

Unprecedented scrutiny of the disability sector

When it comes to quality, all organisations are now under the spotlight, being judged by the 1% of what goes wrong, not the 99% of what goes right. Organisations need to invest in ways to uncover the 1% – by looking and listening carefully and proactively responding – in order to quickly and effectively take control.

Following the revelations of poor quality care and abuse during the Royal Commission into Aged Care Quality and Safety, the spotlight now turns to the disability sector with a focus on Violence, Abuse, Neglect and Exploitation of People with a Disability.

Should the Disability Royal Commission follow a similar approach to the Aged Care Royal Commission, it is possible that there will be a requirement for organisations to disclose the following:

-  **Incidents** relating to substandard care (including all cases of violence, abuse, neglect and exploitation)
-  **Complaints** relating to the delivery of support (again, including all allegations of violence, abuse, neglect and exploitation)
-  **Actions** taken by the organisation in response to incidents and complaints disclosed, in order to prevent reoccurrence and improve quality

Reputational and commercial risks

Organisations are at risk if they do not have total commitment to quality from both the Board and Executive and the appropriate quality assurance (QA) maturity to collate, analyse and respond in a systematic way to complaints and incidents or adverse events. These organisations are open to reputational and commercial risks.

The quality and safety imperative

Organisations with quality and safety embedded in their governance, systems, processes and culture are better able to meet the needs and expectations of their stakeholders and participants and secure greater opportunities for growth, based on their trusted reputation.

High quality organisations invest in continually improving their governance framework, their technology and systems, and their day-to-day work processes. They also invest in enhancing their organisational culture through developing the capabilities of their people to sustain the delivery of the highest quality and safest services. It is a non-negotiable imperative and their number one strategic priority.

Quality and safety transformation

Successful transformation to a quality and safe organisation requires:

- 01** Fundamental changes in organisational mindset and culture
- 02** Transparency and agility to 'know' and to 'act' on quality and safety issues
- 03** A sustained whole of organisation commitment across governance, people, processes and technology

Strengthening quality and safety in the disability sector

Deloitte has a tried and tested approach to enhance the governance and operational capabilities of disability service providers in relation to the quality and safety of services for NDIS participants and other clients. Our approach includes an initial diagnostic assessment followed by a transformation stage, which engages our specialists to support you to address risks and deliver improvement initiatives.

Stage 1: Diagnose

We conduct an independent Quality Assurance Maturity Diagnostic to assess your existing quality, safety and governance processes against the NDIS Quality & Safeguards Practice Standard for Governance and Operational Management and other global best practice, and identify a prioritised roadmap of improvement opportunities.

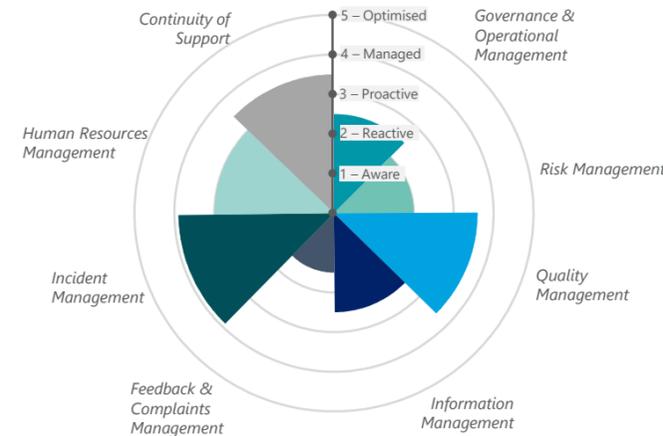
Making an active and decisive choice to know what is happening at the frontline of your services begins with examining the effectiveness of your existing quality, safety and governance mechanisms.

We support you to do this by performing a maturity diagnostic, that assesses key aspects of your risk management, quality assurance, and participant and client safety across your governance, people, processes and systems against the NDIS Practice Standard for Governance and Operational Management and other global best practice. Our assessment grades you on a scale from 'Aware' to 'Optimised' and generates a prioritised roadmap of improvement opportunities for you.

Outputs

- A holistic Quality Assurance Maturity Diagnostic, with an independent grading against each component of the Practice Standard
- Prioritised roadmap of remedial and improvement actions with practical steps to enhance your organisations ability to 'know' and to 'act' on quality issues

Example Quality Assurance Maturity Diagnostic based on NDIS Quality & Safeguards Practice Standard



– Andrew Everett, CEO Westhaven

Stage 2: Transformation

We will work alongside you to implement prioritised initiatives over three horizons - starting with risks requiring immediate remediation before turning our focus to improvement initiatives to optimise your long-term service quality and commercial performance.



Horizon 1: Stabilise

Implement initiatives requiring immediate action to avoid risks relating to quality, safety and reputation, including initiatives identified by the Royal Commission.

Example outputs

- Holistic risk management approach
- Comprehensive policies and procedures
- Incident reporting, investigation and response
- Complaints capture and response
- Targeted capability issues addressed e.g. medication management



Horizon 2: Improve

Develop improvement initiatives to strengthen insights, ability 'to know', and ability 'to act' focusing on governance, technology, processes and people.

Example outputs

- Risk profiling tools and processes
- Enhanced governance framework and board capability
- Enhanced technology and processes
- Dashboards and data visualisation
- Targeted learning and development
- Safety culture guides and leadership walkabouts



Horizon 3: Optimise

Focus on initiatives to optimise long-term service quality and commercial performance and respond effectively to opportunities for improvement and growth.

Example outputs

- Quality and safety embedded in:
- Strategic planning
 - Commercial sustainability and growth
 - Organisation, technology and digital transformation
 - Operational excellence
 - Organisational culture and learning and development
 - Whole organisation continuous improvement

Example outputs



"The safety of our clients and staff is always front of mind, as is our commitment to delivering quality services. This has been achieved by the whole of our organisation investing in a journey of transformation with the Deloitte team."

Deloitte Social Impact Consulting

Deloitte Australia's Social Impact Consulting Practice supports social sector organisations, government agencies and businesses to deliver greater social impact aligned to their vision and mission.

Our team is passionate about bringing the latest trends in strategy, technology and innovation from adjacent industries and global players to support social sector organisations to be 'future fit' in an increasingly complex, disrupted and competitive market.

We have a deep focus on the disability sector and work closely with a number of service providers to navigate the impacts of the National Disability Insurance Scheme (NDIS) and proactively prepare for the Royal Commission. We are committed to supporting our clients to deliver the best outcomes for their participants and clients.

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