

Industry driven
Pragmatic
Practical outcomes





Transformational Change

Our **responsibility**

To develop an industry driven workforce strategy for growing and sustaining a workforce providing aged care services and support for older people, to meet their care needs in a variety of settings.

An aged care workforce **strategy** that

- Addresses current workforce pressures across the industry
- Positions the workforce for the future
- Enables the industry to more effectively operate in a competitive labour market
- Is disruptive in its thinking – transformational change, not just iterative improvement
- Is pragmatic - supporting immediate improvements and ensuring that industry transformation is sustainable.



- **400** providers / services across provider peak organisations, covering not-for-profit, for profit, mission based, and other industry providers
- **684 responses** to a call for public submissions – 24 peak organisations and 124 providers / services
- **Over 70 Chair driven discussions** with a range of interest groups and individuals / organisations providing insight and innovative practices
- **Community consultations** involving 260 consumers, workers and providers
- **158** contributors to develop our united belief for the industry
- **285** contributors to both summits (Melbourne and Adelaide)
- **Over 20 presentations** and speaking engagements with groups or meetings.



Roundtables and Technical Advisory Groups

In addition the Taskforce has benefited from

- The outcomes of **six topic-based round** tables:
 - Diversity
 - Occupational therapy (to be undertaken on 4 May 2018)
 - Palliative care
 - Research and data
 - Remote and very remote geographies
- The advice of four specialist Technical Advisory Groups covering:
 - Employee needs and expectations
 - Health and aged care interfaces
 - Indigenous workforce issues
 - Translating knowledge and technology into practice.



Our approach

5 strategic imperatives have framed our consultation and engagement and work that has been commissioned to inform development of the strategy.





Framing the case for **change**

True transformation of the workforce cannot be driven by the Industry alone.

It requires **collaboration** between Government, the Industry and the Community to:

- Shift societal attitudes to ageing and dying
- Reframe the idea of care
- Relieve the perceived burden of care.



- **Shifting attitude** – unity of leadership and societal reform. Strong leadership to bring about a **change of attitude** community-wide towards ageing and dying. Changing attitudes need to be driven by industry, all levels of government, together with the community.
- **Reforming access** – by reframing caring to a broader, more proactive approach and enabling care to be provided in a **simple, easy way** (access to the right help, at the right time).
- **Enhancing life** – caring for the aged should not be a burden. Requires a new lens to be placed over processes, systems and attitudes. Care must add to the quality of someone's life with a workforce **enabled** to make life for others better.



A united belief for the industry

At the heart of transformational change must be a uniting industry-wide understanding of why the industry matters, as captured in a broadly adopted and promoted workforce **vision**:

We exist to inspire people to **want to care**,
enable people *to properly care*
and **enhance life through** care.

Because how we care for our ageing
is a reflection of who we are as a nation.

This vision is crucial to expressing the truths that underpin the need for transformational change.



Attitudes towards ageing and dying must be addressed, involving society, all levels of government and the industry working together – in order to support the workforce.

Ultimately, it is about shifting community attitudes, as well as changing how the industry presents itself to the community.





Industry Financial and retirement planning | Primary care
Home care | Residential care | Acute and sub-acute care |
Specialist care | Functional health | System facilitators and navigators |
(Government & Independent) | Carers and volunteers



Why is a code is critical?

The industry does not have a code. But consumers expect we have one. This is a substantial gap.

A code must address consumer expectations, which goes well beyond clinical issues.

Many industries have acknowledged they must remain ahead of community expectations. Where such industries are regulated by government, there are higher expectations.

A genuinely endorsed and applied industry code, enables the industry to be asked first when issues about compliance and standards inevitably arise.

If the industry proactively demonstrates it is taking responsibility, with a code, we will see a shift from a compliance-based mentality to proactive assurance to consumers and government.

An overview of the Code

A Voluntary Industry Code of Practice:

- Needs to start at the principles level
- Evolve over time, in accordance with industry maturity
- Build confidence in the governance process
- Should support continuous improvement around the key principles through engagement.



