



Context

Minda Incorporated is South Australia's largest not-for-profit disability service provider, dedicated to supporting individuals with intellectual disabilities in achieving their goals and leading fulfilling lives. Established in 1898, Minda has a long-standing history of advocacy and service provision within the community.

Key Words

Clinical practice, disability service

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INTEGRATING THE FUNDAMENTALS OF CARE INTO A SERVICE EXCELLENCE MODEL



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The ILC is a global organisation dedicated to transforming care by valuing and prioritising person-centred fundamental care. Its mission is to embed person-centred fundamental care into everyday practice, by reshaping care education, research, advocacy and relevant care-related policies.

This case study provides

- A detailed overview of how Minda Incorporated co-designed and implemented an organisation-wide Service Excellence Framework underpinned by the Fundamentals of Care Framework
- Practical examples of how person-centred fundamental care principles were embedded into clinical procedure, training, documentation, and everyday staff practices
- Insights into leadership engagement, communication strategies, and workforce development initiatives that supported successful cultural change and implementation of the Service Excellence Framework
- An evaluation approach that includes measurable indicators of staff and family feedback and continuous quality improvement to assess the impact of embedding the Service Excellence Framework on client outcomes

Suggested audiences of case study (who this case study is best for)

All individuals working within organisations that provide care and support, whether in disability services, aged care, mental health, or community health, can benefit from reflecting on this case study. While it is particularly relevant to those supporting people with intellectual disabilities, the insights it offers are applicable across a wide range of care contexts. This includes not only frontline staff delivering direct services, but also those in managerial, executive, and policy-making roles. Understanding the lived experiences of those receiving care, and the systemic factors that shape service delivery, is essential for promoting inclusive, person-centred care across the entire care sector.

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Overview of case study

Minda Incorporated is the largest provider of services for people living with an intellectual disability in South Australia. Minda Incorporated is committed to respecting the rights of people with intellectual disabilities, ensuring they have equitable access and opportunities, and receive services that focus on their abilities and foster a sense of community.

As part of its Strategic Plan, Minda developed the Service Excellence Framework, integrating the Fundamentals of Care into daily operations to enhance service delivery. This Service Excellence Framework, underpinned by the Fundamentals of Care (FoC) Framework, empowers clients by increasing their ability to exercise choice and control, enabling them to live their best lives. It ensures that supports and services not only meet but exceed the needs of clients and their support networks, while adhering to regulatory obligations.

The Service Excellence Framework emphasises building trusting relationships with clients and their support networks, addressing physical and psychosocial needs, and creating a supportive care context. It goes beyond procedures, to enhancing compassionate, person-centred care; promoting safety; strengthening culture and staff engagement; facilitating continuous improvement; and aligning with best practices.



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The Rationale for the Activity

Prior to the development of the Service Excellence Framework, Minda had already undertaken substantial efforts to improve the quality and consistency of its service delivery. However, challenges remained in embedding a unified, person-centred approach across all levels of support. This was particularly evident at the local level, where variations in practice impacted the ability of individuals with disability to exercise choice and control in their daily lives, to build meaningful relationships, and to actively participate in their communities. These fragmented service experiences, alongside the lack of consistent communication throughout the organisation and the insufficient integration of client voice into planning processes, highlighted the need for a more cohesive and holistic approach to service delivery. The Service Excellence Framework was developed to address these gaps and support a shift from transactional service delivery to relationship-based support that recognises and responds to the unique physical, psychosocial, and relational needs of each person. To achieve these goals, the Service Excellence Framework was underpinned by the Fundamentals of Care Framework.



