

Outlook **one**

Breaking the Mould Project Report

October 2010



Inspiring Fully Inclusive Communities

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Specifically, Outlook would like to thank:

- Department of Human Services for funding the "Breaking the Mould" Project under the "Enhancing Sector Capacity Grants - Sector capacity building which supports the transition to self-directed approaches. - Sub section - Change management and communication"
- Outlook Committee of Management, support staff, volunteers, Outlook Participants Committee representatives, Outlook participants, families and carers and the Outlook Participant Public Speaking Group.
- Community members, services and retailers of the Emerald, Berwick, Narre Warren, Pakenham, Cranbourne and Hallam.
- Please accept this statement as a demonstration of our appreciation.

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Executive Summary

The Breaking the Mould project was aimed at increasing participant, staff, family and carer understanding and use of individualised planning and service delivery underpinned by self directed funding. The delivery of such services requires Outlook One to move from its current transition model of service delivery to a new, enhanced model. Outlook One currently has 77 participants and this project has collected valuable data to inform the new model from 48 families, 12 carers and 67 participants.

The project was funded by DHS under "Enhancing Sector Capacity Grants - Sector capacity building which supports the transition to self-directed approaches" and its goals were:

- (1) To support clients and carers to better understand self directed funding and consider how this can be used to lead to better life outcomes for them.
- (2) To assist clients and carers take a more proactive approach to determining the support options available them.
- (3) To use the outcomes of discussions to better direct workforce planning and development that caters to the direct needs of our clients.
- (4) To develop alternative and sustainable delivery models that cater for self directed support particularly for high complex need clients.
- (5) To use the outcomes of new service models to develop relevant material for verbal and non verbal clients and families that can be used to promote alternative service models to assist them to actively direct their support funding into options that best suit their individual requirements.

The report sets out the project goals, processes, events, data analysis and recommendations with supporting documentation included in the appendices.

Summary of Recommendations:

- (1) That Outlook One build on the better understanding that family and carers have of individualised self directed funding by keeping people informed of the development and implementation of the new, enhanced model.
- (2) That Outlook One hold further community group workshops to convey information, educate, collect feedback and maintain the positive communication links that has been developed.
- (3) That Outlook One use the data collected from all stakeholders to develop and/or enhance the policy and procedures that will lead to clients and carers being proactive in determining what and how services will be delivered.
- (4) That Outlook One use data collected to develop an enhanced service model that is practical and sustainable.
- (5) Use the data collected to encourage participants and their families and carers to exercise choice in what services they take regardless of the complexity of their disability needs.
- (6) Outlook One to develop and/or enhance operational policy, procedures and administrative systems that take into account the needs of staff and volunteers working out in the community with the participants.
- (7) Outlook One to identify the resources and on-going training/education needs of staff, volunteers and participants out in service delivery.
- (8) Outlook to investigate enhanced recruitment and retention of quality staff.
- (9) Outlook One to continue to develop/provide learning aids to assist participants, families and carers to make informed choices about service delivery options.
- (10) Outlook One reflect back to funding bodies the financial constraints that families, carers and service providers are experiencing in supporting participants to achieve their goals through individualised self -directed funding and community inclusion.
- (11) Outlook One to continue to evaluate and apply continuous improvement in service delivery that offers participant choice that is individual, flexible and strength-based.

The Breaking the Mould Project Report

Background

Government Policy Directions

The Disability Act 2006 (The Act) became operational on 1st July 2007. The Act provides the framework for a joint government and community approach to enable people with a disability to actively participate in the community. The Act is underpinned by principles of human rights, self-determination and citizenship and is significantly reforming the disability sector. A rights-based approach is also informed by the Charter of Human Rights and Responsibilities Act 2006.

The Act supports quality by legislating disability services' standards, performance measures and compliance through independent assessment and monitoring (Disability Act 2006 Policy and Information Manual, July 2009). The introduction of the Quality Framework (QF) and roll out of external assessment for compliance against the QF Standards is expected to improve the quality of disability support services and enhance accountability to people with disabilities. The QF emphasizes the importance of outcomes measurement and continuous quality improvement.

The Department of Human Services (DHS) has developed several policy documents that outline the procedures to be followed by disability service providers in order to comply with The Act. These requirements also form part of the Funding and Service Agreement.

Relevant guiding documents include:

- Interim Guidelines for Day Supports December 2010 (draft only)
- Day Services Policy June 2008
- Support Your Way: A Self Directed Approach for Victorians with a Disability
- Individual Support Package Guidelines July 2009
- Individual Support Package Handbook December 2008
- Victorian State Disability Plan 2002 – 2012
- Standards for Disability Services in Victoria (industry and outcomes)
- Planning policy
- Access policy and Implementation Guide
- Legislation implementation guide for restrictive interventions
- Legislation implementation guide for supervised treatment orders
- Legislation implementation guide for residential treatment facilities
- Better services, better outcomes, stronger communities – the quality framework for disability services in Victoria
- Registration of disability service providers
- Strengthening rights in residential services policy
- Department of Human Services Cultural diversity guide
- Department of Human Services Language services policy
- Disability Services cultural and linguistic diversity (CALD) strategy
- Guidelines for setting and collection of residential charges: community service organisations

- Residential charges policy: department-managed residential services
- Rights and accountability: management of money policy.

Changes to Day Services

Disability day service providers were required to redevelop their infrastructure and service models to align with the vision of the Victorian State Disability Plan 2002 – 2012 (State Plan). In essence, this has required the creation of new and more inclusive opportunities for people with a disability accessing Disability Day Services – to enhance their independence, skills, community participation and general quality of life. For Outlook this has seen a shift from centre-based to community-based activities.

Day Services have traditionally facilitated centre-based group programs focused on education, training, recreation and pre-employment training. These changes are underpinned by principles of inclusion, empowerment and participation, and is part of a suite of initiatives to:

- Inform and support people with disabilities and their carers to actively participate in decisions regarding use of their day supports
- Provide real choice, flexibility and viable pathways to employment and social participation
- Individualise support
- Enhance active participation with other community members in community activities
- Build community capacity, relationships and networks.
- Of particular importance, has been the transitional phasing of service models from centre-based to community-based participation. This has required sustained engagement and open communication with people with disabilities and their carers, and the establishment of partnerships, pathways and goodwill with other providers, networks and local communities.

It is recognised that DHS is committed to reviewing and monitoring relevant policies and day service performance across the sector to ensure compliance with The Act in transitioning from traditional to more contemporary methods of engagement... Consulting with participants of the day services sector, parents and carers, disability service providers, peak bodies and other stakeholders will be crucial during the review process, in order to gauge the full gamut of perceptions and impacts.

Outlook's Changing Days Project, titled My Choice My Community 2009, recognised from its initial program planning phase, that gaining trust of clients and carers and establishing community relationships and support, would be crucial to its success.

Overlapping My Choice My Community was Outlook's Breaking the Mould project aimed at educating stakeholders in the areas of individual planning based on, participant choices, and the application of self-directed funding and community inclusion.

Whilst Outlook is pleased to confirm that it has indeed been a successful transition (service model and mindset change) it has not been without challenges. The two projects, My Choice My Community and Breaking the Mould, make valuable contributions to the next stage. That of enhancing the transitional service delivery model which will be carried out in the Enhancing Sector Capacity project

The My Choice, My Community report along with this Breaking The Mould project report forms a platform for developing the enhanced Outlook service delivery model which has commenced under the DHS Enhanced Sector Capacity project, "A self-directed Outlook: Transition through Leadership".

Related Initiatives

"My Choice, My Community".

The My Choice My Community project built on Outlook's achievements to date in creating community options for clients, especially those living in small communities on the metropolitan fringe. Local access to learning, employment and recreational options in line with the intent of the State Plan, can be fraught with difficulty in more isolated communities. Lack of local choice reduces opportunities to develop relationships and friendships with people with common interests, and these informal networks are often essential to support the person with a disability in accessing after hours activities. This was a key area of focus for the project.

My Choice My Community targeted the communities of Berwick and Emerald, and involved mapping community options, building networks, creating opportunities, and establishing access pathways for people with disabilities living in those communities. This was undertaken (as much as possible within limited infrastructure), in accordance with the client's individual Support Plan (ISP).

