

NDIS REVIEW SUBMISSION

Learnings from the One Good Day evaluation:
How the NDIS could further support innovation and
effective practice to improve access and services
for participants*

Prepared by the Centre for Social Impact

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ONE
GOOD*
DAY

Acknowledgement of Country

We respectfully acknowledge the Wurundjeri People of the Kulin Nation, who are the Traditional Owners of the land on which Centre for Social Impact Swinburne is located and pay our respect to their Elders past and present. We are honoured to recognise our connection to Wurundjeri Country, history, culture, and spirituality through these locations, and strive to ensure that we operate in a manner that respects and honours the Elders and Ancestors of these lands. We also respectfully acknowledge Swinburne's Aboriginal and Torres Strait Islander staff, students, alumni, partners and visitors.

We also acknowledge and respect the Traditional Owners of lands across Australia, their Elders, Ancestors, cultures, and heritage, and recognise the continuing sovereignties of all Aboriginal and Torres Strait Islander Nations.

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Disclaimer

The opinions in this report reflect the views of the authors and do not necessarily reflect those of the Centre for Social Impact or One Good* Day.

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NDIS REVIEW OBJECTIVES COVERED IN THIS SUBMISSION

As the NDIS Review states (Australian Government, 2022):

An overarching goal of the Review is to put people with disability back at the centre of the NDIS. It aims to help restore trust, confidence and pride in the NDIS.

The NDIS Review involves two parts:

Part 1 examines the design, operations and sustainability of the NDIS.

Part 2 examines ways to build a more responsive, supportive and sustainable market and workforce.

This submission responds to items a) to d), identified in Part 2 of the NDIS review objectives: *Building a more responsive and supportive market and workforce*; and recommendations on reforms to:

- a) foster and steward an innovative, effective and sustainable market where providers (commercial or otherwise) invest, grow and improve outcomes for participants and the Scheme;
- b) improve the pricing and payment system to incentivise providers to improve outcomes for participants, improve productivity, support workforce development and ensure market and system sustainability;
- c) improve access to supports in thin markets – including cultural and regional, remote and very remote communities and service categories – and ensure participants with complex needs have continuity of support where a provider withdraws from the market; and
- d) attract, build and retain a capable workforce, including employment and training models that enhance participant experience and worker attraction, retention and career pathways.

Our submission outlines:

- Current problems and their effects on NDIS participants:
 - Gaps and inequities in NDIS access and services that affect participants' outcomes;
 - The need for the NDIS workforce to grow to meet service demand;
 - The need for employment opportunities for people with lived experience/disability in good jobs, to contribute to a stronger, more diverse workforce.
- Learnings on good practice and employee engagement from the One Good* Day Recovery Coaching case study:
 - Psychosocial Recovery Coaching as an example of the NDIS introducing a specific line item and funding to better meet the needs of participants who weren't as well served by the system previously.
 - How the NDIS market/context requires thoughtful organisation design in order to operate sustainably within unique market constraints and expectations, while delivering good service and creating good work.
 - Examples from One Good* Day as a case study that illustrate how OG*D have effectively met certain challenges – for example, the 'pod' model, designing for team wellbeing, a focused service offering, and connecting with a skilled workforce.
- How the NDIS could support innovation and effective practice to improve access and services for participants – for example through considering the introduction of other specialised line items or specialised subtypes of support coordination as warranted.

EXECUTIVE SUMMARY

Current problems and their effects on NDIS participants

Inequities in NDIS access and services affect people's outcomes - NDIA can support responsive market innovation through specific line items

Inequities in NDIS access, planning, navigation and funding utilisation are widely described in research and reviews focused on the NDIS. Among the most commonly stated areas for system improvements or more interventionist market stewardship include service access or provision for:

- Aboriginal and Torres Strait Islander people
- People living in rural and remote areas;
- Culturally and linguistically diverse people;
- People with disability not well served by the current system – for example, people with intellectual, cognitive or psychosocial disability.

Currently, we do not have all of the submarkets and specialities in the NDIS market that are required to effectively meet the needs of these groups (Dickinson et al., 2022). This contributes to inequities, as people who can't access the NDIS or appropriate services don't have equal opportunity to achieve positive outcomes through the scheme (Malbon et al. 2022). This problem can be thought of in two parts:

1. We need to improve access to the NDIS for people who are currently missing out (or their access to an alternative service system if they continue to fall outside NDIS parameters), and
2. Once people have access to the NDIS and have a plan, we need to ensure that there is a market of services that can meet their needs effectively.

Our submission proposes to better address the second part of the problem, by expanding the use of the mechanism that NDIA have already used to good effect with Psychosocial Recovery

Coaching – introducing specific line items, to provoke an improved market response. Clearly identified market opportunities can help mobilise the market to gather and build the required specialist workforce needed to effectively respond to current market gaps. This kind of market stewardship can help to address a broader problem: ensuring an adequate disability workforce.

Research recommends specialised support coordination by people with specialist knowledge and experience as a way to address some of the current barriers and inequities in NDIS access (Barr, Duncan, & Dally, 2021; Cations, Day, Laver, Withall, & Draper, 2022; Dickinson, Yates, Dodd, Buick, & Doyle, 2022). Solutions that can overcome geographical boundaries and enable service delivery in rural and remote areas are also needed (Cuskelly, 2022). Market stewardship actions that support these kinds of responsive service innovations can contribute to greater market sufficiency and diversity (Dickinson et al, 2022). However, these issues cannot be addressed without also addressing the need to grow the disability workforce – including opportunities for people with lived experience and disability.

The disability workforce needs to grow to meet service demand - leveraging effective organisations can help solve this issue

Australia's NDIS workforce is under pressure, and needs to improve working conditions to support sustainable growth to meet demand. Without sufficient workforce numbers, service providers will not be able to adequately meet the needs of participants, and participant outcomes will be at risk (Australian Government, 2021, p.5). Attracting and supporting human capability within disability services is identified as a key challenge for the disability sector (National Disability Services, 2019).

Many NDIS workers are feeling burnt out. Jobs can be short term with high turnover, with poor conditions and poor career prospects. Workers appear to be leaving NDIS jobs at a faster rate compared to the wider economy. Providers report difficulty finding and keeping skilled and capable workers to effectively support participants. These issues are further compounded for First Nations and remote communities. As the scheme matures, there is mounting pressure to attract more workers. Within the next three years to June 2025, an additional 128,000 workers will be needed to fully meet demand. (NDIS Review, 2023b, p.2)

While governments can support initiatives to improve workforce (for example through migration programs, training, funding for industry partnerships, etc.), organisations and the market ultimately need to attract and retain the workforce through creating good places to work and treating people well. Organisations that prioritise good working conditions, support and learning opportunities will be better placed to attract and retain staff. There is also significant opportunity to increase employment of people with disability, people from culturally and linguistically diverse backgrounds, and Aboriginal and Torres Strait Islander People in the disability workforce (Australian Government, 2021, p.11).

A diverse disability workforce is better equipped to meet the needs of diverse people with disability, and address some of the existing NDIS service gaps (Australian Government, 2021, p.11). Where market conditions support a strategic focus on a single service type or cluster of service types within a market, an organisation can target particular training pipelines to recruit the right specialised workforce or possibly offer customised focused training to staff. This also means that organisations can more easily build in collegial support that is highly relevant for staff given the similarity in job roles across the organisation's workforce.

People with disability need good jobs and supportive workplaces, and have huge potential to improve services

More people with lived experience and peer workers are needed in the sector, and a recent NDIS Review report states that more action is required to support employment of people with disability (NDIS Review, 2023b). People with lived experience (of mental health challenges, deafness, and disability) have existing knowledge and skills that can bring a lot of value to community members who share common experiences – supporting self-advocacy and improved service access (Treloar, 2021). However, people with lived experience should be fairly compensated for their contributions.

Projected growth in NDIS jobs means significant opportunities for paid employment of people with lived experience/disability (Australian Government, 2021, p.13). Yet, insecure working conditions and individualised work with limited support have contributed to difficulties attracting and retaining workers within the disability sector (Australian Government, 2021, p.15-16). Good jobs and supportive workplaces are a vital part of improving employment outcomes, and secure and well-supported staff are better able to support NDIS participants. Employing people with disability into quality jobs can contribute to positive outcomes for the NDIS and for Australia.

Learnings on good practice and employee engagement from the One Good Day Recovery Coaching case study*

The introduction of Psychosocial Recovery Coaching

People with psychosocial disability have experienced some challenges in accessing NDIS supports – such as barriers to utilisation of NDIS funds, difficulty navigating services, and inflexibility of funds (Devine et al., 2022; Kendrick, Ward, & Chenoweth, 2017). In response to this, the NDIA has taken several actions, including the introduction of more recovery-oriented information on the NDIS website; recruitment of planners with specialised psychosocial disability knowledge; and the implementation of Psychosocial Recovery Coaching. Until now, evaluation of outcomes has been sparse (Hamilton, Hancock, Scanlan, & Banfield, 2020), but our research with registered NDIS Recovery Coaching provider One Good* Day (OG*D) indicates that this specialist type of support has contributed to positive participant outcomes, including:

- People with psychosocial disability feeling more confident in the support they will receive due to Recovery Coaches' specialisation in mental health;
- Feeling valued and respected – 79% of respondents;
- Improved sense of meaning and purpose - 74% of respondents;
- Improved ability in understanding and using NDIS funds - 73% of respondents;
- Improved sense of social support - 70% of respondents; and
- Improved choice and control in daily life - 66% of respondents.

One person clearly outlined how Recovery Coaching had contributed to these kinds of outcomes:

They put in supports for me that I did not have before, they encouraged me to do the things that will bring meaning to my life and gave me hope that I can still live a meaningful life despite my challenges with my health.

– Recovery Coaching client survey comment, 2023

Another participant emphasized the significant impact of Recovery Coaching in their life:

Feeling and actually being supported to achieve my NDIS goals has changed my entire outlook on life. My suicidal ideations have stopped, because I finally have the right supports in place. I cannot emphasize this enough, but having a Recovery Coach and caring supports has saved my life.

- Recovery Coaching client survey comment, 2023.

Example of how this is working well

Thoughtful organisation design in the NDIS market context

Organisations operating within NDIS markets need to contend with the usual requirements of business operation alongside NDIS-specific regulatory requirements, codes of conduct, practice standards, and price guidelines (NDIS Quality and Safeguards Commission, 2021). Success within the unique constraints of this context necessitates creative thinking from organisations, and ensuring that organisation design, systems and processes are closely tailored to enable effective and sustainable operations. At the same time, market and service viability is also influenced by the specific actions and market stewardship activities that NDIS undertakes.

As part of our project, the One Good* Day (OG*D) model (developed in a Recovery Coaching context), has been captured via research into its elements and their effectiveness. One Good* Day's organisational design is different to many more traditional organisational structures under the NDIS, and approximately 75% of their team members have lived experience related to mental health. One Good* Day is an NDIS-registered Psychosocial Recovery Coaching provider, and the organisation was built with a focus on team wellbeing and a cell-like structure or 'pod model' (One Good* Day 2022). Pods are small teams intended to:

- Support each other in challenging work;
- Build strong links with local communities;
- Be agile and self-organising; and
- Be efficient by having more small teams where Senior Recovery Coaches (senior workers) mentor and coach workers, but also maintain a caseload of clients, reducing fixed and semi-variable management costs (One Good* Day 2022).

The model offers a way forward to address a number of problems facing the NDIS, particularly:

- a strategy to encourage focused market responses in areas of need (via creation of focused NDIS line-items that can attract specialised service delivery by providers with agile organisation models and suitably skilled/experienced staff); and
- a way to increase the size of the disability workforce (via employment of people with lived experience as the primary workforce in non-designated roles).

