

The Joyce Report Recommendations

Recommendation 1

It is recommended that Yooralla ensure all staff (including agency staff) are aware of the requirement in the Yooralla Incident Reporting Practice Manual to report all critical incidents when they occur after responding to the immediate safety and wellbeing of those involved.

Response

Staff report critical incidents and respond to safety and well-being of clients as required.

Actioned

- Mandatory training: Safeguarding Human Rights - Recognising signs of abuse and neglect for residential respite and day service staff and assistive technology, therapy and children's service staff.
- The Incident Reporting at Yooralla Practice Manual reviewed reflects the Department of Human Services (DHS) requirements and guidelines for incident reporting
- Development of Critical Incident Reporting learning resource for all Yooralla staff.
- Contracts with external staffing agencies specify staff training standards required, including incident reporting.
- Bi monthly audit of residential respite and day services and assistive technology, therapy and children's services to ensure staff have completed mandatory training including incident reporting modules
- Quarterly spot checks of agency staff to ensure they follow DHS incident reporting requirements (Agency contracts are reviewed where there is non-compliance).

Related products, responses & initiatives

- Safeguarding Human Rights - Recognising signs of abuse and neglect: training & e-learning packages
- Incident Reporting at Yooralla Practice Manual June 2012: training PowerPoint, e-learning, quiz, onsite orientation checklist
- System for assigning incident reporting e-learning for new staff and new managers
- Residential respite and day service manager signed confirmations of residential respite and day service staff mandatory training completed
- Approved contactors list for agency casual staff
- Checklist of training requirements for agency casual staff
- Quarterly spot checking system for agency staff compliance with incident reporting requirements

Recommendation 2

It is recommended that Yooralla develop policies and procedures for the conduct of investigations of allegations of assault of clients by staff including the engagement of specialist investigators where necessary.

Response

Policies and procedures are in place for investigations into allegations of staff to client assault.

Actioned

- Development of investigation procedures and guidelines based on DHS guidelines and insurer advice.
- Incidents of assault by staff to clients investigated and coordinated and managed through People & Culture.
- Investigation of allegations of staff to client assault guidelines provided to staff to ensure understanding of roles and responsibilities including those of external investigators.

Related Products, Responses & Initiatives

- Yooralla Disciplinary Workplace Investigation Guidelines December 2012
- E-learning package: Workplace Investigations at Yooralla PowerPoint
- Senior Staff training in Yooralla Workplace Investigation guidelines January 2013

Recommendation 3

It is recommended that the responsibilities of the Industrial and Employee Relations Unit, People and Culture Division, and Lifestyle Support and Choice Division be clarified to identify organisational responsibilities in responding to, and managing, industrial relations and disciplinary procedures relating to allegations of assault of clients by staff.

Response

Organisational responsibilities are clear for responding to and managing allegations of client assault.

Actioned

- Roles and responsibilities in relation to conducting investigations have been clarified and delineated.
- Training is conducted by the Industrial and Employee Relations Unit for residential respite and day service managers on roles and responsibilities when undertaking disciplinary action investigations.

- Conflict management training from conflict to collaboration and challenging conversations Performance Conversations available for all managers.
- Guidelines are completed documenting staff and organisational responsibilities in responding to, and managing, industrial relations and disciplinary procedures in staff to client abuse and assaults.

Related products, responses & initiatives

- Yooralla Disciplinary Workplace Investigation Guidelines, December 2012
- Workplace Investigations at Yooralla, e-Learning package.
- Annual Learning and Development Calendar offers training ongoing.
- From conflict to collaboration, training course materials and system for monitoring attendance and participant feedback.
- Performance conversations, training course materials and system for monitoring attendance and participant feedback.

Recommendation 4

It is recommended that Yooralla ensures staff are trained to recognise the vulnerability of clients, understand the client's experience of abuse when responding to and investigating allegations of assault by staff members and the weighting of evidence ensures Yooralla is acting in the best interests of clients and meeting its responsibilities.

Response

Staff can recognise client vulnerability, understand abuse and respond to allegations of assault.

