

YOORALLA SUBMISSION TO THE PARLIAMENT OF VICTORIA – FAMILY AND COMMUNITY DEVELOPMENT’S INQUIRY INTO ABUSE IN DISABILITY SERVICES

ABOUT YOORALLA

1. Established in 1918 by Ms Evangeline Ireland (Sister Faith), Yooralla today provides a diverse range of support services to about 30,000 people each year and employs nearly 2,000 staff working in people’s homes, in the community and across 100 sites in Victoria; ranging from early childhood services to supporting adults in varied service models.
2. Yooralla’s services range from a kindergarten inclusion program, a family options service, residential and respite support, in-home support services, therapy, peer support and self-advocacy development, recreation and arts, education and employment services.

YOORALLA’S EXPERIENCE OF DISABILITY ABUSE

3. A disclosure of sexual assault against some clients in a Yooralla residential service was first made at the end of 2011 and in early 2012. Subsequently, two more sexual assaults against two women were disclosed in two regional areas in 2012 and in 2014, respectively.
4. It was a traumatic and painful experience for the survivors of the sexual abuse, Yooralla clients, staff and Board Directors. Yooralla has apologised to the survivors and to the community for the abhorrent events. Yooralla continues to therapeutically support the survivors by way of engaging external trauma counselling and support if the individual and his/her family chose to accept the offer.
5. Learning from the experience of the survivors and as an organisation, Yooralla initiated five key elements to safeguard the rights of people with disabilities. They are to:
 - Promote and uphold human rights
 - Identify and understand abuse
 - Instil practices and safeguards which can prevent abuse
 - Respond to incidents and disclosures of abuse promptly
 - Identify and address underlying causes and systemic issues
6. Yooralla has undertaken an extensive program of reform to embed a safeguards and rights framework to better protect the rights and well-being of customers from abuse, harm and neglect. The first sexual assault case resulted in an independent review called the Joyce Review Report. The Joyce Review was instigated by the Department of Human Services and Yooralla. Details of the review and further actions are elaborated below.
7. Yooralla has responded more promptly to disclosures of abuse and ensures therapeutic supports are provided to the person making a disclosure. For example, Yooralla responded quickly and decisively in the 2014 sexual assault incident. When the disclosure was first made late on Friday afternoon, Yooralla immediately instigated the required protocols of ensuring the person was safe and informing the family, and the Police. By Monday morning, the perpetrator was dismissed from employment and charged by the Police.

8. Yooralla has learned much, about abuse prevention, from people with disabilities, their families and a range of partners in abuse prevention. Yooralla's strategic plan begins with upholding the dignity and equality of the person with disability.

BACKGROUND

9. Yooralla has committed a significant level of investment in implementing the recommendations of the Joyce Review Report following the initial disclosure. The Action Plan of the Joyce Review Report and its recommendations are available on the Yooralla website.
10. The Action Plan was then known as the Client Well-being and Safeguards Action Plan (the Action Plan). The action plan resulted in a total of 147 action items (106 action items from the original Joyce Report and 49 observation action items further requested of the independent auditors by Yooralla).
11. The Action Plan was subjected to oversight by a Yooralla Board Governance Committee. The Committee consisted of a Board Director, a representative from Women with Disabilities Victoria, representatives from the Department of Human Services and Yooralla senior management.
12. Two independent surveillance audits were completed in August 2013 and February 2014 by Health and Disability Audit Australia (HDAA). The audit results showed that Yooralla had achieved 100% implementation of the 147 action items, and that these were noted, by the auditors, to be functioning well and providing further opportunities that could give effect to the embedding of Yooralla's client wellbeing and safeguards action plan.
13. In addition, a confidential staff survey was undertaken by HDAA, a total of 519 staff completed the survey. Briefly, the results showed that majority of staff (about 80%) were aware of, understood and knew what to do to prevent and report abuse.
14. Today, Yooralla's Embedding Safeguarding Rights framework is an enhancement to the extensive and comprehensive work already done within Yooralla, post the Joyce Review.
15. At this stage, Yooralla has crafted the Embedding Safeguarding Rights against the NDS Zero Tolerance Framework¹. Yooralla will adhere to the NDIS safeguarding rights framework when it is proposed and rolled out.
16. Several activities or initiatives cut across the categories of primary, secondary and tertiary levels of intervention; resulting in some initiatives being repeated within the framework.

A SUMMARY OF YOORALLA'S APPROACH INTO DISABILITY ABUSE PREVENTION

17. International and national research reiterates the evidence that people with disabilities are at higher risk of abuse than people without disabilities. Abuse ranges from the most overt forms such as sexual and physical assaults and financial abuse to the less overt forms, such as emotional and psychological abuse. Abuse is often perpetrated by individuals familiar with the person with a disability and is most likely to occur in closed environments.²

¹ Yooralla instigated the NDS Zero Tolerance Project and played a key role in the project steering group.

² A 'closed environment' is usually defined as institutions, detention centres or congregate care living. In this context, a 'closed environment' is extended to include any environment where isolation, a lack of social inclusion and avoidance of external scrutiny is a prevailing culture.