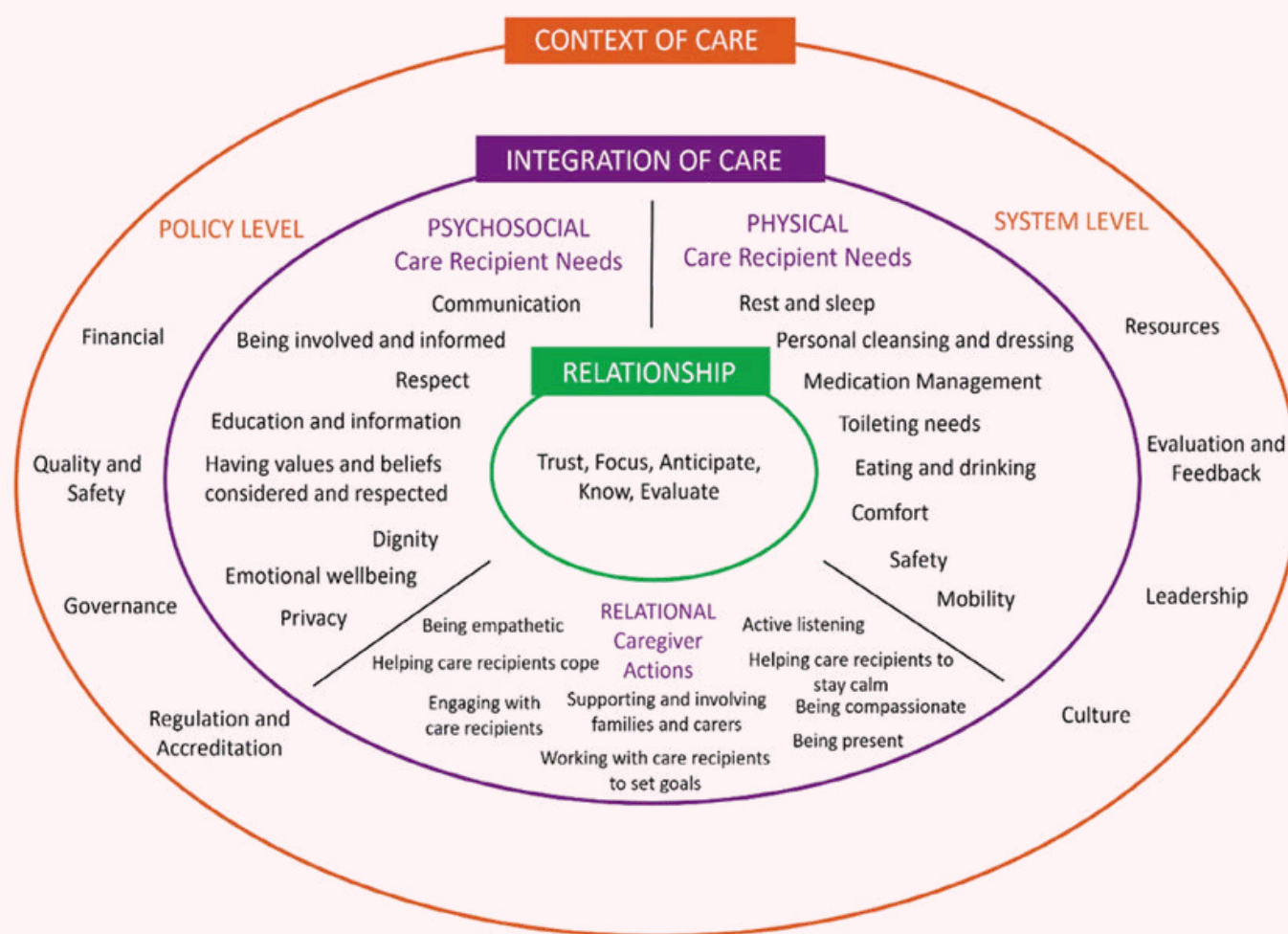
The Activity

Aim of Activity: To co-design and implement Minda's Service Excellence Framework, an organisation-wide initiative embedded across all supports, services, systems, and processes. This Service Excellence Framework aligns with key principles of Person-Centred Practice, Co-Design and Collaboration, and Quality and Safeguarding.

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Why this Activity: The Fundamentals of Care Framework was chosen to underpin the Service Excellence framework because its 3 core dimensions aligned with the strategic goals for service excellence within the organisation. The Fundamentals of Care Framework ensures that relationships, integration of care, and context are consistently considered, shaping how services are delivered and experienced within and across Minda. Its integration into the Service Excellence Framework helps to align Minda's everyday practice with its core values of dignity, respect, safety, and partnership, reinforcing a culture of continuous quality improvement and meaningful engagement.



