



**Australian Government**

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**Department of Social Services**

## **Appendix A**

### **ICSS Service Blueprint**

<b>Version Number:</b>	<b>0.8</b>
<b>Date:</b>	<b>21 March 2018</b>
<b>Purpose:</b>	This document is a blueprint for the Australian Government's Integrated Carer Support Service. Its purpose is to describe the different service components (and their relationship) required to commission and operate the Integrated Carer Support Service.

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# Introduction

## Purpose and structure of this document

The ICSS Service Blueprint describes the different service components (and their relationship) that the Government will put in place to operationalise the Integrated Carer Support Service (ICSS). The blueprint is designed to provide guidance to those organisations that will be engaged by the Department of Social Services (DSS) to support the delivery of the ICSS.

Specifically, the blueprint provides a concept for:

1. The **ICSS business model** – a visual representation of how ICSS inputs (i.e. Commonwealth funding) are converted, through activities, into outcomes.
2. The **ICSS service pathways** – a range of scenarios to show how a carer might interact with the ICSS.
3. The **ICSS roadmap** – a time-based plan that describes the commissioning sequence for the service components required to operationalise the ICSS.

The ICSS service pathways describe the intended carer interactions with the ICSS service offering. The service pathways focus on accessing the ICSS services via phone and online service channels.

This document is based on current thinking, drawn from two years of design work with carers and the carer sector. There is further consultative work to be done before implementing the ICSS, so the information outlined in this is subject to change.

# Background

## An overview of the Integrated Carer Support Service

In recognition of the need to support and sustain the vital work of unpaid carers, the Australian Government committed \$33.7 million over four years to develop an Integrated Plan for Carer Support Services (the Plan). The Plan is being developed to reflect the Australian Government's priorities for carers, and outlines actions to improve access to information and services specifically for carers. The Plan to date has had two key stages.

The first stage was the design and implementation of Carer Gateway. Carer Gateway launched in December 2015, and established a website ([www.carergateway.gov.au](http://www.carergateway.gov.au)) and national contact centre, dedicated to the delivery of carer-specific information. Its purpose is to provide carers with a recognisable source of clear, consistent and reliable information, to help them navigate the system of support and services.

The second stage of the Plan was to work with the sector (including carers, service providers, peak bodies and individuals with carer-specific expertise) to co-design a new integrated system of carer-specific supports and services that would be better positioned to support Australia's carers into the future.

The resulting design reflected four principles:

- Invest in services that have a proven ability to improve a carer's quality of life;
- Prioritise investment in a range of low-cost, yet effective, preventative services available to carers (e.g. counselling, coaching and peer support);
- Seek to intervene early in the life course of a carer; and
- Target carers most in need of support (i.e. those carers most at risk).

As part of its broader reforms to the carer support system, the Australian Government committed to commissioning the new ICSS

## The vision for the Integrated Carer Support Service

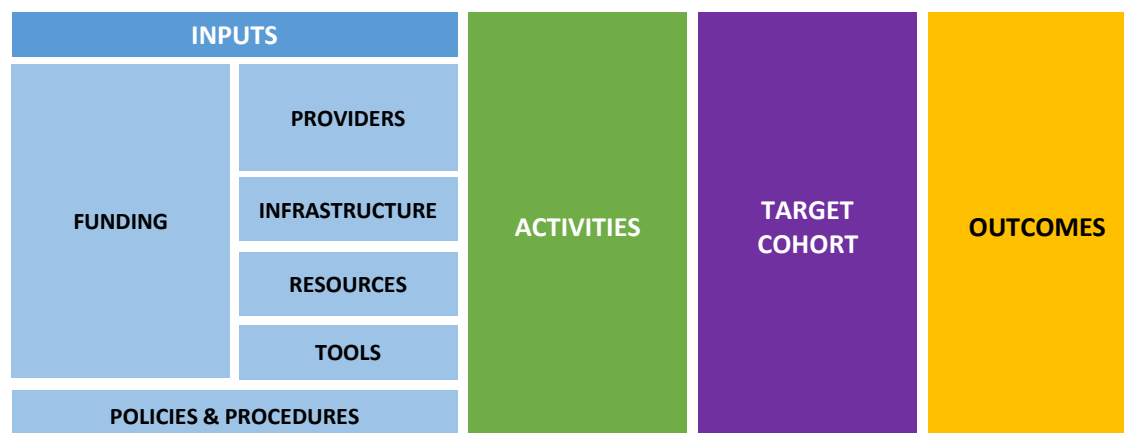
Caring can be stressful and can impact on the relationship between the carer and the person they care for. It can also impact carers' ability to participate in everyday activities such as education and employment. Through its commissioning of the ICSS, the Australian Government's objective is to:

***Improve carer wellbeing, increase their capacity and support their participation, socially and economically.***

# ICSS Business Model

## The ICSS business model

The ICSS is a complex system of people, processes, organisations, technology and information. To help visualise this system (and the relationship between its respective components) the following model has been constructed to describe how the ICSS will convert inputs (Commonwealth funding), through activities, into carer outcomes.



## The ICSS business model components

The ICSS business model has the following components. These components are described in more detail in the following sections.

Component		Description
INPUTS	Funding	The funding provisioned by Government to support the operation of the ICSS.
	Providers	The organisations essential to the successful operation of the ICSS.
	Infrastructure	The physical facilities and installations required to support the delivery of Activities e.g. buildings and IT systems.
	Resources	The human resources required to be in place to support the delivery of Activities.
	Tools	The tools to support a consistent design and implementation of Activities.
	Policies and procedures	The policies and procedures essential to the successful operation of the ICSS.
ACTIVITIES		Describes the Activities undertaken to support the successful operation of the ICSS.
TARGET COHORT		Defines the cohort of carers that the ICSS will support.
OUTCOMES		Defines the results the Australian Government is seeking to achieve through its investment in the ICSS.
		Defines the monitoring (e.g. data collection and reporting) mechanisms required to measure the degree to which ICSS outcomes are being achieved.

# Inputs

## Funding

The Australian Government is investing an additional \$85.6m to roll out a range of new early intervention services for Australia's carers.

These funds will be used to support the following:

- Activities undertaken in preparation for the commissioning of the ICSS; and
- Activities undertaken by those organisations engaged to support the ongoing operation of the ICSS.

Once the new ICSS is fully implemented, and funding from existing carer support programs transitions to the new services, there will be approximately \$120 million per year for carer specific support.

## Providers

DSS will engage the following external organisations to support the commissioning and ongoing operation of the ICSS.

Provider	Description	Role
<b>DSS</b>	DSS is responsible for: <ul style="list-style-type: none"> <li>• <a href="http://www.carergateway.gov.au">www.carergateway.gov.au</a></li> <li>• Management of the ICSS Implementation Program</li> <li>• Designing and specifying the carer intake experience (incl. specifying business rules that govern interfaces between providers)</li> <li>• Benefits management</li> <li>• Transition management</li> </ul>	Commissioning + Ongoing operation
<b>Regional Delivery Partners</b>	The organisations engaged to perform the role of Regional Delivery Partner (RDP). These organisations will replace the organisations funded under the DSS' previous carer programs, including the Commonwealth Carelink and Respite Centres.	Commissioning + Ongoing operation
<b>Digital Counselling Provider</b>	The specialist organisation commissioned to (a) design and deliver a digital counselling service for carers and (b) define the operating guidelines for the delivery of in-person counselling by the RDPs.	Commissioning + Ongoing operation
<b>Online Peer Support Forum Provider</b>	The specialist organisation engaged to develop and operate an Online Peer Support Forum that will provide carers with access to 24/7 community support.	Commissioning + Ongoing operation
<b>Communications Provider</b>	The specialist organisation engaged to design and deliver a national communications campaign (raising awareness for carers, and the supports and services available to carers).	Commissioning + Ongoing operation
<b>Outcomes Measurement Provider</b>	The specialist organisation engaged to design and administer an outcomes and quality-monitoring framework.	Commissioning + Ongoing operation
<b>Carer Coaching Provider</b>	The specialist organisation engaged to (a) design and pilot (in conjunction with RDPs) the carer coaching service, (b) develop an online carer coaching course, and (c) define the operating guidelines for the delivery of in-person peer support by the RDPs.	Commissioning
<b>Education Provider</b>	The specialist organisation engaged to design an online education program for carers.	Commissioning



Provider	Description	Role
Young Carer Bursary Program	The organisation engaged to continue with the operations of the Young Carer Bursary Program	Commissioning + ongoing operations

## Infrastructure

To support the ongoing operation of the ICSS, four organisations are required to provide the following infrastructure:

Category	Description	Organisation					
		DSS	Regional Delivery Partners	Digital Counselling Provider	Online Peer Support Provider	Communications Provider	Outcomes Measurement Provider
Telephony	A national 1800 number accessible to members of the public	✓	-	✓	-	-	-
	A system to route calls to a national 1800 number based on the geographic location of the caller	✓	-	-	-	-	-
	A system to manage incoming calls and integrated with a Client Relationship Management system	-	✓	✓	-	-	-
Information Technology	Laptops and/or mobile devices to support a mobile workforce	-	✓		-	-	-
	Website – an online access point for carers	✓ www.carergateway.gov.au	-	✓ Digital counselling channel - linked to, and in same look and feel of www.carergateway.gov.au	✓ Online peer support forum - linked to, and in same look and feel of www.carergateway.gov.au	-	-
	CRM – an IT system to support the capture, retention and reporting of an organisation's interactions with its clients	-	✓	✓	-	-	-
	A data repository (DEX) to support the collection of data from multiple organisations	✓	-	-	-	-	-

Category	Description	Organisation					
		DSS	Regional Delivery Partners	Digital Counselling Provider	Online Peer Support Provider	Communications Provider	Outcomes Measurement Provider
Service outlets	A physical staff presence to deliver services where proximity to carers is important, but not necessarily dedicated office space i.e. staff may be co-located in a local hospital.	-	✓	-	-	-	-
Vehicles	Transportation arrangements (either through owned vehicles or on a vehicle reimbursement basis) for those staff required to travel in the delivery of Activities.	-	✓	-	-	-	-

## Resources

Organisations are required to engage the human resources necessary to deliver their respective activities specified in their contractual arrangements with DSS, including:

