



Case Study NDIS Transformation

Industry: Not for profit

Region: Queensland, Australia

Business Challenge:
Reduce costs and deliver better client outcomes in preparation for the NDIS

Solution: Stabilise the core IT platform, develop an ICT strategy that is aligned with NDIS objectives, undertake review of software, selecting new CMS, HR, Timesheet and Rostering solutions -performing integration to achieve a “best of breed” solution.

Results: Improved client outcomes, and a real competitive advantage in future.

How One Organisation Became NDIS Ready, Reduced Costs and Delivered Better Client Outcomes Leveraging Technology.

The Organisation

InFocus Disability Services, formerly known as Xavier Children’s Support Network has a long and proud history of over 65 years providing excellence in service delivery resulting in positive outcomes for young people with disabilities and their families.

The “Xavier Hospital for Children” was founded shortly after World War 2 and by June 1992, Xavier was a dynamic organisation providing accommodation and respite support services to children with multiple disabilities and their families.

In 1999, they expanded to a second location and incorporated as a public company in Queensland and became an independent organisation, governed by its own board.

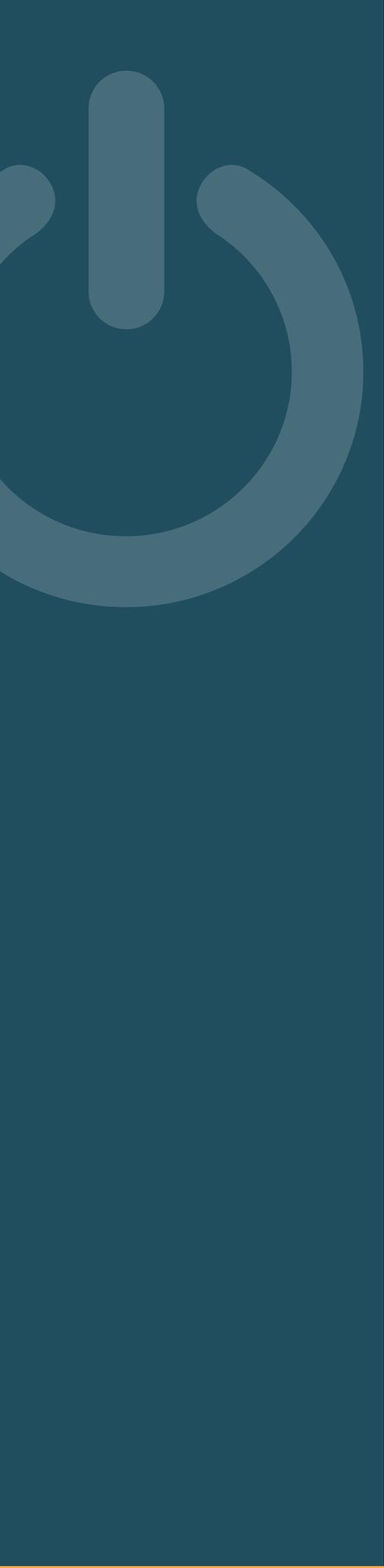
In 2015, Xavier began to prepare for the organisation’s transition

to operating under the National Disability Insurance Scheme (NDIS) to be rolled out from July 2016 in Queensland .

In January 2017, under a new trading name InFocus Disability Services, the organisation was approved for both a registered plan management provider and a registered provider of a range of specialist disability services under the NDIS.

The Challenge

With NDIS on the horizon in late 2012, the InFocus board identified technology as a key driver in the transformation of InFocus from an organisation that had typically received bulk funding from government, to an organisation that now needed to market their services, reduce cost and increase efficiencies as part of the NDIS.



Up until this point, InFocus had been using systems that were based on outdated software technology such as Microsoft Access, and had numerous paper-based processes. Reports were compiled manually often providing inaccurate data, and coupled with a generally slow IT platform, it was clear that a more strategic approach was needed.

Furthermore, InFocus had been using a small IT provider for many years, and the board desired to reduce key person risk by forming a relationship with a larger provider who was also capable of providing the breadth of capability and proactivity to take the organisation forward.

“We knew things had to change,” said Lynn Card, CEO of InFocus “to tackle the NDIS we needed to increase our IT technologies, software and support”.

The Solution

Setting A Platform For Growth and The ICT Strategy

CodeBlue was contacted for their experience in the Not for Profit sector, and began working with the organisation to define the overarching ICT strategy .

“We immediately clicked when we met with InFocus and the management team” said Tony Nissen Virtual CIO for InFocus. “CodeBlue were a great fit because of expertise in the not for profit sector and our understanding of the technology challenges surrounding the NDIS”

The first step was to help develop a strategic IT plan, which aligned technology goals with InFocus’s business goals of being NDIS ready by 2015. Through this review

process, CodeBlue and InFocus agreed on the following drivers of their NDIS and IT strategy:

- Migrate to cloud based software platforms capable of delivering increased efficiencies and improvements in client delivery
- Delivers a well-supported ICT infrastructure that delivered voice and data to enable effective and efficient relationships to be developed over geographically dispersed areas
- Use of technology to increase contact with staff and clients in the field
- Ensure best practice IT governance and practices that strikes the balance between developing tools using technology to support the business and creating dependencies on technology
- Mitigating risk from System Downtime where ICT services are not effectively functioning

CodeBlue also set to work immediately with stabilising and upgrading the underlying infrastructure platform, as well as implementing a support agreement for the organisation to receive consistent reliable levels of support. Citrix was also introduced to deliver a uniform desktop experience for all staff, and provide faster access for remote offices.

