

# The business end of service delivery: Challenges of moving toward fee for service therapy models

Janelle Johanson<sup>1</sup>, Rebekah Cranmer<sup>2</sup>

1 Yooralla, PO Box 200 Flinders Lane, Victoria 8009, [janelle.johanson@yooralla.com.au](mailto:janelle.johanson@yooralla.com.au)

2 Yooralla, PO Box 200 Flinders Lane, Victoria 8009, [rebekah.cranmer@yooralla.com.au](mailto:rebekah.cranmer@yooralla.com.au)

## Background

In Victoria, therapy services for people with complex disability were often block funded and provided in group settings. While the details pertaining to therapy service delivery under the National Disability Insurance Scheme (NDIS) is still being determined, it is clear that a fee for service funding model will be used. Yooralla's therapy service exists as a value-adding overhead to the organisation.

## Method

In readiness for the NDIS, Yooralla developed a trial model of individual quoting and charging for therapy service. The type of therapy requests received were analysed, and factors impacting scope, extent and timeframes of service delivery were explored.

## Results

Therapists and consumers face many challenges within the fee for service environment. A consumer's physical, cognitive, social and environmental factors impact tremendously on predicting therapy costs and resulting outcomes. Prioritisation and clear articulation of goals is crucial to the costing process, but can be complicated by unidentified need due to therapy requests being driven by consumers and planners. Technology and administrative support required to manage and track individual costing also influences the success of fee for service models.

## Discussion

While simple in theory, a pure business model overlaid onto therapy service provision was not successful in our trial, and negatively impacted quality. Accurate quoting is multifactorial, but attainable if systems are sensitive to the person's unique situation and preferences. Incorrect prediction of these factors will negatively impact the consumer's engagement, success of therapy intervention and viability of the therapy service. The authors will share learning's about the challenges identified in Yooralla's journey to a therapy fee for service model.