

OUTCARE

Practice Framework





Acknowledgement of Country

We acknowledge First Nation's people as the Traditional Owners of the lands upon which we provide our services.

We pay our respects to Elders past, present and emerging, and extend these respects to First Nations people we work alongside.

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Outcare provides a broad range of services to individuals across Western Australia who are facing challenging circumstances. Many of the people we work alongside – children, young people, adults and communities – are navigating a range of complex and often interconnected issues in their lives.

As an organisation, we are committed to delivering services that are responsive to the needs of each individual. Our practice is grounded in trustworthiness, transparency and a deep respect for peoples lived experience and the insight they hold into their own lives.

In recognition of the breadth and complexity of our work, we have developed an overarching Practice Framework that defines how we approach our everyday practice. It brings together evidence, knowledge and lived experience to inform service delivery that is safe, inclusive, purposeful and accountable.

This framework supports a consistent and principled approach to how we engage with clients, communities, and each other, strengthening our commitment to delivering high-quality, person-centred support.

The Practice Framework provides:

- A shared, respectful language and a dignity – centred approach across the organisation
- Clear expectations to guide engagement, assessment, decision – making and service delivery
- A foundation that supports our staff in delivering high – quality, consistent and compassion – driven practice
- A clear statement of our practice approach to external stakeholders, funding bodies and partner organisations.

Why this Framework Matters

This Practice Framework outlines how we work – the values, principles, approaches and behaviours that guide our day – to –day practice. It brings together evidence, lived experience and shared wisdom to ensure our services are safe, inclusive, purposeful and accountable.

Who is this Framework for

This Framework is designed for:

- All Outcare staff, regardless of role or program area
- Leaders and supervisors, to guide capability building and team development
- Policy makers and funding partners, to understand how we translate strategy into meaningful outcomes
- Our clients and community, to build trust and transparency in how we work

How does the Framework support Practice

The Framework shapes how we:

- Build respectful, effective relationships with clients
- Reflect critically on our work and respond to feedback
- Embed trauma-transformative, culturally safe and evidence – informed approaches
- Uphold Outcare’s values through everyday decisions and interactions



Outcare's Theory of Change

At Outcare we walk alongside people in their journey of change and growth. Our Theory of Change describes how we turn daily engagement into long term impact – from first contact through to safe, confident and self-determined lives in the community.

This model applies across all program and practice areas. It helps us design services, support staff and evaluate progress in a consistent, outcomes – focused way – grounded in evidence, purpose and accountability.