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Feo, R., Conroy, T., Jangland, E., Muntlin Athlin, Å., Brovall, M., Parr, J., Blomberg, K., & Kitson, A. (2018). Towards a standardised definition for fundamental care: A modified Delphi study. *Journal of Clinical Nursing*, 27, 2285-2299. doi: 10.1111/jocn.14247

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Who the Activity was for: All employees of a disability provider (Minda).

Where the activity took place: Within Minda Incorporated, a disability provider in South Australia.

What the Activity involved:

Initial commitment from leadership

- Upon return from the ILC conference in Oxford, 2024, discussions with the Chief Executive and executive team took place to present the concept of the FoC. This concept was already known to the Chief Executive, but it was reinforced and discussed how this approach could be embedded within the organisation. It was agreed that the FoC Framework could be adapted and would be called Service Excellence at Minda.
- The Executive team and board committed to integrating and embedding the FoC Framework into the organisation.

Developing the Service Excellence Framework

- The Quality Team were engaged to design and support the integration of the Service Excellence Framework. The framework was developed in consultation with Minda Soldiers, a client advocacy group.
- The Service Excellence Framework outlines what is involved in the delivery of safe, effective, high-quality care and what this looks like for the clients at Minda. The Fundamentals of Care Framework and its 3 core dimensions was therefore used to articulate what this care delivery should look like (to view the Service Excellence Framework, see Resource 1: 'Service Excellence Framework').

Embedding Service Excellence into Internal Documents

- The Quality Team were tasked with including service excellence into Minda's existing documents. The team decided to begin with the documents directly owned by the Group Manager Quality.
- The Group Manager Quality requested a small change to the FoC diagram – for the word 'client' to be used instead of 'patient', to better reflect terminology used within Minda.
- ServiceExcellence wording and principles were added to all clinical documents including procedures, work instructions, forms, charts, tools and alerts (for examples, see accompanying Resources 2-6: 'End of Life Care Procedure', 'Promoting a Healthy Stoma Work Instruction', 'End of Life Medications Instructions and Competency Assessment', 'Promoting Medication Safety Instructions and Workplace Observations for Medi-Map', and 'Promoting a Healthy Stoma - Daily Check and Bag Change'.
- ServiceExcellence language was added to all High Intensity Daily Supports competency assessments, workplace observations and instructions and competency pathways.
- Service Excellence language was incorporated into all internal clinical client safeguarding audit tools (for an example, see Resource 7 'Mortality Review Tool').
- A template slide using service excellence language, was designed and added to all medication training that is provided by Minda to support its staff. Additionally, the Fundamentals of Care Framework diagram was included in all online training modules.





Implementing the Activity

Implementation activities to date

The implementation of the Service Excellence Framework has involved a multi-faceted, organisation-wide approach.

- The Service Excellence Framework was uploaded to Minda's Document Management System and a separate publication piece placed on the internal intranet to promote the Framework.
- The Chief Executive announced the implementation of the Service Excellence Framework to the Senior Leadership team at a forum.
- The Chief Executive discussed the Service Excellence Framework at a Board meeting and executive level.
- When communicating with all areas of the business, the Minda clinical team now incorporate service excellence language. For example, when communicating monthly medication reports, the correspondence focuses not just on the data, but on client safety, continuous improvement, promoting independence and choice, and the importance of building a trusting relationship.
- New training material on the Service Excellence Framework has been published on our Learning Management System for staff to utilise. Face-to-face training modules for staff are also available.
- An updated competency assessment is now in use and staff are required to answer questions relating to service excellence during their assessments with clients.
- Community nurses within the organisation have integrated Service Excellence language into the annual support plan reviews for each client. This approach is also reflected in email correspondence, home visits with clients, and discussions with family members, where the dimensions of the Fundamentals of Care Framework are actively incorporated.

