



HealthShare

# EnableNSW

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2020 - 2024

# Foreword



It gives me a great sense of pride to work alongside a dedicated team who continue to deliver customer-centric programs and services. Together we are helping people leave hospital with the right equipment, allowing them to be more active in their community and helping them safely manage their health condition at home.

Over the last two years, EnableNSW has gradually increased focus on providing assistive technology (AT) and services for health needs as the National Disability Insurance Agency (NDIA) has increasingly taken responsibility for the needs of people with disability. This has resulted in a greater emphasis on delivering timely programs and services to help people safely manage their chronic health condition at home and in the community.

As we look to the future, we are committed as ever to:

- placing people that access our services at the centre
- working with our people, our patients and the clinical expertise that governs our programs and services to deliver our strategic priorities
- working hard to provide quality health outcomes for those who rely on us
- ensuring our valued partners journey with us to deliver on our promise of access to clinically appropriate AT in a timely way.

To conclude, I would like to thank the EnableNSW team for their involvement and enthusiasm in developing this plan. Your shared commitment to continual improvement is inspiring, and we will work together to ensure our workplace continues to drive innovation and success.



**Garth Worboys**  
Director, Patient Support Service



Since our establishment in 2007, EnableNSW has developed into a mature business unit of HealthShare NSW, supporting more than 26,000 people with chronic health conditions and disability, through a variety of programs and services.

Each year our focus on helping more people is achieved through a sustainable equipment model, efficiencies in our processes and robust procurement.

Behind this achievement is our unwavering commitment to exceptional customer service through training and investment in our people. Our workplace fosters learning, growth and a constructive environment to allow people to thrive both personally and professionally.

Central to our strategy is a digital transformation aimed at improving the ease of access and timeliness of the services for customers and health professionals, with the ability to capture feedback on people's experiences and outcomes of the services we provide.

Over the next four years, we are committing to:

- increasing our focus on the changing and unmet needs of people with short-term or ongoing health needs;
- ensuring quality assistive technology is readily available to people through loan services; and
- Improving the ease with which users can access and navigate services.

I also recognise that there are other business activities that are not specifically listed in this document but are equally important and reflect the need to continue to develop the capability and capacity of our staff and the need for good business-as-usual systems and processes.



**Jackie Hiller**  
Associate Director, EnableNSW

# About us

EnableNSW is a business unit of HealthShare NSW providing assistive technology and related services to people in NSW with specific, short term or ongoing health needs to assist them to live safely at home. We also provide financial assistance for people who have to travel significant distances to access specialist medical treatment, which is not available locally. The following programs and services support people to live and participate at home and in the community:

## Assistive technology programs

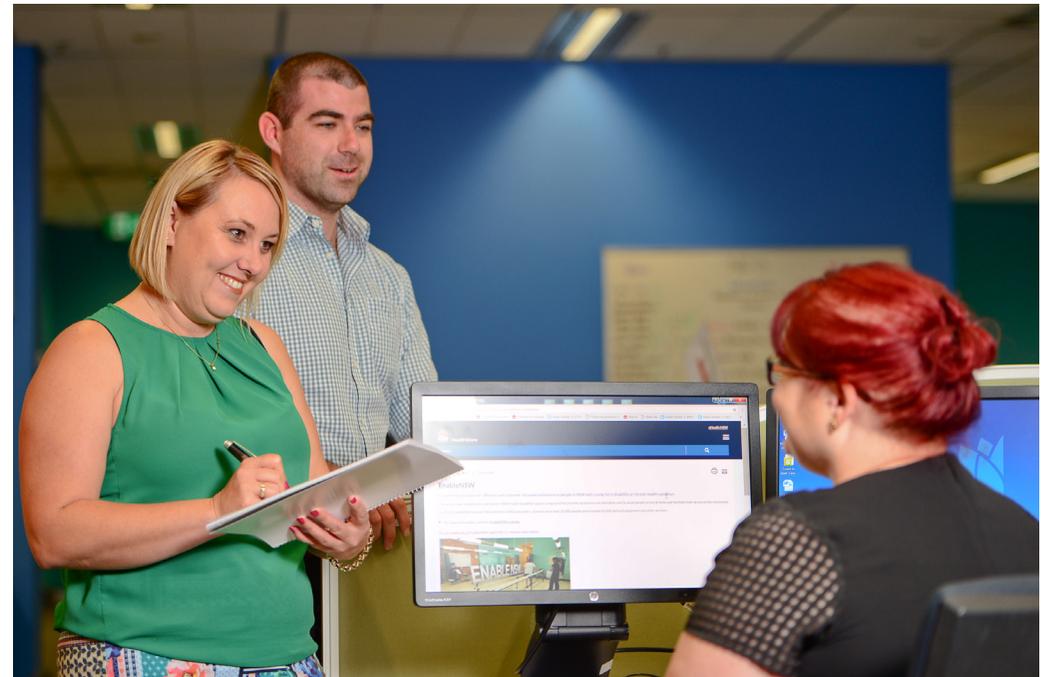
- Aids and Equipment Program: providing mobility, self-care and communication assistive technology; compression garments; home enteral nutrition; and continence products.
- Home Respiratory Program: providing respiratory equipment including oxygen concentrators, continuous positive airway pressure machines, ventilators and respiratory consumables.
- Prosthetic Limb Service: providing interim and definitive prostheses.

