



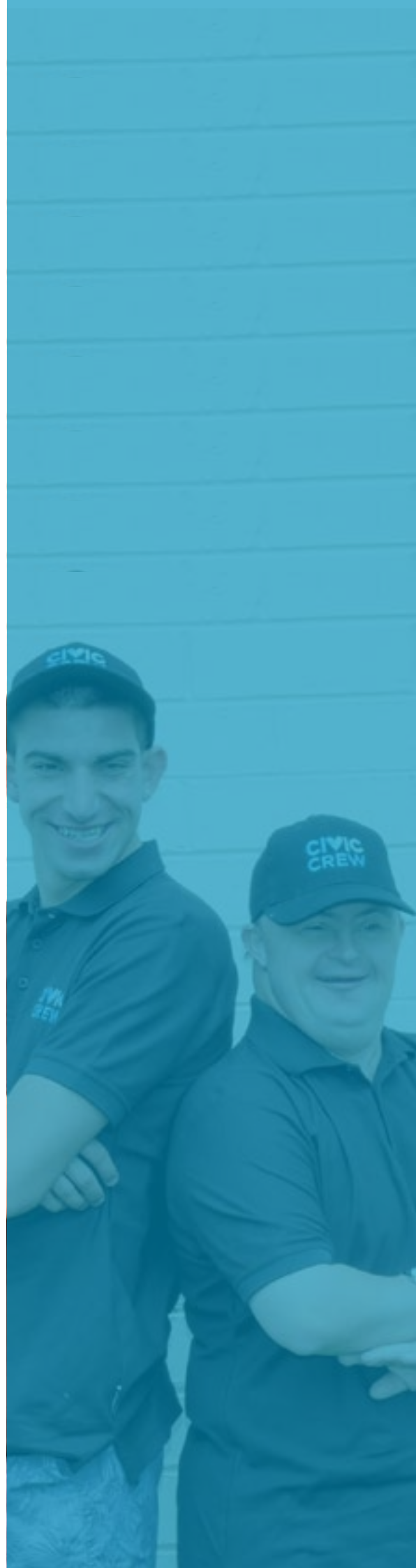
# RESEARCH REPORT

Harness Projects 2022

Alejandro Bona

# Contents

<b>Executive Summary</b>	3
<b>Business Objectives</b>	4
<b>Research Objectives</b>	5
<b>Research Methods</b>	6
<b>Take care of your people and they'll take care of clients</b>	
<i>Overarching Insight</i>	8
<b>People that trust stay and give more</b>	
<i>Insight</i>	9
<i>Recommendations</i>	10
<b>Staff Circle of Support (SCoS)</b>	
<i>Insight</i>	11
<i>Recommendation</i>	12
<b>Work apart, grow apart</b>	
<i>Insight</i>	13
<i>Recommendation</i>	14
<b>Do more with less</b>	
<i>Overarching Finding</i>	15
<b>Pic sharing is caring :)</b>	
<i>Finding</i>	16
<i>Recommendation</i>	17
<b>It's more than a date</b>	
<i>Finding</i>	18
<i>Recommendation</i>	19
<b>References</b>	20
<b>Appendix</b>	21



# Executive Summary

Civic is a non-profit NDIS service provider that specialises in providing accommodation, support services and employment opportunities to people with disabilities.

Circle of Supports (CoS) are communities of people (members or participants) that are invited to support a person with a disability (client) to achieve immediate and long term goals. Participants can be placed in two groups: paid supports (Support Workers, Practice Leaders, Operations Managers, Clinical Workers, Support Coordinators, etc.) and unpaid supports (friends and family). Strong relationships and communication amongst key participants is an important factor in improving the wellbeing of clients.

Prior research by Civic's Impact and Design Team proposes more focused research into Practice Leaders' (PLs) relationship with other participants in the client's CoS, through a problem statement:

This problem statement can be divided in two separate problem statements:

This report presents two sections: one for overarching insights and overarching findings. Under these sections are more detailed descriptions of specific insights and findings with their corresponding recommendations and references.

***HMW better engage Practice Leaders to build connections with a client's circle of support so we can enhance client wellbeing through improved relationships and inform the better design of Civic services.***

***HMW enhance client wellbeing through improved relationships between key members of their circle of support?***

***HMW better engage Practice Leaders to inform the design of Civic services?***



# Business Objectives

## **Empower clients to lead a fulfilling life through a resilient and stable CoS.**

Improved client satisfaction attracts new clients and impacts the organisation's bottom line.

## **Productive and happy staff.**

Reach client goals with less friction and increase staff retention.

## **Move from transactional to relationship model between CoS participants.**

Making everyday interactions more enjoyable and less laborious, improves workplace morale.

## **Implement low-tech solutions that do not interfere with the 2023 road map.**



# Research Objectives

## **Identify and understand the roles of key members within CoS.**

To understand the current state and on which users to focus the research for maximum impact.

## **Understand key participants' frustrations and motivations**

To identify potential areas for intervention and how to incentivise change.

## **Document key participants' needs and insights.**

To synthesise themes that can lead to recommendations.

## **Identify barriers that may prevent key participants' needs from being met.**

To screen for any issues, themes around a client's CoS from the point of view of PLs.

## **Understand communication/interaction between CoS participants.**

To identify what already works well, where there is overlap and areas for improvement

## **Understand how other organisations build a sense of community.**

To learn from best practices and provide tried-and-tested recommendations.

## **Provide recommendations on how to proceed.**



# Research Methods

## Team

Trinski Liwanag  
Elsa Schuster  
Alejandro Bona

## Methods

User Interviews  
Contextual Enquiry  
Expert Review  
Focus Group  
Desk Research

## User Interviews

Civic's Impact and Design Team kindly provided a list of interviewees:

7 Practice Leaders  
1 Operations Manager  
1 Support Worker  
1 Marketing and Communications Manager  
1 Clinical Staff Member

4 interviewees were contacted via email to set up an interview date and time, approximately 45 to 90 minutes in length.

An interview guide was developed around research objectives.

Interviews were facilitated by one team member, whilst a second team member recorded responses verbatim. Interviews were recorded with approval of interviewees.

## Desk Research

Desk research was conducted prior to the research plan, in order to gain background on the Civic and industry. Further desk research informed recommendations to insights. This PDF file has link to various resources, which are also listed in the Resources section of this report.





# Research Methods *continued*

## Contextual Enquiry

Civic Safari's were facilitated in two group homes. It was an opportunity to observe the context within which Support Workers (SWs) and PLs collaborate to provide Supported Independent Living (SIL) services to Civic's clients. The first safari presented a coed SIL home, whilst the second group home was a female SIL home.

## Expert Review

Connor Forsyth's interview of Mark video recording. Mark has experience through the majority of paid roles in client's CoS: SW, PL, Operations Manager (OM) and Support Coordinator (SC). His interview provided a broad perspective on the various contributions of these roles to CoSs.

## Focus Groups

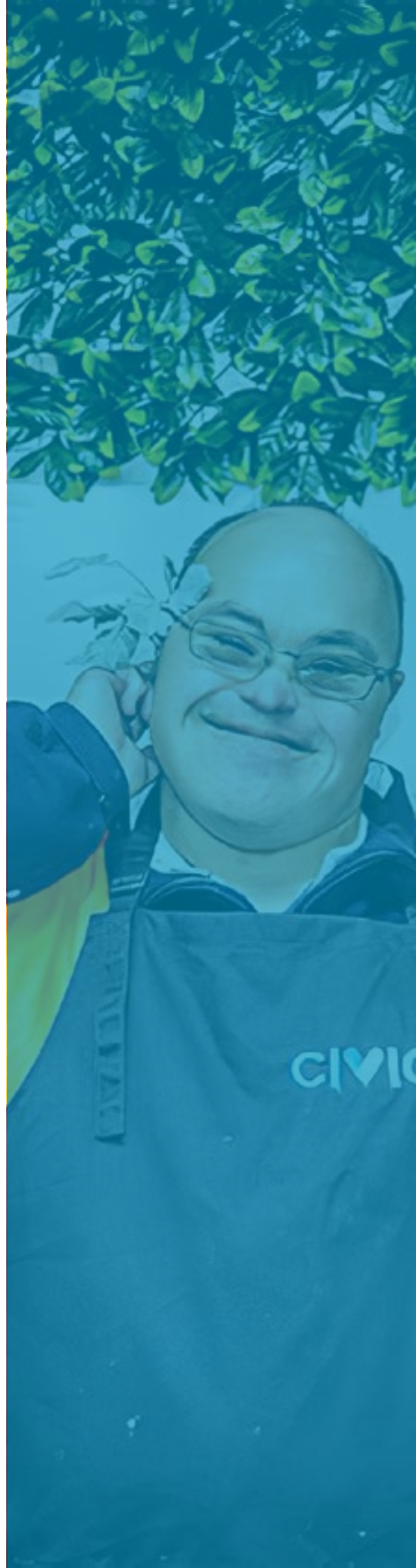
Connor Forsyth kindly organised and moderated focus groups comprised of PLs, SWs and other staff within the client's CoSs, name Civic Conversations. With the aim of discussing CoSs and how to improve communication and interaction between participants.

## Analysis

Affinity Mapping

## Limitations

- A shortlist of interviewees was provided by the Design and Impact Team: It is not possible to guarantee that the shortlist was random or representative of PLs and other paid supports at Civic
- Time limit < 30 hours of research and synthesis
- Small interview sample size.
- No quantitative data.
- Remote research, due to COVID concerns.



## Take care of your people and they'll take care of clients.

### *Overarching Insight*

The overarching theme connecting the three main insights is to ensure the psychological well-being of Civic staff, so that they may be more productive, whilst supporting clients and each other. Truly happy employees are emotionally invested in the organisation and care deeply about the impact they make.





# People that trust stay and give more

## Insight

Practice Leaders (PL) identify trust as a priority for building relationships. When people trust their context, they are comfortable to voice opinions, disappointments, frustrations, or general ideas that could “*inform the better design of Civic services*” (HMW). On the contrary, these could progress as forms of gossip or resentment that can cascade to further issues.

Without trust, there is the threat of judgement and it becomes difficult for people to be self-accountable. Fear of scorn, animosity and other repercussions that may follow an incident keep mistakes from being framed as opportunities for learning.

Trust in the workplace means staff enjoy a culture of honesty, psychological safety<sup>1</sup>, and mutual respect. They're proud of where they work and are more willing to go above and beyond for the organisation.

Trust in the workplace also helps employees feel secure and loyal to their jobs; consequently, reducing turnover.

The benefits of everyone feeling safe to share permeate throughout the organisation and onto the client. In particular, a culture of accepting mistakes as a normal part of learning will reduce friction, strengthen relationships, retain staff and bring positive change sooner.

**“Creating an environment where people feel comfortable to talk early, It’s a great situation to establish.”**

**- John**

**“...the inference of ‘don’t blame me, it’s not my fault’... is really sad because I get a negative feeling about the support worker...”**

**- Jessica PL**

**“Trust, if we don’t have that, you have someone that’s always saying I’ll be there at 9:00, but arrive at 9:30.”**

**- Sam PL**

**“The grass is greener. People don’t stay around... they get better deals...”**

**- Julia OM**

# People that trust stay and give more

## Recommendations

In hierarchical structures, a virtuous cycle of trust, honesty and self-accountability starts from the top. An open and humble attitude to the truth, is an important first step towards [building integrity](#)<sup>2</sup> in the workplace.

### Be first to trust

Taking the first step and showing people that they are trusted - they're more likely to trust back. [Transparency](#)<sup>3</sup> removes the fear that comes from the unknown and makes communication clearer. Entrusting people with greater [autonomy](#)<sup>4</sup> gives them the key to self-determination

### Culture of compassion

Compassion can grow trust between individuals, creates psychological safety and a willingness to discuss and learn from errors and failures. [Creating a compassionate organisation](#)<sup>5</sup> is a process with three main steps: self-compassion, compassion towards others and fostering a culture of compassion.

### Coach more, manage less

Encouraging and guiding SWs to develop their own critical thinking skills through learning, as opposed to instructing. Coaching means asking questions, in place of giving answers and it shows trust in SWs ability to identify solutions. Over time, SWs will develop problem-solving skills to better address increasingly larger challenges and advance within the organisation. Helping others to learn through their experiences means more work for PLs in the short run, but will help build a capable and supportive team capable of reducing a PLs workload in the long run.

These processes may be difficult and uncomfortable to get off the ground, requiring courage, sensitivity and consistency. However, the rewards for cultivating this type of culture are perpetual.

***"I was asked to share my calendar... and I responded. Why?"***

- Sam PL

***"These guys in head office, they don't know what we do."***

- Tony

***"A good staff member (SW) would know that we're all resources to them. They know that the better information they can give us, the more funding we can give them and better support the client ends up getting... so that one person shift they have been running around trying to finish is funded (for) two people (SWs)."***

- Tony

# Staff Circle of Support (SCoS)

## Insight

PLs do not have clearly defined circles of support (CoS) within Civic, despite identifying situations or issues that would benefit from a CoS.

PLs unequivocally understand the function and value that CoSs bring for clients and people in general.

A staff CoS (SCoS) could represent a staff-driven solution to providing a safe and trusting space for staff to communicate without fear of judgement.

Familiar and resilient SCoSs provide emotional support, advice and the opportunity to assist in managing work overflow. What's more, SCoS will empower employees to communicate better and confidently within the greater organisation, perpetuating the feedback loop that leads to continuous improvement.

***"I never really thought of it."***

***- Amy PL***

***"We all have a circle of support."***

***- Lauren PL***

***"I'm comfortable to come squawk like a magpie until I sort my thought processes out and I'm not condemned for first speaking like that and... that's very safe within my circle and that helps me."***

***- Jessica OM***



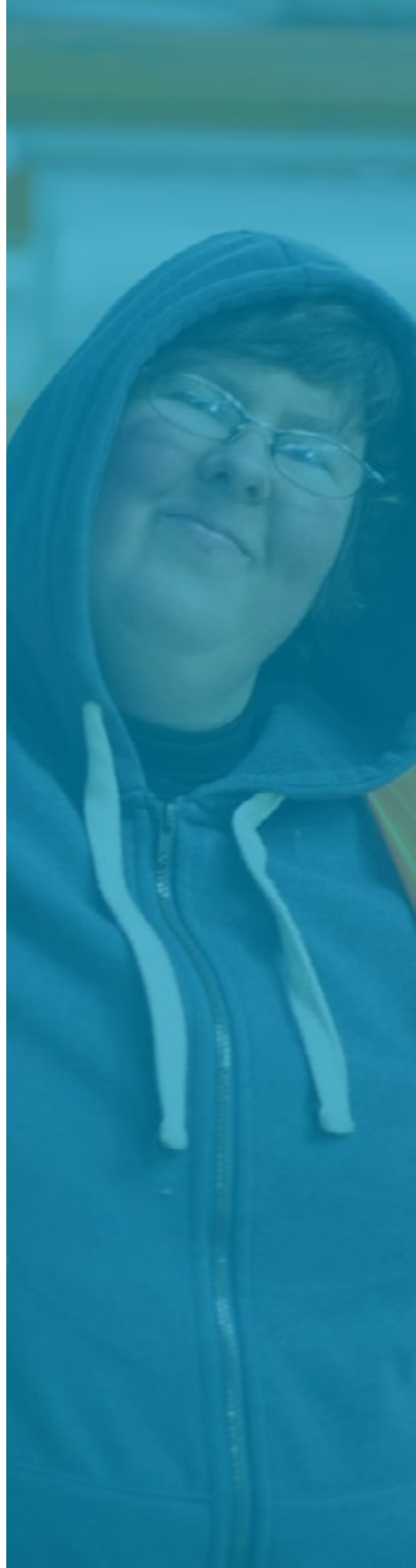
## Staff Circle of Support (SCoS)

### *Recommendation*

#### **Employee Resource Groups**

SCoS and Employee Resource Groups (ERGs)<sup>6</sup> share many common traits and benefits. The essential ingredients to building and maintaining healthy ERGs or SCoSs that contribute to the wellbeing of the organisation are:

- Provide SCoSs with resources and guidance to support them: documentation on how to organise events, how to collaborate with the organisation and who are their key contacts.
- Encouraging SCoSs to form organically.
- Allocating time and budget for SCoSs to meet on a regular basis during work hours.



# Work apart, grow apart

## Insight

The diverse backgrounds of Civic's PLs represent a wealth of different experiences and perspectives. What PLs do have in common is a passion to help people. Could they help each other?

Assorted days require PLs to wear combinations of hats, which can pose challenges to designing an induction.

Knowledge brought to Civic from these varied backgrounds presents opportunities for cross-pollination of ideas to arrive at new and creative solutions. Whether it is exchanging insights or tips & tricks, everybody has something to teach and learn from the most experienced to those newly appointed PLs. Through sharing, adapting and combining approaches PLs can arm themselves with the tools they feel will help them best manage their daily tasks or issues.

A 2016 study<sup>z</sup> confirms that joint attention and shared goals increase social bonding. So, establishing a collaborative learning program could organically lay the groundwork for an relationship based induction program and SCoSs.

***"Liz is my go to for systems and Mauricio is my go to for quotes and..."***

***- Lauren PL***

***"There is no typical day, it's not your typical job"***

***- Julia OM***

***"I didn't know that we were supposed to do it this way. So there's no one general induction that covers all these scenes that this is the Civic way."***

***- Sam PL***

## Work apart, grow apart

### *Recommendations*

#### **Learn together, grow bonds**

Reestablishing monthly PL meetings could also serve to start the discussion with the Impact and Design Team on how to explore a collaborative learning program.

The principles of [collaborative learning](#)<sup>8</sup> could provide elements for PLs and Civic to build a framework.

PLs could work together on certain days of the week, times of day, programs, projects, or tasks. Collaboration should fit into work flows, with PLs deciding when, who and how, within a framework. Civic's role should be that of facilitator, which could include rewarding groups that bring new knowledge that benefits other parts of the organisation.

NB: A healthy [balance of collaborative and individual work](#)<sup>2</sup>, is key to improving productivity.

***"I do feel that we feel kind of disconnected right now between everyone and... feel part of something bigger... kind of lifts you. I used to love the monthly PL meetings... it was a time for everybody to come together and see each other and reconnect."***

***- Lauren PL***



## Do more with less

### *Overarching Finding*

The theme connecting the two main findings is to give preference and promote existing tools that work whenever possible.

Existing tools should be replaced by tools that allow us to do more with less. For example: a smartphone incorporates a camera to a telecommunications device, making it an ideal candidate for replacing the previous tools and modes for taking photographs and sharing them digitally (i.e. a digital camera, SD card/USB cable and a computer connected to the internet. If new tools or processes are to be implemented, they should relieve or reduce workload, whilst clearly and simply communicating the benefits to users through coaching.

***“Things that don’t have to change, they’re a win, right? People don’t like change.”***

***- Julia OM***

***“The idea that it’s another thing to do. That’s always going to be one of our biggest barriers.”***

***- Julia OM***

# Pic sharing is caring :)

## Finding

Photographs build and strengthen relationships between all participants in CoS. One photograph says a thousand words, that's a thousand words that don't have to be said or a thousand words that can prompt as many conversations between different people.

Currently, Yammer allows for staff to share photographs within Civic. These are then shared by other staff members with CoS participants outside of Civic via text messages, emails, post or photo books. Whether it is a photograph that captures a doctors appointment, an event or interaction, it has the potential of keeping everyone in the CoS current on the day to day of client's life. A little bit at a time, staff can save each other a lot of time and effort bring other participants up to speed and set up future conversations that create stronger bonds between all participants.

Photographs represent an easy and intuitive approach to communication. They serve as supports to largely convey elements of story, providing the prompts and cues for clients to narrate their stories to other participants. Not only does this build on the independence, it frees up time for staff, who would otherwise have to communicate clients' activities.

***"when you find out this background stuff... there is something happening in their personal life and when you're privy to that it really connects you more with a client."***

**- Amy PL**

***"Sent out two photos and they all responded... Like even through COVID they feel connected through the photos.... Just (a) text message."***

**- Julia OM**

***"...since i've been doing the photo books I've been told that clients are actually very eager to talk about it so they'll actually open it up and go through, and... start that conversation. Whereas prior to that it was very difficult for them to express what they got up to so that's been a really positive thing."***

**- Amy PL**

## Pic sharing is caring :)

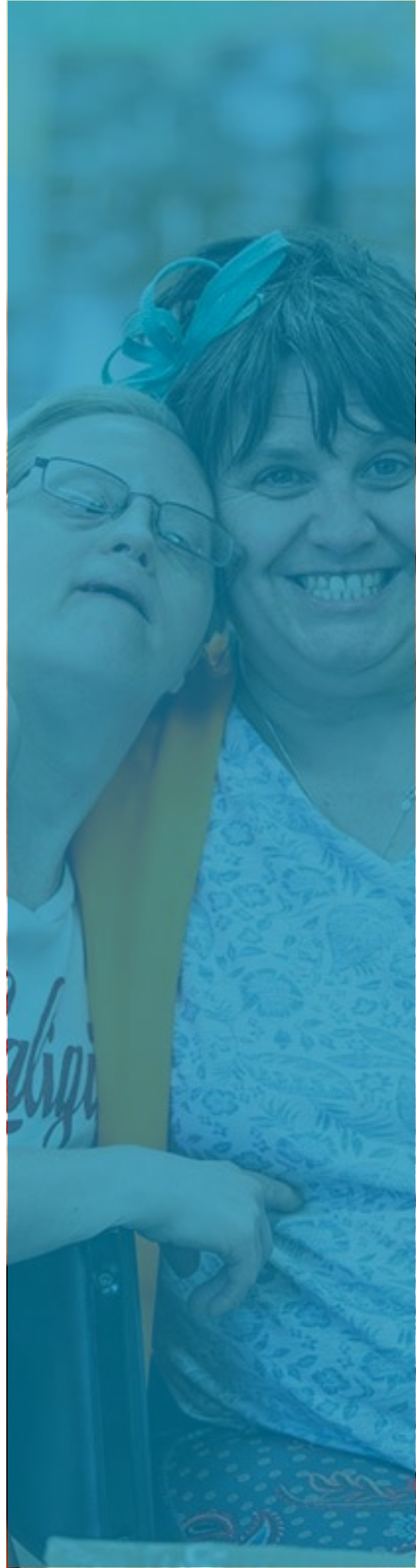
### *Recommendations*

#### **Pics on Yammer or it didn't happen**

Yammer is already part of the Civic tool kit and a powerful social networking service for communicating and sharing within Civic. In keeping with doing more with less, *how might we better engage staff to post pics on Yammer?*

Allocating time of the day for staff to update and curate their client's Yammer feed, could contribute towards reducing PLs workload.

[Blurb](#) and similar businesses offer services that automate the process of exporting, editing, printing to posting content to recipients. Making an impact whilst saving valuable staff time relaying stories.





# It's more than a date

## Finding

Outlook Calendar was identified as an adaptable tool for managing resources around many individual's competing and changing needs or wants in real-time.

It can be used to give staff greater autonomy, checking client's availability and scheduling activities whilst keeping everyone with the CoS updated on any changes.

A common shared calendar also provides a sense of transparency, top to bottom and bottom to top.

Outlook Calendar can be a daunting tool to learn for older users and proficiency takes time.

