



## **MODULE 1:**

# The what and why of Shared Management



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**Don't forget!**

**Make sure you save your work by downloading and saving this PDF to your own computer before you write in it.**

## Introduction

Congratulations on deciding to learn more about what Shared Management is and how your organisation can do it well. We think Shared Management is really important for a range of different reasons. When it's done well, it really helps people to have more autonomy in their lives and more control over their paid supports.

This introductory module explains why Shared Management is important and exactly what it is. We also explore some of the benefits of Shared Management. The module is designed to help you decide if your organisation should be offering Shared Management services and what you need to know in order to do it well.

### Learning Outcomes

By the end of this module, you should be able to:

1. Explain what Shared Management is in your own words;
2. Identify some of the key benefits, responsibilities and risks associated with providing Shared Management;
3. Assess how prepared your organisation is to provide good Shared Management; and
4. Identify how you most need to improve or make changes.

If you're a manager, leader or board member, then you get to make your organisation's important decisions. These modules will ensure that you are fully informed about the responsibilities, risks, benefits and costs that accompany Shared Management. You'll also be clear about the sort of culture and organisational system requirements you need to think through if you want to provide good Shared Management. It will put you in a much better position to decide if Shared Management is for you or not.

If you have operational responsibility for Shared Management, you will also get value from doing these modules. As someone who implements Shared Management, you need to have a thorough understanding of its principles and practices and these modules provide you with that grounding. Given that your role will require you to meet with people and families, you will have valuable input for your organisation's leaders and decision makers as they make key decisions about Shared Management.

## Activity 1.0: Why should providers offer Shared Management?

Make notes in the space below as you listen to Leanne, Rosie and Leighton discuss this question. Be sure to identify the five main reasons they discuss and make some summary notes in relation to each one.

1.

2.

3.

4.

5.

## Activity 1.1: How would you describe Shared Management?

Think about questions like:

- What do you already know about Shared Management?
- What principles underpin it?
- And what does it look like in your organisation if you're already offering it?

Take a few minutes to write your description here.

**Watch the video and listen to Leanne Pearman and Rosie Lawn discuss Shared Management.** Can you add anything to what you've already written?

## Activity 1.2a: Benefits of Shared Management - how do you rate?

In what ways do people benefit when they use Shared Management? And what about service providers - what benefits do they gain by offering it?

We asked some people, family members and provider employees to discuss how Shared Management benefits them. As you watch the video or listen to the podcast, make notes in the space below.

List the benefits that **people and families** gain from using Shared Management.

List the benefits that **provider organisations** get by offering Shared Management.

## Activity 1.2b: What are the main responsibilities in Shared Management?

Who do you think has primary responsibility for each item in the table below? Tick as many columns as you think are appropriate for each responsibility.

- If you think it's a 'joint responsibility', tick both the Service Provider and the Person/Family columns.
- If you think the answer depends completely on each specific situation, tick the 'It Depends' column.
- If you're unsure, just leave it blank.

When you listen to the recording, you'll get more information so you can check your answers and record more details about who is responsible in the notes column.

<b>Responsibilities</b>	<b>Service Provider</b>	<b>Person/ Family</b>	<b>It Depends</b>	<b>Notes</b>
1. Quality of services				
2. Being a good and fair employer/engager of supports, including meeting legal obligations as employer				
3. Keeping safe (including from abuse and neglect)				
4. Financial acquittals and annual reporting				
5. Having correct insurances				

<b>Responsibilities</b>	<b>Service Provider</b>	<b>Person/ Family</b>	<b>It Depends</b>	<b>Notes</b>
6. Work, Health & Safety compliance				
7. Reporting critical incidents				
8. Compliance with Industrial Relations laws				
9. Return to work policy				
10. Employment contracts				
11. Employment & workplace practices (especially when different to organisation's policies)				
12. Issuing relevant paperwork				
13. Recruiting and training support workers				
14. Supervising and managing workers' performance of duties				
15. Spending funds within approved guidelines				



## Activity 1.2c: What are some of the risks in Shared Management?

### Meet Being Alive Inc.

Being Alive is a fictional disability services provider that has been operating in Perth since 1990. It now employs over 130 staff and provides a range of services to more than 300 individuals. In the last financial year, Being Alive's revenue was almost \$10 million and it had reserves of \$1.6 million.

**Being Alive** began offering Shared Management services in 2010. In the first few years, **Being Alive** said 'yes' to anyone who requested to share manage their funding and supports. They employed only one person - Geoff - to run it and when it started, it didn't have any connection to other services. In hindsight, **Being Alive** didn't know enough about how to do Shared Management well, but they didn't realise that at the time. **Being Alive** also didn't provide Geoff with any specific training when he started. In 2014, several incidents occurred that made Geoff realise that things needed to improve pretty quickly.