18. Given the research evidence and to ensure disability abuse prevention is effective, Yooralla has adopted an organisation-wide approach. A summary of Yooralla's Embedding Safeguarding Rights is attached for the Committee's reference.

SUBMISSION TO THE INQUIRY INTO ABUSE IN DISABILITY SERVICES (INQUIRY)

19. Yooralla's submission to the Inquiry focuses Complaints and Monitoring (section 8 of the Submission Guide) and Impacts on rights and protecting of people using disability services (section 9 of the Submission Guide).
20. Many of the questions in sections 8 and 9 of this Inquiry are addressed in Yooralla's submission to the National Disability Insurance Service (NDIS) Consultation Paper on Quality and Safeguards, and in Yooralla's Embedding Safeguarding Rights Using the National Disability Service (NDS) Framework approach. As such, both papers are attached for the Inquiry's reference.
21. In relation to the Inquiry's question No. 8.3, Victoria has a robust monitoring of disability services by the Disability Services Commissioner (DSC). This legislative oversight is in addition to the Department of Health and Human Services' (DHHS) management of critical incidents and quality of service review of incidents. It is common for Victorian disability service providers to be subjected to extensive oversight and monitoring, that often require repetitive responses to the same incident. The Disability Services Commissioner model should be a mandatory requirement as part of NDIS.
22. In relation to questions Nos. 8.4 to 8.6, Victoria's Community Visitors (CVs) program already has substantial legislative powers to effectively prevent and respond to disability abuse services. The CVs visits are conducted spontaneously to meet with people with disabilities, families and staff, having full access to disability providers' sites, and relevant documentation and material. The CVs have, on many occasions advocated and brought matters of concern to service providers. They work at an individual and systemic level, and their insight has been pertinent in safeguarding rights in disability service delivery. Yooralla has worked closely with CVs when matters of concern are raised and acted promptly to resolve each matter of concern.
23. In Yooralla, every DSC matter and CV report are brought to the attention of and monitored by the CEO and Chief Practitioner, including by senior management. The DSC complaints are also brought to the attention of the Board. Organisational learning from feedback and complaints are reflected on and form part of continuous quality improvement.
24. In relation of questions Nos. 8.7 to 8.9 about the Senior Practitioner, Yooralla's submission to the NDIS Consultation Paper addresses these questions.
25. It is important to reiterate that Victoria has a strong and robust oversight and monitoring system to ensure that the safety and well-being of people accessing the disability services, compared to other states and territories. Victoria's current safeguarding rights should a model for NDIS.
26. In this section, Yooralla highlights examples of how the organisation has learned much of its experience and to illustrate that the impact of safeguarding rights can be strengthened in addition to the existing system of the DSC, CVs and the Senior Practitioner.

27. For example, building and strengthening self-advocacy within an organisation is a critical primary level of disability abuse prevention as evidenced in the research literature. It is important that people with disabilities are empowered to be aware of, know how to exercise their human rights, and to speak up against abuse and/or make a complaint. Yooralla has implemented a Lifeskills Speaking Up program delivered to more than 200 participants across the organisation where people with disabilities are empowered to exercise their rights, learn self-protective behaviours, know how to make complaints and form support network. The training has also led to the establishment of a self-advocacy group called YES Group (Your Enquiries Solved), this group is led by individuals with intellectual disability.
28. In addition, Yooralla has partnered with VALID, an advocacy organisation to trial a “My Rights Training” program to people with disabilities, staff and parents. Recently, Yooralla partnered with VALID and Deakin University on a successful grant application to develop a train-the-trainer program on “My Rights Training” targeted at people with acquired brain injury. This program is in development.
29. A Customer Rights and Empowerment team was established to provide peer support and leadership mentoring to people with disabilities, internal advocacy, resource and information support, occasional counseling and case management to people with disabilities.
30. At an organizational level, Yooralla established an Independent Advocacy Advisory Committee to provide systemic advocacy advice on organisational initiatives, policies, processes and procedures; and how Yooralla can further improve on its policies. The committee is made up of people with disabilities, parents and advocacy organisations. The group has provided advice that led to a change of the organization’s medication policy to focus on people who can self-manage their own medication, for example.
31. Yooralla has established the position of Director of Health & Well-being. Disability abuse prevention also begins with health and social equity. The Health and Well-being team comprises of allied health, nursing, psychology and positive behaviour support, and has oversight of all clinical risks. The risk includes assessing and monitoring risks, such as unexplained bruising.
32. In addition to external reviews, Yooralla has established an independent investigator position reporting directly to the General Manager, People & Culture.
33. At the level of organisational systems, Yooralla has invested in and implemented the RiskMan data system to record, track and monitor the management of incidents. The system has the capacity to create a unique identifier number, send alerts to various key personnel, assist with root cause analysis and assist in the development of an action plan for Category 1 and Category 2 incidents. Furthermore, there is continuous learning, by way of analysis and the provision of data, to inform practice and planning by such groups as the Clinical Risk Working Group and the Practice Excellence Group.
34. Yooralla’s experience of the enhanced RiskMan management of incidents has been positive and suggests that it is as an important organisational incident management tool and is an additional safeguard. Yooralla has recently extended the RiskMan system to include the reporting and management of feedback and complaints. A Customer Relations Officer position has been established to respond to, analyse and report on all feedback and complaints. The Chief Practitioner has oversight of all feedback and complaints, and a monthly report is provided to the Board.