The other area of focus for the project was to monitor the changing role of Support Workers, and determine the challenges of those in isolated communities compared with larger, self-sustainable suburbs. With the government policy shift from centre-based Day Services to community-based activities, identifying the experiences, challenges and skill requirements of this changing workforce, is crucial to ensuring a supported transition and sustaining retention of quality workers in the disability field.

"A self-directed Outlook: Transition through Leadership".

A new project, Transition through Leadership, follows on the findings of the Changing Days report and early indicators from the Breaking the Mould project and looks at trialing key recommendations and refining

innovative strategies for transitioning to self-directed approaches in day supports. It allows trialing and documentation of an alternative service delivery model that creates staffing and cost efficiencies enabling a more individualised service mix. The project aims at increasing the number of participants supported by self-directed and more personalised supports through sharing of learning's and resources.

Outlook Background

From 'Community Access Options' to 'Outlook One'

The launch of the State Plan in 2002 saw a focus on promoting community inclusion and full equal rights as citizens, for people with a disability. By 2004, Outlook had established the Community Access Options Service to reflect the organization's directions of inclusion and individualised approaches in line with the State Plan. In 2006, Outlook commenced a process of reviewing its mission and vision, and as part of this review process, the Day Service was restructured and amalgamated to align more closely with the Community Access Options model. The result was a new service model titled 'Outlook One' comprising a service delivery that reflects the principles and requirements of The Act and the Quality Framework.

Outlook One is part of a suite of support services that are administered through the Community Services Division, including the Respite & Leisure Service; Volunteer Service; Outlook Employment; Supported Employment and the Community Centre. A key objective of Outlook One has been to move away from isolated centre-based service delivery to small community-based satellite bases located within clients' residential communities, including Cranbourne, Narre Warren, Hallam, Berwick, Emerald and Pakenham. By mid 2009, 60% of Outlook One clients were accessing community facilities directly from these communities.

Rationale

Outlook had in many ways pre-empted a government policy shift for Day Services, in line with the State Plan and The Act, towards a more inclusive, mainstream community participation model. Two years of extensive planning and community consultations led to the 2006 restructure, re-branding and launch of a new vision – to move from a disability-centric organisation to that of an inclusive community facility. This set the foundation for a new strategic direction for Outlook, which has seen greater integration with, and inclusiveness by mainstream society.

Philosophically and strategically, moving the emphasis for Outlook's Day Services from centre-based to community-based, has proven to be both positive and challenging. Historically, Day Services have tended to operate out of, and link clients into larger communities, based on the location of the Day Service, transport links and supporting infrastructure. Clients living in smaller communities have had to travel to Day Services

and other community activities outside their own community. This has hindered the development of social networks with local people and their connection to local services.

The capacity of community connectedness to improve health and wellbeing and reduce isolation cannot be underestimated. Social scientists assert that a sense of community comes from commonalities of lifestyle among community members, a shared sense of social cohesion and a collective conscience. This appears particularly evident within rural and isolated communities.

Outlooks transition from Day Centre service delivery to community inclusion has brought many positive outcomes for participants captured in the "Breaking the Mould" project data. Outlook recognises that its model needs to be further enhanced to strengthen the participation of Outlook clients and their networks in the community by making informed choices about how they wish to use their disability supports.

The "Breaking the Mould " project is aimed at contributing to an enhanced service delivery model by educating participants, families, carers, volunteers and staff on individualised planning and using self-directed funding. Developing Support Plans tailored to individual needs and focusing on community participation and strengthening informal supports.

This project will feed into Outlook's Enhancing Sector Capacity project - "A self-directed Outlook: Transition through Leadership", to implement an enhance model of service delivery responsive to participant needs.

Breaking the Mould Background

The submission for the project "Breaking the Mould" was funded under "Enhancing Sector Capacity Grants - Sector capacity building which supports the transition to self-directed approaches". "Sub section - Change management and communication".

See Appendix (1) Submission document

At the time of submission, Outlook One provided a service to 79 clients of which 40 have agency funding attached. Over 50% of the clients are classified at level 4 or above with many having complex support needs.

In the main, clients and family/carers had limited understanding of self-directed support and were unable to envisage support options beyond the traditional approach to service delivery. Individualised options to them meant total 1:1 support.

This grant was aimed at educating families and carers on self-directed, individualised service delivery and funding. It was also an opportunity to explain the need to develop an enhanced service model and discuss the concepts behind individualised, self-directed services and community inclusion. At the time of the submission discussions would also include the trialing such a model with a small group.

The project also presented an opportunity to provide staff training on the concepts of individualised, self directed funding and how to support clients using a strengths based approach.

The submission was accepted in July 2009 on the proviso that the staff development component be reviewed. The cost was deemed excessive by DHS who felt the money could be used more effectively. This led to a reworking of the proposal within the original outcomes.

See Appendix (1) DHS request for review of the staff development training response.

Outlook one engaged Lynne Baxter, a training consultant with a long-term knowledge of the organisation and its clients, to manage the "Breaking the Mould" project. Lynne has been involved in setting up and working with both the Outlook Participants Committee and the Supported Employment Workers Committee. This included developing, in partnership with clients, tools and resources and supporting participants to use their organisational voice.

The original submission was adjusted, to cater for changes in the organisation before submission acceptance and goals and KPI's were established accordingly. The process was shared with Disability Partnerships and Service Planning Southern Region at a meeting on 9 December 2009. See Appendix (1)

We trust that DHS and other stakeholders will take on board the learnings from this Report as a basis for a more collaborative approach to model refinement and improved client outcomes.

Overview of Outlook's "Breaking the Mould" Project

Objectives

The objectives of the "Breaking the Mould project were as follows:

- (1) To support clients and carers to better understand self directed funding and consider how this can be used to lead to better life outcomes for them.
- (2) To assist clients and carers take a more proactive approach to determining the support options available them.
- (3) To use the outcomes of discussions to better direct workforce planning and development that caters to the direct needs of our clients.
- (4) To develop alternative and sustainable delivery models that cater for self directed support particularly for high complex need clients.
- (5) To use the outcomes of new service models to develop relevant material for verbal and non verbal clients and families that can be used to promote alternative service models to assist them to actively direct their support funding into options that best suit their individual requirements.

Project Methodology

A description of the process steps in the Breaking the Mould have been included with the view that this report would be of use to other service providers going through similar changes.

The project team met for the first time in August 2009 and reviewed the project with careful consideration being given to the staff training component. This resulted in reworking the proposed process to be used in delivering the project outcomes set out below.

OUTLOOK ONE - BTM PROJECT 2009 - PROCESS Version 1

Client presentation skills training

Breaking the Mould Workshop (1)
Support staff including volunteers, clients and management

Analysis and development of service model

Family/carer Workshops (2)
Clients, staff representatives and management

Clients, staff representatives and management

Breaking the Mould Workshop (3)
Support staff including volunteers, clients and management

Promote outcomes of discussions with family/carers

Staff strategy Workshop

Individual client /carer/family discussions

Promote trial service model

Deliver pilot program

Individual client/carer/family feedback on trial

Staff Professional Development Day to discuss outcomes

Promote outcomes to clients and carers

Goals and Key Performance Indicator's Established

The monitoring form below shows the original and modified goals and KPI's for the project. As the project developed, further ways of enhancing the outcomes were identified and the method of meeting the KPI's adjusted. Those adjustments can be seen in italics and/or in purple on the monitoring document.

