



Quality Management Framework

Quality Manual

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Purpose of the framework

Quality management provides a framework for Nextt to ensure that the needs of the client and the organisation are met and this is monitored and kept to a high standard.

This manual provides guidance on for ensuring there are consistent and effective ways of managing how the organisation operated and delivers services and that these services are working well for the people Nextt supports. Providing assurance of quality services is particularly important in the context of person-centred approaches to service delivery.

The Quality Framework also ensures that Nextt has the internal controls in place in order to comply with the practice standards of funding bodies, such as the NDIS Commission and ACIs, within a person-centred approach.

Statement of Objectives

What is Quality

Nextt is committed to the values and principles of service-support quality, choice, and continuous improvement. We demonstrate commitment to these values both within our everyday operations and business development strategy. We believe there is always room for improvement and we aim to continually develop our operating environment and practices. Nextt's approach to quality is:

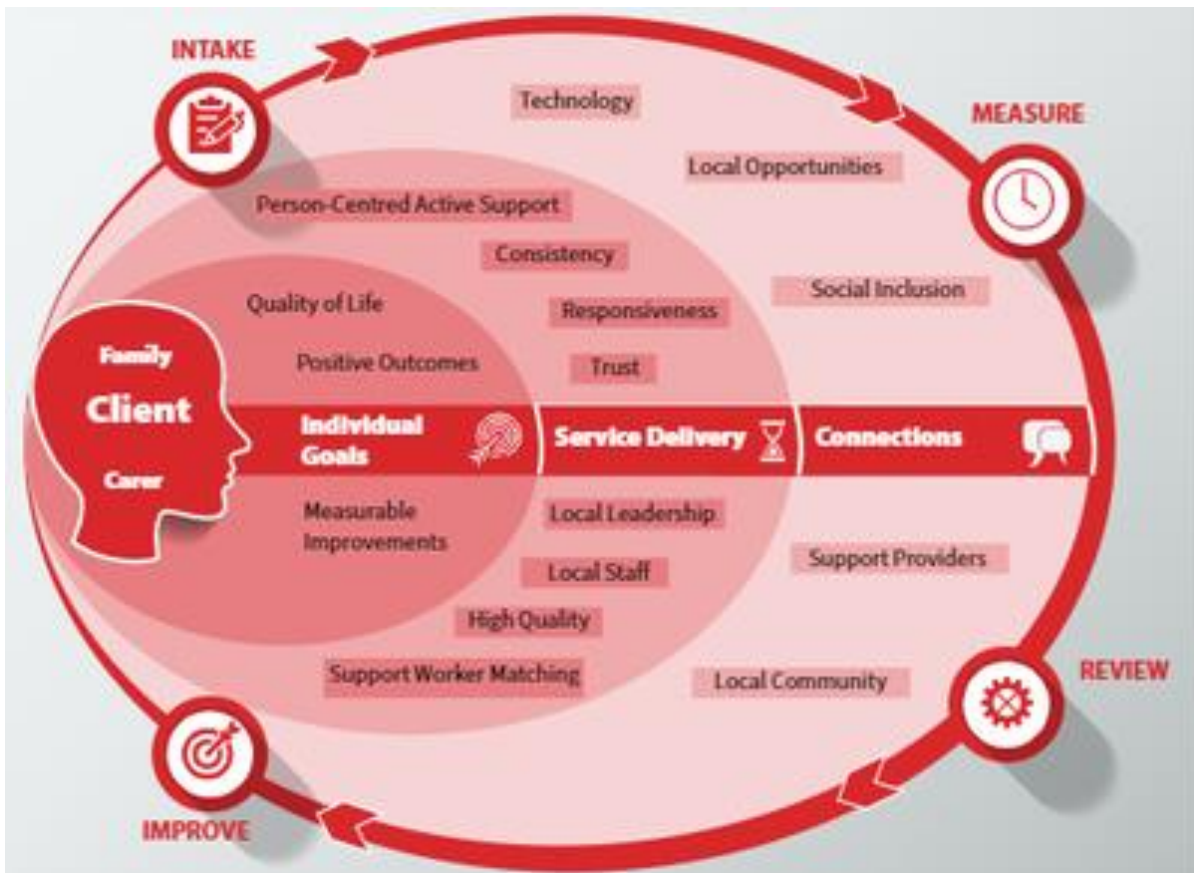
- Provide quality support services for client's (individual's) dignity of risk;
- Be flexible in responding to the changing needs of individuals and their families;
- Provide ongoing assessment of the quality of existing services and how we can improve that quality while supporting dignity of risk.
- Be compliant and where possible, exceed nominated outcomes and standards set by, State and Federal Legislation, Acts, Agreements including referral agencies agreements, Codes of Practice and Regulations.
- Provide quality training, employees development and motivation to each member of employees.
- Ensure that management and employees strive to achieve best practices in all aspects of work at Nextt; and,
- Maximise employees involvement in all work practices and procedures through regular consultation and an individual's involvement in the decision process and the formation of new policies and procedures.