35. Yooralla promotes the belief that “Safeguarding rights is everyone’s business”; while there are legislative and departmental safeguards, all of us in the community have a role to play to uphold human rights. Learning from our past experience, Yooralla sees it as one of its core businesses to champion the equality of people with disabilities and to prevent disability abuse. Yooralla has a comprehensive suite of safeguarding rights policies, reviewed staff induction program,
36. Victoria has one of the country’s most comprehensive and extensive safeguarding rights system. The Office of the Public Advocate, Community Visitors and Disability Services Commissioner are instrumental in ensuring a stronger safeguarding rights framework in Victoria. Disability Services providers are subject to an extensive level of scrutiny and accountability. It is important to reiterate that safeguarding rights requires a societal response and it is not just the responsibility of watch-dog bodies and service providers. As such, greater social inclusion and participation of people with disabilities are critical to ensure the equality of people with disabilities are respected, protected and fulfilled every day.
37. Yooralla wishes to stress that we realise that we need to continue our reform processes in the interests of all people with disabilities and their families. It is in this spirit that we offer the following submission and attached documents.

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EMBEDDING SAFEGUARDING RIGHTS USING NDS FRAMEWORK

1. Understanding Abuse

Promoting and applying human rights

Education and training to understand abuse, neglect and violence

Risk factors and signals of abuse



Cross reference to spread-sheet of Joyce Report Actions

Statement of the Yooralla Charter of Human Rights and Responsibilities, October 2014

An interactive eLearning course titled, "Safeguarding Human Rights: Living free from Abuse and Neglect" is currently under development with an expected completion date of end March. This is a revision of previous mandatory course.

See Joyce Report Client Well-being and Safeguards Action Plan independent audits by Health & Disability Audit Australia and Staff Survey results.

This course has been designed to provide a practical understanding of policies, procedures and frameworks that are related to Safeguarding Human Rights and to provide evidence that this outcome has been achieved via assessment.

The course is divided into the following three modules:

1. Recognising abuse and neglect
2. Responding and reporting if abuse or neglect is suspected, disclosed or witnessed
3. Preventing abuse and neglect.

The first module gives an overview of the importance of human rights for people with disability, key concepts, statistics and why people with disability are at high risk of abuse or neglect.

The second module includes examples of how you should respond, report and escalate concerns of abuse or neglect. It includes the following:

- If a person tries to disclose abuse and is subsequently not listened to or ignored or blamed, it becomes more and more difficult for them to disclose abuse.
- All action should be undertaken in a way that is respectful of the person, is culturally appropriate, and empowers them to make their own choices and decisions wherever possible.
- It is possible that some people who suspect that abuse is occurring, listened to someone disclose abuse or have witnessed abuse, may experience high levels of stress themselves. If this happens to you it is important to either seek out your manager, or access Yooralla's Employee Assistance Program (D'Accord 1300 130 130)

The third module covers prevention strategies and provides an understanding of how to keep yourself and the community as a whole free from abuse and neglect.

Statement of Yooralla's Organisational Vision, Mission and Values- June to December 2014

Yooralla signatory to the Office of the Public Advocate's Inter-agency Guideline for Addressing Violence, Neglect and Abuse (IGUANA). The Guideline forms basis of responding within management of incidents system and is actively promoted in the organisation.

Embedding Safeguarding Rights Practise Instruction – standing item at team meetings.

Development and publication of Yooralla Smart Choices Agenda 2020 – focus on rights as encapsulated in the branding "Choose Equality".

2. Practices and Safeguards which can help prevent Abuse

Implementing policy and practice that protect people's rights

Empowering people with a disability

Creating the right organisational cultures



PRIMARY PREVENTION

Development and incorporation of the Yooralla Quality and Empowerment Framework - December 2013

Promoting positive images and media reporting of people with disabilities in the community through key activities:

- **YoorallaTee** – tee-short design competition, aimed at encouraging positive images of disability, is an initiative of service provider Yooralla and T-Bar, a national retailer of T-shirts.
- **Positive stories** – stories of customers and their views in webpage and Big Issue

Customer Rights and Empowerment team - a team whose functions have been re-aligned to sharpen the focus on empowerment of people with disabilities to speak up and exercise their rights, provide leadership development and peer support, build self-advocacy teams and promote stakeholder participation. The team also delivers a revised **“Speaking Up” Life-skills program**.

This team has also partnered with an external advocacy organisation to deliver **“My Rights Training”** program to people with disabilities, their families and staff.

Trialled the **“Predicting Safety Behaviours in the Human Services Sector”** in 12-month trial of the SAC’s Consulting Psychometric Assessments – Care Worker Assessment in the larger campaigns for recruitment and selection of Casual Disability Support Workers for the Residential & Respite Support Services and Lifestyle Services. This assessment is an additional cost to Yooralla and it tests personality, attitude towards diversity and propensity to engage in counter productive workplace behaviour. To date about 94 potential candidates completed the tests and 85 were recruited. At the middle management level, 4 candidates completed the test and 3 were employed.