The OG*D organisational design provides the ingredients necessary to make these two strategies sustainable and effective, particularly via a focus on the training pipeline of the workforce, organisational features designed to support employee wellbeing, and delivering specialised services that are responsive to market gaps.

The model is applicable to contexts beyond Recovery Coaching where the scope of work is sufficiently bounded and the NDIS participant cohort size is sufficient (and sufficiently funded) to sustain the financial model, which relies on a lean structure of place-based, highly autonomous 'pods' of employees.

There is a chance that an organisation like OG*D could have developed under existing Support Coordination line items, and simply chosen to specialise in psychosocial disability. However, the founders of One Good* Day have emphatically stated that they would not have taken this path without the inclusion of the specific Recovery Coaching line item, and some basic (1-2 page) information from the NDIA on what Recovery Coaching was trying to deliver. In this way, NDIA actions (adding a specific line item for Recovery Coaching) created the conditions for OG*D to develop and respond effectively to participant needs.

Figure 1 presents a visual case study of One Good* Day that illustrates how NDIS market stewardship actions fostered conditions to support a sustainable market, conducive to the entry of an innovative and effective organisation. In this case:

- NDIS introducing specialised funding for Psychosocial Recovery Coaching signalled a demand and potential market for this specialised psychosocial disability support;
- The specialised funding also created a support type that valued lived experience as a workforce characteristic and encouraged and enabled participants to ask for it, thereby leading organisations to value and recruit this workforce. Overall, this created

opportunities that helped to attract a capable workforce of people with existing mental health qualifications and skills, as well as an emerging workforce of people with lived experience;

- Growing support for a workforce with lived experience, and increased availability of specialised peer training encourages stronger links between education providers and service provider organisations leading to increased skilled workforce supply;
- Connection to a workforce training pipeline, and good workplace wellbeing design supports strong workforce engagement, satisfaction and sustainability; and
- A well-supported workforce with strong skills and lived experience contributes to positive service experiences and outcomes for participants.

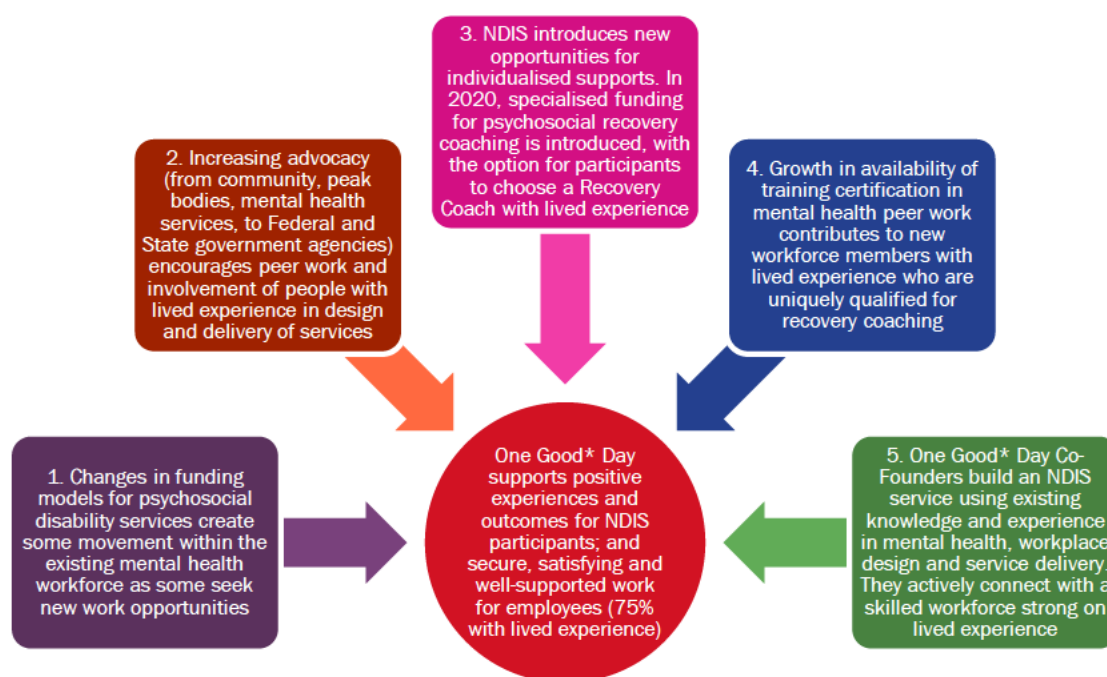


Figure 1: Factors contributing to innovation and effective practice - One Good* Day case study

The One Good* Day case study demonstrates how innovative models such as this can address some of the current problems facing the NDIS, including:

- The imperative to increase market responses in areas of need (via creation of focused NDIS line-items, and a dispersed organisation structure that enables service delivery across geographic areas);
- Growing the disability workforce (through attracting people with existing specialised skills and connecting with emerging professionals through relevant education programs); and
- Increasing employment of people with disability/lived experience across various roles (through creation of a specialised line item inviting recruitment and service delivery by people with lived experience, and establishment of organisational culture that views lived experience as an asset, but does not limit people to a specific lived experience-identified work role).

How the NDIS could support innovation and effective practice to improve access and services for participants

Our recommendations are that the NDIS take particular action to support innovative and effective practice in the sector by:

1. Considering the introduction of further specialised line items (targeting sets of supports and evidence-based models/approaches, as was the case for Recovery Oriented practice, for specific cohorts) that would improve service access and use among currently under-served participants, including :
 - Aboriginal and Torres Strait Islander people
 - People living in rural and remote areas;
 - Culturally and linguistically diverse people; and
 - People with disability not well served by the current system – for example, people with intellectual, cognitive or psychosocial disability;

2. Introducing additional specialised subtypes of Support Coordination, with clear parameters for service provision, and flexibility for participants to choose from relevant supports;
3. Harnessing the market to solve specific parts of the workforce challenge, through encouraging more specialisation and employment of skilled specialised workforces including people with disability.
4. Supporting sector capacity through pricing that enables good working conditions and quality service delivery, with particular consideration to areas of need/thin markets.

INTRODUCTION

This NDIS Review submission is informed by a broader research project conducted by the Centre for Social Impact (CSI) Swinburne about One Good* Day (OG*D) - an organisation providing Recovery Coaching services to people with psychosocial disability (disability related to a mental health condition).

The aims of this research were to understand how One Good* Day's organisation model:

- Supports positive outcomes for Recovery Coaching clients (e.g., making progress towards self-defined goals, managing mental health, and accessing services/supports as needed)
- Enables positive work experiences for employees (e.g., feeling engaged and satisfied with work, and with the supports provided), and
- Demonstrates an effective organisation design and approach to service delivery.

In addition, we aimed to articulate organisation design elements that could potentially be used to support service innovation and positive outcomes in other service contexts beyond Recovery Coaching. Part of our research project's intent was to contribute knowledge to the broader disability sector about:

- How the OG*D model effectively supports a psychosocial Recovery Coaching workforce including people with lived experience; and
- How this might be an effective way of operating within "thin" markets with limited service providers (Carey et al. 2017; Wilson et al. 2021) to improve people's access to NDIS services.

Recovery Coaching was introduced in July 2020 by the National Disability Insurance Agency (NDIA), as a 'Recovery Oriented' support intended to assist people with psychosocial disability to work toward their own goals (National Disability Insurance Agency 2022). As a relatively new service type, there is currently limited available evidence evaluating the outcomes of Psychosocial Recovery Coaching for clients, and for workers delivering these services (Devine et al. 2022; Hamilton et al. 2020).

As part of our research, we have documented the OG*D model (developed in a Recovery Coaching context), via research into its elements and their effectiveness. The One Good* Day model offers a way forward to address a number of problems facing the NDIS, particularly:

- a way to increase the size of the disability workforce (via employment of people with lived experience as the primary workforce, in non-designated lived experience roles) and
- a strategy to encourage market responses in areas of need (via creation of focused NDIS line-items).

The OG*D organisational design provides the ingredients necessary to make these two strategies sustainable and effective, particularly via a focus on the training pipeline of the workforce, organisational features designed to support employee wellbeing, and delivering specialised services that are responsive to market gaps. The model is applicable to contexts beyond Recovery Coaching where the scope of work is sufficiently bounded, and the NDIS participant cohort size is sufficient (and sufficiently funded) to sustain the financial model - which relies on a lean structure of place-based, highly autonomous 'pods' of employees.

Our NDIS Review submission draws on the learnings from this research to explain:

- Current problems with the NDIS and their effects on participants
 - Gaps and inequities in NDIS access and services that affect participants' outcomes;
 - The need for the NDIS workforce to grow to meet service demand;
 - The need for employment opportunities for people with lived experience/disability in good jobs, to contribute to a stronger, more diverse workforce.
- Learnings on good practice and employee engagement from the One Good* Day Recovery Coaching case study, that illustrate how OG*D have effectively met certain challenges, such as:
 - Improving service access for people with psychosocial disability;

- Embracing lived experience as a workforce strength and connecting with a pipeline of skilled staff with lived experience related to mental health;
- Providing a supportive working environment and secure employment, by designing their organisation for team wellbeing.
- How the NDIS could support innovation and effective practice to improve access and services for participants. For example, through:
 - Considering the introduction of further specialised line items that would improve service access and use among currently under-served participants;
 - Introducing more specialised subtypes of support coordination roles with clear parameters for service provision, and flexibility for participants to choose from relevant supports;
 - Encouraging employment of people with disability in newly created specialised service areas; and
 - Supporting sector capacity through pricing that enables good working conditions and quality service delivery, with particular consideration to areas of need/thin markets.

CURRENT PROBLEMS WITH THE NDIS AND EFFECTS ON PARTICIPANTS

Gaps and inequities in NDIS access and services and the need for an innovative, effective and sustainable market

Inequities in NDIS access, planning, navigation and funding utilisation are widely described in research on the NDIS, and market gaps and challenges have also been identified by the NDIS Review. A recent report by the NDIS Review acknowledges that the NDIS market is not currently working for all participants (NDIS Review, 2023c). Among the most commonly stated areas for

system improvements or recommended market stewardship include service access or provision for:

- Aboriginal and Torres Strait Islander people
 - Noting that Aboriginal and Torres Strait Islander people are exceptional as the First Peoples and unique from other groups in terms of the continuing impacts of colonisation on communities, and in terms of Australia's commitments including the UN Declaration of Commitment to the Rights of Indigenous People, and Closing the Gap framework (Gordon, Dew, & Dowse, 2019);
- People living in rural and remote areas;
- Culturally and linguistically diverse people;
- People with disability not well served by the current system – for example, people with intellectual, cognitive or psychosocial disability.

The impact of life circumstances (such as unstable housing, social isolation and mental health challenges) can form barriers to support navigation and effective utilisation of funds (Devine et al., 2022). Participants with complex situations need more support to successfully understand and navigate the NDIS (Devine et al., 2022; Hamilton et al., 2020). Some research recommends Specialised Support Coordination by people with specialist knowledge as a way to address some of the current barriers and inequities in NDIS access (Barr et al., 2021; Cations et al., 2022; Dickinson et al., 2022).

Socioeconomic factors can influence equity of access to NDIS services, with more highly educated and resourced households achieving better outcomes from accessing the NDIS (Malbon et al., 2022). These inequities can intersect with other demographic factors - such as rural/remote location, for example.

