



31<sup>st</sup> January 2019

Senator the Hon Zed Seselja  
Assistant Minister for Treasury and Finance  
Via: The Consultation Hub

Dear Assistant Minister,

**RE: 2019-20 PRE-BUDGET SUBMISSION**

I am immensely proud to sit at the helm of an organisation that works, day in and day out, in partnership with government, mainstream providers and the specialist early childhood intervention sector, to change little lives in the most profound and meaningful way.

Early Childhood Intervention Australia (ECIA) is the singular national peak and advocacy body that works with practitioners, government, families and other stakeholders to ensure the very best outcomes for children aged 0-6 years with developmental delay or disability and their families.

For decades now, across Australia, ECIA has been at the forefront of advocacy and best practice in early childhood intervention. In 2016, with the roll out of the National Disability Insurance Scheme, ECIA produced the National Guidelines - Best Practice in Early Childhood Intervention after nationwide consultation and review of the literature on what constitutes best practice in the Australian context.

At its core, best practice in early childhood intervention means working in partnership with parents, families and significant others to enhance their knowledge, skills and supports to best meet the needs of the child, optimise the child's learning and development, and ultimately the child's ability to participate in family and community life.

It was enormously heartening that our work on best practice formed the basis of the development of the National Disability Insurance Agency (NDIA) Early Childhood Early Intervention (ECEI) approach, currently being established nationwide. The principles of the ECEI design and approach are grounded in family centredness, cultural sensitivity, inclusion in natural environments, collaborative teamwork with a focus on capacity building that is linked to evidence, standards, accountability, and outcomes. The intention of the framework is to provide families with young children the access to the best support for maximum developmental outcomes.

Research has shown providing children and families with timely, comprehensive and well-integrated early intervention support, under a best practice framework, leads to better long-term outcomes for children, fostering inclusion and participation in their environment.

The National Disability Insurance Scheme (NDIS) provides enormous opportunity for participants to choose quality services that meet their needs. As an insurance scheme, the NDIS also uses effective early intervention to reduce its medium to long-term liability. At full scheme the NDIS will support 460,000 participants, of which approximately 70,000 will be children with developmental delay or disability who are supported by the NDIA's ECEI approach.

Currently the implementation of the NDIS is initiating unprecedented demand for early childhood intervention services. The environment of change is unintentionally causing difficulty for families of children with developmental delay or disability to navigate and understand the early childhood intervention system under the NDIS.

The fundamental requirement to achieve choice and control for parents and carers is a well-functioning market of specialist early childhood intervention providers, from which they are able to choose quality services that meet their needs. To support this vision the early childhood intervention workforce will require significant support to grow and be effective.

In order to best support the growth of the specialist early childhood intervention market under the NDIS, ECIA has designed The Possibility Project which will comprehensively establish a winning framework to optimise capacity and capability across the sector to meet the needs of ECEI participants with excellence, consistency and equity.

The Possibility Project (project) is focused exclusively on the early childhood intervention market, given its specialised nature and its importance to the NDIS' ability as an insurance scheme to reduce its medium to long-term liability.

The project will deliver a national framework to enhance jobs and market capacity across the early childhood intervention sector. The project will optimise outcomes for early childhood intervention nationally, ensuring the success of the NDIS' Early Childhood Early Intervention design and approach - maximising the government's social and economic return - and in-turn ensuring the best possible outcomes for children with a developmental delay or disability and their families.

The project comprises six (6) distinct modules of work to be simultaneously delivered over a two (2) year period. The project modules will develop a range of capabilities and capacities, providing a comprehensive, whole-of-market range of services and supports consistent with the NDIS Act and ECEI design. The six (6) project modules include:

- Best Practice
- Evidence
- Workforce
- Providers
- Participants
- Flight Deck

Please note that The Possibility Project has recently been submitted for funding consideration for the NDIS Jobs and Market Fund – Round 1. However, the project is significant and requires up to \$7M in funding over the 2019-20 and 2020-21 financial years, with an ongoing cost of approximately \$1.5M per year, thereafter to ensure a healthy and capable early childhood intervention market under the NDIS.

The preliminary feedback from government regarding our submission for the NDIS Jobs and Market Funding – Round 1 is that the body of work that the project would undertake is both meritorious and necessary, however it would require the bulk of the funding quantum from Round 1 to be directed to the project. Therefore it may not receive full funding, which is not optimal to deliver on the social and economic objectives of the NDIS.

Because the early childhood intervention sector is critical to the success of the NDIS over the medium and long term, and because of the specialised nature of the sector itself, we are asking you to secure funds to deliver this critical work explicitly in the 2019-20 Budget, and beyond.

ECIA believe that funding to ensure the success of the Early Childhood Intervention market under the NDIS should be explicit in the upcoming 2019-20 Budget. We are asking that you secure the following within the 2019-20 budget (and beyond) :

- a minimum of \$4M for 2019-20;
- a minimum of \$3M for 2020-21;
- a minimum of \$1.5M thereafter until 2029-30

Further, we ask that you include advocacy funding for ECIA, as the only national peak body for early childhood intervention, of \$1.2M per year from 2019-20 until 2029-30 to ensure that the sector has adequate representation to maximise growth in capability and capacity - and to deliver the highest possible ROI and outcomes under the NDIS.

I will attach [The Possibility Project](#) to this submission, for your consideration. Please also find attached ECIA's [2018 Best Practice in Early Childhood Intervention Report](#), which was commissioned by the NDIA, and which underpins The Possibility Project.

It is with enormous pleasure that I commend ECIA and The Possibility Project to you for your pre-budget funding consideration. ECIA looks forward to the opportunity to work with the Australian Government to continue to optimise our collective ability to unlock new possibilities for children with a developmental delay or disability to live the best lives that they can.

Please do not hesitate to contact me with any further questions. Thank you for your consideration.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Y. Kee."

**Chief Executive Officer**  
Early Childhood Intervention Australia  
[ceo@ecia.org.au](mailto:ceo@ecia.org.au)  
0419553495



GROWING  
EARLY CHILDHOOD INTERVENTION  
JOBS AND MARKET CAPACITY



**THE POSSIBILITY PROJECT**  
submitted 17 January, 2019 by  
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**Early Childhood Intervention Australia Ltd (ECIA) is a company limited by  
guarantee and is a registered health promotion charity.**

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# CEO'S MESSAGE



I am immensely proud to sit at the helm of an organisation that works, day in and day out, in partnership with government, mainstream providers and the specialist early childhood intervention sector, to change little lives in the most profound and meaningful way.

Early Childhood Intervention Australia (ECIA) is the singular national peak and advocacy body that works with practitioners, government, families and other stakeholders to ensure the very best outcomes for children with developmental delay or disability and their families.

For decades now, across Australia, ECIA has been at the forefront of advocacy and best practice in early childhood intervention. In 2016, with the roll out of the National Disability Insurance Scheme, ECIA produced the National Guidelines - Best Practice in Early Childhood Intervention after nationwide consultation and review of the literature on what constitutes best practice in the Australian context.

At its core, best practice in early childhood intervention means working in partnership with parents, families and significant others to enhance their knowledge, skills and supports to best meet the needs of the child, optimise the child's learning and development, and ultimately the child's ability to participate in family and community life.

It was enormously heartening that our work on best practice formed the basis of the development of the National Disability Insurance Agency (NDIA) Early Childhood Early Intervention (ECEI) approach, currently being established nationwide. The principles of the ECEI design and approach are grounded in family centredness, cultural sensitivity, inclusion in natural environments, collaborative teamwork with a focus on capacity building that is linked to evidence, standards, accountability, and outcomes. The intention of the framework is to provide families with young children the access to the best support for maximum developmental outcomes.

Research has shown providing children and families with timely, comprehensive and well-integrated early intervention support, under a best practice framework, leads to better long-term outcomes for children, fostering inclusion and participation in their environment.

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Currently the implementation of the NDIS is initiating unprecedented demand for early childhood intervention services. The environment of change is unintentionally causing difficulty for families of children with developmental delay or disability to navigate and understand the early childhood intervention system under the NDIS.

The fundamental requirement to achieve choice and control for parents and carers is a well-functioning market of specialist early childhood intervention providers, from which they are able to choose quality services that meet their needs. To support this vision the early childhood intervention workforce will require significant support to grow and be effective.

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The project comprises six (6) distinct modules of work to be simultaneously delivered over a two (2) year period. The project modules will develop a range of capabilities and capacities, providing a comprehensive, whole-of-market range of services and supports consistent with the NDIS Act and ECEI design. The six (6) project modules include:

- Best Practice
- Evidence
- Workforce
- Providers
- Participants
- Flight Deck

It is with enormous pleasure that I commend The Possibility Project to you for your funding consideration. ECIA looks forward to the opportunity to work with the NDIS to continue to optimise our collective ability to unlock new possibilities for children with a developmental delay or disability to live the best lives that they can.

Yours sincerely,



**YVONNE KEANE**

CHIEF EXECUTIVE OFFICER  
EARLY CHILDHOOD INTERVENTION AUSTRALIA

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# BACKGROUND

# INTRODUCTION

Early Childhood Intervention Australia (ECIA) strives to ensure that every child with developmental delay or disability and their family are supported to access high quality and inclusive early childhood services in a vibrant market that delivers the best outcomes.

ECIA is the singular national peak and advocacy body that works with practitioners, government, families and other stakeholders to ensure the very best outcomes for children with developmental delay or disability and their families.

We work in a meaningful partnership with government departments and, in particular, with the NDIA to pursue optimised outcomes for children with developmental delay or disability - based on best practice - through advocacy, issue resolution, research, innovation, projects and practice. We are the only national peak body which explicitly works in early childhood intervention.

The NDIA, in designing the ECEI approach, shares the view of ECIA that latest research indicates that providing children and families with timely, comprehensive and well integrated early intervention support leads to better longer-term outcomes for children, fostering inclusion and participation in their community.

The NDIA commissioned ECIA to develop best practice guidelines for early childhood intervention, which underpin the design of the ECEI approach. ECIA consulted with 400 participants and an expert steering committee to develop the guidelines. The guidelines focus on achieving the best outcome via a family-centred approach that supports greater inclusion in mainstream settings and builds child and family capacity. The best practice approach is evidenced to have positive effects in early childhood intervention.

The NDIS heralds one of the most significant national social and economic policy reforms of our time. It provides enormous opportunity for participants to choose quality services that meet their needs. As an insurance scheme, the NDIS uses effective early intervention to reduce its medium to long-term liability. At full scheme the NDIS will support 460,000 participants, of which approximately 70,000 will be children with developmental delay or disability who are captured by the NDIA's ECEI approach.

The NDIS ECEI approach has been designed to help all children with developmental delay or disability and their families to achieve better long-term outcomes through support services in their local community, regardless of diagnosis.

The implementation of the NDIS has driven unprecedented demand for early childhood intervention services. The unintentional consequence of this environment of change is the difficulty for families of children with developmental delay or disability to navigate and understand the early childhood intervention system under the NDIS.

To improve the customer journey and to optimise choice and control, parents and carers, as participants, require a vibrant, well-functioning market of NDIS providers, from which they are able to choose high quality services.

To support this vision, ECIA has designed The Possibility Project which will comprehensively establish a winning framework to optimise capacity and capability across the early childhood intervention sector to meet the needs of participants with excellence, consistency and equity.

The Possibility Project (project) is focused exclusively on the early childhood intervention market, given its specialised nature and its importance to the NDIS' ability as an insurance scheme to reduce its medium to long-term liability.

The project will deliver a national framework to enhance jobs and market capacity across the early childhood intervention sector. Given the rapid growth in service delivery required, early childhood intervention providers need to be informed and enabled to respond to participant needs, and build the necessary workforce in a competitive market environment.

The Possibility Project has been designed in consultation with the early childhood intervention sector to ensure that: parents and carers are able to exercise choice and control; parents and carers receive reasonable and necessary supports for their child where and when they need them; that early childhood intervention providers deliver supports and services efficiently and sustainably; and early childhood intervention providers are able to access the workforce needed to meet participant demand.

# **ABOUT ECIA**

**Early Childhood Intervention Australia has been established to build capacity, resilience and strength across the Early Childhood Intervention (ECI) sector so that it is enabled to deliver the very best outcomes for children with a developmental delay or disability - and ultimately deliver the enhanced social and economic impact for government.**

## **VISION**

**To provide national leadership, driving excellence and innovation in early childhood intervention for children with a developmental delay or disability, their families and communities.**

## **PURPOSE**

**To inform and strengthen national policy, consumer and community understanding and professional practice in early childhood intervention, ensuring best outcomes for young children with a developmental delay or disability and their families.**

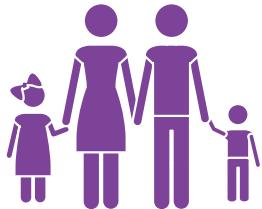
## **BACKGROUND**

**ECIA is the voice of the early childhood sector, nationally. As the peak body for early childhood intervention professionals, we represent our members at a state, territory and national level in advocating for the rights of young children with developmental delay or disability, and their families, to have access to high-quality early childhood intervention services and supports. We support professionals working in the field of early childhood intervention through the provision of relevant, contemporary information and resources, along with professional development opportunities to ensure the delivery of optimised outcomes through best practice.**

**ECIA enjoys a highly collaborative relationship with the NDIA and other relevant government departments and agencies as we work together to build capacity, improve services and deliver life-changing outcomes.**

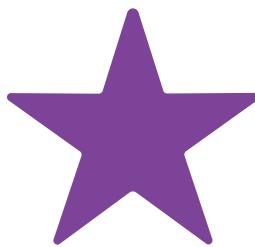
**Over the last twelve (12) months, ECIA has transitioned from a federated state/territory based organisation consisting of four (4) member Chapters, into a national single entity company limited by guarantee.**

# WHAT WE DO



## ENABLE OUTCOMES

Our professional development programs are designed to enable life-changing outcomes for children with a developmental delay or disability and their families.



## LEADERSHIP

We are the leaders in Best Practice for Early Childhood Intervention and authors of the National Guidelines - Best Practice in Early Childhood Intervention.



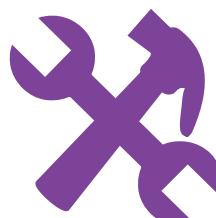
## CAPACITY BUILDING

We work with members, stakeholders and government to build resilience and grow capacity across the Early Childhood Intervention sector.



## RESEARCH & POLICY

We undertake research that impacts policy and practice. We partner with highly respected organisations, institutes and universities.



## TOOLS & RESOURCES

We produce evidence-based resources and digital toolkits that are accessible nationally to the Early Childhood Intervention workforce.



## INNOVATE

We work across the sector to find evidenced and innovative new ways to enable service providers to achieve optimised outcomes through best practice.



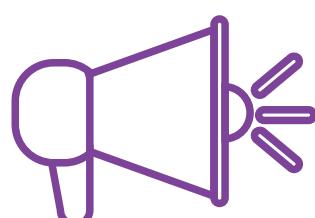
## COLLABORATE

We work collaboratively across sectors to lead change, cohesion and alignment to leverage greater outcomes and impact for Early Childhood Intervention.



## ISSUE RESOLUTION

We provide a valuable circuit breaker between government and the sector, working to identify, communicate and resolve issues as they emerge.



## ADVOCACY

We provide a voice for the Early Childhood Intervention sector by advocating critical issues and ideas to government and decision makers on their behalf.

**ECIA is the only national peak body and advocacy group for Early Childhood Intervention. In this capacity, we work closely with the NDIA to enable the success of its Early Childhood Early Intervention (ECEI) design and approach for children aged 0-6 years. The framework of the NDIA's ECEI design and approach has been built upon ECIA's Best Practice Guidelines in order to ensure best long-term outcomes.**

# BEST PRACTICE IN EARLY CHILDHOOD INTERVENTION

Best practice is a method that has been shown by research and experience to produce optimal results and that is established or proposed as a standard suitable for widespread adoption.

Best practice in early childhood intervention is documented in the National Guidelines - Best Practice in Early Childhood Intervention (Feb 2016). The NDIA commissioned ECIA to develop the guidelines as they recognised the need to establish clear guidance about what constitutes best practice in early childhood intervention that applies to large and small providers, not-for-profits, for-profits and sole traders across Australia.

Four (4) quality areas containing eight (8) key best practices form the basis of the guidelines:

## FAMILY

Family centred and strengths based practice and culturally responsive practice. Recognising the central role family plays in a child's life, all families are encouraged to be included and contribute to a child's learning and development.

## INCLUSION

Inclusive practice and engaging the child in natural environments. All children, regardless of needs, have the right to participate fully in all aspects of life. Therefore, children should be included in natural learning environments such as daily routines, at home, and in the community.

## TEAMWORK

Collaborative teamwork and capacity building practice. Professionals and families work together as a collaborative team to build the knowledge, skills and abilities of the individuals who will spend the most time with the child.

## UNIVERSAL PRINCIPLES

Evidence and outcome based approaches. Early childhood intervention practitioners provide services that are grounded in research and clinical reasoning.

ECIA consulted with 400 participants and an expert steering committee to develop the guidelines.

The purpose of the guidelines is to provide a framework for universal and equitable high quality early childhood intervention, based on best practice, for children with developmental delay or disability.

