

# EFFECTIVE FOUNDATION DOCUMENT

## Vision

Effective is a national provider of human solutions that are enabling, participative and of value to our clients, customers and the broader community.

## Mission

“Effective's mission is to maximise the social, financial, and personal benefits of employment and community participation.”

Effective Australia works in collaboration and partnership with all customers - whether Government, Scheme Manager, Agency, Agent, Insurer, or Employer - to positively support people to reconnect with the health, self worth, and social enrichment that safe and valued employment provides to people.

## Values

Effective's core values are reflected in the way staff interact with people within the organisation and with our customers, clients and other stakeholders externally. Effective's people help change lives for the better.

As well as reflecting who we are and what we stand for, our values also guide our business processes and our decision making.

- Trust
  - Trust is about building mutually respectful, confident relationships based on integrity, reliability, respect and fairness.
- Diligence
  - Diligence is about consistently making the effort to assure standards are met and goals are achieved successfully.
- Interdependence
  - Interdependence recognises that we work within an environment and community requiring partnership, openness, sharing and support to benefit from synergies and achieve team goals.
- Accountability
  - Accountability is about embracing responsibility for our actions, omissions, or timing and their impact on others; and learning from our mistakes.
- Courage
  - Courage is about combining wisdom and risk to innovate and try new things in a managed way that considers the consequences for others and oneself.

## Service Delivery Principles

Underpinning Effective Australia's approach to rehabilitation is a belief that work is an important aspect of our personal and social life that is good for us financially, good for our health, supports inclusive, cohesive and prosperous families and communities, and is a fundamental right. We also believe that there are very few, individuals if any, in our society that are unemployable with the right support, accommodations and encouragement, and that while workplaces can occasionally be a catalyst for injury, they are also a solution and can support recovery.

To this end Effective Australia delivers services based on the following principles:

## Service Provision Principles

Workplace rehabilitation providers deliver services to workers and employers in a cost effective, timely and proactive manner to achieve a safe and durable return to work.

1. A focus on return to work.
  - a. Expectations of a return to work are established early in service delivery.
  - b. Services are identified and delivered with a focus on maximising employment potential in relation to a worker's pre-injury employment.
  - c. Services are identified and delivered with a focus on return to work, but also consider independence in the community as a mechanism to promote a return to work.
2. Timely intervention throughout service provision.
  - a. Workers receive prompt attention and intervention appropriate to their needs.
  - b. Barriers, risks and strengths are identified and strategies promptly implemented.
  - c. Services are actively coordinated and integrated with other injury management and return to work activities.
3. Effective service provision at appropriate cost.
  - a. Needs of the worker and employer are identified by means of adequate and appropriate assessment.
  - b. Service levels are commensurate with worker and employer needs.
  - c. Costs are commensurate with the range and extent of services provided.
4. Effective communication facilitates engagement of all parties.
  - a. Respectful, open and effective working relationships with and between relevant parties are established and maintained.

- b. The provider acts as the link between the workplace and treatment providers to translate functional gains into meaningful work activity.
  - c. Expectations of a return to work goal and services required are established with relevant parties at commencement and throughout service provision.
  - d. Progress is communicated with relevant parties throughout service provision.
  - e. Durable job placement, or alternative, is confirmed 13 weeks after placement.
5. Evidence based decisions.
- a. The need for service provision is demonstrated through objective assessment and ongoing review.
  - b. Service selection is the most appropriate, cost effective and available, with a focus on return to work.

## **Organisational and Administrative Principles**

Business, governance and administrative arrangements provide an appropriate infrastructure for reliable and consistent service provision to workers, employers, insurers and other relevant parties.

1. Publicly available documented organisational philosophy that demonstrates a commitment to:
  - a. A workplace model of rehabilitation that promotes strategic, creative and innovative service provision to achieve a return to work outcome for the worker.
  - b. A focus on an early, safe and durable return to work for injured workers.
  - c. Engagement of, respect and dignity for workers and employers.
  - d. An equitable and consistently applied approach to recommending commencement and cessation of service delivery.
  - e. Positive enhancement of the worker's beliefs and improvement of capacities to fulfil work and other roles.
  - f. Customer focus that incorporates the management of solicited and unsolicited feedback with the aim of continuous improvement.
  