Improving access to supports in thin markets including cultural and regional, remote and very remote communities and service categories

Commonly, system issues and barriers to optimal service experiences are created by:

- Lack of cultural competency, and monocultural views of deafness or disability and life goals/needs – this is both a systemic cultural and workforce issue (Devine et al., 2022; Gilroy, Dew, Lincoln, & Hines, 2017; Gordon et al., 2019);
- Complex information not being communicated well or in accessible ways (Carey, Malbon, & Blackwell, 2021; Treloar, 2021);
- Inadequate knowledge among NDIS workers, or attitudes that disable participant decision-making – e.g. not valuing or trusting participants’ own views on what’s needed (Lloyd, Moni, Cuskelly, & Jobling, 2021; Treloar, 2021);
- Inadequate support for people with disability to be able to truly exercise choice and control (Carey et al., 2021; Devine et al., 2022; Wilson, Campaign, Pollock, Brophy, & Stratford, 2022);
- Inflexible funding or services presenting barriers to people meeting life goals/needs (Dickinson et al., 2022; Wilson et al., 2022);
- Lack of available or quality services for people to engage with (Cuskelly, 2022; Gilroy et al., 2017; Gordon et al., 2019; Malbon et al., 2022).

Addressing these issues requires both increases in service availability (for example, in regional, rural or remote areas that currently lack adequate services), and in service responsiveness (for example, services that are culturally safe and workforce that are well-equipped to respond to participants’ specific support needs).

The need to attract, build and retain a capable workforce, and enhance participant experience

NDIS service providers need a workforce that is suitably skilled and supported, so as to be sustainable and deliver quality services and good outcomes for participants (Hurley & Hutchinson, 2022; Olney et al., 2022). Existing research suggests that workers with specialist disability knowledge and expertise could contribute to better service access and experiences for NDIS participants (Barr et al., 2021; Devine et al., 2022; Gilroy et al., 2017; Treloar, 2021; Wilson et al., 2022). In addition, efforts to engage First Nations workers (for example, through First Nations community-controlled organisations) with strengths in local and cultural knowledge

could contribute to better service access and quality for First Nations NDIS participants (NDIS Review, 2023a).

There are ongoing calls to engage people with lived experience of disability at all levels of designing and delivering disability services (Carey et al., 2021), but degrees of progress on this vary (Davies & Butler, 2022; Mellifont, Smith-Merry, & Bulkeley, 2023). While employing a diverse workforce (including people with disability) is identified as an important part of ensuring a responsive NDIS service system (Australian Government, 2019), research suggests that change remains slow – especially in roles that are not designated by disability (Mellifont et al., 2023).

Decades of collective efforts from people with Lived Experience, within mental health organisations and academia, and through government inquiries and consultations (Our Future Project Partnership, 2021), have paved the way for specific funding, strategies and guidelines to support the development of a Lived Experience Workforce in mental health (Byrne et al., 2021; Lived Experience Workforce Strategies Stewardship Group, 2019; Victorian Government, 2021). Recent Australian research shows that employment opportunities specifically inviting applicants with lived experience of mental health challenges are much more common compared with jobs recruiting for other kinds of lived experience (e.g. different disabilities) (Davies & Butler, 2022). While changes are occurring to improve training, opportunities and supervision for people with Lived Experience working in mental health (Our Future Project Partnership, 2021; Victorian Government, 2023), knowledge building and sharing is still in progress and broader changes are needed to expand opportunities across the disability sector.

One required change is to build better and explicit linkages between training and jobs overall (Australian Government, 2021). Supporting market conditions that enable organisations to specialise and address current service gaps means that organisations can target particular training pipelines to recruit the right specialised workforce, or offer targeted training to staff. It also means that organisations can build in effective specialised collegial support that contributes positively to the capability of the workforce and to workplace wellbeing for staff.

Structured training (such as a Certificate IV in Mental Health Peer Work) provides an important pipeline of specialised workers, but training must be relevant to the end-job, as well as suitable to and promoted to people with lived experience. In addition to better connecting specific training and job role pathways, there must be opportunities for people with lived experience to

take up diverse roles at all levels of organisations, and across all types of work, including leadership positions (Australian Government, 2019).

There is a long tradition of designated peer roles in the mental health sector (Our Future Project Partnership, 2021). Importantly, the One Good* Day model – which we describe in this submission - adds another approach in addition to designated peer roles, by seeing the potential and value of lived experience within all roles (non-designated). The level of the intentionality of this appears new and presents an interesting case study in terms of how One Good* Day has built an inclusive organisation with a strong focus on people, capability and wellbeing, and a high proportion of team members (75%) with lived experience related to mental health. Having Recovery Coaches with lived experience models a potential employment pathway to NDIS participants, and some One Good* Day clients have applied for Recovery Coaching roles themselves. While a condition of employment is that OG*D supports these clients - now OG*D employees - to find another organisation for their Recovery Coaching, it is a positive outcome given that so many clients have employment goals.

Drawing on research into One Good* Day's model, we explore aspects of this model that may be transferable to the general workforce in disability services and support (NDIS workforce), by being intentional about how to recruit, train and support people with lived experience of disability as part of an inclusive workforce. These strategies could apply to other areas of the disability workforce (and include carers as people with lived experience). By drawing on the One Good* Day case study, we seek to highlight the intentional design features that support people and capability within NDIS organisations, and contribute to positive outcomes for both the disability workforce, and NDIS participants.

These aims align with the NDIS Review paper on building a more responsive and supportive workforce – in particular, the workforce issue of how peer workers could be better supported in the NDIS. We also briefly address improving access to supports and local workers for First Nations and remote communities (NDIS Review, 2023b, p.34).

Workforce challenges

Among the frequently identified issues with the NDIS, workforce challenges are common. A major challenge is that of limited availability of services and supports within rural and remote areas (Cuskelly, 2022). This issue cannot necessarily be solved by travel, due to time and

monetary costs to participants or services (Loadsman & Donnelly, 2021). Attracting providers to regional/rural/remote locations is an issue (Cuskelly, 2022) and is not easily solved as lack of provider support or community of practice can be a deterrent for sole practitioners to deliver services in rural areas (Cuskelly, 2022). In cases of less common disabilities, availability of professionals with enough specific disability knowledge can be a barrier to accessing effective support. As articulated in the National Disability Insurance Scheme Market Enablement Framework (National Disability Insurance Agency, 2018, p.7):

It will take time for the market to grow to fully meet participant demand. As the market matures, temporary gaps between supply and demand may occur. Some supports under the NDIS have not been funded under previous state and territory systems, meaning entirely new or significantly different markets are required to grow. An historic lack of providers or disability support workers may exist in a specific location.

Additionally, improved access requires attracting and retaining health practitioners in regional and rural areas, and improving practitioner expertise in, and attitudes towards people with disability (Cuskelly, 2022). In part, this requires skill-building among health professionals and the recognition that a basic level of disability knowledge should be required as part of training for allied-health practitioners (Cuskelly, 2022). Improvements also require systemic change such as incentivisation of rural and remote care provision (Gordon et al., 2019), increasing flexibility within how the NDIS enables support of people with disability in rural locations, and new service models such as telehealth, hubs and co-located services to enable this (Cuskelly, 2022). Overall, enabling access to specialised services in rural or remote areas requires understanding of participants' individual and collective needs, and sufficient funding availability and structures of support to enable sustainable service delivery by the disability workforce.

For First Nations people with disability, and for culturally and linguistically diverse people with disability, lack of availability of culturally competent service providers is a major barrier to engagement with the NDIS and access to appropriate supports – whether in metropolitan or rural settings (Gordon et al., 2019). Large amounts of time, effort and knowledge are often required to advocate for an appropriate plan, and research finds that plan decisions are greatly influenced by the capacity of a participant, or their advocate or support coordinator to know and push for the required supports (Treloar, 2021).

Recruiting and retaining an appropriately skilled workforce for delivery of NDIS services is essential, and has been a challenge due to a range of issues including the casualisation and relatively low remuneration of disability support work, alongside limited career progression opportunities (Hurley & Hutchinson, 2022). Despite significant government investment in growing the disability workforce, evidence suggests that these issues remain (Hurley & Hutchinson, 2022).

Given that disability work can be complex and emotionally demanding, adequate support is crucial in retaining staff over time, as is training to develop the knowledge and range of skills required to support clients in NDIS navigation and effectively enable clients to exercise choice and control (Hurley & Hutchinson, 2022). Yet, at organisation level, pricing constraints within the NDIS market can limit NDIS service providers' ability to invest in building the capability of their workforce (NDIS Review, 2023c). These factors suggest that deliberate strategies to grow and connect with the emerging disability workforce are essential – both at market and organisation level.

One Good* Day's pod-type model of a geographically distributed organisation where service delivery can be done by a small number of local employees, well-connected to multiple avenues of support, is one example of innovative service design. However, sufficient demand for specific services, and sufficient funding to support this service delivery are pre-conditions for enabling market entrants to fill existing service gaps.

Employment of people with disability

One focus area of research to improve the NDIS includes driving improved employment outcomes for participants (National Disability Insurance Agency, 2022b). While there has been an 11 percentage point increase in participation in paid work among participants aged 15-24, employment outcomes among other age groups have either remained similar (+1 percentage points among 25-34 year olds), or decreased (by between 1-4 percentage points among participants aged 35-65) (National Disability Insurance Agency, 2022a, p.39).

Issues with current NDIS support of employment outcomes are similar to those identified elsewhere in this review – lack of knowledge among planners of specific disability types, how to work with broader employment programs, or how to assist participants in developing employment related goals (Olney et al., 2022). Inflexibility and service gaps are also identified as

impeding collaboration between NDIS-funded employment supports and other employment systems (Olney et al., 2022).

Enabling attainment of employment goals remains a priority for NDIS, with a current focus on capacity-building (Olney et al., 2022), and the 2023 Action Plan being developed (National Disability Insurance Agency, 2022a). Researchers note that properly addressing current barriers to employment will involve coordinated action across a range of policy and agency settings (Olney et al., 2022).

A focus on the potential workforce of people with lived experience in the Social Care and Assistance Sector has been identified by Governments and scholars (Australian Government, 2021; Davies & Butler, 2022; Mellifont et al., 2023). Previous initiatives, such as the Victorian Employer Enablement Program, have focused on this sector (in this case health care), as a potential large employer of people with disability (Wilson et al., 2020). However, to date, there has been little success in large scale employment of people with disability into the sector.

In this submission, we explore some of the barriers encountered by people with psychosocial disability in accessing and benefiting from the NDIS, and how the specialised support item of Recovery Coaching has:

- Created employment opportunities for people with lived experience related to mental health to deliver Recovery Coaching; and
- Increased the availability of specialised, skilled support for people with psychosocial disability.

Our research with One Good* Day demonstrates that these changes can result in positive outcomes for both employees, and NDIS participants.

Improving access for people with psychosocial disability

People with psychosocial disability have experienced barriers to utilisation of NDIS funds, for reasons including difficulty navigating services, as well as inflexibility of funds (Devine et al., 2022; Kendrick et al., 2017). Reported issues include NDIS planners having inadequate understandings of mental health conditions and the impacts they can have on physical functioning (Devine et al., 2022). Limited availability of skilled mental health workers has also

presented issues in terms of access to support, and contributed to lower amounts of funds being spent by people with psychosocial disability (Devine et al., 2022).

Evidence from the evaluation of One Good* Day suggests that the specialist Recovery Coaching service model remediates some of these issues through:

- Drawing on Recovery Coaches' specialist knowledge, skills, and lived experience to effectively support participants with NDIS navigation;
- Providing responsive and validating support to people with psychosocial disability;
- Facilitating access to services that support mental health and wellbeing, and enable people to move towards their life goals.