Actioned

- Yooralla policy statement established on supporting the rights of people with disability is included residential respite and day service policies & procedures.
- Mandatory staff training in *Safeguarding Human Rights - Recognising signs of abuse and neglect* in residential respite and day services and assistive technology, therapy and children's services
- Ongoing mandatory training program for all new residential respite and day Service Managers around understanding roles and responsibilities in supporting the wellbeing of people with disability. Training includes Incident Reporting, Disciplinary procedures, Workplace Investigations, MANDT.
- All residential respite and day service support workers and casual staff are trained in Person-centred Active Support (PCAS)
- Routine Quality Enhancement Committee meetings

Products, responses and initiatives

- Yooralla policy statement on supporting the rights of people with disability included in:
 - *Facility based Respite Services Procedures*, Manual V06, February 2013
 - *Flexible Respite Service Procedures*, Manual V05, February 2013

- *Individualised Support Packages Procedures*, Manual V02, February 2013
- *In-home Respite Service Procedures*, Manual V05, February 2013
- *Residential Services Procedures*, Manual V06, February 2013
- *Day Services Procedures Manual V11*, February 2013
- *Medication Work Instructions*, Manual
- Yooralla Disciplinary Workplace Investigation Guidelines, December 2012
- Yooralla Induction - Ready for Work manual
- Internal Workplace Investigations, Training Module
- Workplace Investigations at Yooralla, e-Learning package (and completion tracking)
- A system to record attendance and a monthly comparative data report related to new starters and induction attendance for monitoring compliance with training schedules including reports from ESS on who has/has not completed the training
- Induction training Learning Assessments

Recommendation 5

It is recommended that Yooralla introduce procedures to ensure casual staff performance issues are highlighted and appropriately managed to ensure Yooralla is acting in the best interests of clients.

Response

Casual staff performance is managed to ensure the best interests of clients.

Actioned

- Formal supervision model for residential respite and day service casual Disability Support Workers (DSW)
- Service managers formally record monthly feedback on the performance of each relief staff person who works in their service based on observation, client, resident and staff feedback.
- Casual staff feedback from Service Managers sent to Relief Unit Coordinator for aggregation, analysis and actioned for follow up.
- Individual performance issues of residential respite and day service casual staff identified are followed up by the Regional Manager / Service Manager in conjunction with the Coordinator of the Relief Unit.

Products, responses and initiatives

- Residential respite and day service casual DSW staff *Performance Support & Development Model*
- Residential respite and day service casual DSW staff *Performance Support & Development* records supervision allocation summaries
- Residential respite and day service casual DSW staff *Performance Support & Development* completed supervisions
- Residential respite and day service casual DSW staff *Performance Support & Development* Model rollout timetable
- Relief Staff Feedback Form and Guidelines

- Relief Staff Unit System to record aggregated data and staff feedback
- Join the Dots Meetings (Sep 12 – Mar 13), (Oct 12 to Mar 13) monthly reports; Open Actions /Data Integrity/ Enhancements Actions list.
- Workforce Planning & Resources Unit system to gather evidence on the discipline processes and investigations conducted for individual relief staff

Recommendation 6

It is recommended that Yooralla ensure all performance feedback and disciplinary warnings relating to casual staff are cross referenced to their HR personnel file and that this file comprises a complete record of their work experience within Yooralla.

Response

Casual staff personnel files comprise complete HR records.

Actioned

- A review of all files has been completed for all staff. All documentation, including performance feedback being reported monthly by Service Managers within residential respite and day service and disciplinary warnings are held on the personnel file for the casual staff member.

Products, responses and initiatives

- Consolidation of Casual Staff HR Files to ensure casual HR files are centralized
- Casual Staff HR Files reflect all work experience, discipline and performance records

Recommendation 7

It is recommended that Yooralla policies and procedures for the conduct of investigation of allegations of assault of clients by staff include provision for Yooralla to instigate disciplinary procedures while the police investigation proceeds, being mindful not to undermine any Police investigation and provided Yooralla is meeting its responsibilities to provide safeguards to protect and support clients.