## Clinical services

- Specialist Prosthetics and Orthotics Services: providing assessment, fabrication and fitting of prosthetics and orthotics in Albury, Newcastle and rural outreach centres.

## Support services

- Isolated Patients Travel and Accommodation Assistance Scheme: providing financial assistance for people who travel significant distances to access specialist medical treatment which is not available locally.
- Away from Home Haemodialysis Program: providing access to private rental units while travelling.
- Safe and Supported at Home Initiative: providing temporary or permanent home modifications in order to live safely at home.
- Home Ventilation Programs: providing attendant care services to eligible adults and children on life support.



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# Our objectives



## To provide assistive technology and services to help people in NSW safely manage their health needs at home.

We support people to live safely at home and in their community by providing timely access to high quality assistive technology that can: sustain a person's life;

- treat and manage disease, health conditions or injuries;
- promote recovery and rehabilitation following an illness or injury;
- prevent development of secondary health problems or complications following an illness or injury;
- care for a person at the end of life; and
- reduce preventable contact with the health system, including hospital admissions.



## People in NSW have access to assistive technology to facilitate faster discharge.

We reduce the time people spend in hospital by providing access to the right assistive technology at the right place and the right time, allowing a faster discharge from hospital to home.

This leads to better outcomes for patients and benefits the whole NSW health system, by freeing up hospital beds for other patients and reducing time spent on administrative tasks by clinical staff.



## People, families and carers in NSW have improved experiences with the NSW health care system.

We put the person at the centre of the services that we provide by supporting people, their families and carers, and health professionals to navigate the system, and easily find the services they need.

