

**Department of Health and Human
Services**

**Community Sector
Quality and Safety
Standards Framework
2009 - 2012**

Project Business Case

Version: 1 Date: 24 February 2009

Copy: uncontrolled

Acknowledgements

The contribution of the following individuals in preparing this document is gratefully acknowledged:

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This document has been derived from a template prepared by the Department of Premier and Cabinet, Tasmania. The structure is based on the *Tasmanian Government Project Management Guidelines*.

For further details, refer to www.egovernment.tas.gov.au

Document Acceptance and Release Notice

This document is Version No I: 24 February 2009 of the Quality and Safety Standards Framework for Tasmania's Agency funded Community Sector 2009 – 2012 Project Business Case.

The Business Case is a managed document. For identification of amendments each page contains a release number and a page number. Changes will only be issued as a complete replacement document. Recipients should remove superseded versions from circulation. This document is authorised for release once all signatures have been obtained

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ACCEPTED:

Date: - -

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Business Case Sponsor

Document Development History

Build Status:

Version	Date	Author	Reason	Sections
1.0	24/2/09	Liz O'Malley	Endorsed	All
0.C	09/01/2009	Liz O'Malley	Initial Release	All
0.B	06/01/2009	Liz O'Malley	Initial Release	All
0.A	17/12/2008	Liz O'Malley	Initial Release	All

Amendments in this Release:

Section Title	Section Number	Amendment Summary
		Nil

Distribution:

Copy No	Version	Issue Date	Issued To
Electronic	1	March 2009	Community Express website
Hard Copy	1	March 2009	Community Sector Organisations
Electronic	0.A	17/12/2008	Rob Gavin, Manager Strategic Development, Office for the Community Sector
Electronic	0.B	06/01/2009	Rob Gavin, Manager Strategic Development, Office for the Community Sector
Electronic	0.C	09/01/2009	Rob Gavin, Manager Strategic Development, Office for the Community Sector

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I Introduction/Background

- Arising from current and substantial Department of Health and Human Services (the “Agency”) reforms, most notably increased investment in Tasmania’s community sector organisations, ensuring the delivery of quality, safe services by community sector organisations has developed into an area of increased strategic focus for the Agency.
- The Office for the Community Sector is an initiative of Mr David Roberts, Secretary Department of Health and Human Services. In recognising the increased importance of ensuring sustainable and progressive partnerships with the community sector, the Secretary, in conjunction with the Agency, developed the Office for the Community Sector to facilitate the delivery of efficient and effective community sector services to all Tasmanians.
- Working in partnership with the community sector, the Office for the Community Sector is progressing three key platforms to launch its activities over the next two years. These platforms comprise of:
 - strategic development;
 - quality and safety; and
 - finance and performance.
- Prior to the establishment of the Office for the Community Sector, the Agency has not previously required Agency funded community sector organisations to engage in, and account for, quality and safety activity as part of the contractual arrangements with the Agency.
- In early 2008, the Agency Sector Forum, comprising representatives of the Agency and community sector organisations, requested that the Office for the Community Sector establish the ‘Quality and Safety Reference Group’ with a view to progressing the quality and safety standards agenda required for Tasmania’s community sector. A report commissioned by the Agency Sector Forum from Quality Management Services Australia (QMS) in May 2008, provided the platform for future conversations between the Office for the Community Sector and Tasmania’s community sector regarding quality and safety.
- During the period of September to November 2008 the Office for the Community Sector undertook a comprehensive consultation process for engaging the community sector regarding a proposed Quality and Safety Standards Framework for Tasmania’s community sector. The engagement of the community sector and the Agency’s Operational Units resulted in the receipt of substantial feedback, leading to further refinement of the Framework’s implementation process.
- On 12 December 2008, Agency Directors, or their delegates, endorsed the content of the Quality and Safety Standards Framework.
- On 8 January 2009, the Agency Sector Forum Quality and Safety Reference Group discussed the final Standards Framework and supported its progression to the next stage for endorsement.

2 Overview

2.1 Vision

The vision for the Quality and Safety Standards Framework is:

A Quality and Safety Standards Framework that actively supports safe and quality Agency funded services for Tasmanian consumers.

This vision aligns with the Agency's vision of "An integrated delivery system capable of meeting the needs of our clients today and into the future" by recognising that the Agency and community sector organisations need to broaden and deepen their relationship, ensuring that consumers are the primary focus of our activities.

2.2 Organisational Objective

In line with Tasmania's mission of being "clever, kind and connected", the goal of the Office for the Community Sector is "To facilitate the delivery of efficient and effective community sector services for all Tasmanians".

In relation to quality and safety, the Office for the Community Sector's Strategic Plan articulates that "All services provided by community sector organisations under DHHS funding Agreements are consumer focussed, of high quality and safe". In recognition of this, and as outlined below, this project aligns to the benchmarks and the objectives of the Tasmania *Together* project.