BREAKING THE MOULD PROJECT 2009-2010 MONITORING FORM 22/9/09

Note: Purple or italicised comments indicate alterations to original KPI's due to process changes in the project

Goal	KPIs and deliverables	Progress/completed	Timeframe
Selection and training of Outlook participants to contribute to the development of parent/carer/staff sessions by presenting their goals, sharing their community group experiences and demonstrating their ability to develop their skills and confidence.	<ul style="list-style-type: none"> Participation of the selected Outlook participants in long term presentation skills training program. The development and delivery of individual participant's delivery plans at staff /parent/ carer sessions. Participant and Project Manager evaluation of participant involvement in the project. 	<ul style="list-style-type: none"> Five participants selected. Presentation skills training commenced Development of participants confidence in speaking to an audience Structuring of a presentation based on an interview for the first staff workshop Successful delivery of the presentations Ask to present at the Outlook AGM three prepared to do it <p>Identified another participant interested in learning presentation skills, will commence in the new year. Presentation skill development to continue.</p>	August 2009 Commenced 10 August - on going
<p>One day Workshop for staff and volunteers to collect data</p> <p>current service delivery with alternative models in line with the requirements of the Quality Framework Outcomes Standards</p> <p>detail benefits to clients of alternative models</p> <p>discuss and propose strategies of moving to new service delivery models</p>		<ul style="list-style-type: none"> Staff workshop 1 delivered 31 August 2009 Collection of data related to current positives and areas for change from 3 perspectives - Participants, Staff/ Volunteers, and Management <p>Analysis of Workshop 1 data commenced</p>	September 2009

<p>Management meeting to identify framework and constraints for the model to operate in</p>		<ul style="list-style-type: none"> • 14 December 2009 Management planning meeting to start mapping possible models in conjunction with data from first workshop and identified Management framework. • Data to be used in design process. • Outlook organisational restructure and holiday break slowed progress on the project. 	<p>14 December 2009</p>
<p>Second staff workshop for staff to discuss self directed funding and how that can be used to change service delivery for clients. Staff to compare:</p> <ul style="list-style-type: none"> • critic model • identify clients that may benefit the most for a pilot study • detail the potential benefits • identify potential strategies for the pilot trial and how to sell the concept to clients and carers. 	<p>To detail alternative service models that would benefit clients and strategies to move forward. This information will be used to detail the information to be provided at the workshops for clients and carers and how to progress discussions with clients and carers on an individual basis</p> <p style="color: purple;">Due to change in process this workshop was replaced with a meeting talking about the need for a new model and the need to get family/carers involved at the start so they had ownership of the model. Staff were asked to help organise and be with their participants and family/carers at the workshop.</p>	<ul style="list-style-type: none"> • Staff meeting explaining process and their role. • Community group staff organised a workshop event that suited their particular family/carers. They were part of the workshop which brought staff, participants, management and family/carers together. • Staff were able to hear directly what family/carer responses were and this shared knowledge increased the trust that family/carers had in working together in the future. 	<p>14 May 2010</p> <p>All 10 Family Carer workshops conducted by end July</p>
<p>Three client/carer workshops to be delivered explaining what the move to self directed funding means and how it can benefit the individual.</p>	<p>To raise the idea of alternate service models to clients and carers and how these will be costed.</p> <p>To identify a pilot group willing to investigate and trial a new and alternate delivery strategy and model, with the knowledge that there is a safety net period for clients and carers to revert to the current service delivery model at the conclusion of trial if preferable.</p> <p style="color: purple;">Due to the re working of the process this changed. Workshop run to inform</p>	<p>Planning for family/carer workshops commenced December for delivery early 2010</p> <p>Change of process the Family/Carer meetings to add to the information used to design the structure of the new model</p> <p>There was strong approval of the workshops from parent/cares and a commitment to attend another workshop when the model developed and they can give feedback on it. First round done.</p>	<p>All 10 Family Carer workshops conducted by end July</p>

	parents/carers of the changes in the industry, explain self directed funding. To explain the need to develop a new service delivery model and ask for their input).		
Promotion of outcomes of discussions with all carers and clients.	<p>Promotional material on outcomes of discussion based on a newsletter</p> <p>Because of the process changes it was decided to use a thank you letter giving a progress report to keep family/carer's up to date on progress.</p>	<p>Reporting back on progress for staff at Staff Meeting 20 August.</p> <p>September Outlook Stakeholder Meeting was used to give a progress report on the project to staff, volunteers and managers. Participants who had been involved with the public speaking training assisted with the presentation.</p>	<p>20 August 2010 Done</p> <p>14 September Done</p>
One day workshop for staff to detail the delivery strategy for the identified individuals willing to trial an alternate delivery strategy.	<p>Develop the outlines of the identified alternate service delivery modes, the costing of these models for the individuals, and how outcomes will be measured against the Outcomes Standards</p> <p>The development of the service delivery model is being carried out as part of the ESC project and the trial will now occur across the board. A workshop for staff will be scheduled as part of the ESC</p>	To be scheduled after structure developed.	January 2010
Discussions with individual clients and carers about alternate service delivery model. These discussions will occur on an individual basis and involve client, carer, support staff directly involved and Outlook One Management.	Develop details within service plan of how alternate modes of delivery will occur, support provided and how individual client funding to be allocated.	These discussions are on going with participants and family/carers through Individual Service Plan interviews.	Annual reoccurring On going.
Promotion of trial service delivery models develop and intended outcomes to all clients and carers	<p>Promotion newsletter detailing alternate service delivery models to be trialled in term 1</p> <p>Due to the change in process the piloting of the model will be across the board and not a small group. Promotion of progress will be through letters and organisational newsletters and through communication between</p>	<p>Thank you letter to be sent to all family/carers thanking them for assistance and keeping them informed of progress. Approved for distribution.</p> <p>22 September 2010.</p>	September 2010

	staff members and parent/carers.		
Delivery of alternate delivery over term 1 2010	<p>Outcomes to be measured against client individual goals and against Outcomes standards and compared against past delivery and outcomes.</p> <p>The development of the model has now moved to the ESC project.</p>	<p>A pre-project survey is being developed for participants. This will provide a benchmark for the post project survey so comparisons can be made.</p> <p>The Outlook Client Satisfaction Survey is currently being conducted and the results from that survey will be used as well.</p>	November 2010
Individual discussions with clients and carers on way forward following trial program	<p>Strategy on way forward from commencement of Term 2 2010.</p> <p>This will now be part of the ESC project</p>	<p>Currently discussions are being held as part of the Individual Support Planning meetings. This is annual on-going communication.</p>	ESC project and Annual reoccurring On going

Project Achievements against Objectives

This section overviews how the outcomes have been met. Detailed descriptions of the activities undertaken to meet the outcomes are set out under the section headed Breaking the Mould Process.

Objective 1

To support clients and carers to better understand self directed funding and consider how this can be used to lead to better life outcomes for them.

Outlook One currently has 77 clients living at home or in group houses (CRU's). The 10 Family and Carer workshops reached 48 families, 12 carers from group houses (who handle multiple clients) and 67 participants. Staff and volunteers also attended these sessions.

In these interactive workshops all attendees received information on the changes occurring in the disability industry. It included an explanation of self-directed funding and how it can lead to improvements in client life outcomes.

Multiple examples of how self-directed funding could be used were discussed. It canvassed new ways of seeing potential options for participants.

The interactive discussions brought staff, participants, families and carers together to understand the wider possibilities and to answer any questions people had in relation to their own situations. See Appendix (2) for session plan of workshops.

Objective 2

To assist clients and carers to take a more proactive approach to determining the support options available them.

The workshops have encouraged families and carers to consider new and different options for their clients. The communication channels have been strengthened between staff, families and carers through the participation and shared understanding of the information and concepts discussed in the workshops.

Support Plan meetings now have all stakeholders with a better understanding of how self directed funding works. Consequently conversations and decisions about individual support plans are even more focused on participant needs and goals.

It should be noted that many families and carers are needing to balance what they want for their participant and what the participant wants. For

example, families or carers may want a five day a week service yet the participant wants to use all of their funds for two days. Families and Carers ask "What happens to the participant for those days when the participant is not taking a service?"

Also to be considered in the planning is the knowledge that community inclusion costs more in terms of transport costs, meals and activity entry costs.

The participants themselves have been encouraged to have more meaningful conversations in individual support plan meetings by participating in an "Imagination Day".

This event was organised by the Outlook Participants Committee and asked participants to make pictures of the things that interest them. These pictures were retained by staff and used in support plan meetings to extend conversations that can lead to identifying individual options. It allows the focus to move to what may be of interest to the participant and leads to discussions on how those interests could be met.

Participants' feedback indicated that they enjoyed the day and would like this to be an annual event. The Outlook Participants Committee has scheduled it for next year. See appendix 4 for Report on Imagination Day.

Objective 3

To use the outcomes of discussions to better direct workforce planning and development that caters to the direct needs of our clients.

