Doing business in the NDIS?

A business process development guide

Workshop outline

# What is the purpose of this document?

This outline gives more information on how to run a workshop on developing your business processes for NDIS, using the Business Process Development Guide.

# One workshop, or two?

There are two options:

* one workshop of up to 7 hours, or
* two, half-day (4 hour) workshops.

Two half-day workshops might be the better option, as there is a lot of material to discuss and many people find the discussion of business processes to be taxing. We have prepared this workshop outline on that basis. If using two workshops, be aware that, as for any group process, any people joining the group part way through will need to be oriented to the group process being used.

# Who should be in the workshop?

Involve all relevant internal stakeholders, as everyone has a stake in getting these processes right. You will need to have people in the room with responsibilities for:

* operations
* customer intake and support
* human resource management
* finances
* information and communication technology
* marketing, and
* quality and continuous improvement.

In smaller organisations, just one or two people might have all these roles.

What information could I send out prior to the workshop?

You could adapt and send the following text.

The workshop will develop our business processes for NDIS, over the customer/provider lifecycle.

We will start off with the question of what customers might want from their interactions with our business processes. We will also clarify what we as an organisation need from these processes. Finally, we will clarify what the National Disability Insurance Agency requires.

Each step of the lifecycle is captured in the diagram below.

<Insert diagram from the Business Process Guide>

At each stage in the lifecycle, our aim is to clarify: What needs to be done? By whom? How (including the technology to be used)? By when? And generating what documentation and records?

In workshop 1, we plan to cover Stages 1 and 2, maybe even Stage 3. In workshop 2, we plan to cover the remaining stages. We plan to take regular breaks during the workshops, to keep the energy flowing.

# Who do we need to help in the running of the workshop?

You will need one person to facilitate the workshop, and one person to document and report the decisions made (‘the reporter’). In some states, an NDS Sector Support Consultant might be available free of charge to facilitate the workshop for you.

The reporter is responsible for generating two documents:

* an action list, covering Who? Does what? By when? How?
* a draft Procedures document, converting the decisions made to a set of draft procedures.

For providers with a formal Quality Management System, these procedures should be included in your QMS. If you have a Quality Manager, they might make a good reporter.

# What would be the format of the workshop?

We have designed the workshop assuming that most providers will want to work through the Business Process Guide section by section, and item by item, making decisions for your organisation.

Another option is to use the workshop to identify your existing business processes, your ‘as is’ state, and then use the Guide to identify what would need to change for NDIS.

# What resources are used in the workshop?

You will need:

* copies of Business Process Guide for each workshop participant
* flipchart, markers and adhesive;
* an easel for flipchart or a whiteboard.

Draw a copy of the Business Process flow-chart on a flipchart, so that you can refer to it during the workshops. Place the draft ground rules on a piece of flip chart, and place this on the wall.

Pre-order morning tea, lunch or afternoon tea as appropriate.

# Program – Workshop 1

|  |  |
| --- | --- |
| Symbols used | Means |
| “ | You might say these things |
| [ ] | Insert relevant information here, such as a person’s name |
| < > | These are helpful hints |