Alignment of Tasmania *Together* Goals, Standards and Indicators to the Outcomes of the Community Sector Organisation Quality and Safety Framework

CSO Quality and Safety Framework Outcomes							
	Safe Services	Governance	Information Management	Incident / Feedback Monitoring	Responding to Consumer Needs	Workforce	
Goals	1				1.6		
	2	1.2, 1.5, 1.7, 2.1			2.2, 2.3, 2.4		
	3					4.1, 4.2, 4.3	
	4				1.1, 1.3, 2.2, 3.2, 4.3		
	5				6.1, 6.2	1.1, 2.1, 2.2, 3.2, 5.1, 5.3	
	6				2.1		
	7					2.1	
	8		1.1, 1.2, 1.3				
	9	All 1.x, All 2.x	All 1.x, All 2.x	All 1.x, All 2.x	All 1.x, All 2.x	All 1.x, All 2.x	All 1.x, All 2.x
	10						
	11						
	12						

The endorsement of this Business Case, and progression of this project, will align with the range of organisational goals and objectives.

3 The Business Case

3.1 Purpose of the Business Case

- The processes of scoping and analysing the requirements of introducing a quality and safety framework into Tasmania's community sector have been completed.
- A comprehensive consultation process with senior Agency staff and the community sector over a period of many months has concluded. The process has resulted in the development of a proposal that details the implementation of a Quality and Safety Standards Framework into Tasmania's community sector organisations, with a monitoring process that enhances accountability for the provision of high quality and safe services for consumers.
- This Business Case has been developed to provide details regarding the proposed Standards Framework and Implementation plan, and to consider a number of options for implementation. The options analysis will identify the indicative costs associated with each option. The costs are of an indicative nature due to:
 - no prior requirement for Tasmanian community sector organisations to account for, or engage in quality and safety activities, means the introduction of a Quality and Safety Standards Framework breaks new ground for Tasmania;
 - other Australian states and territories, although already engaged in similar quality processes with their community sectors, have developed Standards Frameworks and implementation strategies tailored specifically to their jurisdictions. Significant diversity in Tasmania's community sector organisations make comparison with, and bench-marking against, other jurisdictions very difficult; and
 - at this point there is insufficient knowledge of the quality and safety activities and processes of Tasmania's community sector organisations. Therefore, and considering the diversity of services provided by community sector organisations, ascertaining definitive costs related to education, training and ongoing support required by the community sector to successfully engage them in the Tasmanian Quality and Safety Standards Framework is problematic.
- As a result, this Business Case provides informed estimates for the initial period of the Quality and Safety Framework 2009 – 2012, at which time the Standards Framework will be evaluated.

3.2 Business Case Sponsor

The Departmental Executive Committee, previously known as the Agency Executive Committee, is the sponsor of this Business Case.

4 Situational Assessment and Problem Statement

- Arising from current and substantial reforms, most notably increased investment in Tasmania's community sector organisations, ensuring the delivery of quality, safe services by community sector organisations has developed into an area of increased strategic focus for the Agency.
- With an investment of more than \$160 million, and amounting to 10% of the total Agency budget, Tasmania's community sector is extremely diverse, with funding to individual organisations ranging from \$1400 to \$12.5 million. Comprising this are:
 - 242 community sector organisations;
 - 114 different service types; and
 - 443 service agreements.
- In addition, approximately 40% (98) of the 242 community sector organisations receive Agency funding less than \$100,000. 105 community sector organisations receive funding between \$100,000 and \$1 million. The remaining 39 organisations receiving between \$1 million and \$12.5 million dollars. Many organisations also receive funding from other funding bodies, such as the Commonwealth.
- This level of diversity has resulted in difficulty transplanting a standards framework and implementation model from another state or territory, and impacted on the ability to determine definitive implementation costs.
- As no prior requirement exists for Tasmanian community sector organisations to account for, or engage in quality and safety, the Agency is currently unable to accurately account to consumers and other stakeholders regarding the quality and safety of services purchased on behalf of the Tasmanian public.
- A current survey of quality and safety activity in community sector organisations, conducted by the Office for the Community Sector, is expected to identify that 15-20 of the 242 organisations are currently nationally accredited, or are in the process of seeking accreditation through an external accreditation body. External accreditation is a costly process and is undertaken by organisations that can financially sustain the process. Some organisations that receive funding from other funding bodies have been required to report against standards as a contractual element of their funding.
- Information received via these surveys, as well as anecdotal information obtained through the consultation process, indicates that organisations not participating in independent accreditation, engage in quality and safety activity to varying degrees. The consultation process also revealed that there are a number of organisations that do not undertake any formal quality and safety activities. In addition, the degree to which organisations comply with basic legislative health and safety requirements has not been ascertained at this time. It is thus important that the Agency assists community sector organisations to prioritise compliance with the safety aspects of the quality and safety framework to ensure that consumer's safety and health needs are met when accessing services.
- While the feedback from the community sector regarding the implementation of the Framework has been very positive, one primary recurrent theme of concern has been that it may be problematic for organisations, particularly organisations with smaller pools of resources, to meet the requirements of the Framework. For this reason, a transitional process that is well supported is required to enable community sector organisations to successfully negotiate and meet the requirements of the Standards Framework 2009 - 2012.

