

Continuous Improvement Policy and Procedure

1.0 Purpose

The purpose of this policy is to ensure that SilaCa Tasmania Pty Ltd consistently reviews and enhances its services to better meet the needs of participants, incorporating feedback from all stakeholders. Continuous improvement is a key commitment, driving ongoing efforts to improve service quality, participant outcomes, and operational systems. This approach encourages learning, innovation, and reflection, while maintaining a responsive and person-centred service delivery model that upholds participant dignity, choice, control, and safeguarding.

2.0 Scope

The policy applies to all staff involved in service delivery and operational processes at SilaCa Tasmania Pty Ltd.

3.0 Definitions

Term	Definition
Continuous improvement	Continuous improvement is a formal, cyclical series of steps designed to improve processes that lead to better outcomes for participants and other stakeholders. The steps usually include identifying opportunities for improvement, collecting data, analysing data, deciding on a new approach based on the data analysis, developing and implementing changes and evaluating the effectiveness of the changes.
Internal auditing	Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve the organisation's operations. It helps the organisation to accomplish its objectives by bringing a systematic and disciplined approach to evaluating and improving the effectiveness of its quality management system.
Corrective action	Correction action is an action, or a plan, created by management to address a non-conformance.

Term	Definition
Performance measures	Performance measures (or ‘indicators’) evaluate outcomes or results. They measure how well the service provider is carrying out its work and achieving its aims. They are expressed as numbers rather than as descriptions. They can tell a service provider: • how much it has done (number of people using a service, number of activities provided) • how well it has done something (levels of satisfaction by numbers of people, timeliness or efficiency of activities) • the effect it has had (outcomes for numbers of people receiving service, changes in social well-being or social policy) • sound corporate governance • the financial health of the organisation • participant satisfaction levels • achievement of positive outcomes for participants • level of staff morale • provide a positive profile for the service provider among stakeholders

4.0 Policy

SilaCa Tasmania Pty Ltd is committed to achieving continuous improvement across all areas of the organisation. This commitment helps ensure that services remain high-quality, safe, effective, and aligned with participant needs and preferences.

Improvement efforts will focus on:

- Enhancing the quality of service delivery
- Promoting participant safety, rights, dignity of risk, and informed choice
- Using feedback from incidents, complaints, audits, and participants to inform change
- Reviewing systems and processes to improve how services are planned and delivered

To support this, SilaCa Tasmania Pty Ltd will:

- Use structured and transparent improvement methods
- Collect and act on feedback from participants, staff, and stakeholders

- Ensure all staff involved in service quality and review activities maintain a valid NDIS Worker Screening clearance
- Encourage open communication and active participation in improvement initiatives across the organisation

This policy is aligned with the NDIS Practice Standards, the NDIS Code of Conduct, and the principles of the NDIS (Incident Management and Reportable Incidents) Rules 2018, supporting high standards in quality, safety, and participant-centred practice.

4.1 Continuous improvement process

The basis of SilaCa Tasmania Pty Ltd's quality system is a cycle of self-improvement that follows a basic model involving planning, acting and checking to improve and standardise our processes. This model is used at an organisation level to determine, measure, analyse and improve performance. At a process level, this approach involves:

- identifying problems or improvement opportunities, then investigating and determining the root cause
- developing and implementing an action plan, listing tasks, setting target dates, nominating responsibility and tracking progress through continuous management
- checking that the improvement has led to growth through performance measures and identifying any new or additional measures needed
- standardising improvements made through policies or other documents

All staff will receive annual training on continuous improvement processes, participant safeguarding, and the role of feedback, complaints, and incidents in driving service improvement, in line with NDIS Practice Standards. This will ensure that continuous improvement is embedded in daily practice and service delivery.