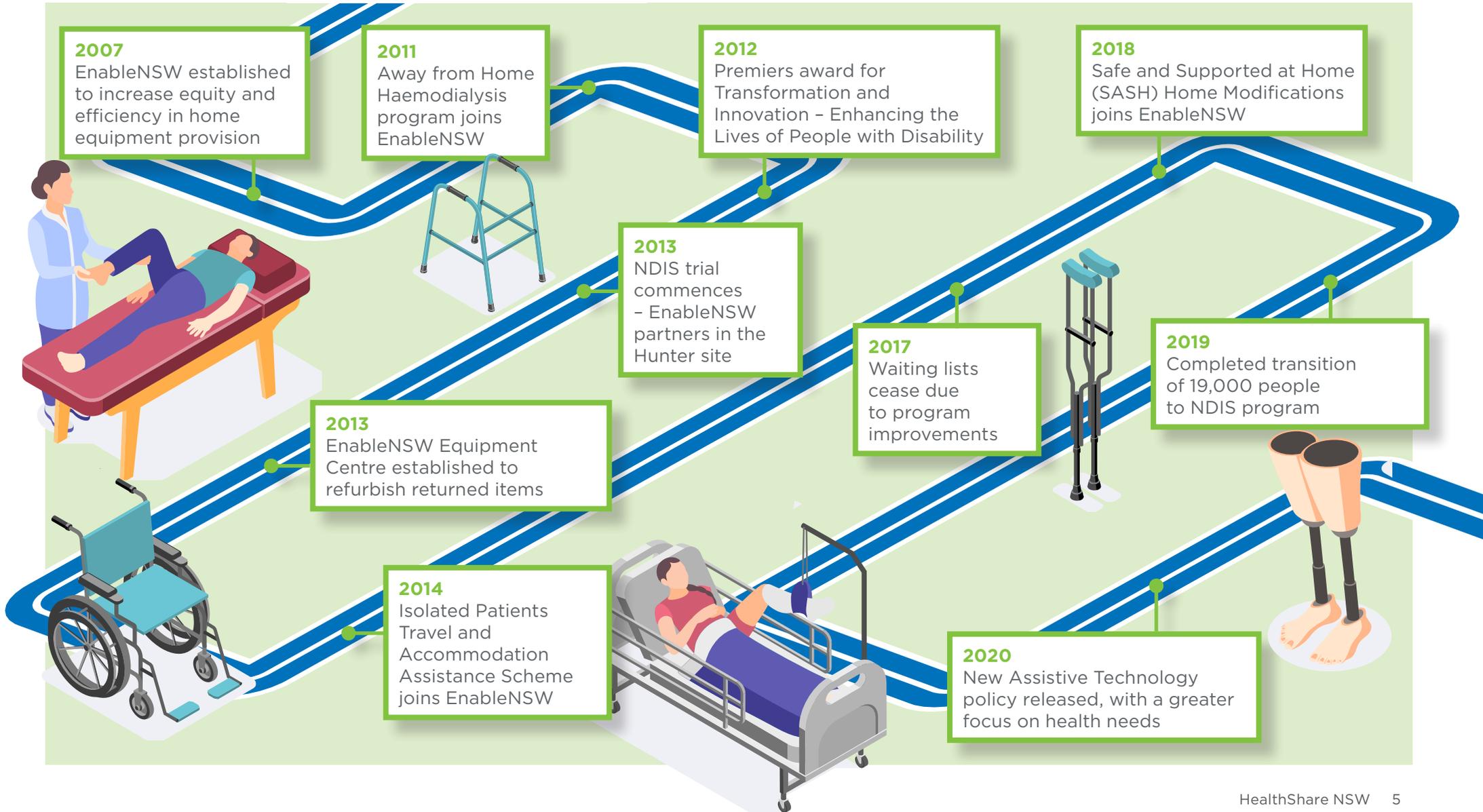
By better integrating our services with other parts of the health system, we support a more connected journey and an improved experience.



## People in NSW have equitable access to services.

NSW is a diverse state, and we are committed to ensuring people can fairly and equitably access our services and specialised health services, regardless of where they live, their economic status or their cultural background.

# Our history



# Our achievements

HealthShare NSW's 2017-2020 Strategic Plan embedded a culture of achievement, which EnableNSW made significant contributions to.



## Our Services are Competitive

In FY2018-19 we supported more than 50,000 people across our services.

**17,521**  
people

provided with assistive technology, consumables or home oxygen to support the safe management of their health needs in their home and community.

**31,000**  
people

provided with financial assistance to help access specialised health services, predominantly in regional and rural areas across NSW, in conjunction with LHD's.

**786**  
people

were supported by bridging the funding gap, in exceptional circumstances, to return home from hospital faster whilst waiting to access relevant long term funding.

**4,000**  
refurbished items

supplied to support individuals in their home and community. Saving an estimated \$4.5 million and supported the elimination of waiting lists.

**4,188**  
occasions of services

provided to people who required assessment, manufacture and repair prosthetic and orthotic services in regional and rural NSW.



## Our Customers are Engaged

**18%** increase in customer engagement

**12%** increase in customer satisfaction

In a 2019 survey, our service users said that:

**95%** used the product or equipment provided

**97%** the product or equipment met their expectations

**89%** they were satisfied with their overall experience



## Our People are Safe and Well

**0** Lost Time Injury Frequency Rate

**0** Total Recordable Injury Frequency Rate achieved by June 2020



## Our People are Valued

**69%** Employee engagement, as measured in the People Matters Employee Survey. Increased from 67%

 Improved our constructive culture by **18** percentage points

# EnableNSW Strategy

To support people in NSW to live safely and manage their health needs in their home and community



## Improving the ease of accessing and navigating services

Our services are simple and seamless, and are supported by digital transformation that is person-centric.



## Increasing our focus on health needs

We effectively respond to the changing and unmet health needs of people in NSW by providing assistive technology, clinical services and support services.



## Ensuring quality assistive technology is readily available

We provide and support a responsive and quality loan service so people in NSW can access the assistive technology they require.