Category	Description	Organisation					
		DSS	Regional Delivery Partners	Digital Counselling Provider	Online Peer Support Provider	Communications Provider	Outcomes Measurement Provider
Front-line staff	Staff engaged directly with carer in the delivery of client activities e.g. managing incoming calls from the national 1800 number or delivering the carer coaching program.		✓	✓			
Support staff	Staff engaged indirectly with carers in the delivery of activities e.g. moderating the online peer support forum.				✓ Forum mediators		

Category	Description	Organisation					
		DSS	Regional Delivery Partners	Digital Counselling Provider	Online Peer Support Provider	Communications Provider	Outcomes Measurement Provider
Specialist staff	Professionally trained and qualified staff engaged directly with carers in the delivery of activities e.g. counsellors.		✓ Carer coaches Peer group moderators Counsellors	✓ Counsellors			
Back-office Staff	Staff engaged to (a) support the delivery of ancillary activities and/or (b) those staff delivering client activities.	✓	✓	✓	✓	✓	✓
Subcontracted Staff	Staff engaged directly with carers in the delivery of specialised services subcontracted to local service providers, e.g. for planned and emergency respite care, etc.		✓				

## Tools

To ensure a consistent approach and to enable the delivery of activities, the organisations are required to provide the following tools:

Category	Description	Organisation					
		DSS	Regional Delivery Partners	Digital Counselling Provider	Online Peer Support Provider	Communications Provider	Outcomes Measurement Provider
Carer pathway navigator	A guiding framework and needs identification capability.	✓					
Carer strain measurement tool	An assessment tool to determine the level of strain of carers.	✓					

Category	Description	Organisation					
		DSS	Regional Delivery Partners	Digital Counselling Provider	Online Peer Support Provider	Communications Provider	Outcomes Measurement Provider
<b>Benefit management framework</b>	An outline of how the ICSS will deliver benefits and how they will be managed and measured.	✓					✓
<b>Online counselling diagnostic tool</b>	A diagnostic online tool for self-assessment of counselling needs.			✓			
<b>Online coaching resources</b>	Online modules and content for self-guided coaching.	✓*					
<b>Promotional material</b>	Leaflets and newsletter to promote events and enable outreach activities.		✓				
<b>National carer awareness campaign</b>	Design and implementation of a communication strategy to raise awareness of carers.					✓	
<b>Analytics &amp; evaluation surveys</b>	Tools to implement the benefit management framework and to assess & monitor ICSS outcomes.						✓

\*A Carer Coaching Design & Pilot Provider will be engaged to run a pilot coaching program and provide the coaching program syllabus, carer coaching training (for the pilot) and the online coaching resources required to deliver the coaching program.

## Policies & Procedures

The policies and procedures that will govern the ongoing operation of the ICSS will be defined in a number of formal documents including provider contracts, grant agreements, and service definitions.

## Activities

The following activities will be undertaken to support the commissioning and ongoing operation of the ICSS. The activities are grouped into three categories:

- **Commissioning activities** – those activities undertaken by DSS and its providers to operationalise the ICSS;
- **Client activities** – those activities delivered by providers directly to carers on an ongoing basis; and
- **Ancillary activities** – those activities required to support the ongoing operation of the ICSS.

How a carer will likely interact with these services is described in the section [ICSS User Journeys](#).

**Note:** DSS' requirements associated with the delivery of the following services will be defined in the:

- Grant agreements with organisations engaged to perform the role of Regional Delivery Partner;
- The Regional Delivery Partner Business Requirements;
- Commissioning contracts with the Carer Coaching Provider and Education Provider;
- Commissioning and operation contracts with the Digital Counselling Provider, Online Peer Support Provider, Communications Provider and Outcomes, and Measurement Provider; and
- The ICSS Service Definitions.

## Commissioning Activities

Commissioning Activities are design and implementation tasks undertaken by DSS and the other providers to operationalise ICSS.

Category	Activities	Responsible
<b>Program Implementation</b>	<ul style="list-style-type: none"> <li>Design service operating model for ICSS (incl. specifying the business rules associated with delivering a seamless carer experience within the ICSS)</li> <li>Development of a carer pathway navigation framework and related decision support tools to enable the RDPs to assess carers seeking to access support services</li> <li>Support the training and orientation of RDPs in the use of the needs assessment tool as required</li> <li>Refresh and re-platform <a href="http://www.carergateway.gov.au">www.carergateway.gov.au</a>, including delivery of new Information Architecture and content mapping</li> <li>Manage the transition from the current operating environment to the future system</li> </ul>	<b>DSS</b>
<b>Regional Delivery Partners</b>	<ul style="list-style-type: none"> <li>Establish core infrastructure and operational arrangements to deliver a range of carer support services across a defined region. These services include: <ul style="list-style-type: none"> <li>Awareness raising</li> <li>Provision of information and advice</li> <li>Peer support groups</li> <li>Education and training</li> <li>Needs assessment and planning</li> <li>Coaching and mentoring</li> <li>Counselling (face-to-face)</li> <li>Emergency respite</li> <li>Targeted financial support</li> <li>Service mapping</li> </ul> </li> </ul>	<b>Regional Delivery Partners</b>
<b>Carer Counselling Service</b>	<ul style="list-style-type: none"> <li>Development of the National Carer Counselling Service, which is structured and based on cognitive behavioural therapy</li> <li>Counselling Service to be capable of being delivered online, over the phone, or face-to-face by the RDPs</li> </ul>	<b>Digital Counselling Provider</b>
<b>Online Peer Support Service</b>	<ul style="list-style-type: none"> <li>Establish an online discussion forum platform</li> <li>Develop initial content</li> <li>Provide personnel who will monitor and moderate the discussion forums on an ongoing basis.</li> </ul>	<b>Online Peer Support Forum Provider</b>
<b>Communications</b>	<ul style="list-style-type: none"> <li>Detailed market research to inform design of communications materials</li> <li>National communications campaign targeting different communication channels</li> <li>Public relations campaign</li> </ul>	<b>Communications Provider</b>

Category	Activities	Responsible
<b>Outcomes Measurement</b>	<ul style="list-style-type: none"> <li>Develop an outcomes and quality monitoring framework consistent with the ICSS program intent and expected benefits</li> <li>Deliver quality monitoring services in line with the developed framework</li> </ul>	<b>Outcomes Measurement Provider</b>
<b>Carer Coaching Service</b>	<ul style="list-style-type: none"> <li>Develop online carer coaching module</li> <li>Design coaching syllabus</li> <li>Pilot coaching service</li> <li>Develop train the trainer approach for RDPs</li> </ul>	<b>Carer Coaching Provider</b>
<b>Carer Education</b>	<ul style="list-style-type: none"> <li>Develop an updated set of core carer course materials in online format that cover personal health and wellbeing, dealing with stress, taking a break, legal issues (power of attorney) and effective communication techniques</li> </ul>	<b>Education Provider</b>
<b>Young Carer Bursary</b>	<ul style="list-style-type: none"> <li>Management of the advertising, promotion and selection of Young Carer Bursary Recipients</li> </ul>	<b>Young Carer Bursary Provider</b>

## Client Activities

Client Activities describe what will be delivered by providers directly to carers on an ongoing basis.

Activity	Description	Responsible
<b>Give carers easy access to resources to assist them in their caring role</b>	Make available online resources (information, interactive learning courses etc.) so that carers are better informed about the caring role and the associated stresses. This includes the self-guided coaching resources such as the online format of the carer coaching service.	DSS (via the Carer Gateway website)
<b>Provide carers with an online community of support</b>	Through an online community (accessible via the Carer Gateway website) carers will have the opportunity to connect with people in similar circumstances and engage in peer learning.	Online Peer Support Forum Provider
<b>Support carers experiencing difficulties with anxiety, stress, depression and low mood</b>	Make available a short-term counselling service for carers (using a combination of digital channels including telephone and web) experiencing difficulties with anxiety, stress, depression and low mood.	Digital Counselling Provider
<b>Manage Intake, Needs Assessment &amp; Planning</b>	Through a structured intake process (delivered via telephone) support carers to identify suitable support and services and identify those carers most in need.	Regional Delivery Partners

Activity	Description	Responsible
<b>Deliver Preventative Services: In-Person Peer Support</b>	Through a facilitated peer support group carers will have the opportunity to connect with people in similar circumstances and engage in peer learning.	Regional Delivery Partners
<b>Deliver Preventative Services: In-Person Counselling</b>	Make available an in-person counselling service for carers who are experiencing difficulties with anxiety, stress, depression and low mood as a result of their caring role.	Regional Delivery Partners (via brokerage arrangements with third party counsellors)
<b>Deliver Preventative Services: Carer Coaching</b>	Provide a coaching service (delivered in-person and via telephone) specifically designed to assist carers to acquire the skills and resilience needed in their caring role.	Regional Delivery Partners
<b>Deliver Preventative Services: Carer Directed Support</b>	Support carers with financial packages that can be used for a range of practical supports that will assist them in their caring role (e.g. cleaning, planned respite, cooking, and assistance with transport).	Regional Delivery Partners (and 3rd party providers via brokerage arrangements with the RDP)
<b>Provide Emergency Support (emergency respite)</b>	Secure (and fund) replacement care for the care recipient in circumstances where all other options have been exhausted.	Regional Delivery Partners (and 3 <sup>rd</sup> party providers via brokerage arrangements with the RDP)

## Ancillary Activities

Ancillary activities encompass what is required to support the ongoing operation of the ICSS.

Service	Description	Responsible
<b>Manage services</b>	Defining the Activities (both type and number) that will be undertaken to achieve the specified outcomes.	Regional Delivery Partners
<b>Promote local ICSS services</b>	Through promotional and profile raising activities, reduce the barriers which prevent disconnected or hidden carers from accessing the support and services they need.	Regional Delivery Partners
<b>Evaluate performance</b>	Collect data to measure carer satisfaction with supports and services via regular satisfaction surveys. Review services measuring performance against outcomes and benefits defined in the ICSS Outcomes Framework.	Regional Delivery Partners
<b>Raise awareness of carer role and ICSS</b>	A national communications campaign to raise awareness of carers, and the services and supports available through the ICSS (including the RDPs).	Communications Provider



Service	Description	Responsible
Report on outcomes	Measure and report on the performance of the organisations engaged under the ICSS (through data collected via organisations IT systems and client surveys).	Outcomes Measurement Provider DSS

# Target Cohort

The ICSS is designed to provide support and services to carers.