More effectively enabling choice, empowerment, and quality service provision for people with psychosocial disability requires actions from governments and services (Wilson et al., 2022). Contextual factors influence the emergence and sustainability of NDIS organisations, including the engagement of an appropriate workforce and other conditions that enable success (Austin et al., 2006). In part, the introduction of NDIS funding for Recovery Coaching and the aim of enabling participants to choose a Recovery Coach with lived experience created new opportunities for the entry of people with lived experience into this workforce (National Disability Insurance Agency 2022c). In turn, our research into the outcomes of Recovery Coaching suggests that clients value the understanding and recovery-oriented support they receive.

As a case study, One Good* Day illustrates how NDIS organisations can open up new pathways for employment of people with lived experience. While large-scale change requires adequate political will, funding and investment, and training opportunities for new workforces (Byrne et al. 2021a), this case study demonstrates the potential of the market to contribute to solutions in a decentralised way if the conditions are thoughtfully created by market stewards (Dickinson et al., 2022). OG*D is just one example of a market response that came into being in this way.

SOLUTIONS TO IMPROVE THE NDIS

How the NDIS could support innovation and effective practice to improve access and services for participants

In his National Press Club Address (April 2023), The Hon Bill Shorten MP recognized that strengthening the NDIS requires:

- recruitment of more NDIA staff with specialised disability knowledge (including people with disability, and carers, employed in diverse roles including leadership positions);
- growing the disability workforce, and making disability work a career of choice;
- actions to improve NDIS access and plan utilization for:
 - First Nations people
 - Culturally and Linguistically Diverse people, and
 - People in rural or remote areas, and thin markets.

Our research into the One Good* Day model suggests that it provides possible solutions to these issues. In particular, the OG*D model provides insight into:

1. Growing the disability workforce by using a targeted workforce strategy to employ people with lived and learned experience.
 - This is supported by an organisational model that:
 - Is designed for workforce wellbeing – offering secure work that also allows for flexibility, and values lived experience across varied roles. The focus on team wellbeing was prompted by the inclusion of people with lived experience, but is also a key workforce strategy to retain good people by supporting them to be happy and healthy;
 - Has a strong workforce pipeline from accredited training into employment - strong links made possible by the specificity of the support

type, as Recovery Coaching is an obviously aligned career pathway for graduating Certificate IV Mental Health / Peer Work students;

- Has strategies for inbuilt professional (and personal) support via the pod model, close access to Senior Recovery Coaches, buddy pods, and recruitment cohort peers; and
- Facilitates development and consolidation of specialised skills through collegiate learning and support.

2. Addressing service gaps by providing specialist services across geography via:

- using a pod model to frame a sustainable service offering in a place-based way (small, lean and self-supporting); and
- understanding the client-to-worker ratio needed (which is linked to funding that supports clients in need to gain access to this specialised service).

The case study of One Good* Day provides a strong argument for the specialised line item strategy as a way to attract and enable markets (which can rapidly adapt) to solve local access issues and meet NDIS participants' needs.

One Good* Day's organisational design and the outcomes of this are described further in the next section. These elements can be used to inform the role NDIA could take in supporting innovative and effective practice that addresses current problems within the NDIS. Our research with One Good* Day informs our recommendations to the NDIS Review to:

1. Consider the introduction of further specialised line items that would improve service access and use among currently under-served participants, including :

- Aboriginal and Torres Strait Islander people
- People living in rural and remote areas;
- Culturally and linguistically diverse people; and
- People with disability not well served by the current system – for example, people with intellectual, cognitive or psychosocial disability;

2. Introduce additional specialised subtypes of Support Coordination, with clear parameters for service provision, and flexibility for participants to choose from relevant supports;
3. Harness the market to solve specific parts of the workforce challenge, through encouraging more specialisation and employment of skilled specialised workforces including people with disability.
4. Support sector capacity through pricing that enables good working conditions and quality service delivery, with particular consideration to areas of need/thin markets.

THE ONE GOOD* DAY MODEL

Creating the right conditions and giving the right guidance can lead to innovative and effective new market responses, where for-purpose providers, such as One Good* Day, try to solve hard problems in novel ways.

One Good* Day is an organisation that delivers Recovery Coaching services to participants of the NDIS with a psychosocial disability. Goals of Recovery Coaching participants vary by individual, but might include things like building a coordinated support network, taking part in community activities, working, or managing challenges in life.

This section provides a synthesis of One Good* Day's organisational structure (Figure 2), and key features of the model (Figure 3). These were informed by an analysis of company documents provided by OG*D, an interview and ongoing dialogue with the organisation's Co-founders in 2022-2023, and evidence from interviews and surveys with One Good* Day team members. One Co-founder emphasised the impact of the Recovery Coaching line item and guidance:

Almost all of our org design decisions can be traced back to specialisation, lived experience workforce, strong links to recovery and positioning us to solve workforce through partnerships and creating a place people want to work and stay working at - all of which were in the original Recovery Coaching brief (2 pages!) by the NDIA plus the introduction of the line item. So [the NDIA] can, without much work, create some pretty good rails for new organisations to follow.

Examples of intentional organisation design elements that have contributed to One Good* Day's success and the positive outcomes identified here include:

- A distributed network of small supportive teams (pods), each with a Senior Recovery Coach who supports other Recovery Coaches alongside holding their own client caseload (reducing fixed or semi-variable management costs).
- Active recruitment of a workforce with lived and learned experience, supported by a training pipeline connection to the Certificate IV in Mental Health Peer Work;
- Embracing lived experience as a strength across the organisation (not designating team members with lived experience into only specific roles); and
- Offering supportive working conditions that encourage job sustainability and satisfaction for team members, and contribute to continuity for participants receiving services.

What the One Good* Day model was designed to address

One Good* Day's model was intentionally designed to support positive outcomes for team members, NDIS participants, and the growth and success of the scheme. To One Good* Day's Co-founders, success means:

- Creating good careers, a permanent team focused on values and culture, and a great workplace where people can thrive and be their best;
- Providing excellent services to NDIS participants;
- Achieving financially sustainable operations – thinking in terms of long-term sustainability and ensuring that client satisfaction, practitioner satisfaction, and financial health are balanced; and
- Scaling operation and impact - beyond a small, boutique organisation.

Organisations operating within NDIS markets need to contend with the usual requirements of business operation alongside NDIS-specific regulatory requirements and set pricing. There can be challenges for organisations operating in markets that combine both social and commercial

value (Austin, Stevenson, & Wei-Skillern, 2006), but can't increase their prices in response to costs as ordinary commercial businesses would do (Carey, Malbon, Weier, Dickinson, & Duff, 2019). This requires deliberate and thoughtful decision-making from organisation leaders about how to best to deliver quality services, recruit and support employees, and operate sustainably without being able to vary their own prices.

Pricing limits set by the NDIS affect what is achievable for organisations operating in, or hoping to enter the market. Considerations that affect viability include the relationship between high regulation and compliance requirements and high service quality expectations, with price setting at Agency level. A Productivity Commission review of NDIS costs (2017) found that the majority of NDIS service providers (75%) were running at a loss, which could present risks of market failure (Carey et al., 2019). More recently, a National Disability Services report on the state of the sector found almost 3 in 5 providers were concerned about the viability of continued NDIS service provision (National Disability Services, 2022, p.13).

Success within the unique constraints of this context necessitates creative thinking around lean organisation design, and ensuring that systems and processes are closely tailored to enable effective and sustainable operations. As a case study, One Good* Day provides an example of how creative and pragmatic organisation design can respond to areas of identified need, and support positive outcomes for NDIS participants and the disability workforce.

The NDIS introduction of a specialised Recovery Coaching line item signalled a specific need and market gap in supporting participants with psychosocial disability. In response, One Good* Day was able to bring together a workforce with specialist capabilities, and offer a quality service focused only on Recovery Coaching. This contributed to increased specialised support becoming available to NDIS participants with psychosocial disability, and to new employment opportunities for people with lived (and learned) mental health experience.

Organisation structure

A key element of the OG*D model is the organisation structure. It is intentionally place-based and modular in nature, which allows the organisation to operate a diffused network of 'pods' of Recovery Coaches (RC) focused on a specific geography or territory. Each 'pod' consists of a Senior Recovery Coach (SRC) and a variable number of Recovery Coaches (on average about 6), based on the demand for services in the area. Both Senior Recovery Coaches and Recovery

Coaches carry a caseload of clients, with 15 clients generally being regarded as a full caseload (OG*D 2022).

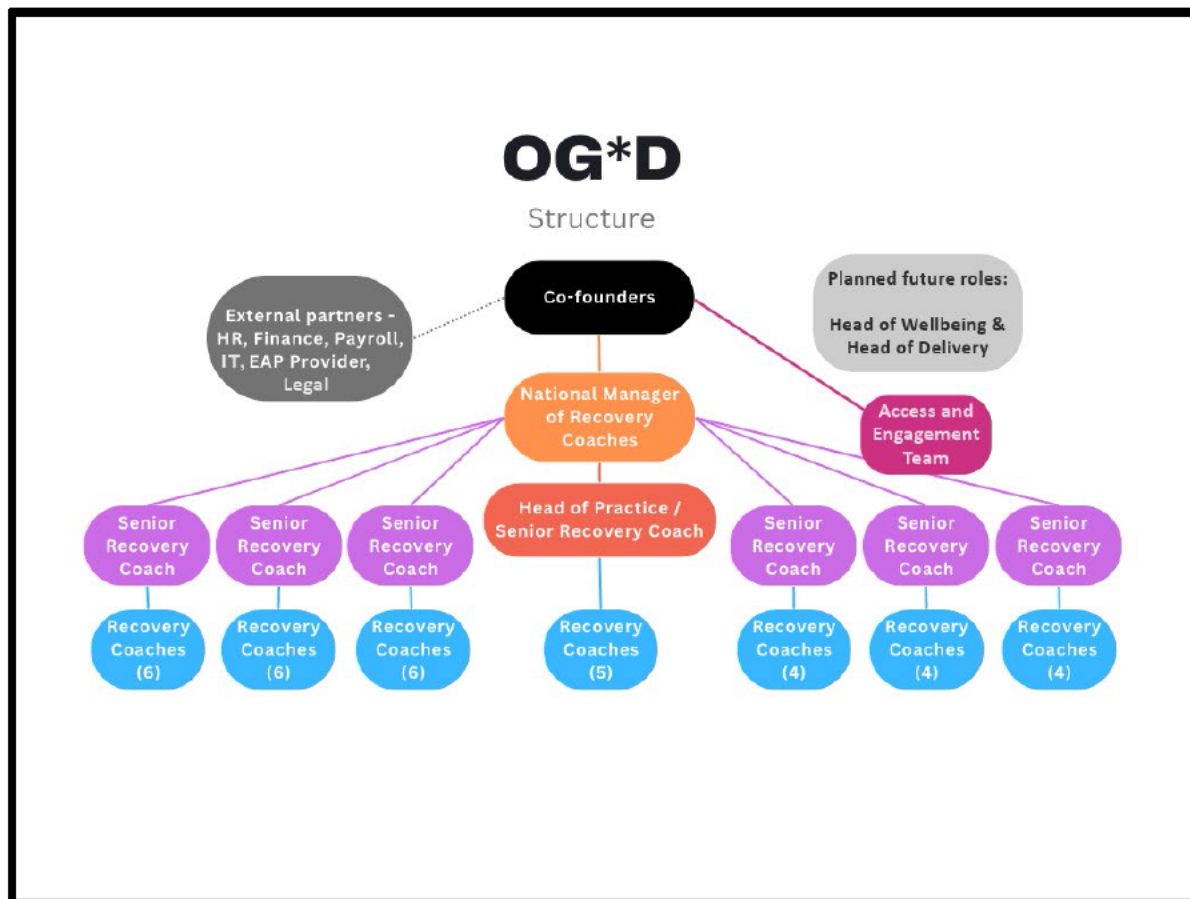


Figure 2: One Good* Day Organisation Structure

Figure 3 summarises key features of One Good* Day's organisation design that have contributed to their success. While there are many interconnected aspects to the organisation design, our description here will focus on the features that particularly support:

1. Employment of a lived and learned experience workforce, and
2. Delivery of a specialised service in diverse locations, supporting access and outcomes for NDIS participants.