**Outcome 1**

# Improving the ease of accessing and navigating services

Our services are simple and seamless, and are supported by digital transformation that is person-centric

**Why it is a priority**

Although our customers tell us that they are highly satisfied with our customer service they would like processes to be less complex, quicker and more transparent.

In order to improve our current service we need to work with people, their families and carers; health professionals and our suppliers. For example, the assistive technology journey involves a three step process - a prescription or recommendation by a health professional; funding application; and delivery. This requires navigating the various administrative systems associated with clinical services, funding bodies, assistive technology suppliers and delivery services. There is an opportunity to further develop and unify these elements to improve the end-to-end customer experience through digitisation.

At present, we have an ICT system that doesn't meet our complex needs, resulting in a high administrative burden on our staff and health professionals.

An improved ICT system is an important tool but is only part of great customer experience. Together with our commitment to operational excellence we will continue to invest in our people to deliver outstanding customer service and empower them to take a stewardship role across the NSW health system.

**What will we do?**

We have already successfully developed and implemented a purpose built ICT system for the Isolated Patients Travel and Accommodation Assistance Scheme (IPTAAS). This experience and lessons learnt makes us well placed to develop a new ICT system for our assistive technology programs. The ICT system will support improved services and an enhanced user experience. It will facilitate a shift to value add activities by reducing the administrative burden on our staff and freeing them up to focus on supporting more complex requests. Through the system we will collect and use data to monitor a person's journey through our services and inform continuous service improvements. We will continue to develop our staff with the skills to be digitally competent and confident using the new ICT system and to take on new roles and activities in the digital future.

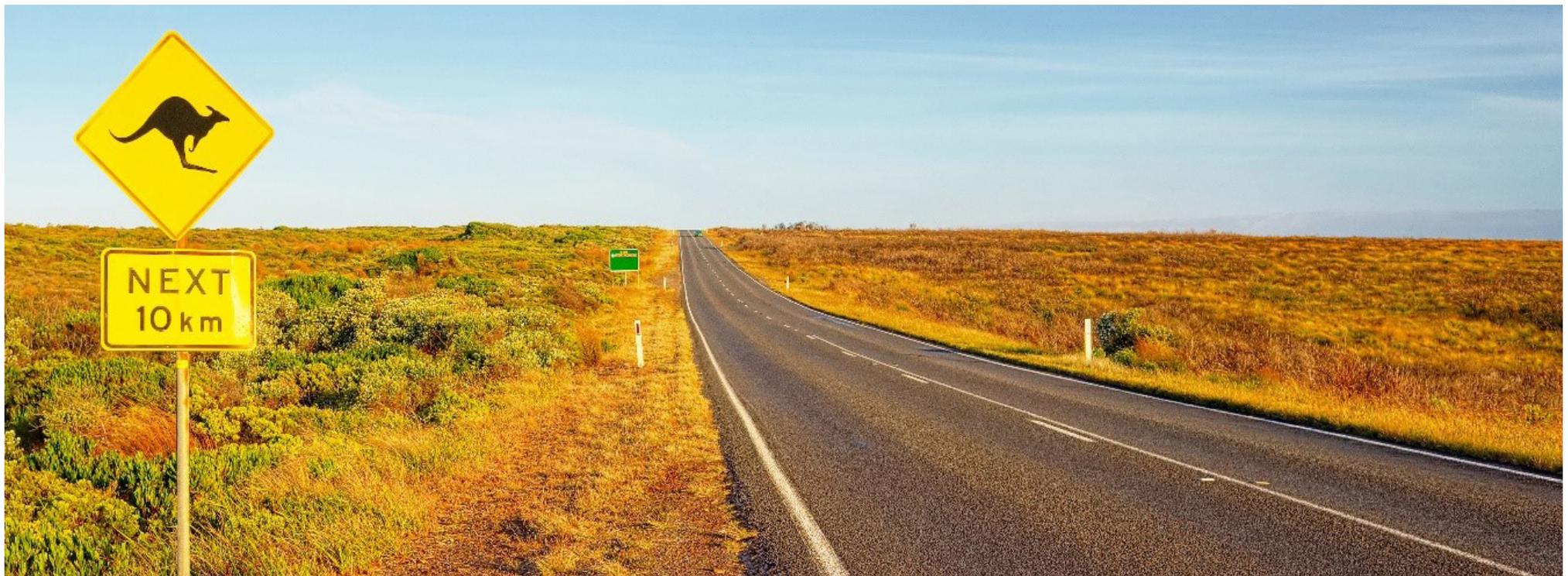
**Objectives**

**Sustainable use of assistive technology**

The implementation of our new ICT system will allow us to track loan items so that they can be returned when no longer required; refurbished and reissued; or disposed of in a sustainable way. We will develop and pilot service models to determine the most effective way of providing operational support to ELPs.