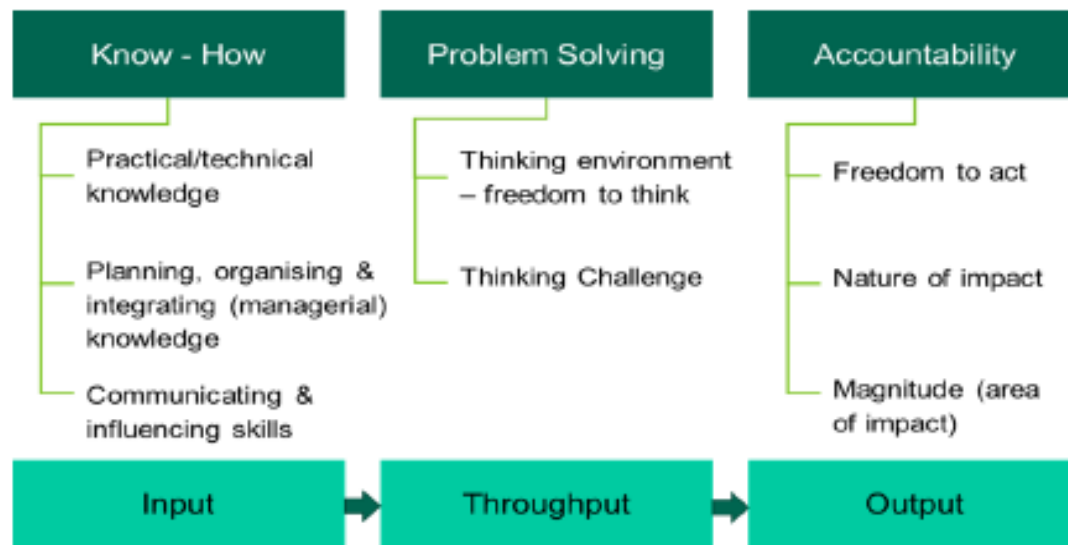
3 Voluntary Industry Code of Practice – 10 Principles

- **Consumer led approaches and co-design**
Consumers must be put at the heart of care planning, decisions and outcomes. From a workforce perspective this ensures consumer outcomes are nationally consistent and proportionate to the risks being managed.
- **Living well** – A focus on the consumer’s quality of life in a living well model of care. This considers the physical, emotional, cultural (environment and identity) and spiritual aspects, which are all important.
- **Integrated care** – Provision of care needs to be aligned to the consumer’s journey along the ageing continuum. It refers to care across the aged care and primary health network.
- **Consumer and community engagement** – Staying big-picture focussed and ahead of community expectations. Meaningful consumer engagement is a reliable proxy for high service quality.
- **Board governance** – Good governance increases business value. It can’t be legislated, but it can be built over time – creating a climate of trust and candour.
- **Best practice sharing** – We need to draw upon innovative approaches and best of breed solutions that exist across our industry, and apply them in a way that supports the betterment of the industry as a whole.
- **Industry benchmarking** – Aligned to best practice sharing, we must benchmark ourselves to other sectors and high-performing organisations around the world.
- **Education and training, including workforce accreditation** – Boosting the competencies and skills of the workforce, with a focus on practice skills and known competency gaps.
- **Workforce planning** – Committing to industry standards around planning and skills modelling. It would be part of a providers business model, and used to define improved workforce allocation and deliver improved consumer outcomes.
- **Proactive assurance and continuous improvement** – It’s about defining ‘what must go right’, and implementing proactive assurance mechanisms to hold their organisation, and the industry accountable.



4 Reframing the qualification and skills framework – Building Block 1

Using Taskforce subject matter expert **Korn Ferry Hay's job design** methodology to provide a common language that enables jobs in different organisations, functions and countries to be consistently evaluated.



Know-How (Inputs): To deliver these end results, job holders require the appropriate knowledge and skills. It includes every kind of relevant knowledge, skill and experience, however acquired, needed for acceptable performance in a job or role.

Problem Solving (Processing): In utilising Know-How to achieve end results, job holders must address and resolve problems. It is the amount and nature of the thinking required in the job in the form of analysing, reasoning, evaluating, creating, using judgement, forming hypotheses, drawing inferences, and arriving at conclusions.