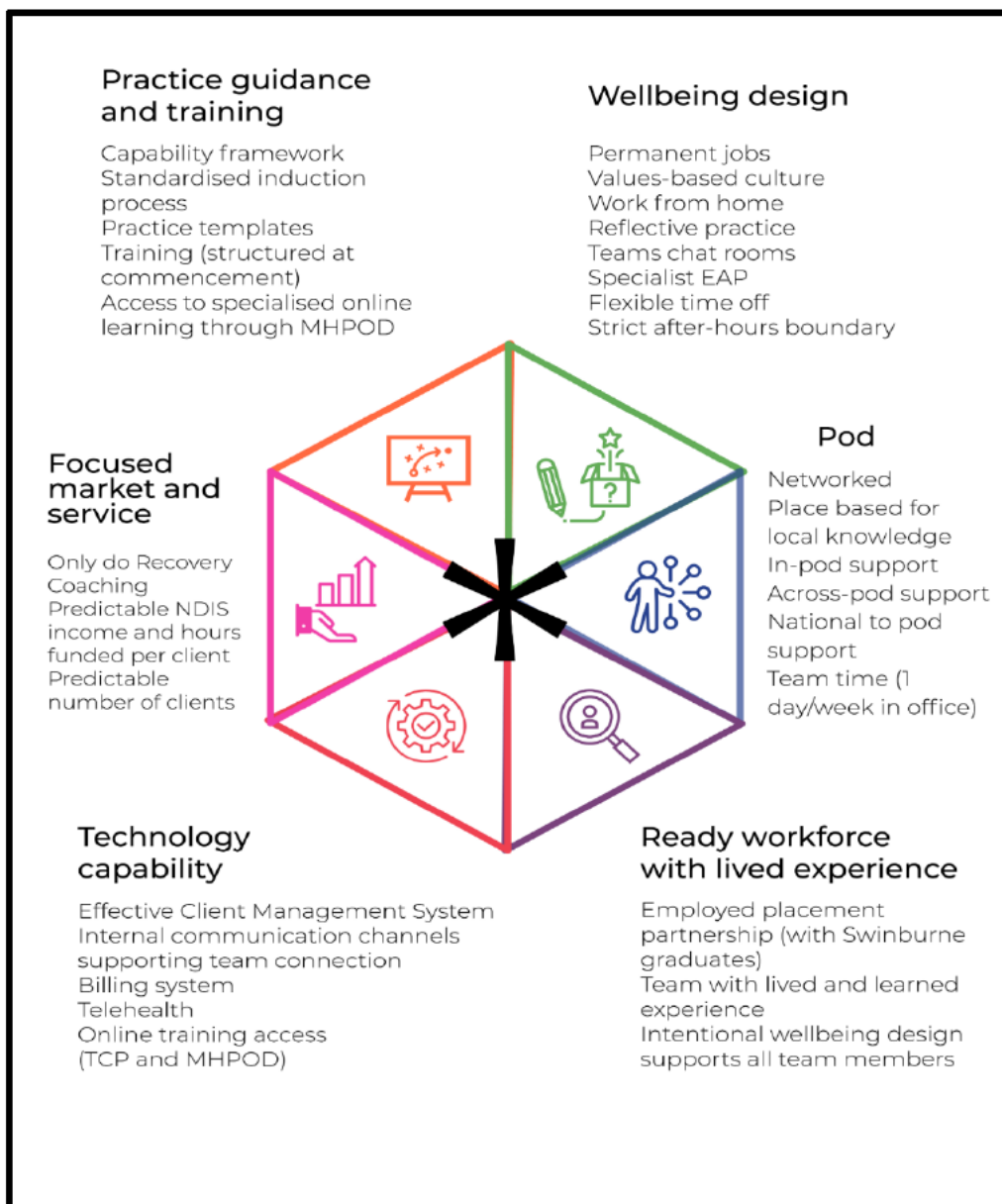


Figure 3: Summary of One Good* Day organisation design features

Pods enable layered supports, a decentralised leadership structure, and service delivery across geographic areas

Pods are small teams of five to six staff that work ‘in place’ in an intentional design that aims to be self-supporting and autonomous in terms of how Recovery Coaches best support their clients. An illustration of a pod structure is shown in Figure 4.

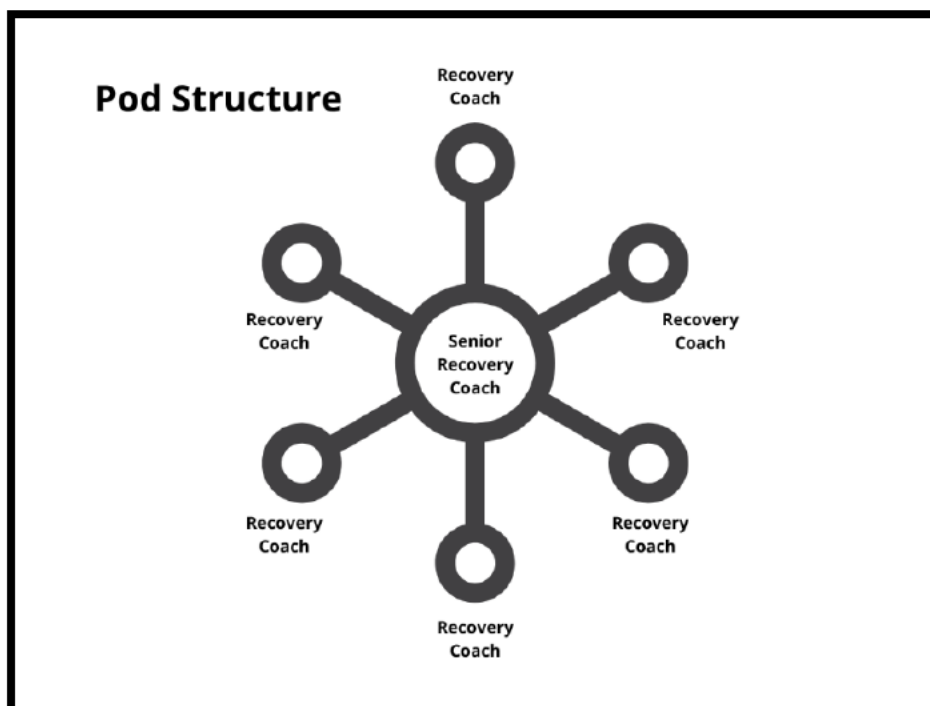


Figure 4 - Pod structure

One Good* Day began with a single pod in Victoria and has expanded to reach a total of five states (VIC, NSW, QLD, SA and WA), supporting service delivery across geographic areas.

One Good* Day's Co-founders report the benefits of the pod structure to extend both to the quality of support provided to clients, and a positive impact on team culture.

Specifically, benefits of the pod model were identified by the Co-founders as:

- **Enhanced local knowledge of services and systems**

So there's five or six Recovery Coaches who all work together and the design is that they become embedded in a geographical community over time ... [they] ...Get to know services, become really good local navigators.

- **Empowerment of a client-centred approach**

... having the small teams has given them the power to do everything that they can to meet the clients' needs. So there's very few hoops that people have to go through to meet the needs of their clients. And you know, we don't get involved or

micromanage or get too prescriptive about the way they do that, and I really do think it allows them to do it in a way that can be individualized to their group.

- **Mitigation of risk of singular attachments between clients and coaches**

... clients also will start to get to know others in that pod and feel like if their person is away – planned or unplanned leave or –that they just want to speak to somebody else then they've got that small team approach...

- **Staff peer support**

So, we have pods and they work together, support each other. They have a day a week in a shared office space. We call them pod days – so that they can [connect with colleagues] ... the rest of the time they're out in the community working with clients or working from their home office.

Supplementing the pod structure are 'buddy pods', designed to provide additional advice and support for Recovery Coaches if their Senior Recovery Coach is not available - see Figure 5.

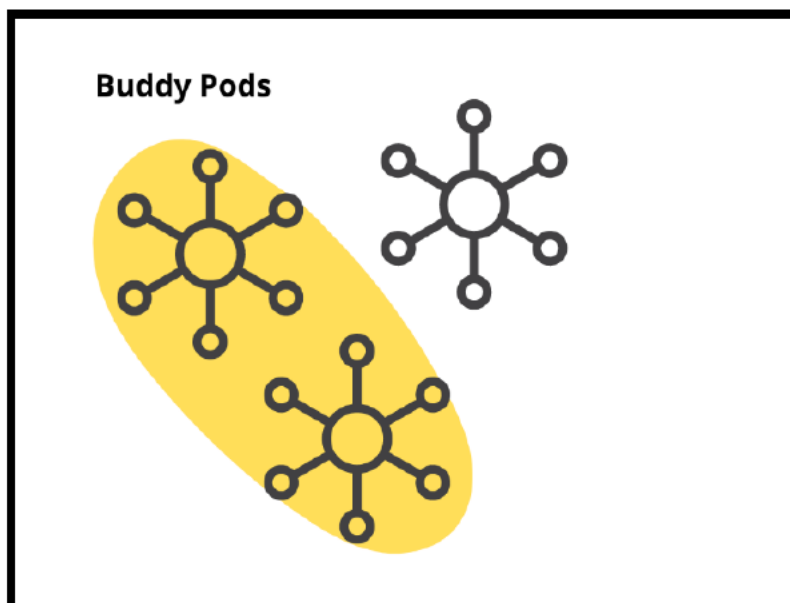


Figure 5: Buddy pods

Decentralised leadership structure

Balancing the autonomy of the pod network model are coordinative and strategic functions undertaken by a relatively lean management structure. The OG*D leadership team includes the Co-founders, a National Manager of Recovery Coaches, and a Head Of Practice. This team has a schedule of weekly, fortnightly and quarterly meetings to oversee quality, performance development, risk management and team wellbeing. The Co-founders are also supported by external partners that provide services that are 'not core business' including IT, payroll, finance, legal, human resources, and an Employee Assistance Program.

Senior Recovery Coaches and their pods are supported by the National Manager of Recovery Coaches (NMRC) and the Head of Practice (HOP), as shown in Figure 6.