***"...you need a really adaptable calendar. Say a house has got five people in it, one vehicle, staff, stakeholders and circles of support contributing to what happens... "***

**- Julia OM**

***"I wanna be copied into all the appointments so I don't micromanage what they do. I want them to do their own thing."***

**- Sam PL**

***"it will give staff acknowledgement that they're in the loop as well."***

**- Sam PL**

***"They all have the capacity to do it, but not all of them actually use it... most of the people in this industry aren't here because they love technology and... paperwork. They are here 'cause they love people... for instance a 70 year old staff member that... wasn't keen and then she realised how much it contributes to the staff; she's now one of the biggest advocates."***

**- Julia OM**

## It's more than a date

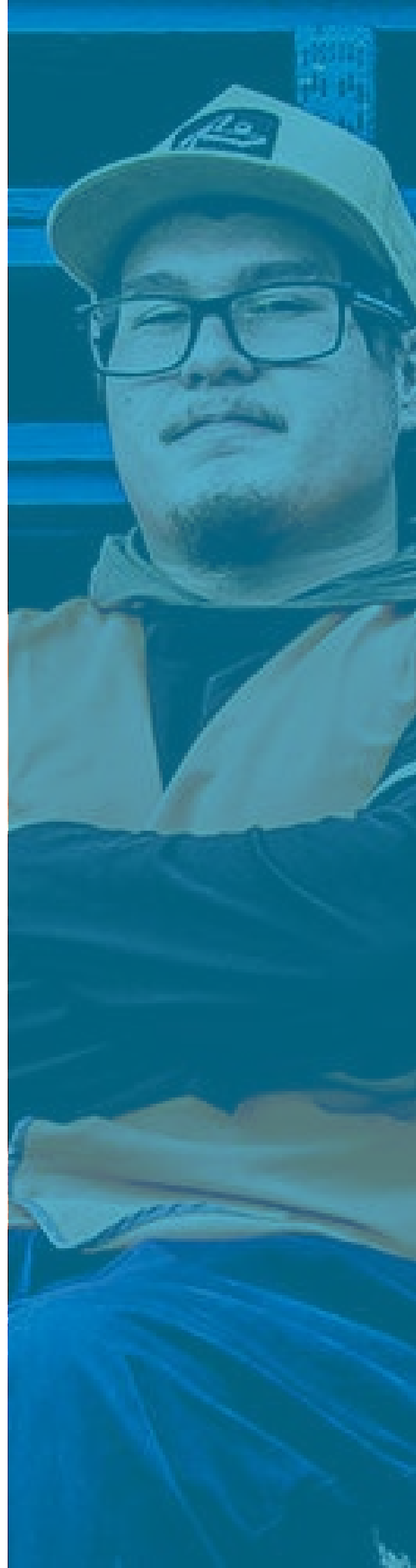
### *Recommendations*

#### **If it ain't broke, teach it**

This tool works very well for experienced PLs and their teams. Future user research at Civic may look into answering the following:

*How might we show other teams the benefits of using Outlook Calendar as a communications tool?*

*How might we teach staff to adopt and advocate for Outlook Calendar?*



# References

[1] Herway, J 2017, *How to Create a Culture of Psychological Safety*, viewed 15 March 2022, Gallup, <<https://www.gallup.com/workplace/236198/create-culture-psychological-safety.aspx>>

[2] Klemchuk D.M. 2017, *3 Steps to Build Integrity in an Ideal Work Environment*, viewed 12 March 2022, <<https://www.klemchuk.com/klemchuk-llp/integrity-in-the-workplace>>

[3] Atchison, J. 2021, *Four Ways To Create Transparency In The Workplace*, viewed 17 March, Forbes, <<https://www.forbes.com/sites/theyec/2021/01/08/four-ways-to-create-transparency-in-the-workplace/?sh=e0a5c327ff62>>

[4] Reisinger, H. and Fetterer, D. 2021, *Forget Flexibility. Your Employees Want Autonomy*, viewed 17 MARCH 2022, Harvard Business Review, <<https://hbr.org/2021/10/forget-flexibility-your-employees-want-autonomy>>

[5] Poorkavoos , M. 2017, *Towards More Compassionate Workplaces*, viewed 20 March 2022, Roffey Park, <[https://ehq-production-australia.s3.ap-southeast-2.amazonaws.com/28c63bc36c839b6bc613eb4eeeffdfacdc57cfae/original/1588751760/Towards-more-compassionate-workplaces.pdf\\_a6dab0ad94947ef5d1afb0e09ef228df?X-Amz-Algorithm=AWS4-HMAC-SHA256&X-Amz-Credential=AKIAIBJCUKGD4ZO4WUUA%2F20220328%2Fap-southeast-2%2Fs3%2Faws4\\_request&X-Amz-Date=20220328T045309Z&X-Amz-Expires=300&X-Amz-SignedHeaders=host&X-Amz-Signature=52174f98238c65f73a7e2f26998d1d242fe4634848043adde11b81e8ef2f81a1](https://ehq-production-australia.s3.ap-southeast-2.amazonaws.com/28c63bc36c839b6bc613eb4eeeffdfacdc57cfae/original/1588751760/Towards-more-compassionate-workplaces.pdf_a6dab0ad94947ef5d1afb0e09ef228df?X-Amz-Algorithm=AWS4-HMAC-SHA256&X-Amz-Credential=AKIAIBJCUKGD4ZO4WUUA%2F20220328%2Fap-southeast-2%2Fs3%2Faws4_request&X-Amz-Date=20220328T045309Z&X-Amz-Expires=300&X-Amz-SignedHeaders=host&X-Amz-Signature=52174f98238c65f73a7e2f26998d1d242fe4634848043adde11b81e8ef2f81a1)>

[6] Cordivano, S. 2019, *Understanding Employee Resource Groups: A guide for Organizations*, viewed March 18 2022, Medium, <<https://medium.com/sarah-cordivano/employee-resource-groups-part-1-b684aa249420>>

[7] Wolf, W., Launay, J., & Dunbar, R. I. 2016, *Joint attention, shared goals, and social bonding*, viewed 16 March 2022, British journal of psychology, <<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4849556/>>

[8] Blakely, S. 2022, *How to Use Collaborative Learning in the Workplace*, viewed 19 March 2022, MasterClass <https://www.masterclass.com/articles/collaborative-learning-explained#4-tips-for-implementing-collaborative-learning>

[9] Cross, R., Rebele, R., and Grant, A. 2016, *Collaborative Overload*, viewed 19 March 2022, Harvard Business Review, <https://hbr.org/2016/01/collaborative-overload>

# Appendix

# Affinity Mapping





## CIVIC PL User Interview Guide

### INTRO

Hello INTERVIEWEE NAME - thank you very much for your time!

My name is INTERVIEWER NAME and I am a User Experience Design student at Harness Project.

As part of our current project, we would like to explore your experience within CoS at Civic.

The interview will take around 45 minutes. There are no wrong answers, we're just looking to better understand your experience with CoSs.

The data we collect will be de-identified and will only serve to improve everyone's experience.

---

Please tell me a little bit about yourself and your role within Civic?

How do you organise/prioritise your day?

We've been asked to look at ways of improving rapport between the practise leaders and other members in the circle of support

Why do you think they might want us to focus on PL specifically?

How do you fit in and around a client's CoS?

What do you most enjoy about your role in the CoS?

What works well for you within the CoS?

What would you change about your role in the CoS?

With which member of the CoS do you feel the strongest connection and why?

In Supported Independent Living (SIL) which three members of the CoS are the most crucial to it's success?

Who are you most in contact with the CoS and why?

How often do you communicate?

What is communicated?

Different channels of communication for different purposes?

What challenges do you face within the CoS?

What do you feel is the least efficient use of your time?

---

Do those challenges affect anyone in the CoS and how are they affected?

Could you describe a time where it was difficult to engage or connect with a client's CoS?

What you have found to be the most engaging approach that had a positive outcome for a client's CoS?

Are there areas of the CoS where you feel like engagement can be improved?

If clients were going to use Yammer, how would they gain access? What kind of devices are they using etc.?

Can you tell me a time where you have seen a strong relationship/bond within a clients CoS?

How would you improve engagement and strengthen relationships within a client's CoS?

With which CoS member do you feel the strongest connection and why?

---

Do you have a CoS at Civic?

Who are your main supporters?

---

Are there any tips or trick that you use to reduce work load/improve work flow/ build rapport/enhance communication?

Can you tell us of an example where communication between SW/PL was not effective?

Are there any questions that we should have asked you today that we haven't talked about yet?

If you had one wish that you could use to improve a client's CoS, what would it be?

## *"Julia" Interview Verbatim Notes*

**"There is no typical day, it's not your typical job"**

"The top is here to support the bottom, the higher at the top you are, the more you've got to support the bottom. Support flows down. My job is to support my practice leaders to support their staff to support their clients"

"My day needs to be really responsive and flexible around whatever those supports need to be."

"not all these family are wonderful, warm, fuzzy people, but there are people who want contact with"

"Of course, there are the moments, the less positive parts, maybe this staff member or that staff member is doing something that is not about supporting our clients, so it's more about something they want to do at the detriment of our clients. So, what do we have to do around that? Is it a knowledge gap? Is it a care gap? Is it just absolutely wrong? What is it and how do we address it? Is it fixable? Are they trainable?"

"There's the building blocks, making sure we have the best building blocks. How can we improve our building blocks? Do we need to train people? Do we need to create better resources? Do we have the funding? Are we getting the funding? Are we maintaining the funding? The less fun stuff that makes the building blocks, that makes the dreamscaping, that's also part of the job. Is it the part that makes you smile everyday? No. Is it probably one of the most essential parts, to get to the dreamscape, that no one enjoys? Yes."

"That's the typical day. Can be anything around any of those you know from staffing to intake for a client to risk assessments to training, someone should join a survey with somebody to say. How can we do better in the future? To talking to families about what's working for them and. What's not working?"

"one of my clients who doesn't have any family at all. Her circle of support is entirely made up of paid supports. They are manufactured supports: their support coordinators, their support workers, their key workers. But for some of our luckier clients we've got circles of support that are natural born. So, family and brothers, sisters, mothers, fathers and your related circle of support.... it's sad that I use the word luck 'cause for the rest of us, our circle of support is just a circle of support. It can include friends that we've developed. For all of our clients that's what we want their circle of support to look like. We want it to be. Informal friendships that we're supporting. It's relationships, it's

boyfriends, it's girlfriends, it's whatever the people you choose to be in your life would be, and that's the best circle of support. It's the normal circle."

When I talk about practice leaders, I call them the driver of the bus. The Practice Leader is driving the bus in the right direction that everyone gets to where they need to go. If the PL is not driving it in the right direction, you end up living in the middle of nowhere. So, if the PL is not supporting and really building those connections with every part of that circle of support, and bringing new people into that circle of support, and making that healthy and safe and normal. Then that's not going to be happening for the staff, and that's not going to be happening for the clients. We need them to come and grab the keys to the bus and say I want to drive. They can't just get on the boat. They can't just be a passenger. They need to. They need to be excited about driving.

"I think if they understood it and they didn't see it as a task or part of the job, they would be very excited. People are excited by the concepts, but then they look at how much work it's gonna be.... and they don't always understand... that building that circled support can just be a 30 second thing you do every day that's building those bridges. It doesn't have to be a big piece of work. So, they will be excited if we can make it something that makes it... deliver it to them in a way... it's how we deliver it. As with any message: "hey, do you want to do another three hours of work every week? No thank you. Hey, do you want to change someone's life without a whole lot of effort? Yeah I do." That would be great. I'll buy that. Thank you....making it as simple as possible."

"as an operation manager, I'm less involved than I was as a PL and I actually find that quite challenging. As a PL, one of the things that everyone in my circle of supports, the unpaid like the family and the close people. They got a text message from me every week. They got a photo message. They got a touch point constantly. So as an Operations Manager, it's hard for me to learn to step back from some of those relationship building moments because I've gotta let my practice leaders have those relationships now. So as an operations manager I'm more about the high points and the low points. So, I need to be available to them, but I can't undermine the relationship of the practice leader."

"As the practise Leader, I was super super (involved). So, an example, one of our families...when they came into Shyok, they were high complaining families, so they were forcing that constant contact. We were getting 4-5 complaints today. You need to understand that for some of our families when they give up their children to a supported accommodation, they're giving up their their

## *"Julia" Interview Verbatim Notes*

sense of who they are as well. You know they spent their life caring for their children and there's a lot of challenge for them about giving that up and sometimes that can manifest and complaints. Are you gonna do it as well? "Am I still the Dad if I do this?" We gotta understand where they're coming from. That family is now my highest praising family. There's not an opportunity they have in the community or to the staff within Civic that they don't take to say: "Gosh, we're glad we came here." "You should take your child to Civic." "You should get a job at Civic." "Have you heard about Civic?" And that's because of those constant touch points and that investment in sending them the pictures. Their daughter's not able to tell them what a great day she's having, but they appreciated those pictures, those little moments".

"I enjoy building the connections for and with my clients. I really, really love when I am able to establish, contribute And create something that's going to be there after all the paid supports are not."

"You know that you've done a really good job right? When you can make it maintainable."

"Breathing. A lot of times where you had to take on a lot of negativity from others and digest it and bring out, take out the pieces of value from that negativity. So the feedback that counted and let everything else go."

"Practice leaders having mobile phones, where they can send text message photos as things happen."

"Yammer works. So, all my staff when they're doing amazing things with the clients, they take photos and they put it on Yammer. I go through Yammer. I see a photo with my client. I grab it straight off Yammer and I send it to the family and saying look what your son, daughter, brother, sister did today."

"So, here is a group text message chat with this client's two sons, three sisters. **Sent out two photos and they all respond and one of them lives in Newcastle. Like even through COVID they feel connected through the photos.... Just text message.**"

"Just text (message). Yeah, we're not talking high technology 'cause some of our families are 80 years old. We're not gonna WhatsApp an 80 year old. You've got to keep it simple. So, making our technology adaptable so the Yammer that you can take the picture off and put into a simple text message, kind of stuff that works."

"complaint handling works, because when families are giving feedback that's not positive you can burn staff

really quickly. So, staff need the feedback, they need what's of value, but they need to hear it in a way that doesn't tell them your crap at your job and everyone hates you. Do better. Because, most of the industry, we're not talking (about) people who've done the job for 20 years and have qualifications. They're all learning. We all learn something everyday, so you've got to make sure that you can digest and regurgitate what's important in the right way."

"Regular email. The more paid supports there are, and sometimes even with the informal, document trails count. "Hey, remember when we emailed this a week ago?" "Hey, remember this email from a month ago." Conversations tend to kind of evaporate. Yep, emails last and you can bring 'em back and you can go: "OK. Where were we on this together towards this client's goal? How are we coming with that?"

"Calendars work."

"If you're a practice leader and you're suddenly managing, coordinating the lives of all the individuals in your site and all the supports they need, **you need a really adaptable calendar. Say, a house has got two to five people in it. You got one vehicle. You've got this many staff, and you've got this many stakeholders and circles of support contributing to what happens** in. You need to have tools that work."

"Does everyone know how to use Outlook? It's a pretty universal tool now, right?"

"If you look to the left of the screen here, you've got all my sites. I've got access to all their calendars (Outlook). So, let's look at Shyoaks today... here is the calendar for one of my sites. Here's everything those clients are doing today and everything they need for that, and... I can go straight to the calendar and put that in and put all the details so the support workers can also access the calendar, just like I have and see what they're doing that day."

**"They all have the capacity to do it, but not all of them actually use it (Outlook). Again, it comes down to that passion and so most of the people in this industry aren't here because they love technology and they're not here because they love paperwork. They are here 'cause they love people. So, I've got for instance a 70 year old staff member that I had to teach how to do all this too. She wasn't keen and then she realised how much it contributes to the staff. She's now one of the biggest advocates.** You know, spend the time teaching and empowering and getting people to have that passion to do it."



## *"Julia" Interview Verbatim Notes*

"On that same calendar, it's a client's birthday. What are all the arrangements we've made for that client's birthday? But, on that same day as her birthday, there's other clients in the house. You still have things that are important to them in their lives. Do they stop counting on her birthday? No. What supports do we need to do? OK, I can now see I've got 7 separate things that are really important to those individuals. Do we need to put some extra staff in? So, as a team we can organise through the calendar. Everything that's important to every client is there."

"So they (Annette's team) access it from their civic email"

"it's such a simple thing, right? And people often go: "Oh listen to Annette, go on!" but it's the simple things that have lasted from my eight years ago to now, that keep on working for us."

**"Things that don't have to change, they're a win, right? People don't like change."**

**"The idea that it's another thing to do. That's always going to be one of our biggest barriers. We're asking people to do something in general. When they don't see what they're going to get out of it, they see what they have to put into it is bigger."** "It will work one day, if I can put all that time into it blah blah blah" right? That's the biggest barrier with almost anything we bring in."

"Another barrier is the amount of... with so many system strangers and all of that, when we put something like universally, we've got to look at as an organisation. Does this work for the organisation for their vision, for their goals, for what they want to achieve from the systems and all of that kind of stuff? So it's sometimes it's simpler to do it locally. Local solutions sometimes work for you, and when you start to do it as an organisation, stepping it up into the next thing can be a challenge in and of itself. You can look locally at everything, but the moment you start to step it up, that can be a challenge."

"My staff take photos of what they're doing for the goals and put it on Yammer. I can see the progress. The families can see the progress. We talk regularly with those stakeholders, with that circle of support, around those. So an example would be: We've got a lovely client named Rebecca, who we do an exercise called Superman. We lay her down on the ground and get her to learn to balance on her stomach, which helps with her motor skills which helps with balance. And it's taken us 12 months to get her to do that and you can see an

improvement in her walking. Because we do our sign off sheets that we've done it, we take the photos and put them on Yammer or every time she reaches a new milestone. We talked to Dad about how well she's walking with him. We engage everyone in that goal. You can kind of see it. And then as we start to get towards the NDIS plan, we're talking in our monthly team meetings. So, monthly team meetings we talk about every client and what they're achieving, or not achieving that month, whether or not it's..."

"every team meeting it's important that we talk, not just about the formal goals that we might have already identified in the NDIS plan and all of that, but what have the clients and the staff organically started to work towards in the last month. Because you and I don't go at a new years resolution... when was the last time you had a New Year's resolution that was your only thing that you tried to accomplish in 12 months and it stayed the same for 12 months and you achieved it and you documented it? Well, why would we say that to our clients, right? When we talk about these annual goals for our clients, we've got to think back to ourselves and that New Year's resolution, right? If that's not achievable for you and you don't have all these stakeholders who have a say in your life, you don't have this massive circle of support who all have to buy in and contribute. Then, sometimes, you gotta go organically. We've got to have a little bit of room for change. We gotta have a little bit of room for movement."

"If we word our NDIS goals correctly, then we can fit some of those organic goals within it. So, we're here to support our clients to get that funding and do all of that. And that means being clever sometimes with our words to their benefit, not being dodgy, not looking at it like in any of those weird ways. So, my goal is to be able to stay home alone, well within that goal is 20 other organic goals we work on that year. So, we're not only reporting at the end of the year and what they achieved, I can talk about the five minutes that they spent making a cup of tea so that they're safe to make a cup of tea if they're home alone. I can talk about the daily, how the staff walked them through the lockout procedure each time they left, and by the end of three months the client is now locking the door, not the staff member, and that's actually a real example for one of my clients. So, it's about us being smart and savvy. Yes, we can be specific in our organic goals in our month to month wording, in our team meetings and in our documentation, but in that NDIS plan we need to support our clients with being savvy in creating bigger goals."

## *"Julia" Interview Verbatim Notes*

NDIS and STIL goals. So that's the other thing, we have STIL goals that we need to meet, which is slightly different to the NDIS goals."

"And again, this is not a formal document. This is just one of the ways I support the clients and, and it's probably not achievable for a lot of people. They're not, probably. Going to be like: "Hey, how can I increase my own workload by 6 hours?" You know, that's not normal for people to do that."

So we talk about those goals with the key workers in your monthly team meetings and with these stakeholders on a regular basis, right? You're then documenting what's discussed in the team meeting in your team minutes, in your monthly reports and then you can take snapshots out of that and you can forward that to you support coordinators and to your family member, whoever your stakeholders that need to know that are. You're also doing your email trails of... with your... so for instance, with one of my clients we had an email group of the support coordinator, the speech pathologist, the behaviour clinician, OT and there's a little email trail around the goal we're trying to achieve. What's everybody input into this goal? You know behaviour clinician will put it in the plan. The OT is gonna make sure to assess it and do this safety bit so it was all there, all the little bits around it."

"Email train, so that we're all doing the parts of the goal we need, and we're all doing it in the same direction. So, the OT is not saying: "well, I'm gonna make it happen this way" and then the behaviour clinicians going in a different, because if we're working against each other, then we're still not going to get there. Are we? So it's really important that as the team leader or the practise leader needs to be the bridge, the connector we need to build the connection we need to bridge everybody. We need to keep getting everyone on the same page: "Do I have your permission to CC this person?" or "it's really important that I've got that person in this. Is that OK with you?" We're the bridge, we're the connector, we're the passion insider, we get the staff involved. It can't just be about the practice leader. Where you can engage the staff in these emails. Have the key worker really be focusing on upscaling them 'cause they're the future practise leaders, they're the future passion drivers you know, give everyone the sense of value in the part they play in the clients life."

"So everyone has got equal responsibility. Well played the same we all have. So just 'cause you're the key worker doesn't mean you're less responsible for other clients. Just 'cause you're not the key worker doesn't mean you're less responsible than the keyworker. It just

means that when we're looking at focus points, you are the person who's going to be making sure that."

"I rotate them so you can take turns at being a key worker for each person. So, you get to really engage and get to know each client on on that special level, that detail level and you get to speak up for them and all of that kind of stuff and support them to speak up for themselves and make sure all their needs are met and then you swap it around again and you make sure you know that client in all that detail. But for that period, you're that keyworker, you're the focus point that makes sure that everyone gets everything they need. You just run your eyes over it. You're the specialist."

Key worker is a dirty word, right? Some people have used it wrong, OK or some people have used it in the old fashioned way and they haven't quite evolved. So 20 years ago, back in my day, when I first started disability, it was so different and a key worker could hold on for many a year and the key worker could become quite an unhealthy relationship where they were the gateway to that client and they were the clients gateway to things right? That's why I do rotate it and everyone gets turns. So, sometimes it created unhealthy special relationships historically, so I don't even tell the clients who their key worker is, because the client should be able to go, as a general rule, to any staff member get the support they need. You don't hear in my sites "wait for your key worker." It's a clear we're all responsible, right? Their (key) workers is just the paperwork specialist for that month or for that quarter, or for that six months.

"Civic went through a period of time where they stopped using key workers altogether because there was that negativity from that historically not great point of view. So, everything that a key worker had done then went back to the practice leader and that's great practice leaders are wonderful, but if I've got 510 clients who's the specialist for the client that month, who's making sure that every health care visit has been like... as practice leader, I'm gonna cheque it, but as a key worker, I'm going to specialise in it for that month."

"There's not one operations manager for all the houses altogether, right? There's practice leaders under the operations managers to make sure that they're the specialist in that site. Yeah, OK, and so a key worker is a specialist in that client. We're not putting it at a higher rate of pay, and we're not turn it into a specific role because everyone should share the knowledge and there should be no claw grabbing onto things and saying this is mine. You wanna share the knowledge you wanna share the power because it's really really important not to have any appropriate amounts of power over our

## *"Julia" Interview Verbatim Notes*

clients lives. You know where you don't want that gatekeeper."

It would be great to get some empowerment and clear direction for everyone, for staff coming in.

OK, so you want to empower staff and you want to empower practice leaders to have healthy, strong connections to the circle of support. But sometimes what leads to those negative moments or those unhealthy moments is when people really don't know what the boundaries are. They don't know what their roles are, so sometimes there's gotta be a little bit more clarification around, you know, as a support worker, can I call and ask for \$50.00 for the client? That's not a yes or no answer across the board. That's an individual thing, and then it'll be a little bit more safety and systematic. Where do I go to find these answers, for every individual and for that individual where is the empowerment to say what they want that to look like?"

"As part of the circle of support for one of my clients is the New South Wales Trustee and Guardian and the client would like staff to call the Trustee and Guardian every time she asks. Now if we do that, we're actually going to damage our relationship with the Trustee and Guardian, 'cause she'd like us to call him 50 times a day. They're gonna tell us... have told us when staff did exactly that. Now, on the face of it, client asks you to do something for them around and advocate for them, (the ) staff are really not technically doing anything wrong, but then there's that extra layer of and doing it 50 times, and then the Trustee is going: "Well you're the support workers. How do you not know that I've had 49 other calls asking for that and when you call, we're assuming that you've assessed it and you know that this is what the client needs." So, but that's going to be different for every client, so there's gotta be something in place. That helps us make that safe and clear, and we've got an agreement with the client... so not every support worker can sit on the phone for an hour on hold and then get screamed at because she barks the person before us to do that. What's OK in that circumstance for that person? So, where's our agreement around that? How's that going to work for every individual? I don't know the answer to that. I know from putting lots of protocols and all of that kind of stuff, but what does it look like on a rights based client choice? How can we make that work better?"

"As practice later, the person I have the most connection with, his client. As an OEM, the person I have the best connection with is the practice leader. "

"(as the OM) it's important that you've got a healthy relationship with your clients 'cause... we've got to build

those relationships. So for instance, they've got to be able to just feel safe to come to me if something is not working with that practice leader, they've got to know who I am. They've got to feel that safety, but I can't just be there for the negative times. So, I've got a couple of different clients who... will invite me to their houses for a cup of tea and a chat.... and I come over and we do the positive afternoon tea and they get to see me and they get to feel heard and I get to run my eye over things. Make sure things are OK."

"Well given with that for some of my clients they've had me for eight years and some of them don't have family. In particular, I'm gonna make sure that connection, but even for the ones I haven't had for that long or for the clients that I've got new as an OM I still need to be a presence in their life that is not just about negativity that they can feel safe to approach. I'm part of their circle of support. I'm a step back, but I'm part of their circle still."

"Mate, your circle supports isn't just about your paid services, it's about your friends and he burns a lot of bridges on a very regular basis."

"We talked about the people she needs and we talked about a support coordinator and this or that and she goes: "but they all keep on going. They keep leaving." She's not wrong. Paid supports don't stay, the role might stay, but the people keep changing. When I was a youth worker, there was a lot of stuff around connection, you know how much damage we did to children with that taking, not intentionally, the constant connections leave in their life, attachment disorders. Well we do a similar thing with people with disabilities by constantly changing the paid supports in their life, not on purpose, but it happens. So, a lot of our clients have got a lot of those similar things happening for them. So, when we talk about the circle and support, to some degree, some of our clients and like in her case she's rejecting any idea of a circle of support because she doesn't really get to choose them. She gets to choose a service, she didn't get to choose a person. And that's really sad."

"I think, they'd (CIVIC) love to maintain circled supports where they could feel safe that the people were going to stay. In the disability industry, that's just not something we can actually offer."

"Civic actually has reasonably... like we've got a reasonable amount of people who've been here for a long time. Even though we talk about the amount of change, our retention rate is actually quite good. You know the staff of my houses have been here... like the core team have hung around, but it's the industry and it's Australia in general."