5 Assumptions and Constraints

Assumptions:

- All community sector organisations will engage in continuous quality improvement processes, meeting the reporting requirements of the Framework;
- Resources, both within the Office for the Community Sector and within the Agency's Operational Units, will be available to facilitate the implementation and ongoing monitoring of the Standards Framework.

Constraints:

- Some organisations will require additional and focused support to engage in the Standards Framework as a result of limited financial and/or other resources; and
- Issues arising through Agency reform processes, such as competing reform priorities, available resources, and identifiable contacts within Operational Units (to undertake Framework functions) may impact upon the Agency's Operational Units' ability to support the development and implementation of the Framework.

6 Identification and Analysis of Options

6.1 Identification of Options

Option 1

Maintain the status quo and do not implement a quality and safety standards framework.

Option 2

Work in partnership with Tasmania's Agency funded community sector to implement a quality and safety standards framework.

6.1.1 Option 1 – Maintain the status-quo and do not implement a quality and safety standards framework

Benefits:

- Resources associated with the development and implementation of a quality and safety standards framework can be re-allocated to other Agency reform agendas.

Dis-benefits:

- The quality and safety of Agency purchased services will remain unknown to the Agency;
- The Agency will continue to be unable to account to consumers for the quality and safety of the services that the Agency purchases to meet their identified needs;
- The Agency will remain unable to readily account to the public for the quality and safety of the services for which the Agency invests tax-payers money;
- Increasing investment in services provided by the community sector will not be accompanied by increasing accountability for quality and safety;
- Tasmania's community sector organisations will not be supported by the Agency to improve the safety and quality of their services and organisations; and
- The community sector may raise concern that the Agency has not followed through on stated policy, thus impacting negatively on the partnership.

Costs:

- Resources will not be required to be redirected to meet the development or implementation of the proposed Framework;
- Output and project management costs would be nil in the future, allowing for existing resources to be re-allocated to other reform agendas;
- Possible significant cost to consumers and government may occur if a lack of safety and quality in community sector organisations results in an adverse event; and
- Benefits of increased financial investment in the sector may diminish if the safety and quality of services diminishes.

Risks:

- Increasing levels of funding may not result in the delivery of quality and safe services;
- Consumers will continue to use services for which the quality and safety remains unmonitored, thus increasing the likelihood that the quality and safety of services for consumers will not improve and may diminish; and
- The integrated finance and performance framework will be undermined through the absence of the critical component of quality and safety.

Stakeholder impact:

- Consumers are not exposed to services/organisations that are accounting to the Agency for the continual improvement of the safety and quality of their services; and
- The Agency will not increase knowledge, understanding and confidence in the safety and quality of organisations and services purchased.

Other evaluation or filter criteria:

This option does not align with stated government policy.

6.1.2 Option 2 - Work in partnership with Tasmania's Agency funded community sector to implement a quality and safety standards framework

Benefits:

- The quality and safety of community sector organisations will become known to the Agency;
- The Agency will be more readily able to account to consumers for the quality and safety of the services that the Agency funds to meet their identified needs;
- The Agency will be able to account to the public for the quality and safety of the services for which the Agency invests tax-payers money;
- The community sector will observe the Agency following through on stated policy, thus improving the partnership based on accountability, transparency and future improvement;
- Increasing investment in services provided by the community sector will be accompanied by increasing accountability for quality and safety;
- Tasmania's community sector organisations, through working in partnership with the Agency, will be supported to improve the safety and quality of their services and organisations, and encouraged to develop and enhance other essential elements of a quality and safety framework;
- Increase in efficiency and effectiveness of services through the quality and safety standards framework, thus improving consumer outcomes;
- Provides an essential tool to measure performance and consumer/service outcome;
- Improved partnership between the community sector and the Agency through regular communication and a shared objective (i.e. continuous quality improvement); and
- The establishment of this Framework is a critical component of the "finance and performance" framework to be introduced by the Office for the Community Sector.

Dis-benefits:

- There will be costs associated with the Project in the midst of an environment of wide-ranging reform and competing priorities; and
- The implementation of a quality and safety standards framework is occurring within a community sector environment that is experiencing a level of inundation as a result of the number of reforms currently being undertaken that impact upon the sector.

Costs:

- There will be collective costs in terms of financial, human resources and project associated costs within an environment of wide-ranging reform and competing priorities. However, should benefits be realised, this Project provides value for money in relation to the quality and safety of services purchased by the Agency;
- Possible significant cost saving to consumers and government through an increase in safety and quality in community sector organisations, thus reducing the likelihood of an adverse event; and
- The outcomes associated with increased investment in the community sector over the next two years will be enhanced through enhanced quality and safety of services.

Risks:

- Although not reported, some community sector organisations may be unwilling to participate in the Framework placing the Agency in a position where it will need to address the issues in accordance with the relevant schedule contained within the service agreement; and
- Some community sector organisations may be unable to meet the requirements of the Standards Framework resulting in possible disruption to service delivery for consumers and requiring a collaborative problem solving response.

Stakeholder impact:

- Consumers will be exposed to services/organisations that are continually improving the safety and quality of their services;
- The Agency will increase knowledge, understanding and confidence in the safety and quality of organisations and services purchased;
- Community sector organisations will be assisted to improve the safety and quality of services; and
- There may be occasion when service delivery and consumers will experience a level of disruption while organisations transition to achieve compliance with basic safety standards.

