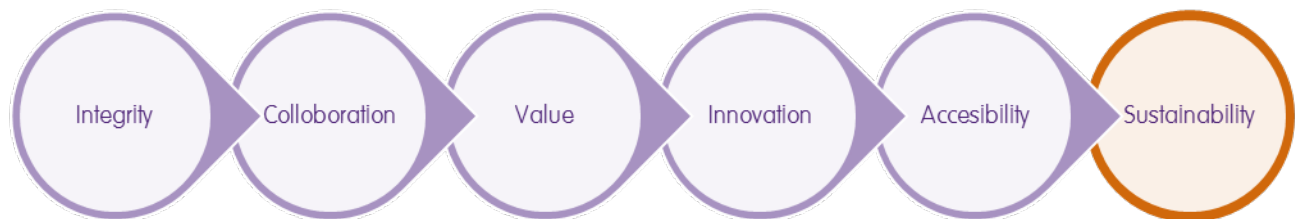


## HCA Disability Services Policy 6 Service Management



Integrity, Collaboration, Value, Innovative, Accessibility and Sustainability - are the values that underpin all of our services and relationships.

## Policy Statement

HCA's Customer Service Charter represents our vision and core values and sets out what our customers can expect from HCA when they select us to provide their service. HCA's Customer Service Charter commits to:

- Providing a valuable service delivery
- Promote independence and person centred approaches
- Treating all people with, respect and dignity
- Listening intently to what is important to you
- Providing flexible and innovative options
- Responding to you in a timely manner
- Providing a safe, supportive and holistic inclusive environment for all people
- Informing customers about changes and challenges in delivering their service that may occur
- Welcoming and acting on your feedback and complaints to enhance your experience with us
- Customers are informed of their inherent human rights and are supported to exercise and empower their rights and responsibilities
- Customers are respected for their worth, dignity, individuality and privacy
- Strengthening customers cultural, spiritual and language connections, and including the cultural connections for Aboriginal and Torres Strait Islanders
- Customers have the right to their full potential in areas of their life

To deliver on the intent and principles of our Customer Service Charter, HCA is committed to protecting all individuals and safeguarding from abuse, harm, and neglect, while promoting the Charter of Human Rights.

HCA customers can expect that HCA will:

- Maximise the individual opportunities and enhance the outcomes of our customers by HCA having the right culture, good management, effective quality management systems, community engagement and excellent governance practices
- Manage our corporate governance practices effectively and efficiently ensuring HCA service and supports are person centred
- Have a with the knowledge, skills and training to be able to provide objective, independent judgment about the corporate affairs of the organisation

- Deliver a high quality, flexible and responsive service, that supports all aspects of our customers' human rights
- Have in place effective quality management systems and practices for all parts of the business, including strategic planning processes at Board level, service management and day to day processes in all Divisions
- Use HCA's Quality Management System and our customer complaints and feedback processes to inform and direct continuous improvement across the organisation

## Purpose

HCA customers will receive a service and supports that are well managed and delivered by skilled workers with the right values, attitudes and experience to meet the customer's needs.

To meet or exceed HCA's Customer Service Charter and the National Disability Services Acts and Standards and comply with all other relevant legislation

## Scope

The National Disability Services Acts and Standards relate to the provision of disability services for people with a disability and recognise the role of families, friends, carers and advocates.

This policy relates to all activities of HCA. Each area of HCA is required to take responsibility for ensuring full understanding of the commitments outlined in this policy and implement relevant systems, procedures, workflows and other strategies that will direct the development of HCA's culture of Customer Service.

## Policy Details

The principles and intent of this policy will be achieved by;

- Putting the customer front and centre of the design of their service and in control of all decisions about the supports that are important to the customer in achieving their goals and outcomes
- Upholding all aspects of our customers' legal and human rights through effective and efficient governance, ensuring the roles and responsibilities of the Board of Directors are clearly defined, documented and available (refer HCA Customer Handbook).
- Embedding consultation and feedback opportunities for our customers, their family and carers and all other stakeholders
- Utilising all informal learnings from feedback, complaints, networks and conferences and proactive learning from training and research to inform our continuous improvement and strategic plan
- Continuously monitoring HCA services, activities, policies and practices to evaluate whether organisational objectives are met
- Monitoring strategic and business plans to ensure they are implemented in ways that maximise consultation and community engagement
- Ensuring HCA meets relevant legislation requirements and ethically governs its financial and human resources