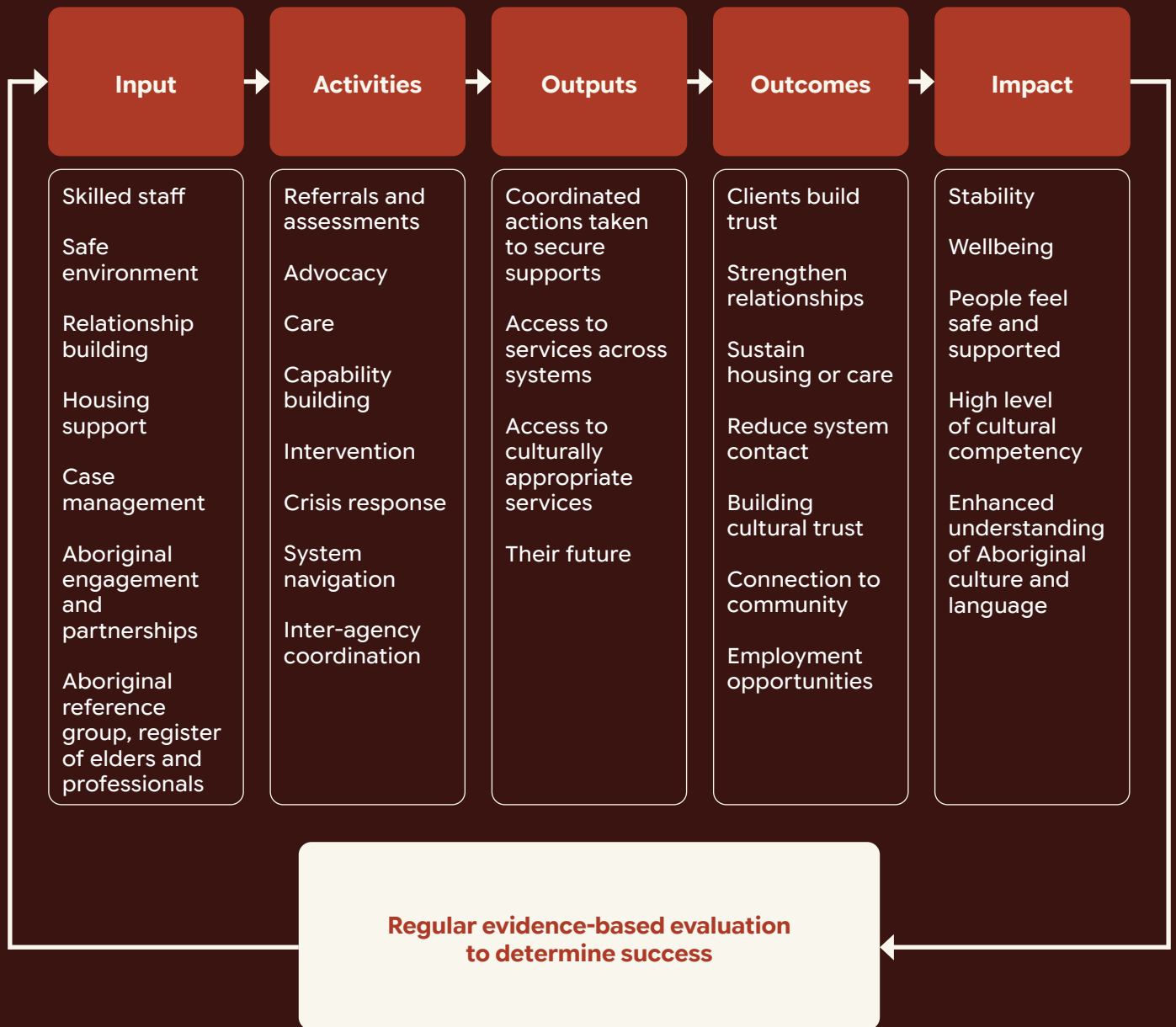
How we use the Model

Outcare's Theory of Change helps us:

- Design programs that are evidence-informed and outcome driven
- Focus professional development on the capabilities that create meaningful change
- Guide reflective supervision and strengthen practice consistency
- Review, learn and adapt across all levels of service delivery

This model underpins our Practice Framework and reflects our commitment to healing, hope and long-term impact.

Theory of Change Model



Theories and Approaches supporting our Framework

Outcares's Practice Framework is informed by a number of widely recognised theories and approaches. These provide the foundational knowledge, values and evidence base that shape how we work with clients, colleagues and communities.

Outcare's Practice Model

1

Trauma-transformative Practice

Outcare understands the impact of traumatic life events and the lasting effects these can have on individuals and families. Our practice reflects this understanding by prioritising emotional and physical safety, promoting empowerment, and supporting healing. We apply a trauma-transformative approach across all aspects of service delivery.

2

Strength Based Approach

A strengths based practice approach focuses on building the individual's capacity, resilience and achievements, challenging a deficit based approach. Strengths-based practice recognises and builds on existing capabilities, relationships, cultural strengths, and achievements to foster hope, resilience, empowerment, self-determination, and meaningful change.

3

Evidence-informed Practice

We are committed to using the best available evidence to inform our work. This includes research, client experience, practice wisdom and service data. Outcare uses a range of evaluation frameworks and lived experience expertise to assess the effectiveness of our programs and guide continuous improvement.

4

Person-centred Approach

Clients are at the centre of everything we do. We listen with respect, acknowledge the unique stories and identities of those we serve and uphold the principle that clients are experts in their own lives. Our practice supports self-determination, autonomy and collaboration in all engagement.

Core Practice Principles

Outcare's practice is grounded in six core principles – foundational ideas that guide how we engage, support and work alongside people across justice, housing and social service systems.

We are trauma-transformative and responsive

We recognise the persuasive impacts of trauma and embed responsive strategies into all aspects of our work to promote healing, safety and empowerment.

We are values led

Our five values – compassion, respect, collaboration, resilience and courage – are consistently reflected in how we work with clients, colleagues and partners.

We are person-centred

We respect each person as the expert in their own life. Our approach is grounded in genuine relationships, shared decision-making and support for our client's voice and agency.

We are capable, accountable, and committed to ongoing development

We draw on knowledge, lived experience, theory and evidence to guide ethical decision-making, strengthen staff capability and improve service quality.