Response

Yooralla's investigation guidelines provide instigate discipline procedures while police investigations proceed.

Actioned

- Adoption DHS approach of notifying police to initiate police investigation of any allegation/s unless notified by police that Yooralla may impede or interfere.

Products, Responses and Initiatives

- Consultation with DHS Human Resources Division
- Investigation Guidelines provide written notification to police of Yooralla intention to start investigations

Recommendation 8

It is recommended that Yooralla work with DHS to develop procedures for dealing with Police when reporting allegations of assault of clients by staff and that discussions are held with Police to develop an operational protocol to ensure clients have effective access to justice.

Response

Establishment of operational protocol with Police for reporting allegations of assault of clients by staff for effective access to justice

Actioned

- Communications with Police
- Key-stakeholder forum *Justice for People with Disability – Best Practice when Responding to Allegations of Abuse*
- Communications with key-stakeholder groups and Police around the development of protocols for reporting, conducting separate organisational investigation/s, communication of information to/from Police, working with people with disability and families, engagement of Independent Third Persons and role of Yooralla staff.

Products, responses and initiatives

- Forum - *Justice for People with Disability – Best Practice when Responding to Allegations of Abuse* – June 2012; Agreement actions across the stakeholder groups to develop common approaches and stronger strategies to respond to incidents of assault, including developing a protocol for working with Police.
- Investigation initiation process for communication with Police – *Yooralla Disciplinary Workplace Investigation Guidelines* - December 2012
- Office of the Public Advocate - Interagency Guideline for Addressing Violence,
- Neglect & Abuse (IGUANA) - Yooralla is a signatory along with 27 other key stakeholder groups.

Recommendation 9

It is recommended that when staff resign or are terminated without a disciplinary investigation subsequent to allegations of abuse Yooralla ensure the substance of the allegations are further considered and discussed with clients to ensure client safety and wellbeing.

Response

All allegations of staff to client abuse are investigated and followed up with clients even when a staff member has resigned or been terminated.

Actioned

- Investigation Guidelines specify that where a member of staff who has had an allegation against them of client assault/abuse resigns, an investigation will still proceed regardless.
- Investigations of allegations of assault of clients by a staff member who has resigned is examined and further considered. Discussion with client/s and client welfare is central to this process.
- All external investigations are coordinated through Yooralla People & Culture
- Exit interviews are offered to employees who resign from Yooralla
- Exit Interview information is provided to appropriate manager/s for action / feedback.

Products, responses and initiatives

- Exit Interview process – People and Culture Manual Policy
- Yooralla workplace investigation guidelines with included process to discuss allegations with client/s and attend to client welfare
- Process to discuss allegations with client/s and client welfare

Recommendation 10

It is recommended that Yooralla ensure all staff are trained in critical incident reporting and are aware of the requirement to forward Category 1 critical incident reports to DHS as soon as possible and within one working day of the incident.

Response

Staff trained and forward Category 1 incidents to DHS within one working day.

Actioned

- Mandatory staff e-learning training for new staff and managers on Incident report practice manual - Allegations of assault and/or abuse and the Incident Reporting at Yooralla
- Instruction from learning & development unit on requirements
- Residential respite and day service managers mentoring new staff following mandatory Incident reporting
- E-learning training is completed to ensure staff understand incident reporting requirements and have awareness to forward Category 1 incident reports to DHS within one working day.
- Further discussion about incident reporting at regional team meetings and raising awareness via the residential respite and day service DAY Blog.

Products, responses and initiatives

- Mandatory training in relation to *Safeguarding Human Rights - Recognising signs of abuse and neglect*; e-learning, PowerPoint, Quick Quiz information and training documents.

- *Allegations of Assault/Abuse: Yooralla's Requirements of You* PowerPoint training document.
- Mandatory e-learning completion tracking list for new staff and managers.
- New email System notifying staff of compulsory e-learning requirements.
- All local Residential respite and day service onsite orientation and induction checklists are signed by the employee service manager, identifying mandatory training completion status.
- Scheduled team meetings to discuss Yooralla's plans to enhance client wellbeing and safeguards and contents of eLearning Allegations of assault and/or abuse and the Incident Reporting at Yooralla Practice Manual.
- E-learning practice manual- *Allegations of assault and/or abuse and the Incident Reporting* at Yooralla

Recommendation 11

It is recommended that Yooralla strengthen its policies, practices, safeguards and training to ensure clients feel safe and encourage and enable them to speak up about their rights of protection from abuse with staff, family members and friends.

