COVID Challenges and Ensuring Organisational Sustainability

# Slide 1

## Board Effectiveness is Pivotal in Being Safer and Stronger

### 20 October 2020

# Slide 2

## Agenda

* Welcome and Introductions
* National Update: David Moody, NDS CEO
* Board Focus Areas: Graeme West, Safer and Stronger, Sector Consultant
* Strategies for Sustainability: Graeme Kelly, Project Advisor, Safer and Stronger
* Panel Discussion
* NDS Advice, resources and support

# Slide 3

## National Update

David Moody CEO NDS

# Slide 4

## Hot issues for our sector in 2020/21

* COVID-19/Budget 2020/21
* SIL/SDA
* Workforce
* Disability Royal Commission
* Disability employment
* Pricing
* Support Coordination
* Quality and safeguards: achieving operational efficiency in service delivery
* Tune Review implementation in this FY
* The Near Future

# Slide 5

## COVID-19: never let a good crisis go to waste!

* Our sector is resilient and adaptive
* Improved mechanisms for workforce mobility and surge capacity
* Consistent, accessible information for the sector
* Supporting people with disability safely, with easy access to PPE
* Improved understanding of infection control
* Role of clinicians in the disability sector of the future
* Importance of a seamless disability/health interface in a pandemic
* A national disaster/crisis fund to ensure service continuity and safety

# Slide 6

## Creating a workforce of the future

* Disability as a key element in the engine room of the new economy
* 120,000 FTE required to meet future demand
* Welcome a sector-wide workforce strategy
* Influencing the National NDIS Workforce Action Plan to ensure:
  + Ongoing engagement with the sector
  + Consistency of worker regulation and screening
  + Improved training opportunities, with appropriate funding
  + Improved line of sight re ‘market gaps’ and responses to them
  + Positive approaches to ensure attraction, retention & career pathing
  + Measures to promote permanent employment options (in the face of a sharp rise in turnover of casual staff)
  + Focus on therapists, BSPs and workers supporting people with high intensity and complex needs

**NB $20M for 3 years for Australia’s Care and Support Workforce Package (including BLCW extended to June 2023 for the Care and Support sector)**

# Slide 7

## The Royal Commission and systemic change

* NDS has made submissions in response to discussion papers on Group Homes, Emergency Planning, Rights and attitudes and the Criminal Justice System, Employment and Restrictive Practices. Preparing submission on Remote and Very Remote now, and another on First Nations People
* 2nd progress report released in August: key themes in community forums include abuse in accommodation settings; lack of response and oversight from governments; restrictive practices in schools; complex systems – particularly health and mental health; barriers to the NDIS; and positive experiences of the NDIS
* DRC recommendations for systemic change will need to be funded appropriately, with an appropriate funding model
* NDS is committed to maintaining, improving and delivering the COVID-19 Hub and resources for members

# Slide 8

## Ensuring people with disability continue to have employment options

* Importance of a continuum of employment opportunities
* Economic recession = more limited employment opportunities
* 30% of people with disability of working age in employment by 2023
* Increased focus on procurement by government and private sector
* Support for organisations wishing to remodel to meet the needs of people with disability
* Recognition of socio-economic impact of having a job, for the individual and their community
* Support from Fed Govt for our defence of the decision in FWC re SES Award to ensure future job opportunities for people with disability

**NB Expanding Online Employment Services to most job ready job seekers so they can self-manage RTW (cf DES and implications?)**

# Slide 9

## Pricing of supports (and the assumptions which underpin pricing)

* Manager/supervisor ratios
* Training
* Overheads
* Innovation
* Groups
* Employment supports
* Price Guide released earlier and only after intensive and early engagement with key stakeholders including NDS, our members and participants

# Slide 10

## Supported Independent Living – what’s next?

* NDS’s submission to JSC on the NDIS identified work to be done to:
  + Ensure realistic pricing
  + Streamline decision-making & planning processes
  + Improving the process of matching clients to each other
  + Expand housing options
  + Understand variations in SIL funding across jurisdictions and impact of this on SIL viability
  + Ongoing engagement with NDIA and through the National Committee on Housing and Supports (as well as with members in local groups and communities of practice)
  + Issues re rationale for Agency’s focus on SIL pricing vs other service prices?
  + SIL Pricing Issues Papers; SIL Discussion Paper