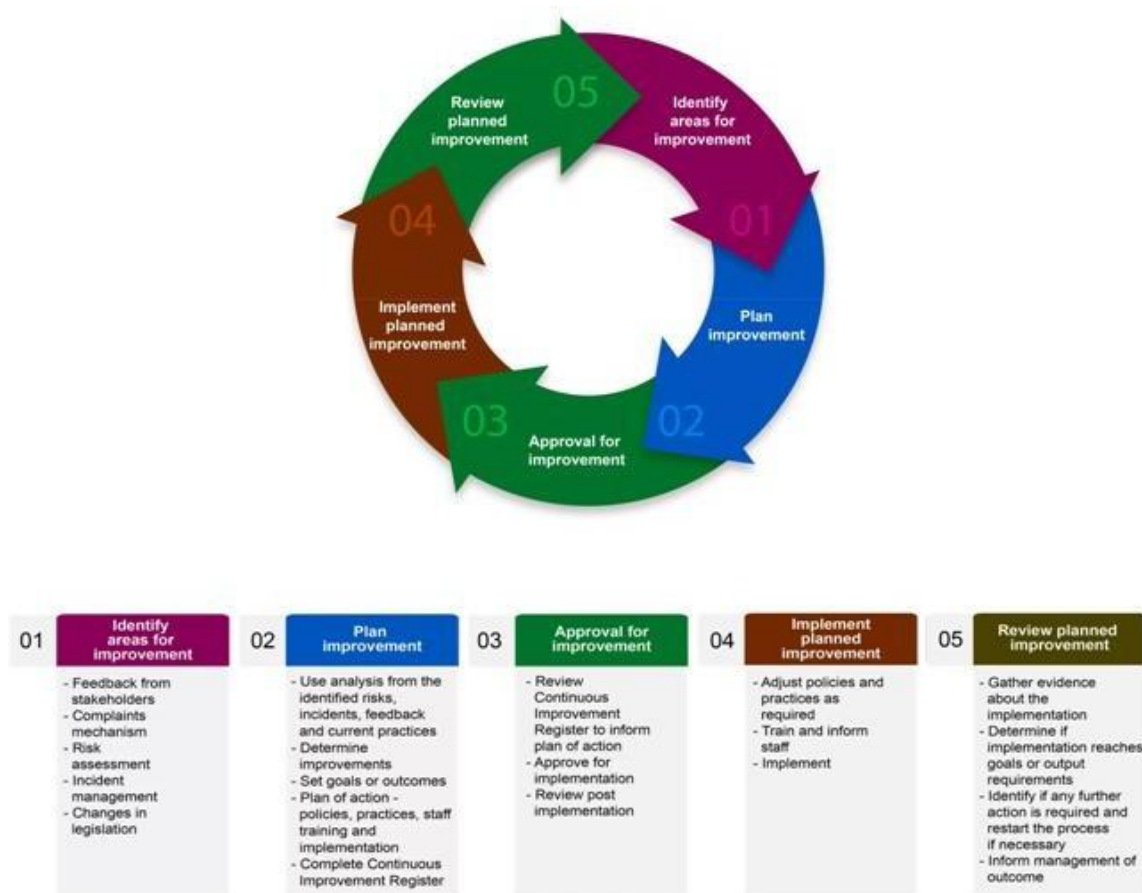
4.2 Principles

Continuous improvement will prioritise participant safety, dignity, choice, and voice. Feedback and safeguarding concerns will drive service improvements, ensuring participants are involved in decisions that affect them.

- Participants and their representatives play a key role in service enhancement and will actively contribute to responses to feedback, complaints, and incidents. All services, processes and procedures undertaken are the best they can be
- Services are regularly reviewed and measured for quality and effectiveness
- All staff and participants are encouraged to provide feedback on improving service delivery
- The participants are to be involved in all decision-making processes that affect them

- Participants, family and advocates can provide valuable insights about the effectiveness of services, highlight any gaps or issues that arise and provide ideas for improvements and innovation
- A quality learning culture within the organisation ensures that everyone contributes to service quality and quality management regardless of their role
- Planning, resource allocation, risk management and reporting are critical for continuous improvement and are part of an integrated approach supporting SilaCa Tasmania Pty Ltd's mission and vision
- SilaCa Tasmania Pty Ltd is committed to innovation, high quality, continuous improvement, contemporary best practices and effectiveness in providing support to people with disabilities

Diagram 1. Continuous Improvement Cycle Process



4.3 Measurements of quality

SilaCa Tasmania Pty Ltd uses survey and audit results to measure outcomes required under the NDIS Practice Standards and Quality Indicators, in addition to other legislative requirements.

4.4 Sources of data for continuous improvement

Feedback mechanisms will be culturally safe, inclusive, and accessible, ensuring participants from diverse backgrounds can share their experiences.

Feedback from complaints, incidents, and unsolicited input will directly inform changes to service practices and participant safeguarding.

4.4.1 Changes in legislation/regulation and best practice

SilaCa Tasmania Pty Ltd's management is informed of regulative and legislative changes via structured access to government, industry and association information channels and through attendance at industry conferences, networking events and ongoing training/education. Information of this type is used to improve practices and approaches in our operations and services, including implementing service improvements.

Policies and procedures will be reviewed on an ongoing basis to ensure compliance with legislation. Version control will ensure that current documents are available to staff and participants.

4.4.2 Feedback and evaluation of data

SilaCa Tasmania Pty Ltd will conduct formal surveys annually, at minimum, to obtain opinions and feedback from participants, their families, and advocates, where possible. Participants and the community are supported and encouraged to provide feedback through meetings and reviews.

Such feedback will assist SilaCa Tasmania Pty Ltd in accurately assessing the quality of services and making any improvements necessary to develop our corporate governance policies and practices.

SilaCa Tasmania Pty Ltd will collate the feedback from its surveys, meetings and reviews and advise participants of any proposed improvements to service delivery. Surveys, focus groups, and individuals may also be targeted to review specific aspects of performance, e.g. information provision or ensuring participants are involved in planning and decision-making for themselves and our organisation.

Staff surveys will be conducted annually and during our annual performance reviews. These will be used to measure morale, understanding of SilaCa Tasmania Pty Ltd's policies and procedures, operating environment satisfaction, roles within the organisation, training and information needs and our commitment to our values. Feedback analysis is incorporated into a Continuous Improvement Plan Register.

4.4.3 Internal/external audits

SilaCa Tasmania Pty Ltd will conduct periodic internal audits to determine whether the quality management system conforms to the requirements of the relevant quality standards. The internal audits will check all processes and documents to ensure that the quality management system has been effectively implemented and maintained.