In 2018, two (2) years on from the launch of the guidelines, ECIA was funded by the the NDIA to undertake the Best Practice in Early Childhood Intervention Project to explore in some detail across the country, what best practice currently looks like, check in with what service providers consider their practice to look like, and to develop resources along with recommendations for future change and growth.

Implementation of nationally consistent best practice guidelines provides opportunities to be world leaders in early childhood intervention. Adoption of the guidelines by all levels of government and the sector will ensure that families are able to provide children with developmental delay or disability with experiences and opportunities to build on their strengths and participate meaningfully in the environments of choice and the community. It will also provide the chance to transform early intervention services and the greater workforce, increase knowledge and skills, and tailor supports to meet the needs of the child.

When best practice principles and approaches are adopted in the delivery of early intervention, children have optimum opportunities for learning and development, and an increased ability to meaningfully participate in family and community life.

The Possibility Project will build upon the foundation of the work previously undertaken by ECIA and will deliver an explicit framework, supported by a suite of intelligent tools, practical resources, and an engagement strategy, to optimise the capability and capacity of the early childhood intervention sector, based upon best practice principles.

# NDIS EARLY CHILDHOOD EARLY INTERVENTION APPROACH

Prior to the introduction of the National Disability Insurance Scheme (NDIS), the approach to providing support to children with developmental delay or disability varied among the states and territories. Given the national responsibility of the NDIS, a single, best-practice approach to early childhood intervention to meet individual needs was required.

The National Disability Insurance Agency (NDIA) worked with a range of leading Australian early childhood intervention practitioners and researchers to design an Early Childhood Early Intervention (ECEI) approach. This approach is intended to help identify the type and level of early intervention support each child needs to achieve their best outcomes.

The NDIS ECEI approach aims to help all children with developmental delay or disability and their families to achieve better long-term outcomes through support services in their local community, regardless of diagnosis.

The NDIA has sourced capable organisations to work with it as Early Childhood Partners (partner) to ensure the NDIS supports all children as early as possible. To become an access partner, service providers will need to have demonstrated a commitment to strong clinical expertise and to utilising best practice approaches.

Initially, families meet with a partner to discuss their needs. The partner will draw on their specialised early childhood knowledge to determine appropriate supports for the child and family, including information, emotional support and specialised early intervention supports.

With an emphasis on inclusion, each child is supported in a range of mainstream settings, such as preschool, play group and other early childhood settings. This gives them an increased opportunity to learn and develop positive social relationships.

Supports are delivered through a family-centred approach, which builds on family and carer strengths in order to improve the child's developmental trajectory and overall quality of life.

A child who requires more intensive early intervention support services gets a funded plan of supports and each family is supported to choose a provider(s) to best meet their child and their own needs.

# PROJECT OVERVIEW

# EVERY CHILD, EVERY POSSIBILITY...

A vibrant and capable early childhood intervention market will unlock new and wonderful possibilities for children.

The Possibility Project is a comprehensive, whole-of-market approach to growing capability and capacity across the early childhood intervention sector, under the NDIS.

Ultimately, the project aims to deliver strengthened outcomes for children with a developmental delay or disability and their families - ensuring that every child is provided every opportunity to reach their potential.

To achieve this aim, parents and carers must have a level of choice and control that can only be delivered through a well-functioning market of specialist early childhood intervention providers, from which they can select the quality services and supports to meet their needs. A significant body of work must be undertaken, with some level of urgency, in order for the early childhood intervention market to grow and be effective.

The Possibility Project has been designed around a synergistic, whole-of-market framework to optimise capacity and capability across the sector to ensure that the needs of ECEI participants are met with excellence, consistency and equity.

The project is focused exclusively on the early childhood intervention market, given its specialised nature and its importance to the NDIS' ability as an insurance scheme to reduce its medium to long-term liability.

The project will play a vital role in ensuring the success of the NDIS' Early Childhood Early Intervention approach - maximising the governments social and economic return - and, in turn, ensuring we deliver on our proposition to realise the best possible outcomes for children.

The project comprises of six (6) distinct modules of work to be simultaneously delivered over a two (2) year period, which include:



# CONTEXT

The NDIS ECEI approach has been designed to help all children with developmental delay or disability and their families to achieve better long-term outcomes through support services in their local community, regardless of diagnosis.

The implementation of the NDIS has driven unprecedented demand for early childhood intervention services. The unintentional consequence of this environment of change is the difficulty for families of children with developmental delay or disability to navigate and understand the early childhood intervention system under the NDIS.

To improve the customer journey and to optimise choice and control parents and carers, as participants, requires a vibrant, well-functioning market of NDIS providers, from which they are able to choose high quality services.

To support this vision ECIA has designed The Possibility Project which will comprehensively establish a winning framework to optimise capacity and capability across the early childhood intervention sector to meet the needs of participants with excellence, consistency and equity.

The Possibility Project (project) is focused exclusively on the early childhood intervention market, given its specialised nature and its importance to the NDIS' ability as an insurance scheme to reduce its medium to long-term liability.

The project will deliver a national framework to enhance jobs and market capacity across the early childhood intervention sector. Given the rapid growth in service delivery required, early childhood intervention providers need to be informed and enabled to respond to participant needs, and build the necessary workforce in a competitive market environment.

The Possibility Project has been designed in consultation with the early childhood intervention sector to ensure that: parents and carers are able to exercise choice and control; parents and carers receive reasonable and necessary supports for their child where and when they need them; that early childhood intervention providers deliver supports and services efficiently and sustainably; and early childhood intervention providers are able to access the workforce needed to meet participant demand.

# BACKGROUND

All children learn through relationships with the key people in their lives and through their participation in their everyday environments. The role of early childhood intervention professionals has therefore changed to ensure that they focus on assisting change in these environments, rather than directly providing services to children.

The ECEI approach is an important framework through which the NDIS is working towards a nationally consistent strategy for children with developmental delay or disability. Currently, early childhood intervention is delivered and funded in a wide variety of ways in each State and Territory, with some approaches being more inclusive and community-based than others.

The principle of ECEI is to provide families with information, expertise, supports and linkages to local specialist and mainstream community services so that children are supported to develop their capabilities to participate meaningfully in all aspects of their lives - to unlock their potential and enhance their possibilities.

The ECEI approach is based on best practices and will become a mechanism to further promote evidence based approaches for children in the 0-6 year age group. Evidence based supports are critical for children and families in these early years as they lead to optimal outcomes. Providing best practice support in this age group also has positive implications for scheme sustainability, as early intervention is an investment which will have long term benefits for a child, family and community.

For some children, it will be immediately clear that they meet eligibility criteria for entry into the NDIS. For others, the ECEI approach will ensure that the child and their family will have early access to supports, connections to the community and to specialist and mainstream services. This will also provide the time to determine if the child will be eligible for entry into the NDIS and for the family to have access to information which will assist them to make good decisions.

This project strategically builds on where the NDIS implementation has taken Australia, and focuses on key identified weaknesses outlined through a range of reports and government inquiries over the past three (3) years.

# OBJECTIVE

The Possibility Project will explicitly focus on the specialised early childhood intervention market. The guiding objective of the project is to grow the NDIS early childhood intervention market and workforce in capacity and capability to meet the needs of NDIS participants.

For children with a developmental delay or disability who require early childhood intervention services and supports, their choice as 'participants' rests with parents and carers. For the purposes of this project we will define participants to include parents and carers (families).

The Possibility Project will foster, facilitate, and lead national strategies that support children with developmental delay or disability and their families to ensure the best possible start in life.

Through this project we will support and collaborate with Governments, early childhood intervention organisations and professionals, mainstream providers and early education to support the optimal development of the early childhood intervention market under the NDIS.

The Possibility Project will achieve its objective via an integrated six (6) module, whole-of-market framework that has been designed to ensure a maximised capability and capacity growth.

## SIX MODULES FOR SUCCESS



# VISION

Our vision is to ensure that every child has every opportunity to realise their potential.

The Possibility Project has been designed to ensure that every child with delay or disability and their family are supported, under the NDIS, to access high quality, and inclusive early childhood intervention services in a vibrant and effective market that supports best outcomes.

The implementation of the NDIS is resulting in unprecedented demand for early childhood intervention services. The environment of change is unintentionally causing difficulty for families of very young children with delay or disability to navigate and understand the early childhood intervention system under the NDIS.

Through this comprehensive and targeted project, ECIA will foster an environment of capability and capacity growth across the early childhood intervention sector, which will deliver an extensive range of supports, equitably, to families, consistent with the NDIS Act and ECEI design.

The project will deliver a winning 'whole-of-market' approach to early childhood intervention services and supports under the NDIS. Given the specialised nature of early childhood intervention, it is vital that this market segment is addressed discretely when designing a framework to optimise growth and capability. The benefit of discretion is further amplified by the stated importance of a vibrant and capable early childhood intervention market to the NDIS' ability, as an insurance scheme, to reduce its medium to long-term liability.

The project has been designed to ensure that the sector is supported by a durable scaffold, built upon best practice and informed by dynamic intelligence/data. The early childhood intervention sector must be underpinned by its own discrete workforce strategy, to ensure that it is appropriately resourced for success. Providers require more support by way of a suite of practical tools and resources to allow them to deliver services with excellence and equity. Participants require a clearer customer journey and easy to access information in a language and style that engages and grows their capabilities - ultimately leading to better informed decision making and greater outcomes for children.

There is a clear and demonstrated need to build on the national Early Childhood Partner structure, through the establishment of a third (tertiary) level of service and support. ECIA, with its reputation as a trusted independent source of information and advice to families, the early childhood sector, health services, early education, governments, and the early childhood intervention market, is a natural fit to provide this tertiary level of service and support to the early childhood intervention sector.

The Possibility Project, supported by its six (6) discrete, but interconnected modules of work, will ensure that ECIA is strategically positioned to provide an exemplary level of tertiary assistance to NDIS participants, market providers, and to Government, by supporting the NDIA to embed evidence based best practice approaches as the market standard - and ensuring positive outcomes for market and workforce growth.

## THE FUTURE STATE FOR THE EARLY CHILDHOOD INTERVENTION MARKET



01

BEST PRACTICE: OPTIMISED PARTICIPANT OUTCOMES

02

INCREASED EVIDENCE BASE FOR MARKET GROWTH

03

CAPABLE, SUSTAINABLE & SKILLED WORKFORCE

04

INCREASED PROVIDER CAPACITY & CAPABILITY

05

INFLUENTIAL, ENGAGED & CAPABLE PARTICIPANTS

06

VIBRANT, EFFICIENT & SUSTAINABLE MARKET

# JUSTIFICATION

The transition to the NDIS for early childhood intervention in Australia faces many challenges. The change is both complex and stimulating, shifting to a consumer directed policy environment in a very short timeframe poses many risks and problems for the Australian Government.

Independent research describes the Helping Children with Autism and Better Start policy initiatives as well intentioned but ill-conceived, given the list of concerns that have arisen from implementation.

A key learning is that the funding has encouraged ‘a service-orientated conceptualisation of early childhood intervention, rather than an outcomes-based model.’ The two initiatives focused on the provision of ‘direct services by therapists rather than working with and through those who are the major providers of the children’s learning environments’.

Dr Tim Moore (Senior Research Fellow, Centre for Community Child Health, Murdoch Childrens Research Institute) holds that this unhelpful emphasis needs to be addressed under the NDIS, so that the principles of best practice in early childhood intervention will be supported. However, the practice of direct therapy with the child has become so ingrained that it is difficult to see how this can be challenged by best practice. Experience with the NDIS to date indicates that the focus on direct therapy provision to children is becoming increasingly entrenched and is setting the child and family on a pathway to a therapeutic life.

Models of funding which favour direct therapy over best practice promote a therapeutic life. On the other hand, best practice in early childhood intervention aims to ensure that families and other individuals in a child’s life, are supported to provide children with the functional skills to participate meaningfully in their everyday environments.

Best practice recognises that the family is the constant in the child’s life and that it is in these natural environments that a child spends most of the time. Effective use of specialist supports works with these key individuals and in these natural settings through collaboration and partnership approaches.

Currently, there exists an urgency to ensure that the correct foundations are laid to achieve strategic market growth to ensure the success of the early childhood intervention sector under the NDIS. The Possibility Project comprehensively addresses this need through its winning and timely approach.

## SEVEN 'CURRENT STATE' BARRIERS TO SUCCESS

These aforementioned nationally funded early intervention programs created an operational environment for early childhood intervention which is significantly frustrating the capacity and capability of the current market.

01

LACK OF FOCUS ON OUTCOMES BY FAMILIES AND PROFESSIONALS

02

DIRECT THERAPY IS VALUED OVER TIME SPENT IN PLANNING AND REFLECTING ON PROGRESS IN RELATION TO GOALS

03

TRENDS TOWARD CHEAPER CLINIC BASED SERVICES AND AWAY FROM SERVICES PROVIDED IN THE CHILDS NATURAL ENVIRONMENT

04

SIGNIFICANT GROWTH OF THERAPY PROVIDERS WITH INSUFFICIENT QUALITY CONTROL MECHANISMS TO ENSURE BEST PRACTICE

05

INCREASED IMPERATIVE FOR DIAGNOSIS IN ORDER TO OBTAIN FUNDING, AS PROGRAMS WERE LIMITED TO CHILDREN WITH AUTISM OR 6 DIAGNOSTIC CATEGORIES. THIS ALSO LED TO A DELAY IN INTERVENTION DURING THE PERIOD IN WHICH THE DIAGNOSIS PROCESS TOOK PLACE, AS FUNDING WAS ONLY RECEIVED AFTER DIAGNOSIS

06

INEQUITABLE SYSTEM FOR CHILDREN WHO DO NOT FIT INTO CLINIC BASED CATEGORIES REGARDLESS OF THEIR LEVEL OF DISABILITY OR DELAY

07

ONE SIZE FITS ALL FORMULA (\$6,000 X 2 UP TO AGE 7) REGARDLESS OF TIME OF DIAGNOSIS, NOT INDIVIDUAL APPROACH TO FUNDING BASED ON FUNCTIONAL NEED

According to current data the estimated number of children aged 0-6 years with additional needs in Australia is approximately 115,000. Approximately 50,000 (43%) of these children will receive an individual plan through the NDIS ECEI approach.

Approximately 65,000 children (57%) with additional needs for early childhood intervention will not receive an individual plan.

## SNAPSHOT OF CHILDREN WITH ADDITIONAL NEEDS



For many children and their families, the NDIS will provide only minimal support. While the ECEI design provides some additional support to approximately 20,000 children through the EC Partner framework, this emerging gap of light touch emotional supports to families is the key theme of ongoing reviews and reports to the implementation of the NDIS for children 0-6 years and their families.

Historically, early childhood intervention was delivered by the State or Territory Government themselves, through previous funded systems. As the NDIS is implemented, State and Territory Governments are exiting the market leaving the NDIS implementation with significant issues that need to be addressed.

## SIGNIFICANT MARKET ISSUES

ISSUE

01

LACK OF CONSUMER  
KNOWLEDGE AND  
SUPPORT



ISSUE

02

ISSUE

02

TRAINED AND  
SUPPORTED  
WORKFORCE  
SHORTAGES



ISSUE

03

CONSUMER RESOURCES  
TO ASSIST FAMILIES TO  
MAKE GOOD DECISIONS  
THROUGH CHOICE AND  
CONTROL IN THE NDIS



ISSUE

04

MARKET FAILURE DUE TO  
A SHIFT BACK TO A  
MEDICAL MODEL OF  
SERVICE AND SUPPORT  
DELIVERY



ISSUE

05

POOR INTERFACE OF NDIS  
AND THE ECI SECTOR WITH  
BROADER EARLY  
CHILDHOOD & FAMILY  
SUPPORT SERVICES



ISSUE

06

LIMITED OR NO MARKET &  
PROVIDER GROWTH IN A  
CONSUMER DIRECTED  
SYSTEM, AS STATE &  
TERRITORY SERVICES  
WITHDRAW



ISSUE

07

OUTCOMES MEASUREMENT  
AND VALUE (RETURN ON  
INVESTMENT) NOT WELL  
UNDERSTOOD



SOLUTION

THE  
POSSIBILITY  
PROJECT



# FRAMEWORK

The Possibility Project will be built upon the guiding principles of innovation, collaboration and best practice - and will deliver a vibrant 'whole-of-market' solution for early childhood intervention sector success under the NDIS.

The project has been designed around a synergistic, whole-of-market framework to optimise capacity and capability across the sector to ensure that the needs of ECEI participants are met with excellence, consistency and equity.

The project is focused exclusively on the early childhood intervention market, given its specialised nature and its importance to the NDIS' ability as an insurance scheme to reduce its medium to long-term liability.

The project will play a vital role in ensuring the success of the NDIS' Early Childhood Early Intervention approach - maximising the governments social and economic return - and in-turn ensuring we deliver on our proposition to realise the best possible outcomes for children.

The project comprises of six (6) distinct, but interconnected modules of work to be simultaneously delivered over a two (2) year period. The project modules have been designed to address the contemporary challenges and opportunities faced by the early childhood intervention market, as a whole.

The project will develop a range of capabilities and capacities, providing a comprehensive, whole-of-market suite of services, supports and resources consistent with the NDIS Act and ECEI design.