# Slide 11

## Support Coordination and making it work for people with disability

* Consultation paper has been released inviting feedback on five areas:
  + Inclusion of support coordination
  + Understanding the role of a support coordinator
  + Quality of service and value for money
  + Capacity building for decision making
  + Conflict of interest
* In 2019-20, participants spent $429 million on support coordination (69% utilisation rate)
* Support coordination & other services: should not be legislated out

# Slide 12

## Quality and safeguards: achieving operational efficiency in service delivery

* Consistency, if not uniformity in application of Q & S Framework
* Worker screening across all providers, applied consistently
* Transparency in regulatory practice (education is the start)
* Single source of truth wherever possible
* Data transparency
* Highlighting of good practice
* Highlighting of bad practice
* Implications for Commission’s future work re Budget 2020/21 (new funding for compliance and investigations)

# Slide 13

## Implementation of the Tune Review

* NDS keen to see recommendations implemented ASAP
* Govt’s response delayed by COVID-19 (possible legislation by end of year)
* Timeline recs will provide greater certainty for people with disability
* Clearer definition of what’s ‘r & n’ and therefore funded
* Red tape reduction re plan amendments; reduction in plan review timelines; greater support for participants to navigate NDIS
* NDIA is already operationalising those parts it can without legislative change
* Advocates in the sector particularly concerned re consultation on and implementation of Independent Assessments
* Moves NDIS closer to original vision for the Scheme

# Slide 14

## And in the near future…

* Greater flexibility in pricing and price guide
* Greater focus on ECI outcomes under the Scheme
* Payment processes that are invisible and immediate
* Measures to turbo charge SDA innovation
* AT and technology as enablers of improved outcomes
* Systemic changes recommended by DRC
* Increased focus on clinical governance at board level
* Data to support predictive analytics and machine learning re services
* Our sector as an employer of choice!

# Slide 15

## Board Focus Areas

Graeme West

Safer and Stronger Consultant NDS

# Slide 16

## Boards Optimising Effectiveness

* Services may have been disrupted
* Infection control is in focus
* Changes in demand will likely have been experienced
* Incomes may have fallen
* Operating costs may have risen – PPE, staff and contractor costs
* Cash reserves are often lean
* Strategies and objectives might need refinement
* Risk management is, or should be, in higher focus

# Slide 17

## Boards need to adapt their approach to how they govern in such times of major change

* Positive mindset
* Focus only on the key things
* Staying across sector developments
* Business continuity and risk management

# Slide 18

Organisational strategies and goals will need to be reviewed and adjusted.  
“*You can't change the direction of the wind, but you can adjust the sails to reach your destination*. Jimmy Dean”

# Slide 19

## Strategies for Sustainability

Graeme Kelly

Project Advisor Safer and Stronger

# Slide 20

## Reflections – Recent Consultation

Overview of process July to October 2020

* Phase 1 re IC emergency – key themes / outcomes
* Phase 2 re IC and Org continuity / sustainability / progress

# Slide 21

## Phase 1 re IC Emergency – Key themes / Outcomes

* Disability not “respected” / ? Sector capacity and capability variable
* Shift in DHHS / NDIA approach and action
* IC result has been strong given risk profile
* Anxiety shifting to tiredness

# Slide 22

## Phase 2 re IC and Org Continuity / Sustainability

* IC continuity / risk assessment Board responsibility
* Green shoots of innovation / adapting
* Job Keeper “artificial sweetener” / some “farm sell off”
* Still consultation to finalise / to be updated

# Slide 23

## Strategies for Sustainability and Impact

* Safety first - IC continuity / risk assessment Board responsibility
* Clarity on Organisation Purpose / ? Need change
* Is the purpose still sustainable?
* What is your intersection of purpose and sustainability?
* How do you assess it?

# Slide 24

## Strategies for Sustainability and Impact

What are the options for action?

* + ‘Do something”
  + Innovate / diversify revenue and business models
  + Improve efficiency
  + Collaborate / share / rationalise
  + Exit gracefully
  + New governance partnerships
    - Acquire / Be acquired
    - Merge on your terms

# Slide 25

## How NDS Can Assist Boards and CEO’s

* Topic based facilitated discussions
* Right on Board - Governing and Managing for Human Rights, Quality and Safeguarding Course. NDS partnership with Purpose at Work
* NDS news updates and range of resources and tools on the website
* Let us know your ideas – email suggestions or lodge them in the Chat function now
* Up to 3 hours individual confidential consultancy advice; contact NDS for more information
* For further information, or to make suggestions, contact Graeme West Safer and Stronger Project [Graeme.west@nds.org.au](mailto:Graeme.west@nds.org.au) 0439 529 807

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