Accountability (Outputs): All jobs exist to deliver these end results. It assesses the extent to which a job/role is accountable for actions and their consequences. It measures the effect of the job/role on end-results.



Education and training options will need to be flexible, 'fit-for-purpose' and respond to support workers and industry in a changing environment.

To address the specific needs of the industry and strengthen aged care industry leadership in the training package development system.

Industry will help in modernising and shaping the education requirements to meet the needs now and into the future.



5 Defining **new career pathways** including how the workforce is accredited

The issue

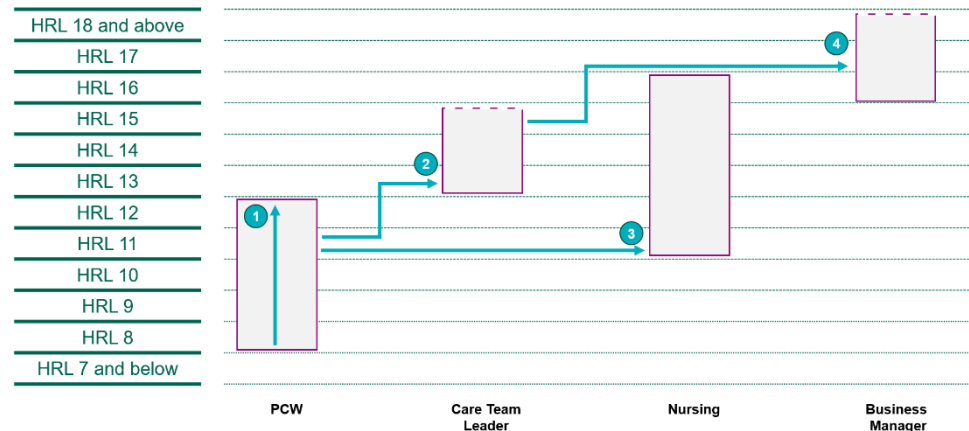
Existing organisation structures and role designs within aged care organisations do not allow for realistic career progression.

The work undertaken for the Taskforce on job definitions and pathways shows there are several pathways that can be opened up.

Rethinking the following

- Extended levels within the job family currently known as Personal Care Worker, and we need to consider changing the name.
- Recognising the role of nurses – skilled practitioners, leadership, holistic care, evidence-based competencies and working in teams.
- Defining new and emerging roles that support the consumer experience, such care coordination or care team leaders.