**Streamline access to assistive technology at a local level**

We will continue to work with LHDs and other partners to develop operational standards, a centralised evidence base, and a register of loan assistive technology across NSW. With increased visibility and data to support and inform decision making, we will work with LHDs to identify how EnableNSW can best interface with local Equipment Loan Pool (ELP) operations.



The Isolated Patients Travel and Accommodation Assistance Scheme (IPTAAS) reimburses isolated rural patients for some of their costs of attending specialist health services when no services are available locally. Each year approximately 70,000 applications are submitted by more than 31,000 people to five offices across the state. In 2016, 96% of patients used the six-page application form rather than the existing online form which could take up to 45 minutes to submit. Despite a raft of process improvements, claim times barely improved and staffing and ICT costs continued to climb.

Being in the unique position of having

both internal subject matter experts and ICT capabilities, EnableNSW took a radical approach to build a new ICT solution in-house. Such a project involved extensive consultations with the Ministry of Health, eHealth NSW, Local Health Districts and other HealthShare NSW business lines during the development and implementation stages to ensure that the new system would interface with existing business systems and meet privacy and security requirements.

In April 2018, the Travel and Accommodation System (TRACs) was released, providing online access to patients to lodge and track

their applications. The system provides a more efficient way to lodge applications through a user friendly interface and intuitive prompts which has resulted in online applications increasing from 4% to 16% of total applications received in the first 12 months. The increased transparency of the new system has also reduced the volume of calls received to track payments-in-progress. Overall, these improvements have reduced the administration cost per application by 29% for standard applications and 40% for bulk billing applications. More importantly, patient and provider payments are processed faster.



**Outcome 2**

# Increasing our focus on health needs

We effectively respond to the changing and unmet health needs of people in NSW by providing assistive technology, clinical services and support services

**Why it is a priority**

EnableNSW was established in 2007 as a NSW Health disability support program. For the past five years, we have supported eligible people transition smoothly to the National Disability Insurance Scheme (NDIS). We are currently finalising our exit from our role as an NDIS provider, with the exception of specialist prosthetics and orthotics services. This provides the opportunity for us to focus on health-related assistive technology needs.

An adaptive and responsive service delivery model is required to meet the evolving health needs of people who use our services within a rapidly changing environment. As such, it is critical that we monitor and assess the services we deliver and whether they are meeting needs across the system.

**What will we do?**

We will reallocate resources to design, manage and deliver services which support people to live safely and manage their health needs in their home and community. This includes providing assistive technology to sustain life; for prevention and management of health conditions; for recovery and rehabilitation; and for end-of-life care in coordination with other funding schemes.

This shift redefines our role and scope, and requires us to work with the Ministry of Health to implement an updated assistive technology policy directive.

Currently our tracked data tells us what we have delivered, rather than the impact of our services on people or the health system. It is important that we establish a performance monitoring framework to ensure we are effectively using our resources to meet these health needs. As such, we will commit to identifying and tracking patient reported outcomes and experience measures that will be used to assess our performance and the impact of assistive technology on individuals and the health system.

**Objectives**

**Transition out of NDIS services**

We will cease services as an active registered provider of assistive technology and repairs and maintenance by 1 January 2020, with the exception of specialist prosthetics and orthotics services. Following the adjustment of the budgetary impact, we will identify the most efficient reallocation of resources across existing services or create new services that can best achieve improved outcomes.

**Operationalisation of revised policy directive for EnableNSW**

We will continue to work closely with the Ministry of Health to implement the updated NSW Health Assistive Technology Directive. Operationalising the policy directive will involve partnering with NSW Health agencies through transition phases, providing information to the people who use our service, and monitoring that the directive has the intended impact.

**Develop, implement and monitor outcome measures**

We will develop, implement and monitor an outcome measurement framework including patient reported outcome measures (PROMS) and unreported experience measures (PREMS). The monitoring of these measures will be critical to ensure we are doing what we said we will do. Reporting of patient outcomes will also assist people, their families and carers, and health professionals to make informed decisions about the role of assistive technology and services in the management of health needs and effective models of care.



