

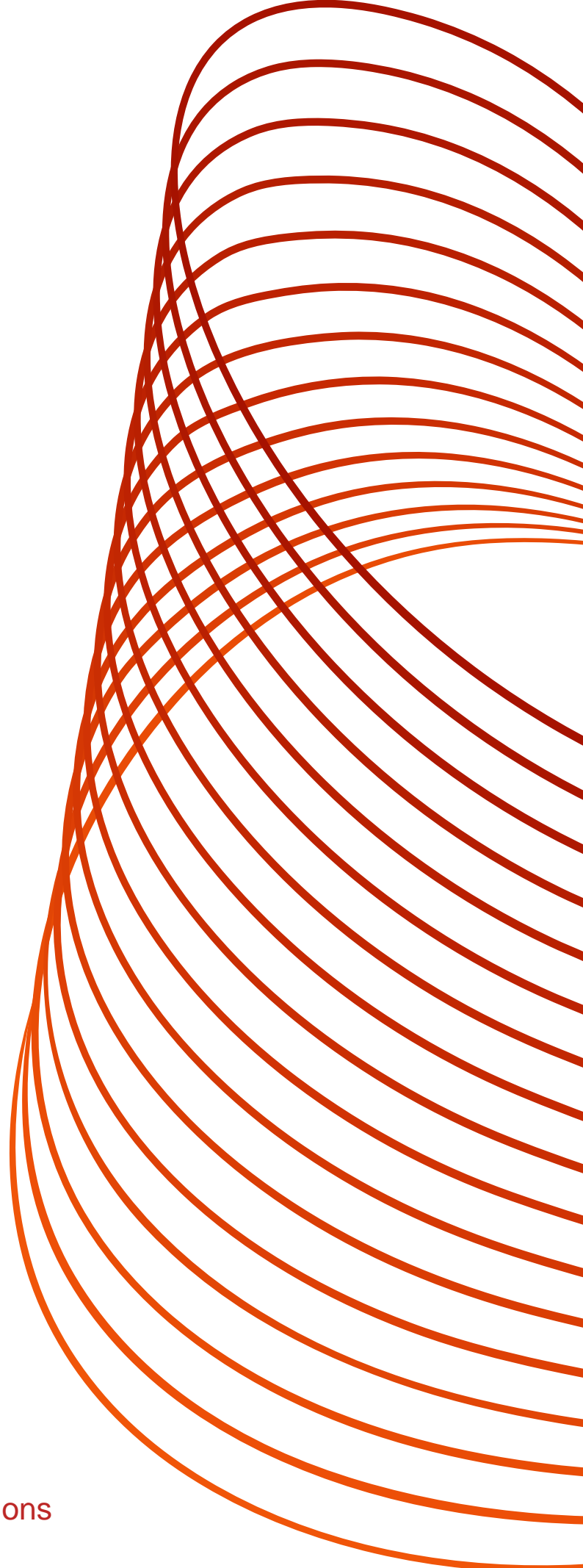
VERSO

Therapeutic Residential Care System Development: Operational Plan



June 2016

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Therapeutic Residential Care System Development: Operational Plan



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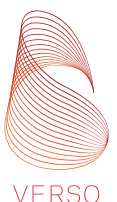
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Therapeutic Residential Care System Development: Operational Plan



Context

Project Purpose

This project has a clear focus on supporting the planned re-commissioning of the residential care system in NSW.

Project activities will provide FACS project teams with resources to undertake re-commissioning within the required timeframe.

Project Objectives

The project objectives are to:

- Develop a new intensive and evidence based therapeutic residential system embracing:
 - Existing residential services: Residential Care, Intensive Residential Treatment Program, Therapeutic Secure Care programs, Supported Independent Living, Supported Family Group Home
 - Entry into residential services
 - Exit pathways and programs including connection with preservation initiatives/services
 - Connections with Health, Justice and Education
- Develop an evidence guide to assist potential funded services to demonstrate capacity to deliver proposed models of care, and inform:
 - Self-assessment regarding readiness and capacity to meet the revised model structure and requirements
 - Development of a sector capacity building strategy

Definition of Therapeutic Care

FACS, ACWA and residential care providers have developed the following definition of therapeutic care:

Therapeutic Care for a child or young person in statutory OOHHC is a planned, team based and intensive approach to the complex impacts of abuse, neglect and separation from families and significant others. This is achieved through the provision of a care environment that is evidence driven, culturally responsive and provides positive, safe and healing relationships and experiences to address the complexities of trauma, attachment and developmental needs.



