



WEBINAR 7

## Embracing Change

Applying the NDIS Practice Standards in Psychosocial Disability Services

Worker Screening and Worker Requirements for NDIS providers

# WEBINAR REPORT AND TRANSCRIPT

Webinar held on 29 October 2020, 11:00AM – 12:00PM

## Presenters

- Daniel Kim – Host, Redback Connect.
- Fran Cole – Director of Policy and Strategy at the NDIS Commission
- Laura Dorahy – National Director for Complaints and Reportable Incidents at the NDIS Commission
- Kimberly Hibbert – Key senior leader overseeing business improvement and operational excellence at Me Well.

## Participants

354 people registered to attend the webinar

## TRANSCRIPT

### DANIEL KIM:

Hello and welcome to Webinar Seven in the Embracing Change webinar series. I'm Daniel Kim your host, and I'd like to begin with acknowledging the Aboriginal owners of the land from which this webinar is broadcast today. The Gadigal People of the Eora Nation. I also pay my respects to the elders, past, present, and emerging. A quick word about language used in the Mental Health Sector and its use in reference to the NDIS. In the Mental Health Sector, the term consumer is used to describe a person accessing a mental health service. In the NDIS context, we will use the term participant. So, today's webinar is about worker screening and worker requirements for NDIS service providers. There are many facets to this, of course, and to help us navigate all the changes in regulation and what it all means for providers and workers, I'm joined by three presenters today. Fran Cole and Laura Dorahy from the Commission, joining me live in the studio and Kimberley Hibbert from Me Well joining us live via video link from Queensland. A warm welcome to all of you. And Fran, you used to be the Director of Policy and Strategy, but you are saying you are now the Director of Market Oversight.

### FRAN COLE:

Absolutely.

### DANIEL KIM:

But regardless of the title itself, your focus is still very much on helping providers understand their responsibilities.



**FRAN COLE:**

That's correct, so I work within the Registrar Branch. A lot of our work relates to ensuring providers understand their obligations in relation to the Practice Standards and the Quality Indicators. But also making sure that they do in particular understand their obligations relating to their workers as well.

**DANIEL KIM:**

Yes. And Laura, you are the National Director for Complaints and Reportable Incidents - and it's crucial that we work towards consistency across the whole country in worker expectations.

**LAURA DORAHY:**

Absolutely, the NDIS Quality and Safeguards Commission recognises the absolutely critical role that workers play in providing quality and safe supports for people with disability. And also, the role the providers play in supporting their workers to-to both meet their expectations and their obligations in providing that support.

**DANIEL KIM:**

Yep and thank you also for joining us in the studio during a pandemic. We are socially distanced as everybody can see. It's all well and good. And of course, on the topic of 2020, Kimberley joins us live via video link because such things are possible nowadays. Kimberley, you're the National Manager for Strategy and Workforce Development. You've been involved in managing a huge transformation program for Me Well.

**KIMBERLY HIBBERT:**

I have, we've really, I guess, you know, to - taken the bull by the horns, so to speak, for 2020 and try to make opportunity out of some of the challenges that we've been facing. And so, we've really looked to our - you know, looked to our organisational, setup and processes and so forth, to see where we could improve and where we could provide a better service for our participants.

**DANIEL KIM:**

It'll be absolutely fascinating to hear from the Commission from a regulatory perspective and then hear from you as a provider because that's how it translates into day to day work - that's - really wonderful to have all three of you with us. As usual, we are going to kick off with a poll today. On your screen you will see a pop up and we're asking you to rate your current knowledge overall of the NDIS Practice Standards and registration requirements, from one low, to five expert. The aim of course is the poll you at the end of today's program and see how you rate yourself having participated in the webinar.

While we wait for the last few poll results to come in, though - by the way, the results will come through on this trusty old iPad of ours, you will see on your screen where we are up to in the 10 part series Embracing Change. So, we're up and webinar seven today. And you can also see we've got some really good topics coming up. So, keep your ear to the ground about those.

And on the next slide, you'll see how we will split our time today between worker screening requirements and worker requirements. Just while you quickly read through the learning outcomes that are also now on your screen. I'd like to encourage you to ask questions on today's webinar. Tell us about your experiences and join the conversation.



We have set aside some extra time to go through questions, because we always run out of time. It's always a shame that we can't get through all those questions, but today we're going to go for an additional 15 minutes. Make the most of it and click the dark blue hand icon at the top of your screen to get involved. Also don't forget about the light blue hand icon – sorry, the light blue icon itself, where a lot of the resources we are talking about today can be downloaded from. So, we're happy with enough of the polls that have come through for now. And that means Fran, it's over to you.

### **FRAN COLE:**

That's great. Thank you so much, Daniel. Hi, everyone. Good morning. Great to be here with you today in the studio. Today we're going to be talking about predominantly the NDIS Worker Screening Check, which is becoming available in States and Territories from the 1st of February 2021, so three months' time. Providers already have obligations in relation to worker screening, particularly those in risk assessed roles. So, we'll also be discussing those during the process of the webinar today. Laura will be following me, and she'll be talking more generally about worker expectations. This is very specifically in relation to worker screening requirements.

So basically, the NDIS Worker Screening Check is a really important part of the Quality and Safeguards Framework. Governments have been working together. So, this is an initiative of both the Commonwealth and the State and Territory Governments. Since 2016 when the Council of Australian Governments agreed that they would implement a national worker screening process for the NDIS. It's been signed and committed to by all Premiers and First Ministers and also obviously the Prime Minister. The Intergovernmental Agreement on Nationally Consistent Worker Screening is the document that sets out the roles and responsibilities for all parties in terms of state/Commonwealth roles.

And the NDIS Commission is primarily responsible for the development, the establishment, and the maintenance of a national NDIS Worker Screening Database, which will record the outcomes of NDIS Worker Screening Checks. So, this is something very new. States and territories will be responsible for processing and assessing checks through their established Worker Screening Units in each State and Territory and uploading outcomes to the database. And there'll be some shared responsibilities between the Commonwealth and states and territories. And that includes building the evidence based around worker screening. So, this is very different to the current system that we have in place at the moment where each State and Territory have individual and often quite diverse worker screening requirements. This is a national check, so that means that workers will be able to move across Australia if they have an NDIS Worker Screening Clearance in place, and work in risk assessed roles for registered providers. So, this is very new and different.

As I said, the Check is going to start nationally from the 1st of February. And also, as I said, it's going to replace those existing arrangements and set that single national standard for all workers. So, when fully implemented, registered NDIS providers have to make sure workers in risk assessed roles have a valid clearance in place. I'll be covering what risk assessed roles are a little bit later in this presentation. So, as I previously said, the NDIS Worker Screening Database is held by the Commission and that will hold the record of the clearance and exclusion status of all workers who've undergone an NDIS Worker Screening Check. Just to let you know too, that the information held about workers who've undergone a screening check will be very minimal on the database. So, it's really about ensuring that employers can identify the workers that have undergone the Check and the status of their clearance. Registered NDIS providers nationally will automatically be given access to the NDIS Worker Screening Database. So, for registered providers, a tile will automatically appear on your COS Portal, that will allow you to access the database from the 1st of February 2021.