Response

Improved safeguards reflected in policies, practice and training that support clients to speak up about their rights to free from abuse.

Actioned

- *Life Skills Speaking-Up* program developed and rolled out to clients.
- *Life Skills Speaking-Up* preventative program embedded in practice.
- Service audits, Community Visitor reports and Quality Improvement plans used in the development of Quality Improvement Service Action Plans for every residential respite and day service for 2012/13.
- In conjunction with the Public Advocate Victoria, assessed the applicability of the Minda Personal Power (S Aust.) Preventative Program for applicability in Yooralla.
- Practice Leaders in residential services observe staff practice; talks with clients and routinely reporting to Residential respite and day service General Manager.
- Monthly 'report card' feedback systems in place for client satisfaction & wellbeing in residential respite and day services.
- Latrobe University research participation in *Developing Cultures of Respect in Residential Support Services*; an inclusive study exploring how staff, families and people with disability interpret principles of dignity & respect and what it means to 'live free from abuse, neglect, and exploitation'.
- Trained facilitators used to establish tailored therapeutic group environment with residents & families in eastern Residential respite and day services
- The Quality & Innovation team is assigned as a point of contact for clients, families and staff to make complaints and raise concerns.

- • Role of Manager Client Safeguards & Advocacy is established within the Quality, Innovation & Safeguards Team for the purpose of further safeguarding and empowering clients.
- Adoption of OPA recommended principles for responding to allegations of assault.

Products, responses and initiatives

- *Life Skills Speaking-Up* Program; two year rollout and promotional strategy – April 2013
- *Life Skills Speaking-Up* Pilot Program – course & materials:
 - Pilot course
 - meeting minutes and agendas
 - Pilot evaluation report
 - Pilot feedback
 - Pilot attendance records
- *Life Skills Speaking-Up* current program – course & materials:
 - Workbook
 - o Trainer manual
 - o Presentation
 - o Yooralla 'How to make a complaint'
- *Life Skills Speaking-Up* Promotional Materials - Flyers & Expression of interest forms
- Assessment Report on applicability & options paper for use of intellectual property of Minda Personal Power course for Yooralla
- Quality Improvement plans for services
- Goals of services document
- Service audits internal and external
- Community Visitors feedback, reports and actions
- Feedback from clients - *Speak Up For Yourself* (SUFY) group
- Feedback from staff
- Residential respite and day service Quality Enhancement Committee progress of monthly 'report card' feedback project
- Beacon Initiative – a therapeutic model and practice framework for supporting the rights and empowerment of people showing behaviours of concern. This project includes:
 - Co-developing a Yooralla “Achieving Practice Excellence in Supporting People with Behaviours of Concern”
 - Quality of BSP Review (with Deakin)
 - Restrictive interventions benchmarking project (with Deakin and OSP)
 - Develop and establish the Integrated Service Response Team – a virtual rapid response team to address concerns

Recommendation 12

It is recommended Yooralla strengthen their policies, practices, safeguards and training to assist staff to recognise: the risks and nature of abuse; how they can become aware of abuse; understand the trauma of abuse; support clients to speak

up about their concerns; respond proactively to allegations of abuse; and strengthen service models and staff cultures that protect client rights and safety and their rights to direct what supports they receive.