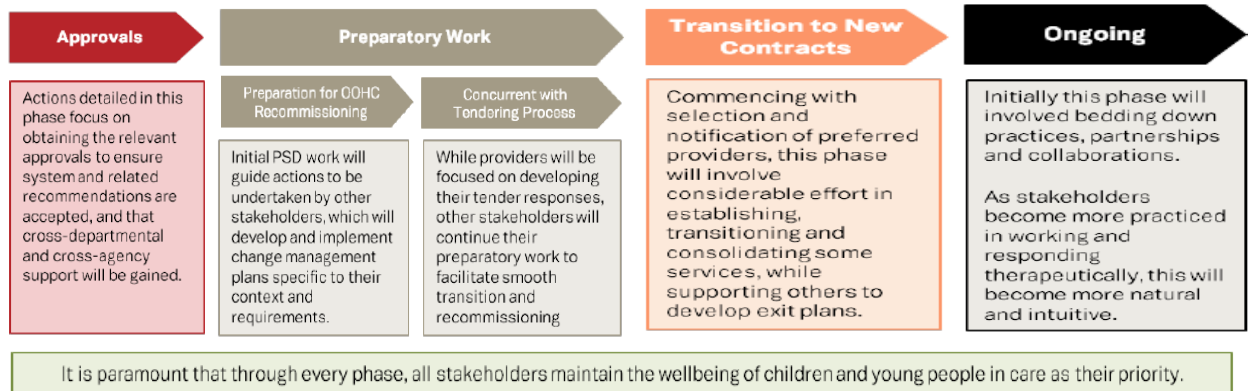
Operational Plan

Purpose

The purpose of this Operational Plan is to outline the range of activities and actions required to achieve the goal of transitioning the current NSW residential out of home care system to a therapeutic residential care system by 1 July 2017.

Structure

The Plan is structured around key blocks of time, and indicates actions to be undertaken by particular stakeholders.



The key blocks of time identified are:

- Approvals: July to mid-August 2016
- Preparation for OOHRC Recommissioning: mid-August to xx October 2016
- Concurrent with Tendering Process: xx October to xx November 2016
- Transition to New Contracts: These actions will commence on selection and notification of preferred therapeutic residential care providers, with the recommissioning timeframe extending through to 6 months post contract commencement. Contract commencement is scheduled for 1 July 2017, therefore these activities will continue through to 31 December 2017
- Ongoing: It is expected that there will be some overlap between recommissioning and ongoing actions as responsibilities and practices transition into “business as usual”

Identified stakeholders are:

- Program and Service Design, FACS
- Wider FACS (including but not limited to Cluster/District Child Protection and Disability Services)
- Interfacing agencies (including but not limited to Education, Health, Justice, Police)

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- Service providers (variously relates to current, preferred and exiting providers)

Clearly Program and Service Design is not in a position to dictate to wider FACS, however it is envisaged that the Implementation Team would work closely with wider FACS to achieve the department's commitment to better outcomes for vulnerable children and young people.

Likewise, it is critical that the Program and Service Design Implementation Team foster constructive and collaborative partnerships with interfacing agencies to support congruent system responses to children and young people in care.

Actions

The actions detailed below are "headline" level. It is necessary that relevant stakeholders assess their resourcing, budget and timeframe capacity and develop detailed action plans to support completion of the activities. The structure of this Plan is such that should there be adjustments to the overall recommissioning timeframe (forward or back), the actions can readily be re-aligned.