The other thing that's very different about the NDIS Worker Screening Check is that workers are going to be subject to ongoing monitoring across the country. And that means, even though the workers have undergone a screening check and may have secured a clearance, that clearance can be reassessed depending on information that may come through from



Police or courts, or from the NDIS Commission or other sources, in relation to activities that workers may have undertaken that may require a reassessment of their clearance.

There's going to be a transition period in each jurisdiction where formal checks are recognised. So, it's not necessary for workers and employers to get an NDIS Worker Screening Check from the 1st of February 2021 if they have an existing screening check in place, that already meets their State and Territory Transitional and Special arrangements. I'd really recommend providers access the NDIS Worker Screening - sorry -the NDIS Commission website, which is where those Transitional and Special arrangements are set out, to ensure that as a registered provider, you're complying with the relevant requirements in your State and Territory. And that those Transitional arrangements will continue to apply in certain cases until they expire, or in some states, a certain date is in place.

So, this is basically just to walk you through how the NDIS Worker Screening Check will work. It's very different obviously to processes that are in place at the moment. One of the things that's very different about it is that the worker has to submit an application for the NDIS Worker Screening Check. So usually these checks will be online, and workers will be able to access the Worker Screening Unit in their state or territory through an online application. At the time of application, workers will need to nominate an employer. So, the employer relationship has to be in place, or is planned to be in place, for that worker to be able to apply for an NDIS Worker Screening Check. And the reason for that will become obvious as we just move through these steps.

So, what will happen when the worker applies, is that they will need to pay for the check. The cost of the checks are set by State and Territory Workers Screening Units. And that at this stage, I don't think those prices have been set, but they will be available on the worker screening websites once they go live. The Worker Screening Unit will also confirm the identity of the worker for the purpose of the NDIS worker screening check, which is obviously an important element to make sure that the worker is who they say that they are.

Then the state or territory Worker Screening Unit will submit an application to the NDIS Worker Screening Database. So, the Worker Screening Unit sends a message to the NDIS Worker Screening Database saying that this particular worker has applied for an NDIS Worker Screening Check. The NDIS Worker Screening Database will receive the application. It then sends an email notification to the employer that the worker has identified, so that the employer can access the database and verify that there is an employment relationship, or a planned employment relationship with that worker. So that verification by an employer is very important, because it then allows the process to move to the next step of the Worker Screening Unit, assessing the application.

So, when the employer verifies the worker, they become linked in the NDIS Worker Screening Database. So that means that employers are able, when they log onto the NDIS Worker Screening Database, see a list of their workers that have either applied, or have received a clearance or an exclusion for their particular organisation.

The NDIS Worker Screening Database then notifies the Worker Screening Unit that the application has been verified by the employer and the application will now be considered a valid application for the purposes of the assessment of the clearance.

The Worker Screening Unit will then complete a risk assessment of the worker, based on the information that they have to hand. The Worker Screening Unit issues the worker a clearance, if they have risked assess them as appropriate and that they won't provide - they won't – they won't be an unacceptable risk to people with disability.

The NDIS Worker Screening Database sends an email to the linked employers to advise the worker has been issued a clearance. So - registered providers will receive an email from the database saying that that worker has been cleared.

The NDIS Worker Screening Database continually sends worker information to all State and Territory workers screening units, for national ongoing monitoring. So that means that NDIS – NDIS providers are able to check in real time, whether that workers clearance is actually in place and hasn't been changed.



The NDIS Worker Screening Database will also keep employers updated - updated for status changes of their workers. So that means if the workers screening unit becomes aware of some situation that might change or amend the clearance of the worker, they can trigger a reassessment of that particular worker and that person's clearance might change to an exclusion, depending on the assessment.

So, these are the possible outcomes of an NDIS worker screening check application. There's the clearance obviously, which means that the person, the worker, is able to work with NDIS participants in risk assessed roles for registered providers. There's an interim bar, which may happen at the application process, where there is an issue flagged, and the Worker Screening Unit needs to take additional time to assess that worker's application. There may also be a suspension, which is when the workers screening unit may receive additional information that requires a reassessment of that worker's clearance and they may also be an exclusion.

This is information about exclusions that may occur under the NDIS worker screening check at application. So, an applicant who has been convicted of the following offenses or categories of offense, will automatically be issued an exclusion by the Worker Screening Unit and there'll be no right of appeal, provided that they were 18 at the time of the offence. And these include, obviously very serious crimes, like murder and attempted murder, serious assault against a child or a vulnerable person, the sexual assault of a child or a vulnerable person, child pornography related offences, abduction or kidnapping offences against the child or vulnerable person involving a sexual or abusive element, and serious offences against animals.

So, who needs a Check Clearance? So just to be clear, registered providers already have obligations in relation to the screening of their workers. It's no different in relation to the NDIS Worker Screening Check Clearance. So, these requirements stay in place whether the worker holds an existing Transitional or Special Check under the existing arrangements, or whether they hold an NDIS worker screening check. The obligations for registered providers are still the same and it is up to the registered provider to ensure that workers in risk assessed roles, have the appropriate clearance to be able to work with NDIS participants.

So registered providers are required, as part of their registration, to ensure all their work is in risk assessed roles, with more than incidental contact with people with disability, have an acceptable current check or a clearance in place. So, this really spells out what a risk assessed role is. Risk assessed roles include key personnel roles. Key personnel is actually defined under the NDIS Act and it relates to any decision makers in the organisation in relation to that organisation's operations. So that might include the Chief Executive Officer, for example, or board members.

Whilst which the normal duties include the direct delivery of specified supports, or specified services to an NDIS participant, there are a number of specified supports or specified services that are listed under the NDIS Practice Standards Worker Screening Rules. These are available on the NDIS Commission website. And they're generally higher risk NDIS supports and services which might include specialised behaviour support, for example, and roles for which the normal duties are likely to require more than incidental contact with people with disability. So, contact includes physical contact, face to face contact, oral communication, written communication and electronic communication.

So more than incidental contact relates to a number of things that may relate to building a rapport with the person, to physically touching that person for the purposes of providing NDIS support and services or for example, working within residential accommodation. It's also really important to remember that if you have contractors and volunteers that are working in risk assessed roles and that have more than incidental contact with people with disability, as a registered provider, you need to ensure that those people also have an appropriate clearance or NDIS worker screening check from the 1st of February in place.