Internal and external audits will ensure that legislation, industry standards, and operational processes are correctly understood and implemented per organisational policy (see Appendix 1: Internal review and external audit schedule).

Data obtained from audits will be stored and used to ensure corrective actions are recorded, verified and closed out. The data collected from internal audits and corrective actions will be integrated into the continuous quality improvement system.

4.4.4 Complaint management

Complaints and feedback will be reviewed through the lens of participant safeguarding and service quality, and will inform proactive systemic changes aligned with the NDIS Practice Standards and Code of Conduct.

All complaints will be investigated to determine the root causes and required improvements. All improvements will be tracked to capture and evaluate corrective actions and progress through management systems (meetings and reports).

All staff will be responsible for promoting the development of a positive complaint-handling culture. Management will review complaints every six months (at least) to ensure that the complaint-handling process follows our policy and procedures.

The Manager or their delegate will review the entire complaint handling system annually to ensure policy and practice changes are implemented when necessary. The complaint data will be analysed to determine any trends or patterns of ongoing concern; such analysis will be incorporated into the continuous improvement system and corporate governance.

4.4.5 Incident reporting

The Manager or their delegate will be responsible for reviewing incidents, including incidents recorded under the Incident Register. This register allows for collating and analysing data from incident reports to determine issues, trends, or patterns of ongoing concern; such analysis will be linked to the continuous improvement system.

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Incident data will be reviewed regularly, and trends will inform systemic improvements. All reportable incidents will be managed in compliance with NDIS (Incident Management and Reportable Incidents) Rules 2018, ensuring lessons learned are incorporated into the continuous improvement system.

4.4.6 Unsolicited feedback

Every participant and staff member has the right (and is encouraged) to provide feedback and suggestions that they believe can lead to improvements in the overall operation of SilaCa Tasmania Pty Ltd. They may use the Complaints and Feedback Form to write their thoughts and ideas to the Manager. Alternatively, feedback can be provided via email or phone.

All suggestions will be fully considered, and appropriate improvements will be implemented wherever possible. This feedback information is linked to our corporate governance to instigate changes in policies and procedures to improve practices on an ongoing basis.

Continuous improvement processes will be reviewed when significant participant-related risks, safeguarding concerns, or service failures are identified, ensuring services remain responsive.

4.4.7 External Reporting and Safeguarding Mechanisms

If participants, staff, or other stakeholders feel that feedback, complaints, incidents, or risks have not been adequately resolved within SilaCa Tasmania Pty Ltd, or if they wish to report concerns independently, the following external bodies may be contacted:

- **NDIS Quality and Safeguards Commission** - for participant safeguarding, complaints, or provider concerns (Ph: 1800 035 544, www.ndiscommission.gov.au)
- **Ombudsman** - for broader complaints about service quality or unresolved issues
- **State Work Health and Safety Authority** — for serious WHS risks impacting staff or participants

SilaCa Tasmania Pty Ltd will provide information and support to any individual wishing to access external reporting options.

4.5 Communication of improvements

An outline of any improvements is provided via:

- staff meetings
- emails
- subcontractor meetings
- updated policies and procedures

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- providing information to participants

4.6 Monitoring continuous improvement processes and systems

The management will review trends and systemic issues arising from incidents, complaints, risks, and feedback as part of the internal audit review, This includes ensuring continuous improvement actions are implemented and effective, safeguarding participant rights, and upholding organisational responsibilities under NDIS Practice Standards.

Continuous improvement processes and systems are regularly audited as part of our audit program. All staff, participants and other stakeholders are encouraged to provide ongoing feedback on any issues and areas where improvements are possible.

Continuous improvement should include feedback from participants and stakeholders to ensure that SilaCa Tasmania Pty Ltd meets the needs of the community in which it functions.

Continuous improvement ideas and strategies will be used to inform our corporate governance. Document and version control measures are documented in the Document Control Register, and new documents are distributed as outlined.

Continuous improvement processes will be triggered when significant changes in participant needs, risks, or safeguarding concerns are identified, ensuring service responsiveness and quality.

5.0 Related documents

- Asset Register
- Complaint and Feedback Form
- Anonymous Complaint and Feedback Form
- Complaints Compliments and Feedback Register
- Continuous Improvement Plan Register
- Corporate Governance Policy and Procedure
- Document Control Register
- Document Control Register - Core Module
- Hazard Report Form
- Incident Register
- Incident Report
- Incident Investigation Form Final Report
- Internal Audit Schedule - Core Module
- Risk Assessment Form
- Risk Management Plan Register
- Staff Training Record
- Staff Training Plan
- Training Attendance Register – In-house
- Annual Organisational Training Register and Review

- NDIS Code of Conduct (2018)
- Disability Services Act 1986 (Commonwealth)
- Privacy Act 1988 (Commonwealth)
- Work Health and Safety Act 2011 (Commonwealth)
- Disability Discrimination Act 1992 (Commonwealth)
- NDIS Practice Standards and Quality Indicators 2021
- NDIS (Incident Management and Reportable Incidents) Rules 2018