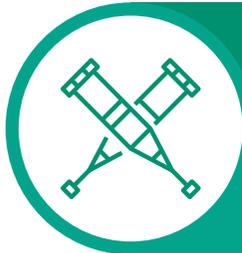
### SHELDON'S STORY

Sheldon lives with his wife Ruth and his dog, Busta. In 2016, Sheldon was diagnosed with bowel cancer which resulted in extensive cancer therapy and the removal of more than 70% of his bowels. This left Sheldon with peripheral neuropathy in his legs and hands and a significant falls risk.

Sheldon relied on Ruth for all his self-care needs as his bathroom was not equipped to safely manage his condition at home. "I would sometimes have to wait hours in my own mess to wait for Ruth to get home from work to help me clean up," Sheldon explains.

In 2018, Sheldon applied to EnableNSW and received funding through the Safe and Supported at Home (SASH) home modifications program. The funding allowed Sheldon to completely renovate his bathroom including hand rails, bidet, removal of the bath tub, installation of an entry level shower and the installation of a separate toilet for other members of the family. The funding also covered modification to his front and back stairs. Sheldon also received a mobility scooter from the EnableNSW Equipment Centre (EEC) to help him participate in the community.

The modifications to Sheldon's home were 'life changing' and meant that Sheldon could self-care without the need for anyone to be present. Ruth, who had been on extended leave from her employer, returned to work and was comforted with the knowledge that Sheldon was at a much lower risk of falls and could safely manage at home.



### Outcome 3

## Ensuring quality assistive technology is readily available

We provide and support a responsive and quality loan service so people in NSW can access the assistive technology they require

### Why it is a priority

EnableNSW has shown that refurbishing and reissuing equipment, as well as establishing a responsive and quality loan service, is an environmentally and financially sustainable way of providing quality assistive technology to more people now and in the future. EnableNSW and Local Health Districts (LHDs) have identified the need to work together to increase access to equipment loan pools, set service standards and increase reissuing of equipment to better use NSW Health resources and reduce waiting times for people requiring equipment.

### What will we do?

We will co-design a loan service model with our partners including LHDs, NSW Health agencies, health professionals, suppliers and people, families and carers to ensure streamlined access to assistive technology at the local level. The new ICT system will be a critical success factor in the future state as it will provide greater capability to manage and track loaned items.

### Objectives

#### Streamline access to assistive technology at a local level

We will continue to work with LHDs and other partners to develop operational standards, a centralised evidence base, and a register of loan assistive technology across NSW. With increased visibility and data to support and inform decision making, we will work with LHDs to identify how EnableNSW can best interface with local Equipment Loan Pool (ELP) operations.

#### Sustainable use of assistive technology

The implementation of our new ICT system will allow us to track loan items so that they can be returned when no longer required; refurbished and reissued; or disposed of in a sustainable way. We will develop and pilot service models to determine the most effective way of providing operational support to ELPs.



### SAMSON'S STORY

Samson has spinal muscular atrophy which is characterised by progressive muscle wasting. As a result, Samson cannot walk more than 10 metres without tiring and has a history of falls.