We are culturally safe and inclusive

We are committed to cultural humility and responsiveness, especially in our work with Aboriginal peoples and communities. We create space for reflection, truth-telling, and growth.

We are collaborative and evidence-informed

We work across teams, sectors and systems. We build on client and community strengths, adapt to complexity and support innovation through shared learning.

Theoretical Supports

Trauma-transformative
Practice

Client-centred
Engagement And
Relationship Building

Strengths-based
Assessment and Case
Management

Professional Capability
and Supervision

Culturally Responsive
Practice

Collaborative, Innovative
and Evidence-Informed
Practice



We are Trauma- transformative and Responsive

We recognise the pervasive impacts of trauma and embed responsive strategies into all aspects of our work to promote healing, safety and empowerment.



We are Trauma–transformative and Responsive

Understanding the impact of trauma

Outcare’s commitment to understanding the impact of trauma and applying this in our practice is at the heart of everything we do. We recognise that trauma and adversity can have deep and lasting impacts on individuals, families and communities, and we shape our services with this understanding. By prioritising emotional and physical safety, fostering resilience, and supporting pathways to healing and empowerment, we aim to create environments where trust, choice and cultural respect are central. Every interaction is grounded in care and sensitivity, with the goal of building meaningful relationships that promote recovery and avoid re-traumatisation. This foundation guides our approach across all areas of practice, informing the way we engage, support and empower those we serve.

What our people do

- Use trauma-sensitive language, avoid judgment or clinical terminology.
- Ask “What’s happened to you?” rather than “What’s wrong with you?”.
- Create predictable and emotionally safe environments.
- Offer genuine choices and respect client autonomy, including the right to disengage.
- Work collaboratively with clients to share power and support decision-making.
- We avoid unnecessary retelling of client stories by ensuring consent, preparing thoughtfully, and providing follow-up support when sharing is needed.
- We recognise and consider implications of power imbalance, bias and unavoidable triggers that may impact client engagement and service delivery.
- We do what we say we are going to do and if we can’t do something we explain why.
- We advocate for our clients when required and we let them know that we are doing this.
- We understand and acknowledge that Aboriginal people carry the stories, pain and strength of their ancestors. The impact

of intergenerational trauma – rooted in colonisation, cultural loss, and systemic injustice – is profound and ongoing. We know this trauma affects many of the people we work alongside.

- We value the lived experience of our staff, recognising the unique contribution to y empathy, connection, and practice wisdom. Each journey is different, but together they deepen our understanding and enrich the support we offer.

How we know its working

- Clients report feeling safer, more in control and more hopeful.
- Staff observe stronger and more sustained engagement.
- Fewer incidents of re-traumatisation or emotional escalation occur.
- Clients experience greater consistency and continuity across services.
- Clients feel safer, more empowered, and supported by staff who works alongside them and advocates for their needs. They can engage in a reciprocal relationship sharing their hopes, dreams and aspirations as well as challenges and difficulties.
- When they feel overwhelmed or emotionally “out of control” they can trust that we will respond with empathy and support using a range of strategies to help them regulate, setting appropriate boundaries when needed, and remain attuned to how the experience feels like for them.

Tools and measures

- Ongoing supervision and support of staff to build their awareness to respond to trauma.
- Evaluation tools measure clients perceptions of safety, trust and respect.
- All staff complete trauma-transformative care training.
- Client feedback mechanisms (surveys, reflective interviews) monitor client safety, supported and respected.



We are Values-Led

Our five values – compassion, respect, collaboration, resilience and courage – are consistently reflected in how we engage with clients, colleagues and partners.



We are Values-Led

What this means

There is a clear, unambiguous and consistent set of values that form and guide decision-making and practice behaviour at all times. These values provide us with a blueprint against which it can both act and measure its effectiveness.

What we do

- Act with honesty, transparency and integrity at all times in their interactions with clients and colleagues.
- Demonstrate empathy and act with integrity. We do not judge those who seek our support, instead we respond with understanding, compassion and respect.
- Respect ourselves, our colleagues and everyone seeking our support, utilising our skills of listening actively and attentively.
- Work and collaborate together with other colleagues, other agencies and stakeholders in order to achieve the best outcome of the client.
- Adapt well in the face of adversity, disappointment or changes in circumstances, utilising our professional resources, training and capability.
- Act boldly and with integrity to do what is best for the client, to advocate for them, to propose new initiatives and to speak up for them as required.