A carer is an individual who provides personal care, support and assistance to another individual who needs it because that other individual:

- Has a disability; or
- Has a medical condition (including a terminal or chronic illness); or
- Has a mental illness; or
- Is frail and aged.

An individual is not a carer in respect of care, support and assistance that they provide:

- Under a contract of service or a contract for the provision of services; or
- In the course of doing voluntary work for a charitable, welfare or community organisation; or
- As part of the requirements of a course of education or training.

A primary carer is the person who takes most responsibility for providing care for the person requiring support.

Within the overall cohort of carers, the ICSS at times will be targeted towards those primary carers most at risk of not being able to continue in their caring role (where risk is determined using an evidence-based tool such as the Modified Carer Strain Index) or who are at risk of not completing education, or leaving/not entering the workforce.

**Note:** A number of resources (e.g. online education program for carers and online peer support) can be accessed by anyone via the Carer Gateway website at anytime.

# Outcomes

## The vision for the Integrated Carer Support Service

Caring can be stressful and can impact on the relationship between the carer and the person they care for. It can also impact a carers' ability to participate in everyday activities such as education, employment and social interaction. Through its commissioning of the ICSS, the Australian Government's objective is to –

***Improve carer wellbeing, increase their capacity and support their participation, socially and economically.***

Achieving this vision depends on the contribution of commissioned organisations to the following outcomes:

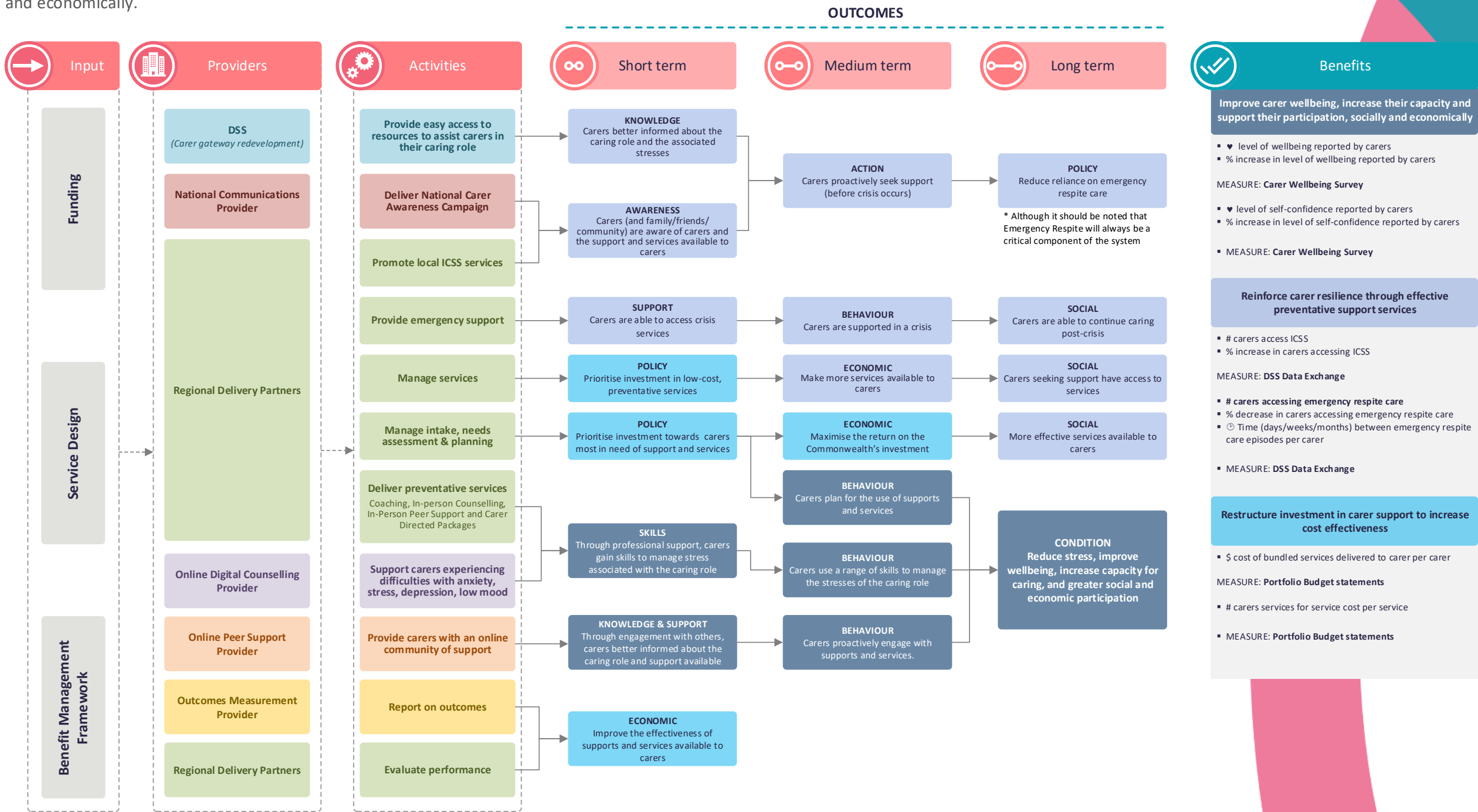
- **Awareness** – Carers and their family and friends along with the general community are aware of carers and the support and services available.
- **Knowledge** – Carers are better informed about the caring role and the associated stresses.
- **Skills** – Carers gain skills to manage stress associated with the caring role.
- **Policy** – Prioritise investment towards carers most in need, and low-cost, preventative, services.
- **Support** – Carers are able to access crisis services.
- **Economic** – Improve the effectiveness of supports and services available to carers.

The link between these outcomes and the activities undertaken by organisations commissioned under the ICSS is described on the following page.

Outcomes Framework

Integrated Carer Support Service - Outcomes framework

Caring can be stressful and can impact on the relationship between the carer and the person they care for. It can also impact carers’ ability to participate in everyday activities such as education and employment. The purpose of the ICSS is to improve carer wellbeing, increase their capacity and support their participation, socially and economically.



## Monitoring Outcomes

DSS will engage a specialist organisation (the Outcomes Measurement Provider) to administer the outcomes framework, measuring and reporting on the performance of the organisations engaged under the ICSS. The activities of the Outcomes Measurement Provider will be complemented by:

- The contract management activities undertaken by DSS; and
- The activities undertaken by providers to evaluate their own day-to-day performance in achieving the specified outcomes.

Organisations will also be required to contribute to monitoring activities performed by DSS (or its contracted organisations). At a minimum, this will include:

- Sharing client and service delivery data in an organisation's Client Relationship Management system;
- Supporting an organisation to survey<sup>1</sup> a sample of carers accessing supports and services via the ICSS;
- Contributing to a community of practice that will be established by DSS to improve the collective learning and outcomes achieved by organisations;
- Providing reports and data as specified in their respective contractual arrangements with DSS; and
- Regular communication with DSS staff.

## Benefits Management

The management of the expected benefits is described in the ICSS Benefits Management Plan.

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<sup>1</sup> The survey will be used to measure carer quality of life and their level of satisfaction with the services they have accessed.

# ICSS Service Pathways

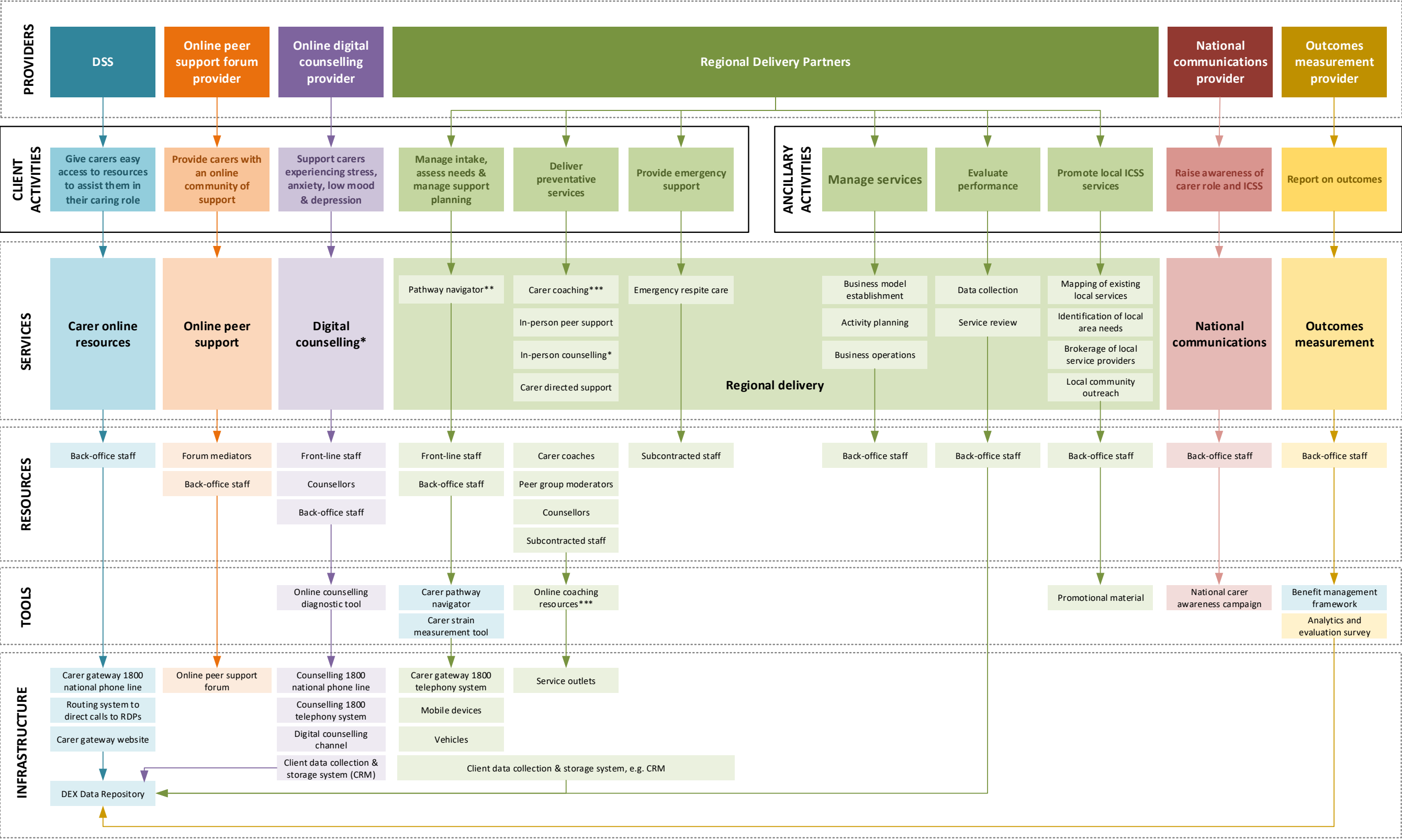
The ICSS Service Pathways describe the intended carer interactions with the ICSS service offering. The ICSS service offering is illustrated on the following page by the ICSS overview (see Figure 1).