Development and incorporation of Yooralla policies related to safeguarding:

Acceptable use for information and technology systems- November 2013;
 Choice and advocacy. November 2014
 Customer Engagement and Participation. November 2014;
 Customer Feedback and Complaints. September 2014
 Customer personal relationships, Sexuality and sexual health November 2014;
 Diversity. November 2014.
 Employee Learning and Development November 2014
 Employer and employee Health and Safety Responsibilities November 2014
 Health and Wellbeing. November 2014;
 Human Rights, December 2014;
 Infection Prevention and Control November 2014;
 Management of Human Rights and Ethical Issues. December 2014.
 Management of Incidents, November 2014;
 Open Disclosure. October 2014.
 Positive Behaviour Support and Restrictive Interventions. November 2014
 Privacy and Confidentiality; November 2014
 Quality Empowerment and Clinical Governance December 2014;
 Research. December 2014.
 Risk Management November 2014;
 Service Delivery. December 2014
 Staff Conduct- Customer Relationships and Sexual Behaviour; December 2014
 Staff Discipline, November 2014;
 Stand downs and suspensions, November 2014;
 Supervision, Support and Development, November 2014.;
 YOOR81323 Staff Handbook
 Yooralla disciplinary Workplace Investigations. November 2014

Independent Advocacy Advisory Committee (IAAC) - an advisory group established comprising a cross section of customers, family members and independent advocates and advocacy agencies to provide feedback, recommendations and advice to the Yooralla Board Service Delivery and Quality Committee on issues that matter most to customers from a systemic advocacy perspective, such as particular policies; strategic initiatives; feedback and complaints; and planning.

A Yooralla Community Partnership and Advisory Committee – a committee to be established shortly to provide independent advice to the Board and CEO on organisational matters and issues. This committee will comprise of various representatives to reflect the diverse range of Yooralla services. An EOI for representation is currently underway (wef 19 Feb 2015).

Including the typical accreditation and continuous quality improvement culture, embedding safeguarding rights is a standing item of the Board Service Delivery and Quality Committee where matters are reported at each meeting.

The Service Delivery and Quality Committee will oversight a suite of KPIs to include all clinical risks, feedback and complaints, management of incidents, the use of restrictive interventions, and research and development. Suite of KPIs currently being developed.

Embedding Safeguarding Rights (accompanied with a practise instruction) is a standing item for all team and management meetings.

Embedding Safeguarding Rights is a strategic organisational action item.

The establishment of the Customer Rights and Empowerment team with a primary task of delivering training for people with disabilities to speak up and building self-advocacy.

Delivery of “My Rights” training programme in partnership with external advocacy group VALID to staff and families to nurture a culture of and exercise of rights.

On-going customers and staff meetings at sites (residential etc) or Family & Friends Group (only if proposed by families) provide on-going opportunity for customers to speak up on issues that affect them or to offer suggestions for improvement.

Workforce Planning and Development Strategy - to meet the challenge of attracting and retaining skilled, flexible and experienced workers with the right values and attitude.

5-Level training in Positive Behaviour Support- on Yooralla annual training calendar including: Level 1- Induction Program-“Positive Behaviour Support and Restrictive Interventions; Level 2- case studies, Level 3 Guided Workshop :Supporting people

“Speaking Up” Life-skills program” to teach self-protective behaviours, how to identify abuse and speak up, form supportive network and how to make complaints. People with disabilities who attended this course have now decided to

Partnership with Women with Disabilities Victoria on a grant on **“Gender and Disability”** to promote the rights of women with disabilities and address gender inequality at the organisational system level. Ninety-one Yooralla employees