How we know its working

- Clients experience stronger, trust-based relationships that support deeper engagement, meaningful conversations, and positive change.
- Connection and engagement is strong and authentic.
- Clients report feeling supported, understood and safe.
- Clients have a clear understanding of the role of staff, their professional role and boundaries.
- Clients express positive experience and trust in Outcare.

Tools and Measures

- Recognition systems highlight staff who demonstrate Outcare values in action.
- Values alignment is embedded in onboarding, supervision and performance development processes.
- Regular staff and client surveys (conducted annually or post-engagement) to assess how well Outcare values are demonstrated in practice.



We are Person-centred

We respect each person as the expert in their own life.
Our approach is grounded in genuine relationships, shared
decision-making and support for client voice and agency.



We are Person-centred

What this means

At Outcare, we are deeply committed to treating every client, family member, colleague and stakeholder with genuine respect and dignity. We honour each individual's story, recognising that they carry unique experiences and personal histories and are the experts in their own lives.

We build genuine relationships based on trust, shared decision – making and support for each person's voice and agency. This philosophy guides our work across all areas ensuring that every interaction is respectful, empowering and person-led.

What we do

- Build rapport through honesty, consistency and genuine interest.
- Demonstrate trustworthiness, conveying safety and calm and, being present with the client.
- Affirm diverse identities, including cultural background, gender, sexuality and varied abilities.
- Understand and focus fully on the unique goals of the client recognising that these are important to them.
- Listen with intention and presence, focusing on understanding rather than responding.
- Avoid interrupting or making assumptions.
- Work alongside clients so that they feel empowered to create solutions or their voice is present decisions or plans that are co-created. This may also include their decision to disengage from services.
- Take time to understand the persons cultural background, their story and whats important to them.
- Encourage and support families to maintain their cultural practices, language and ties.

- Engage interpreters when needed, and ensure all language is respectful and inclusive.
- Be sensitive to past trauma, displacement, loss and resettlement.
- Ensure communication methods suit the persons needs.
- Focus on what the person can do, not on their struggles.
- Understand how overlapping identities shape experiences of oppression or privilege.

How we know its working

- Clients consistently shared that Outcare's support reflected their personal situations and respected their individuality. They felt seen, heard and valued as whole people.
- Clients report that they received high quality service and that their needs were responded to.
- Clients state that they would refer or recommend Outcare to other people they know.
- Staff report a sustained and stronger level of engagement, a deeper understanding of the clients personal situation and increased knowledge of their abilities.

Tools and Measures

- Individually created client action plans, safety plans and goal setting plans upon which individual success is determined and measured.
- Regular client practice discussions, both in supervision and reflective practice, that clearly indicate person-centred practice and individually documented case notes and case planning.
- Regular surveys of clients which include questions relating to individual person-centred case management and engagement.



We are capable, accountable, and committed to ongoing development

We draw on knowledge, lived experience, theory and evidence to guide ethical decision-making, strengthen capability and improve service quality.



We are capable, accountable and committed to ongoing development

What this means

We are fully engaged in ongoing professional development in order to make the best informed, well-researched practice decisions. We encourage all staff to reach their full professional potential.

What we do

- Recognise the importance and benefit of sound ongoing professional development and identify learning opportunities to enhance their capability and practice. Those with lived experience are also encouraged to seek out learning opportunities to deepen their practice.
- Ensure that all our staff have received on-boarding that is appropriate to role and organisational requirements.
- Ensure that all staff have access to learning and capability activities that support their professional development and ongoing capacity building.
- Practice a high degree of personal self-reflection and open discussion related to their work. They will always seek to collaborate with other professionals both within Outcare and seek expertise outside the organisation.
- Attend and fully engage in supervision and reflective practice in order to enhance and deepen their professional skills and expertise.

How we know its working

- Staff are regularly identifying new professional development opportunities and attending as necessary, then providing quality feedback to other staff about subject matter.
- Staff utilising new tools and practices to achieve the clients goals and deepen the existing relationships.
- Staff are maintaining Professional Development records of attendance and participation.

Tools and Measures

- Maintenance of Professional Development records by staff.
- Training and professional learning is shared with all relevant staff in team meetings and reflective practice sessions, benefitting all staff.
- Professional development is discussed and encouraged in supervision, new opportunities identified and explored in order to upskill all staff.



We are Culturally Safe and Inclusive

We are committed to cultural humility and responsiveness, especially in our work with Aboriginal peoples and communities. We create space for reflection, truth-telling and growth.



