

**Q275**

## **CONTINUOUS IMPROVEMENT POLICY**

### **Policy Statement**

It is an Enhanced Lifestyles (EL) and Lifestyle Assistance and Accommodation Service (LAAS) business imperative to provide consistent and best practice product and service delivery to its Customers/Clients. The ability of Enhanced Lifestyles and Lifestyle Assistance and Accommodation Service to sustain the delivery of quality products and services is essential to its long-term success.

Continuous Improvement can be defined as:

“The ongoing enhancement of work processes and practices for the benefit of the Customer/Client and the organisation; activities devoted to maintaining and improving work process performance through small and gradual improvements as well as radical innovations.”

Fundamentally it means:

Making things better today than yesterday.

Learning from what we did today to do things better tomorrow.

Reducing unnecessary “fire-fighting” that can consume our resources.

This document complies with NDIS 2018, 2.3 Quality Management, and ACIS 2013, section 2.3 Quality Management. This document is readily available to all customers and employees of Enhanced Lifestyles and Lifestyle Accommodation and Assistance including The Boards.

### **Participation**

In order to support our improvement challenge, the Management Team encourages and supports the pursuit of improvements that will stabilise and enhance all the key processes across the business. Any Enhanced Lifestyles and Lifestyle Assistance and Accommodation Service Customer/Client or employee can submit a recommendation that may realise improvement to any process or practice. The only requirements are that all recommendations are ‘process’ focussed and that as much information as possible is provided.

The Continuous Improvement Form (QF278) is used to capture, develop and track improvement opportunities which are identified and recommended. A form can be obtained from the office upon request and will be sent out by email or any other requested delivery method.

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You are requested to describe the improvement opportunity and its benefit to the organisation, members and/or employees in as much detail as necessary to ensure effective planning and achievement. Upon completion of this form please forward it to the Quality and Services Team for processing.

### **Actions**

The Quality and Services Team will log the recommendation and may consider combining similar recommendations where it is appropriate to do so. The team, in consultation with the Continuous Improvement Committee consisting of Customer/Client and employee representatives, will oversee all improvement initiatives and will provide facilitation, coaching and support where required to those assigned to action an improvement. The steps involved are outlined on the back of the Continuous Improvement Form.

The Enhanced Lifestyles and Lifestyle Assistance and Accommodation Service Management Team considers that continuous improvement is the responsibility of every employee. The most suitable and available person(s) will be assigned to action an improvement by the relevant manager of that area.

Members and Lifestyle Attendants may be requested to play an active part in implementing or reviewing any improvement. Where this occurs, it is the assignees responsibility to ensure effective and timely communication occurs between all parties. Every effort must be made by all participants to ensure any improvement activity does not unnecessarily hinder “business as usual” activities or Customer/Client service requirements.

### **Implementation**

All assignees must use the following broad guidelines in achieving any improvement, remembering that the Quality and Services Team can provide clarification or guidance when required.

#### **1 Focus**

Recognise and remove barriers to eliminating waste and rework  
Be confident that what is intended with the improvement can be achieved  
Ensure that improvement activity is being done according to agreed strategies and plans  
Seek consistency rather than aiming for potentially unachievable “high” quality

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### **2 Communication**

Keep all relevant personnel informed  
 Seek input and feedback at every opportunity  
 Document all decisions made during the planning and implementation phases to facilitate any reporting requirements

### **3 Planning**

Determine if there will be a change to process or function ownership as a result of the improvement  
 Undertake sufficient analysis to understand the “current state”, what is being proposed and to determine how to manage any potential risks and constraints to the improvement activity  
 During analysis, concentrate on both the causes and effects of any problems to be removed  
 Explore and identify the gaps that may exist between the current and desired state of the process or task  
 Realise the specific links between quality, cost and time parameters and how they should be balanced in accordance with Customer/Client and business need  
 Determine what documentation may need to be created or amended as a result of the improvement  
 Determine if any formal or informal training may be necessary  
 Determine how you are going to measure the effectiveness and/or efficiency of the improvement

The final planning task is to determine and logically document the implementation steps and any special conditions involved.

### **4 Implementation**

When implementing the improvement, the following factors must either at least be considered or addressed:

Encourage cross-functional improvement activities  
 Determine review/evaluation criteria and schedule reviewers  
 Formalise, document and advise of new roles and responsibilities  
 Identify, document and advise of any additional competencies required  
 Determine and document on-going performance measurement and reporting requirements  
 Update, create or assign responsibility for documentation tasks

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Conduct or recommend training

Formalise knowledge transfer and learning where minimal training is required

Determine, document and advise all follow-up requirements

### **5 Evaluation**

Evaluate if the improvement is delivering what was intended; are further changes required or should an alternative improvement be used. i.e.:

Were the objectives met? If not, why not?

Were the objectives actually realistic?

Were the products or services acquired within budget and on time? If not, why not?

What lessons were learned?

What actions or changes would further improve performance?

### **6 Report Results**

After completing evaluation and/or reviews, the assignee should prepare a report and briefing for the manager to summarise the key findings from the improvement activity and outcome.

The type of information to be reported will depend on the intended audience. In general, those directly involved in, or affected by, an improvement will be interested in outputs and outcomes. Those farther removed from processes are interested in outcomes.

It is important to report against endorsed strategic directions so that focus can be maintained on those improvements that are of key strategic importance to the Customer/Client and the business as a whole.

### **7 Follow-Up Actions**

All follow-up actions required must be notified in writing to the manager with particular emphasis on any useful methods or tools that could be used for similar future improvement opportunities.

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**Conclusion**

The Management Team will ensure the improvement initiator is sufficiently briefed on all outcomes. All documentation associated with the improvement activity will be securely filed for potential future reference.

The Management Team and the Continuous Improvement Committee will formally recognise and acknowledge the efforts of all responsible for the realisation of the improvement.

**Documentation**

<b>Documents related to this policy</b>	
Related policies	Q001 – Quality Management Q002 – Internal Audit Policy
Related procedures	Q092 – Internal Audit Procedure
Forms, record keeping or other organisational documents	QF278 - Continuous Improvement Form Q241a – Customer Feedback Register QF241b – Customer Feedback Form