<p>with behaviours of concern through Positive Behaviour Support.” Level 4 Restrictive and prohibited restrictions; Level 5 Positive Behaviour Support.</p>	<p>form a community of practise, now called “YES Group” (Your Enquiries Solved) a group of self-advocates supported by Yooralla. More than 200 customers were participated in the Life-Skills Speaking Up program.</p>	<p>participated in a pilot trial of the program, including members of the executive; managers and direct support workers.</p>
<p>Embedding Safeguarding Rights Practice Instruction for staff meetings Work Instruction.</p>	<p>Speak Up for Yourself (SUFY) group - a peer support group established in the Box Hill area to share ideas on what works and what does not with the supports provided in order to take control and influence the decisions and choices which affect their respective lives. This group is independent and support is offered when requested.</p>	<p>“Your Yooralla Experience” Complaints Process: including staff information sheet- ‘How to Encourage Client Feedback’; “How to make Feedback worthwhile”, It’s OK to Complain (DSC).</p>
<p>Establishment of the Health and Well-being Team to address health and well-being, including positive behaviour support.</p> <p>Establishment of a Customer Rights and Empowerment Team to promote, build and deliver training on speaking up, self-advocacy, peer support and mentoring.</p> <p>The team also offers opportunities to assess safety and well-being, make referrals for external advocacy where appropriate and mediation amongst customers when required or referred to do so.</p>	<p>My Rights Training – partnership with an external advocacy organisation VALID to deliver training on the CRPD to people with cognitive disability, staff and families (N=36). This training was delivered as a demonstration project with the aim of developing a train-the-trainer module. The module will be evaluated and revised in partnership with VALID.</p>	<p>Yooralla Day Support Handbook- pg 11, ‘Compliments, Suggestions and Complaints’</p> <p>Yooralla Personalised services Handbook Pg 22, , ‘Compliments, Suggestions and Complaints’</p> <p>Yooralla Accommodation Services Handbook, Pg 13, , ‘Compliments, Suggestions and Complaints’</p>
<p>Establishment of the role of Chief Practitioner role to embed the Convention on the Rights of Persons with Disabilities, and drive evidence-based and contemporary practice across Yooralla.</p>	<p>“Speak Tank” –A new Yooralla Initiative supporting people with a disability to tell their story at various forums. This was launched last year.</p>	<p>Yooralla/VALID workshop: Building Capacity through Self Advocacy & Empowerment- Clients and Families. This is part of the “My Rights” training but aimed at staff to partner in development of self-advocacy.</p>
<p>Establishment of Manager, Stakeholder Engagement to promote and engage people with disabilities, families and other diverse stakeholder groups to actively promote participation and monitor satisfaction of customers. The position also actively support and promote people with disabilities to speak up and tell their stories through the “Speak Tank” for example.</p>	<p>Development of “My Life Keys” - a train-the-trainer programme for people with acquired brain injury to learn and exercise their rights. This is a new initiative following a successful small TAC grant in partnership with Deakin University and VALID.</p> <p>The outcome of the programme will be transferrable to people with intellectual and developmental disability to be champions of rights.</p>	<p>Customer Satisfaction Pilot Findings. November 2014 – view of developing an on-going customer satisfaction KPI for the organisation.</p>
<p>“You Can” Innovation Grants of \$3000 each (\$30,000) to encourage staff to develop creative and innovative solutions that will enhance the quality of life of people with disabilities by way of promoting rights, social inclusion, reducing behaviours of concern and/or reducing the use of restrictive interventions.</p>	<p>Promoting the work of the Disability Services Commissioner (DSC), in particular the “It’s okay to complain”. DSC newsletter and information on how to make complaints are actively promoted and referrals to DSC are typically recommended to people with disabilities.</p>	<p>Random financial audits on spending provisions and corporate credit card expenditure to prevent financial abuse. Undertaken by Finance department and senior management of sites.</p>
<p>Practice Excellence Leadership Group – an internal team focussed on practice improvement, nurturing service excellence and strengthening practice excellence across the organisation. The Group has a discrete action plan beginning with people who are subject to restrictive interventions. The Group comprises of practitioners, senior management and an independent academic.</p>		<p>Feedback and Complaints regularly analysed and organisational learning conveyed to operational management.</p>
<p>Research Framework that is focussed on promoting a human rights research agenda.</p> <p>Newly established Research and Innovation Working Group on promoting evidence-based practice and learning that are anchored on human rights.</p>		<p>Service delivery and Quality Committee-Medication management, Practice Review 2014.</p>

<p>An interactive eLearning course titled, “Safeguarding Human Rights: Living free from Abuse and Neglect” is currently under development with an expected completion date of end March.</p> <p>This course has been designed to provide a practical understanding of policies, procedures and frameworks that are related to Safeguarding Human Rights and to provide evidence that this outcome has been achieved via assessment.</p> <p>The course is divided into the following three modules:</p> <ol style="list-style-type: none"> 1. Recognising abuse and neglect 2. Responding and reporting if abuse or neglect is suspected, disclosed or witnessed 3. Preventing abuse and neglect. <p>The first module gives an overview of the importance of human rights for people with disability, key concepts, statistics and why people with disability are at high risk of abuse or neglect.</p> <p>The second module includes examples of how you should respond, report and escalate concerns of abuse or neglect. It includes the following: If a person tries to disclose abuse and is subsequently not listened to or ignored or blamed, it becomes more and more difficult for them to disclose abuse. All action should be undertaken in a way that is respectful of the person, is culturally appropriate, and empowers them to make their own choices and decisions wherever possible. It is possible that some people who suspect that abuse is occurring, listened to someone disclose abuse or have witnessed abuse, may experience high levels of stress themselves. If this happens to you it is important to either seek out your manager, or access Yooralla’s Employee Assistance Program (D’Accord 1300 130 130)</p> <p>The third module covers prevention strategies and provides an understanding of how to keep yourself and the community as a whole free from abuse and neglect.</p>	<p>Partnership with Deakin University on:</p> <ul style="list-style-type: none"> • exploring an employment model to address the issue of poverty through development of a contemporary employment model, • development of a validated instrument to measure staff attitudinal and behaviour change towards embedding of human rights, • inaugural Yooralla-Deakin Research Fellow appointment of a person with disability, Dr Mark Brown, • evaluation of the quality of behaviour support plans of customers subject to restrictive intervention and • Goal mastery and measurement of customer learning and life goals – partnership with Deakin University to implement and train staff in writing, measuring and evaluating customer goals as defined in the client support plans.
<p>Leadership Coaching course provided by SAL Consulting to Residential & Respite Support Service Staff to service managers and Grade 5.</p>	<p>Partnership with University of Queensland on</p> <ul style="list-style-type: none"> • workforce development of disability support worker role in light of NDIS, • examining factors and development of therapeutic strategies to prevent relinquishment of children with disabilities, and • (c) examining factors to success and barriers to clinical governance amongst therapists.
	<p>Partnership with La Trobe University on a Person-centred Active Support program to train staff to engage more meaningfully with customers and develop cultures of respect.</p>
	<p>NHMRC Grant Partnership with University of Melbourne, Deakin University and Monash University to develop and evaluate a sustainable and cost-effective health-care model for children with disabilities that an NGO can implement.</p> <p>The research will also examine quality of life measures and disability economics. This is part of Yooralla’s research agenda on social and health equity.</p>