Other evaluation or filter criteria:

This option aligns with:

- Government policy, including the Agency's vision and goals;
- The Office for the Community Sector Strategic Plan, as endorsed by both the Health and Human Services Ministers; and
- The Tasmania *Together* project.

6.2 Comparison of Options

Criteria	Option 1	Option 2	Summary
Benefits: <ul style="list-style-type: none"> • Consumer • Organisation • Government 	low low-medium low	high high high	Higher benefits in Option 2 for all stakeholders
Costs (3.5 years) (financial/resource): <ul style="list-style-type: none"> • Consumer • Organisation • Government 	nil low low	low medium high	Higher financial costs associated with Option 2
Risks: <ul style="list-style-type: none"> • Consumer • Organisation • Government 	high medium high (if adverse event)	low low-medium medium	Overall lower risk for all stakeholders associated with Option 2
Stakeholder positive impact (outcome): <ul style="list-style-type: none"> • Consumer • Organisation • Government 	low low low	high medium-high high	Positive impact on outcome is higher for Option 2
Issues: <ul style="list-style-type: none"> • Consumer • Organisation • Government 	Low Low High	Low Medium Medium	Organisations may experience some impact on resources. Government will reduce the risk of potential issues by following through on policy.

6.3 Recommended Option

It is recommended that Option 2 is adopted resulting in the development and implementation of a Quality and Safety Standards Framework for Tasmania's community sector.

7 Implementation Strategy

7.1 Project Title

Quality and Safety Standards Framework for Tasmania's Agency funded community sector – Informally known as “The community sector framework”.

7.2 Target Outcomes

Outcome	Measure	Date for achievement	Who is accountable
Improved safety and quality for consumers accessing services from community sector organisations.	Community sector organisation's compliance with and continuous quality improvement against the standards.	(every bi-annual self-report analysis and evaluation in 2012).	Quality and Safety staff, Office for the Community Sector. An evaluator is yet to be determined.
	Greater awareness and monitoring of, and a reduction in, the number of serious incidents over the three year period 2009 – 2012.	(every quarter through Desktop Review and evaluation in 2012).	Quality and Safety staff, Office for the Community Sector. An evaluator is yet to be determined.
Community sector organisations are engaged in continuous quality improvement.	Community sector organisation's self-reports are submitted at required periods.	(annual evaluation of data)	Quality and Safety staff, Office for the Community Sector. An evaluator is yet to be determined.
	Increase in quality and safety activity within community sector organisations as reported in self-reports.	(every self-report analysis and evaluation in 2012)	Quality and Safety staff, Office for the Community Sector. An evaluator is yet to be determined.
Increase in satisfaction with the quality and safety of services received.	Consumer satisfaction survey.	Ongoing communication strategies and Evaluation 2012.	Quality and safety staff, Office for the Community Sector. An evaluator is yet to be determined.
	Agency Operational Unit satisfaction survey.		
	Feedback from community sector organisations.		

7.3 Outputs

Deliverables	Developed by	Utilised by
Standards Framework (generic)	Office for the Community sector	Community sector organisation
Standards (Service Specialist)	Agency Operational Units	Community sector organisation
Self-report template	Office for the Community Sector	Community sector organisation and Agency Operational Unit and Office for the Community Sector
Desktop Review framework	Office for the Community Sector	Office for the Community Sector and Agency Operational Unit
Feedback report templates	Office for the Community Sector	Office for the Community Sector and community sector organisation and Agency Operational Unit
Incident Monitoring System (IMS)	Office for the Community Sector	Community sector organisation and Office for the Community Sector and Agency Operational Unit
Reporting Policies and templates (internal)	Office for the Community Sector	Office for the Community Sector and Agency Operational Unit
Databases / Information capturing systems	Office for the Community Sector	Office for the Community Sector and Agency Operational Unit
Agency Sector Forum, Quality and Safety Reference Group	Agency Sector Forum	Office for the Community Sector and community sector organisation and Peak Bodies and Agency Operational Unit
Education and training re. Specialist Standards	Office for the Community Sector	Agency Operational Unit and Office for the Community Sector
Education and training re. generic standards	Office for the Community Sector	Community sector organisation and Office for the Community Sector and Agency Operational Unit
Evaluation	Office for the Community Sector and consultant	Community sector organisation and Agency Operational Unit and Office for the Community Sector and the Agency

7.4 Work Plan

Phase I.