This is a question about who works out which workers are in risk assets roles, and that's a responsibility of registered providers. So, there's a requirement around registered providers, not only identifying which jobs need a check, and ensuring that NDIS workers in risk assessed roles have an appropriate check in place. Providers also have documentation requirements in



relation to those roles. They have to document why it's a risk assessed role. Also, the date that the role was assessed and the name and the title of the person who assessed that role.

So, workers who do not have more than incidental contact with people with disability as a normal part of their jobs, are not required by the NDIS Commission to have a check, but the employer may choose to have those workers screened. There's a couple of good case examples on the NDIS Commission website that you might like to refer to for those particular workers that do not have more than incidental contact and how a registered provider might consider making that decision.

So, as I said, record keeping is a really important part of the NDIS worker screening check and also worker screening generally until the NDIS worker screening check is introduced. Registered providers are required to maintain a written list of all workers who engage in risk assessed roles. So it has to include a range of things, including the name, date of birth and address of the worker, the risk assessed role in which they are engaged, their application number, their check number and outcome expiry date, any allegations of misconduct against a worker who has a check, and any action that has been taken by the registered NDIS provider in response. These records have to be kept for seven years and they have to be made available to quality auditors or the NDIS Commission on request. One of the great things about the NDIS Worker Screening Database is that it will keep a list of workers that have undergone a clearance. It will also include what their workers screening application ID is, will also include the outcome of their screening application, and it will also include the date of expiry of that check, as well as whether they are eligible to work or not.

So obviously registered providers undertake - have to undertake other strategies to identify and minimise the risk of harm to people with disability in relation to workers. And these include things like the NDIS Code of Conduct, with which all providers and workers in this space must comply. And that includes unregistered providers as well as registered providers. Registered providers in particular must ensure that they actively promote a culture that does not tolerate abuse, neglect, or exploitation, and that focuses on continual upskilling education and training for their workers. It's also worthwhile for registered providers and unregistered providers to point their workers to the Work Orientation Module, which is available on the NDIS Commission website and is a really comprehensive module about how workers can - meet their obligations under the NDIS Code of Conduct and other obligations that they might have if they work for a registered provider.

It's also important to note that some states and territories will not allow workers to commence employment until they have a clearance. So, this means that if a worker has applied in a particular state or territory and their clearance has not been awarded yet, that worker is not allowed to work. This is - this varies from states and territories. So, it's really important that registered providers are aware of the requirements in their relevant state. Information about that and links to the relevant states and territories are available on the NDIS Commission website.

In states and territories where working on application is allowed. So that means when someone has submitted an application, they are permitted to work by that state or territory, the NDIS provider has to make sure that they have a satisfactory written Risk Management Plan in place to ensure that NDIS participants are not put at risk when they're supported by an NDIS worker who doesn't yet have a clearance in place.

This is just a bit of information about what Worker Screening Units will consider for an NDIS Worker Screening Check from the 1st of February 2021. Worker Screening Units will review a range of information for all applicants. And what you'll note is that this is much broader than the checks that are currently undertaken in most states and territories. So, it will include things like national criminal history information, any disciplinary and misconduct information that might be provided by the NDIS Commission. The outcomes of any previous NDIS worker screening checks, additional circumstances, information that might be provided by Police or courts to the Worker Screening Unit, and any other information that might be relevant to determining an applicant's eligibility for a clearance. And these might include things like civil penalties, their international criminal history, state based reportable or notifiable conduct schemes.



So, this is just a quick run through what the benefits of the NDIS worker screening check are. What's really exciting about the NDIS worker screening check is that for the first time self-managed participants can have a close to real time view of the clearance status of workers that are working for them. So, if a self-managed participant requests that their NDIS worker undertakes a check and that worker undertakes a check, the self-managed participant is able to apply to the NDIS Commission for access to the NDIS Worker Screening Database. Workers can work across Australia with an NDIS worker screening check. so that means if their check is awarded by - their clearance is awarded by the New South Wales Workers Screening Unit, they're able to work across the country.

It should also - it's really important to realise too - that the NDIS worker screening check does not necessarily, or does not replace, other checks that might be required if you're working with a particular cohort. For example, Working With Children Checks are still required in some states and territories.

The other thing that's a benefit of the NDIS worker screening check is that consistent risk assessment processes will be in place across the country in all Worker Screening Units. And that means that a worker will get the same clearance outcome no matter where they apply across the country. Employers too, as well as self-managed participants, will be able to view in one place the clearance status of their workers as the database provides a list of workers and the clearance status. And the clearance, if provided through the NDIS worker screening check, and it's not reassessed or overturned, it will last for five years.

The other element that's really important about the NDIS worker screening check is the ongoing monitoring element. And the check therefore is not a static check. And so, states and territories will take on ongoing monitoring against cleared workers using Police, court records and other available information to determine their ongoing suitability for clearance.

So, prior to 1st of February 2021, it's really important, as I said earlier, that registered providers understand they have current and existing obligations to meet requirements of worker screening. So, states and territories all have a range of special arrangements for screening in place, with which registered providers are still required to comply under the Workers Screening Rules. And these requirements are set out by State and Territory on the NDIS Commission website. So, I'd very much encourage you to go and have a look at those.

If a worker's current clearance expires before the NDIS worker screening check is introduced in a state or territory, that worker is required to undergo a check in accordance with the Transitional and Special arrangements for screening in that state or territory. That is, those arrangements that are set out on the NDIS Commission's website. And providers must be able to show auditors that they have clearances in place for risk assessed positions. And again, those record - those record keeping requirements apply regardless of whether it's an NDIS Worker Screening Check, or those acceptable Special or Transitional checks.

After February 2021, registered NDIS providers have to make sure that all existing or new workers in risk assessed roles, have either a current acceptable check in accordance with State and Territory Transitional and Special arrangements secured prior to 31st of January 2021, or an NDIS worker screening clearance to work in risk assessed roles with NDIS participants. So, State and Territory checks issued under Special and Transitional arrangements prior to the 31st of January, will be recognised until they either expire or a certain date has passed. So that means that a worker who holds the current check that meets these requirements, does not need to get an NDIS worker screening check, until that either expires or that certain date has passed. So very important to remember that, that it's not required, if workers have an existing and acceptable check that meets those special requirements. They do not need to undergo a NDIS worker screening check on the 1st of February. There is that transitional period. But you must still continue to make your record keeping requirements.

So for more information, we very much encourage you to visit the NDIS Commission website - includes a range of information including your worker screening requirements for registered providers, as well as the Transitional and Special arrangements, in terms of acceptable checks and also a list of what those specified supports and specified services are. We really encourage you to become familiar with all of those elements of worker screening.



And that's it from me. Thank you so much Daniel. Hopefully, that was helpful for people in assisting them to understand obligations for registered providers in relation to workers screening.