Response

Improved safeguards reflected in policies, practice and training that support staff to recognise prevent and respond to the abuse of clients' rights and assist people to speak up about their concerns

Actioned

- Mandatory e-learning training for assistive technology, therapy and children's services staff (100% assigned) on understanding what constitutes abuse and the effect that it has on a person's wellbeing and quality of life.
- Mandatory e-learning training for residential respite and day service staff (100% assigned) on management of assault and abuse allegations and incident reporting requirements.
- Residential respite and day service procedures reviewed to ensure guidance to staff on reporting and responding to allegations and incidents of abuse including unexplained injuries.
- Management frameworks to bring together critical data for analysis by cross organisational teams.
- Monthly meeting of GMs and senior staff to discuss and analyse the data and information
- Chief Practitioner driving processes for primary, secondary and tertiary safeguarding interventions and cultural change.
- Awareness raising about incident reporting in Residential respite and day service regional team meetings and blogs.
- Ongoing participation with Office of the Public Advocate in establishing information & materials for staff in CSOs on recognising, preventing and responding to abuse.

Products, responses and initiatives

- *Safety and Wellbeing for People affected by Serious Critical Incidents*, e-learning
- System for assigning mandatory e-learning to assistive technology, therapy and children's service and residential, respite and day services new staff and managers
- Yooralla policy statement incorporated in policy, procedures and guidelines (See pg. 4)
- *Safeguarding Human Rights - Recognising signs of abuse and neglect* e-learning
- *Allegations of Assault/Abuse: Yooralla's Requirements of You* training PowerPoint
- Local residential respite and day service onsite orientation program and induction checklist
- Data-set monthly reports and service enhancement actions list.
- *Incident Reporting at Yooralla* training PowerPoint and quick quiz
- Scheduled of meetings to discuss information regarding Yooralla's plans to enhance client wellbeing & safeguards. contents of e-Learning *Allegations of assault and/or abuse and the Incident Reporting at Yooralla Practice Manual*
- Contents of e-learning – Allegations of assault and/or abuse and the Incident

- Reporting at Yooralla Practice Manual
- IGUANA protocol agreement.

Recommendation 13

It is recommended that Yooralla ensure references for prospective new employees properly assess experience relevant to the role being applied for.

Response

References for prospective employees are appropriately assessed.

Actioned

- Recruitment practice ensures referencing checking procedures are in line with Australian Standards.
- Service profiles in place for all residential respite and day services detailing resident needs.

Products, responses and initiatives

- Completed Service Profiles for all residential respite and day services in place showing full lists of client needs and staff training requirements categories (mandatory and preferred)
- Staff recruitment documentation shows evidence of employee skills/ capabilities and reference checks conducted
- Recruited staff files include:
 - Reference checks
 - National Police Checks
 - International Police Checks where the person has worked or lived overseas for more than one year over the past ten years
 - Five year work history checks
 - Visa checks as required

Recommendation 14

It is recommended that Yooralla ensure all rostered staff in residential respite and day services are trained in the competencies necessary to provide the required supports to clients.

Response

Residential respite and day service staff competencies are match client support needs.

Actioned

- Matrix to ensure casual staff have capabilities in line with the needs of people living in the service in all sites where they are regularly rostered.

- Induction and relevant training included on L&D calendar covers a range of competencies required by direct support staff.
- Project worker works alongside new staff members for a number of shifts in residential respite and day services to ensure induction is comprehensive.
- Residential respite and day service permanent and casual staff complete Person Centred Active Support (PCAS) training
- Yooralla staff working with people who have complex support needs and/or behaviours of concern complete MANDT training.
- Practice Leader role in place to support Service Managers and staff to deliver person centred active support
- Grade 5 Senior Direct Support Workers in place in complex residential services and day services to coach staff on the ground in delivery of support to clients
- Staff training in Grafton Institute model trialled for supporting people with complex support needs.
- Specific training programs for staff at individual sites to complement / augment induction.

Products, responses and initiatives

- Aegis Casual Bank database for identifying staff skills and capabilities
- Development of the Annual Learning and Development Calendar of training
- Site Orientation & Induction Checklist and Induction Checklist for agency and casual staff.
- ESS reports identify who has/has not completed the training
- Staff training attendance records.

Recommendation 15

It is recommended that records of the outcomes of Client Incident Practice Review meetings be provided by DHS to Yooralla senior management and procedures be put in place to ensure Yooralla managers attending review meetings report to senior management on the meeting outcomes and recognise the value of these reviews in identifying systemic risks to client safety and wellbeing.