2. A comprehensive and robust corporate governance infrastructure, including:
  - a. Systems of probity:
    - i. avoidance of conflict of interest
    - ii. prevention, management and reporting of malpractice/fraud.
  - b. Appropriate financial administration - accurate accounting.
  - c. Maintenance of appropriate and adequate insurances, including professional indemnity, public liability and workers' compensation.
  - d. Data collection and analysis of provider performance.
  
3. A records management system that includes:

- a. Comprehensive, accurate and accessible records pertaining to all clientele.
  - b. Staff appointments, verification of qualifications and supervision arrangements.
  - c. Collection, collation and analysis of feedback and complaints.
  - d. Security of storage of records for at least seven years.
  - e. Provision of data that meets WorkCover and customer requirements
4. Privacy and confidentiality practices in compliance with relevant privacy legislation.
  5. Safe work practices and return to work and injury management policies in compliance with:
    - a. Injury Management and Workers Compensation legislation.
    - b. Occupational Health and Safety legislation.

### **Quality Assurance and Continuous Improvement Principles**

Quality systems ensure customer focused service delivery. Collection, analysis and monitoring of qualitative and quantitative data identify areas of strength and opportunities for systems and service improvement.

1. Quality assurance.
  - c. Implementation of appropriate review mechanisms (e.g. self audits, peer reviews) to assure compliance with all Conditions of Approval.
  - d. Implementation and documentation of corrective and preventative actions and monitoring and review of their effectiveness.
2. Customer feedback mechanisms.
  - a. Collection, review and action on feedback from customers.
  - b. Implementation of a complaints management system.
3. Continuous improvement.
  - a. Identification of opportunities for improvement.
  - b. Planning, piloting, refinement and implementation of improvement strategies.
  - c. Monitoring and review of their effectiveness.

### **Staff Management Principles**

Service delivery staff and contractors will possess appropriate skills, knowledge, qualifications and experience. A robust induction and continuous learning and development program supports the acquisition and maintenance of staff skills and knowledge.

1. Qualifications, knowledge and experience.
  - a. Staff have the appropriate qualifications as outlined in the workplace

rehabilitation service descriptors and at least the minimum qualifications for rehabilitation consultants.

- b. Staff have knowledge of injury management principles and the relevant Workers Compensation legislation, policy and procedures.
- c. Staff take into consideration industrial relations and human resource matters that may affect a worker's return to work.
- d. Staff interacting with injured workers have appropriate checks and clearances (police, security and child protection).

2. Induction and ongoing learning and development.

- a. Staff are aware of, and have access to, current copies of all policies and procedures that relate to their work and understand their content.
- b. Staff have appropriate supervision, support and peer review.
- c. Staff members' compliance with their own professional codes of conduct, the organisation's code of conduct and WorkCover's code of conduct is monitored.

3. Adequate staff resourcing.

- a. Caseload management systems ensure efficient allocation of cases and that staff experience and skill level match case complexity.
- b. Handover practices ensure cases are reviewed and all parties are informed to maintain continuity of care.

## **Business Objectives**

### **Service**

We provide our customers with service quality and outcomes that impress them so much that they continue to use us and recommend us to others.

Effective achieves the best our industry can in supporting clients to recover, achieve independence, and maintain or obtain suitable employment.

"We continually keep the needs of our customers and clients in mind."

### **Satisfaction**

Our staff are qualified and skilled to do the jobs they are required to do and are continuously developed in ways that support their personal growth and the growth of Effective.

Our work environment is physically, psychologically and socially one that is attractive to current staff and encourages others to want to work at Effective.

We provide fulfilling careers and professional satisfaction for our people.

"We support each other."

## **Success**

Our business is reliable because we make sound profits, achieve sustainable growth, and reinvest for the long term. This enables us to reward ourselves and grow.

“We are going to be here 50 years from now”