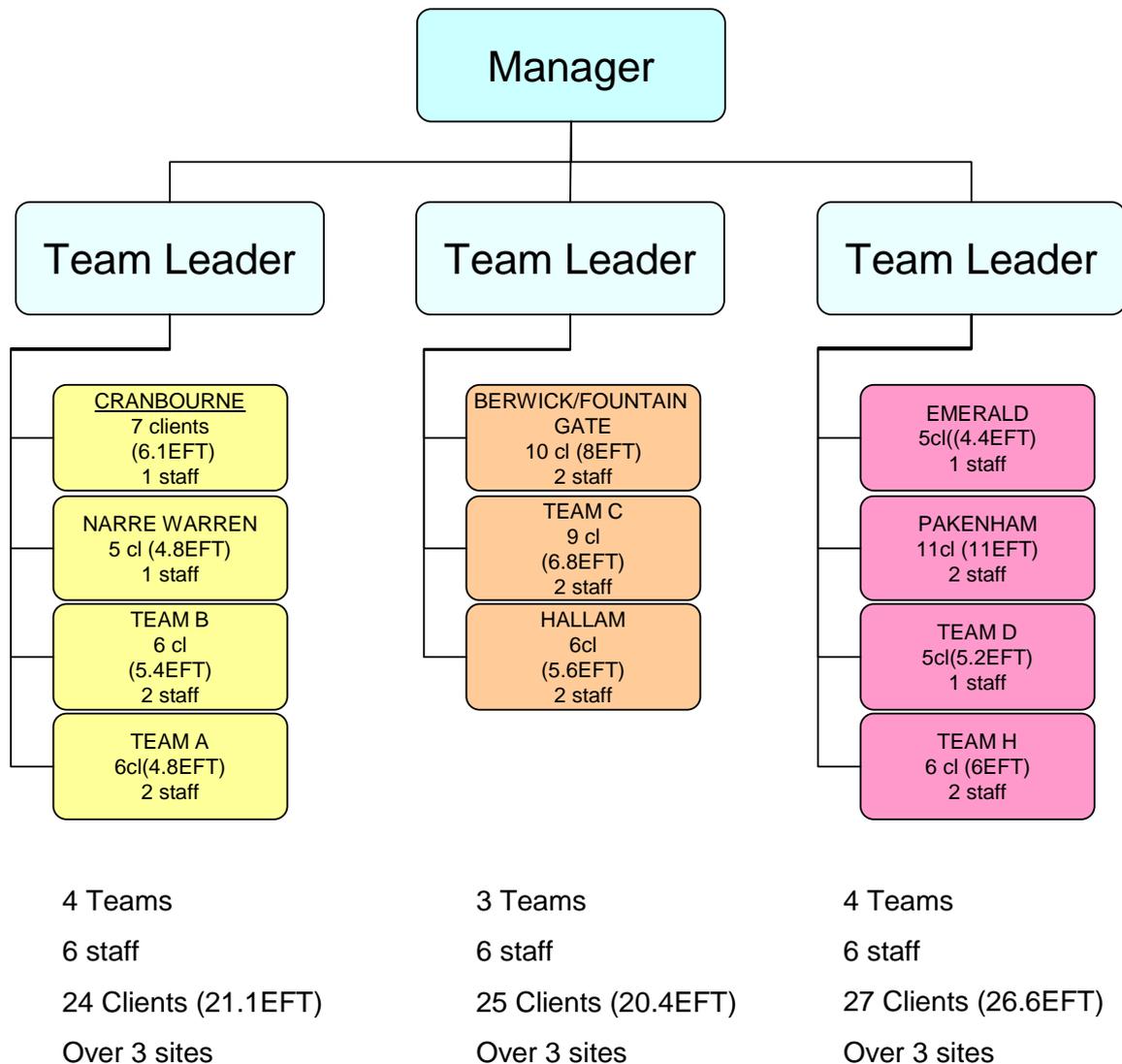
The outcomes of the discussions in the workshops are being directly applied to the planning and development of a new, enhanced service model that more effectively caters for not only client's needs but also those of families, carers, staff and the organisation.

An organisational structure for Outlook One's enhanced model has been developed. (See page 22 of this report for organisational chart).

The feedback from all workshops have been compiled into the following areas; safety, quality of life, personal growth, communication (both internal and external), staffing, activities (programs/services), training (both staff and participant), transport, funding, and facilities.

This will result in the introduction of new and/or enhanced policies and procedures to support the values and needs of all the stakeholders. . (See Appendix 4 for example of distilled data being used by The Enhancing Sector Capacity project).

OUTLOOK (Vic) INC - ENHANCED MODEL JULY 2010



Objective 4

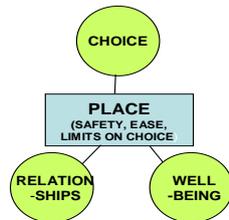
To develop alternative and sustainable delivery models that cater for self directed support particularly for high complex need clients.

Outlook has used a range of different models in its search for the most effective way of achieving effective and efficient service delivery centered on participant goals and choice.

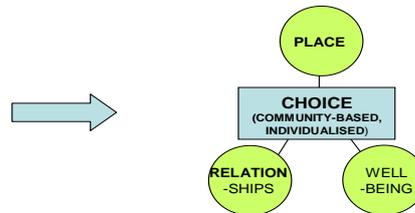
OUTLOOK (Vic) INC – TRANSITIONAL MODEL

The philosophical underpinning has shifted from an emphasis on 'PLACE' to 'CHOICE'

Previous Service Model



Transitional Model and base for Enhanced Service Model



Outlook has chosen to achieve their community inclusion goals through regional groups referred to as Community Groups based on the participants residence. Currently there are 12 groups most of whom are meeting out in their local community.

Mobility and personal supports have restricted some participants in their ability to go out into the community because of the lack of appropriate support equipment such as hoists and toileting facilities. Outlook's efforts in community consultation have resulted in a partnership with Cardinia Shire, DHS and community service providers to have the new Pakenham Library/Hall fully disability accessible. This is a positive example of consultation to achieve sustainable solutions that benefit all community members, including those with high complex needs.

Participants are working in regional community groups that involve them in activities within their own local communities. The local community members get to know participants and it has assisted greatly in breaking down community myths and incorrect perceptions about people with disabilities. It is also a more sustainable way of ensuring on-going, meaningful community inclusion and informal networking.

There have been concerns expressed about differing ages and abilities within regional community groups. The ability for each participant to make choices about how, when and where they take their support services allows each individual to plan their participation. In our communities many people come together through their common interests rather than age or ability. Outlook sees participants being involved in their own local communities as critical to achieving community inclusion and the opportunity for wider choices and the improved quality of life that it brings.

The new structure has been developed as a framework on which to consider, and where appropriate, apply the outcomes of the workshops. The aim is to meet the changing needs of participants, staff and carers in

their participation in local communities and to provide individualised, self-directed processes for meeting participant, family and carer needs.

The data from the workshops is being used to enhance the model which will be implemented through the next project, A Self-Directed Outlook. A new organisational staff structure has been developed for service delivery in the community.

In the original submission it was envisaged that trialing would have been done with a small group. As the project developed, it was determined that the trail across Outlook One would be more effective and less disruptive to clients, families and carers, as well as more manageable from an operational perspective.

The trial will be monitored and evaluated by Outlook Management, Participants, Staff, Volunteers, Families and Carers. The findings will be reviewed and the model adjusted in accordance with continuous improvement principles to ensure it is meeting the needs of all stakeholders.

Objective 5

To use the outcomes of new service models to develop relevant material for verbal and non verbal clients and families that can be used to promote alternative service models to assist them to actively direct their support funding into options that best suit their individual requirements.

As the new model is enhanced, appropriate aids will continue to be developed to support individualised, self-directed service delivery. During the Breaking the Mould project a visual aid using simplified cartoon-style drawings was developed to assist staff in explaining the concepts of self-directed funding and choice to participants. The aid will be used by staff in appropriate Support Plan meetings and evaluated and adjusted to specific need as required. See Appendix 5 for description of the aid.

A comic style book is being developed that can be used to explain to potential and new participants what life as an Outlook client is like. It follows two new participants, a male and a female, each with different abilities, who join separate Outlook community groups. It includes people making choices and using self directed funding to achieve goals.

This comic book is being developed with participants from the Outlook Participants Committee. At the time of writing the committee has started to identify what needs to be included and is developing the story line. This on-going project will continue into 2011. See Appendix 5 Draft concepts document.

Breaking the Mould Process

1. Client Presentation Skills Training

A public speaking program was developed for a five participants who were prepared to present their ideas and opinions on their experiences of moving into the community. They have been used in a number of different forums to help promote the project and its aims.

One presenter had good reading skills and the others required a structured discussion about what they would like to say. Photographs were then used as a pictorial prompt to assist them with their topics. The delivery of the presentations used an interview format for our non readers. Our reading presenter used a session plan developed through discussion to present his views.

