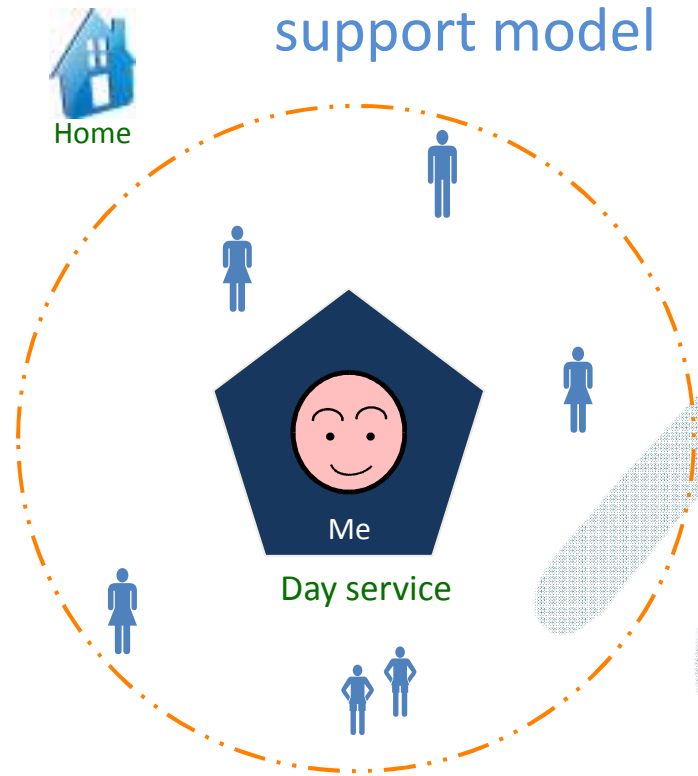# Inclusion Melbourne

Our experience of transforming a traditional day service to a community based, personalised model

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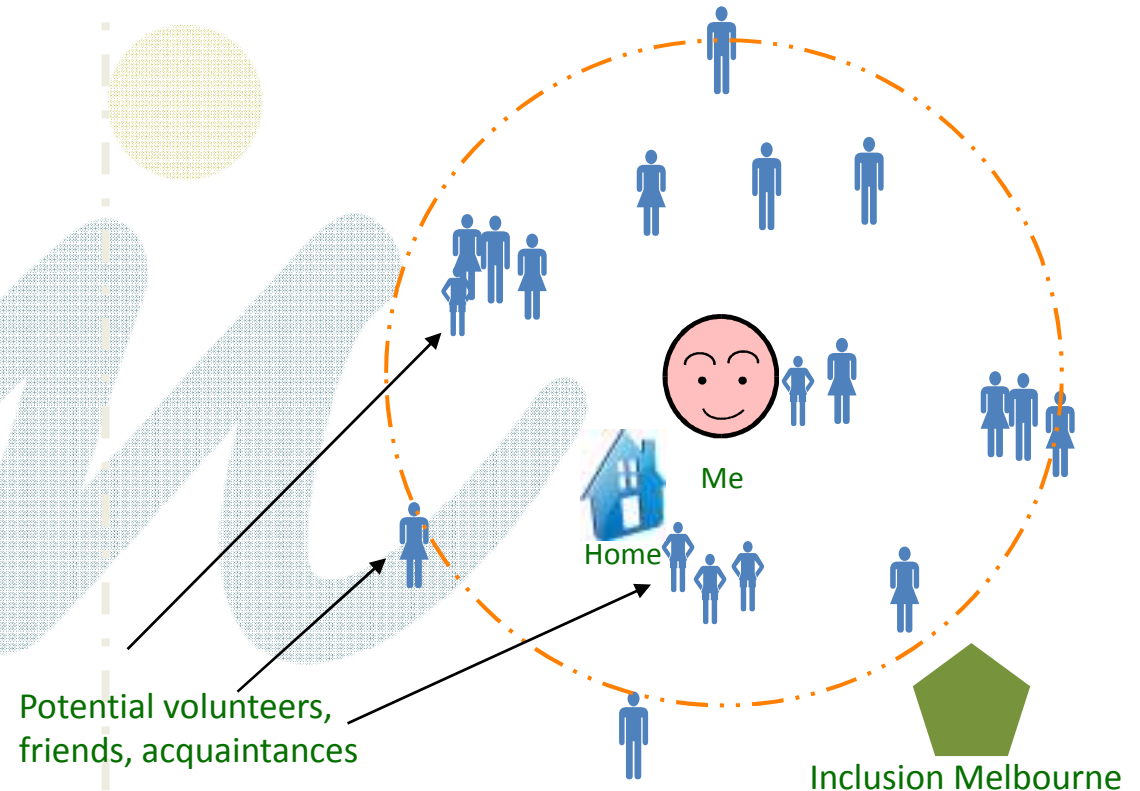
The Inclusion Melbourne model