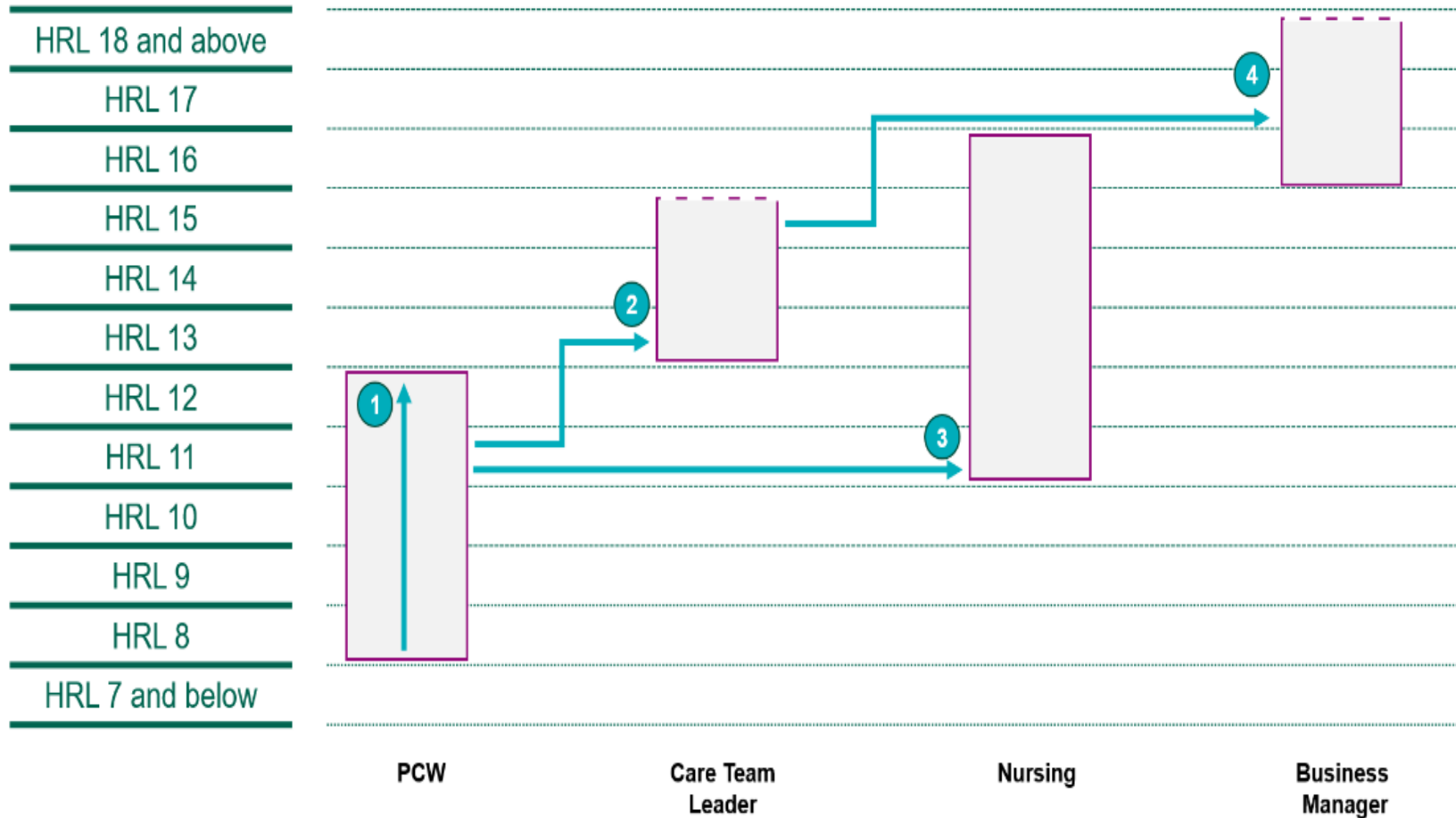
Potential career paths





5 Defining **new career pathways** including how the workforce is accredited

Potential career paths





The issue

The industry needs to recognise
the issues of fear and retribution
raised by consumers and the
workforce.

Rather than judging we need to acknowledge this, and make a clear commitment to promoting a feedback and learning culture supported by continuous improvement.

Our approach to support the Code

- Psychometric testing of prospective employees
- Employee engagement surveys
- Customer surveys (quality and satisfaction)
- 360 degree leadership feedback.

Doing this well, will improve workforce recruitment, attraction and retention.



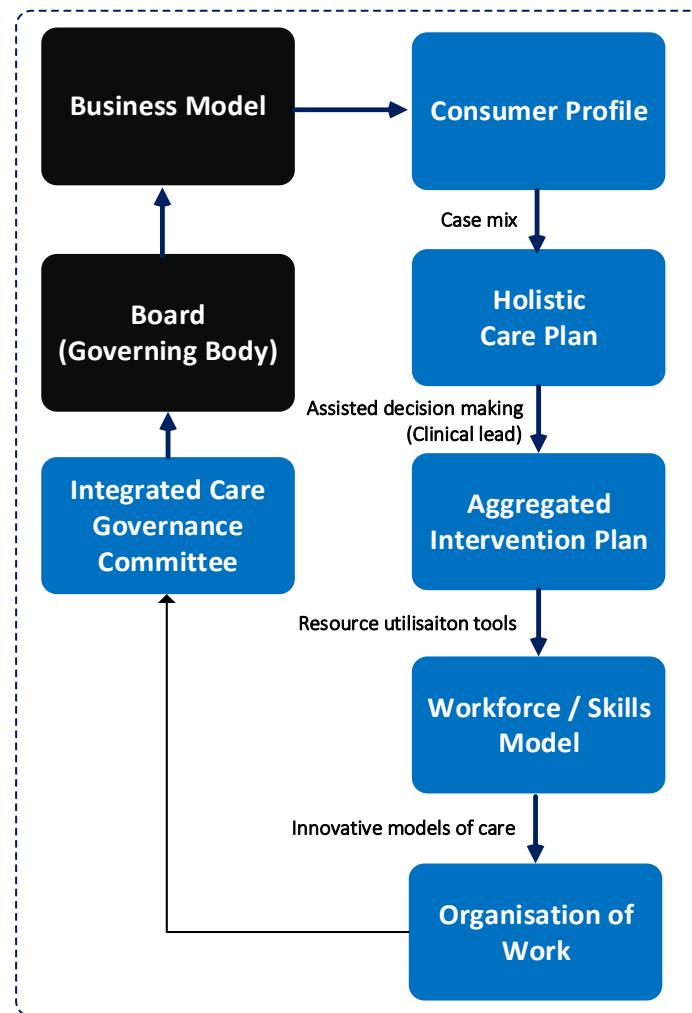
7 Establish new industry standard approach to workforce planning and skills mix modelling