## *"Julia" Interview Verbatim Notes*

"There's a lot, and then another outbreak happened and another, and so when you are holding on and those outbreaks, people just, hope is gone and for all this staff you've got to work at home and all these industries where their working conditions got better. Our staff will come into work and having to tell clients: "no, you can't go out" who didn't understand all of that. So, they were facing harder days. They were trying to engage clients who were trying to often hurt themselves or other people, who are going through it harder than you and I did. They didn't always understand and those who did understand were really angry often and our staff are the ones facing that every day and that light at the end of the tunnel just kept on getting close and then going and then getting close and then going and people burnout. So... we've lost a lot of good people over the last two years."

"The grass is greener. People don't stay around, they get promotions. They get better deals and now we've COVID even more so. I hired a lot of people who are now like: "well, I want to choose when I work." "I want to choose how I work". Whereas I'm trying to say: "well, I've got a job in... these are the clients hours" we've got a workforce that says: "well, I want to choose what I want to work with."

"There are different things in different countries. Yeah, I'll keep it simple, but we're..."

"historically it was all about. I'm a good worker if I come to work and do my job, I'm a good worker if I have never had a sick day. Used to be a very good thing. Now, I never came to work sick."

"Our clients need support at 6:00 AM to get out of bed and do all of that and I've got stuff going: "yeah, but I don't want to start work till eight. Can you start this shifted 8 for me?" That's the change I never used to have staff doing that."

"I want happy staff. I want committed staff. And I want them to be happy and committed while they're doing what our clients need. How do I marry that up?"

"There were so many people who got improved working conditions during COVID. They got to work from home. They didn't have to pay for childcare. They could do their washing whilst they're at work, 'cause they did it from home and there was all this talk about that. And then there were my staff who had to make sure they carried ID to get to work 'cause they didn't wanna get pulled over by the cops and be told they're doing the wrong thing. That's not a great feeling when I need to leave

home and I had a staff member who dropped her kids at school to come to work and the school was kept open for essential workers and there was a staff standing out the front who screamed at her that... she's putting their lives in danger. Can't she be a good mom and take her children home. She came to work in tears because she got abused for doing her job as a worker. So, staff who came to work, we're not always doing so under great circumstances and they turned up. Kept on turning up. Despite all those things, and then they'd come to work and they'd have to put all this plastic and they have to put on all these masks and they (would say) "have you done the right thing. Have you done the right thing?"

"the staff who lasted through COVID and are still here... they're priceless, they're really here for a reason."

"As a practice leader I called every site that I was in charge of every day. I contacted every client at least every other day."

"I love me a text... I'm a high communicator so anything I can do like...even as I'm talking to you, I've sent about 5 texts I've had emails come through, multitasking..."

"so we have a client who was in the wrong placement within Civic and the clients she was living with were not the right match for her. And so that practice leader and talked with that family and Civic and all the different people, including the day programme. Everyone supported her. What wasn't working in that placement? What did they need to find in a new placement to make it more successful? They dreamscaped it. Put it out there and then within Civic we found it's close to possible for that to happen and she got moved and she's been on the up and up ever since. Like it just keeps on getting better. I read her notes from before and I don't recognise that person to who I've now got in my care. You know, if I got her 20 years ago like this, she would be in independent living right now. So, the circle of support, when recognising that something is not working and how to fix it and then working together to make that happen."

"The one thing is different for each person, but communication would be the best thing in every time something is not working. You gotta communicate, identify exactly what it is and get it going."

"we have got a client whose circle of support can never agree on what's best. We've got a guardian. We've got family members. We've got children. We have got so many and then of course you've got the clinical supports. You've got the support coordinator. Maybe

## *"Julia" Interview Verbatim Notes*

you've got all these different people and it doesn't work often for this client, because everyone has a different belief on what's best for the client, and they're not asking her what she wants... so, as practise leader when I say "well, what she wants is..." "Well, she can't make that decision. I'm a guardian or... she wants that, but we're we're this and we're gonna that's not in her best interest we've decided" and there are times where as a result she sits there right now as I'm talking to you she hasn't been able to go to a day programme for months because the circle of supports can't work in the same direction, to get a document signed to get a her into a programme. Can she sign for herself? No."

So what we're doing for that is we're realising that the concept of it is too big for all of them right now. So what we need to do and what we're doing is reducing the size of the decision they need to make You don't need to decide what she's going to do for the next year, three days a week, six hours a day. Let's just say, can we make an agreement for the next three months that she'll try it for a day. Can we all agree on that? If everyone agrees on that, she has been signing paperwork to this point. Can we all just make an agreement that all you've all seen what it is you all agree to this? I'll support her to sign this document that we all agree that, OK, let's do that. So breaking the decisions down into smaller or tangible bytes. Is it gonna get her where she wants to be now? No. Is it going to get a step closer? Yeah."

"I'm curious if you are actually asking clients about it."



## *“Amy” Verbatim Interview Notes*

“i've been in the disability sector for over 10 years now, so i've got a good sort of grasp of what struggles people have had and still going through. In my current role, I am the practice leader, which is equivalent to a manager of a program and my program is some holiday support or organized holidays basically for our clients and also have the social aspect of fun... leisure and recreation. So, I do programs on the weekends, mostly. We have a disco on Saturday. We've got a social group that goes out on a Sunday to various places - it's all mainstream mostly. So. I pretty much coordinate all that and have a lot of interaction with the clients, their families, other practice leaders, other organizations. A lot of stakeholders involved in what I do.”

“Practice leaders are the go between, I feel. Not so much the authority, but a lot of our information comes from support workers because they're the people that work directly with the client, but in that go between often the the practice leader is the voice to let parents know about things that are happening things that are a bit more serious, things that are probably not day to day stuff but you know just general. It could be for a behavior. It could be a finance question or things like that.... let's just say support workers can't have that relationship with families which they do, but there's certain aspects of it that falls back onto the PL being it the delegation sort of thing as well. So, I guess, and we see the client, so we have direct input into what happens when they with us, for the day or for the week, especially with an overnight holiday, which is what I do. I'm not at the holidays and not all of them, I do some of the holidays, but i'm really relying on the support workers to fill me in and let me know what's going on. So that relationship that I have with the parents is.... relate to them if it needs to be some conversation there.... I think it's a collaborative thing definitely, but it stops with the PL at a point and then of course it can go further up, depending on what the issue is that... certainly, from my experience, i've known the families, some of them i've known them for a long time and... for many years i've had the experience and that's the trust that we build in working with families for the for the good of the client.”

“Too much (administrative work). Yes, there is a lot, because I plan a lot of the holidays they planned, keeping in mind what the clients want, what the families expect as well. There is a certain standard, it can be different for the different people. So, it's just having a happy medium and just having those open communication channels really helps.”

“I guess what I get the most out of is knowing that you know the client is happy and well looked after, and the parents are mostly grateful for what we do and it's nice to hear that from the families to say: “hey, you know you've really made this journey so much easier for me.” yeah that's what I get out of it, to be honest yeah.”

“It is, certainly is (emotionally rewarding) yep yep and we do the fun things, but within that the fun there's all there's always going to be some negatives. I try to speak with the families to say we understand and we really want to make this work. Gaining their trust is really important, and being open about expectations, most definitely.”

“I think what works well, is being transparent and also communication to be open and not feel threatened by what you have to sell what some else is telling you to really think about the person that we're supporting and because they are at the core of course. I think what works well, is just being open and honest. It kind of can get, depending on what that circle, it can get a bit skewed depending on the angle that they see... or what they're seeing might be different to what we're seeing. Because that can happen, we've had things like clients having a particular behavior at the hub, yet at home it's not evident. Those sorts of things. So, that's where the open communication is really important, and... that's really important to make our job easier and more directed.”

“Having more time to have these meetings with the circle of supports and putting time aside to do that. It doesn't always happen in a timely fashion and just keeping that communication open is important.”

“For me it's the families, it's the strongest (connection), because... my program is separate to a lot of the other programs. What I am saying, our program is a little bit different to your weekly hubs or work or whatever. So, these are the circle support see a different side to what I see and... I'm dealing with the social aspect and it's after hours, it's weekend staff, so it really involves the families more and that's where my strongest area is. I do... work with other PLs and clinicians. Generally it's the families that I have the strongest connection to.”

“And a combination of emails, phone calls. Face to face. Writing to them.”

“Yeah definitely, the emails are just quicker to get information out and to receive information. That doesn't work for everyone. So, sometimes it would take just a phone call if you wanted something quickly dealt with, and then a phone call might be warranted where there's

## *“Amy” Verbatim Interview Notes*

been an issue with a client or there has been feedback that I need to respond to and sometimes it's best just to contact the family direct and speak to them direct. It could be the face to face. Might be a situation where.... well, the other day it was just preferred because I wanted to get to know the client as well, so that was the reason why we did the face to face. You get cues from doing face to face more so than on the phone or through email. Also do meet and greets with clients. So that is preferred face to face or by zoom which is something we're all adopted now.”

“Especially if I don't really know the client or the family well. We're taking them away for a week, so it's just building that rapport with a family, just because they're obviously a bit anxious about the whole thing as well. They might not be, but often they are, and so just having that face to the name and it kind of makes it all that more easier and you are feeling a bit more secure about the decisions that are made.”

“Some of these spreadsheets that we do. But in regard to the circles of supports, I can't say... I guess sometimes I feel like I've communicated on my end, I've communicated what I need to with the families but I'm still getting the same questions you know afterwards. I think maybe I didn't do a good job there or is there something else underlying that I didn't pick up.”

“Mostly family, but sometimes it's other staff as well. I haven't had that much to do with clinicians because it's mostly they will send their reports in, and I deal with it that way, and then, if there's any questions of course I'd follow it up, but.... generally it's with the families and I think it's just because often we're talking about the process and I know it sometimes it gets a little bit muddled up. On one on one hand, to be more efficient, I like to send information out in writing and then that way they can absorb that better and then I'll see if I need to make that contact, or they need to contact me, it could be face to face.”

“I love the emails because it, you know hits a few points yeah quite efficiently”

“Just having some conversations where the information that I received is, I mean not necessary for what's happening for our assessment for the client, but when you find out this background stuff (about) clients... there is something happening in their personal life and when you're privy to that it really connects you more with a client. You can have a conversation about a client whose sister is expecting a baby and there's a new addition to the family and... they're the things that I really enjoy hearing about, because then I can connect

more with a client and also the privilege when we go on a holiday, they're away from their family, they're probably not speaking to the family for a week or we took a trip to Disneyland last year, so it's a really big deal and... seeing their experiences, and it's not always good because they you know there's some anxiety involved as well, but having to deal with that and really getting close to the clients well being and then doing all of that, being a parent sometimes it's a really great part of the job as well. These sorts of things may then surface down the track when the family have discussions with their loved one as to what happened and this and that. Then they might come back to me and say “oh, that was fantastic, what you did about that situation” because anything could pop up... but just having that, from the family's perspective, having that trust and knowing that they're in good hands, I think that really says a lot.”

“Usually the clients will tell you. Sometimes it's the families, just because we've been discussing something else and... they might be a bit anxious, or they're feeling this or that, because this is happening in our family. So, that's generally how and find out...or could be another PL that they've picked up something that is happening for them in the House: “just be aware, there's some anxiety” or or the opposite and there's a reason for it so that we were on top of it as well if it's going to cause an issue”

“Mostly verbally... face to face. Sometimes I get a text from a client there's some of the clients will text me about there's an activity coming up, but they can't make it because you the sisters having a baby, for instance, or my sister is getting married or stuff like that.”

“we use it in my program and obviously I do see photos taken through Yammer. Usually my staff are taking them and I make a point of looking at them and responding appropriately to the photos. It's always a good medium. Another thing we do for our clients is at the end of each holiday that the clients have gone to, all throughout the holiday the photos are taken of their experience as a group, as you would on a holiday, you take photos. What we then do is create a photo book to capture that holiday and then we send it out to the families or to the client, it's the client's book and they will often share it with their families and friends and just and then have that talking about the holiday and... reminiscing. So, that's a really good tool. The feedback I did get from some families is that their son or daughter has gone on this holiday and they asked them how was it, and they'll go: “good” or. not much, they don't get much out of them, and after this whole week or so they are still getting little dribs and drabs, perhaps of what they did on the holiday and that's when a lot the family's would

## *“Amy” Verbatim Interview Notes*

engage with me and say “how did it go?” “were there any issues?” or whatever, but since i've been doing the photo books i've been told that clients are actually very eager and to talk about it so they'll actually open it up and go through, and say you know I fed a giraffe, I did this, I did that and just really start that conversation. Whereas prior to that it was very difficult for them to express what they got up to so that's been a really positive thing.”

“We actually use it (Yammer) for your staff with their clients and they can just share but I don't know of any clients who do use it, I mean there could be some that are not familiar with them. It's probably good tool that we can work on. In saying that, some of them will go on Facebook and you know put their photos up there on Facebook. So, we've had some rules around that too. Just, making sure you've got permission from that person if you're putting their photo on Facebook, that you do that with their permission. We've had some issues in the past with privacy.”

“Quite a few of them have their own mobile phones, their smartphones. So, if they were to do it they would do it that way. We do have iPads, but I believe there's rules around the iPads and it's not meant to be a tool that we give clients unless it's part of the Program... If they were researching something for that program, then I can use it, but to use it socially that's not encouraged.”

“I think there's always (room for) improvement between us PLs, because we're all busy, but there's a lot of information that gets missed because they might not think that it affects Day Program, for instance, or my weekend Program. If something happened the day before that it's good to know what's going on in that person's life. So, yes, sometimes that information is not relayed in a timely fashion, sometimes I feel the families pull back information, not all, but it has been on occasion where if we knew about their behavior that happened the day before, it may have deescalated whatever happened at the day activity. So, definitely this there's that to deal with and for families there might be a different reason why they'd want to hold back the information. The PLs I think it's just more of a timing thing and TBC.”

A lot of my clients are high functioning and they are very social, they form relationships... I know of a couple that are very close, a boyfriend and girlfriend but the families have embraced it as well. So, as long as I've known the clients, the families are intertwined as well, which is really nice. I've seen it a few times. Also, with sports as

well, they do sports within the Community and they're connected there as well with coaches and other players.”

“I think what COVID has taught me is... my program was one of the first to stop, to cease and one of the last ones, to come back because being a social aspect of it and holidays and what have you. Time between... that face to face stuff, that interaction has taught me that you've really got to try harder to to connect and keep that connection going because some along the way people change their habits as well and they turn the corner and something else is waiting for them so that connection could easily just go depending on what's happening in their lives or even fear of COVID, going out... I've got some clients who are haven't come back to groups and social activities, purely because the parents are really struggling to get them to go out. So, my role in is to just to be in contact, sending them flyers and just say what we're doing. Having more interactions would be good, but the meetings to say this is how we're doing it now, this and this is in place, giving them that security. It's been a little bit of a bit of a slow reaction with some clients to to get their trust and their confidence back, but you kind of expect that, given the circumstances we've gone through and still going through. My part is just reaching out more, maybe doing more interactive, sort of face to face, zoom interviews with clients and just catching up. I'm letting them know what's going on.”

“I never really thought of it. In my life... obviously we do, I've got my colleagues, my staff as well.”

“I'll have to say there's a number of Support Workers and also a couple of colleagues who are also managers (PLs).”

“I don't have admin support whatsoever. I don't have a senior support worker which a lot of other PLs do. I only have staff when they are rostered on basically, so it is limiting as to where I can delegate but I certainly do have the help of our promotions team, our communications area. where I used to do a lot of the flyers and the promotional flyers. I have learned to reach out more to IT and to my manager and others.”

I used to do a lot more letters in the post, whereas I have gone back to doing more emails. Not so much because I prefer to do it that way, I prefer to do emails because it's faster quicker, more efficient, but a lot of my families they weren't computer savvy, so a lot of the information we need to be posted to the families, so that create extra work with printing and envelopes and going to the post office, doing all of that sort of stuff. But

## *“Amy” Verbatim Interview Notes*

in the last year or so or more and more people are getting comfortable with emails and happy to receive forms and everything by email, so that's a real plus. There's certain other things that still need to be done the old way, by sending things out in the post. People love to receive a printed brochure and that goes out, obviously in a physical sense, so not electric... or we do electronic as well, but a lot of our clients like to flip through the pages and look at the brochure. So, a lot of my job is still very time laborious, but it serves that purpose, so I wouldn't change that. Certainly other aspects of it have improved in my own efficiency in knowing different (software) programs.... it's just you know i'm not as IT skilled as some of the younger people, but I get by and that's the main thing, learning all the time, so not afraid to go that way.”

“What i've done in the past is mostly trying to communicate via emails and online some stuff but, I find a lot of the time, the staff are busy and don't have, because they're support workers and they're not always looking at their phones and shouldn't be, they're with a client and so I like to pop my head on the floor and just say “hey, you just got an email there, when you get a chance, have a look at it” having that rapport with with the staff I feel I get more results from rather than just pushing through and expecting an answer in a timely fashion. My door is always open for anyone, if there's any issues or even just have a chat about where they'd like to be involved more or less in the programs that I run. I'm always happy to hear from them, so a lot of face to face.”

“Time and also. Just availability, because the staff are not always on site and I'm not always on site. I work from home as well. So, Zoom or Teams is great, we use that quite a bit. But, I feel I get more out of staff when we're meeting in a group, because I think you get people to open up more than they're in a group because they have support from one another. Depending what it is, of course, sometimes things need to be said individually.”

I have experienced this over the years. I'm just trying to think of an example where I had a staff member who was constantly coming in late. You know and that conversation was even though we both.... I said I had to say and then that the staff member had reasons for being late, which was... It just became difficult when it became personal, the reasons, because it kind of led into other things that I couldn't do anything about anyway, but I understood where and what that situation was but also feeling like... It was just difficult, it was really difficult and I'm trying, I'm not trying, I'm just, see, I'm still struggling with it, because you know I actually... I

didn't want to go down a track where he was going to be fired or whatever, but certainly that was part of the conversation and... but then I knew that I needed to include other people in that conversation and that process. So, I had my manager, also HR and Innerstar, they offer support to staff, emotional support and that sort of thing and counseling. So, at that point I realised this is bigger than me and I need to get some assistance with dealing with that conversation.”

“I'm just trying to think, could there have been something I could have done better, to alleviate all that, but, thinking about it now, I probably did the right thing and shifted that burden, if you like, you know, not shifted, but got assistance from others to deal with that situation and, to be honest, that staff member is still with us, and he it's sorted itself out. Positive thing, in the end, but initially it was a bit of: “I'm hearing something else and you're telling me something else” and it was a bit of conflict.”

“One wish, I think just being transparent, because we're all working towards a common goal and that's why we do what we do. Just being transparent and honest and so that we're armed with all the information we need to make it a success for that person.”

“we're all learning. I learned so much through our clients, as we all do, and the families, because we don't walk in their shoes, we haven't well, a lot of us haven't.”

## “Sam” Interview Transcript

00:00:00 Speaker 1  
We totally understand that you're a busy person and we value time, so let's get started.

00:00:07 Speaker 1  
Uhm, Mauricio can just to to know you a little bit better. Can you tell us a little bit about yourself and what your role is in civic?

00:00:17 Speaker 2  
OK so my practise leader. I've managed the coordination of 3 programmes. Programmes consist of a centre based community hub, which operates seven days a week basically and within that hub we have approximately about 45 or 10 days. I'm scattered across the week.

00:00:46 Speaker 2  
And and Hub operates anywhere between 8:00 AM and 5:00 PM.

00:00:53 Speaker 2  
Uhm, there's throughout the week for programmes and activities that they engage in.

00:00:59 Speaker 2  
And and we are now starting to format a new concept, which is the programmes will support which will come in line sometime in July so.

00:01:12 Speaker 2  
Uhm, every day is different every day it. It is different in in a sense they are pending on the weather opinion on the viability pimple. Depending on the number of attendees. But having said that, there's usually a programme setting place throughout. A week and so like I got half the hub out today because today is Friday and half the folks usually go swimming on Fridays. So as an example. The second programme is a drop in support model.

00:01:47 Speaker 2  
And, UM, that's how Southwest Sydney started with the extension of east to West and and we have a.

00:02:01 Speaker 2  
Approximate about not a lot. Now I'm probably about 10 folks that we provide, dropping support and dropping support is, uhm, we attend their homes at some of them seven days a week, something that is purely to cheque. Their medication that they've taken the medication as well as take them. Shopping as well as provide general household cleaning. Some of them require personal care so we're system to shower arm or assistant address.

00:02:33 Speaker 2  
Uhm, so we have as an example. I have two staff every more.

00:02:37 Speaker 2  
I mean, who shower a young boy? UM, he's got cerebral palsy and so that shift consists of two staff who's not only that.

00:02:48 Speaker 2  
So, uhm.

00:02:51 Speaker 2  
Grab him from his bed, put him in a sling, moved the sling over to the shower, then put him into a shower chair.

00:02:59 Speaker 2  
Bathe him, get him up drying completely and start put his clothes on and get him ready for school. And so I mean in school at his age is 23, so he goes to a special needs.

00:03:13 Speaker 2  
So that happened seven days a week. As an example, that's a drop in support component.

00:03:19 Speaker 2  
Others are we do throughout the week, uh, we're taking to the appointments were taken to grocery shopping, so we have a a lot of the folks that are part of the job in support have all got or 90% of them have all got mental health issues so. Uh, many of them are schizoaffective and some are still.

00:03:44 Speaker 2  
Uh, uh, uh schizophrenic in terms that they're still speaking to Martians is still speaking so.

00:03:50 Speaker 2  
We still have.

00:03:51 Speaker 2  
A few that part of the old.

00:03:52 Speaker 2  
Bored alien days that they're still and they still work for Secret Service, and you know, and God speaks to them everyday.

00:04:02 Speaker 2  
So, and even though they're fully compliant with their medication, fully compliant with the the monthly, you know Plaza plan and so forth.

00:04:14 Speaker 2  
They still have these.

00:04:16 Speaker 2  
Weird thoughts about who they seen, who not not seem, but we're we're aware of that. That's part of the person persona that's part.

00:04:24 Speaker 2  
Of the person.

00:04:25 Speaker 2  
Uhm lifestyle at this stage until that starts to get sorted so.

00:04:34 Speaker 2  
So with that we control their medications. We also control, in large part they're shopping. So in order for these folks.

00:04:46 Speaker 2  
Because are you froze? Are you still there?

00:04:50 Speaker 1  
Yeah, absolutely. Saying really you still.

00:04:52 Speaker 2  
So that because.

## "Sam" Interview Transcript

00:04:54 Speaker 2

So because the.

00:04:57 Speaker 2

The background for many of these clients were drug induced psychosis or they had a alcohol and gambling addiction in the past. So why and a lot of them now owned out Trustee and Guardian?

00:05:12 Speaker 2

What we are ensure that their shopping is always done. So trust the pays their rent, pays the bills and all that, but the shopping component then comes to us and so then we take them. We agree on a date with taking shopping and all that receipt gets hint at. It goes back to trust seasons. There's no. There's no monkey business with the money, so it's all done professionally. Yeah, but that then gives a surety that that person unless has a uh a full fridge every week. So that's the drop-in support that that, UM, hours varied are throughout the week depending on what they need, what they don't need. I got a, uh, a gentleman that we provide medication review seven days a week.

00:06:00 Speaker 2

He had an episode not long ago where?

00:06:05 Speaker 2

We've sort of seen a transition in the change which the episode became violence and involve police and involved in incident with the staff and come to the point that the he was hospitalised with the under section 32 and the Mental Health Act for nearly three and a half.

00:06:26 Speaker 2

Uh, but he's come back up, but while she was in a 3 1/2 months the the last, the last six weeks we provided support directly to the hospital, so uhm.

00:06:40 Speaker 2

We don't come, even though it was a serious matter. We all understand that this was an episode, and so and through that that's the nature of mental health.

00:06:54 Speaker 2

So we still continue providing support. UM, he's got additional support like he likes to go to the mosque every Friday, which would take him to the mosque with a support worker. So we align a. I've I've aligner support worker, not only that is of the same cultural background but also of the same religious. So and as we do with another person which the the family want to have a church day, so a staff member goes in there looks after them ones, while mum and dad goes to church every Sunday. So that's the drop-in support model. The third programme and dropping spoke about 10 or 12 people there. But then I got another programme which is a vertical model. Very similar to dropping support, but this is a project that came up. It was a joint project with Saint George Community Housing. Up with Civic so it's a brand new building that got built and four of those units. We maintain the service and the relationships within those

units, so the folks that were identified as part of that project had to be of low social economic. Background, preferably someone who has a history of homelessness. And there's been this in. In some you know or has some sort of mental health, so that was the target group that we had identified for this group up. So we support 4 individuals in that unit that has that criterion that backwards. That's a joint venture with Saint George Community Housing. All up, all up as a combined up there is 55 clients that we manage across the three sites and we operate seven days a week including public holidays.

00:08:58 Speaker 2

Well, we're very.

00:09:00 Speaker 2

Well, that's OK because my background. I managed the coordination of the homeless Persons Information Centre. Which part of the Sydney City Council? So I worked for counsel for 16 years and so part of the Council they had a.

00:09:01 Speaker 1

Definitely yeah.

00:09:20 Speaker 2

A community programmes and community ventures so.