Traditional specialist day support model

Home

Me

Day service

Inclusion Melbourne community based model

Me

Potential volunteers, friends, acquaintances

Home

Me

Inclusion Melbourne

- Congregate model
- Centre or location based
- No community development

- Personalised
- Occurs in person's local community - multiple locations
- Community inclusion and engagement
- Grass roots community strengthening

In the beginning…

- History of keen advocacy and a willingness to listen and implement

- 1990-93: Commenced consultancies inc. Prof. Errol Cocks

- 1993: New constitution & Statement of principles

- 1993: Appointed new CEO and program Manager

- Established R&D budget item including travel

- Board commitment to a theory and philosophy - the board approach is that good practice comes from good theory

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The journey commences

- Staff travel to USA, Canada & UK

- Models considered and abandoned

- Decision made against running a dual model (new individualised service alongside traditional model)

  - Cost

  - Staffing (including attitudes)

  - Ethical considerations (if individualised community based support is better, then why limit it only to a few?)

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Along the road

- Board grappling with how to implement and sustain a model
- Consultants encouraging but didn't have practical experience to support implementation
- Rhetoric vs practice and concepts
- Began with outreach services – 1 person at a time
- Established timetable and milestones
- Began hosting workshops and bringing out people (eg: Jeff Strully, Michael Kendrick) to:
  - Inform the sector of changes internationally
  - Open minds to possibilities
  - Spend time with IM to refine strategy

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Detours and roadblocks

- Lack of external support
- Lack of funding models and systems
- Development of financial assumptions in mid 2005
  - *What does it cost to deliver the service?*
- Communication with families and staff - Concerns expressed regarding:
  - Support for emergencies in the community
  - Dissolving friendships developed in groups
- Board commitment to support every person through transformation

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Board implementation considerations

- Gaining critical mass for stakeholder agreement re: rationale & direction

- Issue of *Yes! – but How?*

- Realising organisational assets – property & vehicles

- Ultimately a textbook case study in organisational change

- Commitment of all parties to organisation

- Increasing the size of the board

- Transformation from parent led to skills based board

- Changed focus of board meetings – tensions, lessons

- Up skilling professional board members on disability supports

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The things people haven't told you…

✓ Service user satisfaction increased

✓ Incident reporting significantly decreased

✓ Staff sick leave decreased

✓ Staff satisfaction levels increased

✓ Number of service user friendships increased

✗ Service fragmentation

✗ Systems development costs

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The times they are a changin…
(or factors making conversion less challenging today)

- Theory isn't being challenged
- Information readily available
- Ability to visit sites and operational services
- Technology available that reduces workload and costs
- Skilled staff

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There be dragons…

- New funding models
  - Individualised budgets results in additional workload and reduces organisational ability to engage in community development –potentially at odds with intent of state plan
- Need for ongoing maintenance
  - These are **NOT** self sustaining systems
- Links between residential & day supports
  - Yet to be effectively actioned
- Lack of community & family understanding re: service delivery costs

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In summary

- Not going to be achieved overnight
  - 14 years for IM from inception to asset sale
- Requires commitment to a philosophy and theory
  - When in trouble return to these
- Classic change management process
- Board induction &education to see global picture of support for people with a disability
- Continual board renewal – always new challenges to face

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