Response

General Managers attend *Quality of Support Review* meetings and outcomes of meetings are recorded and reported to identify systemic risks to client safety and wellbeing.

Actioned

- Ongoing participation in Incident Report *Quality of Support Review* meetings with DHS
- General Managers attend Incident Report *Quality of Support Review* meetings

- Bi-annual presentations to senior management & People-Quality-Policy (PQP) committee of learning gained from DHS Incident Report Quality of Support Review meetings and implications for Yooralla's practice.

Products, responses and initiatives

- Incident Report *Quality of Support Review* meetings minutes / findings/ recommendations/ outcomes incident report register
- Incident Report *Quality of Support Review* – presentation / papers of findings/ recommendations/ outcomes SMT Meeting Minutes to senior management &
- People-Quality-Policy (PQP) committee.

Recommendation 16

It is recommended that casual staff employed by Yooralla be subject to regular formal supervision and casual staff employed by Yooralla are rostered to ensure greater involvement as members of staff teams within residential services.

Response

Casual staff are rostered and have regular formal supervision for greater involvement in residential teams.

Actioned

- Monthly casual performance records for relief staff is reported for follow up action.
- Teams of casual staff are identified for individual services and/or small groups of services to ensure regular staff are working with clients, improve morale for casual workers and to ensure casuals feel part of service teams.
- Formal supervision model for Residential respite and day service casual Disability Support Workers (DSW)
- Service managers formally record feedback on the performance of relief staff based on observation, client, resident and staff feedback.

Products, responses and initiatives

- Relief Staff Feedback Form, Guidelines, Monthly Relief Staff Feedback
- Collated Monthly Relief Staff Feedback placed on personnel files held by People & Culture
- *'Preferred staff'* lists for Residential respite and day services
- Completed proforma detailing Supervision Support & Development for Casual staff
- Join the Dots Meetings (Sep 12 – Mar 13), (Oct 12 to Mar 13) monthly reports;
- Open Actions /Data Integrity/ Enhancements Actions list.
- Evidence of performance management for individual relief staff held by Manager
- Workforce Planning & Resources
- Residential respite and day service casual DSW staff *Performance Support & Development* Model
- Residential respite and day service casual DSW staff *Performance Support & Development* records; supervision allocation summaries

- Residential respite and day service casual DSW staff *Performance Support & Development* completed supervisions
- Residential respite and day service casual DSW staff *Performance Support & Development* Model rollout timetable

Recommendation 17

It is recommended that Yooralla consider inclusion of agreement to undertake Certificate IV or equivalent courses as a condition of employment of Lifestyle Support and Choice Division staff who do not have Certificate IV or equivalent.

Response

Yooralla tailors staff training to client needs and encourages staff to undertake Certificate IV or equivalent however not as a requirement for employment.

Actioned

- A 'de-institutionalisation' of disability staffing so that support roles more closely resemble community-based, neighbour and peer relationships.
- Feedback gathered through a client and family survey and residential, respite and day services quality committee regarding recommendations for staff training and improving support worker practices.
- DSWs are informed about education options within disability sector and encouraged to undertake further study including the Certificate IV or equivalent
- Service Managers have / are required to have tertiary qualifications in disability
- All staff are encouraged to participate in learning modules offered through the L&D calendar with a number of modules mandatory for residential, respite and day services direct support workers

Products, responses and initiatives

- Yooralla Review of implementation of residential, respite and day services Restructure Report Dr Chris Fyffe April 2013 with action plan for responding to Fyffe Review Report recommendations for staff training and improving support worker practices.
- Monitoring of qualifications and traineeship enrolment lists.
- Managers continue to identify suitable training and development options for staff and provide suggestions for staff professional development plans.
- Supervision notes and annual review documents to identify staff development needs.

Recommendation 18

It is recommended that Yooralla ensure Service Managers undertake regular formal supervision of staff to ensure staff properly understand and practice their person centred responsibilities to clients, work cooperatively within teams to support clients and have opportunities to develop their capabilities.

Response

Service Managers provide supervision to support staff to understand and practice person centred approaches.

