

Lighthouse

# Family News

24 October 2019

Issue Number 69

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## Lighthouse Disability Service Delivery Restructure

Thank you to the families who were involved in discussions concerning the three proposed options for a new service delivery structure. Your comments and concerns are valued and were tabled with the Board, along with information from staff to help inform their decision.

Many families expressed concern about the prospect of no longer having Service Managers and the reasons for this are understood.

In making the decision to introduce a new structure which does not include Service Managers or Service Coordinator positions, the Board made some directives to me as CEO that are designed to address the concerns that have been expressed. They are;

- **The position description of Managers, Service Delivery will explicitly require:**
  - **Managers (SD) to have a presence in houses for effective engagement with clients, families and staff, and to support and coach staff on an ongoing basis,**
  - **Managers (SD) to give priority to establishing and maintaining the above relationships, and**
  - **Managers (SD) to build the confidence and competence of front line staff to enable them to take on the roles as outlined in their position descriptions.**
- **A Training and Development Framework for the organisation will be developed for consideration by the Board by March 2020 to ensure that staff have the appropriate skills required to provide excellent service delivery.**
- **A Career Development Framework for the organisation will be put in place that will create a pathway/opportunities for staff (by March 2020).**
- **Changes to the EAH Service will be addressed and implemented by 31 October 2019 to ensure clients and staff have access to emergency after hours support.**
- **Streamlined administration systems and improved use of IT (e.g. use of CMS, mobile devices) associated with the new arrangements will be in place by March 2020.**
- **A Reference Group including families and staff will be established to accompany the introduction of the Implementation Plan.**

## The reasons that Option C was endorsed are;

- Managers will have a much reduced workload in terms of numbers of clients and staff.
- Managers will be appointed with the requisite time, knowledge and skill level to;
  - Build the confidence and competence of front line staff, which is especially important in relation to the implementation of the NDIS.
  - Help CSW have clarity about roles and responsibilities and be accountable for them.
- Managers will spend time in houses and therefore be directly connected and able to communicate with clients, staff and families.
- Communication between Management and front line staff will improve because Managers will have a relationship with staff. Communication between families and staff will improve for the same reason.
- In time, it is expected that Managers will be able to work with, and support staff with the end result being that we have less reliance on casual staff.
- There will be a direct decision making line of accountability between Managers, staff, clients and families.
- In addition, the current delay in decision making for many clients (because of Manager workload) will be addressed.
- There is a theoretical basis which is that the size of Lighthouse Disability and the complexity of our client group means that we should be a 'four level' organisation' (we currently have five levels). Operating as a four level organisation is expected to make it easier for staff and families to be clear about who is responsible for what.
- This option is 'scalable' and therefore provides a consistent structure that will enable growth in a sustainable way.

## Implementation

- Now that there is a clear decision about the preferred option, a detailed implementation plan is being developed.
- A first step will be recruitment of new Managers and putting in place a detailed orientation / training / development program for all Managers to build a team who work in a consistent way.

## Service Managers and Service Coordinators

- This is obviously a difficult time for people whose positions won't exist in the new structure.
- It is important to be aware that this change is about a structure, not individuals.
- Meetings have been organised with most staff to provide information about options, and every effort is being made to offer appropriate support.

If you have any questions or concerns, please don't hesitate to contact me. An information session will be organised for families to discuss the changes with a date being circulated soon.

## Clearview's Day at Monarto Zoo

On Saturday 19<sup>th</sup> October our clients from Clearview had a day out at Monarto Zoo, sponsored by the Police Credit Union. This day was special day for the clients as they were unable to attend the recent 30<sup>th</sup> Birthday Glam event at Sferas. They enjoyed the 360 Lion Experience and the bus tour around the grounds.



Marj Ellis  
CEO



YOU ARE INVITED TO  
LIGHTHOUSE DISABILITY'S

# CHRISTMAS BREAKFAST



Entertainment, Raffles, Santa!

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**SUNDAY 24TH NOVEMBER 2019**

**10AM TO 1PM**

**GREENWITH COMMUNITY CENTRE**

**CORNER GOLDEN WAY & GOLDEN GROVE ROAD | GREENWITH**

**RSVP BY FRIDAY 10TH NOVEMBER:**  
RSVP@LIGHTHOUSEDISABILITY.ORG.AU  
OR 8256 9800

PLEASE ADVISE IF YOU HAVE ANY SPECIAL  
DIETARY REQUIREMENTS

BREAKFAST HAS BEEN GENEROUSLY PROVIDED BY  
THE TEA TREE GULLY LIONS CLUB