We've recorded these as separate incidents in the table below. For each situation, record:

- Which responsibility area or areas is/are in focus; and
- What risks **Being Alive** or the person were exposed to.

Activity 1.2c continued	Responsibility areas and risks
<p><b>Issue 1:</b> The first issue was a dad who had a support worker who hurt her back helping to move his son and needed some time off to recover. The dad wanted her to lodge a workers' compensation claim through our workers' compensation insurance. The problem was that in Shared Management, he is the employer, so he needed to have workers' compensation insurance himself and he didn't have any. He thought that his son's workers would be covered by our insurances, even though he was the employer. We hadn't ensured that he had his own insurances.</p>	
<p><b>Issue 2:</b> A person who was engaging their own supports chose to engage someone who they knew had a criminal record. They chose to ignore this because they knew the person and their history. And they thought the current risks were very low. They deemed these to be minimal because the convictions were many years old and were not related to the support the person would be providing.</p>	
<p><b>Issue 3:</b> There was another person who needs hoist assisted transfers, but the family didn't want to bring a hoist into their house. They said the house was too small and the hoist would take up too much space. Staff had to do single person manual transfers which was a real risk for them and the person they were supporting. The person had been properly assessed by independent therapists and hoist transfers were written into her care plan.</p>	

<b>Activity 1.2c continued</b>	<b>Responsibility areas and risks</b>
<p><b>Issue 4:</b> A person was finding it difficult to find good staff, and there were many times the person was left with no support. The person also struggled with writing advertisements, managing staff, and ensuring they understood their role.</p>	
<p><b>Issue 5:</b> Another family used some of their daughter's funding to pay for a family holiday to the Gold Coast. At the time, they thought they could do that under Shared Management, but they soon learned they can't.</p>	

## Activity 1.2d: How can you summarise the main responsibility areas of Shared Management?

1.

2.

3.

4.

5.

## Activity 1.3: What is covered in the remaining Modules?

This activity is designed to help you complete learning outcomes 3 and 4 in Module 1:

- Assess how prepared your organisation is to provide good Shared Management; and
- Identify how you most need to improve or make changes

The activity also provides you with a snapshot of what is covered in modules 2 to 7. It is a short quiz that will enable you to assess how prepared your organisation is to offer Shared Management. Your scores will help identify what you most need to improve and can guide you to the most valuable and important modules for you to focus on at this time.

## Module 2

### Does your organisation's culture support the principles and practices of Shared Management?

Using the scale below, rate your response to each of the following statements. Write your score for each statement in the column to the right.

**Non-existent: 1**

**Patchy: 2**

**Average: 3**

**Very good: 4**

**Can't be better: 5**

**Your Score here**

We have systems in place to ensure that people who use our services influence decision making at all levels of our organisation	1	2	3	4	5	
We can provide evidence demonstrating how the voice of people who use our services shape our service design and delivery	1	2	3	4	5	
Our supports are organised around each of the people we support rather than being shaped by administrative or economic convenience	1	2	3	4	5	
We systematically ensure that decision making responsibility and authority is devolved to be as close to the people we serve as possible	1	2	3	4	5	
We have clear expectations about the sort of pathway and experience people who use our services will have from the point of introduction through service design and delivery to service review	1	2	3	4	5	
If I need to explain the five principles of Shared Management to someone, my confidence to do so is	1	2	3	4	5	

**Total Score**

## Module 3

### What are the legal and regulatory considerations associated with Shared Management?

When a person engages their own support staff, they have some different legal options and factors to consider compared to organisations that employ staff. Using the scale below, indicate how confident you are that your organisation can clearly explain the legal and regulatory considerations in each of the following areas to people who want to use Shared Management. Write your score for each statement in the column to the right.

**No idea: 1**

**Low confidence: 2**

**Average: 3**

**Quite confident: 4**

**Very confident: 5**

**Your Score here**

Taxation	1	2	3	4	5	
Superannuation	1	2	3	4	5	
Industrial Relations	1	2	3	4	5	
Workers' Compensation	1	2	3	4	5	
Work, Health & Safety	1	2	3	4	5	
Ensuring quality services	1	2	3	4	5	

**Total Score**

## Module 4

### Where and how does Shared Management fit in the NDIS?

Using the scale below, rate your response to each of the following statements. Write your score for each statement in the column to the right.