Clinical Risk Working Group – established to identify, analyse, monitor and lead improvement in clinical risks as evidenced in feedback and critical incidents. Including report: “Summary of Clinical Risks”-Chief Practitioner Update.

Revised Yooralla Staff Handbook

Revised “People and Culture” Mandatory Training Module.

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3. Addressing risk for specific groups and service settings

Targeted approaches for groups at increased risk of abuse

Understand and address the service features and settings that increase risk

Understanding behaviours of concern



TARGETED PREVENTION

Women with Disabilities Victoria “Gender and Disability” (Preventing violence against women project) A Peer Support programme – trialled with women with disabilities receiving Yooralla services.

Summary of the highlights of management of incidents using RiskMan and ongoing analysis with Management Reporting Framework.

Review of quality of behaviour support plans using the BSP QE II tool – ongoing project.

Establishment of RiskMan Analytics Group to analyse trends and predictors of risks.

5-Level training in Positive Behaviour Support- on Yooralla annual training calendar including: Level 1- Induction Program-“Positive Behaviour Support and Restrictive Interventions; Level 2- case studies, Level 3 Guided Workshop :Supporting people with behaviours of concern through Positive Behaviour Support.” Level 4 Restrictive and prohibited restrictions; Level 5 Positive Behaviour Support.

Partnership with Women with Disabilities Victoria on a national grant on “Gender and Disability” to promote the rights of women with disabilities and address gender inequality at the organisational system level. Ninety-one Yooralla employees participated in a pilot trial of the program, including members of the executive; managers and direct support workers

Review the audit process for risk management strategies to ensure that all risk mitigation IS being constantly actioned and that they are having the desired effect.

Review of incident register [TCM / Sharepoint] and reporting format to PQP and Board is to be finalised.

Speak Up for Yourself (SUFY) group - a peer support group established at Box Hill to share ideas on what works and what does not with the supports provided in order to take control and influence the decisions and choices which affect their respective lives.

Process for negotiation with DHS for additional funding to support and resolve issues in identified high risk areas – flexible funding and service model capacity; capital works funding to alter environments; or agreement on withdrawal of service if necessary to reduce risks of harm to clients and staff at known high injury/assault areas

All Category 1 [Disability Services] incidents are [require to be pg. 40] reported to DHS, CEO, GM, Chief Practitioner, RM, Managers of PBSU,OH&S and the Board.

My Rights Training flyer and session notes- June 2011; July 2014; September 2014.

Establishment of Clinical Risk Working Group to analyse and identify sites using clinical risk indicators, such as falls; unexplained bruising etc.

“Speak Tank” –A Yooralla Initiative supporting people with a disability to tell their story.

Regular quality review of sites by Group Managers, e.g. Residential & Respite Support Service.

The Incident Report Register [TCM / SharePoint] has been reviewed, with increased requirements for documenting outcomes, closure, learning and systemic issues. The Reporting format for the Yooralla Board is also being [has been] discussed to ensure all information is provided in a way that meets the governance needs of the organisation (and at the same time respects privacy of clients and staff).

Development of “My Life Keys” - a train-the-trainer programme for people with acquired brain injury to learn and exercise their rights. This is a new initiative following a successful small TAC grant in partnership with Deakin University and VALID.

Use of Restrictive Interventions in an emergency-Positive Behaviour Support Services- Reviewed June 2013

“A Comparative Analysis of Yooralla’s use of Restrictive Interventions”- A Joint report commissioned by Yooralla and the Office of Professional Practice, Department of human Services. April 2014.

The outcome of the programme will be transferrable to people with intellectual and developmental disability to be champions of rights.

Psychiatric Support Plan-Positive Behaviour Support Services- Reviewed June 2013

Treatment Plan- Supervised Treatment Order- Reviewed June 2013

Behaviour Support Program Planner –Reviewed April 2014

Circle of Ten review regarding sites with high costs and serving persons with high and complex support need – an independent review by the Centre for Disability Studies, University of Sydney, 2014.	Yooralla Behaviour Support Plan Quality Review” June 2013. A report commissioned by Yooralla with Deakin University, to review and improve the quality of services to people with Intellectual disability”
Positive Behaviour Support Plan –Reviewed June 2013- including star chart; program checklist; request for service	
Action Plan to Achieve Excellence in the Quality of Behaviour Support plans-June – 2013, ongoing monitoring by Practise Excellence Group	
Health Support Plans reviewed annually	
Yooralla, with SAL Consulting- Review of Practice at four Yooralla Residential sites. February 2014.	