Concept, scoping and initial consultation

Tasks	Elements	Resourcing	Timeline
Scoping	<ul style="list-style-type: none"> Independent Frameworks – Australian Council of Health Standards (ACHS), Quality Management Systems (QMS), Quality Improvement Council (QIC) etc Other states/territories Quality Management Systems (QMS) Report Survey of community sector organisations 	Within current Office for the Community Sector	Completed
Gap analysis	<ul style="list-style-type: none"> Minimum safety standards required in Tasmania Diverse Tasmanian community sector 	Within current Office for the Community Sector	Completed
Establish Agency Sector Forum Quality and Safety Committee	<ul style="list-style-type: none"> Guidance Advice 	Within current Office for the Community Sector	Completed
Draft Standards Framework	<ul style="list-style-type: none"> Generic standards Service Specialist Monitoring Evaluation 	Within current Office for the Community Sector	Completed
Consultation	<ul style="list-style-type: none"> 3 X forums - Agency directors/seniors (18 attendees) 3 statewide forums – community sector organisations (63 attendees) Multiple individual. meetings (formal and informal) – community sector organisations and Agency Operational Units 12 Written feedback Agency Sector Forum Agency Sector Forum Quality and Safety Reference Group 	Within current Office for the Community Sector	Completed
Feedback to community sector organisations	<ul style="list-style-type: none"> Analysis of consultation feedback Provide to community sector organisations, Agency and stakeholders 	Within current Office for the Community Sector	Completed

Phase 2. Development

Tasks	Elements	Resourcing	Timeline
Refine Framework Overview document - distribute	<ul style="list-style-type: none"> Incorporate feedback 	Within current Office for the Community Sector	Dec 08 - Jan 09
Develop implementation plan - distribute	<ul style="list-style-type: none"> Standards implemented through staged process 	Within current Office for the Community Sector	Dec 08 – Jan 09
Select Generic Standards	<ul style="list-style-type: none"> Six selected Criteria selected 	Within current Office for the Community Sector	Completed
Prepare Business Case	<ul style="list-style-type: none"> Informed estimate of resources No benchmark possible with other states due to Tasmania's diversity and different implementation. 	Within current Office for the Community Sector	Dec 08 – Jan 09
Consultation	<ul style="list-style-type: none"> Agency Directors and seniors Human Services Group directors/seniors (18 attendees) Community sector organisations (63 forum / multiple individual contacts / 12 written submissions) Multiple phone discussions with Human Services Group and community sector organisations Agency Sector Forum Agency Sector Forum Quality and Safety Reference Group 	Within current Office for the Community Sector	Previous and Ongoing
Build framework for selection of Service Specialist Standards	<ul style="list-style-type: none"> Policy framework for Op Units to select Service Specialist Standards Investment / service volume / service type / outcome statement 	Within current Office for the Community Sector	Jan 09
Assist Agency Operational Units to select Service Specialist Standards	<ul style="list-style-type: none"> National Quality Frameworks 	<p>Within current Office for the Community Sector</p> <p>Agency Operational Units to make staff available</p>	Jan – Feb 09
Select Outcome Statements and Key Performance Indicators	<ul style="list-style-type: none"> Each Service Agreement to have an outcome statement and Key Performance Indicators for all 89 + service types and 400 + service agreements 	<p>Agency Operational Units – significant piece of work</p> <p>Staged-in over time</p>	<p>Dec 08 – Dec 09</p> <p>Dec 09 – Dec 10</p>
Develop final documentation	<ul style="list-style-type: none"> Generic standards documents Self-report templates 	<p>Within current Office for the Community Sector</p> <p>Document designer and printer</p>	<p>Jan – April 09</p> <p>(contact established with designer and printer)</p>

Implementation Strategy

Develop Incident Monitoring System policy infrastructure – based on Electronic Incident Monitoring System (EIMS)	<ul style="list-style-type: none"> • Policy and Procedures • Templates for community sector organisations 	Within current Office for the Community Sector	Jan 09 – April 09
Education and training to community sector organisations	<ul style="list-style-type: none"> • Framework Standards • Templates • Requirements • Criteria for continuous Quality improvement • Incident Monitoring System • Change management 	5 Options: One or combination: <ul style="list-style-type: none"> • Fund Peak Bodies to provide/deliver/coordinate • Fund community sector organisations directly to purchase assistance • Contract external consultant to provide • Establish time-limited positions within Office for the Community Sector or Agency Operational Units i.e. 12 months • Deliver within current Office for the Community Sector resources (preferred) 	June 09 – Nov 09
Memorandum of Understanding development	<ul style="list-style-type: none"> • Existing health and safety regulators (internal Agency i.e. Food Safety) • Agreement re. processes of regulation of mandatory health and safety standards criteria 	Within current Office for the Community Sector	June-July 09
Ongoing and direct assistance to community sector organisations	<ul style="list-style-type: none"> • Direct support to community sector organisations that require assistance • Assist to identify issues • Establish community sector organisation’s current position within the Framework and assist to develop quality improvement plans 	5 Options: One or combination: <ul style="list-style-type: none"> • Fund Peak Bodies to provide/deliver/coordinate • Fund community sector organisations directly to purchase assistance. • Contract external providers i.e. Quality Management Systems (QMS) or similar to provide. • Establish time-limited positions within Office for the Community Sector or Agency Operational Unit i.e. 6 months. • Provide within current Office for the Community Sector resources (preferred). 	May 09 – June 12

Implementation Strategy

Development of Office for the Community Sector internal processes, policies and templates	<ul style="list-style-type: none"> • Information capturing systems • Policy and Procedures • Templates for analysis of data • Reporting to community sector organisations and Agency Operational Units 	<p>Within Office for the Community Sector</p> <p>Agency Operational Unit to identify staff for consultation</p>	April – Nov 09
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Phase 3. Implementation