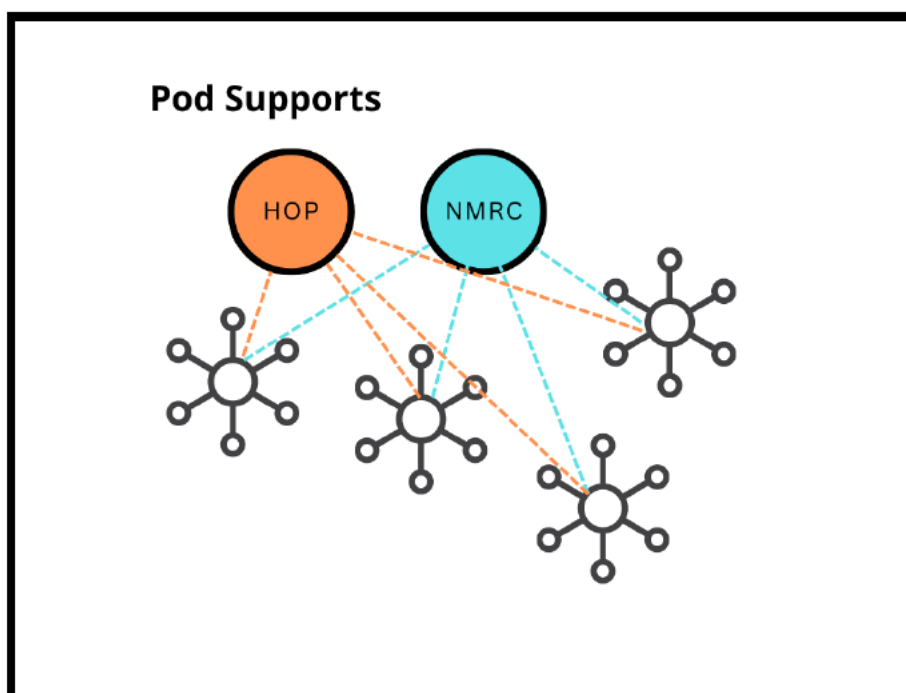


Figure 6: Pod supports showing the Head of Practice (HOP) and National Manager of Recovery Coaches (NMRC) relationship to each pod via the Senior Recovery Coaches

A further support structure includes the less formal relationships between Recovery Coaches that result from OG*D's cohort recruitment model (shown in Figure 7 on the following page). Cohort-based recruitment (recruiting a group of new team members at the same time) is another intentional strategy, as one Co-founder attests:

... we can get a group of new Recovery Coaches started together. So we've got quite a structured orientation program and we find that those cohorts, even though they go off to join their States and pods – they stay connected as well. So it's another opportunity to support each other as they develop.

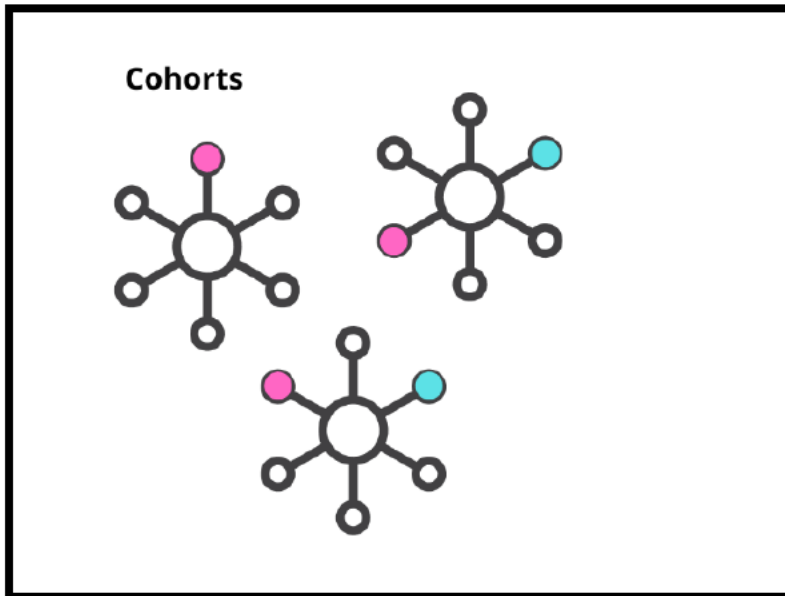


Figure 7: Recruitment cohorts provide informal peer-based support for Recovery Coaches

One Good* Day's focused service offering (Recovery Coaching), pod model, and cohort-based recruitment means that team members can share relevant experiences and knowledge to support each other and develop in their roles. In addition, One Good* Day is able to develop relevant templates that can support team members' approach to working with clients. As the Co-founders explain:

We've got quite a structured templated approach to the work that we do with our clients... So there's a documented foundation of how we practice and we've got the Team Handbook and Leaders Handbook. We've spent a lot of time developing written resources.

Service delivery across multiple geographic areas

The primary way that OG*D grows its client base in an existing location is through growing the number of Recovery Coaches within an existing pod. The Co-founders report that this growth is

driven by client demand, informed by their analysis of inquiries in close consultation with Senior Recovery Coaches. As the Co-founders explain:

... we go out to the current Seniors and say, "where do we need more people?" And their response comes back with as many or more numbers than we would be wanting to do for that cohort. So, I think if all we did was grow where we are, there'd be plenty of growth.

Beyond growing the number of Recovery Coaches, and hence clients serviced by an existing pod, OG*D has managed to drive growth by opening up new pods in new territories. Within an existing state, this may be a new region, informed by demand and operating efficiency. A Co-founder notes:

We had a team who [were] based in a metro area and we were starting to get lots of referrals in the West, so we started a West based team and it's gone like that. It's through feedback with the Seniors in the main plus client postcode data.

Central to this growth strategy has been OG*D's model of pod-by-pod growth and the 'knowability' of the pod size needed for each pod to be financially sustainable. Expansion into new states can be less predictable. The Co-founders used the case of moving into South Australia to illustrate this:

The other way we grow is someone will ring and say (and this is how SA started actually), "Do you have services?" and we said, "we can do telehealth, but we don't have anyone on the ground over there". And during COVID that was an option people were open to take and then the client numbers got to a point where we thought let's go over there and get a team on the ground.

Actively recruiting a workforce with lived and learned experience, supported by a training pipeline

Increasingly, engagement of workers with lived experience of mental health or disability is recognised as important in delivering quality services that meet participants' needs (Australian Government, 2019; Carey et al., 2021; Victorian Government, 2023). Yet, issues remain in terms of resources and opportunities to build a lived experience workforce, and cultures that

segregate those with and without lived experience (either through designated roles or limiting attitudes or working conditions) (Victoria State Government Department of Health, 2022).

OG*D intentionally operates a 'focused strategy' on Recovery Coaching. Having a focused service offering is a mechanism around which to focus workforce recruitment, training, and quality practice, and to ensure sufficient commonality of team roles so as to offer adequate peer-peer support via the pod model. As a Co-founder says:

... we only want to be dedicated to one service to do that really well. And that was part of [our] real list of things that we wanted to do when we started was to do one thing and do it really well.

This strategy has enabled the organisation to design and implement a model of NDIS supports that is specifically suited to the service it offers with a focus on quality. Specialisation means being clear on what they do, and doing it well through sharing specialist knowledge and support throughout teams.

A strategic focus on a single service type or cluster of service types within a market means that an organisation can target particular training pipelines to recruit the right workforce or possibly offer customised focused training to staff. It also means that organisations can build in collegial support that is highly relevant for staff given the similarity in job roles across the organisation's workforce. Recruiting staff from a pool of already qualified workers is one strategy that helps ensure appropriate knowledge and skillsets among new staff. Staff are also provided with ongoing training and support once they are recruited.

Early on in business development, One Good* Day was able to connect with a pipeline of qualified potential staff through the Certificate IV in Mental Health Peer Work (in this case, through Swinburne University of Technology). In addition to usual open competitive recruitment processes, offering paid work placements to students created a further pool of uniquely qualified workforce, and attracted new team members to One Good* Day.

One Good* Day's approach to ongoing training includes tapping into existing online training tools - in particular, the Mental Health Professional Online Development (MHPOD) portal, which provides highly relevant content and enables enough flexibility to tailor additional training to team needs. This enables One Good* Day to adaptively recognise specific learning needs relating to the role, and provide access to continued learning opportunities through structured

training, as well as through scaffolded learning on the job (e.g. observing other team members, conducting supported practice, then progressing to autonomous practice).

Embracing lived experience as a strength across the organisation (not only in lived experience-designated roles)

Approximately 75% of One Good* Day employees identify as having lived experience related to mental health. The introduction of Recovery Coaching created roles that specifically value lived experience, but a key difference demonstrated in One Good* Day's model is that people are not separated into roles defined only by their lived experience.

Interviews with One Good* Day team members illustrated examples of how the organisation created a culture that embraces lived experience – including valuing lived experience as an asset that team members bring to their role, accepting people as they are, treating people holistically and responding with compassion if mental health (or other life factors) arise that impact work.

One Recovery Coach described the inclusive and supportive environment at One Good* Day in relation to having lived experience related to mental health, contrasting this with their experience in other organisations:

[In other workplaces, having a mental health condition is] always like kind of perceived as a risk... And so it's something kind of keep to yourself, even if things aren't going well, you don't really feel the supports are in place... This is the total opposite. It's been really supportive. I think just as an organisation, One Good Day is quite supportive. There are a lot of tools in place. There is an ongoing and open conversation about how we're feeling and how that can be supported.*

One Good* Day's approach aligns strongly with recommended strategies to support the lived experience workforce (Byrne et al., 2021a, p.19-21; Lived Experience Workforce Project & Mental Health Coalition of South Australia, 2018, p.5), including:

- Offering secure (non-casualised) jobs;
- Embedding lived experience roles across the organisation;

- Valuing lived experience as an asset;
- Creating an inclusive culture that supports the lived experience of all team members and celebrates diversity;
- Policies that support workers taking leave as needed for mental health reasons, e.g.:
 - Not requiring medical certificates for personal leave;
 - Pods offer team-based coverage for anything urgent if a team member is away;
 - A culture that strongly encourages people to take leave when they need it, and be their best when they are working.
- Flexibility in working arrangements, including:
 - Flexible working hours between 8am and 6pm
 - Leaders modelling use of flexibility to enable self-care or family commitments;
 - Options for part-time work and a condensed four-day work week;
- Intentional promotion of wellbeing;
- Consistency in wellbeing support processes and remuneration for team members with and without lived experience related to mental health;
- Providing networks for people to connect and collaborate with other workers with lived experience; and
- An Employee Assistance Program with more than the usual allocation of free counselling and manager support.

The lived experience of Recovery Coaches is an integral aspect of the OG*D model that is factored into workplace supports for team members. The Co-founders' very intentional planning and management of team wellbeing includes designing an organisation that values lived experience alongside learned experience through mental health qualifications. As the Co-founders explain:

We've built the organisation around support structures assisting people. We were very careful with our EAP provider. We wanted a practicing clinical psychology practice, not a big corporate phone-based counselling service.

And,

... we do reflective practice every fortnight. Every team member's got a Wellbeing Plan. We're very flexible with how people work and ... it's not uncommon for people to decide they just need to take a little bit of a break [and this is supported].

Supportive working conditions that contribute to job sustainability and satisfaction, and quality service delivery

As already discussed, One Good* Day has developed good practice and an engaged workforce, through:

- Designing for team wellbeing (practitioner wellbeing is a central focus, not an afterthought);
- Recruiting and training the right people; and
- Implementing systems and processes that support people and capability.

Some of the foundations of supportive working conditions at One Good* Day include permanent employment; flexibility around part-time work or a condensed work week; options to work remotely as well as one shared day in a local office per week; and support to take leave (including for mental health reasons) if needed. The workplace culture also contributes to positive working conditions.

One Good* Day is structured with layering of multiple types of support – from senior practitioners, Recovery Coaches' pod teams, buddy pods and recruitment cohorts, and from the National Manager of Recovery Coaches and Head of Practice. There are also multiple ways of accessing support, including online chat, structured reflective practice, and onsite co-working days to reconnect.

Support from peers

Pod days where team members attend a shared office workspace with their pod

Team members found pod days with shared office time to be positive and build group cohesion. There is one pod day per week where all team members are expected to attend a shared workspace to build rapport. This day is in the middle of the week, which works well because it allows people to ‘reset’ and refresh mid-week, do some research and make phone calls to clients. A One Good* Day Co-founder notes that effective use of technology and in-person time are complementary:

The team are great at using technology to stay in touch and support each other. We have also found the in person time 'recharges' the connection and increases the likelihood they will pick up the phone on other days of the week to check in or ask for support.