In summary, it is proposed that the ICSS providers will be responsible for undertaking a range of **client activities** which correspond to specific **services** to support carers in their role.

DSS has developed nine **services** for carers:

- **Carer Pathway Navigator** a process proposed to understand carer needs to determine the services that would best suit their situation and a personalised support plan.
- **Digital Counselling** a service that can be delivered online and over the phone to assist carers to manage their own health to remain effective and avoid crisis events.
- **In-Person Counselling** a service intended to be delivered through a series of counselling sessions in person with a professional counsel to support carers experiencing difficulties because of anxiety, stress, depression and low mood.
- **Carer Online Resources** to provide information, tools, resources and access to a range of digital services to help carers in their caring role.
- **Carer Coaching** service, intended to assist carers to acquire skills and resilience needed in their role. The service will be delivered in two different formats: **facilitated coaching** through face-to-face interaction with a coach, and **self-guided coaching** with the help of online resources.
- **Online Peer Support** an online forum available to assist carers to connect with their peers to provide emotional support.
- **In-Person Peer Support** a facilitated forum intended to connect groups of carers locally.
- **Carer Directed Support** a directed approach to supporting carers through the provision of either one-off practical support or packages of practical support such as cleaning, planned respite, cooking, assistance with transport, etc.
- **Emergency Respite Care** intended to support carers experiencing an urgent, imminent and unplanned event that restricts their ability to provide care.

Integrated Carer Support Service Overview



\* To ensure consistency, the Digital Counselling Provider will develop Counselling Guidelines that articulate counselling modes of delivery for Regional Delivery Partners and other brokered service providers.  
\*\* The Department will develop a Need Assessment Framework and decisions support tools to ensure the Regional Delivery Partners will follow a consistent approach and deliver standardise intake of carers seeking access to services.  
\*\*\* A Carer Coaching Design & Pilot Provider will be engaged to run a pilot coaching program and provide the coaching program syllabus, carer coaching training (for the pilot) and the online coaching resources required to deliver the service.

Figure 1 - ICSS overview



## The Service Delivery Framework

When interacting with the nine services, there are three primary service layers:

- **Entry** – the access to the services (via phone, online and in-person with a RDP).
- **Planning** – the overview of the service offers and the determination of a personalised service plan.
- **Delivery** – the provision of digital or in-person support activities.

The service pathways focus on the access of the nine carer services via the following entry points:

- **The Carer Gateway website** provides information, advice and resources to help carers in their caring role. It delivers a personalised experience providing an account with content that can be saved and revisited at any time. On the website carers can request a call back.
- **The 1800 Carer Gateway Number.** Regional Delivery Partners establish regional hubs with a telephony system to manage 1800 enquiries and the triage process. The national line will automatically route carers to their local RDP. When on the phone, carers can be directed to the website.

Some carers will also make entry to the services in-person or through a Regional Delivery Partner. These entry points have not been specifically outlined in the service packages, but the intention is that there will be multiple points of entry to services and a “no wrong door” approach.

When navigating the Carer Gateway website, it is proposed that carers have access to the **Carer Online Resources Service**. This provides information, advice, tools, resources and access to a range of digital services:

- **Online Peer Support**
- **Digital Counselling**
- **Self-guided Coaching**
- **Education materials**

When contacting a Regional Delivery Partner, it is intended that carers will be taken through an intake and **Pathway Navigator** to outline services which would benefit them, to outline goals and to identify practical steps they may take to achieving those goals. This will allow carers access to a range of in-person services:

- **Facilitated Coaching**
- **In-Person Peer Support**
- **In-Person Counselling**
- **Carer Directed Support**
- **Emergency Respite Care**

The diagrams that follow highlight how carers might access the services and show the possible pathways to each delivery service.

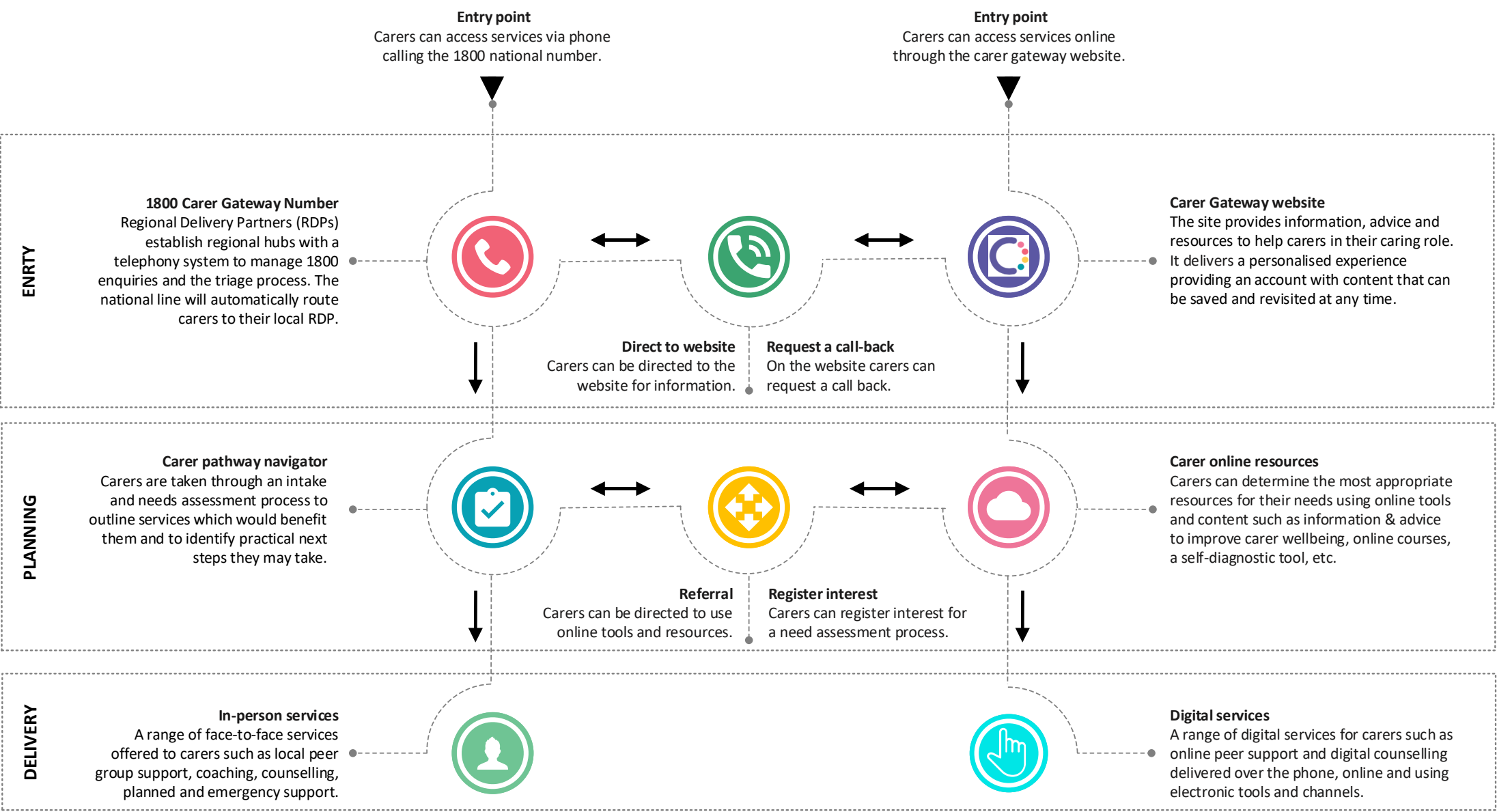
# Services for Carers – Delivery Framework

## Service pathways

The Integrated Carer Support Service (ICSS) is a new system of services designed specifically for carers. ICSS is designed to make the Government’s carer support and services easier to navigate and more accessible. And, more importantly, it is designed to increase the Australian Government’s investment in services proven to improve a carer’s quality of life.