ECIA enjoys a stellar reputation for leadership, excellence and collaboration across the early childhood intervention sector, and beyond. Collaboration with key partners, the sector, mainstream and early childhood providers, and government will be a critical element of delivering the project with excellence.

The project framework has been designed to maximise the ability to deliver positive outcomes for market and workforce growth, ultimately strengthening outcomes for children with a developmental delay or disability and their families - ensuring that every child is provided every opportunity to reach their potential.

The project will be delivered under a best practice project management framework, using a best practice risk management framework and risk management strategy.



### BEST PRACTICE

ENSURING BEST PRACTICE IS ACCESSIBLE THROUGH THE DESIGN OF A SUITE OF PRACTICAL 'BEST PRACTICE IN ACTION' TOOLS AND RESOURCES

### EVIDENCE

BRIDGE THE CURRENT KNOWLEDGE GAPS IN THE EVIDENCE BASE FOR EARLY CHILDHOOD INTERVENTION DELIVERED UNDER THE NDIS

### WORKFORCE

DESIGN A SPECIFIC EARLY CHILDHOOD INTERVENTION WORKFORCE STRATEGY FRAMEWORK TO SUPPORT GROWTH & SUCCESS OF THE MARKET UNDER THE NDIS

### PROVIDERS

SUPPORT PROVIDERS TO DELIVER CONSISTENT HIGH-QUALITY SERVICES IN VARIOUS OPERATIONAL CONTEXTS. DESIGN AN ECI CAPABILITY FRAMEWORK

### PARTICIPANTS

INCREASE THE CAPACITY & KNOWLEDGE OF NDIA PARTICIPANTS (FAMILIES) TO INFLUENCE THE MARKET & MAXIMISE OUTCOMES FOR CHILDREN

### FLIGHT DECK

ESTABLISH TERTIARY MARKET OVERSIGHT BODY TO ASSIST PARTICIPANTS, MARKET PROVIDERS, NDIA AND GOVT, TO ENSURE THE SUCCESS & GROWTH OF THE ECI MARKET

**INTEGRATED PROJECT FRAMEWORK**

# GOVERNANCE

A high calibre Steering Committee of sector, community and mainstream leaders will be assembled to provide strategic oversight of The Possibility Project. The project will be supported by the CEO and Board of ECIA.

A project Reference Group will be established to collaborate, inform and guide the project through practical advice, contextual knowledge and expertise relating to the project objectives. Progress reports for the project will be provided to the funding body every six (6) months.



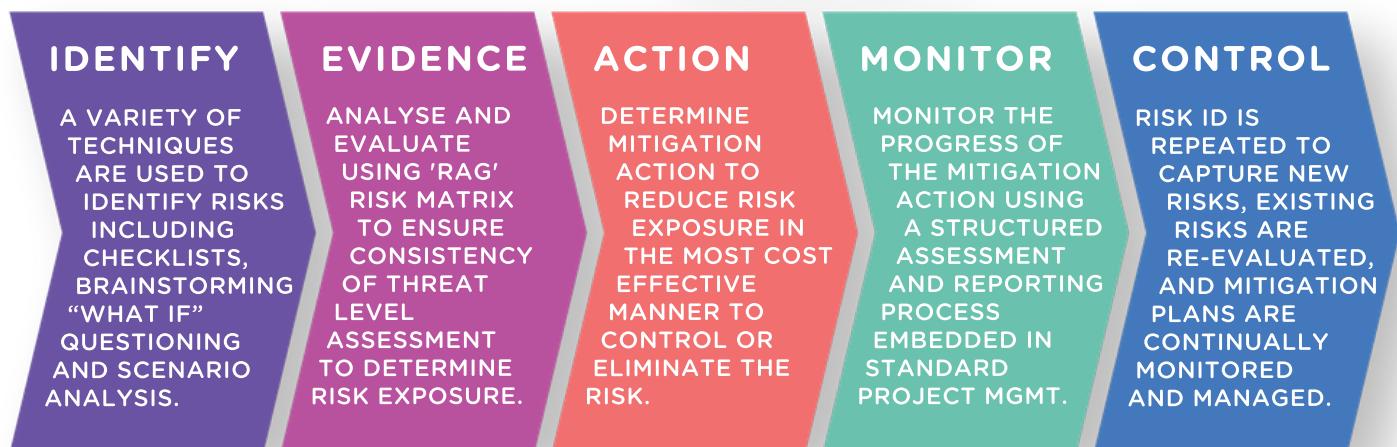
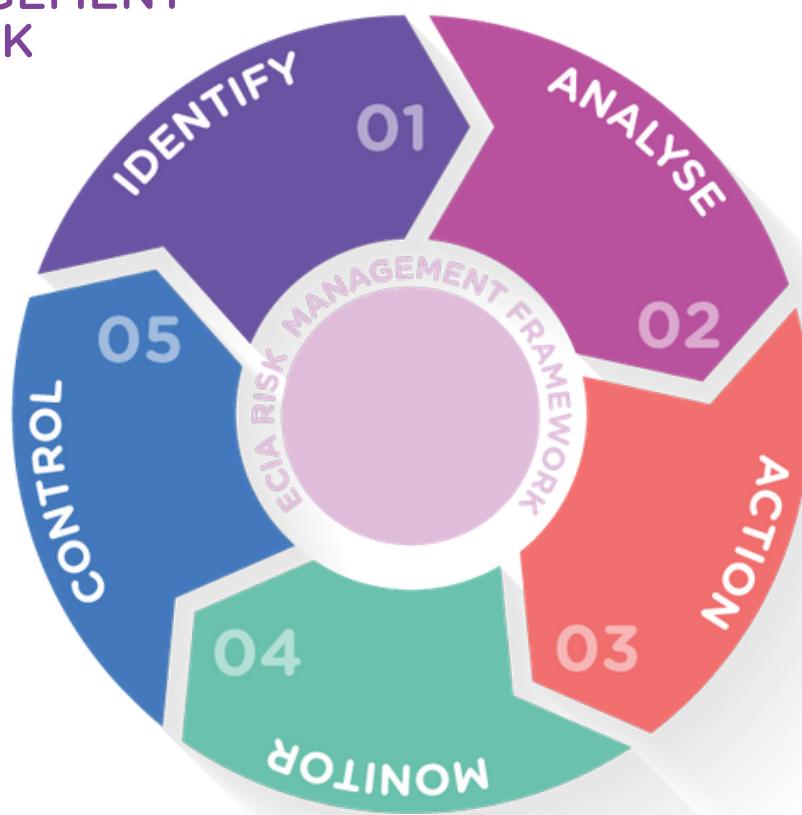
## PROJECT GOVERNANCE FRAMEWORK

# RISK

ECIA recognises that good governance goes hand-in-hand with effective risk management, with one strengthening the other. When delivering a project, ECIA ensures that appropriately resourced risk management functions are in place which can identify, mitigate and control the projects greatest risks.

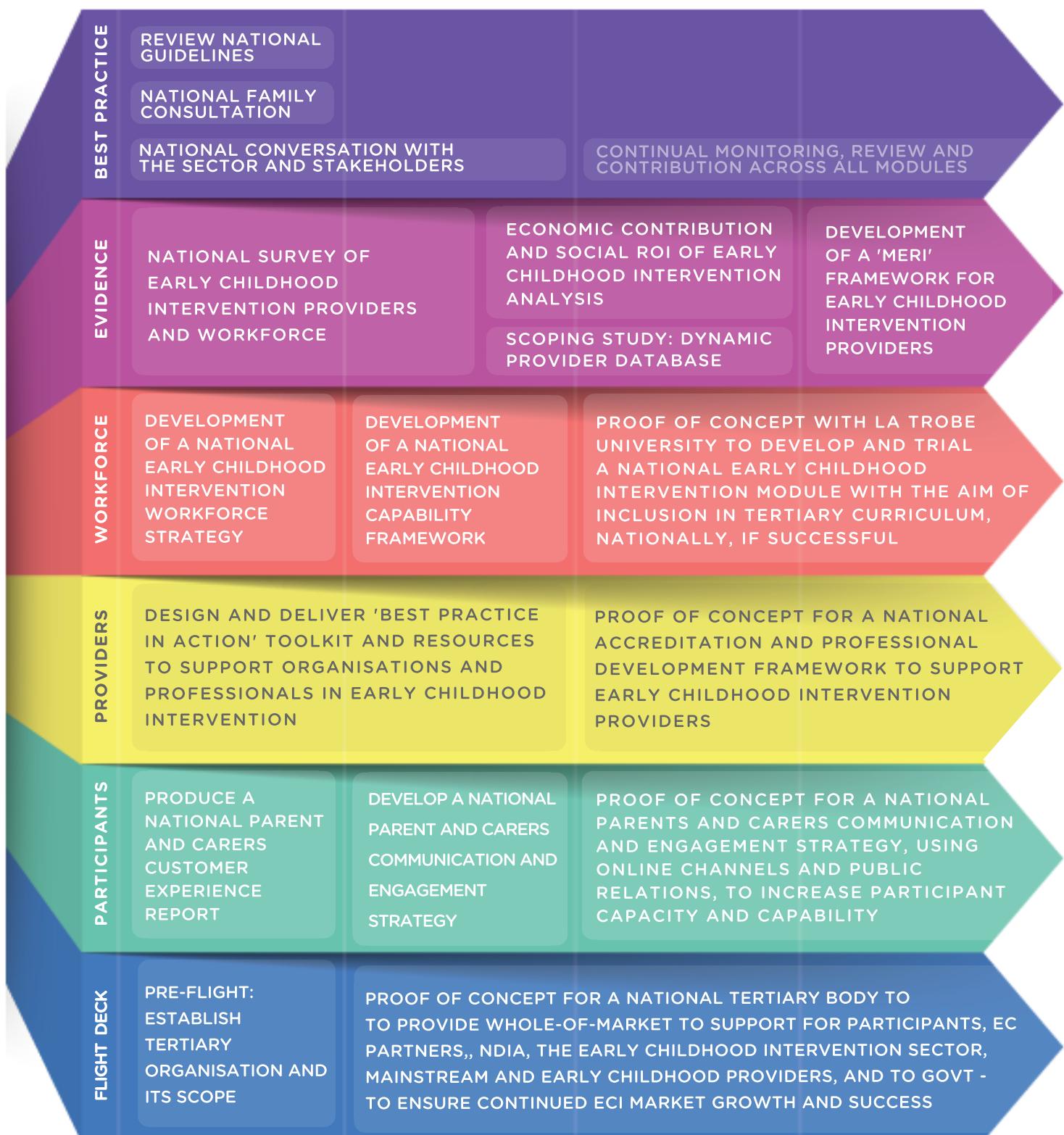
Through its risk management framework, with rigorous controls and regular audits, ECIA can provide assurance that the right actions are being undertaken by the right people in the right way.

## RISK MANAGEMENT FRAMEWORK



# TIMELINE

The Possibility Project has been designed to run over a 24 month period. Each module will bring to life a series of deliverables that are designed to support and grow market capability and capacity under the NDIS.



0-6 MONTHS | 7-12 MONTHS | 13-18 MONTHS | 19-24 MONTHS

# COLLABORATION

Collaboration is one of the guiding principles that underpins all that we do at ECIA. ECIA enjoys a stellar reputation across the early childhood intervention sector. Our ability to collaborate in order to achieve excellence and strength across the sector is evident throughout the many decades that ECIA has been operating in states and territories across Australia.

Collaboration with key partners, the early childhood intervention sector, mainstream providers, early childhood providers, and governments will be integral to our successful delivery of The Possibility Project. A brief list of the key partners and stakeholders that ECIA will collaborate with to deliver The Possibility Project include, but are not limited to:

## FAMILIES

- Parents/Carers

## THE SECTOR

- National Disability Insurance Agency
- NDIS Quality and Safeguards Commission
- Early Childhood Partners
- ECIA membership
- Early Childhood Intervention Practitioners
- ECI Provider organisations
- The Commonwealth Government
- State/Territory Governments (Health, Community Services)
- Department of Social Services
- Department of Health
- Department of Education

## TERTIARY INSTITUTIONS

- Western Sydney University
- La Trobe University
- TAFE

## PEAK BODIES & PROFESSIONAL ASSOCIATIONS

- Early Childhood Australia
- Children and Young People with Disability Australia
- Australian Psychological Society
- Occupational Therapy Australia
- Speech Pathology Australia
- Australian Physiotherapy Association
- Australian Association of Social Workers
- National Disability Services
- ECIA Victoria/Tasmania

## MAINSTREAM

- Mainstream Practitioners
- Leading Professional Services Firm
- Parenting Research Centre
- Other Research partners

# PROJECT NOTE: NDIS QUALITY AND SAFEGUARDS COMMISSION

The Quality and Safeguards Commission has developed ‘important benchmarks for providers to assess their performance and demonstrate how they provide high quality and safe supports and services to NDIS participants’. July, 2018.

The focus of the new practice standards is based around participant (child and family) outcomes (how the provider meets the standard) rather than provider outputs, consisting of policy development (that is, a shift from process to practice indicators). Providers are now required to demonstrate action and implementation of the standards.

The Possibility Project will strengthen the understanding of the NDIS Practice Standards for Providers working within the early childhood intervention space as well as prepare new providers for the self-assessment required for the initial Provider Registration process.

Raising awareness of the family and carers to the Practice Standards using a family-friendly approach will also benefit the early childhood intervention market and elevate the bar for participant experience and outcomes.

Early childhood intervention provider interactions, as well as toolkits and resources developed for early childhood intervention providers through the Possibility Project, will incorporate and explore the Practice Standards.

The Practice Standards are based on the National Guidelines for Best Practice in Early Childhood Intervention, produced by ECIA and funded by the NDIA. It includes standards related to the child, family, inclusion, collaboration, capacity building, evidence-informed practice and outcomes-based practice. These are key practices that will be reinforced throughout all aspects of the Possibility Project.

Working in partnership with the NDIS Quality and Safeguards Commission as a key Stakeholder in the Possibility Project will ensure that there is uniformity in information provision and practical application of the Standards throughout the project.

# PROJECT DELIVERABLES

The Possibility Project will produce a suite of deliverables designed to support growth in market capacity and capability, ultimately ensuring that every child has every possibility to reach their potential. This page provides an overview of project deliverables. More detail on project deliverables is found within the individual module sections of this submission.

## BEST PRACTICE MODULE:

- Updated Guidelines (2020) for Best Practice in Early Childhood Intervention in both hard and soft copy, freely available
- A report on a national consultation with families and its implications for the implementation of best practice and desirable outcomes in Australia
- A report on a National Conversation on desired outcomes for children with disability
- Best Practice Module Evaluation Report

## EVIDENCE MODULE:

- A comprehensive early childhood intervention market report, with infographics to summarise key data.
- A comprehensive economic contribution of early childhood intervention market report, with infographics to summarise key data
- A comprehensive social return on investment of early childhood intervention market report, with infographics to summarise key data.
- A scoping study outlining the feasibility, scope and cost benefit of a dynamic national provider database
- A MERI framework supported with easy to use tools and practical checklists to support providers
- Evidence Module Evaluation Report

## WORKFORCE MODULE:

- A national workforce strategy that includes the key challenges and major national reforms
- A National Capability Framework for practitioners
- The development of a pilot unit of study that focuses on the practice of early childhood intervention
- Workforce Module Evaluation Report

### **PROVIDER MODULE:**

- A suite of ready-to-use self-assessment tools that can be chosen and applied specific to context
- A suite of ready-to-use self-assessment tools that can be chosen specific to professional background and level of expertise
- A clear and cost-effective national accreditation framework that enables recognition of services and professionals providing high-quality early childhood intervention services
- Provider Module Evaluation Report

### **PARTICIPANT MODULE:**

- A comprehensive parents and carers as participants customer experience report, with clear recommendations to improve their participant experience under the NDIS
- A comprehensive parents and carers as participants national engagement strategy, supported by a toolkit of resources that are clear, engaging, easy to use, accessible and empowering. Toolkits will be developed that are targeted to families of diverse backgrounds and needs. The toolkits would be available in a variety of formats to facilitate parent engagement and understanding
- A parents and carers as participants national engagement strategy' campaign report. Updated resources and toolkits will be included as part of this deliverable, as required
- Participant Module Evaluation Report

### **FLIGHT DECK MODULE:**

- A comprehensive Flight Deck Project Plan to support the 'Flight Deck Proof of Concept' project
- A comprehensive evaluation report on the Flight Deck proof of concept, including a national parent and carer concierge service, and a technical assistance centre
- Flight Deck Module Evaluation Report

# WHAT SUCCESS LOOKS LIKE



## MARKET GROWTH

A high-calibre, well resourced and growing sector workforce that supports the development of an exemplary sector reputation and continued market success.



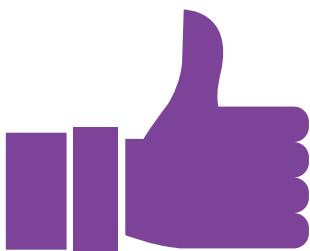
## TRUST

An accessible and trusted source of information and advice for families and government to support market capacity and continued growth.



## STEWARDSHIP

The establishment of an acknowledged early childhood intervention steward organisation to work with families, providers, stakeholders and government.