Engaging a Board of Directors who:

- Oversee the strategic planning cycle and provide visionary direction based on customer consultation, person centred thinking, modern contemporary best practice and sustainability
- Annually and bi-monthly review activities against strategic and business plans to ensure they are implemented as designed
- Continuously monitoring and evaluating HCA services, activities, policies and practices to ensure organisational objectives in particular the Customer Service Charter are being met

- Ensures HCA meets relevant legislation requirements and ethically governs its financial and human resources
- Provide objective judgment about corporate affairs separate from operational matters
- Actively seek customer feedback and are accountable to, and acting in the best interests of, stakeholders to support HCA to be a collaborative, responsive organisation
- Ensure the roles and responsibilities of the Board, Senior Leadership team and the workforce are clearly defined, documented and readily available
- Act to ensure the integrity of the accounting and financial reporting systems, systems of control re risk management, financial & operational control and compliance with legislation & funding requirements
- Ensure that HCA has effective internal controls and Quality Management System (QMS) to comply with the relevant Acts and Standards and other general legislative requirements
- Recruit, support and monitor the effectiveness of senior managers in line with the vision and values of HCA and probity requirements
- Have strategies in place for effective communication with the HCA workforce and Customers

Senior, regional, specialist and line managers who;

- Encourage customers, their family and carers to participate in the planning, management and evaluation of the supports and services they choose.
- Inform customers and all other stakeholders of how feedback has been used to improve services
- Offer customers access to written policies and associated processes that reflect relevant legislation, standards, funding requirements and sector policy
- Ensure customers legal and human rights are upheld in all aspects of service planning, provision and delivery
- Ensure the HCA workforce understands this policy, and have or develop sufficient skills, knowledge and ability for implementation
- Provide worker training, support and supervision to flexibly meet customer needs using a person centered approach
- Understand & implement the HCA QMS to their level of responsibility
- Monitor worker compliance with the QMS and effectively communicate with them to promote a culture of continuous improvement.
- Implement effective Work, Health and Safety systems to provide HCA customers with an accessible, safe physical environment (i.e. workplace or service delivery site) and emotional and culturally safe environment that meets all legislative and policy requirements

And also by HCA;

- Developing and implementing a recruitment strategy that includes succession planning for leadership staff and key positions
- Undertaking workforce planning to employ a skilled, engaged & responsive workforce
- Proactively facilitating a culture in the HCA workforce that results in the right values and attitude being evident in everything they do when supporting customers to have the life they choose
- Implementing a policy of affirmative action(s) with regard to the employment of people with a disability
- Managing resources effectively to maximise funds available to provide supports and services to our customers
- Developing partnerships and networking with other agencies, specialist advocacy services and community agencies and local businesses in all areas in which HCA operates to the benefit of our customers, their family and friends and the local communities in which we work
- Commit reasonable resources to the research of new and innovative approaches to removing the barriers people experience in attaining a 'good life'

## Mapping to State Standards

While all states meet the requirements of the National Disability Standards, some standards are rearranged and titled differently to meet local requirements. The following table shows the national standard and how it aligns with alternative state standards. States not listed remain unchanged from the national standard.

National	Queensland	Victoria
6. Service Management	Governance & Management, Risk Management; Information Management; and; Human Resources.	1. Governance & Management and; 6. Human Resources

## Standard KPI's

- 6:1 Frontline staff, management and governing bodies are suitably qualified, skilled and supported
- 6:2 Practice is based on evidence and minimal restrictive options and complies with legislative, regulatory and contractual requirements
- 6:3 The service documents, monitors and effectively uses management systems including Work Health Safety, human resource management and financial management
- 6:4 The service has monitoring feedback, learning and reflection processes which support continuous improvement
- 6:5 The service has a clearly communicated organisational vision, mission and values which are consistent with contemporary practice
- 6:6 The service has systems to strengthen and maintain organisational capabilities to directly support the achievement of individual goals and outcomes
- 6:7 The service uses person-centred approaches including the active involvement of people with disability, families, friends, carers and advocates to review policies, practices, procedures and service provision.