Quality Management Principles

- Focus on understanding of clients current and future needs
 - Demonstrate leadership and establish unity of direction
 - Involve employees from all levels of the organisation to further develop their knowledge and understanding of the organisation and the industry.
 - Identify activities associated with resources, systems and processes required to provide effective delivery of services
 - Implement a system of continuous improvement, which takes a holistic and integrated approach to monitoring and reviewing all aspects of the organisation as a related system
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- Analyse service delivery data to assist in effective decision-making processes.
- Establish mutually beneficial relationships with industry stakeholders to create value and enhance the quality received by the end client.

Nextt “Client-Centric” Focus



Nextt’s focus puts the “Client” (individual/participant/consumer) at the centre of everything we do, promoting independence, choice, and dignity of risk.

The client-centricity focuses on:

- Choice, control, transparency
- Wellness, continuity of supports
- Independence, social inclusion, and opportunities for empowerment

The Individualised Methodology for the “Client”



This individualised client method is used to update and explain Continuous Improvement enhancements for all Nextt Clients.

Governance Structure

Nextt Group consists of:

- Nextt
- Dolleina

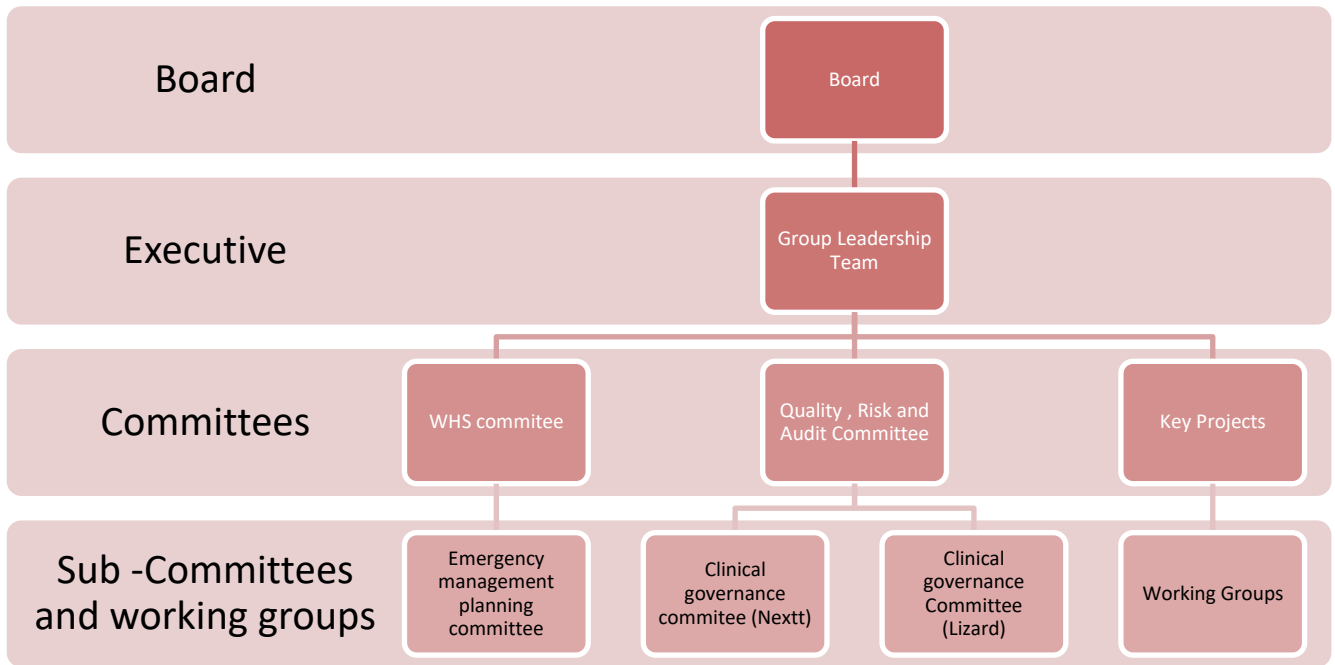
Range of services provided by Nextt Group

- Early Intervention
- Positive Behaviour Support
- Core/Community Based Services
- Attendant Care Services
- Supported Independent Living including Short Term and Medium-Term Accommodation
- Support Coordination including Specialist Support Services