## CUSTOMER SATISFACTION

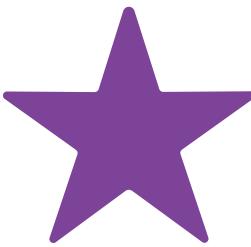
A framework than delivers strong customer satisfaction and effective early childhood intervention sector advocacy to influence the market.

## COHESION & ALIGNMENT

All stakeholders working collaboratively to lead change, cohesion and alignment to deliver outcomes and impact for early childhood intervention.

## RESILIENCE & STRENGTH

A resilient and strong early childhood intervention service and support market driven by participants, providers and policy makers.



## COLLABORATION

A market underpinned by a universal commitment to collaboration within the broader early childhood environment and across market sectors.

## OPTIMISED OUTCOMES

Lead change and leverage greater outcomes and impact for early childhood intervention through cohesion, alignment and cross-sector collaboration.

## EVIDENCE BASE

Embed best practice at the heart of the early childhood intervention market to deliver optimised outcomes through equitable and inclusive practices

**The Possibility Project has been designed as a blueprint for the success of the specialised early childhood intervention market. With six (6) integrated modules, The Possibility Project will establish a whole-of-market approach to successful growth in capacity and capability under the NDIS**

# ATTACHMENTS

To support this funding submission ECIA will provide the following attachments:

- The Possibility Project (this document)
- The Possibility Project Budget (using the JMF Budget Template)
- Copies of ECIA's two most recent audited financial statements

# BEST PRACTICE MODULE

# BEST PRACTICE MODULE

## INCREASING THE EVIDENCE BASE FOR MARKET AND WORKFORCE GROWTH

A vibrant and capable early childhood intervention market will unlock new and wonderful possibilities for children.

The Possibility Project is a comprehensive, whole-of-market approach to growing capability and capacity across the early childhood intervention sector, under the NDIS.

The project aims to deliver strengthened outcomes for children with a developmental delay or disability and their families - ensuring that every child is provided every opportunity to reach their potential.

The Best Practice Module will deliver on the 'ultimate outcome' outlined in the NDIS Jobs and Market Fund - Round 1 Grant Opportunity guidelines: [increasing the evidence base for market and workforce growth](#).

To achieve this outcome the Best Practice Module will review and refresh the the 'Guidelines: Best Practice in Early Childhood Intervention' to incorporate latest international research and evidence to better support practitioners and participants under the NDIS.

A comprehensive consultation process will be undertaken to redesign the national guidelines to ensure they are inclusive and that they speak to all stakeholders.

The refreshed guidelines will have strong focus on easy English and cultural appropriateness to ensure accessibility to parents and carers, as well as specialist early childhood intervention providers, professional groups and mainstream providers such as Allied Health professionals, educators and paediatricians.

This module will provide a foundation for the Provider Module to succeed in developing a suite of 'Best Practice in Action' user-friendly tools to assist EC Partners and a wide range of practitioners.

01

BEST PRACTICE: OPTIMISED PARTICIPANT OUTCOMES

This module builds upon the extraordinary body of work, and expertise, of ECIA in the design and delivery of the 'Guidelines: Best Practice in Early Childhood Intervention', (the principles upon which the NDIS ECEI approach was built) and the '2018 Best Practice in Early Childhood Intervention Project' (funded by the NDIA).

## OBJECTIVE

The objective of the 'Best Practice Module' is to ensure the success and vibrancy of the early childhood intervention market under the NDIS, by improving provider capacity, participant experience and outcomes.

The project aims to achieve this through increasing the evidence base for market and workforce growth, through updated best practice guidelines that reflect contemporary research and practice.

Language, entwined with a culturally sensitive approach, will optimise the accessibility of the guidelines which will increase the capacity and capability of both providers and participants.

## MODULE OUTLINE

**BPO1**  
REVIEW THE  
NATIONAL GUIDELINES  
FOR BEST PRACTICE IN  
EARLY CHILDHOOD  
INTERVENTION

THE PROJECT WILL EXPAND AND REFRESH THE  
GUIDELINES TO ENSURE THEY ARE CONSISTENT  
WITH THE LATEST INTERNATIONAL RESEARCH AND  
WRITTEN IN AN ACCESSIBLE WAY USING EASY  
ENGLISH AND A CULTURALLY SENSITIVE APPROACH

**BPO2**  
NATIONAL  
CONSULTATION WITH  
FAMILIES ON  
DESIRABLE OUTCOMES  
UNDER BEST PRACTICE

CONSULTATION WITH FAMILIES NATIONALLY TO  
DRAW OUT THEIR EXPERIENCES, WHAT THEY DESIRE  
AND WHAT THEY VIEW AS IMPORTANT FOR THEIR  
CHILD. THIS WILL ASSIST THE TRANSLATION AND  
ACCESSIBILITY OF THE GUIDELINES

**BPO3**  
NATIONAL  
CONVERSATION  
WITH THE SECTOR  
AND STAKEHOLDERS  
ABOUT BEST PRACTICE

THE NATIONAL CONVERSATION WILL RECOGNISE  
THE FRAGMENTATION OF SERVICES ACROSS THE  
DIFFERENT JURISDICTIONS IN THE PAST AND WILL  
WORK TO DEVELOP A NATIONAL APPROACH TO THE  
DESIRED OUTCOMES FOR CHILDREN UNDER THE NDIS

## JUSTIFICATION

The NDIS is a significant social and economic policy reform which is based on an insurance model.

Early intervention for young children has been demonstrated to improve their life chances. The benefits of participants choice and control are most evident when participants are able to access high quality services.

Through this module, ECIA will build on the body of work it has produced through the development of the 'Guidelines: Best Practice in Early Childhood Intervention' and the '2018 Best Practice in Early Childhood Intervention Project.'

Many of the resources produced by The Possibility Project, such the suite of Best Practice in Action tools will be directly supported by the work undertaken in the Best Practice Module. Further, this module will support providers to be informed and able to respond to participant needs; build the capacity of the workforce to deliver high quality services; and extend the understanding of the benefits of best practice so participants can exercise choice and control over the services they receive.

## MODULE TIMELINE

The Best Practice Module of The Possibility Project will be delivered over a one (1) year period.



|-----MONTH 0-6-----|-----MONTH 7-12-----|

## BPO1: NATIONAL REVIEW OF THE GUIDELINES FOR BEST PRACTICE IN EARLY CHILDHOOD INTERVENTION

The Best Practice Module of the Possibility Project will be brought to life through a comprehensive discovery process. This process will include a review of the literature, consultation with families and a process of rich stakeholder engagement. A review of current literature, investigating the latest developments in international research, will be conducted to ensure the guidelines remain current. This builds on work previously undertaken by ECIA.

This work of this module is a foundational component of the overarching Possibility Project and will, in turn, fundamentally inform the projects' Evidence, Workforce, Providers, Participants and Flight Deck modules.

### **TIMELINE**

This project has a six (6) month duration.

### **MEASURE AND EVALUATE**

The effectiveness of this project will be measured, evaluated and included within the Best Practice Module Evaluation Report, delivered at the completion of this module.

### **DELIVERABLES**

Updated Guidelines for Best Practice in Early Childhood Intervention in both hard and soft copy, freely available.

### **OUTCOMES**

An increased evidence base for the best practice principles, building the capabilities and capacity of diverse providers, including new providers, and the ECEI workforce to provide high quality services.

## **BP02: NATIONAL CONSULTATION WITH FAMILIES ON DESIRABLE OUTCOMES UNDER BEST PRACTICE**

Simultaneously to the review of the guidelines (BP01), we will undertake consultation with a broad cross-section of families nationally to draw out their experiences, what they desire and what they view as important for their child.

This will assist the further translation of best practice into an Australian context and the development of an accessible, inclusive and positive language accessible to a wide range of audiences. It will also inform the the Participant module projects.

ECIA will use its extensive network to contact families. A methodology will be developed to ensure that a representative sample of families is engaged. This work of this module is a foundational component of the overarching Possibility Project and will, in turn, fundamentally inform the projects' Evidence, Workforce, Providers, Participants and Flight Deck modules.

### **TIMELINE**

This project has a six (6) month duration, and will run concurrently with the 'national review of the guidelines for best practice in early childhood intervention' project (BP01).

### **MEASURE AND EVALUATE**

The effectiveness of this project will be measured, evaluated and included within the Best Practice Module Evaluation Report, delivered at the completion of this module.

### **DELIVERABLES**

Updated Guidelines for Best Practice in Early Childhood Intervention in both hard and soft copy, freely available.

### **OUTCOMES**

The development of a parent led, accessible and inclusive language about best practice principles and the desired outcomes for children, giving families greater opportunity to influence the market and be better connected or matched to providers and the workforce.

## BP03: NATIONAL CONVERSATION WITH THE SECTOR AND STAKEHOLDERS ABOUT BEST PRACTICE

A National Conversation on the desired outcomes for children with a disability will engage key stakeholders. The National Conversation will recognise the fragmentation of services across the different jurisdictions in the past and the need to develop a national approach to the desired outcomes for children with a developmental delay or disability. It will operate at jurisdictional and national levels.

A National Conversation on best practice and the desired outcomes for children with developmental delay or disability is a complex undertaking, given the historical differences between jurisdictions. ECIA will use its strong national networks to reach key stakeholders and will develop a specific stakeholder engagement frame work to ensure project success.

### TIMELINE

This project has a twelve (12) month duration, and will run concurrently with the 'national review of the guidelines for best practice in early childhood intervention' project (BP01).

### MEASURE AND EVALUATE

The effectiveness of this project will be measured, evaluated and included within the Best Practice Module Evaluation Report, delivered at the completion of this module.

### DELIVERABLES

Updated Guidelines for Best Practice in Early Childhood Intervention in both hard and soft copy, freely available.

### OUTCOMES

The agreement of a national approach to desired outcomes for children with a disability, providing the foundational understandings for building nationally consistent capability and capacity of both service providers and the workforce, including through the application of best practice principles and standards.

## MODULE DELIVERABLES

- 01** Updated Guidelines for Best Practice in Early Childhood Intervention in both hard and soft copy, freely available
- 02** A report on a national consultation with families and its implications for the implementation of best practice and desirable outcomes in Australia
- 03** A report on a National Conversation on desired outcomes for children with disability
- 04** Best Practice Module Evaluation Report

## ANTICIPATED PARTNERS AND STAKEHOLDERS

- Participants (parents and carers)
- ECIA Membership
- Early Childhood Intervention Providers
- National Disability Insurance Agency
- Department of Social Services
- State and Territory Governments
- Early Childhood Partners
- Mainstream Practitioners
- Western Sydney University

# MODULE OUTCOMES

The Best Practice Module assists in the achievement of all six (6) outcome areas outlined in the NDIS Jobs and Market Fund – Round 1 Grant Opportunity guidelines.

## **PROVIDERS: INCREASED CAPACITY AND CAPABILITY OF NDIS PROVIDERS**

- Diverse providers will be supported to increase capacity and capability by being better informed.
- In building the capacity of providers it opens the opportunity to new providers entering the disability services market. Through this module, current and potential workers will have greater opportunities to gain and maintain employment in the NDIS.

## **WORKFORCE: INCREASED NUMBER AND CAPABILITY OF NDIS WORKERS**

- This module will enhance the capacity of the workforce by contributing to the evidence base for the development of an early childhood intervention Workforce Strategy.

## **PARTICIPANTS: INCREASED CAPACITY OF NDIS PARTICIPANTS TO INFLUENCE THE MARKET**

- Participants will be supported by a greater understanding of and accessibility to the best practice guidelines, which will improve their capacity to influence the market.
- A priority will be placed on developing an accessible language to support the understanding and application of the Best Practice principles which will support families to be better connected or matched to providers and the workforce.

## **TARGET MARKETS: DEVELOPMENT OF UNDER-SUPPLIED MARKETS**

- Greater accessibility of the best practice guidelines will ensure children are able to receive reasonable and necessary supports where and when they need them, helping to develop under-supplied markets.

## **EVIDENCE: INCREASING THE EVIDENCE BASE FOR MARKET AND WORKFORCE GROWTH**

- The capacity of policy makers, providers, participants will be enhanced by the refreshed guidelines.

## **WA TRANSITION: TRANSITION SUPPORT GROWS THE NDIS PROVIDER MARKET AND WORKFORCE IN WA**

- ECIA is very active in WA and will ensure WA is well covered by the Best Practice module.

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# EVIDENCE MODULE

# EVIDENCE MODULE

## INCREASING THE EVIDENCE BASE FOR MARKET AND WORKFORCE GROWTH

A vibrant and capable early childhood intervention market will unlock new and wonderful possibilities for children.

The Possibility Project is a comprehensive, whole-of-market approach to growing capability and capacity across the early childhood intervention sector, under the NDIS.

The project aims to deliver strengthened outcomes for children with a developmental delay or disability and their families - ensuring that every child is provided every opportunity to reach their potential.

The Evidence Module will deliver on the 'ultimate outcome' outlined in the NDIS Jobs and Market Fund - Round 1 Grant Opportunity guidelines: [increasing the evidence base for market and workforce growth](#).

To achieve this outcome the Evidence Module will deliver a series of projects that will bridge the current knowledge gaps in the evidence base for early childhood intervention delivered under the NDIS' best practice ECEI design and approach.

Key intelligence will be gathered to determine the size, value and cost-benefit ratio of the early childhood intervention market, delivered under an NDIS best practice framework.

Further, the module will develop a rigorous and comprehensive Monitoring, Evaluation, Reporting, and Improvement (MERI) framework for the sector, with a view to enhancing outcomes of the NDIS.

Through the individual projects within this module, the project will gather comprehensive data and evidence that will critically and strategically support the continuous improvement and success of the governments investment in early childhood intervention under the NDIS.

## OBJECTIVE

The objective of the 'Evidence Module' is to ensure the success and vibrancy of the early childhood intervention market under the NDIS, by establishing an evidence base to support decision making and planning. The project will bridge current knowledge gaps to ensure the fundamental early childhood intervention evidence base provides a comprehensive platform for market success.

## MODULE OUTLINE

**NATIONAL SURVEY OF  
EARLY CHILDHOOD  
INTERVENTION  
PROVIDERS AND  
WORKFORCE**

THIS PROJECT WILL ESTABLISH BASELINE DATA ON THE SECTOR THAT IS CURRENTLY MISSING. THIS BASELINE DATA INCLUDES BASIC BUSINESS AND WORKFORCE DEMOGRAPHICS AS WELL AS COMPLIANCE WITH BEST PRACTICE PRINCIPLES

**ECONOMIC  
CONTRIBUTION OF THE  
NATIONAL EARLY  
CHILDHOOD  
INTERVENTION MARKET**

THIS PROJECT WILL ESTABLISH BASELINE DATA ON THE SECTOR, PARTICULARLY ITS ECONOMIC CONTRIBUTION (IN TERMS OF DOLLARS OF GROSS VALUE ADDED AND FTE JOBS), BOTH DIRECTLY AND INDIRECTLY THROUGH LINKAGES WITH OTHER SECTORS

**SOCIAL RETURN ON  
INVESTMENT OF THE  
NATIONAL EARLY  
CHILDHOOD  
INTERVENTION MARKET**

THIS PROJECT WILL ASSESS THE NET BENEFITS TO THE COMMUNITY OF EARLY CHILDHOOD INTERVENTION PRACTICES WITH A VIEW TO GUIDING FAMILIES AND PRACTITIONERS IN THEIR INTERVENTION CHOICES

**SCOPING STUDY FOR  
THE FEASIBILITY AND  
COST TO DEVELOP A  
DYNAMIC NATIONAL  
PROVIDER DATABASE**

THIS PROJECT WILL ASSESS THE FEASIBILITY AND COST OF A DATABASE THAT ENSURES PROVIDERS AND PARTICIPANTS ARE WELL-INFORMED AND SUPPORTED FOR CHOICE AND DECISION MAKING, AND TO PROVIDE POLICY MAKERS WITH AN IN-DEPTH UNDERSTANDING OF THE MARKET

**DEVELOP A 'MERI'  
FRAMEWORK TO  
SUPPORT ECI  
PROVIDERS AND  
PARTICIPANTS**

THIS PROJECT WILL DELIVER A 'MERI' (MONITOR, EVALUATE, REPORTING AND IMPROVEMENT) FRAMEWORK TO SUPPORT AND PROMOTE A PROCESS OF CONTINUOUS IMPROVEMENT AMONG ECI PROVIDERS AND PARTCIPANTS

EO1

EO2

EO3

EO4

EO5

## JUSTIFICATION

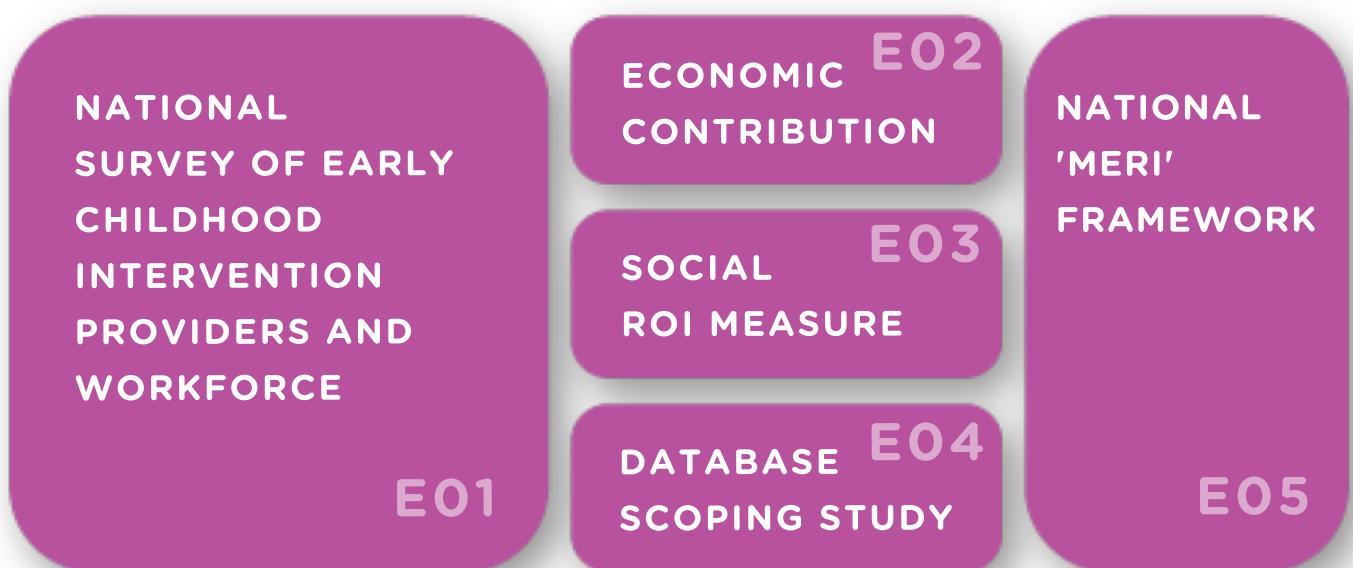
Markets work best when they are well-informed. Suppliers know the types of goods and services and required qualities that consumers are demanding, and consumers are knowledgeable about the range of services being offered and can make intelligent, informed choices.