**DANIEL KIM:**

Thank you very much Fran. Listening to your presentation, thinking there are so many benefits to this. So many benefits.

**FRAN COLE:**

It's really exciting. And obviously it's a very important element of ensuring that people that work with NDIS participants in close contact don't pose an unacceptable risk to those participants.

**DANIEL KIM:**

Yes. Speaking of those workers, it's probably a great segway into Laura's section. Expectations of Workers. Take it away please.

**LAURA DORAHY:**

Excellent, Thank you. And I think Fran's covered a little bit of what I was going to talk about today, so you'll definitely see a theme going through both presentations today. So, as we started in the introduction, it's really important to recognise that the NDIS Quality and Safeguards Commission absolutely recognises the critical role that workers play in supporting people with disability and providing those safe and quality supports. But we also recognise that providers also have a role in supporting their staff to meet their expectations. So, I'm going to be talking more generally today about what are those - some of those expectations of workers and how can providers assist their workers to meet their expectations.

So, when the NDIS Commission talks about a worker, what do we mean by that? It's really quite broad. It can be paid workers, it could be unpaid workers, people who are self-employed, so people who may be running their own business, and they're the only employee. Employees in the, in the traditional sense of the word. Contractors, consultants you may have, and volunteers that you may have coming in to provide supports and services. So, when we talk about these expectations of workers, the expectations apply to everybody in that list. Anybody that's providing those supports to NDIS participants.

So, what does the NDIS Commission mean for workers? And I think Fran brought up previously the NDIS Code of Conduct. And it's really important that the NDIS Code of Conduct applies equally to providers as it does to workers. And we do expect that workers have read and understood the NDIS Code of Conduct. It's absolutely important that workers have a deep understanding of what their expectations are under that Code of Conduct. And we're going to step through in the coming slides about what parts of those Code of Conduct mean, and how they are practically applied when you're supporting somebody with disability.

When we look at the Code of Conduct, it's really important to note that the NDIS Commission does have a number of compliance and enforcement actions that it can take, where there has been a breach of the Act, Associated Rules and Code of Conduct. We can actually issue compliance and infringement notices to providers and we can also ban providers from engaging in the NDIS supports and services, where there has been a serious breach of their obligations. I would note at this stage that that ability to ban actually extends to workers as well, where there is a serious and substantial breach of the NDIS Code of Conduct by a worker. So absolutely, we understand the important role of workers providing supports to people with disability, but we also take it very seriously, the need for workers to understand and apply their obligations in the workplace.



So, when we looked at the NDIS Code of Conduct, what does it actually say? So it says that you need to act with respect for the individual rights to freedom of expression, self-determination, and decision making, in accordance with relevant laws and conventions. What does this mean? That means - about providing support, while taking into account people's cultural beliefs, their faith, their sexuality. So, it's about giving participants choice and control in the supports and services that they receive. And providing those supports in a culturally appropriate and safe manner.

Respect the privacy of people with disability. Privacy goes beyond just handling information in a sensitive way. It also speaks to delivering services and supports that maintain personal dignity of NDIS participants. So, when we talk about privacy, I think it's a little bit more broader than just that Information.

Provide supports and services in a safe and competent manner with care and skill. What does that mean for workers? It means we expect workers to maintain and develop their knowledge in relation to safe service delivery for the participants by which they support. And it also means about keeping accurate and timely records of the care and support that you provide.

Acting with integrity, honesty and transparency. So, what does this look like? Providing accurate information about yourself to your employer. Disclosing any conflicts of interest that you might have, but also avoiding any unethical practices such as over servicing.

Promptly, raise - take steps to raise and act on concerns about matters that may impact the quality and safety of supports provided to people with disability. Later in this presentation, we're going to talk a little bit about how to identify risks in the workplace for people with disability. And it could be as simple as moving something out of the way to prevent a risk. But it actually goes further than that and talks to, if you're noticing systemic issues within the organisation – with which you work, that you're raising those with your management. It might be that you're noticing that there's concerns around mealtime management. It's about raising those concerns with your organisation and the provider that you work for, so they can address those issues and provide additional guidance to staff.

Take all reasonable steps to prevent - respond to all forms of violence, exploitation, neglect, and abuse. Research has shown that people with disability are - far greater risk of experiencing violence, abuse and neglect. So, this is absolutely about both recognising where that occurs within the supports that you provide, but also where that might be happening for a person with disability or NDIS participant in the life that they live generally. So, is that occurring within their community? And taking the necessary steps to act on those disclosures the participants might make to you, as a worker.

Take all reasonable steps to prevent sexual misconduct. People with disability have the right to sexual expression and to develop and maintain sexual relationships. It's also an expectation that workers will adhere to the highest standards of behaviour when providing supports to people with disability. And this includes maintaining appropriate professional boundaries when providing supports to people with disability and NDIS participants.

So, they are the key facets of the NDIS Code of Conduct. That is how it's set out in the act and rules. However, there are more extensive guidance on the NDIS Commission website, around both what does the NDIS Code of Conduct mean for workers and some more in-depth case studies about how it might be applied. And I encourage you to go on to our website and seek out that information.

How does the NDIS Commission help workers meet their expectation? We've created a 90 minute interactive online course that assists workers to better support people with disability. And Fran mentioned this earlier. This is a really important cause and we encourage all incoming workers into the sector to undertake this course. We also expect that all existing workers will also complete this course. It takes 90 minutes to complete, and you do get a certificate at the end. It has actually had an incredible uptake in the sector of people completing the course. And I do have the numbers here that at 30 June 2020, we actually had two hundred and forty-three thousand five hundred and eighty-two workers who have completed our work or orientation module. So again, if people haven't completed the work orientation module,



I really encourage you that it is a good place to start on understanding your obligations as a worker.

Part of being a worker is understanding around incident management. From time to time in service provision, incidents will occur. But effective incident management is essential to providing quality and safe disability supports and services.

Registered NDIS providers are required to have an Incident Management System that is both appropriate and proportionate to the size of their organisation. That Incident Management System is both for the reporting of incidents that occur, and also to demonstrate their response to incidents when they do occur. That Incident Management System needs to be accessible both to people with disability and workers who work for that provider.

In some instances where serious incidents occur, the registered NDIS provider is required to notify the Commission about certain types of incidents. I'm not going to go into those types of incidents today, but if you need more information on the types of incidents that are reportable to the Commission, please visit our website and you'll be able to obtain more information.

The NDIS Commission has recently produced a number of resources to help workers to understand their expectations in relation to incident management. And the first one is a card that can be carried around by workers and gives us the following information. It's around how do we make sure everybody's safe when an incident occurs. The first one is call triple zero. Sometimes we find in certain circumstances, workers will not call triple zero and may call a team leader, or a manager, to get permission to call triple zero. If there is an emergency when you're providing supports and services, especially a medical emergency, it's absolutely critical that you call triple zero and manage the immediate risk of harm to you and the other people around you.