Tasks	Elements	Resourcing	Timeline
Core Monitoring	<ul style="list-style-type: none"> • Generic standards to be endorsed • Service Specialist Standards to be endorsed • 242 reports • Report back to community sector organisations 	<p>4 X dedicated staff within Office for the Community Sector</p> <p>Dedicated FTEs within Agency Operational Units</p>	Dec '09 and ongoing every 6 months until 2012
Desktop Reviews	<ul style="list-style-type: none"> • Broad analysis of range of information • Check with existing regulators • 242 reviews • Report back to community sector organisations • Audit visit 	<p>Within Office for the Community Sector X 4 dedicated staff (may be 1 hour to multiple days required for Desktop Reviews)</p> <p>Consultation with Agency Operational Units and others required on case-by-case basis</p> <p>Agency Operational Unit staff undertaking visits to community sector organisation</p>	March '10 and ongoing every 3 months until 2012
Service reviews	<ul style="list-style-type: none"> • Serious concern • Innovation • External or internal lead • Estimated 23 per year 	<p>Options:</p> <ul style="list-style-type: none"> • Contract external Agent to lead with Agency Operational Unit support • Office for the Community Sector to lead / Agency Operational Unit support and manage specialist content 	July 09 and ongoing until 2012 – unpredictable frequency
Incidents and complaints/compliments	<ul style="list-style-type: none"> • Community sector organisations inform of serious incidents (estimate 10 per year) • Community sector organisations manage less serious incidents/complaints • Community sector organisations report less serious incidents in self-reports • Agency Operational Unit respond to serious incidents • Trending less serious incidents 	<p>Agency Operational Unit attend to initial response</p> <p>Agency Operational Unit enter serious incident data (Severity Assessment Code (SAC) 1 and 2) into Electronic Incident Monitoring System (Established within Human Services Quality and Safety Framework and already established in Health)</p> <p>Agency Operational Unit, Office for the Community Sector and external joint leadership as appropriate</p> <p>Office for the Community Sector monitors investigation of serious incidents (SAC 1 and 2).</p> <p>Office for the Community Sector trend less serious incidents (SAC 3 and 4)</p>	July 09 and ongoing until 2012 – unpredictable frequency

Implementation Strategy

Accreditation analysis	<ul style="list-style-type: none"> Estimate 15 community sector organisations accredited Audits fall outside of Framework monitoring time-lines but will be built into Agency reporting framework 	Within Office for the Community Sector X 4 dedicated staff	Jan '10 and ongoing until 2012
Reporting	<ul style="list-style-type: none"> Internal Community sector organisations Agency Operational Units Data base re. Framework 	4 X dedicated staff within Office for the Community Sector	July 09 – 2012 as established under DHHS guidelines and required by new policy

Phase 4. Framework Evaluation

Tasks	Elements	Resourcing	Timeline
Evaluate Framework and implementation	<ul style="list-style-type: none"> Standards Monitoring Consumer Outcomes Community sector organisation and Agency Operational Unit outcomes Resources Future direction of Framework Future direction of Framework governance 	Options: <ul style="list-style-type: none"> External consultant Community sector organisation and Office for the Community Sector staff required Agency Operational Unit staff required to participate 	July 2011 – completed by June 2012