Culturally Safe and Inclusive Practice

What this means

Cultural safety is not a one-off achievement but a continuous practice. We offer services that are safe, person-centred and authentic. We approach cultural engagement with humility and an ongoing willingness to learn from, and be guided by, people with lived and cultural expertise. We recognise that identity, community and connection to Country are critical to healing and thriving, and that our work must be grounded in quality, respect and authenticity.

What we do

- Build and demonstrate a strong understanding of Aboriginal cultures and how this knowledge enhances engagement, trust and successful outcomes.
- Recognise that Aboriginal and Torres Strait Islander people are not a homogenous group – seek to understand the unique background, community and cultural needs of each client.
- Actively seek out cultural knowledge and expertise from our Cultural Lead or external sources to ensure our service delivery is both appropriate and responsive.
- We are culturally responsive and, through ongoing training and reflective practice, continually look to deepen our cultural understanding.
- Seek guidance and collaborate with colleagues from diverse backgrounds to strengthen our inclusive practice.
- Refer people to culturally appropriate services when Outcare is not best positioned to meet their needs.

How we know its working

- Clients report feeling respected, safe and culturally understood.
- We embed cultural perspectives in client planning and decision making.
- We demonstrate awareness of intergenerational trauma and incorporate healing-centred approaches.
- Cultural consultation is considered in service planning, review and staff support.

Tools and Measures

- Individual action plans include culturally meaningful goals, activities and connections.
- Cultural safety prompts are used in supervision and reflective practice.
- Ongoing development and implementation of Outcare's key cultural framework documents.
- We all complete cultural safety training within three months of commencement and participate in ongoing training.



We are Collaborative and Evidence-Informed

We work across teams, sectors and systems. We build on client and community strengths, adapt to complexity, and support innovation through shared learning.



Collaborative, Evidence-informed and Innovative Practice

What this means

We view collaboration and learning as essential to high-quality human services. We are committed to delivering programs grounded in evidence-informed approaches and the latest research. We draw on diverse knowledge sources – including academic research, client experiences, practitioner expertise, and service data – to shape and continuously improve our work.

We work collaboratively across teams, disciplines and systems to deliver integrated, impactful support. By building on client and community strengths, adapting to complexity, and fostering innovation through shared learning, we ensure our services remain responsive and effective. Evidence and evaluation are embedded at every stage of program design and delivery. We use data, feedback and research to inform practice, drive improvement and achieve meaningful outcomes. Innovation is not separate from practice -its woven into our commitment to doing better for and with the people we support.

What we do

- Embrace learning, knowledge and latest research and perspectives to enhance practice and support to clients.
- Utilise reflective practice, supervision and other professional support mechanisms to explore our thinking about evidence-based practice approaches and the application of this to our work.
- Draw on our evaluation framework and data to identify trends, outcomes and service delivery in order to inform quality assurance and continuous improvement.
- Use contemporary data, stakeholder and community intel and own practice insights to identify emerging issues and shape local solutions.
- Collaborate with internal and external stakeholders to co-design and deliver integrated support pathways and programs.
- Contribute to service development and evaluation activities across teams and programs.

How we know its working

- Clients experience a more coordinated and responsive service aligned with their needs.
- Clients receive support from staff who are informed by the latest evidence – based approaches, current research, and innovative practice.
- Clients can directly contribute evidence or research that contributes to continuous improvement or emerging evidence.
- Clients are consulted in co-design for new services, innovations or continuous improvement activities such as policy updates.

Tools and Measures

- Client action plans and case notes that track goals, outcomes, and reflections, aligned with Outcare's indicators.
- Documentation from supervision, reflective practice and other forums that support innovative and contemporary practice.
- Cross – program evaluation cycles and service reviews that support continuous improvement.
- Client feedback tools (e.g. surveys, case reflections) to guide continuous improvement.
- Regular attendance at conferences, forums, workshops and webinars that grow knowledge, expertise and understanding of best practice.



Guiding growth to build stronger futures.

Outcare is there for every step of the way, empowering thousands of individuals to reclaim their lives with supportive services and programs.

At Outcare, keeping our clients safe and protecting their privacy is always our top priority. We also believe in being open and transparent. That's why we want you to know that some images have been created or enhanced using artificial intelligence (AI) tools. They're here to help tell our story and reflect the spirit of our community, but they don't show real people, places, or events.

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Outcare is an organisation of PeopleKind Group.