Early childhood is a critical stage in people's lives. If appropriate interventions are not made to ameliorate developmental delays or disabilities, a person's life outcomes can be made irrevocably worse, with a related cost to the health system and other parts of government. Early childhood interventions are typically found to have a social return on investment of greater than 2:1. That is, every \$1 invested yields at least \$2 of benefits to the economy.

To ensure service providers know the types of interventions and the qualities of interventions they should be offering, and that families are well-informed and supported to make the best choices for their children under the NDIS, we need to establish an evidence base on the early childhood intervention sector in Australia. This is the overarching aim of this project.

## MODULE TIMELINE

The Evidence Module of The Possibility Project will be delivered over a two (2) year period, as illustrated below:



-----MONTH 0-10-----|-----MONTH 11-18-----|---MONTH 19-24---

## E01: NATIONAL SURVEY OF EARLY CHILDHOOD INTERVENTION PROVIDERS AND WORKFORCE

The objective of this project is to gain an understanding of the current composition, capabilities and compliance with best practice of early childhood intervention providers across Australia, under the NDIS, with a view to developing:

- a program to boost capability and compliance with best practice and/or
- comprehensive workforce strategy

The project would undertake a nationwide survey of providers of early childhood intervention services. A national survey company would be engaged to undertake this survey.

Survey questions would cover:

- Activities (and what % of their business is early childhood intervention)
- Turnover
- Funding sources
- FTE details
- Staff demographics (e.g. average salaries, age, gender, etc)
- Provider understanding of best practice

ECIA would use its own database to assist the survey company to identify the survey frame.

### **TIMELINE**

This project has a ten (10) month duration.

### **MEASURE AND EVALUATE**

The effectiveness of this project will be measured, evaluated and included within the Evidence Module Evaluation Report, delivered at the end of the funding period.

### **DELIVERABLES**

A comprehensive early childhood intervention market report, with infographics to summarise key data.

### **OUTCOMES**

Increased evidence base for market growth through the establishment of baseline data on the early childhood intervention market under the NDIS, including business and workforce demographics, as well as compliance with best practice principles.

## **E02: ECONOMIC CONTRIBUTION OF EARLY CHILDHOOD INTERVENTION**

The objective of this project is to gain an understanding of the contribution of the early childhood intervention sector to the economy, in terms of dollars of value added and full time equivalent (FTE) employment, and its linkages with other sectors.

This body of work would build on the survey of early childhood intervention providers and workforce and would also utilise Census and ABN business registration data. ECIA would engage a national economic consulting firm to undertake the analysis.

ECIA would assist with the identification of key stakeholders for consultation.

### **TIMELINE**

This project has an eight (8) month duration and would commence upon the completion of the 'survey of early childhood intervention providers and workforce' project (E01).

### **MEASURE AND EVALUATE**

The effectiveness of this project will be measured, evaluated and included within the Evidence Module Evaluation Report, delivered at the end of the funding period.

### **DELIVERABLES**

A comprehensive economic contribution of early childhood intervention market report, with infographics to summarise key data.

### **OUTCOMES**

Increased evidence base for market growth through the establishment of baseline data on the market under the NDIS, particularly its economic contribution (in terms of dollars of gross value added and FTE jobs), both directly and indirectly through linkages with other sectors.

## E03: SOCIAL RETURN ON INVESTMENT OF EARLY CHILDHOOD INTERVENTION

The objective of this project is to gain an understanding of the social return on investment (ROI) of early childhood intervention activities under the NDIS.

This body of work would include a cost-benefit/ROI analysis of early childhood intervention activities across the market. ECIA would engage a national economic consulting firm to undertake the analysis.

The ROI analysis will report on any differences in ROI for different types of programs and groups assisted (e.g. ATSI & CALD). ECIA would assist the consultants in identifying key stakeholders for consultation.

As part of the ROI analysis, the consultancy would develop a program logic model for early childhood intervention services and suggest indicative KPIs.

### **TIMELINE**

This project has an eight (8) month duration and would commence upon the completion of the 'survey of early childhood intervention providers and workforce' project (E01) and run concurrently with the 'economic contribution of early childhood intervention' project (E02).

### **MEASURE AND EVALUATE**

The effectiveness of this project will be measured, evaluated and included within the Evidence Module Evaluation Report, delivered at the end of the funding period.

### **DELIVERABLES**

A comprehensive social return on investment of early childhood intervention market report, with infographics to summarise key data.

### **OUTCOMES**

Increased evidence base for market growth through the establishment of baseline data on the market under the NDIS, particularly an assessment of the net benefits to the community of early childhood intervention practices with a view to guiding families and practitioners in their intervention choices.

## **E04: SCOPING STUDY FOR DYNAMIC ONLINE DATABASE OF EARLY CHILDHOOD INTERVENTION SERVICE PROVIDERS**

The objective of this project is to investigate the feasibility, scope and cost to develop a dynamic database of early childhood intervention providers across Australia for the information of parents, providers, government, NDIS and the NDIA.

This database would be extremely valuable in informing future policy development, and in particular, system oversight by the NDIS Quality and Safeguards Commission.

This database would be a data collection tool (via web form), database and data visualisation (as a Tableau dashboard) of important information on early childhood intervention providers.

### **TIMELINE**

This project has a six (6) month duration and would commence upon the completion of the 'survey of early childhood intervention providers and workforce' project (E01) and run concurrently with E02 and E03.

### **MEASURE AND EVALUATE**

The effectiveness of this project will be measured, evaluated and included within the Evidence Module Evaluation Report, delivered at the end of the funding period.

### **DELIVERABLES**

A scoping study outlining the feasibility, scope and cost benefit of a dynamic national provider database.

### **OUTCOMES**

Increased evidence base for market growth through the establishment of business case to design and deploy a dynamic national provider database.

## E05: DEVELOPMENT OF 'MERI' FRAMEWORK FOR EARLY CHILDHOOD INTERVENTION PROVIDERS

The objective of this project is to develop a rigorous and comprehensive Monitoring, Evaluation, Reporting, and Improvement (MERI) framework for the early childhood intervention market under the NDIS, with a view to enhancing outcomes of the NDIS.

This project would piggyback off the analysis in the social return on investment of early childhood intervention project, specifically utilising the program logic model and KPIs, to develop a MERI framework for the sector including relevant KPIs for providers.

The MERI framework would support other project module initiatives such as Best Practice in Action and the Capability Framework. It will promote a process of continuous improvement among providers, so they can develop their own internal KPIs and test whether their activities are achieving outcomes and what they need to improve.

### **TIMELINE**

This project has a 6 month duration and would commence upon the completion of both the 'economic contribution of early childhood intervention' project (E02) and the 'social return on investment of early childhood intervention' project (E03).

### **MEASURE AND EVALUATE**

The effectiveness of this project will be measured, evaluated and included within the Evidence Module Evaluation Report, delivered at the end of the funding period.

### **DELIVERABLES**

A MERI framework supported with easy to use tools and practical checklists to support providers.

### **OUTCOMES**

Increased capacity and capability of NDIS providers through the establishment of a process to ensure continuous improvement in the early childhood intervention market.

## **CONSOLIDATED MODULE DELIVERABLES**

- O1** A comprehensive early childhood intervention market report, with infographics to summarise key data
- O2** A comprehensive economic contribution of early childhood intervention market report, with infographics to summarise key data
- O3** A comprehensive social return on investment of early childhood intervention market report, with infographics to summarise key data
- O4** A scoping study outlining the feasibility, scope and cost benefit of a dynamic national provider database
- O5** A MERI framework supported with easy to use tools and practical checklists to support providers
- O6** Evidence Module Evaluation Report

## **ANTICIPATED PARTNERS AND STAKEHOLDERS**

- Participants (parents and carers)
- ECIA Membership
- Early Childhood Providers
- National Disability Insurance Agency
- NDIS Quality and Safeguards Commission
- Department of Social Services
- State and Territory Governments
- Early Childhood Partners
- Allied Health Peak Associations
- Mainstream Provider Peak Associations
- Early Childhood Peak Associations
- ECIA (Victoria/Tasmania)

# MODULE OUTCOMES

The Evidence Module assists in the achievement of all six (6) outcome areas outlined in the NDIS Jobs and Market Fund – Round 1 Grant Opportunity guidelines.

## **PROVIDERS: INCREASED CAPACITY AND CAPABILITY OF NDIS PROVIDERS**

- The MERI framework will promote a process of continuous improvement among providers.
- The social return on investment analysis will help identify interventions that yield the largest social ROI, potentially influencing the supply of services to the market.

## **WORKFORCE: INCREASED NUMBER AND CAPABILITY OF NDIS WORKERS**

- The workforce will benefit from continuous improvement promoted by MERI.
- The capacity of policy makers and Registered Training Organisations to forecast future training needs will be enhanced by the information provided by the National Survey and Dynamic Online Database, both of which will help identify any current or expected future gaps in service provision.

## **PARTICIPANTS: INCREASED CAPACITY OF NDIS PARTICIPANTS TO INFLUENCE THE MARKET**

- Participants will be supported by a greater understanding of the market, provided by the national survey, online database and economic contribution and return on investment studies.

## **TARGET MARKETS: DEVELOPMENT OF UNDER-SUPPLIED MARKETS**

- By region, participant cohort or support type, the evidence base provided by the suite of projects, particularly the National Survey will be extremely important in identifying under-supplied markets.

## **EVIDENCE: INCREASING THE EVIDENCE BASE FOR MARKET AND WORKFORCE GROWTH**

- The workforce will benefit from continuous improvement promoted by MERI.
- The capacity of policy makers and Registered Training Organisations to forecast future training needs will be enhanced by the information provided by the National Survey and Dynamic Online Database, both of which will help identify any current or expected future gaps in service provision.
- By region, participant cohort or support type, the evidence base provided by the suite of projects, particularly the National Survey will be extremely important in identifying under-supplied markets.

## **WA TRANSITION: TRANSITION SUPPORT GROWS THE NDIS PROVIDER MARKET AND WORKFORCE IN WA**

- ECIA is very active in WA and will ensure WA is well covered by the Evidence module.

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# WORKFORCE MODULE

# WORKFORCE MODULE

## CAPABLE SUSTAINABLE AND SKILLED WORKFORCE

A vibrant and capable early childhood intervention market will unlock new and wonderful possibilities for children.

The Possibility Project is a comprehensive, whole-of-market approach to growing capability and capacity across the early childhood intervention sector, under the NDIS.

The project aims to deliver strengthened outcomes for children with a developmental delay or disability and their families - ensuring that every child is provided every opportunity to reach their potential.

The Workforce Module will deliver on the 'ultimate outcome' outlined in the NDIS Jobs and Market Fund - Round 1 Grant Opportunity guidelines: **increased number and capability of NDIS workers**.

To achieve this outcome the Workforce Module will focus on the design and development of a specific Workforce Strategy for early childhood intervention until 2030, to optimise the effective delivery of best outcomes across the entire sector.

The overarching early childhood intervention Workforce Strategy will articulate a future vision and framework for the early childhood intervention workforce including an outline of major national reforms and critical workforce challenges to better enable the potential of the NDIS' Early Childhood Early Intervention investment and ensure the delivery of enhanced social and economic impact for government.

The proposed workforce initiative would be a collaborative approach with the NDIS, the Quality and Safeguarding Commission and a tertiary institution such as La Trobe University's Allied Health unit. ECIA is in a unique position to draw on the many years of its members' diverse experience, knowledge and academia from across Australia. A fundamental approach to the development of an ECI workforce strategy would include experts who can bring with them their unique perspective of best practice service delivery in a variety of contexts.



03

CAPABLE, SUSTAINABLE & SKILLED WORKFORCE

The Workforce Strategy will also include a Proof of Concept for a National Early Childhood Intervention Capability Framework. Through a process of research, development and then design, ECIA would work closely with the NDIS' ECEI team to ensure the integrity of the ECEI approach is maintained and embedded in the practice of professionals. A Capability Framework will be developed that perpetuates the key principles of best practice in ECI. The intention is that all practitioners, supported by their professional associations, would seek to become accredited in order to secure work in the sector. Subsequently, employers will seek practitioners who have demonstrated commitment to their practice by achieving such accreditation.

ECIA recognises that the professional development of a well functioning market of providers commences in the formative years of study for individuals. ECIA would seek to influence a national uptake of targeted training modules by Universities and other tertiary institutions through the development and implementation of a Proof of Concept. ECIA will partner with La Trobe University to offer a specific module that reflects the ECEI Approach and its implementation.

## MODULE OUTLINE

**DEVELOPMENT  
OF A NATIONAL EARLY  
CHILDHOOD  
INTERVENTION  
WORKFORCE STRATEGY**

THIS PROJECT WILL ARTICULATE A FUTURE VISION AND FRAMEWORK FOR THE ECI WORKFORCE TO BETTER ENABLE THE POTENTIAL OF THE NDIS AND ENSURE ENHANCED SOCIAL AND ECONOMIC IMPACT FOR GOVERNMENT

**DEVELOPMENT  
OF A NATIONAL EARLY  
CHILDHOOD  
INTERVENTION  
CAPABILITY FRAMEWORK**

THIS PROJECT WILL DESIGN A CAPABILITY FRAMEWORK THAT PERPETUATES THE KEY PRINCIPLES OF BEST PRACTICE, SUPPORTED BY A SUITE OF PROFESSIONAL DEVELOPMENT PRODUCTS THAT ARE DELIVERED THROUGH DIVERSE MEANS TO MEET THE NEEDS OF THE MARKET

**DEVELOP A NATIONAL  
EARLY CHILDHOOD  
INTERVENTION  
TERTIARY EDUCATION  
UNIT OF STUDY**

THIS PROJECT WILL SEEK TO INFLUENCE A NATIONAL UPTAKE OF TARGETED TRAINING MODULES BY UNIVERSITIES AND OTHER TERTIARY INSTITUTIONS THROUGH THE DEVELOPMENT OF A SPECIFIC ECI COURSE UNIT OF STUDY

W01

W02

W03

## OBJECTIVE

The objective of the 'Workforce Module' is to develop an early childhood intervention Workforce Strategy to 2030 underpinned by a Capability Framework. The intention is to build the capacity and capability of the workforce to meet the needs of NDIS participants, specifically parents and carers of young children who access the ECEI approach of the NDIS.