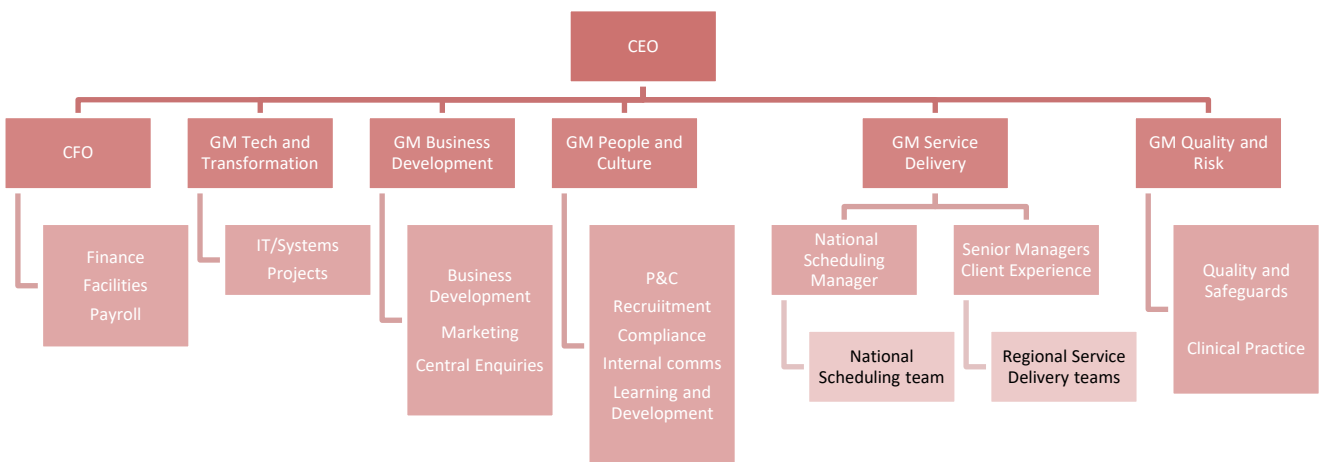
Accreditations and Contracts

- Department of Social Services, continuity of support (DSOA) - (National)
- National Disability Insurance Scheme (National)
- Lifetime Support Authority (SA)
- Lifetime Support and Care (icare) (NSW)
- Department of Human Services (VIC)
- Transport Accident Commission (VIC)
- NQIIS

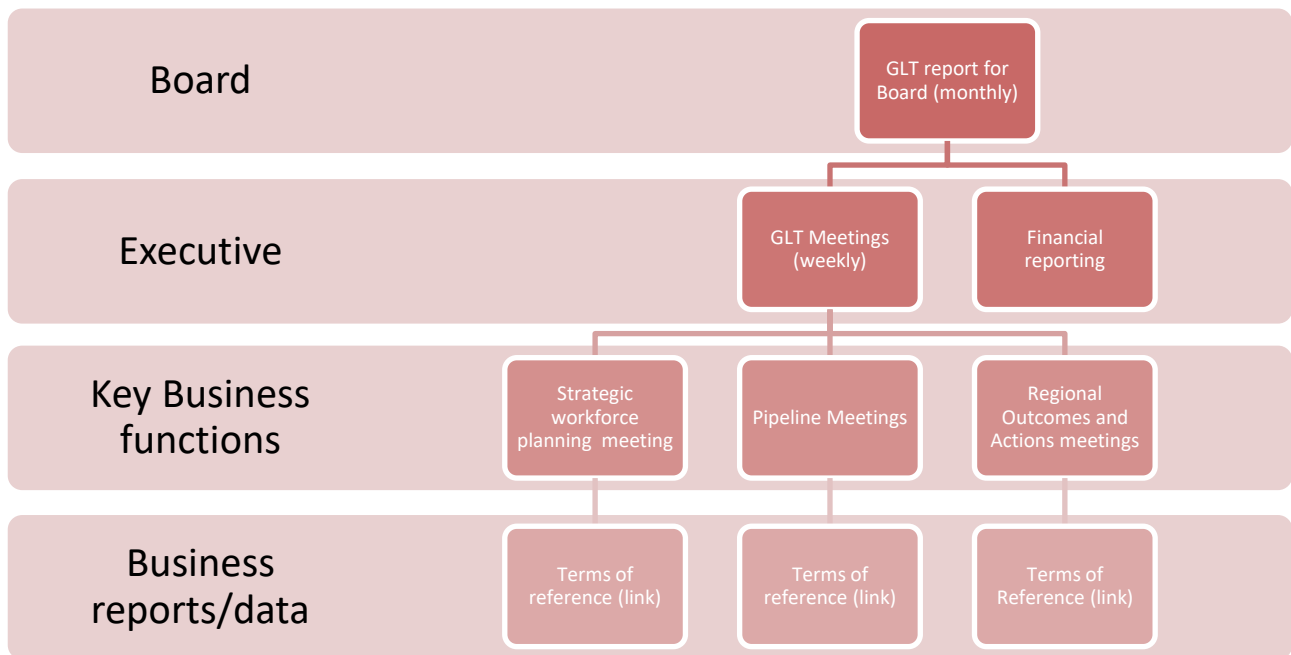
Nextt's Governance Model is overseen by our Board, executed by the Leadership Team and conducted through a number of key management committees and projects.