|  |  |
| --- | --- |
| **Time required** | **Task** |
| 15 minutes | **Introduction**   * **Purpose**: “The purpose of this workshop is to develop and document the business processes we will use for NDIS”. * **Agenda**: “Our agenda for today is “<summarise the information in this program> * **Timeline**: “We will be using one workshop/two workshops to complete the work. We will take breaks as needed. Morning tea/lunch/ afternoon tea is booked for … We will conclude by …” * **Suggested ground rules**: <Place these on flip chart and hang on wall at start of the day.>   + Listening without interruption   + Respectful communication   + Saying things that need to be said here   + Being guided by the facilitator   + We will be attempting to generate discussion and consensus, but ultimately decisions are made by the Board and CEO.   Ask group: “Would you be happy to do adopt these ground rules or would like to suggest different ground rules?”   * **Roles**: “I will be facilitating today’s workshop. [name of reporter] will be documenting the results of the workshop. [name of reporter] will have the responsibility for generating an Action List and for producing a first written draft of our new Procedures. * **Introduction**s: <If participants do not know one another, ask them to introduce themselves by their name and role.> |
| 30 minutes | **Questions about NDIS**  “We would like to allow time for any questions you might have about NDIS that you would like to ask at this time.” |
| 30 minutes | **Exercise: What do we believe our stakeholders want?**  “Before we go to the detail of the Business Process Guide, it is worth taking some time to think about what our stakeholders might want of our business processes. Our focus here is quite specific, it is about what stakeholders might want from our business processes rather than what they might want from NDIS. So it is things like the people we support might want to make changes in the supports they purchase from us easily. We will ask three questions in turn:   * What our customers might want from our business processes? * What does the organisation need of its business processes? * What does the National Disability Insurance Agency require of our business processes?   We have 30 minutes to address all three questions.”  <Document responses of the group on whiteboards or flipcharts. For the discussion regarding what NDIA requires, you might like to keep discussion at a fairly general level, but bring out the importance of the NDIA’s Terms of Business, Price Guide, and the NDIS Provider Toolkit, including Module 7.> |
| 15 minutes | **Break**  <Breaks should be taken after every 1.5 hours, or whenever the energy of the group is flagging.> |
| 140 minutes | **Working through the Business Process Guide**  “We will now be working through the Business Process Guide, and using it to prompt discussion and decision-making about our business processes. We will begin with Stage 1, item 1, and then go through each stage and item in turn. Not every item might be relevant to our organisation. Some items might be quickly resolved, and some will take more discussion. For each relevant item, we need to identify which person/position will implement it in practice. If required, we will also clarify: How (including the technology to be used)? By when? And generating what documentation and records? What resources are required?”  There is deliberately some repetition in the Guide, recognising that people might use it sequentially. Where we have already covered a topic, we will move on.  <In Stage 1, it is usually best to defer the discussion of Marketing, as this is a substantial topic.> |
| 10 minutes | **Concluding the first workshop**  “Thanks for your participation today. Today we have covered Steps … As advised this morning, [name of reporter] is preparing an action list, and also will be preparing a first draft of written procedures for NDIS.  <If there were urgent action items, remind participants of who has responsibility for these>  “In workshop 2, we will cover the remaining stages of the process.  Again, thanks for your participation today.” |

# Program – Workshop 2

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| --- | --- | --- |
| **Time required** | **Task** | **Resources needed** |
| 15 minutes | **Introduction**   * <Remind participants of purpose, agenda, previously agreed ground rules, and roles of facilitator and reporter> * “In the first workshop, we progressed as far as [last item discussed]. Today, we will complete the remainder of the stages. * <If new participants, welcome their participation and perhaps give explanations of key decisions made.> * “For those who are willing to share their views, perhaps we could begin by saying how we were feeling after the first workshop.”   <Emotional reactions to the first workshop could range from positive to negative. Positive reactions might include:   * recognition of how much progress the organisation has already made in NDIS readiness, and * it has been good to gain clarity around organisational processes.   If appropriate, the facilitator should validate these concerns.  Negative reactions might include:   * concern around workloads or changes impacting particular individuals, and * that the organisation is not well prepared.   The facilitator should acknowledge that the concerns have been stated. Sometimes discussions around workloads, etc. should be discussed between the individual concerned and their manager.> | Same resources as Day 1. If action list has already been prepared, circulate this. |
| 140 minutes | **Working through the Business Process Guide**  “Just to remind you of the process for the workshop. We will now be working through the Business Process Guide, and using it to prompt discussion and decision-making about our business processes. Not every item might be relevant to our organisation. Some items might be quickly resolved, and some will take more discussion. For each relevant item, we need to identify which person/position will have responsibility. If required, we will also clarify: How (including the technology to be used)? By when? And generating what documentation and records? What resources are required?”  <Remember to take breaks after around 1.5 hours, to allow participants to maintain their energy.> |  |
| 30 minutes | **Conclusion**   * “Is there anything you believe is important to the business process that we have missed so far?” * <Ask reporter when the action list and draft of the written procedure might be ready?> * <Clarify who will be responsible for reviewing progress against the action list.> * <Clarify what further processes will occur, for example, will participants have the opportunity to provide comments on the draft procedures.> * “Thank you to everyone for participating. I would particularly like to acknowledge [name of reporter] as their work is vital. |  |