchase decisions and
- Service providers to structure their services and operations to respond to consumer choice and develop and implement services that respond to consumer demand and support the exercise of consumer choice and control.

While some resources and tools are available to support this they are often limited in their focus, applying to a particular sector or service area. Resources that are relevant across a range of sectors, or which with minimal amendment could be applied more broadly, are often being targeted at and disseminated to a narrow sector-specific audience. This is leading to duplication in investment and reducing the benefit that could be drawn from a number of high quality resources, tools and training packages that are being developed.

Many of the available resources also appear to focus on specific front end service delivery practices and do not address either:

- The structural changes that need to be made at an organisational level to support changes in front end service delivery or
- The support that needs to be provided to consumers and carers to help them to exercise choice and control and through that help drive and reinforce changes in front end service delivery.

# Project 3: Targeted Training Package Development to Promote the Adoption of Consumer Led Service Delivery

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## OPPORTUNITY

There is an opportunity to help support the exercise of consumer choice and control and the adoption of consumer led service delivery models by working to develop and disseminate an integrated package of resources and training materials to:

- Help boards and managers to identify and implement required cultural and business system based changes to support the adoption of consumer led service delivery
- Help frontline service delivery practitioners to apply more consumer led work practices in the way that they undertake their day to day activity and
- Help consumers and carers to build confidence and skills to exercise choice and control when engaging with service providers.

Doing that would also help:

- Support consumers and carers to engage more effectively with the service sector and to influence and inform ongoing service system design and service provision and
- Support the ongoing professionalisation of the service sector.

# Project 3: Targeted Training Package Development to Promote the Adoption of Consumer Led Delivery

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## PROJECT PROPOSAL

Funding of \$403K spread over three years is sought to:

- Conduct consultations with service providers, consumers and carers to identify factors constraining the adoption of consumer led service models and / or the exercise of consumer choice and control and identify training and capability development needs
- Prepare a training requirements map identifying key capability development areas and / or operational systems change requirements
- Conduct a desktop review to identify and collate existing training resources and tools covering those areas
- Review collated tools against requirements map and develop and develop a suite of self-directed learning, peer coaching and train the trainer packages to address key resource gaps
- Conduct a twelve (12) month training program for service managers, practitioners, consumers and carers using the above tools to test, demonstrate and profile the above packages and build a network of peer coaches and trainers and
- Evaluate the outcome of the above training program and assess whether there is an ongoing need to deliver direct training activities and / or continue to develop additional training materials.

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# Project 4: Feasibility Assessment to Explore Options to Better Support Cross-sector Learning & Development

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## SITUATION

A number of organisations are developing resources, tools and training packages to help organisations, practitioners, carers and consumers to understand the changes that they will need to deal with as part of the roll out of the NDIS and Aged care reforms.

The ability to fully leverage those tools and training and make sure that organisations, consumers and carers are aware of what resources are available is limited by the fact that much of the above resource development and training activity is happening in a siloed way.

Resources that are relevant across a range of sectors, or which with minimal amendment could be applied more broadly, are often being targeted at and disseminated to a narrow sector-specific audience. This is leading to duplication in investment and reducing the benefit that could be drawn from a number of high quality resources, tools and training packages that are being developed.

In many cases the resources that are being developed, while aimed at helping organisations to deal with current and pending regulatory and funding reforms, are also more generally useful in supporting the professionalisation of the not for profit service sector.

# Project 4: Feasibility Assessment to Explore Options to Better Support Cross-sector Learning & Development

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## OPPORTUNITY

There is an opportunity to promote more effective cross-sector learning and development through the establishment of a central, cross-sector clearinghouse style dissemination point that will allow organisations that are producing resources and delivering training across different sectors to make prospective users aware of what is available, advertise training and information dissemination forums, run webinars and host collaborative and peer based learning activities.

In addition to providing a dissemination point for existing material, the clearinghouse could play a proactive role in identifying cross-sector training and development requirements, identifying gaps in existing resources and training offerings and working with training providers to commission or produce programs to meet those requirements. Doing so would allow the clearinghouse to:

- Support service organisations to work through long term, reform driven changes that are currently impacting the service system (and are projected to continue to do so over the coming decade)
- Support the ongoing professionalisation of the service sector and
- Support consumers and carers to engage more effectively with the sector and to influence and inform ongoing service system design and service provision.

Such an entity could be run as a social enterprise. It could be established within an existing clearinghouse (e.g. VCOSS Clearinghouse) or established as a separate entity and could contract or partner with existing online information dissemination and training providers.

# Project 4: Feasibility Assessment to Explore Options to Better Support Cross-sector Learning & Development

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## PROJECT PROPOSAL

Funding of \$135K is sought to undertake a feasibility assessment to:

- Undertake cross-sector consultations and market research in Victoria to assess and scope the development of a curated cross-sector learning and development hub or clearinghouse
- Identify and assess potential business models for such an entity and potential delivery partners
- Develop a business case (if justified based on the above work) for the establishment of such a hub or alternative entity to support the improved dissemination of sector learning and development resources and training and
- Develop a plan to secure funding and support to implement the above business plan.

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