Members of the team have presented at the:

- Staff, Volunteer and Participant representatives Breaking the Mould Workshop
- April Stakeholder Meeting,
- Outlook Inc Annual General Meeting
- September Stakeholder Meeting
- Outlook Participants Committee representing Outlook participants.

See Appendix 1 for Reports.

2. Staff, Volunteer and Participant Representatives Workshop

After preparing the participants for their public speaking roles, a Staff, Volunteer and Participant Representative Workshop was conducted on 31st August 2009 at Brentwood Park Community Centre.

The changes in the disability industry were explained and the concepts of individualised self-directed funding discussed. The Participant Presenters spoke on their experiences of moving out into the community.

The facilitator explained that Outlook was currently in a Transitional Model and why there was a need for a new, enhanced service delivery model. For this new model to be effective Outlook wanted to capture the positive attributes that should be retained and identify what needed to change.

Groups of workshop participants were then asked to record their perceptions of the positives and areas that needed to change of the old Day Centre model on butcher paper. They were to look first from a participant perspective and then from their own staff perspective.

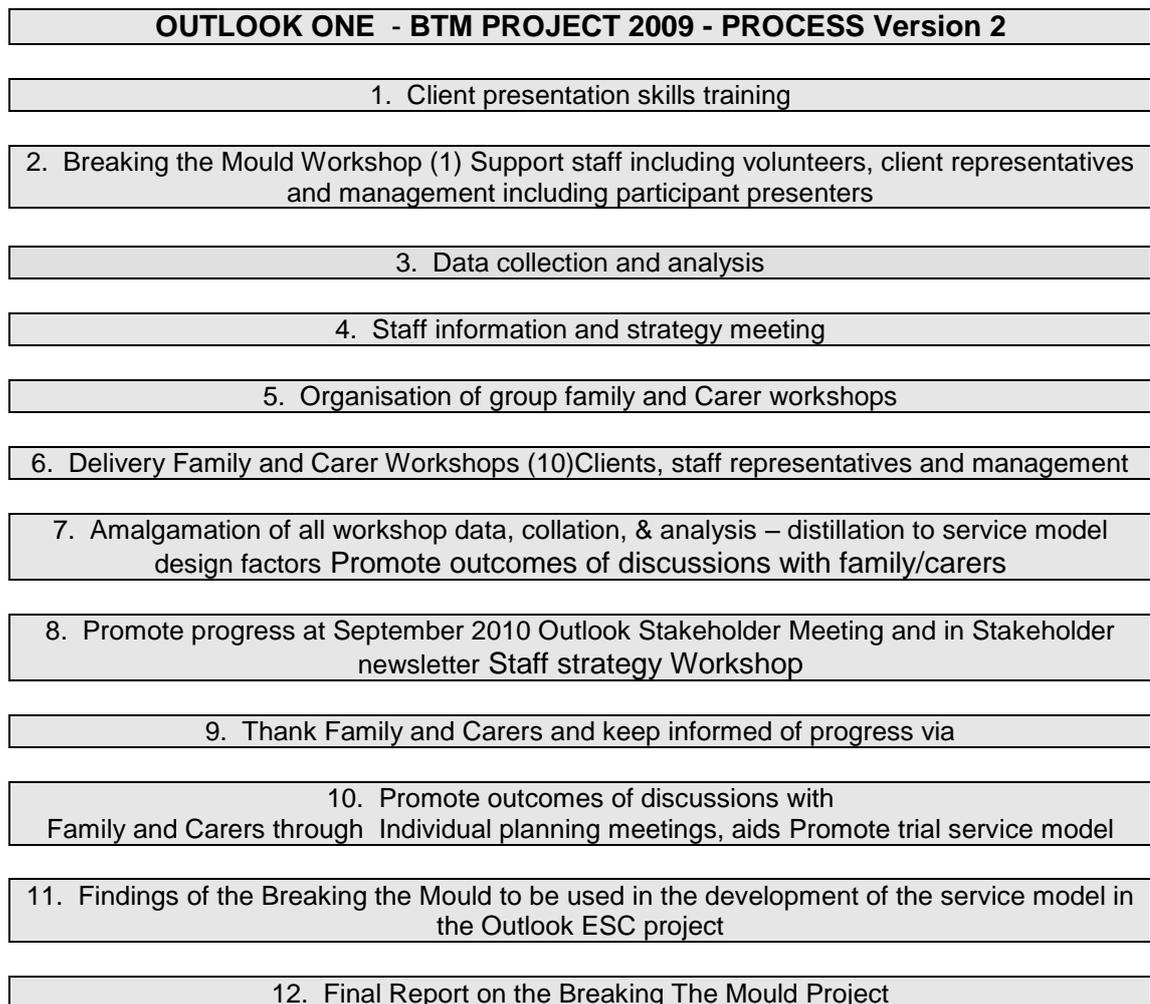
The groups were then asked to repeat the process using the current Transition Model, again from the participants perspective and then from the staff perspective.

The data was collated, sorted and prepared for amalgamation with the coming Family/career Workshops. See Appendix 3 for example or distilled data for all workshops)

3. Staff, Volunteer and Participant Representatives Workshop Data Analysis

The information gathered was extremely useful and supported the findings of the previous "My Choice My Community" project evaluation report. A copy of "My Choice My Community is available from Outlook One

The proposed Family Carer workshops would also provide valuable data which could feed into the development of the new, enhanced model. Families and Carers input at the workshops would help inform a more effective model. It would also allow staff to be actively involved in the organisation and delivery of the workshops leading to ownership of the model and contributing to personal development. The version 2 readjusted process flowchart is set out below.



4. Staff Information and Strategy Meeting

Following the Staff, Volunteer and Participant Representative Workshop a Staff Information and Strategy Meeting was held on 5 May 2010. At this meeting staff and volunteers were brought together to hear a progress report on the project and to receive an update on the initial findings of the data analysis. The events were reviewed and discussed.

The meeting further addressed the changes in the industry and self directed funding, individual support and the need for a new, enhanced service delivery model. A simplified hand-drawn diagram was used to view the big picture and initiate discussion. Staff would need to be able to explain the changes to families and carers in a simplified way

Personal development strategy

Originally staff were to have attended a two-day training day at a commercial venue, this was replaced with a more "hands -on" approach to learning that would give a more effective outcome.

Previous Outlook experience of using large information meetings for families and carers had resulted in very small attendance numbers. This time we focused on workshops tailored to the 12 smaller Outlook Community Groups. Participants invited their parents and CRU staff where appropriate, to attend a morning tea, lunch, afternoon tea or an evening pizza night depending on what suited invitees best.

As part the personal development strategy, staff were to be actively involved in identifying the best time and place for a meeting with their families and carers and booking venues. They would assist participants in creating the invitations and encourage participants to help, where appropriate, in preparing food and decorations for their workshops. Staff were to host their workshop, meet and greet attendees and participate in the discussions.

This practical, "hands-on" experience would allow staff to hear and participate in the education of the families and carers while reinforcing their own learning. Staff would hear the feedback first hand and be able to relate to differing family and participant needs.

The discussion of this strategy and the support required by staff was discussed allowing staff input into the process. See Appendix 1 Staff Information Strategy Meeting Report.

On May 10 and 11 as part of the research for possible new models and team personal development, Managers of Outlook One and Respite and Leisure and Lynne Baxter – Project Manager and Consultant attend a two day seminar on "Transforming Services To Create Better Lives". This event was conducted by Michael Kendrick and Jeff Strully.

It offered information on individualised services being offered in other countries and created a platform for team discussion on practical applications and their appropriateness to Outlook's enhanced model.

5. Organisation of group family/carer workshops

Following the Staff Information and Strategy meeting Community Group staff liaised with families and carers to find out what time of the day or evening best suited their Community Groups for a meeting. This had a more personalised approach and raised an expectation in families and carers.

It was recognised that families and carers would more likely attend a meeting if invited by their participant to come and see what they had been doing in their programs. As previously mentioned, community group staff organised their particular workshop.

Invitations were sent out, displays of work organised, decorations made and in some cases the preparation of the food to be offered. This involved many participants who were enthusiastic about the parent carers attending.

6. Delivery Family/Carer Workshops (10)

These workshops involved participants, community group staff, volunteers and management and were facilitated by Lynne Baxter. They were delivered in the most appropriate area for the families and carers at their nominated preferred time. Hallam, Emerald, Berwick, Narre Warren, Cranbourne, Pakenham and four using Outlook's Community Centre facilities in Pakenham.