Organisational Structure



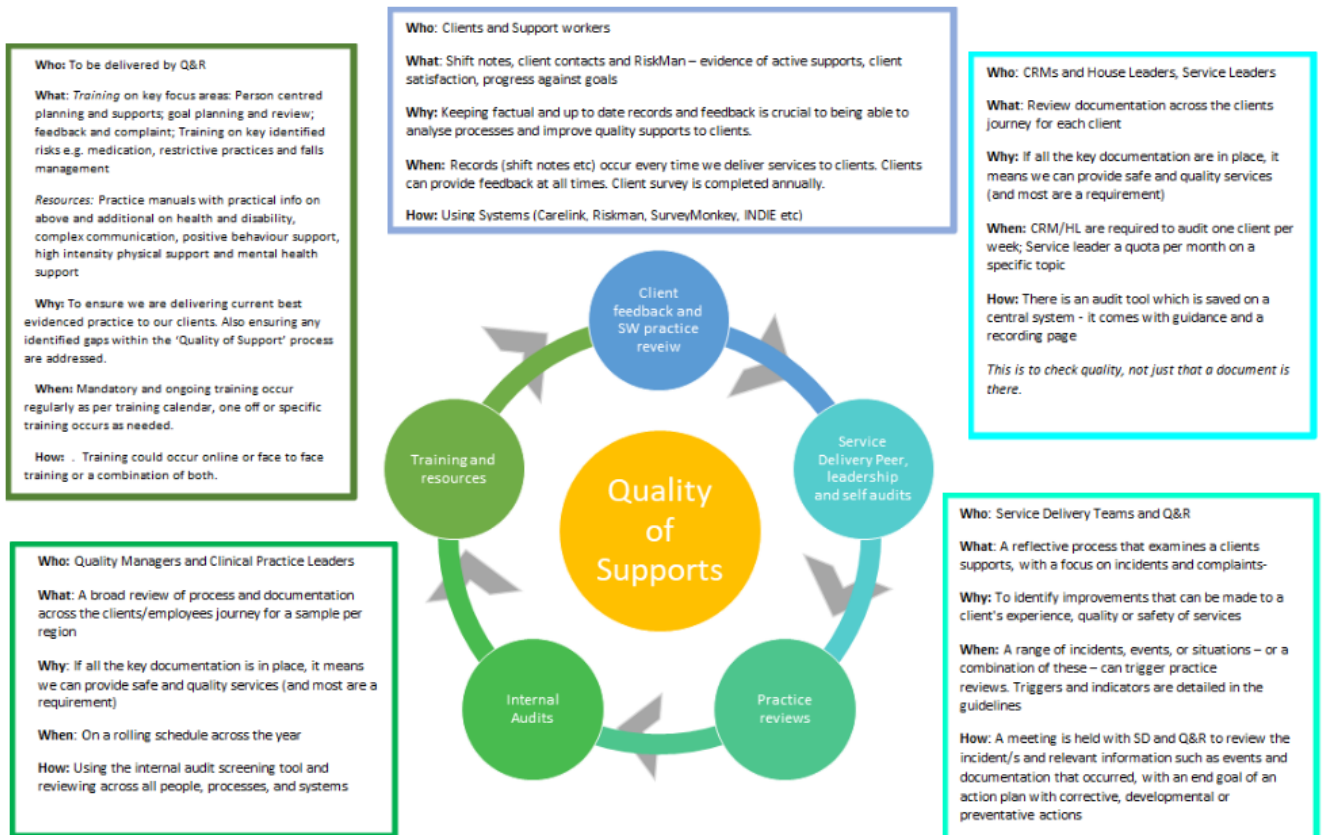
Key monitoring and reporting functions



Quality Management Framework

Nextt's quality system is aimed at achieving a high standard service delivery, with an emphasis on client goals and outcomes, as well as client and stakeholder satisfaction. This is achieved by ensuring consistency, best practice and a contemporary approach to disability supports

This is achieved through a commitment to meeting practice standards and a continuous cycle of improvement, which is informed by standards, best practice and legislation. This is defined and implemented through policy and procedure, orientation and education and monitored against key indications and through auditing, client and employee feedback.