00:09:24 Speaker 2

The Council had managed a programme for 30 years up to look at homelessness within the domain within the public domain, and so. But that service from becoming inner city programme ended up becoming a statewide programme. And so you know, it was like a \$4.8 million programme I've. I've managed that for 16 years.

00:09:44 Speaker 2

And also help establish the Queensland model. UM, any reason why I'm now working for civic. I'm not working there.

00:09:51 Speaker 2

It it was, you know, there's always a brain spark out there, and so the government decided to amalgamate all the crisis.

00:10:00 Speaker 2

This is youth combination, one domestic violence line, the kids helpline that housing after hours line and our line we were responding already at. That's safe to 180,000 calls a year, right?

00:10:13 Speaker 2

So it's there's underline. There's a lot of problems out there in the community.

00:10:18 Speaker 2

Uh, it wasn't foreseeable from council. They decided to scrap the programme. You can run it, they said to count the government.

00:10:26 Speaker 2

Initially this is your problem, but we're we're because City City Council is a very rich council, so I always offer to



## “Sam” Interview Transcript

manage to community centres. The Redford in Newtown neighbourhood centre.

00:10:40 Speaker 2

I took advantage that of.

00:10:42 Speaker 2

That was it. I I I was that was the I took that moment that OK? I'll take a package and because 16 years travelling this city just did.

00:10:56 Speaker 2

So it's like, yeah, I love the Council and I I still get offered to go back.

00:10:56

Yes, yes.

00:11:03 Speaker 2

So I have a very good relationship with my previous directors there which is very good and and so and I still keep in contact. We still send emails and so forth, but come.

00:11:15 Speaker 2

Yeah, that travelling after a while because it's not only is spend a couple of hours there.

00:11:20 Speaker 2

It's it's one.

00:11:21 Speaker 2

And a half ounces to get there.

00:11:22 Speaker 2

If it for me, because if you add the time that you leave your door, go to the train station, wait for the train, get out there, and walk to your to your desk, see it's an hour and half hour gone already.

00:11:34 Speaker 1

Yeah, yeah.

00:11:34 Speaker 2

Times that going back.

00:11:37 Speaker 2

Anyway, he I've been here now for.

00:11:37

Right?

00:11:45 Speaker 2

Six years I think.

00:11:47 Speaker 2

Six years I've been here, I've been in the Community programme for.

00:11:53 Speaker 2

Ajay's 25 years because prior prior to Council, I volunteered overseas for seven years so.

00:11:56 Speaker 1

I don't see.

00:12:04 Speaker 2

So I was always in the Community domestic violence, child protection, homelessness and the army disability.

00:12:11 Speaker 1

It's great, it seems like you you really bring a wealth of knowledge to civic.

00:12:16 Speaker 1

What inspires you motivates you in your role in.

00:12:19 Speaker 1

Civic now.

00:12:26 Speaker 2

When I applied for this job, I'd be very truthful. I was very hesitant at times. Going to work for an NGO, because when you're in a government public sector everything is in place and there's always formalities.

There's all this process and so forth. And then when you work for government, you do tend to hear a lot of the mishaps that happens in NGOs, right? So when I, there was part of me that there was a I got to that stage that I go for civic or go for a local council which. I've got approved right? By the local council. I want it to be with people. That's where my passion is is to assist people.

00:13:21 Speaker 2

I've always done it. I've done it since the age of when I was 15 and nine months, and I say 15 and nine months because that was my first job.

00:13:29 Speaker 2

I work part time at a big W UM every Thursdays and Saturdays. I was one of these young boys in the menswear department and you know, that was my first job.

00:13:41 Speaker 2

Ah, but two months into my yes, yes, I remember because it was the store was brand new and I was so happy I got a job, you know and like. But two months into my.

00:13:42 Speaker 1

With a solid memory.

00:13:53 Speaker 2

A job I applied for a World Vision and I sponsored Shamu Sundari from India and I sponsored her for eight years up until she finished high school and and payments never stopped and I've got all the letters and everything, so I suppose that was my first incline of community people. I've always had that passion so.

00:14:05

Right?

00:14:18 Speaker 1

Right?

00:14:22 Speaker 2

Yeah, and so yeah.

00:14:24 Speaker 1

Well, that's really amazing story.

00:14:27 Speaker 1

Uhm, in terms of civic, what do you enjoy most about your role there?

00:14:36 Speaker 2

I I like to be kept busy otherwise I get bored quite easily. I like taking on challenges, That doesn't faze me up in terms to. Sometimes I can look at my inbox like already this morning. Got 30 emails. I haven't even like I let you



## *“Sam” Interview Transcript*

have the fields of UM, but that's OK because you sort of go through your skimming OK?

00:15:07 Speaker 2

But I I love.

00:15:10 Speaker 2

Civic is it has transitioned a lot to when I first started so when I first started Civic It was I went higher Mountain Home. But what have I got myself into? That was my first impression with severe. I applied for the job. They said perfect fantastic they offered me straight away and managers position. I declined it. I declined it on the provision that I said to them, I purposely apply for the, uh, a support worker, wrong because I said I just wanna do this. Wanna come in get my Bundy card click clean and click out. Because I have not done that for. Every 20 years. So I want to go home and not worry about these. Things ring in or there's an emergency or there's a police call, or there's a house being raided and all that sort of stuff. I didn't want to know. I just wanted to have spend time with the kids or their family and so forth, but even as a support worker, I couldn't help myself. I needed to get involved. You know, as much as I tried I I still wanted to get involved in or still staying back in the end time. Ah, that was OK. The the difference was that I used to travel 1/2 hours, while now I'm only 10 minutes up the road. And so which was very convenient for me. And so now I say back no problem. So I did this.

00:16:46 Speaker 2

I did that when I did get offered. I say as I said, I I apply the new management.

00:16:52 Speaker 2

Which I said no, I just wanna take it easy.

00:16:56 Speaker 2

And I said OK, OK, no problems listen we're gonna have an induction day and I said, OK?

00:17:03 Speaker 2

I went to the job interview in a suit and a tie, you know, and because in in, in, in Council, back in the day when World War twice as slowly started phasing, now now it's his shirts right? And so like a more formal, that was probably Wayne.

00:17:19 Speaker 2

God I am puppy.

00:17:22 Speaker 2

I mean, I probably that was my second interview in my entire working life. I'm just always had long jobs.

00:17:30 Speaker 2

That and the person that interviewed me, I thought you know when you look at oh OK T shirt and jeans in and I thought I was too overdressed.

00:17:39 Speaker 2

OK, OK, but that's OK. That's OK. That was I. Went to it and they said I listened congratulations, you got the job

we really love for you to come for an induction as a training day.

00:17:50 Speaker 2

Can you make it on Thursday such and such the following week?

00:17:54 Speaker 2

And I said, oh, OK, I would have thought that if they said yes, he got the job. He starts straight away. It's for another week, right?

00:18:03 Speaker 2

Yes, uh, OK, no problems. I didn't bother me I.

00:18:09 Speaker 2

Muscle like I just wait another week. I went to the first day induction.

00:18:15 Speaker 2

I entered their training room and there.

00:18:17 Speaker 2

Would have been.

00:18:20 Speaker 2

30 other people.

00:18:23 Speaker 2

And I'm thinking I walked outside, looked at the door and then OK, it does say induction and I was wondering whether I was in the wrong room.

00:18:31 Speaker 2

So I went up to one of the staff and I said, oh I'm. I'm not sure with them in this right.

00:18:38 Speaker 2

Training room, but I they I I went for an interview that's coming.

00:18:43 Speaker 2

Here soon thereafter, there, right?

00:18:46 Speaker 2

And I said reluctantly. I sat down thinking, ah, you know. And why all these things were going to mine?

00:18:54 Speaker 2

You know there is go out there and build business and you get you know credits for whatever business you bring along. All these things were coming into me and and then the trainer starts are.

00:19:06 Speaker 2

And then.

00:19:06 Speaker 2

Speaks to other stuff. This is Group 3.

00:19:10 Speaker 2

And I thought Group 3.

00:19:12 Speaker 2

And I thought, Oh my God, so I thought I was going for that unique job. That unique interview that unique position. No, I was a bulk.

00:19:24 Speaker 2

Uhm, I was part of a bulk induction about recruitment.

00:19:30 Speaker 2

## “Sam” Interview Transcript

Which I'd never been part of. I was always part of a middle management interview solvent system and that sort of really.

00:19:41 Speaker 2

Turned me off.

00:19:43 Speaker 2

Are there was hesitancy from the beginning because that was not explained to me. So when you start with misconception from the beginning, you do tend to have hesitancy up as to the values of the organisation. Why wasn't that explained? Why wasn't this told to me? They you know there are a number of people in from this that it was clearly advertised as a Southwest Sydney position and I thought. And then during the prices, so you could be taking a worker bee offered TV in Sutherland could be offered in Rockdale maybe even though like Campbelltown and Penrith I'm thinking, oh God, like and so that was a culture shock to me in the beginning. And and then trying to get a shift. The second challenge we had to go and find shifts.

00:20:42 Speaker 2

Uh, yes, so she's.

00:20:44 Speaker 1

Did you finish it like that right now or it's.

00:20:47 Speaker 2

I, I think now they're trying to appoint people to those line items, but then she still being advertised on phone.

00:20:55 Speaker 2

We have all these vacancies, so you call up and you try and say I could. I could I get this shift and by time you get back to them. It's sort of being taken.

00:21:04 Speaker 1

Yeah, right?

00:21:05 Speaker 2

And and I went through wakes. I went through wakes up. That I had two or three shifts per week. And I was travelling to Sutherland. And there were several times while I'm used to kick myself or argue with myself. Driving to South order thinking why did you take this stupid job if I'm doing exactly the same thing which I try to avoid going to the city. I'm now travelling for over an hour. I was so upset at myself.

00:21:34 Speaker 1

Yeah, yeah.

00:21:41 Speaker 2

For doing this I was sort of like.

00:21:44 Speaker 2

Uhm, I was very angry and I was very angry at myself for. Even going down. But anyways, now and eventually I had to take the initiative myself And I advertise myself. So I put an email to the whole world Lol Civic camp. Hey my name is Mr paragraphs. I live in this area by blah blah blah. I'm free, I'm available seven days a week. I'm I'm happy to take on an added shifts apparent. No ones done that before they said to me, oh, why did you do

that? No one does eat since I said, well, how am I supposed to get more ships? If I don't know who are you? And so I added my I advertise myself to all the P. 'cause that email straight away? I've got 3 phone calls. Hey Maries, I've got a, uh, are you happy to work full time at this site? Beautiful straight away, but I won't feel weeks trying to find ships. Yeah, there was all these vacancies. Why were what? What I I did not see the plant. What was the point in recruit recruiting all these people? If you in reality had he didn't have sufficient shifts for all these 60 recruitments, all you need is 10 good people and that's. So because what happens, yes, uh, yes, you ticked. I recruit those people really, what a fantastic your next thing. Work to look how many people you've on boarded, but then no one. No one talks about how many are there 60 ended up. Finding other jobs because there was no consistency.

00:23:17 Speaker 1

Yeah yeah smile.

00:23:17 Speaker 2

Anyways, I you gonna you gonna nice talking about me and trinsky I I tend to talk a lot.

00:23:24 Speaker 1

Yeah, that's right.

00:23:25 Speaker 1

So give me if I interrupt you.

00:23:27 Speaker 2

No, no, no, please do please do.

00:23:28 Speaker 1

I don't I. I don't want to take too much.

00:23:31 Speaker 1

Of your time.

00:23:31 Speaker 2

Yeah, that was good.

00:23:35 Speaker 1

One word, what made you stay?

00:23:39 Speaker 1

I know that's going to be.

00:23:40 Speaker 2

Hard for you know, not what my I there was a vision and the vision there was to change. So the vision was certainly there too. We had a. We had a GM. She's no longer here. But she came from a community background as well, and she knew where I came from and I introduced it to the size we went to one of the officers and then she took me to side and she goes Morris. I know where you come from and I know the programmes we use. That's what she is. With the programmes we use. And I said, Denise. This is unbelievable like dinosaur stage, right? But the systems that we had in planes and some of those systems are still in place. And I said, why aren't we using? I forgot the programmes. Aren't we using this? Why aren't we using that you realise this this? Database collects everything that you guys are doing now she goes. We we're gonna

## “Sam” Interview Transcript

get there. They there is a CT or still they're gonna look at this and start implementing modernise civic which that gave me. Encouragement to look at I. I want to be part of that that journey.

00:25:05 Speaker 2

And so I'm I was involved in a lot of the.

00:25:09 Speaker 2

Uhm data set ups.

00:25:13 Speaker 2

Uhm, oddly enough, I was involved initially and then I was never invited back. Maybe I'm I'm, I'm not sure because I went to.

00:25:24 Speaker 2

One day using other properties one and so we were the testers and dumb.

00:25:31 Speaker 2

So I know what involves to set up a database because I was part of the pro. The involvement in our database of the city, right?

00:25:41 Speaker 2

We didn't get off the shelf programme we built it purposely that fits around the programme. So there was a lot of there's a lot of tests in a lot of fixed and so forth I went into.

00:25:51 Speaker 2

This one I thought I said oh.

00:25:54 Speaker 2

Why isn't there no phonetics? You know this should or automatically as soon as you go to the next tab.

00:26:00 Speaker 2

The first letter should automatically a capital right? And yeah, simple things. But those simple things we running reports. It looks more profess.

00:26:09 Speaker 2

Right and and and a lot of it's sort of come back. Oh, that's stays free or they stage 4.

00:26:17 Speaker 2

And my seller, but don't want to fix this.

00:26:19 Speaker 2

Right away, yeah. And I said touch, yeah?

00:26:21 Speaker 1

Yeah, OK.

00:26:22 Speaker 1

But you you you stayed on for the challenge? Really the challenge is there.

00:26:27 Speaker 2

I stayed on for the the challenge here and and because AH dropping supports. Had folks that were homeless previously. I do have a passion around homelessness?

00:26:41 Speaker 1

Great awesome.

00:26:42 Speaker 2

Ah yeah.

00:26:44 Speaker 1

So from.

00:26:46 Speaker 1

Our understanding that there's really no typical day for a practise leader, UM, is that fair to say.

00:26:54 Speaker 1

Uh, and.

00:26:57 Speaker 1

We've we've spoken to a few practise leaders already and.

00:27:01 Speaker 1

No one has said the same answer, so from.

00:27:04 Speaker 1

What we would like to know is how would a practise leader like yourself, who's got so many things on their plate?

00:27:12 Speaker 1

Go about organising your day.

00:27:21 Speaker 2

I know I would challenge the concept of each practise leader. I don't think it's a fair judgement on everyone does different things and I get that I and I'm happy to say that a lot of practise leaders have it easy. A lot of them have it quite easy. OK, how we were often said because I managed to hub. I've had quotes from previous managers saying the following. Omaris, you're not a 24/7 programme. You only assist between 8:00 AM and 5:00 PM, seven days a week. Whilst the houses the houses are 24/7 and I said OK and my argument back was. Yes, but how is it that? 90% or 100% of all those clients that are in sealed are in programmes such as ours. So my question to you. Was West over ceiling looking after their clients throughout the day? What do they do during the day with no clients? Right, and they're not there after 4:00 o'clock, or after five o'clock they go home. I know that, right? So they're not a 24 hour service, and after five o'clock they look after the clients. It goes to the. On call system. So we've had events out here where practise leaders inner city practise leads were coming out. And we had one event. I'll give an example of one event out here at the powerhouse museum. So we had a joint venture with the. With the museum we did some artefacts and so forth and we had four practise leaders attend from Inner City so they they just purely managed group homes. And I went up. To two of them and said, oh, do you have participants here that are are presenting? Listen, ah, you know. And most of all, my clients are in programmes or their industries. I thought I'd just come here to kill time. OK, I said but I said, are all your clients in programmes and said yeah basically the whole week I said So what do you do during the week and the response? Was this we just look for. Things are for us to kill Timeline. And I was thinking. Well, hold on like. Where is the? You know and. Then they the first one to say how busy they are. So I would I don't know because I know what happens in houses and yeah, and I think upper management. They

## “Sam” Interview Transcript

have an incline of yes, that they know that happens or they just think it's odd because they measure 24/7 house. They're very busy. Oh hell, no like. I know what what's happening in these houses and yes, I've got 55 clients where they've got four to six clients.

00:30:27 Speaker 2

I I'm under the.

00:30:27 Speaker 1

It it is.

00:30:29 Speaker 1

So sorry.

00:30:29 Speaker 2

Say it's free.

00:30:30 Speaker 2

It's not, yeah, yeah.

00:30:32 Speaker 1

Is this a recent?

00:30:34 Speaker 2

No no.

00:30:36 Speaker 1

No from.

00:30:37 Speaker 2

It's been like this is like it's been like this since I've started, uh, because we managed day programmes. I think oh, but you've got a community hub, you know? I mean and they go at the end of the day. Yeah, but they get to support workers. I don't go back to the practise leaders. You know, I mean and I'm still on call 24/7 because I made the drop in support.

00:30:54

Yeah, yeah.

00:31:00 Speaker 2

So since they don't go to the on course, is simple zank or don't know how to respond to two schizoaffective person, you know I mean. So they usually come back.

00:31:09 Speaker 2

To me, but it is what it is I suppose.

00:31:14 Speaker 1

Yeah, yeah for you, how would you organise your day?

00:31:24 Speaker 2

OK, so basically as soon as I walk into this store, So what we've done is now I'm working directly from the hub and the Hub has a little office which I've set up and so. The three programmes are linked here to the hub. And so, uh, usually every morning everyone this morning we have a a very quick five minute catch up. So we do a review of what's going to happen on today and then usually the folks that are linked to dropping support or the vertical or the hub usually will send me free appointments. I want all the. Appointments to sense. These that I get copied into and I save it so I didn't go in today and. It's OK, we got all these things happening, so that gets discussed in the morning. I would still good for Darren years ago for his closet playing, uh, that live in

are you? Are you going to trustee today so we do that very quick overview and then that over.

00:32:19 Speaker 1

That's safe place.

00:32:21 Speaker 2

Your face to face every morning. Every morning we have a catch up up so everyone is that everyone regardless if the hubs got nothing. To do with the vertical. The vehicles got nothing to drop in support. We still come together because I've inducted every single staff member to across all three sites. So if a staff member from dropping support causing sick, it's easy for me to grab a staff member from the hub to go and work on the. We've all done it. Everyone has been rotated across all three sites so and to keep that in line so everyone is aware what everyone is doing it. Makes it a lot easier, a lot easier, and it also gives staff acknowledgement that they're in the loop.

00:33:07 Speaker 2

Well, so because you know it, it's good to know that there this person is going to see his daughter for the first time in three months is a pandemic because that person tomorrow is going to.

00:33:18 Speaker 2

Be a hub person.

00:33:20 Speaker 2

So even though they're dropping support, they still have hub dates.

00:33:25 Speaker 2

All of them.

00:33:26 Speaker 1

Yeah, it's great.

00:33:26 Speaker 2

And so it keeps starting then soft and then raise it twice. How did you go with your daughter? You know that sort of stuff, so it keeps a.

00:33:32 Speaker 1

Yeah, yeah.

00:33:35 Speaker 1

And all these priorities are just communicated face to face.

00:33:40 Speaker 1

Uhm, so how would you?

00:33:44 Speaker 1

Communicates anything that needs.

00:33:49 Speaker 1

Attention to a client circle of support.

00:33:54 Speaker 1

With with.

00:33:54 Speaker 2

OK, so it's basically up so this morning I'll give you an example. So this morning we had our gathering, we had a chat what everyone's doing perfect and then because I knew there was incidents. The car. I grabbed the person that was in charge of that section as with a senior and I

## “Sam” Interview Transcript

said, come live events up. So in this case we had an alleged incident where participants being accused of damaging the front gates and they and they saying they're gonna send us the bill. So we had a discussion and I and I provided feedback team. I said this is what needs to happen. We need to see the video footage. We can't just assume that because they're saying that we're gonna go with it unless they give us evidence we we can't just say yes. Send us the bill. And I said so, can you do the following boom boom boom boom and that's it so he's been giving us. I follow up and that's how we usually do it. So and then there's opportunities for everyone. Does everyone have to say so? It's disgusting in there.

00:35:02 Speaker 1

So it's really refreshing to hear that you you that face to face interaction really works for you and your team.

00:35:09 Speaker 2

Oh we we we have to because.

00:35:13 Speaker 2

We because half the clients here. Not all of them have a disability and not all of them have a mobility issue. Or there's a, uh, a neuro disease happening to them. Half the fires have got mental health issues. That's their disability, and because they have their disabilities mentoring of we need to be on top of that. Yeah. And so hence why we come together and have a chit chats.

00:35:45 Speaker 1

How how would you prioritise what's important for you for your clients and your staff throughout the day of the week?

00:35:54 Speaker 2

I think it's just basic common sense, yeah? So you you just have to take that basic common sense. Don't judge on each inquiry that comes through. You just have to. I always say to my staff, look at the forward thinking. So don't make the decision on what is good for today made the decision, how it's gonna affect tomorrow and the next day. So that's your decision. Look at it, but I actually sent that same quote to another staffing this morning. OK forward thinking what's going to happen tomorrow if you do this. That's what that's what your decision is to be based on. So yes, so the other day there was an incident where a staff member I said, uh Omar, has a request. If we can take into a special an area of the city, we can get all these foods blah blah. Are you OK? Yeah, yeah K. If I can do it on Thursday and I said but how is that gonna impact on your first next year? And I said, aren't you taking the event has been dietary, and then the then there's gonna be a nighty assessment I said so if you're gonna point that if he's going to be doing that, so that's what we need to look at, how it's going to impact further down the road.

00:37:05 Speaker 1

Do you staff have access to it? Almost seems like you use a calendar. Do they have access to this calendar?

00:37:13 Speaker 2

Yes, so because they.

00:37:17 Speaker 2

Uh, because what I said before I wanna be copied into all the appointments so I don't micromanage what they do. I want them to do their own thing. All we do is a recap in the mornings and so if they've got taking someone to a specialist and specialist said OK, let's make it for next Thursday. I wanna be copied into that appointment so I can easily go.

00:37:41 Speaker 1

Will just take month.

00:37:43 Speaker 1

Yeah sorry, I started dropped up so when you say copy it's through email or text or frankly.

00:37:48 Speaker 2

Not as a calendar as a calendar invite, so every appointment. Everything that happens or every docs meeting, or best in this and that we put it into the calendar and that staff member then copies in their backup staff because we've done that as well. There's a backup to the backup, and so and basically, we've all it. This has been a long journey to get here, so if someone, uh? If you're doing a drop in support, then let's identify the people. Even though we don't induction, it would work well to do that. Dropping support if you've called in sick.

00:38:27 Speaker 1

So you've got.

00:38:29 Speaker 2

Yeah, it's a win.

00:38:29 Speaker 1

A lot of things. Yeah, that's true.

00:38:32 Speaker 2

Yeah, so if we if we do an appointment it's in two weeks time. Not only you copying me, their senior staff yourself of course, but the two other stuff for the one other stuff that is we'll be working on that day that hasn't understanding as well. So there's always, yeah, so they'll get reminders.

00:38:53 Speaker 1

You don't have to be done, yeah?

00:38:57 Speaker 1

It seems like.

00:39:00 Speaker 1

It's such a big.

00:39:03 Speaker 1

Aspect of community with with you and your staff, and.

00:39:08 Speaker 1

And we understand that the circle of support for clients is is so different for each client.

00:39:16 Speaker 1

## “Sam” Interview Transcript

Uh, what I'd like to know is what does your circle of support look like for you at civic?

00:39:24 Speaker 2

Uhm, it's re-establishing, because over the course of the last six months I think I've had the three managers and so in different people. Take on the acting role. So the circle support is to tell the truth is any re commenced again in the last fortnight with my new manager there is a lack of. I won't talk much about my current managers. We're just establishing their report. And So what I can see with my current manager it is working and there seems to be that she has the same passion as me. Wants to get things in place once you see those. Systems and so forth. So I think me and her gonna click on quite well because we share the same on Flintstone things. How we gotta get rid of these old ways and start innovating? There is a lack there. There is a lack of accountability. That's what I can say. It's good and well for them to say we need to do this, we need to. Do that, we need to do this. It's easy to blame. It's always easy to blame, but when you raise issues that no one wants to take accountability for those issues. And that's what that frustrates me. In that sort of circle of support that there is no accountability. I've raised issues with our current database, right? And these are not issues that are happening right now. These are issues have been going on for months, but it's getting to a stage. It's impacting on our budget. It's impacting how we're doc. 17 and they will now rise that there is the response I'm getting. It's still. Or do you think it's an issue with your staff? Or do you think it's something you need to chase it out with? Finance, you chase it up. CT you 'cause see teams say oh don't Worry about it. No, but that don't worry about it. It is an issue for me because there's this. There's a problem in the system, you know it might.

00:41:34 Speaker 1

OK.

00:41:43 Speaker 1

Yeah OK, uhm.

00:41:46 Speaker 1

I I may want to dig a little bit deeper with the database a little bit later if we have time.

00:41:51 Speaker 2

Yeah, yeah.

00:41:53 Speaker 1

So is.

00:41:55 Speaker 1

The circle of support similar for.

00:41:57 Speaker 1

Come support workers or key workers, or it's very very different.