This can be a high stress job and the pod day provides an important opportunity to vent, give and get support, build solidarity through shared experiences, and feel supported by other Recovery Coaches. Team members indicated that OG*D do this well compared with other organisations. One Recovery Coach said:

You do spend a lot of time working on your own and you know, problem solving yourself. There's always people you can ask, but it's good that we have the team [pod] day... it is a chance to come together.

Another Recovery Coach echoed the positive impact of connecting with other team members.

When you come into the office and you just have a brief conversation or like, “you know what, this is what I'm going through.” And then it's like, suddenly, hang on... You'll [realise] you've been overthinking it... or here's a quicker way to get to that. So that's good.

Data from a 2023 survey of One Good* Day team members showed that 97% were always or often able to get help and support from their colleagues when needed. The average colleague support score across One Good* Day team members was 91. In comparison, the average score found in international research across six countries and a mix of workplaces is 68, with a mean range of 57-81 (Burr et al. 2019, p.9). These scores on support from colleagues indicate that:

- The vast majority of team members at OG*D report have good access to support from colleagues;
- Overall, the average score for colleague support is very high; and
- One Good* Day's average score for ability to get support from colleagues when needed is higher than the average score found in international workplace research.

One Senior team member said:

...especially given the nature of the work that we do, which is bloody heavy going sometimes... We can always have a laugh. And then, as soon as you need it to be serious, or you're struggling with something... they immediately go into, like, focus: "What's going on? What do you need?" And I do that with my team as well. And so... I love the laughter and the camaraderie, and especially with my team, I feel like we've got the most beautiful group of humans together in a team, and we care about each other. And we support each other. And I certainly feel that from above as well.

Support from a senior practitioner

As part of our 2023 survey of One Good* Day employees, an overall score for access to supervisor support was calculated based on guidelines for the Copenhagen Psychological Questionnaire (COPSOQ III) - an international research instrument designed to assess and improve workplace conditions (COPSOQ International Network 2020).

- The average supervisor support score across One Good* Day team members was 84, out of a maximum of 100. In comparison, the average score found in international research across six countries and a mix of workplaces is 69, with a mean range of 55-82 (Burr et al. 2019, p.9).
- These scores on support from supervisors indicate that One Good* Day's average score for ability to get support from a supervisor when needed is higher than the average score found in international workplace research.

In relation to accessing support from senior team members, one Recovery Coach commented:

...It's quite a horizontal culture. So... there's quite a short line to Senior Recovery Coaches, Head of Practice, National Manager and like even a founder... which is quite the opposite from the conservative organisations I've worked where you very much have a hierarchy.

A senior team member also commented:

I know there's always someone I can go to, to have support - emotional support, if I need it. So yeah, I feel like... speaking for myself, my wellbeing is, absolutely very much considered in every conversation that I have with management.

Support from the organisation

As part of an employee survey, team members were asked about the main ways that One Good* Day supports them to manage their health and wellbeing. Staff could select as many options as applied, and were able to add their own option if they chose.

The most commonly identified aspects of support from One Good* Day included:

- Flexibility around work hours or time off (93%)
- Having support as needed from my colleagues (79%)
- Feeling that my work makes a difference to other people (71%)
- Having support as needed from my senior or manager (68%)
- Being part of an organisational culture that embraces lived experience as a strength alongside learned experience (68%).

In addition, team members commented that One Good* Day supported them by “practicing the values they preach” and by making team members feel welcome.

Flexibility

For full-time team members (more than half the team), once they have passed a qualifying period, they can apply to work their full-time hours across 4 days. One of these days is a

nominated 'pod day' for all team members to be based in the office so as to enhance team exchange and support.

Part time team members work 0.8 of full-time equivalent hours (FTE) over four days, including the 'pod day' in the office. Staff report that having one day to catch up on paperwork is beneficial. Many team members work predominantly at-home/remotely.

Survey findings identified the importance of flexibility to team members' wellbeing, with 93% of respondents naming flexibility as one of the key ways in which One Good* Day supported their ability to manage their health and wellbeing.

One senior team member commented on the scope for flexibility and autonomy at One Good* Day, and how this contributed to a positive experience for them, and for the organisation:

It took a while to trust that I wasn't going to be in trouble for having the flexibility. And I'm well and truly settled in it now. But yes, that's also something quite unusual, I think, to be trusted so autonomously with our own roles. And I think we've talked about this as a team a lot. That trust makes us perform so much better and makes us reliable because we know that we're trusted to be responsible and accountable. So therefore we are.

Evidence of positive outcomes of One Good* Day's model

Our research shows that following the introduction of Recovery Coaching as a specialised line item, One Good* Day has been able to build an engaged workforce that is strong on lived experience and specialist knowledge, and has supported positive outcomes for clients.

Good practice and positive client outcomes

Many of the organisational features of One Good* Day enable good practice and positive experiences for clients. Findings from client interviews (10) and a survey (49 respondents in total) identified the following positive client experiences and outcomes:

- Feeling more confident in the support they will receive due to the focused strategy and specialisation in mental health – as one client stated:

It was a combination of knowing that they only deal with mental health things, and not that they're splitting their time between a physical disability side of things and then mental health side of things... it's like [if you had] a brain tumour, and you can just get a general surgeon to do your surgery, or you can get a neurosurgeon... they'd probably both get the job done, but I'd prefer a neurosurgeon if you're going to operate on my brain, and that's the same thing. The other companies, they might have been fine, but I just felt like, I've got a mental health issue and so I want someone that knows how to do mental health, and that's all they do.

- Recovery Coaching client interview, 2022

- Feeling well understood and supported by their Recovery Coach, in part due to the Recovery Coach having lived experience related to mental health, as well as learned experience and understanding of the mental health and disability service system. One Recovery Coaching client summarised how this support made a difference for them:

- 1) *Helped connect me with support services as outlines in my NDIS plan.*
- 2) *Provided support with a coach that had personal experience of mental health issues & recovery - could relate to my experiences and offer encouragement.*
- 3) *Non-judgmental & could provide support outside of the medical model/framework.*
- 4) *I think the most beneficial aspect is having a support worker who "feels like a friend", respectful and with professional boundaries, but a close and meaningful relationship.*

- Recovery Coaching client survey comment, 2023

- Improved sense of feeling valued and respected (79% of survey responses)
- Improved sense of meaning and purpose (74% of survey responses)
- Improved sense of social support (70% of survey responses)

- Better understanding and use of NDIS funds (73% of survey responses); and being more empowered to exercise choice and control (66% of survey responses). Interviews indicated that these outcomes were supported by Recovery Coaches sharing their knowledge of the NDIS, assisting with NDIS navigation, and encouraging participants' self-advocacy to seek and receive needed supports.

84% of clients said they got what they hoped for from Recovery Coaching, and 93% of clients surveyed agreed Recovery Coaching had been accessible and inclusive of their needs.

One Recovery Coaching client commented:

My Recovery Coach has been amazing. Helpful and fast with responses and organising supports and researching anything I want to look into such as activities and other supports both NDIS and non-NDIS related. I am so grateful to have my Recovery Coach's support. She has her own lived experience and really understands my needs and gets me.

– Recovery Coaching client survey comment, 2023

Another Recovery Coaching client said:

[My Recovery Coach] gives me the hope and the reassurance that, you know, if today isn't a great day, tomorrow can be better.

– Recovery Coaching client interview, 2022

Our research indicates that Recovery Coaching clients' experiences align with what is set out in NDIA Recovery Coaching guidelines (2020), and with many aspects of the CHIME-D mental health recovery framework (van Weeghel et al. 2019) – most notably connectedness, empowerment, hope and optimism, and coping with difficulties and trauma.

An engaged and satisfied workforce

Interviews (9) and a survey of 28 One Good* Day team members has provided strong evidence indicating that the intentional organisation design and the working conditions and culture at One Good* Day do support positive outcomes for team members, including:

- Feeling that they are treated fairly (100% of survey respondents);

- Feeling that their work is meaningful (100% of survey respondents);
- Feeling supported by peers and senior team members (97% of survey respondents);
- Experiencing high levels of work engagement (79/100, where 100 is the maximum level of work engagement and the average score in international research is 67);
- Experiencing high job satisfaction (an average of 8/10, where 10 is the maximum level of job satisfaction); and
- Feeling recognised and appreciated for their work (86% of survey respondents).

Early financial sustainability

In addition to positive outcomes for team members and clients, One Good* Day has been able to achieve financial sustainability and self-funded growth within its first two years of operating. In July 2021, OG*D started offering Recovery Coaching in Victoria with eight team members providing services to 73 clients. The organisation subsequently experienced strong growth to 63 team members in five states (Victoria, New South Wales, Queensland, South Australia and Western Australia), providing services to 705 clients at June 2023 (One Good* Day 2023).

In its first full financial year of operation (FY22), OG*D generated a small (2%) net profit and a 3% operating profit, of which the majority of income was from Recovery Coaching revenue, via the National Disability Insurance Scheme (NDIS).

However, integrating organisational features that optimise a lived experience workforce and support for employees does have some impact on costs – for example, around training, structured orientation, providing a generous EAP program, and more slowly building caseload and billing. As a Co-founder says:

The biggest impact for us is that it meant there was a viable size at very small (5-10 practitioners), then a huge middle band of unviability (10-50) and then viable again at the scale of 50+. NDIA should think about target and desirable size and scale more deeply in price setting and communications I think. It is the biggest efficiency lever organisations have. How big is good? How big is too big?

If a goal is to increase the proportion of lived experience workforce in NDIS work, then an organisation funding item may help compensate for the added costs organisations take on. For example, if NDIS allows organisations providing 'centre-based support' to claim some funds for this, there could be a similar 'top up' (over and above the individual's funding package) where staff have lived experience, and organisations can show organisational support and professional development strategies that enable good practice and workplace conditions.

Summary: Elements of the OG*D model that provide solutions to NDIS 'problems'

As discussed in detail in the overview of the organisational model, there are a number of organisational design strategies that align to the two 'solutions' offered below.

1. Supporting a lived and learned experience workforce

- Early connection with an explicit pipeline of workforce from accredited training course;
- Planned recruitment episodes;
- Group intake and training of new employees fosters peer support through intake-cohort peer support;
- Organisation designed for wellbeing – permanent work, flexibility and supportive culture;
- Layering of supports (pods, access to Senior Recovery Coaches, buddy pods, cohort groups, and supports at management level).

2. Delivery of specialised service in diverse locations

- Intentionally place-based;
- Modular organisation – diffuse network of pods across multiple geographic areas;
- All pod team members carry case/delivery load;
- Pods self-supporting, autonomous (peer support, local decision-making and knowledge);

- Secondary support structures through buddy pods, national-level expert support, cohort based recruitment;
- Resources and templates provided to guide practice;
- Pods responsive to client demand – able to grow and split when optimal size; and
- Staged pod by pod growth.

Together, these strategies enable good practice and positive client outcomes, as well as an engaged and satisfied workforce of people with lived and learned experience.

HOW THE NDIS COULD SUPPORT THIS KIND OF INNOVATIVE SERVICE PROVISION

The OG*D model offers insight into ways NDIS could support both the development of the lived experience workforce, as well as improving specialised service access across geographies.

Actions that NDIS could take include:

1. Considering the use of specialised line items to promote a market in the gap areas identified. We can see via our research on Recovery Coaching that this has worked. It works where the service delivery is very focused, and where there are likely to be sufficient clients to sustain a market. Using a pod model helps reduce the required size of the market in place because it is a lean design - but there still needs a sufficient market size to support this. The NDIS could think about applying this to other gap areas, e.g. through other specialised support coordination subtypes and/or to specific cohorts.
2. Discrete elements of the OG*D model can be fostered by the NDIS. Pricing structures might incentivise organisations toward permanent appointment of workers, or implementing explicit peer and professional support structures (NDIS Review, 2023c, p.26), especially where these are designed to recruit and maintain a lived experience workforce. Pricing needs to be at the right levels to support market growth, and this can

differ between geographical contexts and market size, or in terms of meeting specific service needs (Carey et al., 2019, p. 717).