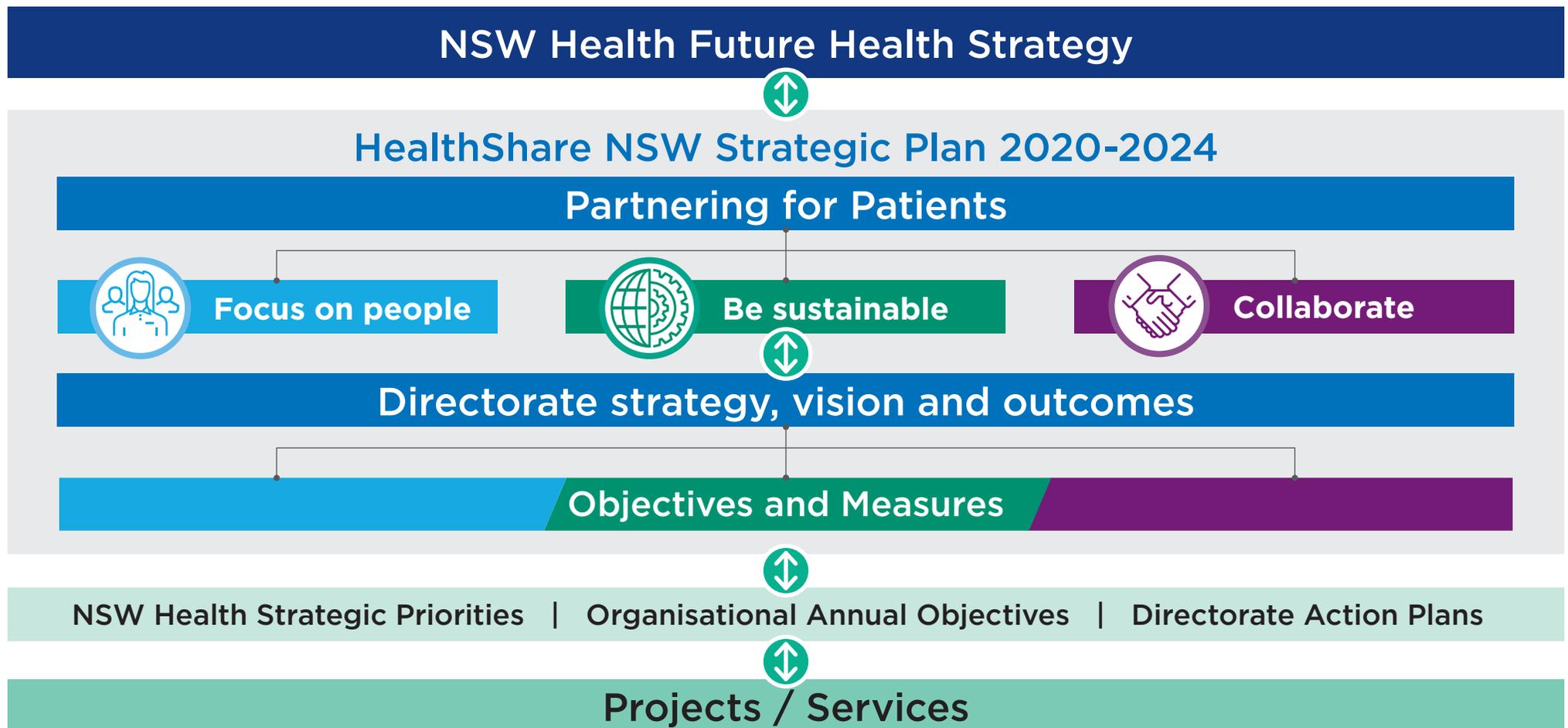
Samson leads a very active community life and was previously reliant on a scooter for outdoor and community access and a self-propelled manual wheelchair for indoor access. However, he was unable to take his scooter on buses which restricted his independence.

For Samson to meet his goals, he required an all-in-one mobility device that would help him at home, in the community and on public transport. Most importantly, Samson needed a mobility device that would help him to manage his deteriorating condition.

Samson's occupational therapist prescribed a power wheelchair with specialised seating to meet his long term needs and replace the need for two mobility devices. A power wheelchair base available through EnableNSW Equipment Centre was requested, refurbished with custom made seating and delivered two months from prescription. The benefits of requesting a readily-available wheelchair meant that Samson received his chair sooner than if it had been purchased and the environmental footprint was lessened due to recycling the base.

# Strategic alignment

EnableNSW vision and strategy aligns with the strategic priorities of HealthShare NSW, NSW Health and the NSW Government.



# Our partners

We recognise the integral role our key partners have in achieving our vision and outcomes.

Working with our partners supports an integrated health system which can deliver better outcomes for people, families and carers. Our key partners include:



Health

## NSW and Commonwealth Government

- National Disability Insurance Agency
- National Disability Insurance Agency Quality and Safeguards Commission
- Australian Government Department of Health
- Australian Government Department of Veterans' Affairs
- Department of Premier and Cabinet
- NSW Treasury
- NSW Department of Customer Service
- NSW Health Care Complaints Commission

## Other key partners

- Primary health networks
- Private and non-government health providers
- General practitioners and medical specialists
- Aged care providers
- Suppliers of assistive technology, equipment and consumables
- Repair and maintenance providers
- Advocacy organisations

## NSW Health System

- Local Health Districts, Speciality Networks and affiliated health organisations
- Ministry of Health
- Health professionals and clinicians



HealthShare

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