The service delivery framework is composed of three layers. The service pathways focus on accessing the services via two main entry points – telephone and online. Some carers will also make entry to the services in-person through a RDP. These entry points have not been specifically outlined in the service pathways, but the intention is that there are multiple points of entry to services and a “no wrong door” approach:

- ENTRY – the access to the services:
- PLANNING – the overview of the service offer & the determination of a personalised service plan:
- DELIVERY – provision of support activities:

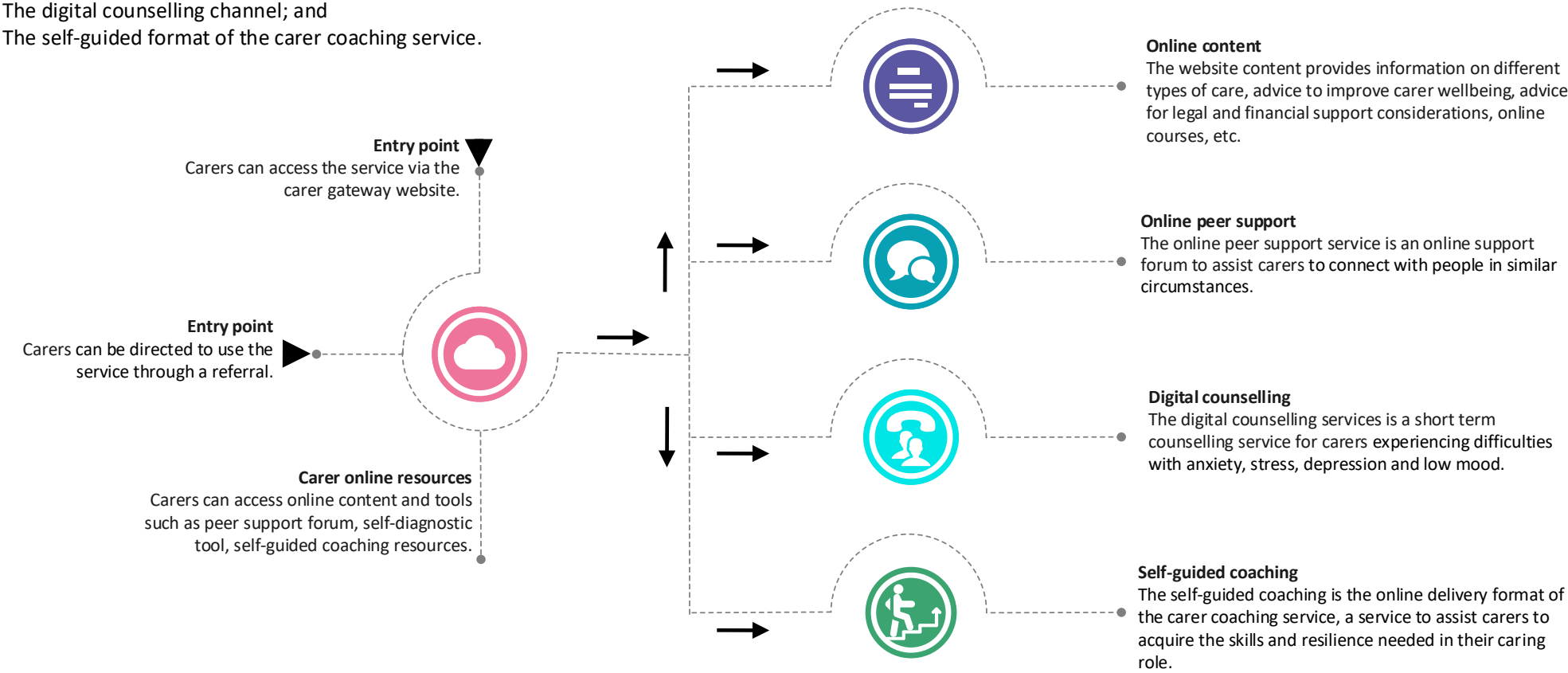


# Services for Carers – Carer Online Resources

## Service planning

The **Carer Online Resources** is a service that provides information, advice, tools, resources and access to a range of digital services to help carers in their caring role. In particular, this includes:

- Information on the different types of care and stages of caring;
- Advice for carer to better look after themselves and improve their wellbeing while caring for someone;
- Advice for legal and financial support considerations;
- What to do in an emergency or crisis situation;
- Help combining caring with work or study;
- Online courses;
- The online peer support forum;
- The digital counselling channel; and
- The self-guided format of the carer coaching service.



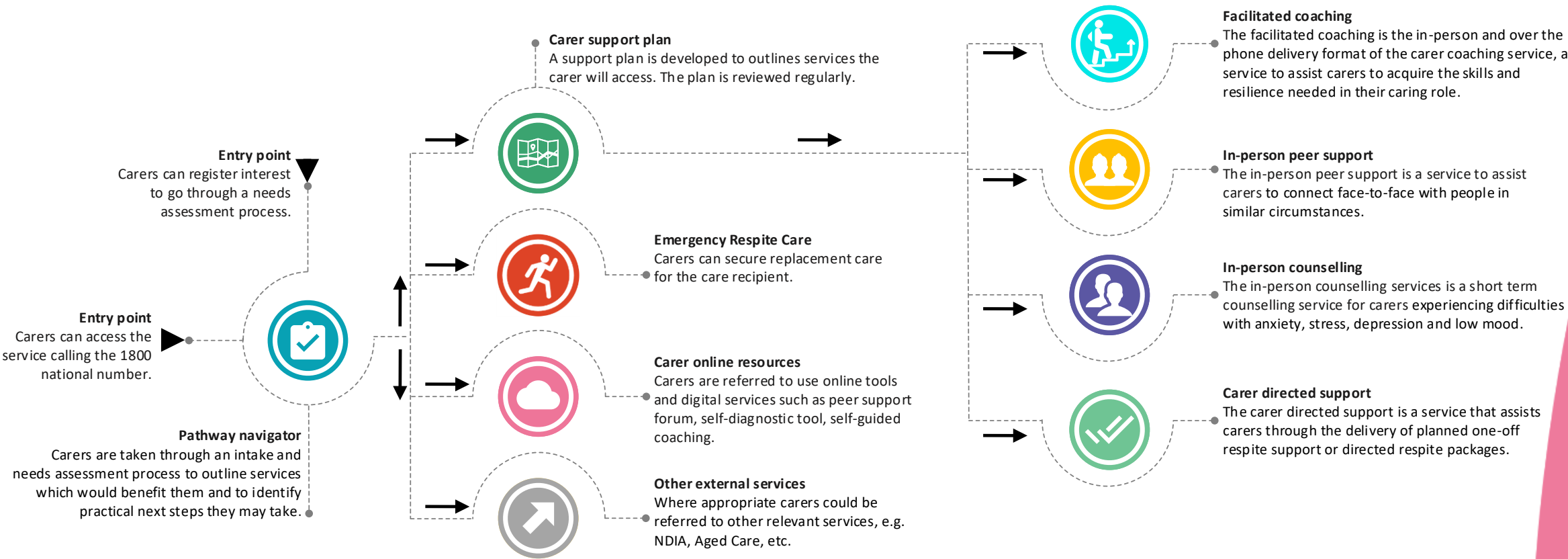
Carer online resources	Carers can interact with the website through their account which enables them to see the information that is relevant to them and register interest for services.
Online content	Carers can interact with the website through their account which enables them to see the information that is relevant to them and register interest for services.
Online peer support	Carers have access to resources in the peer support forum and can contribute to the discussion topics.
Digital counselling	Carers can assess their needs through a self-diagnostic tool and access digital resources and supporting sessions over the phone with a counsellor.
Self-guided coaching	Carers can undertake online coaching session through guided modules at any time, removing the requirement to schedule time with a coach.

# Services for Carers – Pathway Navigator

## Service planning

The **Pathway Navigator** is a service intended to understand carers needs, to determine services that would best suit their personal situation and to plan and organise the delivery of face-to-face services such as local peer group support, coaching, counselling, planned and emergency support. A carer support plan would be developed and regularly reviewed.

If immediate access to emergency respite is required carers are triaged into the Emergency Respite Care Service. Carer are also referred to online resources and digital services. Where appropriate, carers could also be referred to other external services such as NDIA and Aged Care.



Pathway navigator	Carers are asked a series of questions which determines their needs, and the services that would best suit their situation.
Carer support plan	A support plan is created based on identified needs and to outline services a carer would benefit from . This could include goals and the practical steps the carer can take to achieve them .
Emergency respite care	If immediate access to emergency respite is required carers are triaged into the Emergency Respite Care Service . After the emergency event, carers will be contacted by the RDP for registration and/or needs assessment where required.
Carer online resources	Carers are referred to navigate online content and access a range of digital tools and services .
Other external services	Following the assessment, carers can be directed to external services such as NDIA or Aged Care
Carer coaching	Carers can build skills and capacity through a coaching service delivered in person and over the phone .
In-person peer support	Carers have access to local peer support groups and are part of facilitated face-to-face session with other carers.
In-person counselling	Carers interact in person with a counsellor.
Carer directed support	Carers are assisted in their day-to-day tasks through planned one-off respite support or respite carer packages .

# Services for Carers – Online Peer Support

## Service delivery

The **Online Peer Support** service is a free online support forum for carers. The Service is designed to assist carers to connect with their peers to provide emotional support. The service is intended to assist carers to:

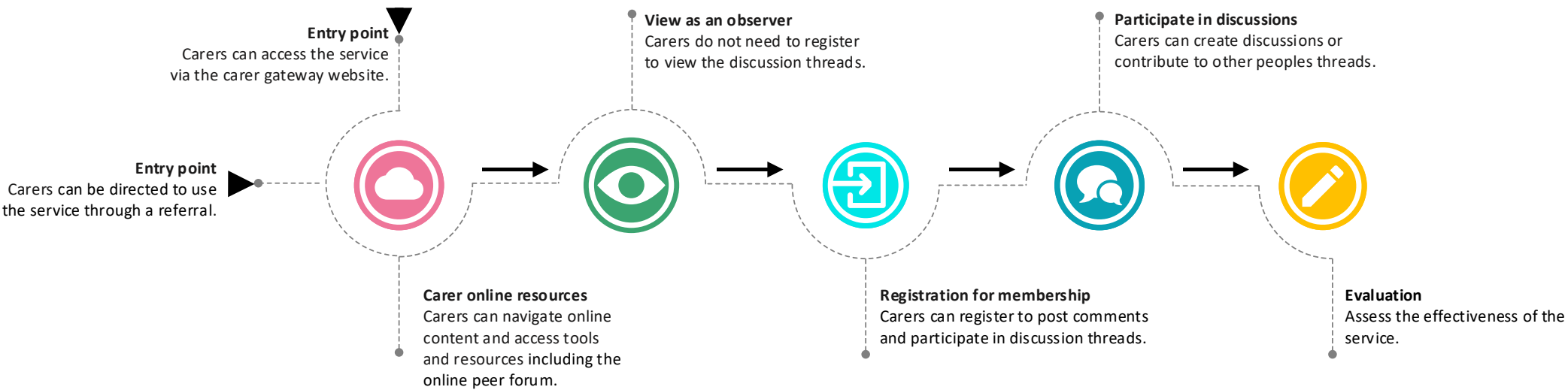
- Connect with people in similar circumstances;
- Learn from their peers though the sharing of lived experiences; and,
- Aid in decreasing carer strain through the connection and sharing of personal circumstances and experiences.