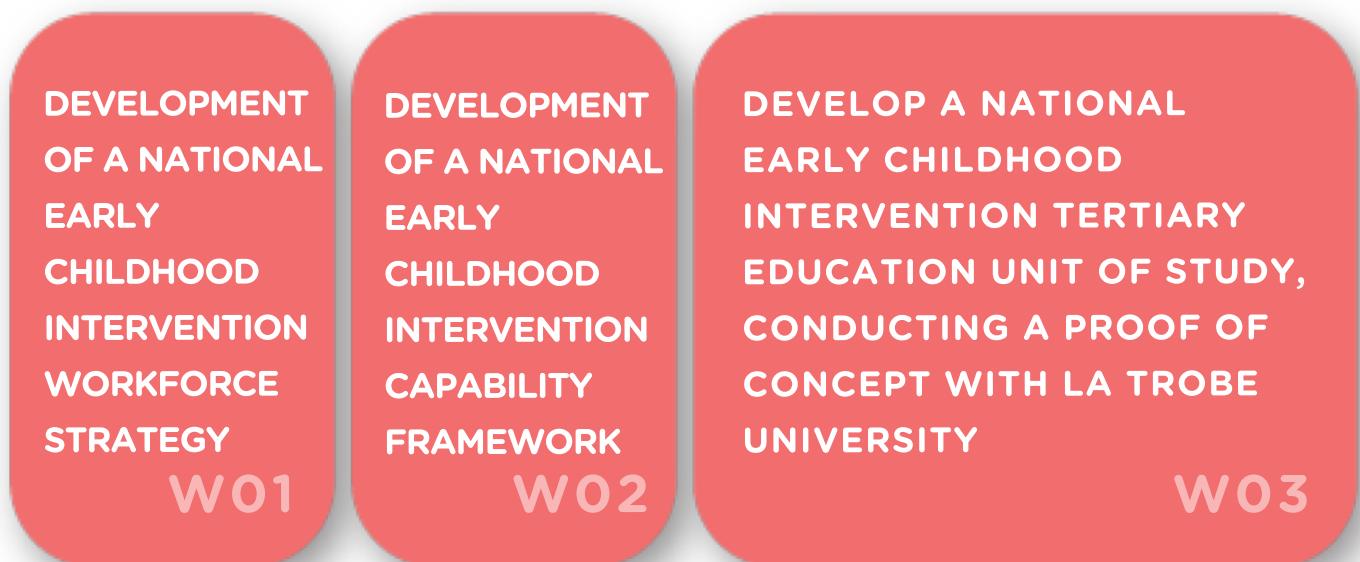
## JUSTIFICATION

In order to achieve the intended growth of the workforce to meet the projected demands of the NDIS roll-out, the focused, intentional development of the workforce is critical.

There needs to be immediate actions to secure strong growth, as well as long term strategies, to develop a workforce of informed, responsive, enabled practitioners. Parents/Carers will be confident in choosing services for their children to have their needs met, when there is a reliable system in place to ensure high quality services.

## MODULE TIMELINE

The Workforce Module of The Possibility Project will be delivered over a two (2) year period, as illustrated below:



--MONTH 0-6--|--MONTH 7-12--|-----MONTH 13-24-----|

## W01: NATIONAL EARLY CHILDHOOD INTERVENTION WORKFORCE STRATEGY

This project will design and deliver a National Workforce Strategy to 2030 that includes the key challenges and major national reforms.

The first component of this project will be the research, consultation and design of an Early Childhood Intervention Workforce Strategy including an outline of major national reforms and critical workforce challenges.

The current workforce is evolving in response to the rapid pace of changes brought about by the NDIS. It is time to pause and consider the status of the ECI workforce in light of the national reforms and the challenges yet to come.

### **TIMELINE**

This project has a six (6) month duration.

### **MEASURE AND EVALUATE**

The effectiveness of this project will be measured, evaluated and included within the Workforce Module Evaluation Report, delivered at the end of the funding period.

### **DELIVERABLES**

A comprehensive Early Childhood Intervention Workforce Strategy to 2030 report, with recommendations for future development of the workforce.

### **OUTCOMES**

A capable, sustainable and skilled workforce through a whole of government commitment to the investment in development of the early childhood intervention workforce to support the NDIS.

## **W02: NATIONAL EARLY CHILDHOOD INTERVENTION CAPABILITY FRAMEWORK**

The objective of this project is to design a National Capability Framework for practitioners that includes an accreditation outcome for individuals. This component is focused on establishing a national capability framework and developing a suite of professional development products - to be delivered through diverse means to meet the needs of the market.

The NDIS Quality and Safeguards Commission will be a key partner in developing the accreditation framework so that it is aligned with the standards under the Legislation. The intention is to streamline the work of providers to meet the NDIS Quality and Safeguards standards by providing a framework that can contribute to the evidence required by the Commission.

ECIA has a deep understanding of the qualities that are ideal in a practitioner working with parents/carers and young children. This will inform the development of an accreditation framework.

### **TIMELINE**

This project has a six (6) month duration and would commence upon the completion of the 'national early childhood intervention workforce strategy' project (W01).

### **MEASURE AND EVALUATE**

The effectiveness of this project will be measured, evaluated and included within the Workforce Module Evaluation Report, delivered at the end of the funding period.

### **DELIVERABLES**

A capability framework that is aligned to the early childhood intervention best practice principles, international competency standards and the NDIS Quality and safeguarding standards for providers. The final component will be report with recommendations for future development of the workforce.

### **OUTCOMES**

Increased capacity and capability of the providers and workforce to deliver best outcomes for young children.

## W03: PROOF OF CONCEPT - EARLY CHILDHOOD INTERVENTION TERTIARY EDUCATION UNIT OF STUDY

This project will seek to influence a national uptake of a targeted early childhood intervention training module by Universities and other tertiary institutions, through the development and pilot of a specific early childhood intervention course unit of study.

This project will be delivered as a Proof of Concept in partnership with La Trobe University. ECIA and La Trobe University will co-design an early childhood intervention module to be delivered as part of their Allied Health Curriculum.

ECIA has a well established reputation and a history for developing learning modules for professionals. Most recently, the Best Practice Modules were released in November 2018. ECIA has the infrastructure to offer online learning and the expertise to develop enhancements to this mode of learning.

### **TIMELINE**

This project has a 12 month duration and would commence upon the completion of the 'national childhood intervention capability framework' project (W02).

### **MEASURE AND EVALUATE**

The effectiveness of this project will be measured, evaluated and included within the Workforce Module Evaluation Report, delivered at the end of the funding period.

### **DELIVERABLES**

A unit of study that is aligned with the Capability Framework will be developed then approved as a unit of study for students studying their Masters of Allied Health. It will be piloted with La Trobe University. The final component will be an evaluation report with recommendations for future development of the workforce

### **OUTCOMES**

An innovation into Australian tertiary qualifications with a focus on early childhood intervention best practice, which will positively contribute to a capable, sustainable and skilled workforce under the NDIS.

## **CONSOLIDATED MODULE DELIVERABLES**

- O1** A national workforce strategy that includes the key challenges and major national reforms
- O2** A National Capability Framework for practitioners
- O3** The development of a pilot unit of study that focuses on the practice of early childhood intervention
- O4** Workforce Module Evaluation Report

## **ANTICIPATED PARTNERS AND STAKEHOLDERS**

- La Trobe University
- ECIA Membership
- Early Childhood Intervention Providers/Practitioners
- ECI Consultants
- National Disability Insurance Agency
- NDIS Quality and Safeguards Commission
- Department of Social Services
- State and Territory Governments
- Early Childhood Partners
- Allied Health Peak Associations
- Mainstream Provider Peak Associations
- Early Childhood Peak Associations

# MODULE OUTCOMES

The Workforce Module assists in the achievement of all six (6) outcome areas outlined in the NDIS Jobs and Market Fund – Round 1 Grant Opportunity guidelines.

## **PROVIDERS: INCREASED CAPACITY AND CAPABILITY OF NDIS PROVIDERS**

- Providers will seek to employ practitioners who can support the development of the business profile. Providers will be reassured by a national strategy that will provide consistency of quality for the workforce.

## **WORKFORCE: INCREASED NUMBER AND CAPABILITY OF NDIS WORKERS**

- Practitioners will be confident in their knowledge and skills when they can consider recognised competencies as a benchmark for their own practice.

## **PARTICIPANTS: INCREASED CAPACITY OF NDIS PARTICIPANTS TO INFLUENCE THE MARKET**

- Participants will be informed and seek to purchase supports from providers who employ practitioners who meet high quality standards.

## **TARGET MARKETS: DEVELOPMENT OF UNDER-SUPPLIED MARKETS**

- Students will be better informed and capable to seek employment in the specialised field of early childhood intervention after graduation. They will be more attractive to employees who will be seeking practitioners with knowledge and emerging skills in early childhood intervention.

## **EVIDENCE: INCREASING THE EVIDENCE BASE FOR MARKET AND WORKFORCE GROWTH**

- The workforce strategy report will highlight the key future potential and challenges that faces market growth

## **WA TRANSITION: TRANSITION SUPPORT GROWS THE NDIS PROVIDER MARKET AND WORKFORCE IN WA**

- As a market and workforce in the early stages of transition, the project will provide a strong set of resources to guide development and give direction to the WA context.

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# PROVIDER MODULE

# PROVIDER MODULE

## INCREASED PROVIDER CAPACITY AND CAPABILITY

A vibrant and capable early childhood intervention market will unlock new and wonderful possibilities for children.

The Possibility Project is a comprehensive, whole-of-market approach to growing capability and capacity across the early childhood intervention sector, under the NDIS.

The project aims to deliver strengthened outcomes for children with a developmental delay or disability and their families - ensuring that every child is provided every opportunity to reach their potential.

The Provider Module will deliver on the 'ultimate outcome' outlined in the NDIS Jobs and Market Fund - Round 1 Grant Opportunity guidelines: **increased capacity and capability of NDIS providers**.

To achieve this outcome the Provider Module will build on the work undertaken in the Best Practice Module to develop a suite of 'Best Practice in Action' self-assessment tools to assist the establishment of a consistent national approach and shared understanding across service systems, facilitating effective referral pathways between these systems for families of young children.

Further, the Provider Module will build on the work undertaken in the Workforce Module to design a national early childhood intervention capability framework to establish and trial a national voluntary accreditation framework to ensure consistent and reliable high-quality early childhood intervention service delivery across Australia, so that children can equitably access the supports they need for optimised developmental outcomes.

To ensure optimal outcomes are achieved by young children, and their families, a vibrant and strong early childhood intervention sector needs to be providing contemporary evidence-informed practice. This body of work will ensure the outcomes of the NDIS are met.

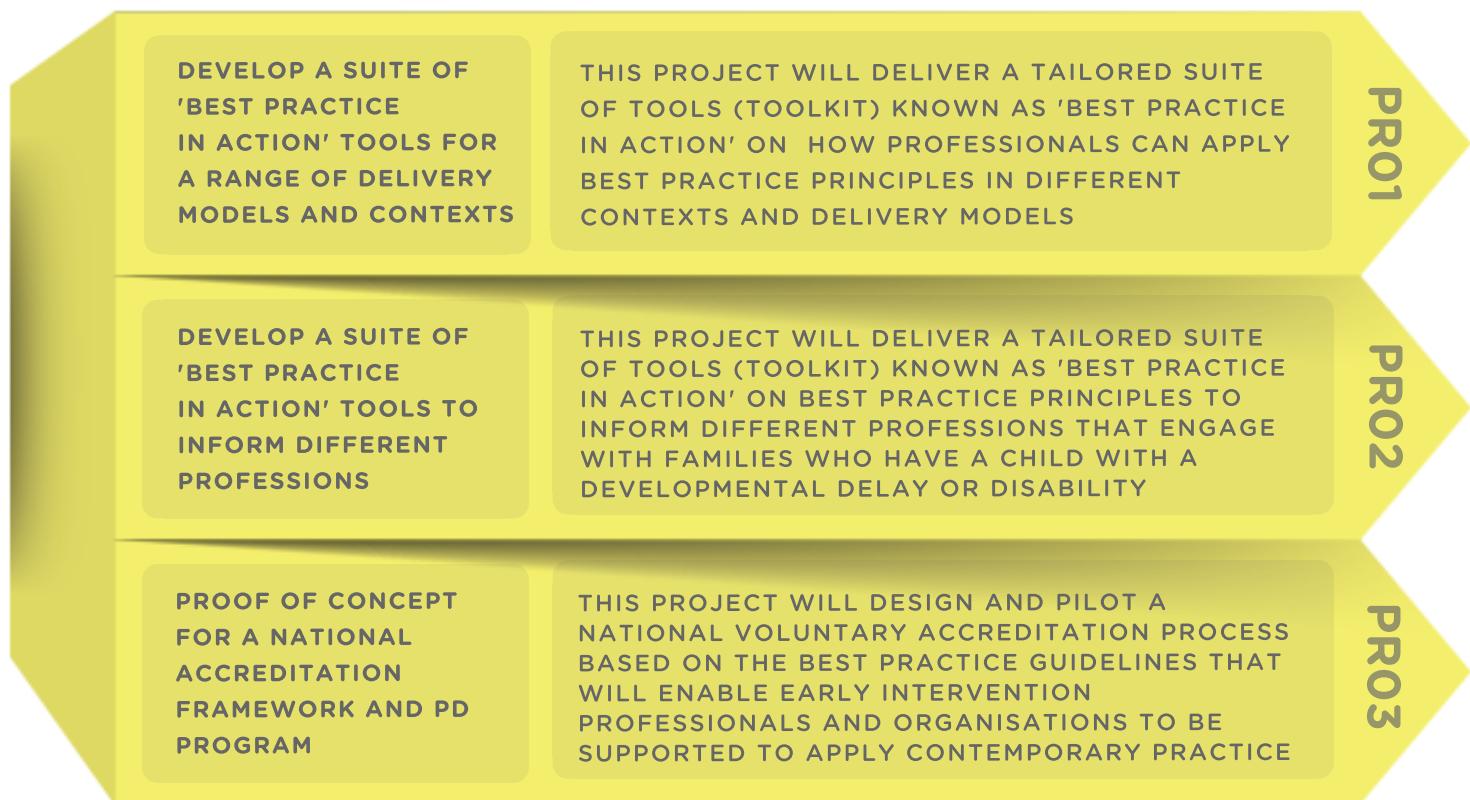
## OBJECTIVE

The objective of the ‘Provider Module’ is to grow the capacity and capability of the national early childhood intervention sector service providers, whether specialised or mainstream, to ensure they are optimising outcomes for children through the practical application of the best practice guidelines across service systems and contexts.

The project aims to make it easy for professionals to apply the National Guidelines: Best Practice in Early Childhood Intervention to ensure families receive high quality services.

It will support delivering consistent and equitable early childhood intervention, recognising a ‘team around the child’ approach needs to be responsive to the family and their child, the nature of the workforce in the region the family lives; and the location of service delivery.

## MODULE OUTLINE



## JUSTIFICATION

Early childhood intervention professionals require a clear understanding of the theory, but to achieve the outcomes of early childhood intervention, and the intent of the NDIS, they need to be able to consistently apply the practices with the children and families they work with. The 'Best Practice in Action' Toolkits will fundamentally support providers to practically apply best practice principles.

The early childhood intervention sector is made up of allied health professionals and educators who would directly benefit from a specialised voluntary accreditation framework to ensure consistency and growth across the market. There is considerable literature on contemporary practice available for professionals to read, however application in practice continues to be challenging with misunderstanding of concepts and application in different contexts.

Early childhood intervention is a highly specialised market and requires a clear provider framework to ensure that it grows in both capability and capacity under the NDIS. A national accreditation framework based on best practice, and underpinned by the national capability framework developed in the Workforce Module, will play an integral role in the medium and long term success of the market under the NDIS.

## MODULE TIMELINE

The Provider Module of The Possibility Project will be delivered over a two (2) year period, as illustrated below:

'BEST PRACTICE  
IN ACTION' FOR  
A RANGE OF DELIVERY  
MODELS AND CONTEXTS

'BEST PRACTICE  
IN ACTION' FOR  
A BROAD RANGE  
PRACTITIONERS

**PRO1**

PROOF OF CONCEPT FOR  
A NATIONAL VOLUNTARY  
ACCREDITATION  
FRAMEWORK AND  
PROFESSIONAL  
DEVELOPMENT PROGRAM

**PRO3**

-----MONTH 0-12-----|-----MONTH 13-24-----

## PRO1: DEVELOP A SUITE OF 'BEST PRACTICE IN ACTION' TOOLS FOR A RANGE OF CONTEXTS

This module will research and develop a suite of user-friendly self-assessment tools that can be utilised by early childhood intervention professionals to reflect on and develop their practice. These tools will facilitate reflection on application and implementation of the best practice guidelines.

This module builds on from the Best Practice module by assisting the early childhood intervention professionals to move from theory to practical application.

This project will discretely design and deliver 'Best Practice in Action', a user-friendly self-assessment toolkit that will assist practitioners to apply best practice principles in different operational contexts such as remote communities (including use of tele-services); centre-based or clinic-based models and outreach-based models.

### **TIMELINE**

This project has a 12 month duration and will run concurrently with the 'best practice in action for a broad range of practitioners' project (PRO2).

### **MEASURE AND EVALUATE**

The effectiveness of this project will be measured, evaluated and included within the Provider Module Evaluation Report, delivered at the end of the funding period.

### **DELIVERABLES**

A suite of ready-to-use self-assessment tools that can be chosen and applied specific to context.

### **OUTCOMES**

Early childhood intervention professionals have increased capability and capacity to provide high-quality services and supports to families in increasingly diverse contexts and service delivery systems.

## **PRO2: DEVELOP A SUITE OF 'BEST PRACTICE IN ACTION' TOOLS FOR A RANGE OF PRACTITIONERS**

This module will research and develop a suite of user-friendly self-assessment tools that can be utilised by early childhood intervention professionals to reflect on and develop their practice. These tools will facilitate reflection on application and implementation of the best practice guidelines.

This module builds on from the Best Practice module by assisting the early childhood intervention professionals to move from theory to practical application.