1.1 Approvals

The key elements to be approved as a result of accepting the project recommendations are:

- The proposed therapeutic residential care model proposed for New South Wales, encompassing current Residential Care, Intensive Residential Treatment Program, Therapeutic Secure Care programs, Supported Independent Living, Supported Family Group Home programs, as well as additional features such as:
 - system wide approach
 - oversight model
 - Intensive Interim Care units
 - individualised packages
- The proposed integrated outcome measurement framework
- Procurement of an electronic outcomes data collection, measurement and integrated reporting tool
- Development of mandatory sector-wide training in theoretical principles of therapeutic care
- Commitment to ongoing governance and therapeutic practice improvement activities across New South Wales
- Support for development of a Therapeutic Community of Practice across New South Wales, incorporating therapeutic specialists working in other services (eg Juvenile Justice)
- Commitment to strengthening links and developing congruence with wider FACS, interfacing agencies, including but not limited to Education, Health, Justice, Police

Timeframe: It is expected that the actions in this section will be completed by mid-August 2016

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Table 1: Approval Actions

Actions
Accept report and recommendations: Project Control Group
Accept report and recommendations: FACS Executive
Accept recommendations: Minister for Family and Community Services
Communicate report and recommendations to: AWCA and residential providers sector; Safe Home for Life/Child Protection System Taskforce; other participants in the project consultation process

1.2 Preparation for OOHC Recommissioning

Timeframe: It is expected that the activities in this section will be completed by xx October 2016

Table 2: Actions in preparation for OOHC Recommissioning

Actions
Programs & Service Design, FACS
Establish implementation project team
Finalise and document technical aspects of system design of adopted therapeutic residential care system, including Intensive Interim Care units, individualised packages and outcomes measurement domains and tools
Complete detailed demand and projection analysis – statewide and District levels
Develop costing/budget model for adopted therapeutic residential care system, including Intensive Interim Care units, individualised packages and outcomes measurement domains and tools
Determine implications of adopted model for wider FACS systems/agencies and interfacing government departments/agencies
Develop communication strategy for wider FACS and interfacing government departments/agencies, including timeframes
Enact communication strategy with wider FACS and interfacing government departments/agencies
Scope mandatory sector-wide training in theoretical principles of therapeutic care requirements, and including modules for interfacing agencies and wider FACS
Determine best approach to procure of mandatory sector-wide training program in theoretical principles of therapeutic care
Scope specifications for Therapeutic Care Community of Practice
Determine best approach to sponsor establishment of Therapeutic Care Community of Practice
Develop tender documentation
Commence procurement process
Wider FACS
Review implications of adopted model for current operations and structures
Develop action plans to support change management



Actions
Implement action plans to support change management
Interfacing Agencies
Review implications of adopted model for current operations and structures
Develop action plans to support change management
Implement action plans to support change management
Service Providers
Undertake self-assessment using Evidence Guide
Identify areas which need strengthening/refinement
Develop action plans to support strengthening/refinement
Enact action plans

1.3 Concurrent with Tendering Process

Timeframe: It is expected that this actions will be undertaken between xx October and xx November 2016

Table 3: Actions concurrent with tendering process

Actions
Programs & Service Design, FACS
Undertake procurement/licencing process for including outcomes measurement tools, collection and reporting product/s
Undertake procurement/licencing process for mandatory sector-wide training program in theoretical principles of therapeutic care
Undertake procurement of appropriate facility for additional Secure Welfare service
Wider FACS
Continue action plan implementation to support change management
Interfacing Agencies
Continue action plan implementation to support change management
Service Providers
Prepare tender responses

1.4 Transition to New Contracts

Timeframe: These actions will commence on selection and notification of preferred therapeutic residential care providers, with the transition timeframe extending through to 6 months post contract commencement. Contract commencement is scheduled for 1 July 2017, therefore these activities will continue through to 31 December 2017.