A mindset shift is necessary

From thinking about the workforce and workforce planning in isolation, to having it informed by the consumer's care needs along with their evolving expectations.

Workforce planning must be part of an organisation's business model, and needs to consider innovate ways of delivering quality services.

Aligned with the Code, workforce planning should focus on the principles of living well and integrated care.





8 Funding, industry environment and impact on workforce

The issue

We need to address the immediate funding shortfall for the industry and downstream impact on wages, attraction and retention.

		Experience	Performance	Market Requirement	Potential, Competence & Skill	Retention Risk
Salary Range	Range Maximum	Extensive Experienced	Consistently superior	Clearly apparent market premium	Highly specialised, scarce and critical area. Identified HIPO on a fast track	High Impact, High Risk
		Very Experienced	Usually high performing superior performer		Very competent	
	Midpoint	Experienced	Standard performer	Equal to market comparator overall	Competent employee, appropriately skilled and proven competence	High Impact, Low Risk or Low Impact High Risk
		Some Experienced	Not quite at standard performer but developing	Clearly lower than overall market	Developing experience and appropriate skills	
	Range Minimum	Recent appointment	Recent appointee, performance untested		Still to acquire necessary skills	Low impact, low risk



9 Implementing new attraction and retention strategies

The issue

Making progress with attraction and retention will depend substantially on the actions outlined in the other strategic actions.

An industry-wide approach is needed to attract the ‘right’ people to work in the industry:

- **Action** is required across the industry – nationally, regionally and locally
- We need to learn from what works and **harness**
- **Employee induction** and on-boarding is fundamental

Key actions for the industry

- Acting to **change the way** jobs are characterised, described and advertised
- Focussing on factors for different cohorts within the workforce, recognising their **diverse** backgrounds
- Supporting and capitalising on work placements, student placements or internships to create **a pipeline** of candidates
- Building on those factors that **attract top talent** – such as passion for the work, previous experience (informal and paid), job availability and opportunity, flexible working conditions, career pathways to similar employment (especially health care and social assistance)
- Addressing factors attract **discourage top talent** – poor perceptions of aged care, limited career pathways, low paid low status roles, organisational cultures.



10 Transitioning the industry and workforce to a **new standard of operating**

The issue

The industry needs to actively drive cultural transformation.

Embedding our new culture across and within all organisations is imperative.

A starting point will need to be supporting the existing workforce to enhance their skills.

Solutions to deliver new standards of operating

- The process of cultural transformation begins with the Code - The code marks the beginning
- Industry to support a transition period to requalify the existing workforce – based on prior learning and the new education and training framework
- Change can start now – individual organisations can develop and rollout new jobs and career pathways and develop local responses to prioritise attraction and retention issues within their business.



11 Develop a revised industrial relations framework to better reflect the changing nature of work

The issue

Not everything workforce has to be specified in detail in industrial agreements.

There needs to be a dialogue between employers and unions about working on areas in common.

And the points of agreement need to be explored.

A pragmatic approach to industrial relations

- Employers, unions and workers – finding common ground, shared value, collaborating and responding to contemporary needs
- The process of carrying through on elements of the voluntary Code of Practice can contribute to building trust and commitment
- Providers need to re-think their business models and service delivery to respond to high community expectations, consumer first in everything, generations with different attitudes to work – and engage their employees in the process.