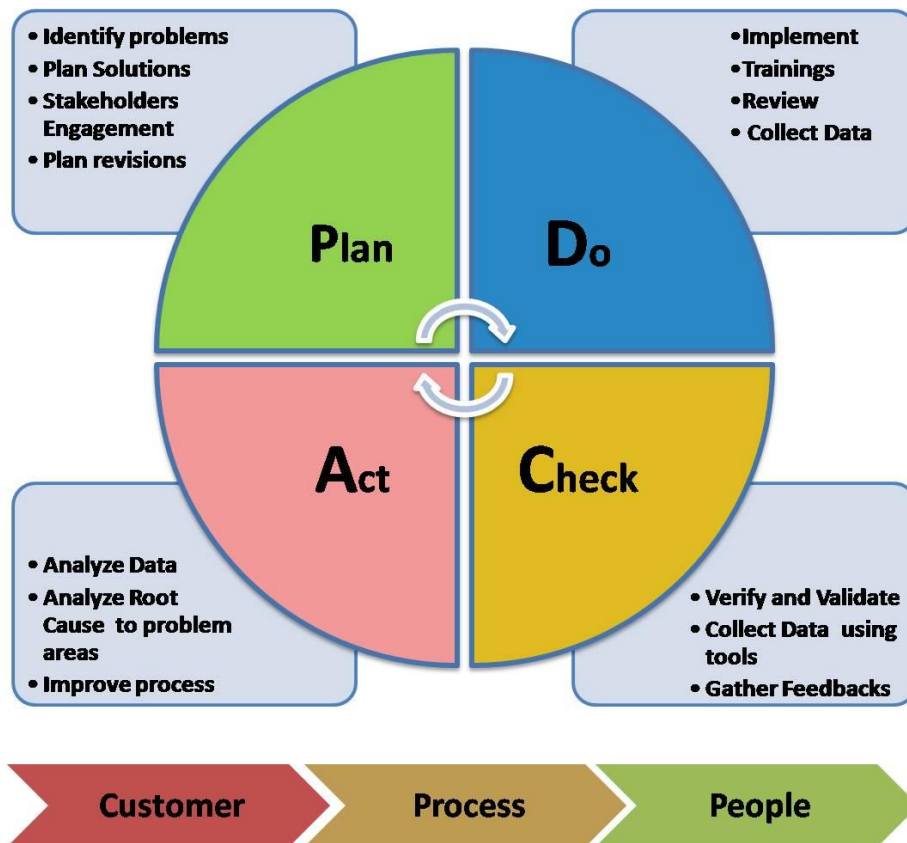


Continuous Cycle of Improvement

Nextt is committed to a continuous cycle of improvement, which is informed by the organisations strategic approach, stakeholder feedback, incident data, KPI data and other key information sources

All opportunities are documented in the Continuous Improvement register and detail:

- Opportunity
- Relevant Practice Standards
- Primary business area
- Developmental, preventative, and corrective actions
- Risk rating
- Responsibilities and timeframes
- Progress



Standards and Legislation

Nextt works within the requirements of a range of standards and legislation:

Child Wellbeing and Safety Act 2005 – (Vic)
Children’s Services Act 1996 – (Vic)
Children’s Services Regulations 2009 – (Vic)
Children, Youth and Families Act 2005 – (Vic)
Disability Act 2006 – (Vic)
Children and Young People (Safety) Act 2017
Child Safety (Prohibited Persons) Act 2016
Child Safety (Prohibited Persons) Regulations 2019
Disability Services Act 2006 (QLD)
Disability Services (Restrictive Practices) and Other Legislation Amendment Act 2014
Victorian Charter of Human Rights and Responsibilities
National Disability Insurance Scheme Act 2013
National Disability Insurance Scheme (Restrictive Practices and Behaviour Support) Rules 2018
National Framework for Reducing & Eliminating the use of Restrictive Practices in the Disability Sector 2014

The following Standards apply to this policy and supporting documentation:

Child Safe Standards (Vic)

- Standard 1 – Culturally safe environments
- Standard 2 – Organisational leadership, governance and culture.
- Standard 3 – Rights and participation
- Standard 4 – Family and Community engagement
- Standard 5 – Equity and diversity
- Standard 6 – Workforce Suitability
- Standard 7 – Complaints and feedback
- Standard 8 - Employee knowledge and skills
- Standard 9 – Safe Environments
- Standard 10 – Child safe standards
- Standard 11- Child safe policy

Human Services Standards

- Standard 1 – Empowerment
- Standard 2 – Access and Engagement
- Standard 3 – Wellbeing
- Standard 4 – Participation
- Standard 5 – Governance

Human Services Quality Framework

- Standard 1 - Governance and management
- Standard 2 - Service access
- Standard 3 - Responding to individual need
- Standard 4 - Safety, wellbeing and rights
- Standard 5 - Feedback, complaints and appeals
- Standard 6 - Human resources.