The service will be available for all carers over the age of 18. Carers will have two options to participate in the Service; they can:

- Participate as a viewer or observer only; or
- Participate as a member and contribute to online discussion threads.

Carers who wish to participate as a member will be required to create a simple account with an anonymous username and a password in order to interact with the service.

The forum can be accessed as online resource via the carer gateway website. The entry point is via the website or through a referral from RDPs or Counsellors.



Carer online resources	Carers do not need to register with a Regional Delivery Partner and can navigate directly to the online forum via the Carer Gateway website. Carers can choose to participate either as an observer, or as a member (through the use of an anonymous account).
View as an observer	Carers can visit the forum and read all of the posts within the discussion threads. When viewing as an observer, carers will not be able to participate by adding a post.
Register for membership	Carers create a simple member account comprising of a pseudonym and minimum details required in order to be contacted in the event of an emergency. The account allows the carer to interact anonymously with the service.
Participate in discussions	Carers can participate in discussions on the online forum creating posts that will be moderated by the Online Peer Support Service Provider. The moderators ensure content adhere to community guidelines and member terms.
Evaluation	Carers will be asked to complete an online evaluation at the end of the module to gauge the effectiveness of the service.

# Services for Carers – Digital Counselling

## Service delivery

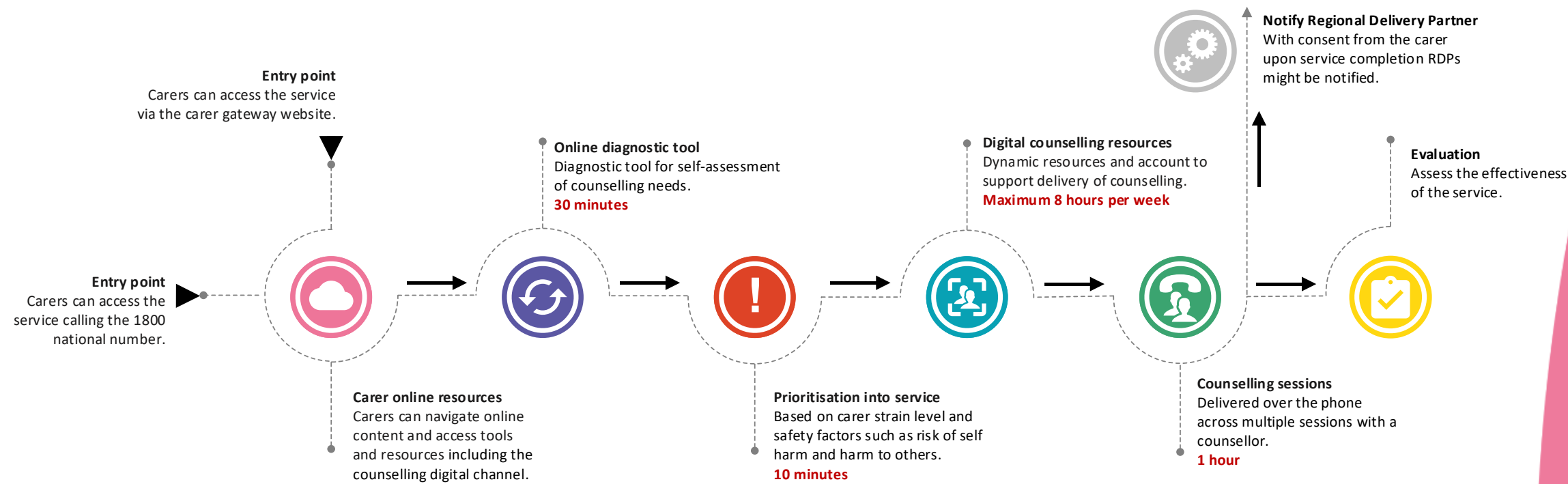
The **Digital Counselling Service** is a free short-term counselling service for carers (using a combination of digital channels including telephone and web) experiencing difficulties with anxiety, stress, depression and low mood. The service will assist carers to manage their own health in order to remain effective in their caring role and avoid crisis events.

In order to deliver high quality, therapeutic counselling specifically aimed at carers, the Service will offer two types of interventions:

- An intervention designed to help carers over a longer period who require more intensive support to achieve the outcomes; and
- An intervention, delivered over a shorter period, for those carers who may not need as much support to achieve the outcomes.

The service is an educational intervention designed to teach evidence-based psychological skills.

The digital counselling channel can be accessed as online resource via the carer gateway website. The entry point is via the website or through a referral from RDPs or counsellors.



Carer online resources	Carers can interact with the website through their account which enables them to see the information that is relevant to them and register interest for services.
Online diagnostic tool	Carers will be assessed through a self-guided online diagnostic tool or over the telephone with the counselling provider. After the assessment is reviewed by a professional counsellor, the carer is advised of the outcome and some further intake details are gathered.
Prioritisation into service	Service access will be prioritised in order to ensure that carers in the most need are supported first in times of high demand. Prioritisation should first be based on safety to them and others followed by the level of carer strain.
Digital counselling resources	An online account combined with dynamic resources will support the delivery of counselling by enabling carers to interact with information and participate in exercises and activities outside of the scheduled sessions with a counsellor.
Counselling sessions	A combination of telephone sessions and access to web resources are used to provide the counselling support to carers across a defined period. The program will be structured so a carer completes the psychotherapy modules with the support and guidance of a counsellor.
Notify RDP	With consent from the carer upon service completion RDPs might be notified.
Evaluation	All carers participating in the Service will be asked to engage in evaluation and follow-up activities to determine their level of satisfaction with the Service and the impact of the Service on their wellbeing. Carers can choose between online or telephone based methods to engage in evaluation activities conducted by the counselling provider.



# Services for Carers – Carer Coaching: Self-Guided Format

## Service delivery

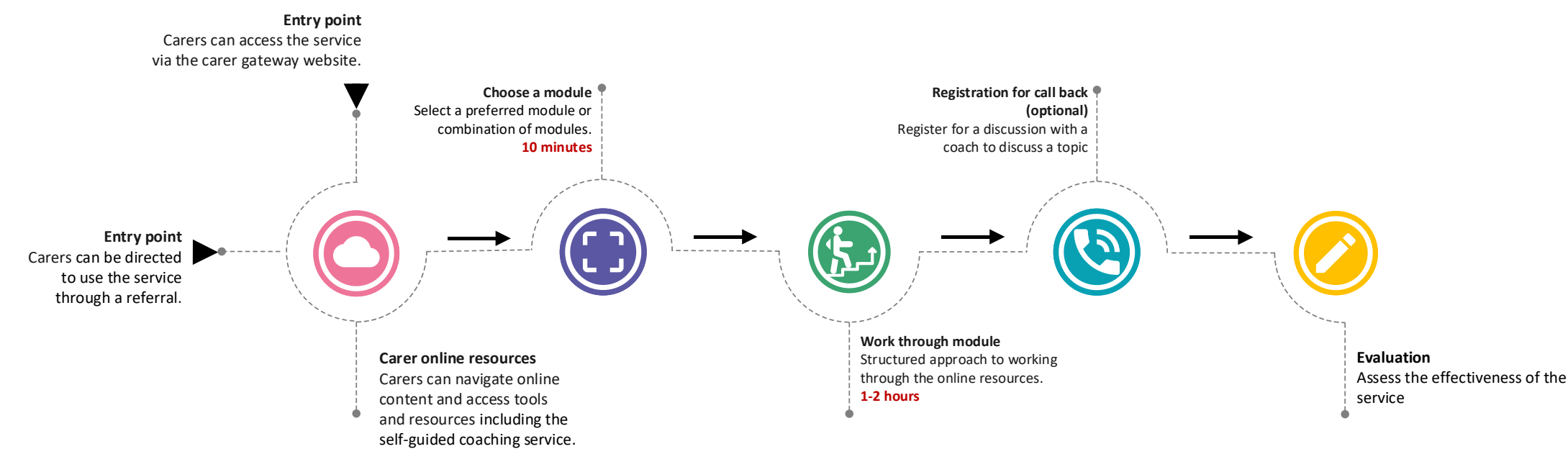
The **Carer Coaching Program** is a free coaching service for carers. The Service is evidence based and aimed at assisting carers to acquire the skills and resilience needed to assist them in their caring role.

The Service will be delivered in two streams that will enable carers to choose the most effective option for them:

- The **facilitated format** (delivered Nationally by the Regional Delivery Partners); and
- The **self-guided format** (accessed online through the Carer Gateway website).

The self-guided format is an online service that guides carers through the Coaching Program and can be completed by a carer in their own time. A carer can also elect to gain unplanned support, via a call back, from a coach at any stage in the process to assist with questions or concerns.

The self-guided coaching can be accessed as online resource via the carer gateway website. The entry point is via the website or through a referral.



Carer online resources	Carers can interact with the website through their account which enables them to see the information that is relevant to them and register interest for services.
Choose a module	Carers select from a range of modules that they would like to work through. There is no limit on the amount of modules that a carer can complete so when they have finished a module they can select another one to work through if it is relevant or interesting to them.
Work through module	Carers work through the guided modules where they can access the resources in a structured way based on the required outcome of the module. Resources may take the form of written content, dynamic and interactive content or videos. No account is needed to participate however carer will be able to save progress and return without losing progress.
Registration for call back (optional)	Where a carer would like more information or assistance on a topic, they will be able to register for a call back from a coach to have a discussion with them.
Evaluation	Carers will be asked to complete an online evaluation at the end of the module to gauge the effectiveness of the service.