Once you've actually made everybody safe, including calling triple zero if required, it's really important that you implement your workplace incident response plan. That workplace incident response plan should be part of your Incident Management System. It will tell you what to do, once you've made everybody safe, about who you need to tell about the incident, how you need to document the incident, and what the next steps are. Again, it's really important that you tell your manager or supervisor about the incident, because they may have obligations to report the incident to the NDIS Commission.

We've also got a number of other resources about how to identify and respond to incidents. And we've got a poster which relates to six steps that workers can take about identifying - responding to incidents. You can print a copy of this poster from our website, or you can contact the NDIS Commission for a hard copy. I'm just going to run through, quickly through the steps that that poster refers to at the moment. So again, firstly, we'd like to see that we're attempting to stop the incident from happening in the first place. So, we do expect workers to take all reasonable steps to prevent harm. Again, as I said before, this might be just moving something out of the way to stop a falls risk. Or it might be noticing a change in practice in relation to manual handling or mealtime management, that you might need to discuss with your manager. And again, use your manager and supervisor to check in if you're unsure about what needs to be reported.

The next thing is to ensure immediate safety. So, when an incident occurs, as I said, it's really important that we call triple zero if needed. And we just wanted to reinforce that. If you have a medical emergency or another emergency going on - while you're providing NDIS supports and services, it's absolutely critical that you call triple zero first, and then you notify your manager or supervisor. And once you've made everybody safe, then you follow your incident management procedures.

Sometimes incidents will occur where you are not present for the incident. We usually refer to this as a disclosure. This may be a NDIS participant coming to you and telling you that another worker, or another person in their life, has allegedly assaulted or psychologically abused them or an allegation of sexual assault. If you do receive these types of disclosures, it's absolutely critical that you record and report this information. To tell your manager as soon as possible, to reassure and support the person with disability. And listen to the person writing down the



details in their exact words. It's really important that you also ask open questions and avoid leading questions.

And it's really important to tell the person with disability that you have to report the incident. Taking a disclosure can be a sensitive matter. And we've got more information on our website to support workers in how to respond when a disclosure is made. You may receive a disclosure where something may have happened, either in a supported accommodation or in the person's own home. And if that does happen, it's really important that you're able to protect the evidence. What does that mean? It means that not disturbing the evidence that might be required for an investigation. If it's an allegation of sexual assault, please try to delay the person bathing or showering until the Police arrive and do not wash the person's clothing or bed linen but keep these things safe.

We spoke a little bit about before, about calling triple zero, but there's also instances where you may need to report, either a disclosure, or an incident to the Police. It's important to report that alleged offense to the Police as soon as possible. And it's important that you tell the Police that the impacted person is a vulnerable person and identify to the Police whether the person with disability will need communication aids, or other supports. And it's really important to support the person with disability when they're dealing with Police. So, the person with disabilities wishes are made known, and they're appropriately supported.

Again, we keep reinforcing the importance of recording and reporting. It's important the disclosure that the incidents are recorded in the incident management system and that you advise your manager and supervisor of the incident, so that they can report it to the NDIS Commission if required.

You need to give your manager or supervisor any notes you have taken. But it's really important that you don't proceed to interview the person who's allegedly responsible for the incident, until your manager or supervisor has advised you to do so and especially, if the Police are involved.

So, the NDIS Practice Standards talk about Human Resource Management and this kind of, this links into expectations of workers, because now we're moving to, how do we expect providers to support their workers to meet their expectation. So, the NDIS Practice Standards say that each participant support needs are met by workers who are competent in relation to their role, hold relevant qualifications, and have relevant expertise and experience to provide person centered support.

And our practice standard guidelines go a little bit deeper into what that actually means. So, it means having records of the pre-employment checks that Fran spoke about earlier. Having an orientation induction process that is in place and completed by workers. Having a way in which the provider can record the performance of workers and that that feedback is documented. And having a training record so that you can identify what training each worker has undertaken. And again, something that's really important is timely supervision and support. So, we're expecting our workers to meet their obligations under the NDIS Code of Conduct, we expect providers to provide timely supervision and support and feedback to assist their workers to meet their obligations.

So again, we have a load of resources on our website that includes information for providers about reportable incidents and incident management systems. We have our card, as I discussed before, that can be carried around by workers, about how do we keep everyone safe. And we also have our resources for identifying and responding to incidents. So, I really encourage people to jump on to our website, check out those resources, print them off, and get them in use within your organisation.

We also have four videos that we've just released around notifying the NDIS Commission of reportable incidents. What do you expect from the Commission when you report incidents and the benefits of effective incident management? Again, encouraging everyone to jump onto our website. There are only about four minutes long each. But it'll give you a really good indication for your organisation and for workers about what their expectations are. And again, please contact us at [NDISCommission.gov.au](http://NDISCommission.gov.au) or at our phone number on 1800 035 544 if you have any questions. Thanks Daniel.



**DANIEL KIM:**

Thanks Laura. There are so many bits of important information there. And what I really liked was the overarching theme that came through about controlled choice and dignity. Because we're talking about the provider and the practitioner but it's really about the participant. Everyone's got like a responsibility to each other.

**LAURA DORAHY:**

Yeah.

**DANIEL KIM:**

That was quite good.

**LAURA DORAHY:**

We've got a couple of ways we can do this. One was to go to a Q&A, like a panel Q&A with both of you now on the topics that we've discussed. Or I'm looking at the time also I might just throw straight to Kimberley...

**LAURA DORAHY:**

Yeah.

**DANIEL KIM:**

And then we'll get to her session and we'll have like a combined virtual and panel Q&A session at the end.

**LAURA DORAHY:**

Sounds perfect.

**DANIEL KIM:**

So, Kimberley is waiting online on standby. Kimberley, thank you very much for being with us. Could you take us through your presentation of what things like from a provider's point of view?

**KIMBERLY HIBBERT:**

Yeah certainly. So I just wanted to start off by really reiterating Laura and Fran have provided some excellent information there to potential service providers, or existing service providers, about what it takes to meet your obligations and to provide a safe environment for both staff and for participants. From a Me Well perspective, I think, you know, what I'd like to talk about is how we've gone through a bit of a journey over the last 12 months or so. And what that has led to in terms of using the tools that the Commission provides. So, for example, the practice guides and the Code of Conduct, to really use that as the foundation and bedrock for the improvements that we're looking to make. So, I'll be talking about transformation and workforce development and what we're sort of looking at the moment. So hopefully everyone can see the slides as I'm scrolling through. Because as Daniel mentioned earlier, I am in



Queensland, I'm not in the studio there, so please shout out if it doesn't seem like it's working.