00:42:04 Speaker 2

It it it, it's different I suppose like come.

00:42:10 Speaker 2

Again, I've got my new manager who's come on board and I I suppose if I was to be a transparent, I think the opening approaches that has that were encountered to me and others will be like a bit. Wow, you know, I mean, like, very UM, confronting UM, but I'm also well others may accept that and just do what they told I. I don't do a purpose. I don't know why, but I like to. Challenge back. And ask these questions. Well, why do you need that? And so I'll give you an example. I was asked to share my calendar. And with no questions now, ask, can you please share your calendar with me? And I responded. Why? You know why do you need to see my calendar? And then I've got sense her calendar, but her calendar only had when she was busy. That's it. That only showed that, so I sent a response back. We I shared my calendar at the same way she did when. I was busy. So I played the same thing back and then it came back. Oh, is there a problem with this? I need to see where you are and where you're not, where you're not. I'm just I'm responsible for you. I need to see what you do and what you're not doing. And I was thinking, well, hold on. Is this something? That you've been told that I'm not aware of because I like I like to discuss these. Things and I said I don't need you to look at me. My job is here I'm here. I'm actually here everyday to six, 7:00 o'clock. So tell me why do you need to know? So it it came across what should what should have happened. Hi Maurice, this is a civic. Response they're trying to engage on people calendars because not about you. It's about other sites where other people are missing and and you know what? When she explained to me yeah, here it is. I've got nothing to hide I've got. Nothing to hide, but it was how it was, how?

00:44:22

So just.

00:44:24 Speaker 1

Anyway, yeah, so just clear lines of communication, really.

00:44:25 Speaker 2

It came across.

00:44:29 Speaker 2

Yes yes yes.

00:44:30 Speaker 2

So, but whilst others that circle support I was getting phone calls by others. Oh what is she trying to do? What she's trying? To find her. On blah and I said I would have responded. Tommy, what do you? Why don't you do the same thing? You should do the same thing, you know? I mean, if you've got nothing to hide then you got there is then you should not abstain from UM, challenging the request. I always say I've got nothing to hide. You want my my outlook. Here it is. You want my phone. There you go. I don't, you know I I'm very I Say it as it is. Right, I don't as I said to one staff member. I don't put party plays in between, so I'll just tell you straight that's it.



## “Sam” Interview Transcript

00:45:13 Speaker 1

Yeah yeah awesome. So leaning on from that dumb.

00:45:20 Speaker 1

Can you describe what connexion means to you in the circular support?

00:45:28 Speaker 2

Connexions scene.

00:45:31 Speaker 2

From one person to the next? OK, what is important to me? What is important to me is honesty. Yeah, that is that is what is very important, it's probably my number one. 'cause I've said this. I don't like to be lied to. Yeah, because I've never been a believer of I said it once to my boys, don't lie because it will come to bite you. And I said, but there are times when you were only you only realises later in life. There are times. You will lie. Because it's for the better good. Alright, and I give you example, you may. You may say if you know someone that is has got terminal cancer and so you know another day was great man and all this sort of stuff you know. Yeah, now we can go and do that next week. And you know already that next week. It's not going to happen, you know. So why would you say you would have that sort of and? Unintentionally law. Just to make things better for that person, you know I'm trying. To say but no, but the overall picture I it's honesty and I like to be tell the truth because I I really. I it it's one of those things I cannot stand I really can't stand them.

Yeah I could. I give you an example which involved is CEO. You know cuz. When I took over this site, I was asked him manage they this hub, but this hub was at another science. I kept on coming across this. I was presented to me. “Hey Morris, here's a keys start next week. These are the keys to. The hub start this week.” Now mind you, they've had the keys. Six months so I just came into this position. I took over the site I they gave me the practise leader, so here's a key start next week. We had a cohort of clients that transition from the YMCA over to us right, but apparently with all these people coming over and all this little stuff I was going to the head office for monthly meetings and Annie was like Hello Hello Hello how are you? How are you? When it came to me, she skipped me. Hello OK and I raced to I spoke to my manager. Then I said, what? The hell why is she doing that forward? So what have I done to Her? you know, I mean, Oh no, it's OK, it's OK and I said no tell me what what's going on no no it's just that they want you to start the hub but you haven't I said no there's nothing there I Can't, and I've been pushing for money and. Pushing for this was done in there. She did the same thing and then commentary or a Masonic hobby is doing fantastic year. I love what's going on out there and then she looked at me and said we probably get a progress of what's happening in our Southwest, sue. And if I devote

in front of everyone, so I did the the reverse psychology I invited her out there come and see what we come into the fantastic work we're doing out. There she came. Ah, and I showed her an empty hub. Yeah, she looked at me, she gets empty I. Said, I know. And I said, why is it empty? I said there's no money, I said, how do you expect me to provide a support? I said I don't even have coffee to offer with because we've got no kettle. We've got no place. We gotta make hubs so it it was. So what was being fed to her Was lies I. I don't know why he's not started. I don't know what's going on and then she said to me but Morris she got all these clients and I said Annie we only got 6 and three of them got no funding. And the other three. I've only got \$7000 at the. Most and she it was like a shock to her. But can you see how those lies people fix them?

00:49:46 Speaker 1

Yeah, yeah.

00:49:49 Speaker 1

Yeah, of course definitely so.

00:49:50 Speaker 2

Yeah, so that's that's an example.

00:49:52 Speaker 1

Sort of bringing it back to come connexion. Well, what does connexion mean for you about client, client, circle of support as well?

00:50:04 Speaker 2

Connection until client is having to you need to know who the person is. You need to know that their thoughts, their inner thoughts. You need to know what triggers them. You need to know you know why they're Moody and one day they're not moving in other days. What are the trigger factors that triggers their off days? Connexion is up then believing in you, and you believe in them. Come, you'll never connect with someone if you Don't know them. So that's how I see if you you're not yeah that there is never a connexion you you, you do this with your own kids or your own siblings. You know, if you don't, if you don't have that rapport. If you don't have that relationship and you have no connexion.

00:50:54 Speaker 1

Awesome, UM, that's a really good answer from.

00:50:59 Speaker 1

Tell from your what connexion is how do you stay connected with a client circle of support?

00:51:08 Speaker 2

I'm here, I'm in their face I am I am present so so that's important that you're you have a. Uh, a presence if you don't have a presence and they see you. Oh is that the manager, you know? Like no, I mean there. I'm playing games, I sit down with him and eat with him, you know, and I we talk. So what are you guys doing this weekend? OK, so I spoke to your mom last night, so that's the other thing I have Connexions. With their parents as well and their family. So in this case was what I said to you about



## “Sam” Interview Transcript

an alleged allegation of a damaged gate. Right last night I was talking to the sister and I love this person and I said hey Sam, just let you know this is what's gonna happen blah blah blah. So you have that. It's it the the Connexions that does not just involve these individuals, because these individuals have all bulk errors, or something that look after so you keep that in mind as well.

00:52:09 Speaker 1

Yeah, yeah.

00:52:12 Speaker 1

How do you say connected with other practise leaders or other paid support?

00:52:22 Speaker 2

To be honest, I have a very good rapport with the practise leaders that their clients attend this hub. Say if you would ask me about the report that I have with the practise leader at a civic home in Southwest Sydney, I don't have it the, the connexion that I have is under off then. Uhm, but I don't have it. I usually stay in port with those who are linked to me, so it was. I just don't have the time to reach out to another person say hey how you going? I heard that you got this, you you do it in a sense for team meetings. Hey how you going blah blah.

That's really about it. As far as.

00:53:07 Speaker 1

Yeah, yeah.

00:53:08

OK.

00:53:09 Speaker 1

And is that connexion through phone email?

00:53:12 Speaker 1

Face to face.

00:53:14 Speaker 2

It's usually the ones that are the the ones that are are close. Uh, all three and and as well as that they so for example today. I got the the card for trade for Bunnings. So instead of me send it off to her, I asked longer. When you come over, we have a cuppa and we can talk about. Your clients. So that's what's happening this afternoon, so we're gonna have a a catch up so I can give her a rundown. On her clients.

00:53:49 Speaker 1

Yeah, and nobody else, yeah.

00:53:50 Speaker 2

You know, because any anybody.

00:53:53

Yeah, yeah.

00:53:55 Speaker 2

Spend too much so, but it's usually that happens with all the practise leaders that usually attend.

00:54:03 Speaker 1

Oh nice, yeah.

00:54:04 Speaker 2

Is we have that get together and have a cup I we're talking about it and we're talking about.

00:54:10 Speaker 1

Her parents nice so.

00:54:14 Speaker 1

Just moving on from that, what what do you? Can you tell me what you think strengthens our circle of support?

00:54:29 Speaker 2

Accountability, honesty, it has to be fair and has to be fair. And has to be fair, I said because, uh, a circle of support would only work if everyone jointly works together. Uhm, I've been in several supports and I wonder, am I only here because I'm a tick? Tick tick the box. Something Southwest Sydney was invited. And I usually and I'll be. I'm gonna be truthful. I usually lose interest when that happens if I'm only there because. They want to hear, but they don't. Really care because they've already made a decision. And you know, like I'm not sure if you've ever been in that situation, that you invited something, but the decisions already been made. They're only inviting you because I did. We invite those people from Southwest ending. Then we invite the Penrith people or the Blue Mountains. I know we haven't. Can you do this again next speeding, but their faith feedback is now irrelevant because it's. Already been decided. And that's why I that's when I won't come back to the next one. I usually make an excuse.

00:55:44 Speaker 1

And when families?

00:55:47 Speaker 1

How do you strengthen that that support with their families for clients?

00:55:53 Speaker 2

Yep, I'll give you an example. Uh, during the shutdown. Uhm, so after the during the shutdown, even though the clients will not come in so we maintain. Support to select. Few right and the other clients that were just Hub clients they were staying with their loved ones and so essentially service. Ended, but what we did is that every week we had a list every week. We'll call them hey, how you going? Is everything OK blah blah blah and then on the. 4th Week we did a letter with their picture and little blurb. Hey, hey Owen, how are you we're missing you guys? We can't wait till you come back. We should be back and ready and some pictures of what they've done here at the hub so. Yeah, and we got a lot of feedback from families. Are you know when he saw it? He will say happy, he's got pinned up on the wall and so we do those sort of out of scope things. Yeah, and we've done that. We've done that during the previous one as well, and it worked well so. That's true. This year we we, we named it thinking of you. So it was called think thinking of you. So just tired all the named the picture but the a picture of an activity that we're engaged in at the hub. There's just not their picture, and so we we

## “Sam” Interview Transcript

found pictures of what they were doing or they're playing basketball. There was some arts or whatever, although at the pools and then that blurb down the bottom and then Vessel sinks.

00:57:30 Speaker 1

That's very, very lovely, UM.

00:57:41 Speaker 3

Seems like maybe it's frozen.

00:57:42 Speaker 2

I think we lost the.

00:57:45 Speaker 3

Can you hear me?

00:57:46 Speaker 2

I can hear you, I can't hear you hello.

00:57:48 Speaker 3

OK well.

00:57:50 Speaker 3

Hello I am in a library so bear with me if I'm.

00:57:53 Speaker 3

Being a little bit tired.

00:57:53 Speaker 2

No, no, that's OK.

00:57:54 Speaker 1

Yeah, it's nice.

00:57:56 Speaker 3

Oh, just see you back.

00:57:57 Speaker 2

I I change this back.

00:57:59 Speaker 1

Oh sorry.

00:58:01 Speaker 3

You were in prison for a minute there.

00:58:04 Speaker 1

Oh goodness, sorry about that.

00:58:08 Speaker 1

So from your role, do you feel or experience any?

00:58:16 Speaker 1

Frustration within the circle of support.

00:58:24 Speaker 2

I'll go back to I'll wait I won't discuss my current because seeing you and we're still building that relation save, I'll compare my previous predecessor. Uhm, I had a very, uh. I would like to think that I had a very open in trust. Relation, UM? We had a we we knew about our families and history and and and you know generally really cared about her and they would have thought that she cared about me as well. But there was an episode right which had occurred and I was lied to and I couldn't get myself out of that That circle support completely because we were the known as the Eminem. Like Eminem said, Melissa marks it was unbreakable. You know anything you need to know can look at what they're doing. We had a very exceptional working relationship. I can go up to match that now. We need to stop this when they do this and she would listen. We do this and we come.

Together we were. Very not this, but you know. Uhm, she had ambitions and she had her bowl and that and dollars and something had happened and that up. I was waved aside and then that there was lies that happened and I found out because MRI sits in the. Beginning that light because eventually everything comes back. So something came back and I challenged it and and. And I didn't like that and that. And ends up destroying our relation.

01:00:20 Speaker 1

Yeah yeah, so uhm, same question but with with the clients circle of support do you?

01:00:29 Speaker 1

Have you experienced any frustration or around a client circular support?

01:00:37 Speaker 2

Only when it involves third party. When the third party is taking on the role of, UM, their funding up to like say, let's say uh support coordinator and I would if you I question a lot of the support coordinator's role, because they sometimes take on so many clients, so that they may take clients. They I got one support, but he's got the same numbers as mean. She's got 55 plants have got five point. The difference with is that I've got the funding that will last for next four months while she's got the funding that will last for 30 hours or 20 hours. And so, uh, but that that support becomes frustrating when you're trying to implement things that only a support partner can give the go ahead and you're trying to reach out, but they're so busy with other things that that, I suppose that circle of support. Does not work. When you got third party it's event because of the sake of it. That's how the NDIS works.

01:01:53 Speaker 1

Yeah OK, uhm.

01:01:56 Speaker 1

Interesting, So what would you do?

01:01:59 Speaker 1

To to to overcome these.

01:02:03 Speaker 1

These areas of frustration you know within clients circle support.

01:02:09 Speaker 2

OK, so I I usually do it anyways, I I don't wait for their responses and so the Miller one. We have Daemon. He's got a hunting since, so he's got hundreds disease. So basically he's voting euros is deteriorating every single day. And so we need his shower to be removed and have a cursor. Dimple bars on thing. So we sent the request to the to the support coordinator. There was four or five we could not wait no more. So I just went ahead. They did it and I organised them myself without her her permission because then it became a duty of care and they came back and saying he shouldn't have done that. I should have approved it and I said, well, I'm sorry a weekend

## “Sam” Interview Transcript

away until he slips and falls and glass falls on him and cutting solar all over the place I said so I phoned you. I spoke to you, I've been magic and I said so we still need to go ahead with these things. So that's when. I will intervene and just do it. Sometimes I know it can come back to bite me, but I it goes back to us earlier. Sometimes you have to. You have to have common sense. That this is not about ticking a box. This is not a safety issue.

01:03:36 Speaker 1

Yeah, interesting awesome. So from from the could you tell me a time when you experience something that stops you?

01:03:47 Speaker 1

From building Connexions with a client circle of support and how it made you feel.

01:03:56

OK.

01:03:57 Speaker 2

OK.

01:03:59 Speaker 2

When I come when we were told to get the clients for the vertical, the model. Uh, it we had asked can you sleep with us? And fill it. There our CT they wanted to run the whole thing and so they will send the emails and maybe one in two weeks time blah blah blah and it just wasn't working. I said to Mel could I just send my ear? and I would do my email. I'll do. The things up. With description and sent it out to 400 people. That was on my list on my on my mailing list. Within that I filled that accommodation within a week. Alright, so it started happening that mill would come up to me. And say, hey? We've got all these vacancy Camden Key. Send another email so I sent it like as if it came from her. I did sent it and put my name. I put her details as the sender, but I'm also one that's sending the email so so basically it's coming from the manager. Rather than me so and that's OK, that's kind of. It doesn't bother you, sorry sensor. We got that vacancy field. We've got the Fairfield field. I filled 9 vacancies in Fairfield, right and so suddenly. It was said, uh, you are no longer to send these. These have to go through. See team. And so we still have vacancies and vacancies have been. There for six months. And so. OK, if I'm being taught to step away, that's not your role then because now there's a parent. There's a, uh, a charter or a programme. Delegations of authority delegation. But if I look at that, sorry delegation, I should be doing nothing that I'm doing today.

01:05:42 Speaker 1

Yeah interesting yeah.

01:05:45 Speaker 1

Come from your observations? UM, who do you feel needs the most or more support in a client circle of support and why?

01:05:58 Speaker 2

Who needs most in terms to staffing or Matt or civic side or in general?

01:06:06 Speaker 1

Words, clients and civic side.

01:06:13 Speaker 1

If you were to pick a an actor from either side.

01:06:21 Speaker 2

So who needs the most support?

01:06:23 Speaker 1

More so yeah, yeah.

01:06:32 Speaker 2

I would say it goes on on both client and and stuff.

01:06:39 Speaker 2

Because, UM.

01:06:41 Speaker 2

The level of support that we provide is.

01:06:46 Speaker 2

It binded through the the the.

01:06:49 Speaker 2

Level and funding and service agreement that we have signed up to the level of support that we provide out there in the Community is also binded through the level support they receive when they go to these programmes or specialists and so.

01:07:04 Speaker 2

Uhm again, if we get someone got meant so we had initially sounds, but mental health. We raised it multiple multiple times.

01:07:14 Speaker 2

We have seen a downturn this person ability to function in thinking and so forth. We saw a deterioration on this person. There's only recently it even.

01:07:24 Speaker 2

Lots of point that it became a very forward the conversation. Well I have to say no. This stops. I want to speak to your manager. This it needs to be.

01:07:38 Speaker 2

Someone needs to go to the mental health ward in this big section.

01:07:42 Speaker 2

So that's where when you say who needs a support, say in this case.

01:07:50 Speaker 2

Uhm, we were bounded by what? Only what we could do right? Yeah, the mental health worker the the primary doctor that was there was on a traineeship, and he didn't want to make that decision. And yet then he has a participant that it's deteriorate.

01:08:09 Speaker 2

Right and so and then what happened in the social worker was going up for the doctor. Then a complaint came through saying I'm saying this, I'm saying that ended up being that he deteriorated so much. He was

## “Sam” Interview Transcript

scheduled. He ended up being the mental health ward for seven weeks and then.

01:08:29 Speaker 2

He went to another hospital with another doctor. The doctor was saying to me, Morris, why is it? Why wasn't he scheduled earlier?

01:08:36 Speaker 2

I saw maybe you want to.

01:08:37 Speaker 2

Speak to Liverpool Hospital about that.

01:08:39 Speaker 2

'cause I've been raising.

01:08:40 Speaker 2

These, for the past eight weeks.

01:08:43 Speaker 2

Yeah, and I received a complaint. We had noticed that we are gonna set an apology letter.

01:08:48 Speaker 2

Yeah, because you know in the design. So when when you come who needs the most support? Yes, the worker would need support because they're getting frustrated, but he's not getting nowhere with. A method of. Human right? So that support would need to be increased 1 towards increased coaching with increased daily catch us. What's going? Turn on so that because they do, there is a level of frustration. There is a level. They have a sense of blame. You know why is it unit trash? Why is this happening? Magnus hasn't happened. But boss, I said this, this is and that I said well, what's happening with that. So you try and reach out to third party and they don't. No one wants to take responsibility, so the the level of support. Yes at times when it deteriorates it goes across all aspects. And that's not because we're not doing it. There's no accountability.

01:09:44 Speaker 2

At times.

01:09:45 Speaker 2

For people who need to do it.

01:09:48 Speaker 2

Properly so.

01:09:51 Speaker 1

Ah, you've been very, very candid when you're in the homestretch, become let me know.

01:09:58 Speaker 1

It's been great.

01:10:00 Speaker 1

Come let me know if you still have time with.

01:10:03 Speaker 2

I have time.

01:10:04 Speaker 2

I I have blocked out the whole afternoon today. I just do apologise that I had I initiate that.

01:10:09 Speaker 1

No, that's OK, that's absolutely fine.

01:10:11 Speaker 1

Uhm, now.

01:10:14 Speaker 1

What I'd like to know.

01:10:17 Speaker 1

What advice?

01:10:19 Speaker 1

Or tips and tricks you would give to a new practise leader?

01:10:24 Speaker 1

To further build communications and Connexions with a client. Circle of support.

01:10:35 Speaker 2

I think Civic is working around that trying to induct the new practise leader. It is quite overwhelming. The number of. Programmes and stuff that one has to do right. Uhm, yes there is a higher degree of responsibility for the practise leaders who manage homes because unlike they have medication and so we're unfortunate at this stage when I forge. It's like I'm not sure what that at this stage. We don't have a lot of clients that we have to manage their medication because that then enters another stage of responsibility. Another stage of how to do things in archive and all this sort of stuff. Well if there's incidents at their houses. Reportable and all that sort of jargon. The guest with that sort of. Uhm, that sort of role. Uhm, how they could be supported is dumb. There are practise leaders that do things their way and their practise letters are would do it the civic way. Uhm and so, and sometimes that certainly comes across quite notable when we're in teams meeting. When you often hear the the response. Oh, I didn't know that we were. We supposed to do it this way. So there's no, there's there is no one general induction. That covers all these scenes that this is the civic way. So we're gonna talk about this. This is how we're supposed to do it, but now you can still do it the shortcut way. Right I I am coming here and that's my staff member and say OK, this is how we supposed to do it. Let's say you go into the system blah blah blah. Now I can go ahead and do the shortcut version, but now that I showed you how. You are supposed to do if you do blah blah blah blah, you get straight there straight away. As an example, it's just a hypothetical.

01:12:48 Speaker 1

Yeah, that's yeah.

01:12:51 Speaker 2

It it needs to be come there is a.

01:12:57 Speaker 2

There there is a a. There is a a worker that applied for a uh, practise leaders role. Or 179 but she came from a another decision and moved into the practise. There's rock now she was promised she was promised that there will be not only the manager, but as well as another practise leader that will be there when she needed assistance now. I have been Privy to these. I'd like to a

## “Sam” Interview Transcript

phone call with those heels and she had called and only for the other practise that they're saying no, no, no. It's all good. I'll call you back in half for now, call back in half for now. Well, I'm certainly busy now. I can't help you so and she got a number of those responses so. Basically, UM. It was, you know, uhm, I pointed to fail. Put that ways and so if you are gonna offer support then offer the support. You know, I mean, because the the ripple effect of that. Yeah, is. We're gonna be gone back to their site because there's always issues or they didn't do this report. Well, why do you do it this way? Or how come you haven't submitted it and then then it becomes UM, then it becomes problematic, because now you're spending more resources down the track to try and fix these, you know, and sometimes it could be a. My new problem, but it becomes a problem down the track for others. So it needs to be properly And needs to be properly done.

01:14:36 Speaker 1

Yeah, So what about any tips for facilitating communication within the circle of support? What tip would you give to a a new practise leader?

01:14:51 Speaker 2

I have an open mind And take things on board. And then get involved in wishy washy things. I always have a true believe I'm I'm not a a reactive person so if someone comes up to me saying oh I'm such and such this today blah blah blah and they're really concerned about it. I said oh OK, OK, I'll noted I'll I'll look Out for it. I won't react straight away, all active grew up being since I like to take my own opinion like to judge someone else. Not because someone said that to me, you know, because it it may not work for you, but I actually might like this person, you know. I mean so I would like to do it on my own sense. So for a new. Uhm there. There there is a lot of whether Civic promotes a lot of mana about coming together. So mana has a very I think it's an any Doyle. Input and some manner has the significance of being coming together, unity and so forth. It it's a, it's a mowdy UM. Probably whatever and and so there is a lot of that in being part of connectivity and coming together and being part of 1, but Civic still has from an outside perspective. You would think maybe being in middle management, right? Uhm, it is. Not rife, and that's how I see it. I can't now if I I can go and get the phone and speak to rajika right and she is a general manager and she may answer, but generally the consensus is no. You want to go for your managing. Your mansion is to go up the mountain. And I think, well, I'm I'm sorry we're not working here for the the state government, you know? I don't. I'm not trying to connect straight to the premiere. This is a this is a uh, it it's. A community centre it is I, uh, yeah, we're talking about people here and this is not this is not corporate Australia, you know. I mean like you don't just go to the general director and knock

on the door and say, hey I want to talk about the the van mate. You know it doesn't work like that. Yes, you'll go for your levels and say. But that's just silly. Is it civic? Virtually has existed. We've had emails where a general manager because there's so many general managers in this organisation. Uh, a general manager was copied into the email because that's her field and there's no other workers and we were told not to send that email to her because she's too busy. I was like oh OK, well I'm sorry. How important is this person? Why is this person more important than me? We should be. We should be all. Aligned in these little things, you know we should be more open to suggestions. UM, usually we get the we, get the and I hate to use is like we're at the bottom of the scrappers. Like again, the database issue. There's all these issues, but. They've gone ahead and done all these things, but we haven't been told. And then if we raise these things or why we're you supposed to be doing this arc, when did this start? You know, I mean like That's what I don't like, especially for an organisation when. People come first. And that people come first should also be staff as well. We should be aligned. And don't get me wrong. I think upper management there is exceptional people, you know. Great managers, great managers, but there seems to be this hierarchy sort of a thing which is does my head in.

01:19:07 Speaker 1

Yeah yeah OK, uhm.

01:19:09 Speaker 1

It's gonna be our last question, Mauricio. Thank you so much for your time and amazing answers if.

01:19:21 Speaker 1

If you had one wish to enhance a clients well being.

01:19:26 Speaker 1

Through their circle of support, what would it be?