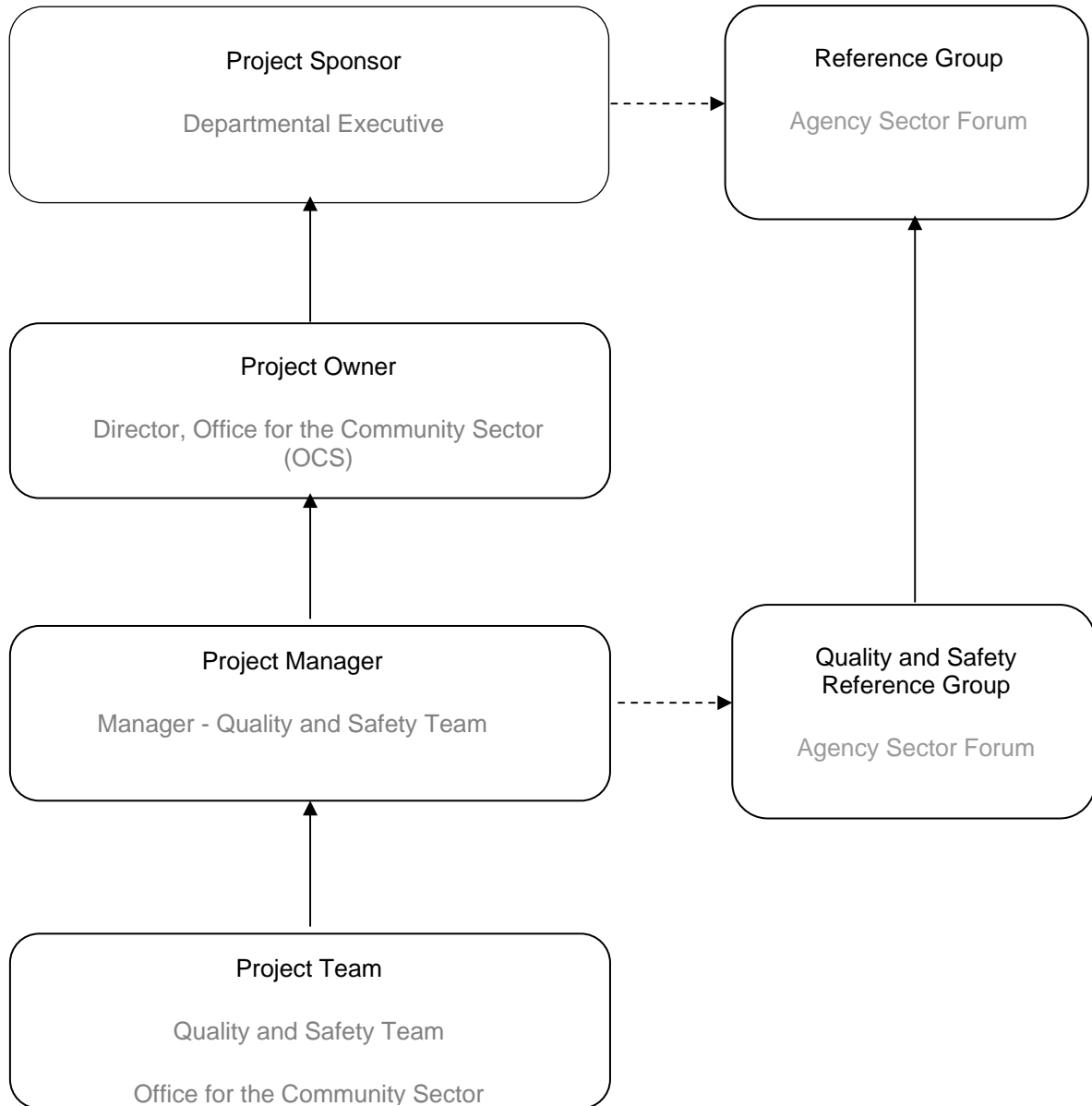
7.5 Budget

	08-09	09-10	10-11	11-12
	<i>Developmental Phase (Jan 09 – June 09)</i>	<i>Developmental and Implementation Phases</i>	<i>Implementation Phase</i>	<i>Implementation and Evaluation Phases</i>
Salaries				
4 Full Time Equivalent Salaries	\$266,620	\$533,243	\$533,243	\$533,243
Operating Costs				
Publishing - Framework and EIMS	\$6,000			
One-Off Resources	\$1,430	-	-	-
Education and Training	-	\$36,934	\$28,933	\$28,933
Professional Development	-	\$1,000	\$1,000	-
Evaluation	-	-	-	\$90,000
Travel and Vehicle	\$16,201	\$32,348	\$32,390	\$32,390
Admin and Accommodation	\$15,995	\$31,714	\$31,714	\$31,714
Less Current Funding Allocation				
	\$266,620	\$533,243	\$533,243	\$533,243
Total Estimated Additional Funding Required for the Community Sector Quality and Safety Standards Framework				
	\$39,626	\$101,996	\$94,037	\$183,037

Note: Education and Training include a component for support such as interpreter services (not personal care)

8 Project Management Framework

8.1 Governance



8.2 Quality Management

The management of Project issues, and review and acceptance procedures, will be consistent with Agency reporting requirements through the use of briefings, presentations and planning documents.

A risk register will be established to ensure effective and timely communication, feedback and response, and any issues arising from the implementation of the Framework.

Methodologies for the implementation and ongoing monitoring of the Standards Framework, including roles and responsibilities, will be clearly articulated through policy and process documentation. Implementation and ongoing monitoring will be based on a collaborative, consultative and supportive approach.

8.3 Organisational Impact

Impact 1.

- The implementation and ongoing monitoring of the Standards Framework will create additional workload implications for the Agency's Operational Units, contributing to an already busy reform environment.
- This impact will be minimised through "transitioning" Agency Operational Units into the roles and responsibilities of the Framework, and being mindful of the significant reform processes underway across the Agency.

Impact 2.

- The implementation of the Standards Framework will have varying degrees of impact across community sector organisations. This may have an additional impact on the Agency as the developer of the Framework.
- This impact will be minimised through "transitioning" community sector organisations into the Standards Framework through a negotiated and supportive approach, with timely and effective communication over the three year period.

8.4 Outcome Realisation

Throughout implementation and the pre-evaluation period (2009 -2012), outputs will be managed via clearly articulated policy and process frameworks in which shared accountability has been established through consultative and inclusive processes.

Products, such as the self-report template and standards documentation will be located on the Agency web site and *communityExpress*. Some documentation will be "protected" from editing; user editable fields will enable organisations to complete required self-reports electronically. The self report template will also be available in hard copy format.

During 2011 and 2012, an evaluation will be undertaken. It is anticipated that the evaluation will be undertaken by an external consultant and will involve all stakeholders.