So, I guess, you know, from a Me Well perspective, we've been around for a number of years now and we're part of the broader Neami National Group. And so Neami National has been providing psychosocial disability services for many years. And - Me Well was developed to focus specifically on providing service delivery to NDIS participants. And we really started off, as you know, a bit of an offshoot of Neami and we were sort of, we went into the NDIS thinking -okay, yep, we can do this. and this is, you know, similar to what we were doing before, and it won't be a problem. And that attitude, I guess, you know, was quite suitable for a couple of years. And then I think we reached that critical mass where we realised, as an organisation, we needed to really consider how we were providing our services and how we were structured, so that we could continue to meet our obligations and make sure that we were providing that quality and safe service to our participants. So the Transformation Program is really against the banner under which we're looking at a number of different things that are really focused on the quality and the outcomes of our service for our participants, and the experience that our staff have when they're with us.

So, as you can see on this particular slide here, we've got five key areas that we're looking at. And they are practice supports, management supports, staff supports, systems support and organisational supports. So, we actually went through a process of doing a really deep dive with our staff and with some of our participants, to understand what was important. So really get to the nucleus of what it is that we need to be thinking about, when we're trying to provide that quality and safe service.

So, we went through a number of activities to get to what you see on this slide here, which is where we've got a number of focus areas. And really what it all sort of centers around is, are we providing the right tools, knowledge, and information to complement the skills and experience of our staff to then provide that quality and safe support services to our participants. So, for us that really comes down to our internal processes and systems and our induction program for staff. So that really speaks to what Laura and Fran were talking about earlier, in terms of, you know, the screening checks, as well as the learning environment and the skills and things that we need to be considering when we're hiring staff. But also, then bringing them along the journey in their time with us. So we went through a process to know where we are and also to understand where we want to be, and then keeping very mindful of what our obligations are, so that we can make any changes in terms of our organisation to keep those obligations in mind, whilst endeavouring to look at the areas we can improve.

The one thing I'd say is that change is really challenging, which is why I've sort of got that as a bit of a headline there. We've really worked hard to uncover what some of the barriers and challenges are that our staff face, that might impact them when they're trying to deliver those high-quality support services. And, you know, we have to be aware of what these things are so that we can then work them into the solutions that we're developing in our service at the moment. So things that we've learned along the way that may be useful to anyone that's here today, is that if you have robust programs of support and those are things like policies, processes, guidelines, and systems, then you can deal with change within your organisation and change that's happening within the sector much more effectively. And again, this comes right back to the Code of Conduct and the practice guidelines that are already in place by the Commission. You could use those to develop your robust policies and processes and so forth, which means that you'll be much better positioned to respond to change. Engagement is really key, and we found it really important to engage, not only with our frontline staff, but also with some participants to understand it from both sides about what is important and what we need to be mindful of.

And what I would say is to anyone who is out there, that is potentially a manager of frontline staff, expectations management is really important, and when I say that, I mean your expectations as a manager. It's really important to understand that you can't expect your staff to do the right thing or provide a particular type of service, if you don't give them the things that they need to support that. So, I'm talking about the right tools, the right information, training



and understanding of what the priorities are. If you can give that to them, then that's how you support them to do the things - that means they can meet their obligations as a worker within the NDIS.

In terms of the change process that we're going through, I wanted to share what sort of methodology we're using. So, I don't know if anyone's heard of agile change methodology, but that's the project management style that we're using. And so, we're actually breaking things down into two-week blocks and focusing on what we can achieve in a particular two weeks. So that we can be really focused and targeted about what we're trying to do at any particular given time. And that way it doesn't, you know, lead people into that state of overwhelm where they've got too many things to focus on, or too many things to do. Whether or not you follow the agile principles to the letter is you know, is up to whether that's suitable for you or not. But for us, it's been really beneficial in terms of - we've got a very significant scope of change to undertake. And if we sort of, you know - a few things at a time within a two-week timeframe means that we can - (inaudible) quality outcome and add incrementally as we go.

As I mentioned earlier, induction for us is really the cornerstone of where this all starts coming together. So, it's where we can really take the time to make sure our staff have what they need. They understand their obligations and we can work with them to make sure that we're meeting those obligations. Our main focus is providing a high quality and compliant support service. So, the induction process or program rather gives us the opportunity to focus on that and to really make sure that that shared understanding is there, as an employer and for our staff as well.

We definitely leverage the existing supports. So, Code of Conduct the Service Provider Guide, all of the different frameworks, how we manage our incidents and reportable (inaudible). We really strive to provide meaningful induction process and not just sort of tick box (inaudible) and sort of move on. And we found that that in itself is a really great way to meet our obligation and to assist our (inaudible). It also creates an environment for success. If we're all on the same page, we're all moving in the same direction (inaudible) - is that, you know, we are minimising our risk of (inaudible) we don't want to happen.

So just to, I guess, speak to a little bit of the Code of Conduct specifically and how that looks in a practical perspective. This table sort of just gives you a bit of an understanding of what we're doing. So as far as, you know, training competence and qualifications of staff, we have an LMS, we have an HRIS is a human resources (inaudible) We do our screening checks. We have policies covering recruitment, induction, learning and development. And we have procedures which is more like your actual practical application of the systems and the policies, so in terms of our induction program and our supervision program. So those are the things that we have in place that aim to meet that aspect (inaudible) In terms of the service delivery being consistent with the codes.

So again, our HRIS helps us keep track of our qualifications and registrations of employees. Our intranet is very controlled and means that all of the information that's available for people is current and up to date. We make sure that we are checking the applicable legislation and professional codes on a regular basis. And we have certain procedures and certain checks that we do (inaudible) what our staff checks, and qualifications look like. And we have a service delivery operational guides that really support consistent service delivery. From a health and safety perspective, we have an incident reporting system called Risk Man. We also have policies in regard to reportable incidents and health and safety. And we have again, the operational guides and work health safety program organisationally wide that supports that.

Record keeping, which I will talk a little bit about. We've got our systems. So LMS, our HRIS, (inaudible) custom database that we have and that's CES stands for Customer Experience Support. And that's actually a Microsoft product that we have that keeps all the records for our participants, and it's a fully integrated product with Outlook (inaudible) suite of products. So that's really, you know, for us a very helpful tool in making sure that our record keeping obligations are met. And then we can integrate and import and export from there as needed into the other systems like the HRIS or SharePoint or whatnot. So that's really (inaudible).

Policies around information management and we adhere to the Health Records Act and the Australian Privacy Principles, which is really important for people to be aware of. And we have,



you know, Management Guidelines and Practice Guidelines (inaudible) Management Operational Information as well. So that's just a bit of a, I guess, landscape of how we (inaudible) our obligations under the Code of Conduct.

