



2. Teams

(Developmental Service Delivery Component Two)

Evidence based best practice supports having a small, specialised, committed team of disability support workers capable of delivering quality outcomes and achieving the on the objectives and principles of the National Disability Insurance Scheme. A providers Disability Support Workers are *essential* to developmental service delivery. They are the conduit for the genuine and meaningful engagement any participant requires who is living with complex needs. There are six major components of setting up and managing a competent, professional high performing team of disability support workers:

1. High Performing Teams are Small

A one to one 24/7 supported Independent Living (SIL) service can function well with around eight to ten staff to the team (as opposed to sending anyone of potential 80 to 100 staff for organisations that do not support teams as an key performance indicator of quality service delivery). This size team is best comprised of around three core staff members (each working around 24 to 32 hours per week), with another group of staff working lessor hours, but able to support shift covers should the need arise.

2. High Performing Teams are Committed

To expect commitment, one must give it. A well performing team has its core group of staff on permanent (part-time) contracts. This can have a significant impact on staff retention and therefore stability of the team. Obviously the greater the stability of the team the better. Evidence substantiates retaining good staff is more cost effective by far, and supports the wellbeing of participants by keeping familiar faces who know and understand the individual and their needs.

3. High Performing Teams are Strategically Designed/Scheduled

This refers to both the roles developed for different members of the team, and the shifts allocated to those members. For example one of the most important roles in a high performing team is the Team Leader. In addition we have found the best shifts to allocate to the team leader (assuming the SIL is in support of an individual with complex cognitive and psychosocial support needs) are Monday through Thursday inclusive, 9.00 am to 5.00 pm. This set of shifts aligns with when the majority of appointments are held, supported by an experienced and knowledgeable staff member to ensure appointment goals and follow-ups are well achieved. Another valuable team member is the Second in Charge or 2IC. This person also has 32 hours per week, made up of half day shifts, and half active -passive-



active shifts (5.00 pm to 11.00 pm active, 11.00 pm to 7.00 am passive, and 7.00 am to 9.00 am active). The third core worker is a primary active-passive active person on six shifts a fortnight (24 hours per week permanent contract).

This combination of shifts we have found works well for us (see attachment *Roster Design for 24-7 SIL Developmental Accommodation Service.pdf*), but other combinations may work equally as well.

4. High Performing Teams are Specialised

High performing teams are populated with staff who have an interest and experience in supporting people with high and complex needs. People with interest and experience in supporting people with high and complex needs are usually more committed and highly motivated to achieve valued outcomes. This is supported by support plans covering all necessary domains (see *Client Integrated Support Plan – TEMPLATE.pdf*) and try our best to provide opportunity to read the document and discuss during induction prior to the first shift.

5. High Performing Teams Meet

Evidence based best practice for a SIL supporting complex needs recommends a provider give opportunity for its support staff to meet on a four-weekly basis (two for exceptionally complex participants) to discuss strategies and interpret behaviour. It is also best practice for behaviour support practitioners and support coordinators to attend these meetings given their financially supported position in the NDIS plan to lead service delivery. These meetings are recorded, and provide information used to update support plans and inform the development of positive behaviour support plans as living documents.

6. All Teams are Professionally Led

It is essential for providers to support and protect their direct care staff. This means having a commitment to robust Workplace Health & Safety (WHS) protocols, and performance management regime designed to support staff development and provide opportunity for additional training.