“After we had signed the support agreement and the initial IT infrastructure was in place, the number of IT issues reduced dramatically. We were then able to focus on the more important tasks at hand”

Lynn Card, CEO of InFocus.

Creating Their Competitive Advantage

InFocus like many organisations had realised that NDIS would cause a major shift in the industry and that the software used by the organisation would be of increasing importance - underpinning their ability to gain efficiencies, and also deliver higher quality outcomes to their clients.

Therefore, the core of the business needed software systems which:

- Improved the quality and depth of service delivered to their clients
- Made the lives of their staff easier and allowed them to work more efficiently
- Allowed for the capture and real-time presentation of high quality data for reporting purposes
- Were fully integrated between different software products
- Embraced software as a service and cloud principles allowing both mobility for staff, and also reducing the risk carried by the organisation for managing complex
- IT infrastructure.

After completing a business systems map, it was agreed there was opportunity to replace multiple existing systems with new more efficient and effective solutions including SharePoint, a new operations system and a new accounting system.

Part of this process was first to develop an understanding of what the organisation truly needed in

each of these areas, and then perform a market scan of the software products that were available to meet these needs.

InFocus worked in conjunction with CodeBlue, completing a number of internal workshops with key stake holders to determine the organisation's functional requirements.

The most important system was identified as the new "Ops System" which would manage client delivery and record case notes. After developing the organisation's requirements and performing a market scan InFocus were unable to find a product that met the organisation's specific needs. Thus, a project was commissioned to develop a custom business application called "XavierOps".

"InFocus were really a pioneer in the space" says Gordon Tan. "Today there are many CMS solutions for NDIS providers, however InFocus did not have the luxury of so many mature products back in 2013. Our recommendation is nearly always to buy off the shelf solutions and customise them, but because their needs were very specific they built their own product which now offers them a real competitive advantage that can't be replicated easily by their competitors".

Other key systems were also reviewed by InFocus and CodeBlue's Virtual CIO and replaced with cloud based versions. This included the finance software platform (moved to Xero) and time-sheeting and rostering (Deputy). All of these systems were integrated together through custom middleware to form a Best of Breed solution which operated like a single platform.

"With care workers now capable of entering data while onsite with a client, the information is more relevant and accurate"

Tony Nissen
InFocus's Virtual CIO

"When you have multiple software products you want to avoid the silo'ing of data" says Tan, "developing custom integration allows you to share data between the silo's thus allowing your multiple software products to operate like one single platform"

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The Results - Better Client Outcomes

The biggest benefit aside from the cost saving and efficiencies was the ability for InFocus to deliver better outcomes for their clients.

"With care workers now capable of entering data while onsite with a client, the information is more relevant and accurate" said Tony Nissen, InFocus's Virtual CIO . "Not only this, but accurate information is accessible at all levels of the organisation not just management. This means, faster responses to clients, a more personalised service and ultimately higher client satisfaction".

Having all software in the cloud also means staff have access to any systems they need from anywhere, and on any device. "Staff can access documents, training or client files while sitting in their car waiting for appointments" says Edward Cross, InFocus staff member. "It just makes our jobs so much easier, which in turn means we spend more time helping our clients".

"For us, it's the combination of the cloud to deliver mobility, plus helping InFocus select the right software platform to run on that was the most important" says Gordon Tan. "And wrapping all the services up in a support agreement meant staff can always operate at optimal efficiency".

For others, the value is in the additional projects customising the existing software and having it completely integrated which is the biggest benefit to clients.

"The family portal is a game changer for InFocus." Says Nissen. "While most off the shelf solutions

come with a portal, it's often one size fits all. Because we built it from scratch, the InFocus client portal is tailored to their exact needs, and includes some pretty advanced features which really wow clients the first time they use it. Having all systems fully integrated means we've almost completely cut out human administrative overhead and thus get the side benefit of being able to reduce our costs while delivering a better service".

Today and into the Future

After completing the final touch of the re-brand to InFocus Disability Services, the organisation is in the enviable position of being "NDIS ready" and is already reaping early rewards. CodeBlue is recognised as a strategic partner that has aided at all stages of the transformation providing strategic advice, and also ongoing support services to ensure a robust and reliable platform for growth.

"Since partnering with CodeBlue, they have ensured our suite of IT systems and software are expertly matched to meet the needs and goals of the organisation"

Lynn Card, CEO of InFocus.

"CodeBlue have played key roles in assisting us with rebranding to InFocus Disability Services and becoming NDIS ready through providing up to date technology, appropriate software and tailored programs. Both staff and clients are enjoying the benefits these provide which are creating opportunities for increased communications and work flow management, whilst enhancing the future growth of the organisation".