Actioned

- Key Performance Indicators for Residential respite and day service managers include the regular supervision of reporting staff and an annual Performance Support & Development plan and review. This evidence is checked by General Managers on a periodic and random basis to ensure compliance
- Residential respite and day service permanent and casual staff complete Person Centred Active Support (PCAS) training.
- Residential respite and day service staff supporting clients with behaviours of concern complete MAND training.
- New residential respite and day service managers are trained in Group work Institute model of
- Supervision and Performance Management or Yooralla models of supervision.

Products, responses and initiatives

- Regular review of supervision data and records by Regional Manager at Regional Manager and Service Manager meetings
- Regular review of supervision data and records by General Manager at Regional manager meetings.
- Staff training completion data
- Staff annual performance review forms

Recommendation 19

It is recommended that Yooralla ensure that appropriate response and management actions for all Category 1 critical incidents of staff to client assault within Lifestyle Support and Choice Division are documented and reported to the Chief Executive Officer and General Manager and that policies and procedures are in place to assure the Yooralla Board that client rights have been protected in the response to, and management of, the outcome of the allegations.

Response

Category 1 incidents are documented and reported in accordance with policy and assure client rights are protected.

Actioned

- Revised incident reporting format to the Board and Board committees
- Existing information technology systems capability reviewed for capability to quickly cross tabulate, identify and monitor trends of incidents, sites and personnel
- Audit process for risk management strategies reviewed to ensure all risk mitigation are being constantly actioned

- All Category1 Disability Services incidents are reported to DHS, CEO, GM, Chief Practitioner, Regional/General Managers of PBSU, OH&S and the Board
- Strengthened IT security to protect the rights of clients ensuring security of confidential information.
- The Incident Report Register TCM / SharePoint reviewed, with increased requirements for documenting outcomes, closure, learning and systemic issues.
- Process for negotiation with DHS for additional funding to support and resolve risks – flexible funding; service model capacity; capital works to alter environments; or agreement on withdrawal of service to reduce risks clients and staff at known high injury/assault areas.

Products, responses and initiatives

- Residential respite and day service Incident report register supports TCM data is established to enhance capacity for staff and managers to record and actively monitor incident report follow-up actions, outcomes and learning
- Revised template for reporting on Yooralla's incidents to the Board and PQP committee reports to Board and committees
- Incident Management Current Systems Review Report ,Version 1.0, 13 May 2013
- Revised Incident Reporting at Yooralla Practice Manual & Category1 Incident Reports

Recommendation 20

It is recommended that accountability processes and performance measures for management and staff are in place to monitor the implementation of the recommendations of this review.

Response

Accountability processes and performance measures are in place for the implementation of the Joyce recommendations.

Actioned

Key Actions/Decisions

- A Governance Committee made up of Yooralla Board members, Senior Managers from DHS and a community representative oversee the implementation of the recommendations of the Joyce Report.
- The Governance Committee reports directly to the Yooralla Board
- A Quality Innovation and Safeguards Division established within Yooralla, includes senior staff with responsibility for driving, monitoring and analysing the actions included in the Wellbeing & Safeguards Action plan to ensure recommendations are met.
- The manager Advocacy and Safeguards routinely reports on progress of the implementation of actions identified.
- At the regular General Managers meeting the progress of activities is discussed and resources are allocated to achieve outcomes

- Accountabilities are recorded and in place to ensure managers delivery of actions, including regular supervision of managers to ensure appropriate oversight and support.

Products, responses and initiatives

- Yooralla's Response to the Joyce Report – Wellbeing & Safeguards Action plan
- Governance Committee Terms of Reference/ papers/ agendas meeting minutes
- Yooralla's responses to the Joyce report recommendations; action responses & key performance measures and evidence database - 2013
- Information & Discussion Item on Agenda Governance Committee
- Documents and processes in place for the audit to occur at the required time
- Revised Organisational Chart / Job Descriptions / New Division and roles
- GM Meeting Agenda /Minutes
- Supervision diaries/ records /additional specific communications & instructions
- Managers Annual Key Performance Measures