**DANIEL KIM:**

Kimberley, if I could just jump in for a second there. There's a couple of moments where you dropped out just a little bit.

**KIMBERLY HIBBERT:**

Sure.

**DANIEL KIM:**

When you were explaining what the HRIS stood for you dropped out. Can you just confirm that for us please?

**KIMBERLY HIBBERT:**

HRIS is a Human Resources Information System.

**DANIEL KIM:**

Information system.

**KIMBERLY HIBBERT:**

So, it's where we keep all of the staff (inaudible) their personal details, their qualifications, any of the information we need to make sure that they are (inaudible) obligations that they need to meet.

**DANIEL KIM:**

Yep. Thank you for clarifying, please continued.

**KIMBERLY HIBBERT:**

(inaudible) So one of the other things I guess I wanted to touch on as well is, as a service provider, you're probably sitting there at this point saying, oh my gosh, there is so many things I need to do. How on earth and I going to keep track of all of this, monitor, make sure the right things are in place? I have to have policies for everything. It can seem very overwhelming.

And certainly, if you're an organisation that's, you know, new or looking to start out in the NDIS or your smaller organisations with limited resources, it can almost seem impossible. But what I really wanted to recommend is that there are ways that you can lighten the load for yourself, and we are being expected to do more with less. And that's not just within the (inaudible), you know, the health services sector nationally.

So some things that you might consider would be leveraging the sector resources that already exist if you don't have someone in-house that can do that type of stuff, or even if you do and you just want some support. There is some amazing organisations out there that are very willing to share information and resources with you. So definitely have a look into that. Certainly, the Commission and the NDIA themselves, provide lots and lots of information and support resources that you can use. That means that you don't have to start from scratch. So, hundred percent, I would encourage people to get out there and have a look at what is already out there. Because if it's already out there and it's published and people are



successful, then there's a good chance that that's something that you could take and you don't need to reinvent the wheel, as far as those things go.

Your staff will have existing skills, knowledge, information (inaudible) that you can tap into. One of the key learnings of our Transformation Program is that our staff are probable (inaudible) untapped resource. So, their previous experience and the experiences they have day to day, are so important for you to (inaudible) share across your organisation. It's very easy for teams, if you're in a somewhat larger organisation, teams to focus on (inaudible) region, but if you can get people working collaboratively across regions or across states, then you know, you will definitely benefit from that. And there's a lot of learnings that can be shared there. And its systematizing things as much as possible is really key to being able to create that (inaudible) that provides the quality outcomes that you're looking for.

Cliché to say, you know, we've got a checklist, but checklists are so easy to develop and so helpful. And it just helps the person who's doing the activity or the piece of work, to keep what's important front of mind. So, you know, everybody loves a checklist. Use a checklist, or if you've got other, you know, very easy user-friendly documentation that you can put in place that will help your staff, highly recommend doing that type of activity.

I did say before (inaudible) information and data management. This is my personal sort of passion area. I spent a number of years working in information and data management across corporate sectors. And it's, it's amazing once you understand the value that you can (inaudible) information and data, of how you can then improve and continuously improve, and get those quality outcomes for the participants. So, if you, as it was mentioned earlier, I think it was Laura was talking about having systems in place that (inaudible) to the size and complexity of your organisation. (inaudible) people keep that in mind when you're looking at, you don't have to go out and purchase a top of the line CRM system or Information Management System or anything like that if you're a small organisation. It's great if you want to do that, but you don't have to do that. The things that you need to consider is that, is your system user friendly and accessible for your staff? Can you train people in it and are you able to maintain people's competency in that particular system? Is the way that you use it documented and understood. So, do you have a policy or a process or some kind of guidance material around it?

And if your emphasis is on the impact and understanding the importance of quality data, and quality information, then what the actual system is itself, is not that important. So I've seen a lot of smaller organisations that do use Excel and network drives and maybe have a cloud repository for their documents and so forth and what - if you're a smaller sized organisation and not too complex, then that might be suitable for you and you don't need to go and get a big database. So, I'd really recommend people to have a critical think about what it is you actually need and what you're going to be able to sustain moving forward. Because the last thing you want to do is implement a system that you can't manage and that you can't control. And then you've potentially spent some money that you didn't need to spend. So I think that, you know, I can't overemphasise the importance of being very critical and intentional in the way that you go about your information and data management as a service provider, because the benefits of a well-managed IDM system or practice is amazing.

And I guess the last thing that I wanted to sort of talk about is that if you are, you know, either setting up your, your organisation to be a service provider in the NDIS or you're considering the areas that you might need to potentially improve in, the one thing that we're sort of coming to realise at the moment at Me Well is that transformation plays a long game. You can't fix everything all at once. It's incremental and you've got to do things, sometimes in a certain order, but definitely one step at a time. So, you've got to try and balance improvement in the critical areas with a really considered approach to cultural and behavioral change that allows for your staff to discover, potentially fail, and then grow. You know, is -as the slide sort of says is quite clichéd, but it's very true -our staff are our greatest asset, so we need to make sure we're investing in them in the right ways. And by being able to understand and leverage the tools that the Commission and the NDIA give us in terms of the Code of Conduct and the Practice Standards, the (inaudible) make sure that we are equipping our staff to do the best that they can and provide that (inaudible) service to participants. So that's all I really wanted to say and definitely happy to take any questions as they come.



**DANIEL KIM:**

Excellent Thank you very much. Kimberley. So many nuggets of wisdom there in your presentation. Lots of (inaudible) tips for the providers (inaudible)to be taking away. So that does bring us to the fabled Q&A session. It's a really good thing that we've added an extra 15 minutes to today's presentation as opposed to cutting it off on the hour. So, we've got about eight minutes for us to go through some questions. We've had a fair few come through. So again, even though we've added time, I don't think we'll get through everything.

Some questions were submitted beforehand during the registration process. So, if the wording on some of these questions sounds a little FAQ'ish, it's because they are. We've taken a fair few questions. It's like, I'm from Victoria, what about X, Y, Z, or hey in my situation, what do I do? So, we've taken some similar questions and we've worded it into questions where we can address everybody in one go. So here we are -let's kick this off. First question for you Fran actually this one.

**FRAN COLE:**

Of course.

**DANIEL KIM:**

How does the NDIS worker screening check interface with State and Territory requirements, particularly the Victorian Disability Worker Commission commencing 1st of July next year?

**FRAN COLE:**

So, they're quite separate. So, as I discussed earlier, there are particular requirements that the NDIS Commission has. Registered providers adhere with requirements that are listed in the NDIS Practice Standard Worker Screening Rules. And as we've discussed today, that will meet the requirements for the NDIS Commission for the purposes of compliance and their ongoing registration.