# Services for Carers – Carer Coaching: Facilitated Format

## Service delivery

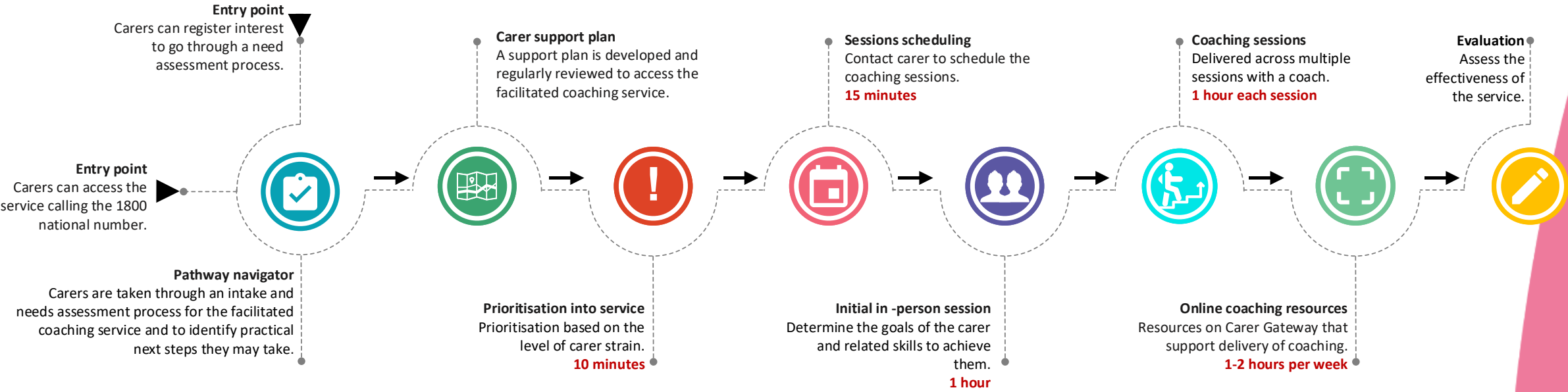
The **Carer Coaching Program** is a free coaching service for carers. The service is evidence based and aimed at assisting carers to acquire the skills and resilience needed to assist them in their caring role.

The Service will be delivered in two formats that will enable carers to choose the most effective option for them:

- The **facilitated format** (delivered Nationally by the Regional Delivery Partners); and
- The **self-guided format** (accessed online through the Carer Gateway website).

Through the facilitated format, carers will engage with a coach across a defined to build and develop skills identified during consultation with a coach.

The facilitated coaching service can be accessed through a carer support plan based on a need assessment. This service pathway shows the entry point over the phone through the 1800 national number or registering interest via the website or with their Regional Delivery Partners.



Pathway navigator	Carers are asked a series of questions which determines their needs, and the services that would best suit their situation.
Carer support plan	A support plan is created based on identified needs and to outline services a carer would benefit from. This could include goals and the practical steps the carer can take to achieve them.
Prioritisation into service	Service access will be prioritised in order to ensure that carers in the most need are supported first in times of high demand. Prioritisation will be based on the level of carer strain.
Sessions scheduling	Carers should not be expected to attend more than one session per week and sessions will be scheduled across a number of weeks at a time that is convenient for the carer.
Initial in-person session	During this session coaches will work with carers to identify their goals and the skills that will be developed using a core set of skills that have been identified as critical to the caring role.
Coaching sessions	A series of coaching sessions are used to provide the support to carers across a defined period to build the skills they need to achieve their goals.
Online coaching resources	Online learning resources will be available to carers to support the direct interactions with coaches throughout the learning process. Resources may include online videos and interactive features to engage users in the learning process.
Evaluation	A sample of carers accessing the Service, will be asked to participate in an outcomes measurement survey to determine the level of satisfaction and also the impact on a carer's wellbeing (as a result of accessing the Service). The evaluations performed by the Outcomes Measurement Provider will likely be telephone based.



# Services for Carers – In-Person Peer Support

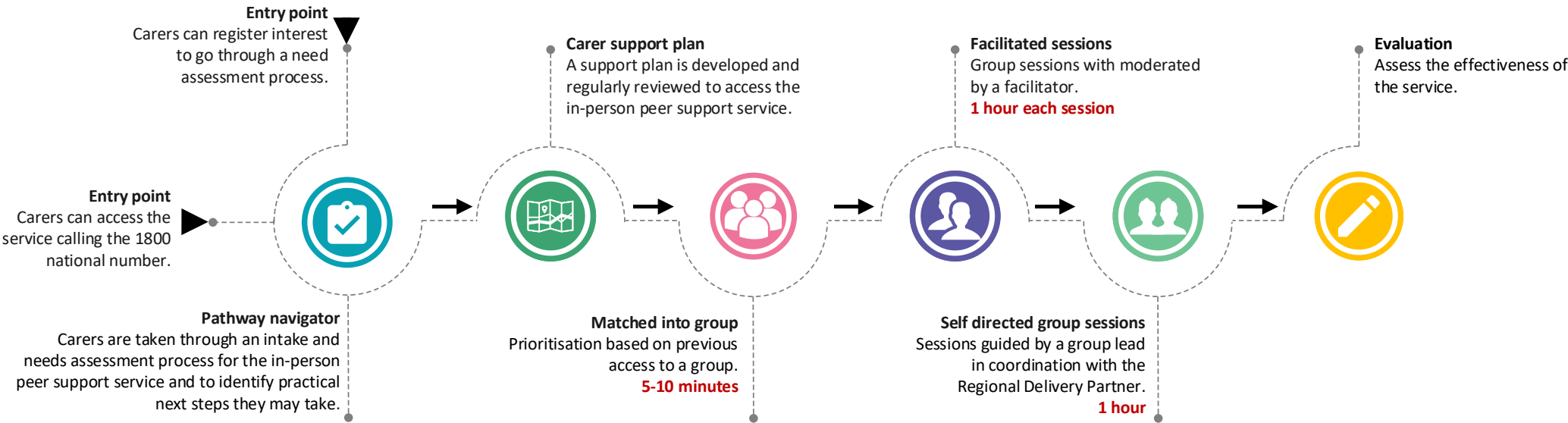
## Service delivery

The **In-Person Peer Support** service is a free facilitated support forum designed to assist carers to:

- Connect with people in similar circumstances;
- Learn from their peers though the sharing of lived experiences; and,
- Aid in decreasing carer strain through the connection and sharing of personal stories and experiences.

The Service will be available for all carers who wish to participate and is available through peer support groups located throughout Australia that are organised and coordinated by the Regional Delivery Partners. The groups meet regularly and provide carers with access to a community of carers that is moderated by a trained facilitator.

The in-person peer support service can be accessed through a carer support plan based on a need assessment. This service pathway shows the entry point over the phone through the 1800 national number or registering interest via the website or with their Regional Delivery Partners.



Pathway navigator	Carers are asked a series of questions which determines their needs, and the services that would best suit their situation.
Carer support plan	A support plan is created based on identified needs and to outline services a carer would benefit from. This could include goals and the practical steps the carer can take to achieve them.
Matched into group	Carers will be matched with groups as best as possible to ensure that the carer gains the most out of interactions with the group. Where a group is oversubscribed previous participants in a group will take preference for future sessions over new participants to maintain bonds and relationships.
Facilitated sessions	Facilitated sessions will be held in a location that is easily accessible and safe and comfortable for all participants. Carers attending a group meeting will receive helpful information, advice, and mutual support from others who understand exactly what they are going through. The purpose of the group is to help carers realise they are not alone, and to feel connected with people facing similar issues.
Self directed group sessions	In some cases, groups may choose to meet more frequently than the scheduled facilitated sessions, in this case the facilitator will help develop a group lead to manage the discussion and coordinate with a Regional Delivery Partner regarding the details of each session.
Evaluation	A sample of carers accessing the Service, will be asked to participate in an outcomes measurement survey to determine the level of satisfaction and also the impact on a carer's welling (as a result of accessing the Service). The evaluations performed by the Outcomes Measurement Provider will likely be telephone based.

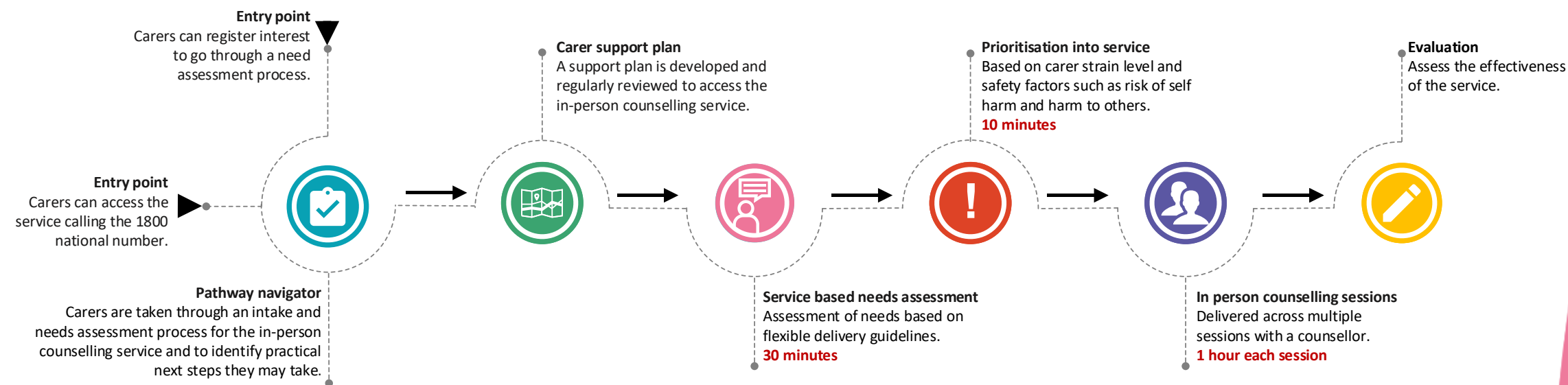
# Services for Carers – In-Person Counselling

## Service delivery

The In-Person Counselling service is a free short-term counselling service for carers who are experiencing difficulties with anxiety, stress, depression and low mood. The service will assist carers to manage their own health in order to remain effective in their caring role and avoid crisis events through a series of counselling sessions in person with a professional counsellor.

The Service is designed to deliver high quality counselling in person that is specifically aimed at carers across 3-6 sessions of one hour each. Regional Delivery Partners will act as the referral point for entry into the service. The service will be delivered by both the Regional Delivery Partners and third party counsellors brokered by the Regional Delivery Partners.

The in-person counselling service can be accessed through a carer support plan based on an initial need assessment. This service pathway shows the entry point over the phone through the 1800 national number or registering interest via the website or with their Regional Delivery Partners.