Staff welcomed the visitors and each workshop commenced with refreshments and food. The visitors relaxed and socialised and then the information session commenced.

The meeting would then open with Outlook Senior Management welcoming the attendees and handing over to the external facilitator to explain the changes in the industry, the concepts of individualised self-directed funding and community inclusion. The meetings were small and encouraged discussion. Management and staff were able to give specific answers to questions and explain the bigger picture as to delivering services out in the community.

People were then asked to reflect on the positives from the Day Centre model and the things they thought needed to change. Their responses were listed on a whiteboard. They were then asked to do the same for the current Transition Model.

Finally they were asked to say what they thought should be included in a new, enhanced model. All of these comments were recorded by the facilitator for collating and analysis.

Families and carers asked questions and presented their opinions and ideas which gave staff a better insight into participant needs and options. These conversations were quite powerful because often regular communication with families was about the day's activities or participant health issues etc. Families and participants had the opportunity to share with staff and management about individual family needs, concerns, pleasures and what they wanted for their participant.

Staff have been part of this education process. They have a better grasp of the concepts, have ownership of the processes needed to achieve them and have a fuller understanding of the participant and their families.

All this occurred within the framework of individualised self directed service delivery.

A written response from a parent of a participant with high support needs wanted

" A program that is:

- individual
- takes into account her needs and abilities
- enables choices
- is offered in an environment that is safe and practical for her and the staff
- is fun
- expands her horizons, offers new experiences
- includes activities like swimming, music and art.
- is relevant to her daily life and is "flexible."

Staff also discovered how valued they were by the participants, families and carers and how happy people were at the increased personal growth and quality of life that participants were showing. It was very affirming for staff that their efforts were recognised and spoken of so positively by parents and carers.

Parent comment at one of the workshops.

Since his son had been part of a group meeting out in the community and doing a range of activities he had noticed a growth in his son's confidence. He and his son now had conversations about what each of them had done with their day and the contributions were equal. His son now had a better quality of life.

These small, inclusive, structured workshops were very successful with excellent contributions arising from the discussions from all of the groups.

They provided excellent data for consideration in the design of the enhanced model.

The Family and Carer Workshops gave us even better than expected results and justified the change in process. Outlook has 77 participants, 67 attended one of the 10 workshops along with 48 parents/families/carers and 12 CRU staff (some who care for more than one client). The feedback was very valuable. It confirmed the transition into the community, using small groups, has been very successful and this reassures Outlook that it is on the right track. It has also highlighted key areas that need to be addressed when enhancing the model.

There has been a high level of information dissemination to all who attended workshops. There is a strong sense that people now understand the change and support what Outlook is trying to achieve.

Outlook has experienced a much valued "re-connection" with families and carers. This was further demonstrated in the high family, carer, participant, staff and volunteer turn out for a rally to lobby the Government for replacement of the old Outlook Community Centre buildings. It was well attended and very successful.

It has also become clear, with the developing model, that the proposed small group piloting of the scheme would not be efficient. It would be difficult to implement on a small group basis and consequently the model will be piloted across Outlook One.

The piloting of the model was explained at the workshops and participants and their families/carers were informed of the Quality Framework and auditing requirements and that people may be contacted by auditors to give their opinions on the change. Families and carers have been encouraged to be frank and honest in those interviews as continuous improvement is important to the honing of the model.

Attendees at the workshops were also asked if they would be prepared to participate in a second round of consultations/information workshops so that the resultant model could be described and evaluated. With the exception of one parent who stated she was not interested and a male parent who said that his wife would be coming and would pass on the information, all attendees positively agreed they would attend another workshop. They had found the workshop valuable and informative on many levels.

It is intended that another round of parent, family and carer meetings will be conducted to report on the enhanced model and progress in the implementation via the Enhancing Sector Capacity project. These two projects are overlapping and the distilled data from the workshops will be used to further develop the enhanced model.

7. Amalgamation of the data, collation and analysis and distillation

The Staff and Family/Carer/Participant workshops provided a large amount of valuable data.

Participants were asked to reflect on the positives of the Day Centre model, and identify what needed to change. They were then asked to do the same thing for the current Transition model which has regional groups out in their local communities. Finally they were asked to say what attributes they thought a new, enhanced model should have.

The qualitative data was collected and recorded under old Day Centre, Transition model and Model 3 (Enhanced model) by positive and change headings. The data was then organised into common topic headings. Those headings were then overviewed and the data distilled into a document that listed the areas for consideration. It was presented retaining the provenance of the comments in regard to staff responses and family, carer and participants responses.

These are the headings used:

- Structure (of organisation)
- Safety
- Quality of Life
- Personal growth
- Communication both internal and external
- Staffing
- Activities (services)
- Training
- Transport
- Funding
- Facilities

The distilled data has been passed on to the Enhancing Sector Capacity for enhancement and implementation of the enhanced model.

Overview of data findings

Staff, Volunteer, Participant Representative Workshop Data

An overview of the data gathered from the Staff, Volunteer, Participant Representatives Workshop is set out below.

Structure

The structure of the enhanced model needs to be flexible to incorporate the changing needs of the participants and the activities they undertake. ie ability to cope with a level of tiredness, weather constraints, changes in activities and participant choices.

The enhanced model would need to consider age and disability needs as well as the region the participant comes from once the community group has been established.

Volunteers were identified as a way of enhancing participant experiences/relationships and community inclusion.

There was also a request for a contingency plan in extreme weather conditions ie. wet/hot day.

Staff

Staff comments fell into two basic categories:

(i) Staffing

The employment of "good staff" with a working ratio of 2:6 staff to participants and linking individual staff strengths to programs ie craft/sport.

The engagement of more staff and volunteers to provide individualised support approach.

(ii) Remuneration and conditions

The request for better wages, increased pay, flexible hours and days worked, one award for equality purposes and incentive schemes.

Administration

Staff wanted a reduction in paperwork and administration with more administrative time made available. Some staff made a particular request for separate administration time from training time. One day a month administration time was suggested.

Safety

The safety discussion can be encapsulated in the comment "Ensure that safety and risk plans are in place".

Training

Staff were interested in developing their skills and specifically mentioned computers, dealing with challenging behaviors, training on innovation, documentation compliance ie outcomes and general skill increase. Training was seen as opportunity to get together but not seen as needed "all the time". There was also a request that training resources be made available.

Funding

Funding restrictions were acknowledged. The need for more funding was identified and the following suggestions made. Fundraisers such as a fete, sausage sizzle, while promoting the centre.

Items staff and volunteers suggested could be funded this way were:

- Outlook community house - fully equipped per community group.
- Bus, garden, phone, computers.
- Courtesy bus to collect senior citizens and volunteers.
- Budgets for great activities.
- More funding for better staff to client ratio.
- Approach schools re: soccer, AFL, and cricket teams.

Resources

The discussions about resources produced a range of suggestions which included:

More resources in the community for high support clients ie change facilities, space, ramps etc. Staff also suggested access to speech therapists, OT's, physio communications and medical teams. Additional wheelchairs were also noted.

Staff also suggested the Community Centre be revamped to bring the community to Outlook and for better use of the land. The inclusion of a courtesy bus for the community centre was also suggested.

Time was also seen a much needed resource required by staff. Staff identified resources they would need as lifting equipment, personal organisers for all permanent staff, laps tops and access, (possibly via SMS) to mainframe. More volunteers were also included in the resources list.

Transport

Staff suggested that at least 3 additional wheelchair buses would be of use.

Again the suggestion of a courtesy bus for collecting volunteers etc from home to venue.

Communication

Internal

Staff were looking for a clarification of client and staff responsibilities in relation to the new community groups.

An efficient and timely internal communication system including a direct staff support contact available during work hours.

Opportunities to share time and experiences with other Community Group staff and include information sessions on providers of (community) services.

External

Better education of the community and general public on disability awareness and changing parental attitudes in relation to community inclusion. One suggestion was to "Build relationship with bus drivers - communication cards".

Time to carryout community development and networking with community groups and CRU's (group houses).

To develop sponsorship for 1 on 1 starting a day a month and increasing as the partnerships grows. Also suggested was "more activities be created for Outlook clients to do at the Outlook Community Centre which could also help advertise the centre".