**DANIEL KIM:**

Thank you. Laura here's a question for you. Laura, you spoke about expectations of workers described in the Code of Conduct. How do these apply to the recently announced psychosocial recovery coaches?

**LAURA DROTHER:**

Sure, so the psychosocial recovery coaches are required to be registered NDIS providers. So as a registered NDIS provider and somebody working for a registered NDIS provider, you will be covered by the NDIS Code of Conduct - and that will also apply to those people coming on board in that really important role.

**DANIEL KIM:**

Thank you. And Kimberley here's a question for you. Tell us a bit more about Me Well's approach to professional development and supervision.

**KIMBERLY HIBBERT:**



(inaudible) So you know, two very important aspects of how we support (inaudible) in professional development and supervision. Our supervision program is part of what we're looking at in our Transformation Program. So, we're really looking at how we can elevate the elements of supervision, to adapt to the changes that are happening in the market at a level of sophistication for our staff, in the way that they approach their particular work. So, we're looking at getting it more holistic is what I would say. So, it's not just focused on this happens, therefore you need to do this next time. It's really about considering our employees, you know, the totality of the experience they have as an employee and how will all of these things link together. So, definitely not treating anything in a (inaudible). When we're looking at, you know things that are being spoken about (inaudible) supervision and how (inaudible) use the concepts from that and potentially look at learning opportunities or professional development opportunities. So, there's nothing that's happening in isolation from the other areas and what that leads to is a more enriched experience for (inaudible).

**DANIEL KIM:**

Yes, absolutely. Thank you very much. And of course, do please keep those questions rolling through. It's the dark blue hand icon at the top, if you needed a reminder. Not that you do because there are so many questions coming through here. Fran, here's another one for you, what can service providers do to get ready for the introduction of the NDIS Worker Screening Check?

**FRAN COLE:**

The best thing service providers can do is to make sure that they're meeting their existing requirements for NDIS worker screening. So those are the things that I talked about in my presentation, ensuring that workers that are in risk assessed roles, have got the acceptable checks in place to ensure that they can work with people with disability, NDIS participants in registered providers. There are also those record keeping requirements that are really important. So, the worker screening requirements don't change, they remain static and the same. It's really just the way the check changes from the 1st of February 2021.

**DANIEL KIM:**

Thank you. Here's another one coming in for Laura. Laura, what kind of evidence do service providers need for the HR Management Module?

**LAURA DORAHY:**

Sure. So, as you know, if you're a registered NDIS provider, there will become a time where you go through a renewal of your registration and an audit. And an auditor go out and audit you against the NDIS Practice Standards. Again, the information required is appropriate and proportionate to the size of your business. Very much similar to what Kimberley has talked about. So, they would be looking for things such as evidence of orientation, evidence of a training module and training records, records of supervision sessions. That doesn't mean that you have to, as Kimberley said, go out and by the top of the line system to be able to record that, it's simply about having a record that is actually proportionate to the size of your business.

**DANIEL KIM:**

Thank you, and Kimberly here's one for you as well, what advice would you give to the - inaudible-

**KIMBERLY HIBBERT:**

Sorry, there's a bit of feedback there. I can't quite hear what you said.



**DANIEL KIM:**

The question is, what advice would you give to smaller service providers who are looking to refresh their HR systems?

**KIMBERLY HIBBERT:**

Sure, so the notion of HR systems, you know, it's quite a big sort of area. So, you might be talking about HR systems from how you - you know, recruit (inaudible) about it, from how you manage your ongoing requirements as far as record keeping, performance management, all that sort of thing. It's a massive area.

So, what I'd say is that it is helpful to start by understanding what you need. So, if you have, you know, less than 20 staff, what you need is not as complex as what, if you had one hundred staff for example. You still have to meet your obligations in certain areas. So there's going to be some level of similarity in what you have to do, but in terms of systems, I'd encourage people to not necessarily think of systems as a whole in one package that covers everything, because sometimes that's just not possible. You might have to have a couple of different things if that meets your need, and particularly in reference to you know, things like budget for smaller service providers. If you don't have a half a million dollars to go and get a completely integrated database platform, then you're definitely not going to be able to get an all in one type of system approach to that.

So, there's an element of practical thinking about it. What's the most efficient, productive way that we can meet our obligation? Start with that. And then from there you can look at how can I improve this and maybe integrate this with something over here, to continue to improve as time goes on.

**DANIEL KIM:**

Yes, Mind you. I think we'd all be very happy if we, all of us had half a million dollars just sitting there.

**KIMBERLY HIBBERT:**

Absolutely. I don't think anyone would say no to that.

**DANIEL KIM:**

If they do, I'll take theirs. And just in the interest of time, we've got so many more questions coming through. We are not going to get through these. So, we will get back to you offline. We will take it no notice and get back to you with some of the resource packs that get sent out at the end of the webinar. So that does bring us to the end of the program today. Kimberley, Fran and Laura, thank you so much for your time and your input today.

**FRAN COLE:**

Pleasure.

**LAURA DORAHY:**

Thank you.

**DANIEL KIM:**



It's great having you on. And also, we naturally now want to ask you to rate your overall knowledge of the topic, having watched this webinar. Same rating system as before, so let us know how you do rate your knowledge now. You are going to see that pop up on your screen again, one through five. And the results here are going to be immensely helpful for us in understanding the effectiveness of these webinars and bringing you better ones in the future.

So just to give you a bit of context. Earlier on in the program, we had forty-three-point nine percent of the respondents say they were at a two, which is one from the bottom, and thirty-six-point four percent say they were at a three. And then the other three options were pretty negligible, six point one, ten point six, three point zero.

The answers that are coming through now. We've got nobody sitting at - a person just came through -but we've got almost nobody sitting on the lowest rung. We've got that, the second from the bottom that's gone from forty-three-point nine percent down to eighteen point two. And they pushed themselves up from about fifty-two point, and it's moving as I speak. Fifty four percent now on the sound, which is number three. Twenty two percent are rating themselves as advanced. And the experts, they're still the same. The experts were experts before this webinar.

But that's really, really encouraging. We're getting people to move from the ones, twos and threes, to the twos, threes and fours. That's a testament to your presentation today. Kimberley, Laura and Fran, thank you so much. Also thank you to everybody joining us online as always.

For more information on anything we've touched on today, visit the Embracing Change Project website by going to the MHCC website first. Click on projects, and then you'll be able to access all of the resources for each webinar. This is things like recordings, transcripts, slide packs and the resource packs that we mentioned earlier at the Q&A. So do keep an eye out for an invitation to the next webinar. You can register for the topic of Quality Management and Improvement. And before you go, please take a minute now to complete a quick survey to which you will be automatically taken. Thank you for your company once again and for joining us from across this wonderful sunburnt land of ours. We'll see you at the next webinar and until then, it's goodbye from us.

ENDS.