Specialised line items

The evidence from our research with One Good* Day, and from existing literature on inequities in NDIS service access, indicates that providing specialised funding or specific line items to redress service gaps can be effective in both supporting new and innovative disability service organisational forms to enter the market, and in responding to existing service inadequacies.

OG*D has shown that a specialised focus can enable development of guidance and training that can be used across locations (a knowledge infrastructure that can be utilised in more than one location). Similarly, professional peer support mechanisms among workers with shared roles can buffer isolation of small employee teams in location.

Using the creation of specific line items as a market intervention tool can allow for specialisation in ways that respond to participants' identified service needs, and provide organisations entering the market with some confidence that becoming a registered provider and taking on regulatory risks can be offset by the feasibility of operating within a known priority area of service delivery. Specialisation can also attract sub-sections of the workforce with relevant skills (including lived experience).

Potential areas for specialisation

Support Coordination subtypes

A recent report on Support Coordination notes that there is qualitative evidence from participants, families and disability planners that Support Coordination is helpful in enabling effective plan use, and assisting people in navigating NDIS systems (O'Brien & Randjelovic, 2020). This research found that Specialised Support Coordination may be particularly beneficial for people with more complex support needs, or who experience barriers in accessing information (O'Brien & Randjelovic, 2020). As scholars emphasise, navigation/advocacy support is a major need and potential lever to reduce service inequities (Dickinson et al., 2022).

Support Coordination is an area particularly suited to an OG*D style model because of its focused nature. Additionally, Support Coordination subtypes could be offered via identified line items. Support Coordination, like Recovery Coaching, is bounded by a common set of tasks, and

works on a case management basis. This is well suited to the financial model of OG*D where funding for Support Coordination is known and a model for a sustainable caseload is anticipated. With the right market-enabling conditions, the pod model and other organisational features of OG*D targeting employee wellbeing and support could be utilised to both:

- expand the Support Coordination workforce and encourage employment of people with lived experience; and
- expand Support Coordination into specialised areas such as Support Coordination for people from culturally and linguistically diverse backgrounds (where a sufficient population existed to support a pod model in this specialised area).

Building service provision and markets around common need and service response enables a suitably focused job role, linked to clearly bounded workforce skills and capabilities that can be matched with targeted training and specific strategies for workforce support. The OG*D model highlights how these elements come together to produce a sustainable service response, where service quality is high and workforce wellbeing is prioritized.

Culturally-specific supports

Other areas of specialisation might be culturally or cohort specific service delivery, including support coordination (for Aboriginal and Torres Strait Islander People or Culturally and Linguistically Diverse people), where there is both the need for highly localised support and knowledge of services, as well as opportunity for common skills development and support across locations around practice elements such as culturally appropriate support provision and cultural safety.

Additionally, the NDIA might look at the types of services needed by specific cohorts that can be clustered into 'specialities'. For example, given the importance of connection to Country, kin, community and culture (NDIS Review, 2023a, p.22), most Aboriginal participants will need connection to community, social and cultural participation support. Identifying these kinds of 'specialisations' as line items enable potential service providers to build a specialist practice and knowledge around them, linked to training supporting a workforce pipeline.

The rationale for creating a specialist line item is to enable market to quantify a cohort with a service type and build a specialisation around it. This then enables focused recruitment and mechanisms of peer support because all workers share a common focus and skillset.

The One Good* Day case study provides an example of how NDIS market stewardship was an enabling factor in establishing a market for Recovery Coaching services.

A minimum market size, supported by market stewardship

The introduction of the dedicated Recovery Coaching line item in July 2020 indicated to the market and workforce that NDIS was dedicated to taking action to improve servicing issues for participants with psychosocial disability.

It signalled to us - people with a background in community mental health - to get involved. I think the Community Mental Health workforce from before has been a bit lost about where they fit under the NDIS and this was a powerful signal - it said 'here, this is exactly where we want you and what we want you to focus on'.

- One Good Day Co-founder*

OG*D was established soon after Recovery Coaching was announced as a funded service under the NDIS.

It gave us a lot of confidence to start an organisation immediately focused only on delivering this service type. Why would the NDIS introduce this so specifically and then take it away? That's all we needed to know to know the concentrated risk of a single service offering was worth it when it meant we could truly specialise and lead the market.

- One Good Day Co-founder*

The creation of a specialised line item to support service delivery to people with psychosocial disability contributed to knowability of the potential market size, and further confidence in the sustainability of entering this market.

There was also knowledge about the size of the market which gave us confidence. We knew about 10% of NDIS participants had a primary psychosocial disability. We knew if most of them got Recovery Coaching funding that was a big enough addressable market to get started.

- One Good Day Co-founder*

The market size required for sustainable operations is linked to the size of the NDIS line item they are funded by. The market size is a feature of number of NDIS participants with the relevant line item, multiplied by the size of the line item. Hence the average NDIS funding for the particular focused service delivery is important, as higher funding per line item can reduce the number of NDIS participants in any given area necessary to sustain a pod. This equation can be particularly impactful for improving service access among smaller population groups, people with complex needs, or in rural or remote areas. The recent NDIS Review report on the role of pricing and payment approaches acknowledges that differentiating pricing caps could support improved supply and access to appropriate supports among these groups (NDIS Review, 2023c).

Navigating potential challenges in implementing specialised line items

If introducing further specialised line items, it is important that NDIS participant choice is enhanced, rather than limited by funnelling all additional funding for participants with the same disability or shared demographics into the same service type by default. While our research found that the majority of participants had positive experiences and outcomes of Recovery Coaching, one participant emphasised the need for individual autonomy and NDIS funding flexibility, in response to a question about the barriers to achieving their desired outcomes:

I requested support from NDIS to help pay for psychology. They denied this and instead gave me the exact amount requested for Psychosocial Recovery Support. Since I had the budget, I gave it a go, but it was completely irrelevant for me, my capacity, and my needs. It was an expensive endeavour and wasted a lot of time. The barrier is that NDIS does not give me autonomy to allocate my funds where they would be most helpful, despite me providing robust supporting letters, justification and recommendations from several highly skilled and qualified health professionals. (OTs [Occupational Therapists], neuropsychologists, neurophysios, neurologist and psychologist).

– Recovery Coaching client survey comment, 2023

Other perceived challenges with creating a new line item for each priority are that the line item list could grow very long, increasing the difficulty of administration and conducting price reviews, and eventually becoming outdated; or that beneficial service innovation could be stifled by the limitations of narrowly defined line items. However, the example of Recovery Coaching and OG*D shows the potential value of specialised line items in signalling a place for needed market

entrants, attracting skilled specialist providers into the NDIS market, and providing responsive services to participants.

While adding specialised line items would increase the list to some extent, the major priorities are already known, and the list is unlikely to become exponentially longer at this point in NDIS operations. Using existing 'parent line items' like Support Coordination can help manage this. Weighted percentage allowances could be applied to the sub-types, which would potentially reduce some of the pricing review and administration complexity. Once markets are developed, NDIA could clearly communicate with the market and (if necessary) fold the specialised item back into a parent line item (for example, Support Coordination), while still enabling providers to retain their specific service type name in order to distinguish themselves as specialised providers within the market.

CONCLUSION AND RECOMMENDATIONS

Our recommendations are that the NDIS take particular action to support innovative and effective practice in the sector by:

1. Considering the introduction of further specialised line items that would improve service access and use among currently under-served participants, including :
 - Aboriginal and Torres Strait Islander people
 - People living in rural and remote areas;
 - Culturally and linguistically diverse people; and
 - People with disability not well served by the current system – for example, people with intellectual, cognitive or psychosocial disability;
2. Introducing additional specialised subtypes of Support Coordination, with clear parameters for service provision, and flexibility for participants to choose from relevant supports;

3. Harnessing the market to solve specific parts of the workforce challenge, through encouraging more specialisation and employment of skilled specialised workforces including people with disability.
4. Supporting sector capacity through pricing that enables good working conditions and quality service delivery, with particular consideration to areas of need/thin markets.

These strategies can help encourage sufficiently diverse, innovative and responsive NDIS services, and better outcomes for participants. Mobilising the market to meet identified needs and gather and build the required specialist workforce can help address current market gaps. Specialised line items and service types can signal to people with the right skills and experience (including those with lived experience and disability) that they are needed and valued in the disability workforce, and provide clearer connections between training and career pathways.

This concluding section lists the NDIS review objectives that we have responded to, and provides recommendations to support each objective, based on our analysis of our own and others' research.

- a) Foster and steward an innovative, effective and sustainable market where providers (commercial or otherwise) invest, grow and improve outcomes for participants and the Scheme;
 - Market stewardship could be supported by introducing additional specialised line items and supports in response to the identified needs and current service gaps.
 - Specialised line items can support specialised service provision that is responsive to identified needs, but service parameters need to be clear, and items should be implemented with flexibility so that participants can choose the supports that best match their expectations and goals.
 - Encouraging shared learning from approaches that work to address some of the current problems can help to foster an innovative and effective NDIS market.
- b) Improve the pricing and payment system to incentivise providers to improve outcomes for participants, improve productivity, support workforce development and ensure market and system sustainability;

- Workforce development, market sustainability and improved participant outcomes could be supported by pricing to incentivise best practice – e.g.
 - Recruiting and supporting people with lived experience of disability and peer workers;
 - Pricing that enables quality service provision
 - Access to training that supports workers to deliver quality services.
- c) Improve access to supports in thin markets – including cultural and regional, remote and very remote communities and service categories – and ensure participants with complex needs have continuity of support where a provider withdraws from the market;
- Introducing additional specialised line items and funding to support market entry by organisations with skilled lived experience workers could improve access to needed supports in thin markets.
 - Evidence from our research with One Good* Day indicates that their ‘pod’ model and high proportion of team members with lived experience help to provide:
 - Relevant and responsive services to clients spread across geographic locations, and
 - A supportive working environment for team members that contributes to employee engagement and satisfaction.
- d) Attract, build and retain a capable workforce, including employment and training models that enhance participant experience and worker attraction, retention and career pathways;
- Building and retaining a capable workforce requires:
 - Investing in specific training pipelines for needed skills and types of work;
 - Creating employment opportunities for people with disability to apply their skills and lived experience across a range of roles;

- Pricing that enables the market to provide good employment conditions for workers and quality services for participants, which may include price loadings for organisational design strategies that support a lived experience workforce;
- Learning from examples of good practice of how people with lived experience and disability can be better supported as a workforce in the NDIS.

The NDIS Review background paper on building a more responsive and supportive workforce specifically identifies some of the priority focus areas we address here (NDIS Review, 2023b, p.34), particularly:

- Worker regulation and how prices are set in the NDIS and other market settings;
 - Pricing levels need to account for geographic context, market size, and work that supports the sector to achieve desired outcomes, such as consistent quality service provision, service diversity meeting identified needs, workforce growth, and more employment of diverse people with disability.
- How peer workers could be better supported in the NDIS
 - Peer and lived experience workers need access to diverse jobs, secure employment, development opportunities, flexibility and organisation models and cultures that embrace lived experience and provide adequate supports to all team members. The One Good* Day case study provides some examples of good practice in these respects.
- Improving access to supports and local workers for First Nations and remote communities.
 - Improving access to supports and local workers requires:
 - Specialised positions for First Nations culturally skilled workers.
 - Flexible options for support that allow for collective support access as well as meeting individual needs.

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