Quality of Life

The responses from the workshop showed that there had been a major increase in participant's quality of life since moving into the Community Groups. In considering the enhanced model the following suggestions were made:

A need for opportunities to renew old day service friendships through social activities ie BBQ and or disco and it was suggested that social connections should be included in the support plans process.

Mobility and access needs to be addressed. Lack of accessibility and equipment ie lifts, equipment, clear aisles, toilets etc. in the community is a limiting factor. People felt it was not a priority for commercial venues to fix accessibility. There was a need for better facilities.

Increased flexibility of choice. To be able to choose to stay in or go out as sometimes there is too much community activity. To be able to make choices in relation to extreme weather conditions and noise/over crowding as in school holiday periods was also raised. Also there is a lack of flexibility for CRU's (group houses).

The suggestion that groups need to be matched for age, disability needs not just region. A concern that needs to be taken into consideration is the aging of parents and carers and participants.

Parents said it costs more to have participants out in the community and one parent asked how do we get more dollars from government and what parent involvement could there be?

Further participant training and reinforcement to handle the situations that may arise in the community needs consideration. This was coupled with the need for Disability Awareness Training for Public Bus drivers which would enhance the quality of life of participants.

There was a request for more parent social contact as a secondary consideration to participants' social needs.

Personal Growth

It was recognised that "Participants have difficulty "naming – what is wanted". Outlook should consider strategies for supporting participants to identify options, express their preferences, choices and make decisions.

Suggestions were made in relation to participants' personal growth.

That social connections be included as part of the support plan options.

On going education was seen as a requirement. The continued reinforcement of current travel skills with a broader travel education to handle unexpected situations and develop confidence.

One suggestion was a House to be used for training participants in home skills - a house for learning.

Activities

Staff suggested that there be more "Come and Try" days with pictures of activities and brochures and information on what is available.

Have more information on weekend activities and include them as options for participants.

It was suggested there "should be more individualised programs to help clients move towards their goals and achievements - help fund programs through fund raising and client participation".

Participant, family and carers data.

Safety

Initially the families and carers were concerned about safety issues and participant responses to change when moving to regional groups and meeting in the community as part of the community based model of service delivery. Families were reassured when they saw that people were supported through the change and that their participants were enjoying the changes. The responses were positive and people felt the model was safer and offered security.

When asked what they would like in the enhanced model, the responses were about building on the travel training with more informal education on dealing with a wider range of possible situations. i.e. missing buses or trains, unexpected but foreseeable events. The people were also aware that the enhanced model would bring other concerns about safety and wanted them to be addressed in the model's development i.e. being alone while waiting for long periods at bus shelters.

Personal Growth

The Transition Model resulted in many positive comments in relation to personal growth. There has been a noticeable change in the participants and parents and carers were keen to record those observations.

Comments such as able to "Try new things", "traveling independently" (mentioned twice), "life skills growing like everyone else", "increased confidence", "being like everyone else", "partnerships with other groups", "increased independence", "learning new skills" and "more potential to increase" (personal skills) and "contributing and being valued by the community". One parent rated the new model in the area of personal growth as "Positive plus" while another described their participant as "blossoming".

Parents were seeing increased social skills (both large and small), verbal and mobility skills increased, independent choices being made with talking and more conversations, new interests, role modeling appropriate behaviors and a willingness to try new things.

All groups were reporting increased personal growth and families and carers were very pleased with this outcome. In relation to the enhanced model everyone wanted the personal growth to continue. One parent suggested the use of a house to teach home skills- a house for learning be considered.

Quality of Life

The Transition model received 44 comments on very noticeable improvements in participants' quality of life. People talked of reaching goals, increased social and physical/health benefits and increased

independence and knowledge. Less incidents of concern occurred in the community based model with participants responding positively to the community inclusive model and the activities they were engaged in. They had a sense of contributing to and being accepted by the community.

New friendships are being made both within the groups and in the community. The University of the 3rd Age in particular was seen as a community relationship that was mutually beneficial for U3A members and Outlook participants but was also greatly appreciated by parents.

There is variety in the choices to be made, the ability to try new things and to celebrate personal achievements. Parents are noting increased confidence and communication skills

Structure

Transition changes were identified as losing friendships and contact with old Day Centre friends and a need for more social connections to be included in planning. The difficulty of poor disability access of facilities out in the community was recognised, including other issues such as at school holiday's times when it was noisier and even more difficult to gain access.

It was also noted that too many activities could also be a problem because participants could become tired. The need for the enhanced model to be more flexible in being able to meet participant needs, in terms of levels of activity, extreme weather and participants choice in activities. This would also encompass the need for better facilities to support people out in the community.

Communication

Internal

Parents and carers saw a need for developing strategies to promote social interaction and networking with parents and carers ie social/morning tea chat once a year.

Outlook to take into consideration a greater emphasis on communication and information sharing with parents and carers. People had enjoyed their workshops on many levels.

There was a suggestion that staff be conscious of the language they use when communicating with families and carers. Avoid using administrative jargon and use simple English in their explanations. The terminology has changed greatly and can have different meanings for different people. "What we name things – move away from old terms".

Some of the CRU (group house) staff have said they would like to touch base at least once a term and to receive feedback on term programs.

External

Parents/Carers reported a communication concern with taxi services including issues such as not listening, poor Disability Awareness, poor

customer service, differing charges for trips and not being reliable/on time. Public Bus drivers were also seen as needing education in disability awareness. Parents/carers felt there was a need for the government to educate the community.

Staffing

In relation to staffing, people were very complementary about staff and demonstrated confidence and trust in them. . They appreciated the "Interactions with staff friendships" and "Male carers – male companions". They also felt the "key workers were good". The comments expressed a confidence in the staff" and they were spoken of very highly in the workshop discussions.

These relationships should be developed with a greater emphasis on communication and information sharing. It was suggested that there should be an increase in staff numbers with the staff to participant ratio being increased. The observation was made that staff would need increased skills, training and support.

The following areas of concern were identified for consideration in the enhanced model.

If support staff are sick, it takes time for a new support person to get to the group. In the case of annual leave, group members may find the change concerning. Also participants can become too dependent on one person or (alternatively) can "become sick of" the same staff member.

Activities

Suggestions for consideration related to activities were, "Foster grandparent scheme", "Music therapy and massage", "Lost friendships/contacts-would like more social BBQ's", "Different programs over school holidays", "Specific group activities i.e. age/interest related to community", and "travel education".

Training

Training in the Transition model was perceived as positive with the parents/carers identifying their son/daughter had gained in skills and personal confidence. Life skills were also commented on with parents saying things like "Life skills growing, the same as everyone else." and "Increased confidence – traveling – fitter, healthier". It was noted that increased independence was being observed by parents and one parent said they were reaching goals.

Suggested training changes for the enhanced model covered both staff and participants, with parents/carers not noting any training needs.

Training topics for participants were more informal and included travel education, home skills (house for learning), learning to identify choices

and express them. Problem solving and safety awareness training, skills in community participation and relationships were also required.

Training for staff related to the different skill sets required for working in the community. Parents and carers saw the benefit of selecting the "right values-based" staff who receive appropriate training as required. Problem solving skills were also seen as necessary for staff.

Transport

The current Transition model received positive comments such as "Being familiar with area taxis/bus drivers", "I like the transport arrangements" and "respite transport (variety) a plus".

In relation to the enhanced model feedback included the need for more Outlook vehicles, the need for more disabled car parks and proper size, attention to transport needs and insufficient funding to meet needs. Disability Awareness education was requested for taxi drivers; "not listening, poor customer service, different charges for trips and not reliable/on time."

Funding

Parents recognised that to achieve participant goals is expensive. Costs have increased due to a greater uptake of community activity & transport costs. Government funding has not increased and one parent responded "Need more dollars from Govt. How do we say more dollars?"

In the enhanced model Outlook needs to be mindful of costs to parents/participants.

Facilities

Families/carers/participants requested "Better facilities", and "Lobby Politicians at election time."

Suggestions for the enhanced model included the need to lobby government for new Outlook facilities as it is election time.

There was a suggestion a house be obtained for teaching Home skills and a need to have alternative venues/facilities over school holidays and on extreme weather days for participants.

Distilled data by topic heading for use in the design of the enhanced model

The data from all workshops has been collated, grouped and analysed and the distilled data recorded. The provenance of the comments has been maintained by separating the participant, family and carer workshop responses from the staff, volunteer and participant representative's workshop comments.