This module will design and deliver 'Best Practice in Action', a user-friendly self assessment toolkit focusing on the application of best practice principles for specific early childhood intervention professional groups including but not limited to physiotherapists, occupational therapists, speech pathologists, social workers, psychologists and educators, whether working within mainstream or specialised early childhood intervention services

### **TIMELINE**

This project has a 12 month duration and will run concurrently with the 'best practice in action for a range of contexts' project (PRO1).

### **MEASURE AND EVALUATE**

The effectiveness of this project will be measured, evaluated and included within the Provider Module Evaluation Report, delivered at the end of the funding period.

### **DELIVERABLES**

A suite of ready-to-use self-assessment tools that can be chosen specific to professional background and level of expertise.

### **OUTCOMES**

Early childhood intervention professionals have increased capability and capacity to provide high-quality services and supports to families, including early childhood intervention professionals new to the area of early childhood intervention being able to provide high quality early childhood intervention in a reduced time frame.

## PRO3: NATIONAL ACCREDITATION FRAMEWORK DESIGN AND PROOF OF CONCEPT

This Module will design and pilot a national voluntary accreditation process based on the best practice guidelines that enables early childhood intervention professionals and organisations to be supported to apply contemporary practice, as well as be acknowledged/recognised for achieving high-quality services that deliver optimal outcomes.

The proof of concept would include evaluation of the benefits to service providers and participants, costs involved for service providers and accreditors in relation to both time and money (critical elements for maintaining viability and sustainability of the market), process for review and ongoing monitoring, as well as engagement and support of the market.

This work will build from the Capacity Framework designed by the Workforce module of the Possibility Project.

### **TIMELINE**

This project has a 12 month duration and would commence upon the completion of the 'Best Practice in Action' projects (PRO1 and PRO2).

### **MEASURE AND EVALUATE**

The effectiveness of this project will be measured, evaluated and included within the Provider Module Evaluation Report, delivered at the end of the funding period.

### **DELIVERABLES**

A clear and cost-effective national accreditation framework that enables recognition of services and professionals providing high-quality early childhood intervention services.

### **OUTCOMES**

Increased accountability of the early childhood intervention sector to apply and monitor the implementation of best practice. Increased confidence of families in choosing service providers that will optimise their child's learning and development through the provision of best practice.

## **CONSOLIDATED MODULE DELIVERABLES**

- 01** A suite of ready-to-use self-assessment tools that can be chosen and applied specific to context
- 02** A suite of ready-to-use self-assessment tools that can be chosen specific to professional background and level of expertise
- 03** A clear and cost-effective national accreditation framework that enables recognition of services and professionals providing high-quality early childhood intervention services
- 04** Provider Module Evaluation Report

## **ANTICIPATED PARTNERS AND STAKEHOLDERS**

- Participants (parents and carers)
- ECIA Membership
- Early Childhood Intervention Providers/Practitioners
- Early Childhood Consultants
- National Disability Insurance Agency
- NDIS Quality and Safeguards Commission
- Department of Social Services
- Quality and Safeguards Commission
- State and Territory Governments
- Early Childhood Partners
- Allied Health Peak Associations
- Mainstream Provider Peak Associations
- Early Childhood Peak Associations
- ECIA (Victoria/Tasmania)

# MODULE OUTCOMES

The Provider Module assists in the achievement of all six (6) outcome areas outlined in the NDIS Jobs and Market Fund – Round 1 Grant Opportunity guidelines.

## **PROVIDERS: INCREASED CAPACITY AND CAPABILITY OF NDIS PROVIDERS**

- Supporting diverse providers to have increased capacity and capability. In building the capacity of providers it opens the opportunity to new providers entering the disability services market. Through this module, workers will have increased skills and greater opportunities to maintain employment in the NDIS.
- Increased accountability of the early childhood intervention sector to apply and monitor the implementation of best practice.
- Increased capability and capacity to provide high-quality services and supports to families, including early childhood intervention professionals new to the area of early childhood intervention being able to provide high quality early childhood intervention in a reduced time frame.

## **WORKFORCE: INCREASED NUMBER AND CAPABILITY OF NDIS WORKERS**

- Practitioners will be confident in their knowledge and skills when they can consider recognised competencies as a benchmark for their own practice..

## **PARTICIPANTS: INCREASED CAPACITY OF NDIS PARTICIPANTS TO INFLUENCE THE MARKET**

- Participants will be informed and seek to purchase supports from providers who meet the high quality standards of accreditation.
- Increased confidence of families in choosing service providers that will optimise their child’s learning and development through the provision of best practice.

## **TARGET MARKETS: DEVELOPMENT OF UNDER-SUPPLIED MARKETS**

- Providers will be supported with a practical toolkit in providing services in under-supplied markets such as tele-services to rural and regional communities, who will have access to appropriate and high quality support.

## **EVIDENCE: INCREASING THE EVIDENCE BASE FOR MARKET AND WORKFORCE GROWTH**

- The provider evaluation report will highlight the key future potential and challenges that faces market growth and sustainability of best practice.

## **WA TRANSITION: TRANSITION SUPPORT GROWS THE NDIS PROVIDER MARKET AND WORKFORCE IN WA**

- As a market and workforce in the early stages of transition, the project will provide a strong set of resources to guide development and give direction to the WA context, including the uniqueness of the rural and remote/very remote areas.

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# PARTICIPANT MODULE

# PARTICIPANT MODULE

## INFLUENTIAL, ENGAGED AND CAPABLE PARTICIPANTS

A vibrant and capable early childhood intervention market will unlock new and wonderful possibilities for children.

The Possibility Project is a comprehensive, whole-of-market approach to growing capability and capacity across the early childhood intervention sector, under the NDIS.

The project aims to deliver strengthened outcomes for children with a developmental delay or disability and their families - ensuring that every child is provided every opportunity to reach their potential.

The Participant Module will deliver on the 'ultimate outcome' outlined in the NDIS Jobs and Market Fund - Round 1 Grant Opportunity guidelines: **increased capacity of NDIS participants to influence the market.**

To achieve this outcome the Participant Module will map the customer journey of parents and carers of children with a developmental delay or disability to gain clarity around pain points and barriers, making clear recommendations to improve their participant experience under the NDIS.

The Participant Module will leverage the learnings from the 'national family consultation' project conducted under the Best Practice module.

A national parent and carer communication and engagement strategy will be designed that will engage parents and carers where and how they want to be engaged; that provides clear messages in a language that parents and carers are comfortable with; and that is supported by a toolkit of resources that are clear, engaging, easy to use, accessible and empowering.

A grassroots parent and carer engagement campaign will be piloted as a proof of concept to support the outcome of influential, engaged and capable parent and carer participants across the early childhood intervention sector.

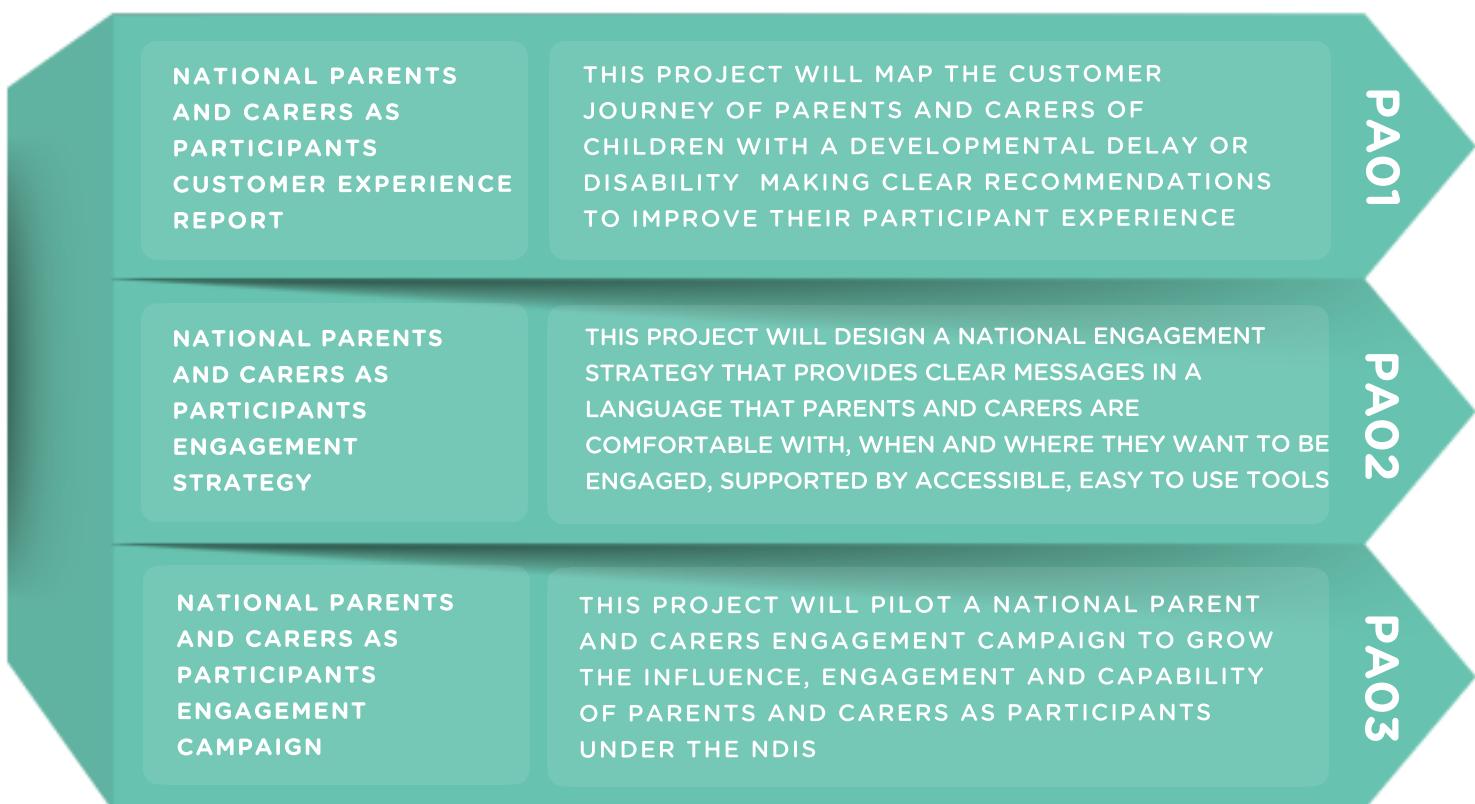
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INFLUENTIAL, ENGAGED & CAPABLE PARTICIPANTS

## OBJECTIVE

The objective of the 'Participants Module' is to ensure the success and vibrancy of the early childhood intervention market under the NDIS, by effectively engaging parents and carers, as participants, to build their capacity, capability and influence on the market. Ultimately, engaging parents effectively will lead to better long term outcomes for children with a developmental delay or disability.

## MODULE OUTLINE



## JUSTIFICATION

The NDIA's Improving the NDIS Participant and Provider Experience report (February 2018) highlights the need to urgently address the participant experience. The report tells us that participants found NDIS communications confusing and complex, and too reliant on bureaucratic jargon in long document form. It tells us that participants want clear and tailored communications and simple and practical tools.

In order to ensure that the early childhood intervention market, under the NDIS, grows in capability and capacity, it is important to understand the customer experience of parents and carers as participants. In order for parents and carers to grow in influence and capability, we must understand and address the unique pain points and barriers faced by parents. Without an intimate understanding of their customer journey, parents and carers cannot be effectively engaged. If parents and carers are not effectively engaged, they cannot grow in capability or effectively influence the market. Under these conditions the early childhood market cannot thrive and succeed.

## MODULE TIMELINE

The Participant Module of The Possibility Project will be delivered over a two (2) year period, as illustrated below:



## PA01: NATIONAL PARENTS AND CARERS AS PARTICIPANTS CUSTOMER EXPERIENCE REPORT

The objective of this project is to support the capacity of parents and carers as NDIS participants, to grow their influence on the market, through gaining a clear understanding of their customer experience.

To achieve this outcome this project will map the customer journey of parents and carers of children with a developmental delay or disability to gain clarity around pain points and barriers, and produce a comprehensive customer experience report that includes clear recommendations to improve their participant experience under the NDIS.

The Participant Module will leverage the learnings from the 'national family consultation' project conducted under the Best Practice module.

The Participant Module will engage with families from diverse backgrounds to ensure valid and reliable representation of views are represented. This would include but not be limited to ATSI and CALD backgrounds, parents with disability (including intellectual disability), parents with identified mental health issues, and families living in regional, remote and very remote areas.

### **TIMELINE**

This project has a six (6) month duration.

### **MEASURE AND EVALUATE**

The effectiveness of this project will be measured, evaluated and included within the Evidence Module Evaluation Report, delivered at the end of the funding period.

### **DELIVERABLES**

A comprehensive parents and carers as participants customer experience report, with clear recommendations to improve their participant experience under the NDIS.

### **OUTCOMES**

A clear understanding of the pain points and carriers for parents and carers as participants of the NDIS, and a set of recommendations to grow their engagement, influence and capability.

## **PA02: DEVELOPMENT OF A NATIONAL PARENTS AND CARERS ENGAGEMENT STRATEGY**

The objective of this project is to understand how to effectively engage parents and carers as NDIS participants in order to grow their influence on the market, through gaining a clear understanding of their customer experience.

To achieve this outcome this project will develop a national parent and carer communication and engagement strategy to engage parents and carers on where and how they want to be engaged; with clear messages in a language that parents and carers are comfortable with; and that is supported by a toolkit of resources that are clear, engaging, easy to use, accessible and empowering.

This project will leverage the learnings from the 'national parents and carers customer experience report' project (PA01). The Participant Module will engage with families from diverse backgrounds to ensure valid and reliable representation of views are represented. This would include but not be limited to ATSI and CALD backgrounds, parents with disability (including intellectual disability), parents with identified mental health issues, and families living in regional, remote and very remote areas.

### **TIMELINE**

This project has a six (6) month duration and will commence upon the completion of the 'national parents and carers customer experience report' project (PA01).

### **MEASURE AND EVALUATE**

The effectiveness of this project will be measured, evaluated and included within the Participant Module Evaluation Report, delivered at the end of the funding period.

### **DELIVERABLES**

A comprehensive parents and carers as participants national engagement strategy, supported by a toolkit of resources that are clear, engaging, easy to use, accessible and empowering. Toolkits will be developed that are targeted to families of diverse backgrounds and needs. The toolkits would be available in a variety of formats to facilitate parent engagement and understanding.

### **OUTCOMES**

A clear engagement framework, supported by a suite of clear, engaging, easy to use and easy to find resources and tools.

## PA03: NATIONAL PARENTS AND CARERS AS PARTICIPANTS ENGAGEMENT CAMPAIGN

The objective of this project is increase the capacity and influence of parents and carers as NDIS participants, and ultimately the outcomes for children, through a tailored engagement and communications campaign.

To achieve this outcome this project will deliver and monitor a targeted national parent and carer engagement and communications campaign to support the outcome of influential, engaged and capable parent and carers as NDIS participants across the early childhood intervention sector.

This project will leverage the 'parents and carers as participants national engagement strategy' project (PA02). As part of the process of this project, key parent representatives will be identified who are willing to support their peers in understanding and navigating the NDIA pathway on an ongoing basis.

### **TIMELINE**

This project has a 12 month duration and will commence upon the completion of the 'national parents and carers as participants national engagement strategy' project (PA02).

### **MEASURE AND EVALUATE**

The effectiveness of this project will be measured, evaluated and included within the Participation Module Evaluation Report, delivered at the end of the funding period.

### **DELIVERABLES**

A parents and carers as participants national engagement strategy' campaign report. Updated resources and toolkits will be included as part of this deliverable, as required.

### **OUTCOMES**

A clear uplift in the influence, capability and engagement of parents and carers as participants in the NDIS, to support a vibrant and successful early childhood intervention market.

## **CONSOLIDATED MODULE DELIVERABLES**

- 01** A comprehensive parents and carers as participants customer experience report, with clear recommendations to improve their participant experience under the NDIS
- 02** A comprehensive parents and carers as participants national engagement strategy, supported by a toolkit of resources that are clear, engaging, easy to use, accessible and empowering. Toolkits will be developed that are targeted to families of diverse backgrounds and needs. The toolkits would be available in a variety of formats to facilitate parent engagement and understanding
- 03** A parents and carers as participants national engagement strategy' campaign report. Updated resources and toolkits will be included as part of this deliverable, as required
- 04** Participant Module Evaluation Report

## **ANTICIPATED PARTNERS AND STAKEHOLDERS**

- Participants (parents and carers)
- Leading Professional Services Organisation/Agency
- Early Childhood Intervention Consultants
- National Disability Insurance Agency
- Department of Social Services
- State and Territory Governments
- Early Childhood Partners
- Allied Health Peak Associations
- Mainstream Provider Peak Associations
- Early Childhood Peak Associations
- Parenting Research Centre

# MODULE OUTCOMES

The Participants Module assists in the achievement of all six (6) outcome areas outlined in the NDIS Jobs and Market Fund – Round 1 Grant Opportunity guidelines.

## **PROVIDERS: INCREASED CAPACITY AND CAPABILITY OF NDIS PROVIDERS**

- Providers supported to achieve optimised outcomes via engaged and influential parent and carers.
- Providers will need to develop their service options in response to better informed customers.

