

*Sector Peaks Panel*

# **CHSP Forum**

National Respite

30 July, 2015

# National respite

Communities of strong relationships that support the lives people choose

Support interconnected wellbeing between people with disability, frailty from age, mental illness and their chosen carers, families, and informal supports

# The market and the end of the community sector?

*..the idea that our sector can continue to meet society's ...needs by*

- *contracting to government,*
  - *expanding and aggregating organisations,*
    - *driving for greater efficiency, and*
  - *further professionalising, regulating and circumscribing care...*
- is a paradigm that is fundamentally flawed.*

*I sense it is sapping the very ethos and moral drive of the sector and, with it, the wider community*

*Tony Nicholson*

*Brotherhood of St Laurence*

# The Challenge...

- How do community organisations remain values driven
- In a market environment where we are asked to become businesses?

# Today's Presentation...

1. CHSP and community care
2. Small organisations and the future of the community sector
3. NDIS lessons
4. Transition survival recipe

# 1. CHSP and community care

## Sub programme 2

### Care relationships & Carer support

- 3 types: cottage, flexible, centre
- Carers not a target population

### Issues

- Innovation – incentive?
- Carers and carer support
- Carer/care recipient goal conflict
- Wellness and reablement for carers and in the respite context
- Emergency
- Inflexibility of non-residential respite – hours, continuity of staff, training, rural remote

### General CHSP issues

- Transition and grandfathering:
  - Carers and SG2 services
  - NRCP <65 year olds – case co-ordination
  - Community Options Australia
- Dementia:
  - Enacting core business
- Special needs:
  - Enacting obligations and monitoring
  - Requirement to engage with diverse local community
- Sector support and development
  - Small service business capability
  - wellness and reablement
  - Person centred care reform:
  - Equity of Access

## 2. Community sector in Australia

- The market takeover of the community sector
- The end of the peak body
- Preserving who and what we are:
  - Social justice – for purpose
  - Volunteers
  - Community based
- In a market mechanism
- Independence from government

# 3. NDIS Case Studies

## Service D: ~\$3m

Short Breaks, social & recreation, day programs, supported living, case management

- Very, very early transition no time to revisit strategic plan.
- Almost overwhelmed by the admin, cash flow and business operation challenges
- Lost some clients, but bigger share of wallet for others (eg ageing parents with new supports)
- Now revising scope of services (personal care, household, older people)

### Key insights

- Quality – big challenge to see client as support workers' boss
- Staff – NDIS price doesn't cover cost of experienced staff, or short term accommodation
- 2 years on strategy being reviewed
- Moving to look at support coordination

## Service E: ~\$2m

All types respite, social & recreation, after school and vacation, parent support

- Early transition
- Strategic plan didn't connect mission/values to a business model
- 20-25% more clients, lost 5% who wanted faster flexibility
- Almost went under managing cash flow, business process and system
  - Only got unit costs 18 months in
- Now revising strategic plan, and have a strong partnership for scale

### Key insights

- CMS/Business process must be an early, strong focus
- Quality: huge change to shift accountability from program to client focus
- Had to seek a partner to get systems and scale economies
- Moving to look at support coordination



# 4. The 'hard' and 'soft' business edge



# The Survival Recipe?

- Is the only survival recipe to achieve size and scope to:
  1. See the world in terms of bigger
  2. Business orientated over values based?
- OR can we:
  1. Work together in partnerships and collaboratively
  2. Achieving efficiency, raised community voice and innovation?

Or to put it another way...



Do you want to be M...

Or do you want to be James Bond?