4. Responding to Abuse

Early Intervention and response

Supporting the Person

Meet Organisational requirements

SECONDARY PREVENTION



<p>Employment of Yooralla Investigator on full time staff and investigation process.</p> <p>The investigator has a degree of independence as the person reports to General Manager of People & Culture.</p>	<p>Therapeutic approach to disclosure of abuse through the adherence of mandatory legislative and departmental procedures, IGUANA and contractual obligations.</p> <p>Referral to Customer Rights and Empowerment team, external advocacy and/or external trauma counselling centres where appropriate and consent provided (e.g. SE CASA).</p> <p>The therapeutic approach is also offered to families or staff e.g. external trauma counselling.</p>	<p>Management of Incidents Policy and Procedure, including RiskMan system.</p> <p>The RiskMan system is an IT system that records, tracks and monitors all incidents with unique identifier feature to eliminate non-reporting of incidents. The system also allows for alerts to ensure timely and appropriate level of responses throughout the organisation.</p> <p>The RiskMan can be further analysed and form part of the Management Reporting Framework (MRF) where monthly data analysis is made and reported to the Board Service Delivery and Quality Committee.</p> <p>Feedback and Complaints to be part of the RiskMan system to ensure the same outcomes.</p>
<p>Establishment of a Customer Relations Officer to sharpen the focus on appropriate and timely response to feedback and complaints, focus on disclosure of abuse and neglect, and to drive quality assurance in customer feedback.</p> <p>A Director of Quality will be appointed to the organisation to drive quality and abuse prevention in collaboration with the Customer Relations Officer.</p>	<p>Staff Training on reflective practise and leadership on how to mentor and coach peers in listening to customers delivered in 2014 for more than 20 managers. Delivered by SAL Consulting.</p> <p>An interactive eLearning course titled, “Safeguarding Human Rights: Living free from Abuse and Neglect” is currently under development with an expected completion date of end March 2015.</p> <p>This course has been designed to provide a practical understanding of policies,</p>	<p>Mandatory online staff training on human rights and recognising/identifying/preventing and reporting abuse recently revised – see “Safeguarding Human Rights: Living free from abuse and neglect.”</p> <p>MOU with Victoria Police and Yooralla on how both services collaborate and respond when a disclosure is made.</p> <p>Development and incorporation of Yooralla’s Whistle-blower policy including clear</p>

procedures and frameworks that are related to Safeguarding Human Rights and to provide evidence that this outcome has been achieved via assessment.

protection of Whistle-blowers in November 2014.

The course is divided into the following three modules:

1. Recognising abuse and neglect
2. Responding and reporting if abuse or neglect is suspected, disclosed or witnessed
3. Preventing abuse and neglect.

The first module gives an overview of the importance of human rights for people with disability, key concepts, statistics and why people with disability are at high risk of abuse or neglect.

The second module includes examples of how you should respond, report and escalate concerns of abuse or neglect. It includes the following:

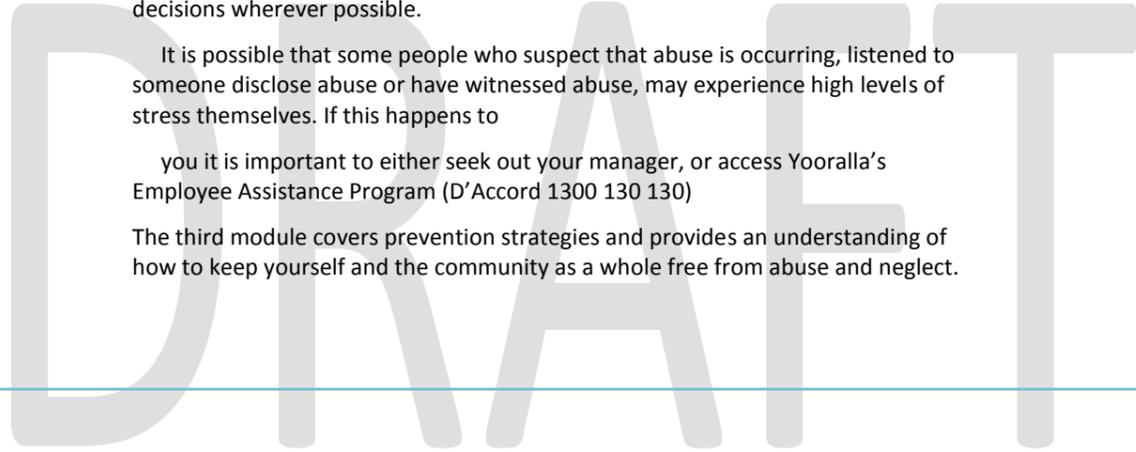
If a person tries to disclose abuse and is subsequently not listened to or ignored or blamed, it becomes more and more difficult for them to disclose abuse.