Pathway navigator	Carers are asked a series of questions which determines their needs, and the services that would best suit their situation.
Carer support plan	A support plan is created based on identified needs and to outline services a carer would benefit from. This could include goals and the practical steps the carer can take to achieve them.
Service based needs assessment	Service access will be prioritised in order to ensure that carers in the most need are supported first in times of high demand. Prioritisation should first be based on safety to them and others followed by the level of carer strain.
Prioritisation into service	A series of counselling sessions are used to provide the counselling support to carers across a defined period. Sessions are delivered through a counselling mode determined during the needs assessment.
In-person counselling sessions	In some cases, groups may choose to meet more frequently than the scheduled facilitated sessions, in this case the facilitator will help develop a group lead to manage the discussion and coordinate with a Regional Delivery Partner regarding the details of each session.
Evaluation	A sample of carers accessing the Service, will be asked to participate in an outcomes measurement survey to determine the level of satisfaction and also the impact on a carer's welling (as a result of accessing the Service). The evaluations performed by the Outcomes Measurement Provider will likely be telephone based.

# Services for Carers – Carer Directed Support

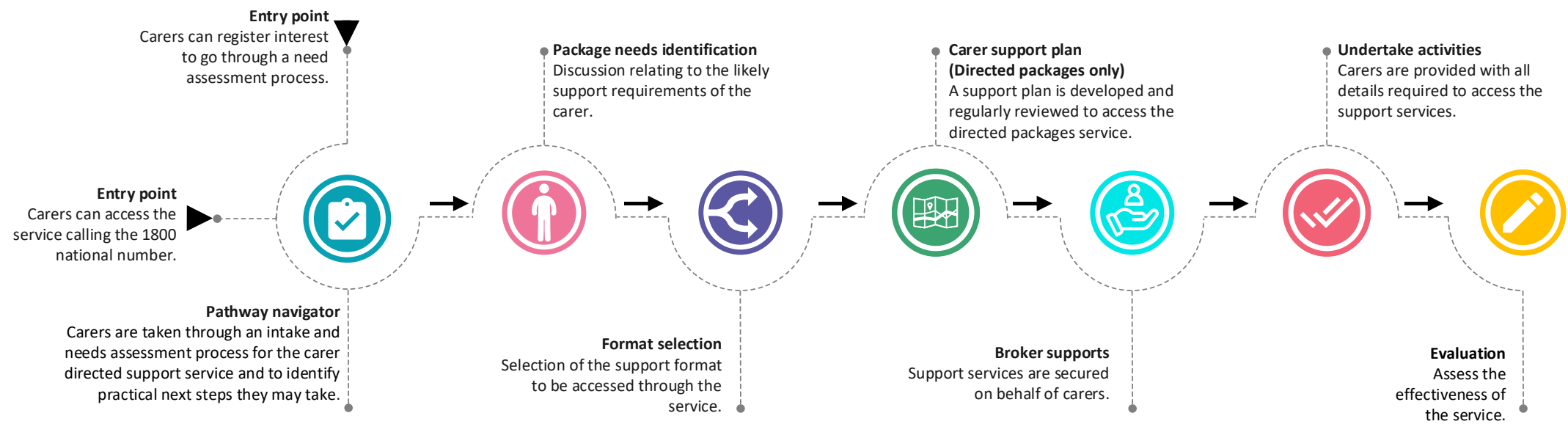
## Service delivery

**Carer Directed Support** service is a consumer directed approach to supporting carers in their caring role. It gives carers a greater say and more control over the design and delivery of the support provided to them and the person/s they care for.

The Service will be delivered by the Regional Delivery Partners in two formats:

- Through the provision of **one-off practical support** that enables carers, without the need for ongoing assistance and/or multiple supports, to access support. It is expected that support of this kind would take the form of a tangible item that directly contributes to supporting the carer in their caring role or supporting the carer to access education/employment. *Carers who choose to access one-off support will not be eligible for a Carer Directed Package.*
- Through the provision of **Carer Directed Packages** (packages) that can be directed towards a range of practical supports to assist carers in their caring role (e.g. cleaning, planned respite, cooking, and assistance with transport). The total value of the package, to which each recipient is entitled, is \$3,000 (over a 12-month period).

The carer directed support service can be accessed through a need assessment process. This service pathway shows the entry point over the phone through the 1800 national number or registering interest via the website or with their Regional Delivery Partners.



Pathway navigator	Carers are asked a series of questions which determines their needs, and the services that would best suit their situation.
Package need identification	Carers first have a telephone discussion with a package coordinator to discover their needs which results in either a package assessment to determine the ongoing supports required through a carer support package or the identification of immediate practical support with carer (which does not require the deeper analysis of supports and ongoing administration).
Format selection	Carers can choose between two ways to access support: accessing one-off support or ongoing support through a package.
Carer support plan	Packages will be developed in consultation with carers through a Carer Support Plan to ensure that the carer is in control of the types of supports and the timing of access. Support plans will contain all of the detail necessary to enable a carer to access the supports from within a package.
Broker support	The Regional Delivery Partner is required to manage the implementation of the support plan with carers and brokered organisations across the life of the plan, including any changes that may be required throughout the delivery.
Undertake activities	Carers access the supports that have been organised on their behalf either as part of a package or one-off practical support.
Evaluation	A sample of carers accessing the Service will be asked to participate in an outcomes measurement survey to determine the level of satisfaction and also the impact on a carer's wellbeing (as a result of accessing the Service). The evaluations performed by the Outcomes Measurement Provider will likely be telephone based.

# Services for Carers – Emergency Respite Care

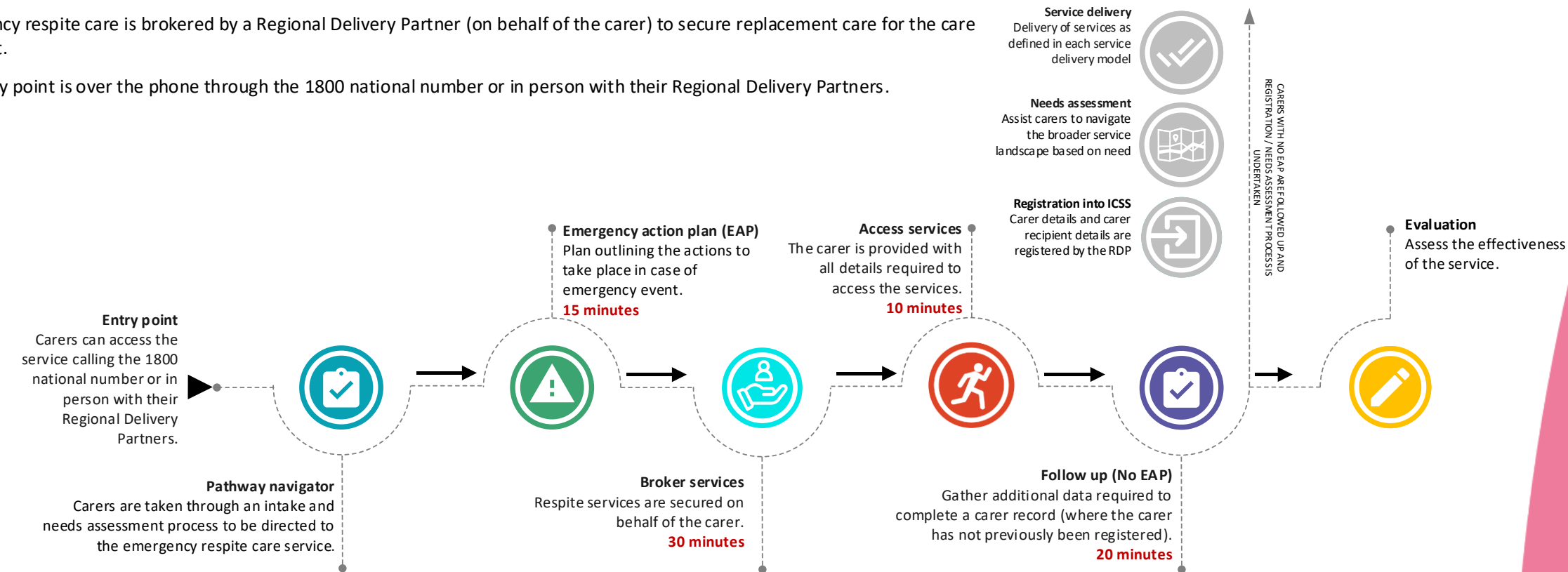
## Service delivery

The **Emergency Respite Care** service is designed to offer support to carers who are experiencing an urgent, unplanned and imminent event that temporarily restricts their ability to continue caring when no other services are available, for example:

- An unplanned situation that prevents the carer from providing care required by the care recipient;
- An unplanned event that threatens the health and safety of the care recipient; or,
- An unplanned event that threatens the health and safety of the carer (including extremely high levels of strain and anxiety).

Emergency respite care is brokered by a Regional Delivery Partner (on behalf of the carer) to secure replacement care for the care recipient.

The entry point is over the phone through the 1800 national number or in person with their Regional Delivery Partners.



Pathway navigator	Carers are asked a series of questions which determines their needs, and the services that would best suit their situation.
Emergency action plan EAP	The emergency action plan describes the method for carers and Regional Delivery Partners to determine the support required to coordinate the emergency replacement care for carers. Where the carer is not known to the RDP, basic information is gathered at the time of the event to enable supports to be determined and brokered quickly on behalf of the carer.
Broker services	Using existing sub contract arrangements, and information stored within the Regional Delivery Partner’s Client Relationship Management system, supports are determined and brokered on behalf of the carer in accordance with the EAP or details uncovered at the time of the event (in cases where the carer is not known to the Regional Delivery Partner).
Access services	Once brokered the carer will be supplied with a complete emergency action plan with the full details of the supports brokered.
Follow up (no EAP)	Where a carer was not known to the Regional Delivery Partner, the information required to complete the carer record is gathered (one week following event) to ensure that all details are captured in the case of another emergency event. A needs assessment will be undertaken to determine additional services which may need to be put in place for the carer.
Other processes	Carers with no EAP are followed up and registration and needs assessment process are undertaken.
Evaluation	A sample of carers accessing the Service will be asked to participate in an outcomes measurement survey to determine the level of satisfaction and also the impact on a carer’s welling (as a result of accessing the Service). The evaluations performed by the Outcomes Measurement Provider will likely be telephone based.