	<b>Nil: 1</b>	<b>Low: 2</b>	<b>Average: 3</b>	<b>Sound: 4</b>	<b>Comprehensive: 5</b>	<b>Your Score here</b>
I can explain how Shared Management fits with the intentions of the NDIS Act	1	2	3	4	5	
I can explain how our organisation can provide people and families with the practical support they want using Shared Management in an NDIS context	1	2	3	4	5	
I can clearly explain the differences between the NDIS's Agency Managed, Plan Managed and Self-Managed options	1	2	3	4	5	
Our organisation can give people and families clear advice about what services to request in their NDIS plans in order to be able to receive the Shared Management support they are looking for	1	2	3	4	5	
Our organisation can provide NDIS participants with short videos, real life case study examples and other resources that assist people who share manage as they transition into the NDIS	1	2	3	4	5	
Our organisation has clear information about the cost of our services that are not frontline support services	1	2	3	4	5	

**Total Score**



## Module 5

### At a practical level, how do you work with people/families in the lead?

Using the scale below, rate your response to each of the following statements. Write your score for each statement in the column to the right.

	<b>Non-existent: 1</b>	<b>Patchy: 2</b>	<b>Average: 3</b>	<b>Very good: 4</b>	<b>Can't be better: 5</b>	<b>Your Score here</b>
Our organisation can demonstrate how it empowers and supports people to make their own decisions about how they live, what they do, what their services are like and who works with/for them	1	2	3	4	5	
Our organisation can demonstrate how it supports people with high support needs to find and hold socially valued roles in the mainstream community	1	2	3	4	5	
People and families we Share Manage with have access to accurate, real-time data about their budget, expenses and services	1	2	3	4	5	
Our organisation is comfortable with having people, families and/or frontline staff try things that sometimes may not work	1	2	3	4	5	
Our organisation has employment targets about the number of people with disability who work for us	1	2	3	4	5	
Our organisation has processes for checking in with people using Shared Management to identify and solve issues before they become big problems	1	2	3	4	5	

**Total Score**

## Module 6

### How do you get the person's plan and service agreement right for Shared Management?

Using the scale below, rate your response to each of the following statements. Write your score for each statement in the column to the right.

	<b>Non-existent: 1</b>	<b>Patchy: 2</b>	<b>Average: 3</b>	<b>Very good: 4</b>	<b>Can't be better: 5</b>	<b>Your Score here</b>
In our organisation, each Shared Management service agreement is customised to reflect the goals and outcomes in the person's plan	1	2	3	4	5	
Our organisation's well-developed checklists, templates and discussion guides ensure that our Shared Management service agreement discussions cover everything they need to	1	2	3	4	5	
Our service agreements reflect a shared understanding of what we and the person want to achieve together and how we will work together to do that	1	2	3	4	5	
Our service agreements are clear about when the agreement is to be reviewed and when and how it can be terminated	1	2	3	4	5	
Our service agreements say how we will all ensure that things stay on track and what we will do if things go off track	1	2	3	4	5	
Our organisation has systematic ways of collecting feedback and information about how our Shared Management services can be improved	1	2	3	4	5	

**Total Score**

## Module 7

### How do you maintain and monitor quality and safeguarding in Shared Management?

Using the scale below, rate your response to each of the following statements. Write your score for each statement in the column to the right.

**Non-existent: 1**

**Patchy: 2**

**Average: 3**

**Very good: 4**

**Can't be better: 5**

**Your Score here**

My confidence to explain clearly how serious incident reporting operates in Shared Management to people and families is . . .	1	2	3	4	5	
My knowledge about the current quality and safeguarding requirements in my state is best described as . . .	1	2	3	4	5	
My knowledge of the NDIS Quality and Safeguarding Framework and how it will affect our organisation can best be described as . . .	1	2	3	4	5	
When it comes to explaining how Positive Behaviour Support requirements work in Shared Management, my confidence level about how to do this well is . . .	1	2	3	4	5	
Our organisation can demonstrate that the way we monitor the use of restrictive practices in Shared Management is effective, helpful for people and families, and complies with legal requirements	1	2	3	4	5	
My confidence that our organisation's approach to Shared Management keeps people safe from abuse and neglect is best described as . . .	1	2	3	4	5	

**Total Score**

## How did you go?

If your score is less than 22 for any quiz, we strongly recommend that you complete the Module for that topic. It is also possible that you may have some blind spots so even if you scored more than 22, you should still consider that the Module may be useful and informative for you.

In the right-hand column below, tick the boxes to indicate the remaining modules that you need or want to complete.

Module 2 – Organisational culture and Shared Management	
Module 3 – Legal considerations in Shared Management	
Module 4 – Shared Management in the NDIS	
Module 5 – Working in partnership with people and families	
Module 6 – Service agreements and Shared Management	
Module 7 – Maintaining quality and safeguards in Shared Management	