



## *Empowering Lives through Community, Change and Choices*

### S.C.O.P.E. Inc. Strategic Overview 2018 - 2021

#### Background

S.C.O.P.E. Inc. is a disability support service based in South-East Queensland, currently providing support to over 50 adults with disabilities across 20 service delivery outlets with funding from the Queensland Government through the Department of Communities, Seniors and Disabilities.

The organisation is facing a number of strategic challenges due to the implementation of the National Disability Insurance Scheme (NDIS). Addressing these challenges will fundamentally change how we work, as the market moves to choice and control for service users.

#### Transition to National Disability Insurance Scheme

The transition from the current quarterly government funding in advance model, to a contestable market environment with individualised funding packages, (National Disability Insurance Scheme (NDIS)) requires that S.C.O.P.E. Inc. fundamentally changes our business model.

In order to keep the costs of the NDIS scheme in budget, the NDIA is proposing an efficient price for service delivery. The efficient price concept requires organisations to ensure that back office efficiencies are found. At the time of writing, the NDIA is currently undertaking a review of the pricing of services under the framework.

#### Elements of Successful Operations in the NDIS Environment

Based on a review of the data from NDIS Trial Sites, information received at conferences and discussions with other providers working in trial or rollout sites; successful organisations in the NDIS environment have the following characteristics:

- Strong efficiencies in back office processing
- Lean management structures
- Outsourcing tasks that are not core business or that can be performed by others more efficiently
- Ability to be agile
- Respond quickly to changes in the external environment
- Be truly customer focused
- Have clear effective delegations
- Ability to easily scale operations in size
- Not be a one size fits all service -tailor the service to meet the agreed needs
- Strong relationships and trust between the organisation and clients and families

These elements have been incorporated into S.C.O.P.E.'s strategic response to the externally imposed changes required by the implementation of the NDIS. We have worked with our teams and experienced



advisors to design our response to the NIDS, to ensure we maintain quality service and customer satisfaction through this time of change.

## S.C.O.P.E.'s Response

### Balanced Scorecard Approach

In order to ensure that S.C.O.P.E.'s strategic approaches do not solely focus on one area of the changing environment, we have adopted the Balanced Scorecard Approach as the key underpinning of strategy development. We have identified four elements that are fundamental to service delivery.



- Quality
- Customer Satisfaction
- Financial
- Staff

These four elements contain our key business drivers. As can be seen from the diagram, each area is equally important. The key business drivers will direct and control the rate of change and the nature of that change to ensure that, as we change, we:

- Achieve required quality, health and safety standards;
- Deliver agreed Client outcomes and satisfaction;
- Develop trusted and valued teams; and
- Sustainably operate and grow under the NDIS.

#### Quality

The key drivers of Quality that MUST be in place and fully compliant with the NDIS framework include:

- Client Service Agreements
- Individual and Behaviour Support Plans
- Medication regimes
- Accredited systems, compliant delivery

#### Customer

The key drivers of Customer Satisfaction that MUST be in place and fully compliant with the NDIS framework include:

- Personal Pathway plans
- Real life outcomes
- Robust client evaluation and feedback

#### Finance

The key drivers of Finance that MUST be in place and fully compliant with the NDIS framework include:

- Client Service revenues and budgets
- Sustainable cost of delivery and support
- Financial audit, ACNC and legal compliance

#### Staff

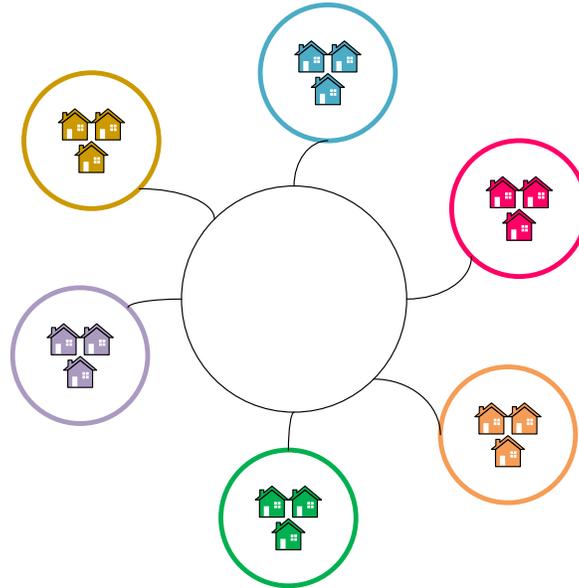
The key drivers of Staff that MUST be in place and fully compliant with the NDIS framework include:

- Trusted Valued Teams
- Workforce planning
- Individual and Team Development Plans
- Review systems and effective delivery



## Hub and Spoke Model

Aligned to our Balanced Scorecard approach, we will be implementing a Hub and Spoke Organisational Model. This decision has been made as the hub and spoke structure will enable us to obtain and build on the characteristics of successful organisations in the NDIS environment. Decisions service delivery and team management will occur at the house, on-site. The central support hub will provide assistance and governance to the House Managers



Within the supported accommodation environment, House Managers will be the key contact point for decisions relating to that house; managing rostering and staffing, performance, client and family liaison. Through the House Managers Program, S.C.O.P.E. will develop our House Managers to ensure they are appropriately skilled and supported to effectively deliver service and manage the house.

## Business Partners

To augment our own significant experience at SCOPE, to minimize the risks of us “getting it wrong” and to help us deliver the “best” solutions we can, we have identified and are currently working with a number of suitably experienced partners, including

- Accountants and Business – SRJ Walker Wayland
- Significant Change – Hunters Management Consultants
- Human Resources – Evolve Workplaces and Jobs Australia
- Legal Advice – EMA Legal
- Quality Audit – Global Mark and BizQual

We are also working with an expert disability practitioner (who audits for Global Mark in other States of Australia) to ensure that the support and governance we provide is best practice.

Edmen Community Staffing Solutions continue to provide us with support in relation to our roster management needs



By Using external expertise to take care of non-client facing and core activities we can minimise our costs and risks. Importantly, we can also increase the time we spend supporting clients

## Growing with the NDIS

### Our Vision

S.C.O.P.E. Inc. believes that the rollout of the National Disability Insurance Scheme provides an opportunity for all persons with disability to be given the support and opportunity to ensure they are empowered to build partnerships within their community. In responding to the fundamental changes and different mechanisms brought about by the implementation of the NDIS, we have adopted the following as our vision.

*S.C.O.P.E. Inc. gives individuals and families an opportunity to grow and develop by delivering quality, flexible support with a trusted solutions focused team*

### Our Values

The changes that we are making have been externally imposed due to the rollout of the NDIS. However S.C.O.P.E. Inc. intends to remain strong in its commitments to ensuring that everything we do focuses on our five key S.C.O.P.E. values:

*Support - Community - Opportunity - Partnership – Empowerment*

### The Future

In its planning, the Management Committee have determined that the rollout of the NDIS offers an opportunity for S. C.O.P.E. opportunity to grow and the implementation of the Hub and Spoke model will enable this growth to take place in line with our vision and values. Detailed strategies have not yet been developed for the growth target.

*Our first priority is to build an effective organization focused on Quality, Client satisfaction, skilled and trusted teams, delivering sustainably under the new NDIS.*