National Standards for Disability Services

- Standard 1 – Rights
- Standard 2 – Participation and inclusion
- Standard 3 – Individual Outcomes
- Standard 4 – Feedback and Complaints
- Standard 5 – Service Access
- Standard 6 – Service Management

NDIS Practice Standards

- Rights and Responsibility for Participants
- Governance and Operational Management
- Provision of Supports
- Support Provision Environment
- High Intensity Daily Personal Activities
- Specialist Behaviour Support
- Implementing Behaviour Support Plans
- Specialised Support Co-ordination

ACIS 4.0

- Core Standards
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1. Rights and Responsibilities
2. Corporate Governance
3. Clinical Governance
4. Organisational Leadership and Culture
5. Service Delivery
6. Service Environment

Additional Standards

1. Complex Physical Support
2. Complex Behavioural Support
3. Complex Mental Health Support
4. Assistive Technology

[Work Health and Safety Act 2011 \(NSW\)](#)

[Work Health and Safety Regulation 2017 \(NSW\)](#)

[NSW Codes of Practice](#)

[Work Health and Safety Act 2011 \(Qld\)](#)

[Work Health and Safety Regulation 2011 \(Qld\)](#)

[Qld Codes of Practice](#)

[Work Health and Safety Act 2012 \(SA\)](#)

[Work Health and Safety Regulation 2012 \(SA\)](#)

[SA Codes of Practice](#)

Indicators

Indicators (or Performance measures) are the way outcomes or service quality is evaluated. They are the measures of how well a Nextt is carrying out its work and achieving its purpose. Nextt's performance measures are defined against funding body practice standards, alongside a range of internal defined outcomes, including financial and growth targets, client goal progress and attainment, client and employee satisfaction and retention of clients and employees.

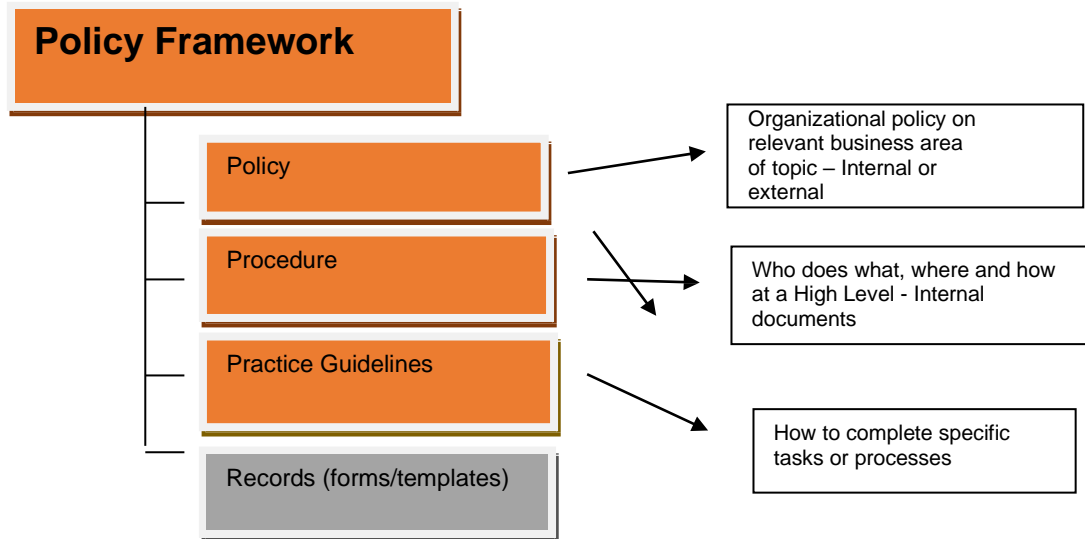
Client Feedback

Surveys are sent to all clients at least annually. Due to the client profiles, some clients (or their representatives) are telephoned. These surveys are reviewed and information collated on the quality report where corrective and preventative action measures are identified and actioned accordingly

Nextt also implements a client engagement framework, with practices that ensure routine check-ins with clients, involving structured conversations which offer the client an opportunity to provide feedback on quality of their supports.