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Table 4: Actions supporting transition to new contracts

Actions
Programs & Service Design, FACS
Finalise contract details with preferred providers, including information sharing protocols (FACS, interfacing agencies, other providers)
Fund and roll out initial round of mandatory sector-wide training program in theoretical principles of therapeutic care
Fund and roll out initial round of training in outcomes measurement framework, data collection, reporting and analysis
Develop schedule of governance and therapeutic practice improvement activities across all Districts
Work with exiting providers to develop plans to support children and young people transitioning to new providers
Work with exiting providers to develop plans in relation to current residential care properties – transition lease to new provider, terminate lease, implement alternative purpose for provider-owned properties
Wider FACS
Participate in PSD-funded initial round of training in theoretical principles of therapeutic care (specific modules)
Participate in PSD-funded initial round of training in outcomes measurement framework, data collection, reporting and analysis (as relevant)
Implement changes as per change management action plan
Interfacing Agencies
Participate in FACS-funded initial round of training in theoretical principles of therapeutic care (specific modules)
Participate in FACS-funded initial round of training in outcomes measurement framework, data collection, reporting and analysis (as relevant)
Implement changes as per change management action plan
Service Providers¹
Preferred providers: work with FACS to finalise contract details, including information sharing protocols (FACS, interfacing agencies, other providers)
Preferred providers: undertake preparatory work (securing properties, recruiting staff etc as per commitments in tender responses) to support contract commencement on 1 July 2016
Preferred providers: initiate contact with interfacing agencies to support system congruence for young people
Preferred providers: participate in FACS-funded initial round of mandatory sector-wide training program in theoretical principles of therapeutic care
Preferred providers: participate in FACS-funded initial round of training in outcomes measurement framework, data collection, reporting and analysis (as relevant)
Exiting providers: develop plans (with FACS) to support children and young people transitioning to new providers; implement plans
Exiting providers: develop plans (with FACS) in relation to current residential care properties – transition lease to new provider, terminate lease, implement alternative purpose for provider-owned properties; implement plans

¹ These activities may be relevant for FACS in terms of Secure TRC units operated by the government

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1.5 Ongoing

Timeframe: It is expected that there will be some overlap between recommissioning and ongoing actions as responsibilities and practices transition into “business as usual”.

Table 5: Actions supporting ongoing service delivery

Actions
Programs & Service Design, FACS
Implement governance and therapeutic practice improvement activities across all Districts as per schedule
Work collaboratively with wider FACS, interfacing agencies and providers to support system congruence for children and young people in care
Monitor program effect and outcomes of children and young people at provider level, providing support as necessary
Maintain staff training: theoretical principles of therapeutic care; outcomes measurement framework, data collection, reporting and analysis (as relevant)
Wider FACS
Work collaboratively with PSD, interfacing agencies and providers to support system congruence for children and young people in care
Maintain staff training: theoretical principles of therapeutic care; outcomes measurement framework, data collection, reporting and analysis (as relevant)
Participate in governance and therapeutic practice improvement activities across all Districts as per schedule (as relevant)
Therapeutic specialists register and participate in Therapeutic Community of Practice (as relevant)
Interfacing Agencies
Work collaboratively with FACS, other interfacing agencies and providers to support system congruence for children and young people in care
Maintain staff training: theoretical principles of therapeutic care; outcomes measurement framework, data collection, reporting and analysis (as relevant)
Participate in governance and therapeutic practice improvement activities across all Districts as per schedule (as relevant)
Therapeutic specialists register and participate in Therapeutic Community of Practice (as relevant)
Service Providers
Provide therapeutic Intensive Interim Care, therapeutic residential care, supported family group homes, therapeutically informed supported independent living (as relevant) as per contract arrangements
Maintain staff training: mandatory sector-wide training program in theoretical principles of therapeutic care; training in outcomes measurement framework, data collection, reporting and analysis; other provider specific training (eg assessment tools)
Maintain collaborative partnerships with FACS and interfacing agencies to support system congruence for children and young people in care
Participate in governance and therapeutic practice improvement activities across all Districts as per schedule
Therapeutic specialists register and participate in Therapeutic Community of Practice

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Actions

Monitor program effect and outcomes of children and young people at client and house levels