## **WORKFORCE: INCREASED NUMBER AND CAPABILITY OF NDIS WORKERS**

- The workforce will benefit from growth demand for early childhood intervention practitioners led by parent choice.

## **PARTICIPANTS: INCREASED CAPACITY OF NDIS PARTICIPANTS TO INFLUENCE THE MARKET**

- Participants will enjoy an optimised customer experience and will drive growth and demand across the market through a increased capability to engage and influence.
- Participants will have a voice to influence policy development.

## **TARGET MARKETS: DEVELOPMENT OF UNDER-SUPPLIED MARKETS**

- Growth of target markets led by parent demand.

## **EVIDENCE: INCREASING THE EVIDENCE BASE FOR MARKET AND WORKFORCE GROWTH**

- The market will benefit from the knowledge and insight gathered from the 'parent and carers as participants customer experience' findings.

## **WA TRANSITION: TRANSITION SUPPORT GROWS THE NDIS PROVIDER MARKET AND WORKFORCE IN WA**

- ECIA is very active in WA and will ensure WA is well covered by all elements of this module. Tuning in to the voice of participants in new markets will provide feedback on the enhancements that have been made through the roll out of the NDIS in other parts of Australia.

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# FLIGHT DECK MODULE

# FLIGHT DECK MODULE

## A VIBRANT EFFICIENT AND SUSTAINABLE MARKET

The Flight Deck Module ties all of the work from the previous five (5) project modules together under an innovative single tertiary service framework to deliver, maintain and build upon each of the six (6) 'ultimate outcomes' outlined in the NDIS Jobs and Market Fund - Round 1 Grant Opportunity guidelines:

- 01 Providers: increased capacity and capability of NDIS providers**
- 02 Workforce: increased number and capability of NDIS workers**
- 03 Participants: increased capacity of NDIS participants to influence the market**
- 04 Target markets: development of under-supplied markets – by region, participant cohort, or support type**
- 05 Evidence: increasing the evidence base for market and workforce growth**
- 06 WA transition: transition support grows the NDIS provider market and workforce in WA**

This module will establish a tertiary body that has oversight across the whole of the early childhood intervention market, with a clear market view and a mandate to breathe to life the blueprint for long term market success outlined in this document.

This third party organisation would work with the NDIA, in partnership with government, Early Childhood Partners, Participants, the sector and its stakeholders, to provide third level service and support focused exclusively on a whole-of-market approach to early childhood intervention success under the NDIS.

In addition to its role of monitoring and oversight, the Flight deck will launch a national concierge service to provide a trusted independent information and guidance to families, the early childhood sector, health services, early education and the early childhood intervention market.

The Flight Deck will support the work of the NDIA to embed evidence based best practice approaches as the market standard. This will be achieved by:

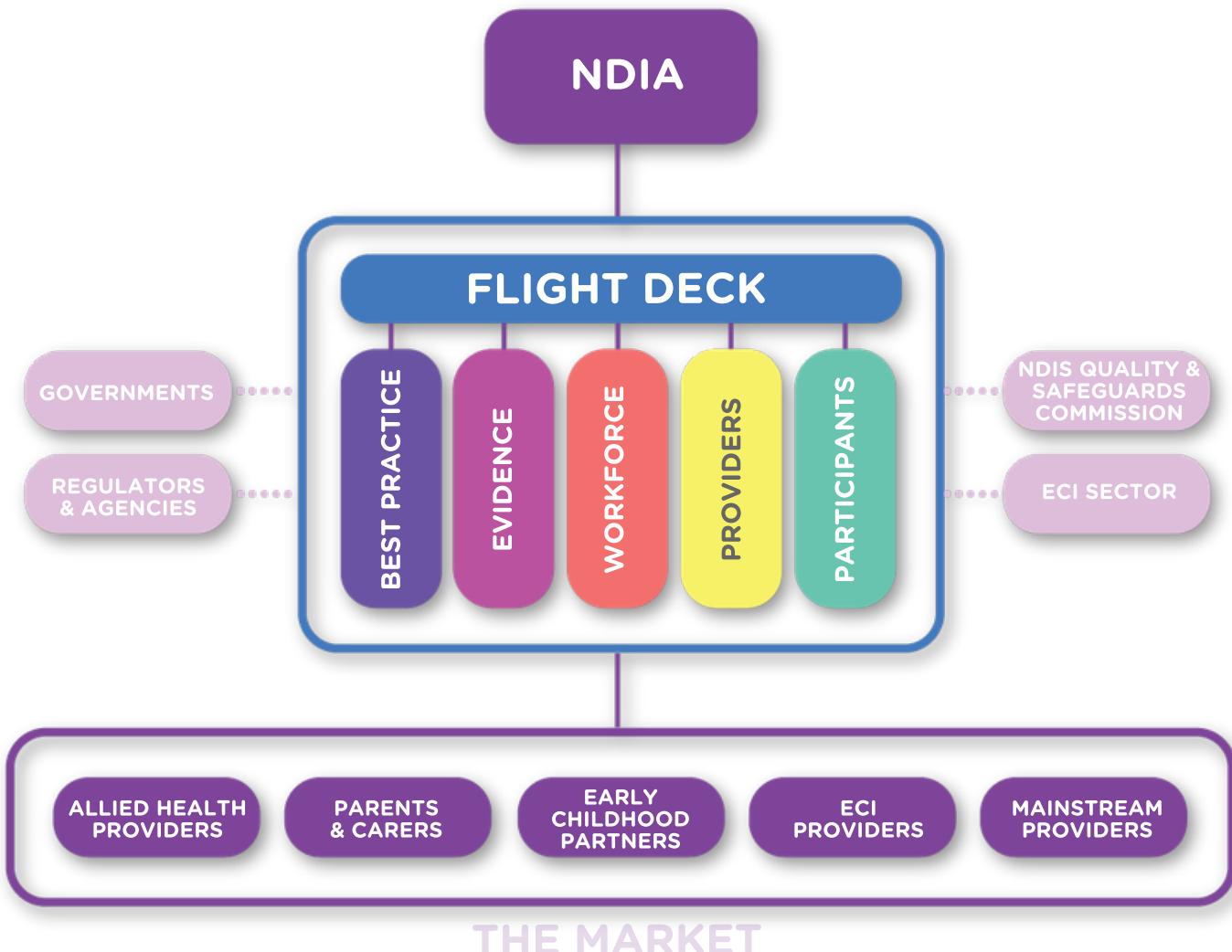
- supporting ECEI partners through the development of high quality family friendly resources consistent with the intent of the NDIS Act,
- providing advice and support to all early childhood mainstream environments and
- developing a service offering to families which helps them understand what 'good' early childhood intervention looks like, how to navigate the system and to develop self-advocacy capability.

## OBJECTIVE

To foster, facilitate, monitor, evaluate and lead national strategies that support children with developmental delay or disability and their families to get the best start in life. Through the establishment of a tertiary organisation, responsible for whole-of-market early childhood intervention oversight, coordination and growth, this proof of concept will ensure the optimal development and success of the early childhood intervention market under the NDIS.

## GOVERNANCE

The Flight Deck would establish a tertiary early childhood intervention organisation that reports in to the NDIA, and works hand-in-hand with governments, regulators, and in particular the NDIS Quality and Safeguards Commission.



## FLIGHT DECK FUNCTIONS

Like it's namesake, the 'Flight Deck' module is essential to ensure that the early childhood intervention sector arrives safely at it's ultimate destination - a capable, sustainable, vibrant and well resourced market place.

Just as on the flight deck of a plane, a variety of instruments, dials and gauges tell us about the plane's components and how it is flying, the Flight Deck module will allow the market to be appropriately monitored, measured, and navigated successfully.

**PARENTS  
AND CARERS  
NATIONAL  
CONCIERGE  
SERVICE**

THROUGH A SINGULAR ONLINE PORTAL AND ONE NATIONAL PHONE NUMBER THE FLIGHT DECK WOULD PROVIDE PARENTS AND CARERS WITH 'PRE-FLIGHT' CHECKLISTS, EASY 'CHECK-IN' AND NDIS 'ONBOARDING' PROCESSES, WITH THE HIGHEST STANDARD OF 'IN-FLIGHT SERVICE' TO ENSURE WELL CATERED ARRIVAL AT DESIRED DESTINATION

**SET CRITICAL  
NAVIGATION  
COURSE FOR  
THE ECI  
MARKET**

WORK WITH THE NDIA, GOVERNMENT, REGULATORS, AGENCIES AND THE SECTOR TO SET CRITICAL MARKET 'NAVIGATION', WITH 'COURSE CORRECTION' AND AMELIORATION AS AND WHEN REQUIRED, TO ENSURE STRATEGIC OBJECTIVES ARE 'LANDED' SMOOTHLY AND 'FLIGHT PATHS' ARE CLEAR AND PREDETERMINED

**ASSEMBLE  
ARCHITECTURE  
TO ENGINEER  
MARKET  
SUCCESS**

WORK WITH LEADING PROFESSIONAL SERVICE ORGANISATIONS, THE NDIA, GOVERNMENT, REGULATORS, AND THE SECTOR TO INSTALL AND MAINTAIN THE RIGHT STRATEGIC 'INSTRUMENTATION', DEVELOPED BY LEADING MARKET 'ENGINEERS' AND DESIGNED USING THE LATEST 'TECHNOLOGY' / EVIDENCE , TO MAINTAIN 'ALTITUDE'

**CYCLE OF  
CONTINUAL  
COLLABORATION  
AND  
IMPROVEMENT**

OPERATE WITH OPEN AND CLEAR CHANNELS OF COMMUNICATIONS WITH 'AIR TRAFFIC CONTROLLERS' SUCH AS THE NDIA, GOVERNMENT, AGENCIES AND REGULATORS TO ENSURE CONTINUED COLLABORATION, IMPROVEMENT, COMPLIANCE TO ENSURE THAT THE 'ENVIRONMENTAL CONTROLS' SUPPORT MARKET SUCCESS

**CONTINUAL  
MONITORING  
AND  
EVALUATION  
OF MARKET**

BUILD IN STATE-OF-THE-ART BUSINESS MONITORING AND EVALUATION SYSTEMS TO ENSURE THAT THE 'HORIZON' FOR MARKET SUCCESS IS ALWAYS IN VIEW

## JUSTIFICATION

The implementation of the Early Childhood Early Intervention (ECEI) approach has initiated unprecedented demand for early childhood intervention services. The environment of change has unintentionally caused difficulty for families of very young children with developmental delay or disability to navigate and understand the early childhood intervention system under the NDIS.

Currently, early childhood intervention is delivered and funded in a wide variety of ways in each State and Territory with some inconsistency - with some approaches being more inclusive and community-based than others.

There is no blueprint for the success of the early childhood intervention market. This is a substantial risk for the NDIS. (The Possibility Project has been designed to be the blueprint for market success.)

The success of the early childhood intervention market is critical to the success of the ECEI approach, which is critical to the NDIS' ability as an insurance scheme to reduce its medium to long-term liability.

To ensure market success it is essential to establish a tertiary body to work with the NDIA and the sector, in a whole-of-market approach, that has oversight of the market - and a mandate to breathe to life the blueprint for success.

The Flight Deck, supported by the comprehensive body of work that will be undertaken in the Evidence, Best Practice, Workforce, Provider and Participant modules, is the crucial missing structural element/organisation, under the current framework, to achieve early childhood intervention market success.

## MODULE TIMELINE

The Flight Deck Module of The Possibility Project will be delivered over a two (2) year period, as illustrated below:



## **FD01: ESTABLISH TERTIARY ORGANISATION AND OPERATIONS PLAN (PRE-FLIGHT)**

The objective of this project is to ensure that the Flight Deck is established upon a sound framework that will allow it to optimise its outcomes and deliver on its purpose.

During this 'pre-flight' phase a comprehensive operations and resourcing plan will be designed and delivered, which will include a detailed project and activity plan, key milestones and project phasing to become fully operational.

A leading professional service organisation will be engaged to assist in delivering this project.

### **TIMELINE**

This project has an six (6) month duration.

### **MEASURE AND EVALUATE**

The effectiveness of this project will be measured, evaluated and included within the Flight Deck Module Evaluation Report, delivered at the end of the funding period.

### **DELIVERABLES**

A comprehensive Flight Deck Project Plan to support the 'Flight Deck Proof of Concept' project (FD02).

### **OUTCOMES**

Establish a project framework for tertiary level service to enhance its success in supporting market growth and capacity.

## FD02: PROOF OF CONCEPT FOR FLIGHT DECK TERTIARY SERVICE FOR ECI MARKET

The objective of this project is to stand up a Proof of Concept for a tertiary 'flight deck' organisation that has oversight and responsibility for the growth and capacity of the early childhood intervention market, under the NDIS. The project will utilise the 'Flight Deck Project Plan' (FD01) as a framework to stand up the business, including a fully operational 'concierge' service offering support and guidance as a first point of contact, through one national portal and one phone number, to parents and carers who are concerned about their child's developmental progress or have had a diagnosis and do not know where to go from there.

The Flight Deck would establish a tertiary early childhood intervention organisation that reports in to the NDIA, and works hand-in-hand with governments, regulators, and in particular the NDIS Quality and Safeguards Commission. It would provide technical assistance, through a one-stop Technical Assistance Centre to the early childhood intervention sector and provide a singular source of comprehensive knowledge and practice for all stakeholders involved in this field.

The Flight Deck, supported by the comprehensive body of work that will be undertaken in the Evidence, Best Practice, Workforce, Provider and Participant modules, is the crucial missing structural element/organisation, under the current framework, to achieve early childhood intervention market success.

### **TIMELINE**

This project has an 18 month duration, and will commence at the conclusion of the 'tertiary service operations plan' project (FD01)

### **MEASURE AND EVALUATE**

The effectiveness of this project will be measured, evaluated and included within the Flight Deck Module Evaluation Report, delivered at the end of the funding period.

### **DELIVERABLES**

A comprehensive evaluation report on the Flight Deck proof of concept, including a national parent and carer concierge service and a technical assistance centre.

### **OUTCOMES**

Increased capacity across the early childhood intervention market due to strategic oversight, monitoring and service support.

## **CONSOLIDATED MODULE DELIVERABLES**

- 01 A comprehensive Flight Deck Project Plan to support the 'Flight Deck Proof of Concept' project**
- 02 A comprehensive evaluation report on the Flight Deck proof of concept, including a national parent and carer concierge service, and a technical assistance centre**
- 03 Flight Deck Module Evaluation Report**

## **ANTICIPATED PARTNERS AND STAKEHOLDERS**

- Participants (parents and carers)
- ECIA Membership
- Early Childhood Providers
- National Disability Insurance Agency
- Department of Social Services
- NDIS Quality and Safeguards Commission
- State and Territory Governments
- Early Childhood Partners
- Allied Health Peak Associations
- Mainstream Provider Peak Associations
- Early Childhood Peak Associations
- Professional Services Organisations

# MODULE OUTCOMES

The Flight Deck Module assists in the achievement of all six (6) outcome areas outlined in the NDIS Jobs and Market Fund – Round 1 Grant Opportunity guidelines.

## **PROVIDERS: INCREASED CAPACITY AND CAPABILITY OF NDIS PROVIDERS**

- The Flight Deck will work to promote and support continuous improvement, capability and capacity of providers.
- Provide a one-stop Technical Assistance Centre to ensure easy access to contemporary early childhood intervention practice.

## **WORKFORCE: INCREASED NUMBER AND CAPABILITY OF NDIS WORKERS**

- The workforce will benefit from continuous monitoring and improvement.
- The capacity of policy makers to forecast will be enhanced by the dynamic information flow which will help identify any current or expected future gaps in service provision.

## **PARTICIPANTS: INCREASED CAPACITY OF NDIS PARTICIPANTS TO INFLUENCE THE MARKET**

- Participants, supported by the concierge service will have a greater understanding of the market, playing a more influential role in the market place.
- Participants will be empowered to make decisions and choices that will support good outcomes for their children.
- Choices made by families for their children will drive market development to be responsive to their needs.

## **TARGET MARKETS: DEVELOPMENT OF UNDER-SUPPLIED MARKETS**

- By region, participant cohort or support type, target markets will be supported by a suite of services and supports to ensure development of under-supplied markets.
- Provide comprehensive data to facilitate services moving into under-supplied markets.
- The flow on effect of well informed customers will influence market growth in under-supplied regions.

## **EVIDENCE: INCREASING THE EVIDENCE BASE FOR MARKET AND WORKFORCE GROWTH**

- The workforce will benefit from continuous improvement promoted by the Flight Deck organisation.
- The Flight Deck will enable contemporary practice to be at the finger-tips of providers and parents/carers.
- The information gathered by the concierge service has the potential to inform policy and market development.

## **WA TRANSITION: TRANSITION SUPPORT GROWS THE NDIS PROVIDER MARKET AND WORKFORCE IN WA**

- WA will be supported through access to data and knowledge from around Australia, to enable a smooth transition to the NDIS for parents/carers and ECI professionals and Partners.
- The concierge service will be responsive to the diversity of the stages of NDIS roll out across Australia, paying particular attention to the entry into the scheme of WA.