All action should be undertaken in a way that is respectful of the person, is culturally appropriate, and empowers them to make their own choices and decisions wherever possible.

It is possible that some people who suspect that abuse is occurring, listened to someone disclose abuse or have witnessed abuse, may experience high levels of stress themselves. If this happens to

you it is important to either seek out your manager, or access Yooralla's Employee Assistance Program (D'Accord 1300 130 130)

The third module covers prevention strategies and provides an understanding of how to keep yourself and the community as a whole free from abuse and neglect.



5. Analysis, Learning and Improvement

Maintaining and analysing records

Continuous Approach

Supporting Initiatives to reduce Abuse



TERTIARY PREVENTION

Management of Incidents Policy and Procedure, including RiskMan system.

The RiskMan system is an IT system that records, tracks and monitors all incidents with unique identifier feature to eliminate non-reporting of incidents. The system also allows for alerts to ensure timely and appropriate level of responses throughout the organisation.

The RiskMan can be further analysed and form part of the Management Reporting Framework (MRF) where monthly data analysis is completed and reported to the Board Service Delivery and Quality Committee.

Feedback and Complaints to be part of the RiskMan system to ensure the same outcomes.

All analysis, learning and improvement from various working groups are reported to the Board committee Service Delivery and Quality Committee, operational management and various forums.

Role of Chief Practitioner established to drive evidence-based practice.

Director of Quality to be established.

RiskMan system has a Root Cause Analysis component and action plan to address the risks.

NHMRC Grant with Melbourne (lead university), Deakin and Monash universities on addressing health inequalities in children with disabilities through the development and evaluation of a sustainable and cost-effective health and well-being model that a non-government service provider can implement, and measuring quality of life as an organisational key performance indicator.

<p>RiskMan analytics group-formed Feb 2015 to systematically analyse Riskman data and present to the Practice Excellence Group, and analytics reported to executive and operations, and Board.</p>	<p>Practice Excellence Group – an internal team focus on practice improvement, nurturing service excellence and strengthening practice excellence across the organisation. The Group has a discrete action plan beginning with people who are subject to restrictive interventions. The Group comprises of practitioners, senior management and an independent academic.</p>	<p>Instigated and collaborated with NDS Australia on the national “Zero Tolerance” national project.</p>
<p>On-going practice or service reviews of incidents as directed and/or led by the Chief Practitioner, including death of clients.</p>	<p>Clinical Risk Working Group – established to identify, analyse, monitor and lead improvement in clinical risks as evidenced in feedback and critical incidents. Including report: “Summary of Clinical Risks”-Chief Practitioner Update.</p>	<p>Yooralla Community Partnership Advisory Committee (YCPAC) - a committee established to provide strategic advice from a customer and community perspective to ensure that Yooralla provides services that meet and respond to the differing needs of customers within the organisation and in the community.</p>
	<p>Review of Cat 3 incidents from 1 Jan 2012 to 30 June 2014 led to Action Plan with a primary goal of reviewing how Cat 3 incidents are to be categorised. Noting that Cat 3 is not a mandatory reporting requirement of Dept of Human Services but Yooralla still collects and analyses Cat 3 incidents.</p>	<p>“No More desperate Measures: Better models of care for children and families experiencing or at risk of relinquishment” Practitioners forum- September 2012. Yooralla participated in this forum supported by the Victorian Equal Opportunity and Human Rights Commission.</p>
	<p>Use of Restrictive Interventions in an emergency-Positive Behaviour Support Services- Reviewed June 2013.</p>	<p>“Living the Good Life” Embedding Active Support & Practice Leadership. Minutes of CEO meeting March 17 2014- Active Partnership with La Trobe University; Annecto; Jewish Care; Greystanes; Endeavour; Sunshine; Karingal; GCSS</p>
	<p>Treatment Plan- Supervised Treatment Order- Reviewed June 2013 Psychiatric Support Plan-Positive Behaviour Support Services- Reviewed June 2013 Health Support Plans reviewed annually Behaviour Support Program Planner –Reviewed April 2014.</p>	<p>“A Comparative Analysis of Yooralla’s use of Restrictive Interventions” - A Joint report commissioned by Yooralla and the Office of Professional Practice, Department of Human Services. April 2014.</p>
	<p>External reviews may be undertaken where appropriate – see Beacon Initiative, Pioneer Initiative, Millawa Service Review and Dunblane Service. Including clinical review of client compatibility in residential services where required.</p>	<p>“Yooralla Behaviour Support Plan Quality Review” June 2013. A report commissioned by Yooralla with Deakin University, to review and improve the quality of services to people with Intellectual disability”</p>
		<p>Yooralla, with SAL Consulting- Review of Practice at four Yooralla Residential sites. February 2014.</p>
	<p>Action Plan to Achieve Excellence in the Quality of Behaviour Support plans-June 2013</p>	<p>Women with Disabilities Victoria Gender and Disability project.</p>
	<p>Customer Satisfaction Survey piloted in 2014 and to be implemented in 2015. Feedback will inform strategic planning and practice.</p>	<p>NDIS Readiness research with Deakin University examining customer decision-making processes.</p>