The distilled data, listed under each topic heading as "Comments for design consideration", has been given to the Enhanced Sector Capacity team. It is being used in formulating the enhanced model.

Examples of the distilled data is in Appendix 3 or a full copy can be requested from Outlook (Vic) Inc.

8. Promotion of outcomes

Outlook Stakeholder Meeting and Newsletter

Outlook Inc is a large organisation. It is not always possible to bring all of it's stakeholders together to share information. Twice a year Outlook holds Stakeholder Information Meetings for approximately 40 people each meeting. Presenters from throughout the organisation present overviews of their role and what is happening in their service currently.

These reports are presented by employees, volunteers and participants. It allows attending people to get a snap shot of the current and diverse activities of Outlook and to remind people of our organisation's mission, vision and values. Those attending the Stakeholder Meetings take back to non attending staff/participants/volunteers newsletters with the information shared on the day.

In the April and September 2010 Stakeholder Meetings, our team of trained participant presenters took part in the delivery of progress reports on the Breaking the Mould project. The reports on these presentations and newsletters items are included in Appendix 4.

Breaking the Mould Presentation Outlook Annual General Meeting 2009

Several of the Breaking the Mould trained participant presenters delivered their speeches at the Outlook Annual General Meeting 2009 to a large audience of families, carers, staff and visitors. They were able to work with Outlook management to explain the Breaking the Mould project and were very well received. (See Appendix 1 for trainer's report

Developed materials for verbal and non verbal participants

An aid for support staff has been developed for use in the Individual Support Meetings to assist staff in explaining self directed funding. (See description in Appendix 5)

The aid will be trialed in upcoming support plan meetings and modified as needed.

The Outlook Participant Committee planned and delivered an "Imagination Day" workshop which resulted in each participant having the opportunity

to demonstrate things they were interested in through pictures. The resultant pictures will be used in the Support Meetings to start conversations and identify interests. The participants were keen to have such an event each year.

A simple cartoon comic book is being developed in conjunction with the Outlook Participants Committee. The cartoon book explains about client choice and self-directed funding by telling the stories of two new Outlook participants. The story will focus on the characters different needs and their experiences. See Appendix 4 for story line headings to be developed.

9. Thank you letter including progress report

A letter has been distributed to all families and carers thanking them for their involvement in the workshops. The letter reminds them that there will be a second round of workshops and they will have another opportunity to have input when the model has been enhanced. See Appendix 4f copy of letter.

This report has included descriptions of the Outlook Breaking the Mould Project process and can be used as a base information source for other interested service providers.

10. Promotion of outcomes and discussions at participant Personal Plan Meetings

Annual Support Plan meetings are currently being held with participants and their families and/or carers to develop the personal plans for participants for the coming year. The discussions have been fruitful with all stakeholders having a clearer idea of individualized funding and the options that are open to them.

The developing outcomes from the trialing of the enhanced model will be taken back to participants, families, carers, staff, volunteers and management through a range of workshops and meetings. All stakeholders will have the opportunity to comment and provide constructive feedback.

The process and findings of this project will be made available to other interested service providers.

11. The findings of Breaking the Mould Project provided to Outlook Enhancing Sector Capacity Project.

The data collected and evaluated has been passed on to the Enhancing Sector Capacity project team and it is being used to help inform the new enhanced model.

12. Final Reporting on the “Breaking the Mould Project

The production of this report describes the goals, KPI’s and processes used to achieve the Breaking the Mould Project. The report has been written as a resource for other services providers investigating service delivery models. The Appendices contain have evidential documentation that may also assist others and is provided in an electronic form.

Recommendations

1. That Outlook One build on the better understanding that family and carers have of individualised self directed funding by keeping people informed of the development and implementation of the new, enhanced model.
2. That Outlook One hold further community group workshops to convey information, educate, collect feedback and maintain the positive communication links that has been developed.
3. That Outlook One use the data collected from all stakeholders to develop and/or enhance the policy and procedures that will lead to clients and carers being proactive in determining what and how services will be delivered.
4. That Outlook One use data collected to develop an enhanced service model that is practical and sustainable.
5. Use the data collected to encourage participants and their families and carers to exercise choice in what services they take regardless of the complexity of their disability needs.
6. Outlook One to develop and/or enhance operational policy, procedures and administrative systems that take into account the needs of staff and volunteers working out in the community with the participants.
7. Outlook One to identify the resources and on-going training/education needs of staff, volunteers and participants out in service delivery.
8. Outlook to investigate enhanced recruitment and retention of quality staff.
9. Outlook One to continue to develop/provide learning aids to assist participants, families and carers to make informed choices about service delivery options.
10. Outlook One reflect back to funding bodies the financial constraints that families, carers and service providers are experiencing in supporting participants to achieve their goals through individualised self –directed funding and community inclusion.
11. Outlook One to continue to evaluate and apply continuous improvement in service delivery that offers participant choice that is individual, flexible and strength-based.

Further Information

The Appendices hold a large volume of documentation which is not included in the short Report version. Please contact Community Services Manager, Outlook (Vic) Inc for access to the listed documents, Telephone 5941 1535

Resources – Legislative, Policy and Practice

A Fairer Victoria 2005

Victorian State Disability Plan 2002 – 2012

Charter of Human Rights and Responsibilities 2007

Disability Act 2006

Disability Services Access Policy 2007

Disability Services Planning Policy 2007

Access to ongoing Disability Support DSR Registration Guidelines March 2007 Information and Policy Manual

Access to Ongoing Disability Support Resource Coordination and Allocation Guidelines March 2007

Disability Services Act 2006 Policy and Information Manual 2007

Disability Act 2006 Restrictive Intervention Guide 2007

Undue Financial Hardship Guidelines December 2006

Better services, better outcomes, stronger communities - The Quality Framework for Disability Services in Victoria August 2007

Standards for Disability Services in Victoria 2007

Disability Services Policy Statement Registration of Disability Service Providers 2007

Existing Futures for Young Adults Participants Guidelines (Years 1 – 8) 2005

New Directions for Futures for Young Adults Guidelines March 2005.

Appendices

The “Breaking the Mould” Project

Appendices Contents

Due to their extensive nature the evidential and supporting documentation, appendices will be provided in electronic form.

Document
Appendix 1 - Project submission and progress reports:
Enhancing Sector Capacity Grants BTM Submission (adjusted)
BTM Monitoring form Goals and KPI's 22 September 2010
BTM Participant presentation at Outlook Annual General meeting Report 9 November 2009
BTM Project Progress Reports 1 December 2009
BTM Planning Meeting Report 16 December 2009
BTM Staff Meeting Report 5 May 2010
BTM Project Progress Reports 13 August 2010
BTM Staff meeting Report 20 August 2010
Changing Days & Enhancing Sector Capacity Grants Project Progress Report 15 September 2010
Appendix 2 – Workshop documentation:
BTM invitation to the management, staff, participant representative and volunteer workshop
BTM Staff, participant, representatives and volunteers workshop session plan
BTM Draft information sheet for Family/Carer workshops
DRAFT community group and CRU's information sheets for family workshops
Family, carer, participants Workshop schedule
BTM family/carers, participants, staff workshop session plan
Appendix 3 - Data Analysis:
Examples of the data recording and sorting
Example distilled data to be used in the development of the 3 rd model
Appendix 4 - Promotion BTM project and outcomes:
Presentation by Participant at April 2009 Outlook Stakeholder meeting referencing the "Imagination Day" to support client support plans
Promotion of BTM at Outlook AGM – report November 2009
September Stakeholder Newsletter item (Hard copy newsletter available from Outlook Inc).
Newsletter item for the September Stakeholder Meeting 2010
Text of letter sent to all families and carers
Promotion of the BTM philosophy at 2010 Outlook AGM memo 12 November 2010

Appendix 5 - Verbal, non verbal aids to be used in identifying participant interests:

Short role play on changing philosophy in disability sector

Outlook Participant Committee - Imagination Day session plan/scripts

Staff aid for Support Meetings – available from Outlook One

Draft working notes for comic book (Hard copy comic examples at Outlook Inc)

Appendix 6 - Evaluations:

Evaluation form used for staff participant representatives and volunteers workshop and Evaluation Report

BTM staff, participant representatives and volunteers workshop evaluation report

Outlook One Client Satisfaction Survey 2010 – available from Outlook One

Commercial and retail service providers evaluation survey – available from Outlook One