The evaluation will include analysis of the outputs throughout the 2009 – 2012 period and their value in achieving long-term benefits post the three-year duration of this Project. The evaluation will allow for the refinement of the outputs, ensuring that the project can evolve to meet future requirements for an efficient and effective Quality and Safety Standards Framework.

8.5 Post Project Review

An evaluation will be commenced approximately two and a half years into the three and a half year process, enabling evaluation of the following:

- Standards selected – generic and service specialist;
- Monitoring model;
- Resource implications for all stakeholders – community sector organisations, Agency Operational Units, the Office for the Community Sector, and consumers;
- Benefits for the stakeholders of the Standards Framework, direct and indirect, such as measurement of improvement in quality and safety for consumers, and improved relationships between the community sector and the Agency;
- Benchmark of safety and quality for Tasmania's community sector; and
- A documented and improved Standards Framework and improved process post 2012.

The evaluation will be undertaken by an external consultant.

9 Appendices

Appendix A: Risk Analysis

Attachment A: Quality and Safety Standards Framework consultation summary

Appendix A: Risk Analysis

A Risk Analysis has been undertaken for both Option 1 and Option 2 (see next page).

The table below is the recommended equation to determine the total risk score.

Grade : Combined effect of Likelihood/Seriousness					
		Seriousness			
		Low	Medium	High	Extreme
Likelihood	Low	N	D	C	A
	Medium	D	C	B	A
	High	C	B	A	A

Key:

A=5, B=4, C=3, D=2, N=1.

The lower the total score, the lower the level of risk.

Option I: Do not implement a Quality and Safety Standards Framework

Major Risks	Risk rating			
	Initial Grading	Strategy	Resultant Grading	Rating
Increasing levels of funding to community sector may not result in the delivery of quality and safe services	B	Target funding to community sector organisations already engaged in a degree of formal quality and safety or already reporting to other funding bodies	C	3
Due to lack of standards and monitoring of quality and safety of services, consumers may be subjected to an adverse event	A	Historically, there have not been frequent reported adverse events, even in the absence of this Framework	A	5
The integrated finance and performance framework will be undermined through the absence of the critical element of quality and safety	C	Develop another element for measuring performance to take the place of quality and safety	D	2
The community sector may raise concern that government has not followed-through on stated policy	B	Explain that, given the amount of reform the quality and safety standards framework is to be postponed	C	3
The Agency will remain unable to readily account to consumers and the public for the quality and safety of services funded	B	Explain that, given the amount of reform the quality and safety standards framework is to be postponed	C	3
The Tasmania Together goals, along with the Agency's vision and objectives, will not be supported	C	Explain that, given the amount of reform the quality and safety standards framework is to be postponed	D	2
Total				18

Option 2: Implement a Quality and Safety Standards Framework

Major Risks	Risk rating			
	Initial Grading	Strategy	Resultant Grading	Rating
Community sector organisations are unwilling to participate	C	Engage in a process based on communication, encouragement, transition over time, and support	D	2
Community sector organisations are unable to meet the compliance requirements leading to disruption of services	C	Approach the 3 and a half year implementation period as a “transitional” phase with support to community sector organisations and risk management to assist community sector organisations through to compliance	D	2
Agency resources will not be identifiable to meet the requirements of the Framework	B	Alter the initial monitoring requirements and application of specialist standards to allow for transition over the three and a half year period	D	2
Timelines will not be met as per implementation plan	D	Renegotiate	N	1
Total				7

Attachment A: Consultation Summary

<p>April 2008</p> <p>Receipt of QMS Final Report</p>	<p>September and October 2008</p> <p>Individual meetings with CSOs X 15 CSOs</p>
<p>16 May 2008</p> <p>First meeting ASF Q&S Reference Group meeting</p> <p>Letter to stakeholders – feedback on QMS report</p> <p>Request ASF consult with members</p> <p>Report on DHHS website</p>	<p>15 October 2008</p> <p>Consultation forum CSOs – NW Coast (4 CSOs rep)</p>
<p>27 June 2008</p> <p>Feedback – 40% internal and 60% external</p>	<p>16 October 2008</p> <p>Consultation forum CSOs – North (19 CSOs rep)</p>
<p>1 July 2008</p> <p>Second ASF Q&S Reference Group meeting</p> <p>Prepare recommendations for ASF</p>	<p>24 October 2008</p> <p>Consultation forum CSOs – South (40 CSOs rep)</p>
<p>8 July 2008</p> <p>ASF Meeting</p>	<p>October – November 2008</p> <p>10 + telephone conversations CSOs</p> <p>12 written submissions CSOs</p> <p>Multiple informal meetings and consultations</p>
<p>13 August 2008</p> <p>Workshop DHHS</p>	<p>November 2008</p> <p>Briefing and meeting with Secretary and Deputy Secretary Care Reform (Alice Burchill)</p>
<p>22 August 2008</p> <p>Third ASF Q&S Reference Group meeting</p>	<p>12 December 2008</p> <p>Consultation forums DHHS Directors and business units (5 representatives)</p>
<p>15 September 2008</p> <p>Consultation paper distributed to CSOs and DHHS</p> <p>Agency website</p>	<p>December 2008</p> <p>Feedback analysis post consultations to all CSO, DHHS web site and communityExpress</p>