Additionally, clients are encouraged to use a range of feedback methods, including options for anonymous feedback, which are managed in line with our feedback and complaints policy and contribute to the continuous improvement cycle

Documentation



All the above documents are in Nextt Document Management System, The Library with reference to document owner and review intervals, version number and readership. Additional documents are incorporated into the Group’s management system as they become relevant and/or applicable.

See Policy Framework Policy, Document Management Procedure for further detail.

Document and Data Control

All Nextt documents are approved by the relevant committees or leadership groups prior to use. Their content is reviewed for adequacy and effectiveness as required to adhere to legislative changes and reviewed annually at minimum. Documentation responsibility is risk rated according to the Risk Management Policy.

Only members of the Quality team have full access to the controlled documentation housed on Sharepoint server. All other employees have permissions to view documents.

See Document Control Policy for further information. The documentation is also reviewed quarterly as a minimum, with in the Quality, Risk and Audit committee and any amendments are noted in the version control of THE LIBRARY.

Review and Feedback

Management encourages all employees to contribute to the continual improvement of the policy and procedures framework via forums and feedback processes. These are collated in The Continuous Improvement Register for escalation to the appropriate leadership group.

The Quality Manager (and/or General Manager where appropriate for High Impact) is responsible for

updating/amending relevant documentation following any critical business or legislative change specifically relevant complaint, incident learning, corrective or preventative action, audits, surveys, or employees' feedback.

The General Manager of each business and operational unit is responsible for ensuring sufficient resources are provided to enable employees to effectively perform their duties. As a resource, THE LIBRARY enables monitoring of document readership. Internal audit results of the quality system are addressed at relevant meetings and Management Meetings.

Overview of key governance documents within Nextt

The Quality Management System documentation includes governance, quality and risk management documents (Policy/Procedure). Key policies include, but are not limited to:

- Governance Framework
- Quality Management Policy
- Risk Management Policy
- Strategic Planning Policy
- Child Protection Policy
- Person-Centred Support Policy
- Delegation of Authority Policy
- Document Control Procedure
- Data Management Policy
- Internal Audit Policy
- Continuous Improvement Register (CI Register)
- Risk register
- Incident Management Policy
- Complaints, Feedback and Improvement Policy
- Privacy, Consent and Confidentiality
- Workplace Health and Safety (WHS) Policy including Pandemic Policy Fire Safety Policy, Infection Control Policy, and Manual Handling Policy
- Employee compliance and checks policy

Implementation

Employee Standards and KPIs

All employees are onboarded and inducted according to requirements detailed in Job Accountability Statements. Day to day operations for each role are detailed in standard operating procedures (SOPs) which exist to ensure consistency of practice and enhance awareness of the role requirements

Employees in service delivery roles complete regular self-audits using a quality management tool, which forms a part of their reflection and development supports

Additionally, Quality and Risk team will communicate practice enhancements and additions through month newsletters or dedicated briefings

Employees education and training

- Nextt adhere to the mandatory and industry standards education regulations for all nursing, general service, and administration employees.
- All employees are inducted with contextual company and compulsory General Training (e.g., WHS) upon commencement, and at which time they are provided buddy shifts (DSW) or onsite support (all other employees)
- A Learning and Development Manager is appointed and responsible for the on-going education of all employees. This is both specific to the role (and industry) and at least annually for compulsory General Training refresher.
- All Training is available via iInduct, and face to face for competency based training
- Nextt's systems have electronic reminders for employees to ensure time frames are followed.
- Employees performance appraisals are carried out annually by line managers to provide feedback and measurement on performance, identify training gaps, identify future aspirations of the employees and goal setting.

Service realisation

As Nextt take on new programs or contracts, management plan each activity to suit the requirements of the program or contract.

The Executive team sources the requirements and develops a Transition Plan specifically for the new program. They define Key Performance outcomes together with the Quality Manager. This ensures the documentation, resources, quality measures and records are implemented to provide the best quality service to our clients, in line with the service regulations.

The minimum structures of the operational plans for any new contracts, services, tenders, or products are: Workforce requirements, Education of employees and marketing the information to the target audience.

The design and development aspects of all services are reviewed quarterly at the Management Review Meetings.

Purchasing of all products at Nextt, are approved by the accordance with the delegation of authority. This ensures the quality and appropriateness of all purchases required to carry out our duties are of optimum quality. Each product purchased is calibrated prior to being implemented on the field.

Selection of providers of goods and services are to be made on the basis of the following criteria:

- Qualifications and or expertise
- Demonstrated compliance with relevant legislation, standards and guidelines
- Ability to deliver goods/services within acceptable timeframes
- Reputation
- Cost efficiency

Control of service provision is facilitated through the Quality Management System. All outcomes are the result of a process documented either in the clinical, quality, administration, Finance, human resource or WH&S policies and procedures.