01:19:30 Speaker 1

And what would it look like?

01:19:36 Speaker 2

One wish to enhance the person circle support and what would it look like? I don't know, it's very difficult. Because if you give that wish to the clients, that will ask for everything. It is a. It is a very. It's one of those questions that I have troubles to deal with. Because even though I'm working for disability. Uhm, I hate sometimes that I'm working for disability. Uh, because I see people within disability have it have too much. Uhm, as I said to you before, I've worked in the Community Centre 5 or 30 years, so I worked a large part of that in domestic violence. Child protection. So how is it that a woman with three kids escaping domestic violence struggle to get into a combination or secure RESP. ITE. And yet we got people here with two or \$300,000 funding. And then we're asking that question, how, what, what? More do you? Want I, you know, I often say oh please run me over so I can get on the pension. I can

## “Sam” Interview Transcript

get fast tracked with public housing. I can get someone to take me shopping. I can get someone to clean my room. I can get someone to cut my grass. There's all the service I provided them. Right, oh I want a better negative. Oh, we get your laptop. Like the ndia is being. Or maybe will be exceptionally good to change the choice and control so people have. A choice to decide what they wanna do. But I think. It's it it. It's at a level which is. It is ridiculous. Sometimes that what the level of funding that people have. And that sometimes makes it difficult for me too. You get my head around when there are so many people out there. He was genuinely struggling. And yet we seem to pump. More and more. Money on people with disability? Why? Why are we suddenly now weighs disability now? On top of that pyramid, you know why isn't that mum in the four kids up there first. Because they've got that they're living with their loved ones or they're in a combination already. But why are we throwing more money at them? So that that is. A difficult question for me too. Respond because I I see, UM, huge.

01:22:36 Speaker 3

But it's sung, so sorry to jump in Murray. UM, what if it was not like a money concern? What if it was like and something you could change within Civic and the way that Civic operates in order to improve? Like the connexion in the.

01:22:53 Speaker 3

Circle of support.

01:22:54 Speaker 2

Yeah, well that will be different then because then the level of support will be J. That's all. It won't be is that we have more of a genuine response and genuine need rather than response is focus on things we want to capture this funding.

01:23:12 Speaker 3

OK, so if it was that question if it was not about the money, what is the thing you would do to improve that kind of connexion?

01:23:12 Speaker 2

And on.

01:23:22 Speaker 2

To improve the connexion well it it's basically go deep down. You have to go deep and then basically see generally what does this person want. Rather than see what he they want, uhm, now we try and do our best. But in many cases people are still being driven by their loved ones are still being driven by the trustee and financial and and so we may. Will provide all avenues and possibilities to to have that proper circle of support, but in a in a real world you know wouldn't be fantastic that everyone has that one dedicated worker full time with them. But we can't. We can't do that and it's impossible. Yes, the funding myself. I've got funding 7 days. Awake, yes, but not for 24/7. Uhm, so I I don't

know. It is a very difficult what what, what what does it look like for that individual? A pro plus I, I suppose the proper circle support values you have dedication. Yet consistency you have it's time managed. It is you have it's responsive. Uhm, uhm, you know all those elements builds up to that. Trust, and so if we don't have that, if you have someone that's always saying I'll be there at 9:00, but rise at 9:30. You sort of already. Losing that responsive component of it up. Yeah, someone said I'll get back to you, but get back to you Thursday, but you don't. You're losing their trust or that that you know that reactive. Response sort of things, so I I would say all of those you know you know, the time management responsive and you know and and being truthful and be honest. Be honest with someone you know that's. Yeah, and but it is. It is the circle support it is. It is difficult when you're working with people whose his mental capacity capacity is a 5 year old. Oh of of a 5 year old or their mental capacities. He could be talking to someone, so you do get that and they will respond to you. Something they did last week. Or you know they're gonna go. You know they're going to Mars tomorrow. We do have those people like that still, and so you're there. Circle or support is basically, UM. A lot of our fat, a lot of our dropping more dropping than anyone else, not the hub clients and dropping clients they see us as their family. They see us they they know that they're going to get their birthday call. They know they're gonna get a present at the end of the year. You know? I mean, they know they call me. I had a client called me yesterday. I drop in. Support telling me to please take care of myself because heavy rain is forecasted. See that circle support it? It is their trust. It is their trust. They know that I'm gonna pick up that call and say they know that because it. I do pick up the call. I will respond to them and say how lovely it is. You know, anything it called me that they hey Morris you know can I get that? Hey for my birthday and by the way, I think it's gonna rain on Saturday so they're giving me advice what we should be doing that a perfect world. And they they and it shouldn't be the case because they see us as their brothers. And is they call me and say and they'll come and say, OK, thank you, we love you. Thank you and I usually say I love you too. OK, you know goodbye and then you know we're in that call and the next one will pick him up and say hey Martin will give Palm each other. It's that relationship? That we have built over the years that is. You know it is there, you know. I mean it is. It is built, it is. Because they don't have no one else. You know, that's why they're in dropping support. Their loved ones have either passed away or their families don't wanna know them because they've been years with mental health years with and we don't judge. Their past. Period we gotta here in Jeff in the Miller project. I'm not kidding you. I am not kidding you. When I saw



## “Sam” Interview Transcript

his document and I read it, it was quite thick. I said Oh my God. Should we really think about this person to take him on board? There's such a complexity in his background. There's so much trauma in his background, you know. I mean he, I give you an example. He helped lift his dad up because his dad was hung. You know what I mean, so that this kid still has trauma around there. He's tattooed on his leg. Dad recently, right? But his circle of support was females. No, no made judgement there, but was females. And so. And everyone that dictated what he needed to do were females. I know I said too, and then we we approached the support coordinator and I said, you know, I think this. I think he will sit well with this programme. We can work with this person. I read his file. Yes, that's OK. I said I know there's a lot of trauma, but we can work around that and I said, but what I've noticed that yes, he's abandoned. Or trash the past apartments or units. But what I can see that he was put in there with no support whilst this programme is providing support every single day there'll be a staffing but every single day. “No, no, no, he won't be able to do this. We won't be able to do the mum said notice. Said no, the psychologist said no. The OT said that and we will persist it.” No, he can. We went to a meeting, went a meeting. He circled support with it and we were the outsider. And it was basically they were responding. To everything and I just got to a point I said, can we just stop this for a minute? I said. Let's calling Jeff Jeff. What do you wanna do? And he his response. I just wanna live in my own apt. I wanna make the decisions beautiful. That's exactly we wanted to hear. he wants to live in his own apartment. He wants to make the decisions on how he should live his own life whilst others were doing it for. For him, right, it was all his negativity negative. He can't do this. He can't do that. He would trash the place he you know he doesn't know how to do this. He doesn't know how to do that. You know what? He's our best role model that we have there. He's been there now for 15 months. His place is like a palace. Because he's taking pride to the things that he's built and things that he's. Boards right and we are there as his circle of support saying mate. Are you good for tomorrow? Yep you wanna come out tomorrow. No problems with get your shopping. Anything else you need. Let's work on it. OK, that's OK. I'll get normal to work tonight. To do that, I'm cooking for you, so we'll learn. If not, we'll do it next week at the Hub, so we're there. We're providing support. We encouraging him was at the other place. Now he can't do that. He can't do that well. I don't know how you're gonna get this so well. Last time we got this and just threw it away. We did differently, we're gonna use your money. It's in trustee, so you're paying for this. You're not getting nothing for free. You're gonna pay it made him more accountable for the things that he had. And now the things that he has. He knows that he paid

for it says he's treasuring these things. And you walk into his apartment. It is spotless. It is spotless. It it's you know, and that's that's the difference. When you got a solid circle of support where it is. Hey, did rather a circle of support where there is unity and then we come together and negotiate a responsive way of moving forward. That's awesome. Like if if if you. Would read his report. You think why did you take this person on? You know me, but you know what you can't judge. People pass. If one event does dumb \*\*\*\* things throughout their life, but not because they do these things, you're gonna judge him for the rest of their lives.

01:32:05 Speaker 1

Yeah, yeah.

01:32:16 Speaker 2

You know, a lot of people are, you know that moment aerial really do things for for whatever reason or sparked them.

01:32:23 Speaker 2

Or were you know part of you know that you know all those sort of things. You know you. You're going to have your first alcoholic.

01:32:31 Speaker 2

Do you wanna have a alcohol is because?

01:32:32 Speaker 2

Everyone was having.

01:32:33 Speaker 2

A cocktail I better be part of this group getting there.

01:32:36 Speaker 1

Yeah, yeah.

01:32:37 Speaker 2

You have your first cocktail.

01:32:38 Speaker 2

But deep down you probably.

01:32:39 Speaker 2

Didn't want to have one.

01:32:41 Speaker 2

So you know, but you don't know how that's gonna react to you. You may become the why did you drink? You said you got a big mouth when you get drunk you know what I mean.

01:32:50 Speaker 2

But you didn't expect to do that when you first left your house.

01:32:55 Speaker 1

Yeah, thanks so much for for this. Mauricio is weird.

01:32:56 Speaker 2

You know, I mean.

01:33:00 Speaker 2

Sorry I go onto tangent.

01:33:03 Speaker 1

No, that's totally.

01:33:04 Speaker 1



## **“Sam” Interview Transcript**

Fine, I think you know those stories for us are very important because it shows how you are doing all these amazing things.

01:33:14 Speaker 1

Uhm, with some clients and your staff come also and I would just really like to appreciate your time and effort for that.

01:33:18

Yeah, yeah.

01:33:23 Speaker 2

No, not all good. Thank you in there now. Thank you for for calling me choosing me as well. So now all good I'm good. I'm more than happy to.

01:33:31 Speaker 1

Yeah, yeah. So we we went a little over time, but thank you anyway so month.

01:33:32 Speaker 2

But I left.

01:33:37 Speaker 2

Now it's so good. It's so good. Thank you, Lisa. Thank you. No worries though. Thank you and call me if you need to speak to me again as well. No problem.

01:33:39 Speaker 3

Thank you so much for your time.

01:33:46 Speaker 1

We definitely will.

01:33:47 Speaker 2

Alright then.

01:33:47 Speaker 1

Again, Morris.

## “Civic Conversations 6” Interview Transcript starting at 00:18:51

00:18:51 Speaker 1  
Yeah, so we can come back to this uhm, but I wanted to just to open up a discussion to everyone. Now I wanted to see what should we address when talking about Circle supports.

00:19:11 Speaker 10  
Talk circle of support.

00:19:13 Speaker 4  
What what a circle of support.

00:19:15 Speaker 4  
In the first place.

00:19:18 Speaker 1  
Great question.

00:19:21 Speaker 1  
So I I haven't answered, but I wonder if anyone else?

00:19:31 Speaker 1  
Turn off speaker once.

00:19:43 Speaker 1  
Someone speaking.

00:19:45 Speaker 11  
Hey, got someone speaking.

00:19:49 Speaker 1  
Go ahead.

00:19:51 Speaker 11 (Lauren)  
Oh sorry, I was just going to say come circle of support says everyone involved in someone.

00:19:57 Speaker 11  
Journey, so if it's the participant, if it's their families, their OTS their friends. It's all encompassing.

00:20:14 Speaker 1 (Connor)  
So circled supports is. It's an industry term really, but the idea is that you know everyone has a support network and we need to care about the support network of the people that we serve.

00:20:27 Speaker 1  
So when we're thinking about this support network with the people that we serve, uhm, you know what are the other elements to that? Like, what should we be talking about when we were talking about people support networks?

00:20:48 Speaker 4  
Well, everybody on the screen then is part of.

00:20:56 Speaker 4  
Civic as an organisation circle of support.

00:21:04 Speaker 4  
And like as a born framework.

00:21:09 Speaker 4  
For each of us is part of.

00:21:16 Speaker 4  
Physic and our desire to.

00:21:20 Speaker 4  
To support each of our individual clients to succeed too.

00:21:29 Speaker 4  
We need to help each other respect them and.

00:21:38 Speaker 4  
Converse around different ideas. Different way I do.

00:21:46 Speaker 4  
Doesn't reach their full potential.

00:21:51 Speaker 4  
It like in the in the space in at the pace.

00:22:00 Speaker 4 (Jessica)  
Uh, but in another sort of a way, we've got little circles of support. So on my screen at the moment, you know, lined up.

The doc.

00:22:17 Speaker 4  
The guy from industries so.

00:22:21 Speaker 4  
Is that I've got a sort of a.

00:22:23 Speaker 4  
A a solid circle of support.

00:22:26 Speaker 4  
The internal.

00:22:29 Speaker 4  
Funny on the screen.

00:22:33 Speaker 1  
It's a, it's a really.

00:22:35 Speaker 1  
That's a really good point, uhm?

00:22:40 Speaker 4  
You disappeared on me for a minute.

00:22:43 Speaker 1  
That's OK, I think we can still here.

00:22:44 Speaker 4  
But different teams within.

00:22:54 Speaker 4  
And you know.

00:22:56 Speaker 4  
As well.

00:22:59 Speaker 1  
Thanks so much, Christine for sharing. UM, and I think like the crux of it is, yes, like the client is the centre of a circle of support.

00:23:10 Speaker 1  
I know she's leaving, but also like us as individuals or staff members. We it's. It's not necessarily a circle, it's an interconnected.

00:23:19 Speaker 1  
System of different people relying on.

00:23:21 Speaker 1  
One another and dumb, you know, a part of the challenge is how we kind of align this. I I guess, direction of value to delivering a you know, uh, supported experience through and through to our clients. I'll just go Mauricio first, then David. I think more issue had his hand up.

00:23:43  
I'm I'm Russia.

00:23:45 Speaker 12 (Sam)

**“Civic Conversations 6” Interview Transcript starting at 00:18:51**

Hope Fine fine **I see circle supporters like Your own mother. Either he calls someone that you can trust or someone you can have a bit of a discussion that you're gonna get an honest feedback. So the circle support is I always say there's some that you can generally say this or has a genuine understanding of. That me and we'll provide me the right response, and there's no bias or in between,** so the circle supports. Gotta be something that has. It's not a gossip session, but someone that you generally can raise something that you get a genuine response. You know, I think all of us tend to choose someone, the thing. That we can transfer. There's a sister or brother or mother or father, and vice versa. Your partner does the same thing you know, and that sort of circle support that I see is that someone who generally knows you and then can generally provide you that you know. That response that you probably already know but you just need someone else to tell you.

00:24:51 Speaker 12

Yeah, that's how I see.

00:24:52 Speaker 12

It so.

00:24:54 Speaker 1

Yeah, it's a really good point. More show up just to like dive deeper on that.

00:24:59 Speaker 1

UM, like do you have examples of of you know when you've seen a really strong circle of support?

00:25:11 Speaker 12

I I have a bum.

00:25:14 Speaker 12

But sometimes you.

00:25:15 Speaker 12

Need to evaluate that circle support where the.

00:25:19 Speaker 12 (Sam)

**It can easily be distorted because the circle support if it comes from someone that's not. See I, I don't think there's gonna be a lot of distortion when then the circle support is in the your own. Let's say your own blood right? But then if it's someone that you think are there is a genuine. Some support, but then it has come has benefits to them as well, so that's then no longer a circle support. That's not saying it has to be something that is. There is a genuine base where you can philtre your. You can express your views. But that's where it should stay up as we, it's like seeing a psychiatrist also know psychologist or something. Then you gonna say things and you know, and that's what it's going to say. But then that person will provide you the right. Guidance and right pathway for you to move forward. But and that's what I see I have seen exceptional circle supports when back in period. **When I was working at the city and it was very much that circle support that's more like a mentoring, sort of a phase up that you can sit down, and that's your time. That's your dedication and that****

**you get that feedback** and let's leave the party. Societal asleep workers service focus on. You, and that's a. That's what I, that's what I'd like to see on the circle support that you leave everything aside and yes, because sometimes. You just want to say something, but you don't want it to go. You just need to let it out of your chest knowing.

00:27:00

I see, yeah.

00:27:02 Speaker 1

So definitely hearing like, you know, strong circles reports are built on trust built on strong listening and and you know, just just letting letting people speak, letting people.

00:27:14 Speaker 1

Come, you know, be broad in in expressing how they feel, I guess.

00:27:18 Speaker 12 (Sam)

**Once, once the trust is broken Connor, there's no longer a circle support and you're always gonna stick and out where that trust is gonna be there again because you're in the back of your mind** regardless of what you May think the back of your mind, you're still gonna Say, but that happened... I value a lot on that. I I like people just to be honest and straightforward with me, you know and not go around. So 'cause I'm a type of person. I just say it as it is. I'm not gonna you know put party pies or in between. I'm just going to say no And these are the Reasons, but that's I think honesty always prevails at the end.

00:28:09 Speaker 1

Thank thanks Morris. I'll I'll just. I'll pastor David.

00:28:14 Speaker 8 (John)

Cheers mate and hello everyone, I think **relationship management is just at the heart of everything we do and it needs to be one of you know our strongest skills. We've often got to deliver messages that they might not be good. They might be negative. They may be disappointing to the person on the other end of the phone, But if you're all over your relationship management, it can be. It can make delivering you know that type of news a lot easier.** So if just having those foundations, so it's something that I believe is really important, important to work on. Under yes, that's directly with clients and their families, but then you know having the ability to communicate with a range of different people in a range of different ways.

00:29:13 Speaker 8

Is you know?

00:29:16 Speaker 1

Yeah, it's great. Just curious. UM, 'cause obviously in industries you were doing this relate this kind of relationship management at such a scale and and.

00:29:28 Speaker 1

## “Civic Conversations 6” Interview Transcript starting at 00:18:51

You know, sometimes it it does require like being authentic and being kind of like really present with those individuals. Just curious about how you go about managing that.

00:29:39 Speaker 8

Well Cherish and Donna. UM another two members in my team do do a lot of that work but we we work together on that we we partner with all our production and warehousing team members there's about or in total there's about 25 of them so.

00:29:59 Speaker 8

They're kind of on the frontline day-to-day working side by side with with the clients, and though we will empower and support them to deliver that day today service and then Diana Cherish or myself will step in as needed and and be there throughout the day.

00:30:17 Speaker 8 (John)

You know so and the other thing I guess is different. People in the building have those key relationships with different clients, different participants, so family members tend to call, you know their preferred person.

00:30:35 Speaker 8

Which is really important.

00:30:37 Speaker 8

We we need we need them to feel comfortable to reach out. We need people to feel comfortable to reach out early before things fester or before things become a bigger.

00:30:50 Speaker 8 (John)

**Creating an environment where people feel comfortable to talk early, it's a great situation to establish.**

00:30:59 Speaker 1

Yeah, that's great. Thanks so much, David, UM, Helen.

00:31:05 Speaker 9

Hi everyone, UM yeah I was just thinking when we're talking wouldn't I was talking earlier Morris?

00:31:13 Speaker 9 (Amy)

Client privacy is real key, uhm I think but it can be tricky. Also there's certain things that you don't need to be said. You know if there is an issue, but I can see from the point of view. Are you know client may want to share something with you as as support as one of his supports or her support. That's that says, oh, don't tell my mum. So it it kind of yeah you need to build that rapport with the client for them to be comfortable enough to you know if there is an issue that you think is important enough to be shared with family that it's should be back onto the client to talk to his family. So it's it's a real negotiation as well. In the in the circle of support. So it's not just you know of receiving the information that communicating it back to the client. To ensure that they're in a safe place and they can, you know, go back to family members and be open. You know if that's where it needs to go.

00:32:19 Speaker 9

Uhm yeah, yeah, I just wanted to share that.

00:32:24 Speaker 1

Yeah, it's it's really important privacy and I think as well like building from David Point on, having having like not their favourite but having like a I guess a key worker to come maybe hold someone something that stuff off like I'm. I'm just riffing but yeah it's important.

00:32:49 Speaker 2

Hey, I just wanted to make a couple of quick comments about one. Would circle of support look like in behaviour support?

00:32:59 Speaker 2

Uh, because it's extremely important. UM, the circular support usually will start with the focus on the person. In our case, the client.

00:33:08 Speaker 2

Uhm, and then right next to that circle that involves the client will have the people that he or she interacts the most often, and not only that, the persons that also have the best relationship and the best report with the client and from the perspective of behaviour support, I could go and talk to a client.

00:33:29 Speaker 2

That is, displaying behaviours of concern and industry, but if the client doesn't know me, it doesn't really matter how much I talk or what do I say or my gestures of my way of communicating with the client.

00:33:41 Speaker 2

Every communication will always be more effective from that inner circle that is really close to the client. Uhm, that way is.

00:33:49 Speaker 2

That's why it's so important for support workers to try to maintain a really good relationship. Good report with the clients, because that will make that job much easier just by having that direct communication.

00:34:03 Speaker 2

And the same thing with the peels, like if the bills can have that good report with the families as.

00:34:08 Speaker 2

As David was.

00:34:09 Speaker 2

Saying all the communications will be easier there is that trust bridge that will allow the PL and the family to understand that we're only here for the same reason.

00:34:20 Speaker 2

Try to get the client in the best situation they can be.

Most of the time. So yeah, having that good relationship with families.

00:34:29 Speaker 2

And the client is extremely important, and particularly for the support workers, because we will make that job much easier and effective.

00:34:39 Speaker 1

## **“Civic Conversations 6” Interview Transcript starting at 00:18:51**

Yeah, it's uh. Also some really great inputs. Uhm, it make it makes me think about a conversation I had the other day.

00:34:47 Speaker 1

Also around circle supports and thinking about like you know who interacts with with these people and at civic.

The most macro lens.

00:34:57 Speaker 1

Uhm, we we. We thought of it as was, you know, like the clients have their paid supports and they have their their unpaid supports. So unpaid supports our you know family members come like people at the RSL club.

00:35:14 Speaker 1

Volunteers things like that. And of course we've got out our paid support switches. Service providers such as us.

00:35:21 Speaker 1

Uhm, but yeah, like I wonder if.

00:35:26 Speaker 1

You know those two parties working together in come in harmony like?

00:35:32 Speaker 1

Does anyone have any examples of when that's worked really well?

00:35:37 Speaker 1

Or whether it.

00:35:37 Speaker 1

That that's something that is of value, like working together.

00:35:43 Speaker 1

We've got a few hands up. I think all came out at the same time. I think will also and cherish. We haven't heard from you yet.

00:35:50 Speaker 9

Hi everyone.

00:35:50 Speaker 1

All we have.

00:35:52 Speaker 7 (Sandra)

Yeah, no, I definitely think it is important, especially for us here at industries we have our supported employees and then they're in a circle of support and then if they're at a group home, come, we have to be communicating with those PLS and with those group homes and having. In that Good rapport with them as well impacts how they are here so that we know what's going on in their home life. And if that's going to impact their behaviour here as well as with families, just having that open channel of communication. Helps us provide better support at the end of the day. So yes, I think it is.

00:36:32 Speaker 1

Yeah, just just building on that. UM? What are some ways that you guys are kind of like communicate is it? Is there like a schedule or a bum like how? How do you maintain like?

00:36:48 Speaker 1

I guess not constant interaction, but regular interaction with these stakeholders.

00:36:53 Speaker 7 (Sandra)

Yeah, so during COVID when we didn't have everyone here, Donna myself and Joey who was used to work alongside us would call each family just to check-in and make sure that they were OK. We also email families and we have our work phone so we if we need to ask families anything we've got access to that. Donna and myself, both think it's really important to have that good rapport with families and so we've made that a priority when we first started. So that we do have that relationship with them come and then with group homes it's the same sort of thing if anything happens throughout the day that we need to speak with the PLS about. We usually communicate via phone call or when they come and get picked up. We'll let them know what's happening so that they're not Bombarded with an incident and don't know what's going on so yeah.

00:37:47 Speaker 1

Yeah, it's really.

00:37:48 Speaker 1

Really good info. Thanks for sharing Christina if you put.

00:37:53 Speaker 1

Your hand up.

00:37:56 Speaker 4

I'm I'm not in the.

00:38:00 Speaker 4

Inner circle of the the mind.

00:38:07 Speaker 4

I'm I'm in.

00:38:09 Speaker 4

Further out.

00:38:10 Speaker 4

And what we do in the clinical thing is we read though.

00:38:32 Speaker 4

Is yours working funny?

00:38:35 Speaker 1

Yeah, you are cutting out a little bit.

00:38:39 Speaker 3

I've come to annoy sunny 'cause I.

00:38:43 Speaker 2

Yeah I have a better connexion.

00:38:45 Speaker 3

We give me one second.

00:38:46 Speaker 4

Dropping out, yeah.

00:38:48

The direction we.

00:38:50

You want it.

00:38:52 Speaker 3 (Jessica)

We read what the inner circle people writes it when they report a hive incident, for example. So the other day one of our clients fell over and the support worker used

## “Civic Conversations 6” Interview Transcript starting at 00:18:51

language like: “You know I told her to wait. I said she'd fall over if she moved so quickly. I was only helping somebody else out of the van. She didn't listen to me. And she fell over” with the inference of don't blame me, it's not my fault. Which is really sad because I get a negative feeling about the support worker and so how can The outer circles support this really crucial relationship that our support workers have so I can teach them about Disabilities and encourage them to read the support plan. Because of course, if if the support worker had knew and understood the behaviour support plan that was written for this client, they would know that it's really important. That you don't let her get out of the van first because her she wants to get to the door first. So how do we? Drill down and help that that inner circle to know and understand their client and not get onto this negative cycle of I told them it's not my fault they fell over like. I'll be on the lines of the actual communication that people use and how and what an impact it has.