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Implementation activities to date

- A Service Excellence podcast has been designed and will be released for staff, providing a platform to share information about the framework.
- Information has been published by Marketing on the intranet for health promotion and awareness weeks and days including a 2025 calendar, supported by the clinical team.
- The Quality Team has launched a Preventive Health Project to reinforce Minda's commitment to service excellence and prioritise positive health outcomes for the people being supported. This initiative recognises the critical role of preventative health programs in the early detection and management of health concerns, while also promoting health education and wellbeing to enhance overall quality of life

Future implementation activities

- Update all staff on revised documents that now include the Service Excellence language.
- Join the International Learning Collaborative as an organisational member, which will provide Minda with access to global best practices and research in person-centred care through the Fundamentals of Care Framework. It will offer opportunities for collaboration, leadership development, and workforce capability-building, while supporting continuous quality improvement and alignment with internationally recognised care standards.
- Conduct face-to-face meetings with all Area Managers to educate and promote the Service Excellence Framework.
- Identify Service Excellence Champions within each area to support the implementation of the Service Excellence Framework. These individuals will play a key role in modelling best practices, reinforcing person-centred approaches, and ensuring consistent, high-quality support for people with intellectual disability across all service areas.
- Create a Quick Reference Guide (one-pager) to summarise the Service Excellence Framework and distribute to all staff.
- Create an easy-read version of the Service Excellence Framework for people who require information in a clearer and simpler version.
- Publish the Service Excellence Framework on Minda's website.

Evaluating the Activity

High-level indicators

- To evaluate the effectiveness of the Service Excellence Framework, Minda is monitoring ten high-level indicators that measure the framework’s impact on the delivery of safe, high-quality services and supports (see Table 1).
- These indicators are supported by additional metrics and guided by established thresholds and weightings, which were formally approved by the Board of Directors in August 2024.
- Ongoing discussions are focused on further refining these indicators and broadening reporting capabilities.
- Results are available each month, determined by a measure with a desired tolerance percentage.

Table 1. High-level Quality Indicators

Client Indicators	Family Indicators
Physical Health	Plan Utilisation
Psychosocial	Staff Consistency
Behaviour	Incidents
Goals	Goal
Friends	Engagement

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Audits

- Service Excellence is now part of each clinical internal audit, completed by the Minda Clinical Nurse.
- This is used to assess compliance, practice, staff training, current knowledge and supports and services in the provision of high quality and safe client care.
- These audits are scheduled yearly in collaboration with client service areas.
- The General Manager Quality and Governance, Area Managers, Senior Leaders and approved by Client Safeguarding and Service Improvement Committee and the Executives.
- There is one audit topic per month, allowing for flexibility in conducting ad-hoc audits throughout the year, based on emerging needs and risks. This approach ensures that audits can be tailored to address specific concerns as they arise, rather than following a fixed schedule. This adaptive strategy helps maintain a more responsive and dynamic audit process, improving overall program oversight.

Future evaluation strategies

In addition to these high-level indicators and audits, we will;

- Undertake a survey with all client-facing staff to understand their perceptions of the Service Excellence Framework and how it has impacted service delivery
- Interview clients and family to ascertain their perceptions of the quality of service delivery and whether it has improved following implementation of the Service Excellence Framework



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Summary

The integration of the Fundamentals of Care Framework into Minda's Service Excellence Framework represents a transformative step towards delivering consistent, high-quality, and person-centred support that ensures clients' voices shape organisational practice and decision-making. Through strong leadership, co-design, and organisation-wide engagement, Minda has embedded principles of dignity, respect, safety, partnership, and relationship-centred care into everyday practice. The Service Excellence Framework strengthens Minda's commitment to empowering individuals to make informed choices about their living arrangements, relationships, and community engagement while maintaining independence. The Service Excellence framework ensures consistent, high-quality support that is meaningful, sustainable, and responsive to the diverse needs of the people Minda supports.

Tips

- Get the 'big bosses' on board. When senior leadership champion the cause it sends a clear message that 'this matters'.
- Lead from the top and ensure your leadership team actively promote the framework, using it in everyday conversations and decisions.
- Integrate service excellence into everything; it should feel natural.
- Use every channel in your toolkit and that's available to you – emails, intranet, face-to-face interactions, podcasts, and website – to keep everyone engaged.
- Offer training that fits everyone's style – people learn differently and so might require different ways of engaging with the framework.
- Regularly check in with staff, clients and stakeholders to identify what is working and what is not, to drive continuous improvement.
- Create quick reference guides that are easy to understand and easy to use.
- Leverage the International Learning Collaborative's annual conference and leadership and mentoring programs (LAMP) to get feedback on your ideas and what might and might not work.
- Identify your internal champion(s), those people within your organisation who have the drive and passion to make change happen.

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