A 'population health' approach is required, which means the interface requirements should be considered in terms of need, and not dictated by systems funding.

Consideration of the following

- Access to GPs providing services in residential aged care
- Capitalising on the skills of nurse practitioners
- Role of discharge and admission and discharge nurses in acute care
- Role for Advance Care directives
- Increasing the range of health professionals who can claim Medicare Benefits Schedules (MBS) items
- Undergraduate and postgraduate education for health professionals on health of older people
- Well-supported clinical placements in aged care for medical students, health professionals and practicums for functional health professions
- Using in-reach services from acute care into residential aged care to avoid unnecessary hospital admissions.



13 Improved training and recruitment practices for the Australian Government aged care workforce

People in this workforce matter as they:

- Are customer-facing – they are significant touchpoints in care
- Direct influence on the consumer experience
- Directly communicate with consumers (individual, families, informal carers) – both face-to-face and electronically
- Are significant conduits between providers and consumers
- Need to understand new models of care and have industry know-how
- In many cases, need to understand the interfaces between aged care and other systems.

Their work, the advice they provide and the role they play **can influence how care is delivered and the timing of access to care.**

The Australian **Government workforce** includes:

- My Aged Care (Assessment Teams, Regional Assessment Services and Contact Centre staff)
- Aged Care Complaints Commissioner
- Aged Care Funding Instrument validators
- Aged Care Quality Agency Assessors
- Recognising the value trusted entities can bring to support consumers.



14 Establish a Remote Accord

A **platform for industry** to engage on remote and very remote aged care workforce issues and to foster an ongoing shared understanding and agreement about the key priorities.

Underpinned by shared principles of:

- **Leadership**
- **Collaboration** on local level remote and very remote issues and a commitment to share information
- A **Platform** for a shared understanding about the desired direction for reform
- An **Agreement** to own a pathway for change.

A **Compact** on Remote aged care:

- A natural extension of the united industry voice that fosters a formal agreement between industry, community and government to work together on remote aged care issues guided by a shared set of principles
- A mechanism to re-define relationships; discuss service delivery redesign and reinvestment; demonstrate government's commitment to being responsive to remote and very remote aged care issues
- It aims to change the relationship between remote communities, industry and government and give remote interests greater influence in relation to how government programs and services, which impact on them, are conceived, developed and implemented.



14 Establish a Remote Accord

Remote Accord Principles

Principle 1 - Forming a Compact across government and community on the role and support of industry in remote aged care

Principle 2 – The right to live and die in your local community – putting the consumer journey at the heart of system design

Principle 3 - Specific strategies to address the unique challenges of attracting and retaining aged care professionals in remote and very remote areas

Principle 4 – Tailored and relevant training, skills and career pathways in remote and very remote settings

Principle 5 – Prioritise safety, security and wellbeing of the aged care workforce in remote and very remote settings

Principle 6 – Flexible and responsive government funding, policy and programs



15 Establish Aged Care **Industry Growth and Research** Translation Centre

We are aiming to

Support the translation and uptake of innovations to drive improvement in aged care service delivery and workforce capability.

Position Australia's aged care research sector to more effectively engage with the expanding export market for aged care skills, knowledge and technologies.

Key features

- Laying down the platform for tomorrow
- A research eco-system bringing together researchers, service providers, educators and investors
- Priority-driven outcomes focussed research – engaging the research community, providers, the workforce and consumers
- To enhance care outcomes – focus on evidence-based models of care, assistive technologies and digital innovations
- Investment through public-private partnerships will need to be considered.



Our commitment

We need to be clear about priorities over the next one to three years, and invest early in the areas that will support longer term transformation and tangible outcomes for the consumer, the workforce and therefore the industry.

Our immediate focus is to get behind the workforce and support them

1. Making the Voluntary Industry Code of Practice a reality - now.
2. Fast track the work of the IRC in reframing qualifications and the skills to address pressing workforce requirements.
3. Laying down the platform for innovation, better care and improved workforce practices through establishing an aged care Industry Growth and Research Translation Centre.



Aged Care.

How we care says who we are.