00:41:16 Speaker 1

It it really sounds like.

00:41:18 Speaker 1

What you've just mentioned here is a big part of.

00:41:23 Speaker 1

What the outer circle is is here to do, and still you know support them. Support their frontline.

00:41:29 Speaker 1

Anything that we can do like kind of needs to have some sort of like attachment to how we can support, you know circumstances such as this. Just wondering sitter do did you have a response to Christine?

00:41:44 Speaker 5

Uhm, hi everyone I'm not 100 and 10% but I.

00:41:48 Speaker 5

Think it will help.

00:41:49 Speaker 5

So when Chris explained about the support worker using such a language, it is really.

00:41:55 Speaker 5

Inappropriate we all know.

00:41:56 Speaker 5 (Lin)

So there is a support of circle comes when they have made the incident report. The PL gets notification they will read. They will review it and they will invite them for one to one. So then one to one. Going to be based on what was the incident, how it is happening, and what could you do in next to prevent and what kind of language you use moving forward. So in their circle of support as appeal will provide that support to them. In terms of using inappropriate language, is words so you know when you put this incident report? Just make sure that, uh, hold their management. Read the incidents so it is really important to understand what the wars that we should be using it and also come. Support like

circular support is cannot be always a positive.

Sometimes it's a negative as well. Regarding incident, clients have a massive behaviour and there is an incident report and there were a little bit of negative point.

Alright, how did it ask? Delete all right? We need to work on clients, behaviour of concern or their behaviour support plan that we live with the behaviour practitioner to sit down together and communicate how we can move forward and create more strategies for our staff and clients to support best in the future. Say it's positive negative we all have to be a positive at end of the day and work together.

00:43:40 Speaker 1

That's definitely that's definitely helpful, and I think like you know, it's important to acknowledge yeah positives and negatives, but a lot of these negatives like we get we can treat them as as learning opportunities and they will inform those those sessions.

00:43:53 Speaker 1

Uhm yeah, sorry. Did you have something to add to that?

00:44:00 Speaker 2

And yeah, I know also touching on the previous point and on previous points as well regarding that connexion that the inner circle will be building.

00:44:09 Speaker 2

Up with the client.

00:44:10 Speaker 2 (Chris)

Unfortunately I had a situation recently working with some support worker when we then identified that certain behaviours were usually being displayed. Made with certain worker and the reason of that was because the worker was talking in a sarcastic way to the client. Unfortunately, even though most of us will be able to have the capacity to understand sarcasm. Many people with intellectual disability do not have that, so using that as a strategy to communicate with the client until the “oh why are you hungry now when you didn't want to eat half an hour ago?” That's not an actual way that we can't start building that trust that connexion with the client. That's never gonna be positive or take anyone, the client or the support worker to a good place that starts rolling that relationship. And then the worker doesn't want to come to work because the client doesn't want that worker, and then that it's a feedback. Nope, that gets bigger and bigger and bigger and we never find that solution. So being conscious of how we communicate with the client to be able to build that strong inner circles with good relationships to the client, that potentially will have the bit of helping that client to achieve their goals. I'm sure that the client, if he's not eating certain food, is because he doesn't like the food or he doesn't like where he's sitting or the environment. Where he's at. If on top of that we start being sarcastic

## “Civic Conversations 6” Interview Transcript starting at 00:18:51

or making the relative comments were not going to go anywhere positive.

00:45:55 Speaker 2

Uh, but I just wanted to bring it up to understand and.

00:45:59 Speaker 2

Focus on the importance of the inner circle, the relationship with the client, and the support that we can provide for or that that that inner circle can provide for the client to.

00:46:11 Speaker 2

Achieve its goals.

00:46:17 Speaker 1

That's great, thank you so much. Again sunny for for that. That insight.

00:46:23 Speaker 1

Just a just a broad question.

00:46:27 Speaker 1

Do do most of our clients? Do they have do? Do we think that their circle of support needs are met?

00:46:49 Speaker 3

No, I don't think we meet.

00:46:54 Speaker 3

We do things like.

00:46:58 Speaker 3

Our clients have.

00:47:01 Speaker 3

One to one sessions. So due to lots of you know.

00:47:09 Speaker 3

Reasonable reasons, UM, we fill that time with.

00:47:14 Speaker 3

Uhm, popping them in the car and to go and do the shopping for the house.

00:47:20 Speaker 3

There's only the one person there, so this is 1 to one and and we're.

00:47:26 Speaker 3

Managing our time well because we're using this time to go to the supermarket, but it's it's a one to one session, so we're not going to the supermarket for that person to buy something that they want.

00:47:41 Speaker 3

Well, it's it's not.

00:47:42 Speaker 3

It ends up being not about them, but still about us and all the things we need to do in the time frame that we have so.

00:47:54 Speaker 3

Huh whole?

00:47:57 Speaker 3

We we come.

00:47:59 Speaker 3

We we're forever.

00:48:00 Speaker 3

Working on the on the culture and and trying to put our our clients 1st and and and their individual journeys and respect but.

00:48:11 Speaker 3 (Christina)

But you know, as a person, who, as I said before, not in that those inner circles I I'm outside that I. I don't understand why the whole responsibility for. But teaching the inner circle about communicating and What supporting a person through their journey and it's helping them do things that they want to do. I don't understand why we seem to see that as entirely the PLs responsibility as I have my little spot in this circle of support. How do how do I support the inner circle learning and developing on their own journey and ultimately changing the way they support our clients?

00:49:16 Speaker 3

I I that's my train of thought.

00:49:19 Speaker 3

Not really it it's around.

00:49:23 Speaker 3 (Jessica)

We can do many, many things better to support the individual person on their journey and we do lots of things really well, but sorting out the results of reports and Hasling the support workers to start. I'm using one to one time for the client, not pop them into the general time frame of what we have to do. This shift is is really important and and It's, uh, having our PLs in a place where they can communicate freely and openly to a circle that's a bit further out from them to be able to communicate and learn ways that we can get all that culture and information and understanding right in there to that Important supportive Relationship in the middle.

00:50:27 Speaker 1 (Connor)

Well, you you said so much Christine come so much, so much, so much insight. So bridging this gap between you know this this ever ever present gap that we feel sometimes from from you know that outer circle in that inner circle and and also this idea of.

00:50:47 Speaker 1

You know?

00:50:48 Speaker 1

One to one like, well, let's take him to the shops. With doing that one to one. But is that really what that person wants?

00:50:55 Speaker 1

Well, yes, we're fulfilling this. This, you know, need to do a one to one 'cause you know it's in. It's in the book we need to do a one to one.

00:51:04 Speaker 1

But like what? What does that client want to do in one to one? So is there a way that we can shift this?

00:51:12 Speaker 1

Uhm, this. I guess it's a bit of a metric, but how can we place more of like the need into that into that box of 1 to one?



## **“Civic Conversations 6” Interview Transcript starting at 00:18:51**

00:51:22 Speaker 1

Uhm, I was wondering I was gonna ask, does anyone from the more frontline want to kind of just respond to what Christine was mentioning around like? How can we best support?

00:51:34 Speaker 1

The the The the frontline team. Uhm what do? What does what do our frontline line guys need from from from like from the outer circle?

00:52:04 Speaker 2

I don't think there is any support worker actually on the.

00:52:09 Speaker 2

9/2 daddy.

00:52:09 Speaker 1

That's it it.

00:52:10 Speaker 1

It it's interesting. Hey, I know remark remaja is here.

00:52:14 Speaker 2

Are you happy?

00:52:19 Speaker 1

But he might be busy as as dumb you know things get. But another interesting point like.

00:52:26 Speaker 1

Our frontline staff might not know about like these sorts of sessions. UM, like yeah.

00:52:31 Speaker 2

Yeah, that that sorry if you don't mind, I'll.

00:52:33 Speaker 2

Answer If that's OK.

00:52:35 Speaker 1

Yeah yeah go go for it something, yeah?

00:52:38 Speaker 2 (Chris)

When I was working with people, something that would make me feel good, I'm more engaged with the client is obviously the support that support could come because as well we also have our own circle of support when we are working with clients. So being supported by the organisation either the PL the clinical team had regular training discussing things on how important is communication with the clients, having a neutral communication using using simple sentences.

00:53:12 Speaker 2

All those little things.

00:53:14 Speaker 2

Are gradually gradually improve.

00:53:16 Speaker 2

Being a relationship that trust with the client and then when something happens.

00:53:23 Speaker 2

COVID anything that is stressing the client. We will be able to get that client back to a baseline back to a peaceful state because we have that relationship.

00:53:33 Speaker 2

If someone that doesn't know them or that has a bad relationship with them, we'll never be able to be effective on changing that sort of things and therefore.

00:53:43 Speaker 2

Going back to the question, what would be my opinion the best thing for support workers or people that are working in that inner circle with the client?

00:53:53 Speaker 2

The same thing that we're showing to the client.

00:53:56

Do those people.

00:53:57 Speaker 2

That are doing the most important job just being there, supporting decline, achieving their.

00:54:02 Speaker 2

Goals all those things.

00:54:07 Speaker 1

Awesome, yeah, that really, really great once again sunny UM.

00:54:14 Speaker 1

Let me let me just.

00:54:15 Speaker 1

Try and try and play it back a bit.

00:54:17 Speaker 12

You know how can we how?

00:54:18 Speaker 1

Can we support those guys? Uhm, you mentioned things like communication, UM?

00:54:24 Speaker 1

Being like providing providing, I guess like the tools, the knowledge.

00:54:30 Speaker 1

Like ahead of time, timely, UM.

00:54:35 Speaker 1

At the moment, like.

00:54:37 Speaker 1

What what do we have, UM?

00:54:40 Speaker 1

I guess in place for those sorts.

00:54:42 Speaker 1

Of UM support

00:54:47 Speaker 1

Just just to rephrase, UM, if that didn't.

00:54:50 Speaker 1

Make much sense.

00:54:50 Speaker 1

Like is there is there things in place right now that, like frontlines frontliners can use to to gain knowledge gained support?

00:55:06 Speaker 7 (Sandra)

Hi uhm so for the stuff that we have working on the floor here. Their background is factory workers, so they don't really have that strong understanding of what most support workers working in the group homes have come. So what we've recently done last year is we've

## “Civic Conversations 6” Interview Transcript starting at 00:18:51

reached out to our clinical team, Tanya and Vanessa, who have come and helped training sessions for our staff so that they are more equipped and more knowledgeable on how to best support our supported employees, which has really benefited the staff in providing the right supports for our supported employees.

00:55:50 Speaker 1

That's great that that's really good to know, UM, so it's, it's like making more use, I guess of the the things that we have available and and was that like did you guys request clinical or was it like offered to you or?

00:56:05 Speaker 7

Uhm, well, trying to think back.

00:56:10 Speaker 7

Uh, yeah, we.

00:56:10 Speaker 7

We requested that we had that extra training in place, UM?

00:56:16 Speaker 7

And we are still working with clinical to provide extra training and support when necessary as our funding changes when we roll over to the support ratios.

00:56:28 Speaker 7

We need to make sure that we have that strong supports in place, not just fill the supported employees, but for staff so that they can provide adequate support.

00:56:37 Speaker 1

Yeah, awesome, UM Katie, you've got your hand up.

00:56:42 Speaker 11 (Lauren)

Hi, I think sometimes we formalise a lot of stuff without understanding the fact that we are actually a part of people circle supports already that we don't need to document it. Put up posters and have protocols to understand. I think it might just be that shift in that conversation as Dave and people said before, creating that safe space so and see that when I'm glad, actually CD you said something. About the incident, because I think a lot of times staff if they haven't been supported. If they haven't been given that safe space to talk freely and talk about issues they are going to be on the defensive when something happens that you know your first response during a time of crisis or an incident should be. Are you OK? Then you have the conversations as Sita said. What we can do better in the end. But it's a natural part of life. We all have circle of supports. Whether you know it's a friend we debrief with at the end of the day, or, you know, go out with if it's our managers. If it's our parents, families, you know, partners whatever and the guys are no. Different industries at the houses at whatever, and so I think just showing up for someone having those offhanded conversations talking about someone soccer game or whatever builds that trust in that report, and they're more willing to approach you when things go wrong, as

opposed to always having to now it's time for dinner. Now we're going to document this, and we're going to do this. That's not a trust building space, just having that relationship with people and doing what you say you're gonna do. I think starts those supports and having the staff and everyone understand that we are a part of everyone's life. Whether it's a small part or a larger part and kind of having that at the foremost instead of, you know, let's make a map and put it again into another documentation of us assisting you in your life because we don't have that. We just have natural relationships and I think that's one of the important things to remember.

00:58:39 Speaker 1

Yeah, it's certainly a really unique thing about this industry and and and this this organisation is the fact that like we practically live with a lot of the people that we served, and that's pretty unusual for for like, the challenges that other people have more other organisations.

00:58:59 Speaker 1

Up with clients so dumb you know. I mean like.

00:59:05 Speaker 1

Yeah, it sometimes it's just intuitive because we're we. We know these people so well, we don't necessarily think about it that much, UM.

00:59:15 Speaker 1

Or we don't need to.

00:59:16 Speaker 1

Well, I guess also sometimes we might need to come like it's always good to, I guess reflect.

00:59:25 Speaker 1

So we've got we're coming up, Sir. Till 1:00 o'clock. I was interested to throw to any of the harness projects guys.

00:59:32 Speaker 1

Uhm, what? What have you guys been hearing? Did you guys have any questions for for the for the guys here?

00:59:43 Speaker 6

No, I think I'm just taking everything in from this first time, because I'd never never heard about this before, so.

00:59:50 Speaker 6

Some sort of processing, some ideas and thoughts and. And yeah, I think it's really good that we have the support system for us to go out and support the guys on the floor as well and our.

01:00:01 Speaker 6

Supervisors as well.

01:00:06 Speaker 1

Yeah, it's really.

01:00:06 Speaker 1

Good thanks Donna.

01:00:12 Speaker 1

Yeah, just wondering. I know. Alex Alex Marsh is on utrinski.

## **“Civic Conversations 6” Interview Transcript starting at 00:18:51**

01:00:17 Speaker 1

Uhm, winika

01:00:20 Speaker 1

Shanty. Just wondering if you guys have any any questions or any thoughts?

01:00:26 Speaker 13

Hey, well thanks for everyone for speaking so candidly and a lot of thoughts like it's just kind of get.

01:00:35 Speaker 13

And and my head around the sector and just kind of learn from you guys. Just like you know. I think someone said that it's an interconnected submit system of people align on each other and trust is really essential. And it's.

01:00:51 Speaker 13

Yeah, it's just uh.

01:00:53 Speaker 13

That's but that's yeah, I'm just kind.

01:00:55 Speaker 13

Of let it wash all over me.

01:00:58 Speaker 1

I know the feeling, UM, it's a it's a there's a lot going on and.

01:01:05 Speaker 1

Yeah, like, hopefully, hopefully it's been an interesting session and, UM, like, I myself certainly have learned a lot, even just from from chatting to.

01:01:13 Speaker 1

To the guys.

01:01:14 Speaker 1

Here so yeah.

01:01:23 Speaker 1

Let me just.

01:01:23 Speaker 1

Have a think if there's anything else.

01:01:28 Speaker 1

From from from.

01:01:31 Speaker 1

From like I guess.

01:01:34 Speaker 1

Like people who are not necessarily people who are on that outer circle. So people like Christine, people like myself, even people who are not necessarily like on the frontline, UM.

01:01:45 Speaker 1

What does what does help look like for you guys in in your support network?

01:01:58 Speaker 3

I have the other members of my clinical team and my boss and we have a.

01:02:08 Speaker 3

Uh, a tight positive?

01:02:13 Speaker 3

Circle in our team.

01:02:15 Speaker 3

And and, you know, isolation COVID hasn't made any difference because.

01:02:23 Speaker 3

We come.

01:02:24 Speaker 3

We communicate a lot.

01:02:30 Speaker 3

Over the last.

01:02:33 Speaker 3 (Jessica)

Finding out resources or that that safe, trusting place that all of us have talked about. He is he's within. Our clinical team so. I'm comfortable to come squawk like a magpie until I sort my thought processes out and you know I'm not condemned for first speaking like that and if you are guys haven't realised I usually have quite a lot to say and I'm safe to do that that's. I'm very vocal, that's how I work things out to to know what to do and so that's very safe within my circle and and that helps me, uh, make sure that.

01:03:35 Speaker 3

Other places that I deal with like industries.

01:03:39 Speaker 3

Uh, we're bombarded with so many emails, but uhm, and I don't necessarily respond to each email, but.

01:03:49 Speaker 3

I verbally say at different times look, I've got all of that information, but I what I'm reading is that you guys are managing it really well.

01:03:59 Speaker 3

I don't. I don't need to intervene, so I I I know about it, but I don't necessarily feel that I need to say anything or.

01:04:13 Speaker 3

You know, so from my safe place, it helps me interact with the other circles.

01:04:23 Speaker 1

That's great, that's great.

01:04:27 Speaker 1

So as just a a final question opened open to everyone, is there anything that you personally?

01:04:34 Speaker 1

Feel like you want to.

01:04:35 Speaker 1

Uhm, explore.

01:04:37 Speaker 1

In your work, next with with Circle of supports.

01:04:54 Speaker 6 (Rebecca)

I've always been interested in doing more training to do with mental health, to be honest, ever since coming to civic and I think having more insight and more support on that side of things would be really helpful to support some of our clients that do suffer with with mental health. I think there was some training sessions that work only be available when I joined Civic. I think three years ago, but it never happened. So that's one thing

## “Civic Conversations 6” Interview Transcript starting at 00:18:51

that I think would be very supportive for me to support our clients come up.

01:05:30 Speaker 2 (Sonny)

I'll give you like photo copies after photocopies PDF, whatever you want. I'll give you all the resources you. Now, but at least we can go for a coffee or just if anyone needs resources of mental health on behaviour management, dumb things like that. Just send me an email, get in contact with me on Microsoft Team sent with Chris. This is not saying. Anything but I'm sure she. Will help you. Same thing with Vanessa.

01:05:59 Speaker 2

Yeah Jackie, just send us an email. Have question if you're looking for something.

01:06:03 Speaker 2

We're here to help you.

01:06:04 Speaker 6

Thank you so.

01:06:05 Speaker 1

Much awesome just on that note, Donna. Uhm, I think in the next few weeks we're planning to host a silly conversation with Bannister and they're the thick.

01:06:16 Speaker 4

I'm awesome.

01:06:17 Speaker 1

There're partner organisation with US and we haven't really done much planning of the workshop, but generally we want we want people.

01:06:25 Speaker 1

We want to normalise the use of Venice talk. As you know, it seems like they have some really great services and available to us, but like I personally haven't really engaged much with them before, so I'm I'm really excited just to learn a little bit more about it and feel a little bit more connected to it.

01:06:44

Yeah, comma.

01:06:46 Speaker 1

Yeah, Norris.

01:06:47 Speaker 12 (Sam)

I was gonna say, UM kilos here because, UM, this is a a forum that a lot of us PLs and managers and so forth are able to come and just only talk it hasn't happened for a long time. We used to have these PL meetings ahead offers. And yeah, we do have those morning tea sessions. But that's already scheduled. That's already programmed I suppose, and they they're seeking selective responses already from that. But, uh, list. Here we can say what we want to say and it stays in our circles. Poor and dumb, you know. And last week I I enjoyed last week, you know. And this week I enjoyed it thoroughly. But it does open that opportunity for us to say things like what Dan just said about training and so forth. And you know. And yes, there is a training. Party being organised currently to to look at training needs

moving forward. Uhm, but a lot of us don't know that I only found out that out two days ago but but. Yes, thank you for creating this and thank you for allowing us to participate. And yeah, so this is this is the circle support. I suppose that we all need frontline workers and peels. And so forth. Because we can have a young, we can have a. Talk we can. Laugh we can you know, talk about things and it's good. So no, no.

01:08:18 Speaker 1

Appreciate it Morris and like it's everyone. It's everyone that makes this like we all. We all phone a 1% like addition to what makes this these sessions really great and and Donna I'm going to. I'm going to follow up other mental health workshops as well and and we we can.

01:08:37 Speaker 1

See what we do there. So 1%? Uh, mention hopefully it can grow. Plant a seed into something you know that we can all kind of learn from.

01:08:46 Speaker 1

Sure, I, I notice you had.

01:08:48 Speaker 7 (Sandra)

Your hand up yeah so I just wanted to ask quickly when you do organise the Benestar? Meetings, can you please let us know 'cause I'm sure we've got supported employees and their families that would be interested in knowing mor, e 'cause we've been Donna and I have mentioned it to a few of our support employees, but they don't really have that great of an understanding of what it is and what they provide, so if we could open that up to them. That would be great, yeah?

01:09:16 Speaker 1

Yeah, definitely definitely.

01:09:16 Speaker 6

I have I have handed out some resources as well. There there is one supported employee that has really utilised by the star and and it's given really good feedback, so that's positive and if we can get the.

01:09:27 Speaker 6

Not moved forward and really pushed that for other supported employees to and provide that support so that they understand what it is, how they join and what it can provide. I think that'll be beneficial, definitely.

01:09:40 Speaker 1 (Connor)

Yeah awesome awesome. Just on the note sheriff's. So these sessions like they are open to like 100% every one 750 employees. How many employees we have to like? Everyone welcome. Some, but I think yeah, like it's it's we do we send out notices in the newsletter? UM, but I can also drop you a personal message just in case it's been missed. I think I'm going to do a practise when like whenever we have a session coming up, I'll just, you know, drop some people emails so you've got. Like you know, 2 two different links to the sessions, but it's always every fortnight, every Thursday, every second Thursday 12:00 PM.

***“Civic Conversations 6” Interview Transcript starting at 00:18:51***

01:10:24

So that's why.

01:10:24 Speaker 1

We do it, yeah.

01:10:26 Speaker 1

And if anyone wants to, because generally we we share the UM kind of facilitating, share the share like the topic.

01:10:34 Speaker 1

If anyone has like something that they want to talk about, like we really want to kind of democratise this idea of like how.

01:10:45 Speaker 1

We support dumb, you know if anyone has like something that they want to speak directly for. Get in touch. Kids come, yeah, 'cause you know we want it. We want to hear from from everyone.

01:10:56 Speaker 2

All ideas are welcome, please anyone that is interested in moderating this space. It's open to everybody. Does the idea of making it so come forward.

01:11:07 Speaker 1

So just as we close, I'm going to drop.

01:11:10 Speaker 1

A bomb, just a feedback form.

01:11:12 Speaker 1

It's very brief.

01:11:14 Speaker 1

It's like, uh, muno out of 10.

01:11:16 Speaker 1

How great was this? Some, you know, if you've got any ideas, any feedback? It's just I think it's three questions. If you could fill that out, hopefully it'll take like 2 seconds. Let me just cheque it.

01:11:27 Speaker 1

If it works, it looks like it's working.

01:11:29 Speaker 1

For me, uhm, that would be really helpful.

01:11:33 Speaker 1

But beyond that? UM, thanks so much for joining us. We're we're a bit over time, but.

## ***“Lauren” Interview Transcript***

Thanks Katie again for Greens this interview you're very insightful stuff that I've been taking notes this whole time.

Speaker 2

You seem like bases and in this role.

Speaker 3

Yeah, yes I.

Speaker 3

Will I started in the state I grew up with and not with Down syndrome and my dad had a physical disability and so I kind of did this when I was at uni.

Speaker 3

And I do not, with my uni degree.

Speaker 3

But this is always.

Speaker 3

My, you know I enjoy it and I worked on the floor. I worked in accommodation before I moved to Australia and I.

Speaker 3

Was a support worker when?

Speaker 3

I first arrived and I only became a practising or a manager when we merged with server.

Speaker 2

Say say, it was, uh, you know, maybe a greenhorn and you know, do you have any tips or tricks that you might share with me to reduce my workflow?

Speaker 2

I had my workload.

Speaker 3

Oh I would say yeah I would say.

Speaker 3

This so when we.

Speaker 3

Get new pals. I always reach out. I think I was very lucky when I started with civic because it was pretty cool.

Speaker 3

David, I it was at one of my hubs I.

Speaker 3

Shared in office with two other.

Speaker 3

Practises there's.

Speaker 3

And you taught.

Speaker 3

Me so much and then through them I developed, you know, close working relationships.

Speaker 3

With others, so I always.

Speaker 3

Tell and I've been down in our recently helping a new practise leader kind of come on board and I think.

Speaker 3

The big key.

Speaker 3

Is you're not going to know everything.

Speaker 3

But know that you can you have people to reach out to help you and don't hesitate to reach out.

Speaker 3

I know sometimes people get reluctant to kind of and and then I think delegation.

Speaker 3

I think if you.

Speaker 3

I always say that if you feel part of.

Speaker 3

Something bigger you feel part.

Speaker 3

Of a team that people lift.

Speaker 3

If you are all in this together, if you you know are not afraid to jump on the floor and get involved and do shifts and understand where they're coming from.

Speaker 3

When I was sent to the Masonic hub when I started with Civic, there was some staffing issues and I just kind of went in and I watched and I looked and I went on transport runs and I.