Measurement, analysis and improvement

Nextt, through the quality management system, is continually measuring and analysing performance. All the

quality activities are aimed to lead to improvement in the service delivery to our clients and stakeholders

Forums and processes for review and monitoring

- **Monitoring client outcomes through dedicated systems:** Nextt uses a dedicated client records management platform to monitor goal progress and attainment , which alongside satisfaction measures, provided an identification of performance and quality
- **Quality, Risk and Audit Committee:** Committee meets quarterly and reviews quality management systems, processes and internal and external standards, Legal, Ethical & Regulatory Compliance and Business wide risk management. This will include items such as discusses customer feedback results and audit results
- **Financial and Business planning:** Each Business Unit works against set targets to strive for continual growth and improvement. This performance is reviewed through Regional Outcome and Actions Meetings
- **GLT Weekly Meetings :** Standing agenda includes business/financial updates and monitoring, workforce updates, complaints and incidents, corrective actions, key project updates and other works in progress
- **Planning meetings/Working groups:** A variety of meetings are conducted to enable proper communication within all levels of employees and management. Minutes and/or recordings are kept of all meetings
- **Sector Forums:** Attended Routinely. Nextt representatives are invited to come together in various sector forums and discuss sector issues, good practice and joint projects.
- **Employees Meetings:** Employees meetings are held routinely, with frequency depending on role function. All employees attend and address any issues pertaining to specific areas of responsibility, including process updates, feedback and reflective practice. Minutes are kept of all meetings.
- **WH&S Committee:** Meeting is held quarterly with preventative and corrective actions planned and measured against the WHS policy and documentation.
- **Resource requirements:** Resources are discussed with management ongoing and included in the monthly reports for the Group Leadership Team meetings.
- **Site reporting:** Senior Managers Client Experience at each site submit monthly reports to the GM that form part of the quality data collection process that is reviewed top management. Nextt is centralising its Core functions support management to Melbourne, Australia, and its complex functions are regionalised.

Integration of a Risk Management Framework

The effective management of risk is central to Nextt achieving its vision and purpose, therefore we must all understand how risks are identified, managed and mitigated to an acceptable level. Nextt operates under a risk management framework, which is implemented to:

- reduce the likelihood and/or consequences of potential adverse events
 - provide decision-makers with information to assess risks in their business operations
 - ensure that the application of Risk Management practices add value to the organisation
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- ensure that Nextt identifies, analyses and treats risks to clients, financial risks, employee health and safety risks and risks associated with provision of supports.

Understanding of Nextt's operating environment is enhanced by structured review of its risk profile. That is, identifying the key risks that will be considered when formulating the strategic objectives.

Risk management is factored into business planning, performance management, audit and assurance, business continuity management and project management.

- **Internal Audits** review the effectiveness of controls and alignment between the internal audit function and that of the controls within the risk management process.
- **Business planning** (including budget) identifies risk during the business planning process to set realistic delivery timelines for strategies/ activities or to choose to remove a strategy/ activity if the associated risks are too high or unmanageable.
- **Performance Management** – All risk responsibilities, whether a general responsibility to use the risk management process or specific responsibilities such as risk ownership or implementation of risk treatments are included within the relevant individuals' performance plans.

Auditing

At Nextt Group, internal auditing is a tool for identifying both achievements and improvement opportunities at all levels in the business. It is a method of ensuring compliance with regulations and legislation (state and federal levels); and for ensuring that good initiatives are highlighted and implemented in other areas of the organisation. It is important that the process of internal auditing is seen as a positive and value adding experience with good outcomes for all levels of employees. It is not appropriate to use the internal audit process as information gathering for any disciplinary actions.

Nextt are periodically audited in line with contractual and funding requirements such as HSS VIC, NDIS, ACIS 4.0, their financial auditors PWC, and by independent brokerage arrangement agencies and auditors at scheduled intervals. The results of these audits are then analysed, and any corrective actions conducted in the specified time frames.

The annual Internal Audit Schedule is designed to ensure that each key process, function or service is reviewed at least annually as part of an internal audit. Processes may be reviewed more frequently if issues have arisen that indicate an adverse systemic issue or where strategically the GLT view an opportunity for building business capacity.

The Internal Audit Schedule is a flexible plan that outlines what service, process or function will be reviewed and when. It may be modified according to prioritisation of issues that arise from consultation with the management group.

The schedule has been developed based on an assessment of risk and regulatory requirements and is prepared by the GM Quality & Risk in consultation with the GLT (who authorise the Internal Audit Schedule).

Details of the internal audit process are defined in the Internal Auditing and Important checks procedure.