Speaker 3

Kind of saw how things were going and you know, acknowledged what was good and then.

Speaker 3

The pain, let's tweak. Let's make this easier for.

Speaker 3

You and let's make.

Speaker 3

This better, but in terms of workload I think.

Speaker 3

Sometimes, UM.

Speaker 3

Yeah and again.

Speaker 3

I'm used to the chaos I work.

Speaker 3

Better under chaos with.

Speaker 3

A lot of things on my plate.

Speaker 3

But Deuce workload. I think you know, if you encourage that teamwork that everybody plays a part that you give someone kind of a role in a responsibility.

Speaker 3

They tend to lift because they feel like you're working towards some greater good as opposed to if you just come in and.

Speaker 3

You're not going.



## **“Lauren” Interview Transcript**

Speaker 3

To get that assistance, and you're going to.

Speaker 3

Make this barrier between.

Speaker 3

But yeah, just.

Speaker 3

I think and if.

Speaker 3

You can be more organised than I am.

Speaker 3

Your life will be.

Speaker 3

I do operate.

My mic.

Speaker 2

You know where we see? I think you just see areas for improvement, whereas we see how you're doing a great job and we'd like to learn from that.

Speaker 2

Maybe you know.

Speaker 2

Similar question or tips and tricks for improved channels of communication between you and people. You're delegating work with.

Speaker 3

I think it just has to be clear. I think I you know, in looking at how I do things sometimes I do I if I send an email out or I send.

Speaker 3

A direction and then we.

Speaker 3

Get a new staff member on. There's sometimes that gap, like I've said that, oh, you.

Speaker 3

Came after I corrected.

Speaker 3

You know myself, so I need to capture that and so I'm working on.

Speaker 3

You know, even like things you need.

Speaker 3

To know a.

Speaker 3

Folder for when they come through. We just update that so that when people come on site there's no question what you're.

Speaker 3

Responsibilities and what we expect of you. Because sometimes with inductions or if Joe is giving an induction, you know something might be missed.

Speaker 2

Come by this this induction you it seems.

Speaker 2

You have like a protocol.

Speaker 3

So usually we have a list of things that they need. You know they get in systems updates they get, you know, into the system shown how to log on, and then we talk about the site. We talk about each of the tenant.

Speaker 3

Their support needs. If you were just to go in, or if.

Speaker 3

They will let.

Speaker 3

You win on that kind of stuff, but a.

Speaker 3

Lot of the.

Speaker 3

Stuff like if something changed or something has come up like an issue like just remember not to do this, that's the kind of stuff that I'm talking like. I need a better way.

Speaker 3

To capture that, and I think with practise leaders.

Speaker 3

Two, I think my advice to them is always manage your relationships. You know, take responsibility when you make a mistake.

Speaker 3

I used to laugh 'cause all my visits to have offices like.

Sorry it's me. That's my bad, you know.

Speaker 3

And I think.

Speaker 3

That people respect that more than if you throw. You know people under the bus or you don't take responsibility, you say.

Speaker 3

Hey, I didn't understand that. I'm sorry I will do this to rectify it.

Speaker 3

But I wish that they had more of a mentoring programme. I see it now with Brian says my manager.

Speaker 3

He sent me down the close to help Lily, and I think that really helps studying. You ought to.

Speaker 3

Kind of forcing a relationship on somebody so that they know they actually have somebody.

Speaker 3

To talk to.

Speaker 3

Whereas you know my emails, you know, hey, don't hesitate to reach out. I'm sure they're like, oh, who's this crazy woman I'm?

Speaker 3

Not going to do it, and I think COVID really has made that more difficult. **I do feel that we feel kind of**

## “Lauren” Interview Transcript

disconnected right now between everyone and, you know, I go back to me saying that when.

Speaker 3

You feel part of something bigger you.

Speaker 3

Kind of lift and you know I used to love the monthly pal meetings. We had an OPS meeting each month and it was a time for everybody to come together and see each other and reconnect.

Speaker 3

Because when you know like hey, you know things like oh, Liz is my go to for systems and Mauricio is my go to for quotes and.

Speaker 3

You then you learn and.

Speaker 3

I think that you have to be self reflective.

Speaker 3

You can't think you can come.

Speaker 3

In and just that's your way and that's it.

Speaker 3

I acknowledge what I mess. I said sometimes I don't. I didn't respond well or you caught me at a bad moment and I think that's another thing that builds that respect and not holding that above somebody said you.

Speaker 3

Have to be.

Speaker 3

Able to talk about those bad moments, but then.

Speaker 3

Move on and nothing and not.

Speaker 3

Hold that against people so.

Speaker 3

I do I do?

Speaker 3

Hope that they come in with that.

Speaker 2

That that that's a great response. I mean, a lot of points there too, that I'm particularly interested in. You talked about keeping your team updated.

Speaker 2

I remember earlier you're mentioning changes in India are there is there? Is there like a top five of things that are constantly changing that you have to always?

Speaker 3

Yeah, in this section it's NDIS funding.

Speaker 3

And that is explaining to them how we provide support. In the beginning it was very much we were funded.

Speaker 3

It was going to be like a basic cell, so like how accommodation sites are funded. So just like a bucket on Monday we're just unsightly calls and everyone.

Speaker 3

In the background.

Speaker 3

Then it changed to a different line item and so it was still concierges and in our support still the same bank.

Speaker 3

Now we moved to core support. So how we provide care and how we provide support is still flexible but we have to have those conversations kind of before and it's going to be more planned.

Speaker 3

Than it is.

Speaker 3

Unexpected about makes sense.

Speaker 3

So we're just.

Speaker 3

Keeping them in the loop and being.

Speaker 3

That you know.

Speaker 3

They need this.

Speaker 3

This is what we're looking at it. You know it's even as simple as you know, vaccinations. This is why we're doing this, you know. And.

Speaker 3

I'm making sure, like you know, I support your.

Speaker 3

Choice if you don't want to get it.

Speaker 3

But I can't.

Speaker 3

Stop the consequences if you you know that kind of thing and just talking through and explaining things 'cause I think.

Speaker 3

If you don't communicate with people and there's that question of what's going on in the background and things have changed and then people jump to conclusions and then they jump all over.

Speaker 3

Play, but I usually will philtre down. We'll talk about it at team meetings and take notes.

Speaker 3

But I usually.

Speaker 3

And I'll just cheque in like during covert. I would just say hey how you going? Remember to take care.

Speaker 3

Of yourselves if you need a.

Speaker 3

Day off or you need a break.

Speaker 3

I bring treats, I'm a big that's.

## ***“Lauren” Interview Transcript***

Speaker 3

My love language clearly alone.

Speaker 3

I would say if you give me.

Speaker 3

A snack I probably will help.

Speaker 3

You escape from business.

Speaker 3

But I do do little things like that or just you know if I'm on site, I'll say go home, you know, leave.

Speaker 3

Early and just.

Speaker 3

I think it's really important to keep your eye on their mental health and understand that.

Speaker 3

People have you?

Speaker 3

Know stuff in.

Speaker 3

The background and sometimes unfortunately you know they're they need some time or you know but.

Speaker 3

That's something that I that Joe, the whole team, promotes that if you need a mental health day, just no big.

Speaker 3

Deal will just, that's cool.

Speaker 3

And I've done that since I've, you know, been in the hubs as well.

Speaker 2

So it sounds like changes in NDIS contribute to a lot of your workload.

Speaker 3

Because it.

Speaker 3

It does because yeah, it does, definitely I'm, I think for the past month I've been focusing on funding and service agreements and.

Speaker 3

Explaining that to people. And again, you're talking to people who here or we're not funding that. So then they jump to the conclusion of over.

Speaker 3

If they're shutting.

Speaker 3

Us down we have nowhere to live.

Speaker 3

No, that's not what.

Speaker 3

We're saying it's.

Speaker 3

Just a different funding stream and.

Speaker 3

I think you realised that you know.

Speaker 3

It is a privilege to be in peoples lives. I mean you hear them talk.

Speaker 3

Like oh, I have.

Speaker 3

To go to bed at 10 'cause my care is here, I couldn't leave my apartment 'cause my care didn't come and you think all.

Speaker 3

The stuff that you.

Speaker 3

Take for granted like you want to binge.

Speaker 3

Watch tiger king.

Speaker 3

On Netflix, but you'd have to go to.

Speaker 3

Bed at 10, you know because.

Speaker 3

That's when that person there.

Speaker 3

So to be on site 24 hours, we allow this freedom in this actual choice and it's something that we hugely push with the staff.

Speaker 3

But a lot of the communication is.

Speaker 3

You know the.

Speaker 3

Checkins the you know human support, you know.

Speaker 3

Being part of their circle of.

Speaker 3

Supports in terms of someone they can talk to.

Speaker 3

When they are stressed with either home or work.

Speaker 3

And just, you know, kind of that ongoing conversation like. What can I do to help you, but do.

Speaker 3

You guys need to be more comfortable.

Speaker 3

Like what kind of biscuits do?

Speaker 3

You, like you know what?

Speaker 3

I mean, it's just.

Speaker 3

Little stuff, and I think.

Speaker 3

COVID has especially taught us to acknowledge people efforts like you have support workers who worked for

## ***“Lauren” Interview Transcript***

two years straight doing double shifts, locked down at one site wearing full PPE for their entire ship.

Speaker 3

And it's so.

Speaker 3

Important to acknowledge that because I do feel sometimes.

Speaker 3

There is, uh, just between.

Speaker 3

Upper echelons and the actuality of service provision, and I think it's up to us, especially as practise leaders to make sure that they are being seen and.

Speaker 3

Acknowledged for that.

Speaker 2

You you touched on COVID their again and that's something I wanted to come back to from your previous response.

Speaker 2

You mentioned that since COVID feel disconnected.

Speaker 2

Do you think that has anything to do to do?

Speaker 2

With face to FaceTime.

Speaker 3

No, I think it is, I think, face.

Speaker 3

To face is important and I am.

Speaker 3

Teased at Civic because I.

Speaker 3

Am a toucher. I will constantly talks people or.

Speaker 3

Don't hug and I think that that.

Speaker 3

Was difficult initially and and we were, I think.

Speaker 3

One of the first things that I noticed.

Speaker 3

About civic when we merged with the people.

Speaker 3

It was so supportive and so helpful. There was all these opportunity, you know there was lots of trainings and meetings and everyone got together that.

Speaker 3

Gave you a chance.

Speaker 3

To kind of.

Speaker 3

Uhm, you know. Learn off, we talk.

Speaker 3

Other get to know build.

Speaker 3

Up your own circle of.

Speaker 3

Support in the organisation and I think with Kovid.

Speaker 3

It it kind of had the opposite effect, because we were.

Speaker 3

All you know, speaking.

Speaker 3

Through computers and you're on your computer all day and and people then found.

Speaker 3

It easier to.

Speaker 3

Create meetings when it could have been an.

Speaker 3

Email so.

Speaker 3

I think it.

Speaker 3

Added to the exhaustion of having to kind of.

Speaker 3

You know, beyond Doc being meetings all the time.

Speaker 3

Having to do this and so your normal outlet in your normal people that you would reach out sometimes, and then there's like I.

Speaker 3

Can't even talk anymore I.

Speaker 3

Can't talk on the phone, I can't.

Speaker 3

I can't focus.

Speaker 3

When you know and that was kind of an investment, because those were my people, and that's how I think the people get you through.

Speaker 3

Your bad moments.

Speaker 3

But Kovid really affected all aspects of our.

Speaker 3

Life it's even.

Speaker 3

The mental model, I think.

Speaker 3

That we had to carry.

Speaker 3

You know who's been exposed, especially with the different transitions of COVID and their health guidelines. Whether you know you have to isolate who's who's been, with who, who seemed to like what site where they at, and it's just this constant.

Speaker 3

This level of just in the background of your heart having to think about it and not being able.

Speaker 3

## ***“Lauren” Interview Transcript***

To shut off at the end.

Speaker 3

Of the day, and.

Speaker 3

Just let go and and that. That was exhausting.

Speaker 3

And I think.

Speaker 3

That's that I don't can't even keep track.

Speaker 3

Of all the lockdowns and.

Speaker 3

If you guys are in Melbourne, I do apologise 'cause I know you had.

Speaker 3

A lot more, but I think even the.

Speaker 3

For us

Speaker 3

That laughed locked down I was awarded.

Speaker 3

I cannot do this like.

Speaker 3

I need you know to see.

You kind of way up.

Speaker 3

That risk but.

Speaker 3

It affected a.

Speaker 3

Lot of us and I felt bad for the new team members.

Speaker 3

I think there's a.

Speaker 3

Kind of a.

Speaker 3

A disc communication between.

Speaker 3

You know, I.

Speaker 3

Always said we don't even know who works here anymore, like.

Speaker 3

We haven't had an updated.

Speaker 3

Bob start. There's not sometimes an introduction to new team members.

Speaker 3

Not like who's who in the zoo. Like welcome and I said, wouldn't it be nice to know who's starting?

Speaker 3

See a little blurb or a picture. So then if you are at head office you can say hi.

Speaker 3

So and so it's.

Speaker 3

So nice to meet you. I was in the office.

Speaker 3

So I.

Speaker 3

During COVID, but I had gone up there to drop something off and someone came in and said oh it's my first day back and then she asked my manager who he was and he said I'm, you know, Brent, I'm in OM and then she's like oh and they both had worked there for a year.

Speaker 3

And I was just like, Oh my God like.

Speaker 3

That's not, and that's not the.

Speaker 3

The Civic I know. You know the civic I know was so welcoming and warm and you know providing all these opportunities, and I think we've just kind of.

Speaker 3

Drifted away and I think people have not.

Speaker 3

Felt that.

Speaker 3

Were all part of something.

Speaker 3

Bigger for a while because I think.

Speaker 3

Everyone is just, you know, tired but.

Speaker 2

Well, just one last question.

Speaker 2

You wear a lot.

Speaker 2

Of different hats.

Speaker 2

You try like you said, you try and stay in the background as much as possible, but then as necessary you changed and sets maybe. Could you tell us which is your favourite header, which is your least favourite hat?

Speaker 3

I like people. I mean I know.

Speaker 3

And I always joke with everyone.

Speaker 3

I said like 5 people in.

Speaker 3

This world and I.

Speaker 3

Said, but I think it's that.

Speaker 3

You know, kind of **that acknowledgement of the role we do play, whether we are in the background**, whether we

## ***“Lauren” Interview Transcript***

do something you know we have two gentlemen who moved into the site.

Speaker 3

I met now who are living on their own and.

Speaker 3

They're just driving like.

Speaker 3

One has his girlfriend over all the time and.

Speaker 3

One goes live pub and just that little stuff.

Speaker 3

I think.

Speaker 3

I said I've worked in day programmes for like 20 years and I've learned more in the past two years and I think everybody should be learning.

Speaker 3

I I never like when people come in.

Speaker 3

Like oh, I already knew.

Speaker 3

That, or you know, I've worked here, and I know how.

Speaker 3

It is because.

Speaker 3

You shouldn't be because everyone you're dealing with people and everyone is different and you don't know.

Speaker 3

And you know you always kind of need to be aware of that respect and how you're presenting.

Speaker 3

And I do think it's the people I do like that sometimes it's not the people when I'm dealing with something ridiculous, and I don't necessarily have the patience for, you know, a staff member complaining about a dish being left in this thing, because usually it's me that left the dish behind.

Speaker 3

But I try to be I try.

Speaker 3

To acknowledge their.

Speaker 3

Feelings, because sometimes it's not even about what's in front of them.

Speaker 3

It's about what's going on in the.

Speaker 3

Background we have a saying in my family my grandma died when I was in high school. It was right around right before, thanks.

Speaker 3

Setting and then at Thanksgiving.

Speaker 3

Traditionally, we all bring the same stuff and my.

Speaker 3

Aunt brought a different fruit salad.

And you would.

Speaker 3

Have thought that.

Speaker 3

She you know.

Speaker 3

Sacrificed her first board and it caused this.

Speaker 3

Huge fight people were caring. Everyone else is like shell shocked and she's wearing caring now.

Speaker 3

And I thought it's not about the fruits out, it's about the fact that we just lost my grandma two weeks before, and so sometimes when people are reacting to what's in front of them, including the tenants, including the staff, it has nothing to do with the with what's happening in that moment. It has something to do with.

Speaker 3

You know weeks.

Speaker 3

Before something that happened at home and they're just not having a good moment. So I you know I like.

Speaker 3

Helping people through that, but I also like to support people.

Speaker 3

And see them achieve.

Speaker 3

It's not, you know always about the tenant.

Speaker 3

Sometimes it's about that staff and that confidence that you see them building and you know the abilities and.

Speaker 3

You know I have staff that move on, you know, and I always support that and I think how amazing like that's great you're doing what you want. I don't like that, you know.

Speaker 3

Either trying to limit and keep people down I.

Speaker 3

Always try to see them you know, achieve.

Speaker 3

More and do more.

Speaker 2

It sounds like the staff at times.

Speaker 2

They need an outlet from all the kings.

Speaker 3

Yes they do.

Speaker 2

They receive it at work.

Speaker 3



## ***“Lauren” Interview Transcript***

They definitely do, and sometimes I think they don't. They get caught up in the and it's not just my science. I've been chatting with some of his peers about some of this stuff.

Speaker 3

I think sometimes.

Speaker 3

It's the drama, it's it again. It's something going on in the background and they need someone to kind of come in and say hey, what's going on? I've noticed this.

Speaker 2

This is that you're wearing from often. OK, yeah.

Speaker 3

Aesthetic dollars.

Speaker 3

Yeah, sometimes you know and sometimes it's the tenant like.

Speaker 3

The tenants will complain about each other. You know they.

Speaker 3

Since I was in the.

Speaker 3

Lift and they didn't say hi and I just.

Speaker 3

Go Oh my God.

Speaker 3

Say hi.

Speaker 3

Like you know, I go. Not saying that's good or.

Speaker 3

Bad, but I'm saying you know.

Speaker 3

So it's definitely that. So sometimes that's the best part of my job is people. And when I was at the hub, I definitely would say it was the people.

Speaker 3

It was the clients and just laughing hysterically all day and feeling that support and walking in and having people vote. Katie and I know that's a very selfish.

Speaker 3

Way that you could see that outcome in it, you know, and you could see that amazing. You know things that they did or participated in.

Speaker 3

Or, you know, people who would come in and they didn't do something and then they were playing music because you.

Speaker 3

Found out what they like.

Speaker 3

Whereas here it is. You know a very.

Speaker 3

Kind of quiet.

Speaker 3

Support sometimes and sometimes it is more advocacy you know.

Speaker 2

Well, great answer. You surprised me. I didn't expect you to talk about the same hat and look.

Speaker 2

At it there.

Speaker 2

The two.

Speaker 2

Sides of that.

Speaker 2

Point, I'm surprised you didn't mention admin, I guess.

Speaker 3

The high point of my job.

No no no no.

Speaker 2

As as the hat that you you grab the same hat that people had and you, you showed us the two sides of it inside you, enjoying you don't enjoy, and I think that's.

Speaker 2

Where you talked about the positive and.

Speaker 2

The negative I I would have thought, you know.

Speaker 2

The the bad head was the.

Speaker 2

Admin, but maybe there's some predictability to that.

Speaker 3

I think you.

Speaker 3

Know and I think yeah, and the admin stuff. It seems when I first started we've gotten more responsibility.

Speaker 3

We are responsible.

Speaker 3

For more and more and more and.

Speaker 2

More and it's growing.

Speaker 3

And it's growing and.

Speaker 3

It's, you know.

Speaker 3

I think sometimes you know having so many different.

Speaker 3

Departments and you know, the accountability of whose responsibility is what.

Speaker 1

Can be difficult.

Speaker 2

OK.

Speaker 3

But it's my day varies day today if.

## **“Lauren” Interview Transcript**

Speaker 3

You ask me tomorrow I might have had a different answer, but you know, I do love the people and I also.

Speaker 3

Go with people.

Speaker 2

Well, excellent Kathy, you sorry, Katie you you you really?

Speaker 2

Brought a wealth of information for me, yet I I know we're close to the time that was agreed so I I don't know if anybody wanted to.

Speaker 2

Wrap it up or I've got one question.

Katie, if you don't.

Speaker 2

Mind you mentioned he had a wish of.

Speaker 3

Hello Sir

Speaker 2

Earlier to have a mentoring programme, what would that?

Look like to you.

Speaker 3

I think that's in terms of so new people coming in. I think they should be matched with somebody so that they have someone to go to, or they can introduce them. Get into the people they're connected to, like a more formal way as opposed to saying, hey.

Speaker 3

Here's your team. Don't hesitate to reach out.

Speaker 3

I think Brent did a good job with matching me up with Lily and me travelling down there and kind of sitting with her and she could ask me like what do you do when this happens?

Speaker 3

And what do you do with?

Speaker 3

This and then I'm just making sure she knew that I don't always know the answers, but I know that there's.

Speaker 3

People I can.

Speaker 3

Act to help, and making that OK.

Speaker 3

That you don't.

Speaker 3

Feel like you have to put on the front and hide when you're kind of.

Speaker 3

Doing stuff and I also think at this level there's not really a mentoring programme. If let's say we wanted to

become operations managers or move on in our own careers, there's.

Speaker 3

No kind of.

Speaker 3

Then training or formal group.

Speaker 3

To build those skills, and I think a lot of people they might not think now, but they might come, you know in future.

Speaker 3

So hey, that might.

Speaker 3

Be something I want to do, but they don't.

Speaker 3

They haven't had.

Speaker 3

That back up, there hasn't been a lot of professional development our guests.

Speaker 1

Lately with COVID.

Speaker 3

And I think because training is so difficult to do an online and over zoom and people are better exhausted. But I think if they could start doing that just you know it doesn't even have to be like a small group. But everybody like hey look, these are kind of the higher stakes and I think it's.

Speaker 3

Kind of as a practise leader, knowing all the different.

Speaker 3

Parts like you.

Speaker 3

I've dealt a lot with service agreements because of my days in the Community hubs, whereas other practise leaders might not have and so that understanding.

Speaker 3

But it's an important understanding of your job, because you need to know that you're funding is proactive on the quotes.

Speaker 1

Look right.

Speaker 3

And so I just think little stuff like that. Even you know that.

Speaker 3

Training know what you're looking for, not what this needs to be and why it's important for you to know this, even though we have departments that do the quote, but you need to be on top of this because you're the person that knows the client, the bus, the tenant, the best, and you're able to advocate them for that funding and make sure that they're going to get the.

Speaker 3

Support that they need, not someone who.

## *“Lauren” Interview Transcript*

Speaker 3  
Has never met the person and and I think that's.  
Speaker 3  
I think if I could.  
Speaker 3  
Have a wish for mentoring just that kind of stuff, like understand.  
Speaker 3  
All these other stuff that you might.  
Speaker 3  
Have not directly produce, such as a.  
Speaker 3  
Quote, but you.  
Speaker 3  
Need to know what it's about, what it needs.  
Speaker 3  
To reflect and.  
Speaker 3  
If it's wrong, you need to kind.  
Speaker 3  
Of be able to follow that up.

Awesome so, so currently there's nothing like that in civic.  
Speaker 3  
No, no again then it goes back to you know the what I identified like here's this. Here's this. **But then for new people coming along, do they really understand the role we need? A well defined kind of role, what we're responsible for?**  
Speaker 3  
What they had.  
Speaker 3  
Asian activators role is yeah even the name is so.  
Speaker 3  
It's so confusing for people like what's the.  
Speaker 3  
Practise leader, you know. Like what are we?  
Speaker 3  
I think just little stuff like that and I think it's you know when people are making decisions higher up or they're having conversations about something. I've been in meetings where people have presented things to me like.  
Speaker 3  
Here's the funding. Or here's the thing and I.  
Speaker 3  
Know that's not.  
Speaker 3  
Right, that's not right. You could have just asked me and I could have told like no, and so I think that's difficult. Sometimes to kind of being afraid of it, but not always be asked.  
Speaker 3

What you think or what is going on or the actuality above it?  
Speaker 2  
Listen and and. Right now it's just the instruction, and that's it, right?  
Speaker 3  
I don't even know they.  
Speaker 3  
Used to when I first started civic.  
Speaker 3  
And I didn't get this, but.  
Speaker 3  
People who came in.  
Speaker 3  
But have a week at head.  
Speaker 3  
Office and they would go around to the different departments and kind of they go to finance.  
Speaker 3  
And say this is what we do and.  
Speaker 3  
This is what we do. I think all manager.  
Speaker 3  
**This might have a way of doing it, but there's no real introduction. Sometimes there is, sometimes you get a random email like welcome to the team and then.**  
Speaker 3  
You might.  
Speaker 3  
Reach out, but you know we haven't even had like a operational cop shop in alarm time and I think that would go a long way.  
Speaker 3  
'cause then you could say I have one of my colleagues will always say who's that?  
Speaker 3  
But that kind of stuff, and I think that the more disconnected and more commentary.  
Speaker 3  
Like that?  
Speaker 3  
**I mean, we're in a, you know, a people business. I mean our business, but our focus is people and I think that again, if you feel a part of something and you're included and you feel everyone plays this important role that everyone is going to lift and right now everyone is like. Well, who's that do they still work here? Or did they meet? You know it's.**  
Speaker 3  
It's so disconnected right now.  
OK.  
Thank you so much for that it's.