Aged Care Workforce Industry Council

Delivering A Matter of Care
Australia’s Aged Care Workforce Industry Strategy

Discussion paper 3
Index

1. An approach to implementation ................................................................. 2
2. A draft implementation plan ........................................................................ 3
Attachment 1 – Implementation of Horizon 2 ...................................................... 4
1. An approach to implementation

The Strategy needs to be considered holistically, and the Strategic Actions addressed concurrently, not sequentially. The Council provides the strategic leadership and pragmatic guidance necessary to accelerate implementation of the Strategy in a coordinated and sequenced manner.

Noting the Council’s support structures, it will be important to empower the Technical Advisory Capability and associated program delivery teams to experiment and learn in an environment where it is safe to fail fast.

Engaging with the Council they need to be able to discuss challenges openly, and adjust actions as needed for success. The Council’s stakeholders need to see ‘failure’ as a valuable input into success.

To ensure the Strategic Actions deliver maximum benefit, they need to be approached as an integrated program of work. There are clear dependencies between Strategic Actions. And, while several actions can be undertaken concurrently, it is important to implement each strategic action methodically to ensure cultural and behavioural change is sustainable.

By approaching the Strategic Actions as an integrated program of work, there will be a clear line of sight to their implementation and an ability to adjust and refine their implementation as required.

An integrated program approach, coupled with the governance structure proposed, ensures clear accountability and ownership as Strategic Actions become embedded as ‘business as usual’ within the industry.

The integrated program approach is evidence-based and works through a set of processes, with defined outputs. This ensures collective agreement and commitment on objectives, activities, and results, while also providing the infrastructure and capability required to manage the translation of strategic intent to strategic design and, ultimately, implementation and delivery.
2. A draft implementation plans

The Council’s implementation plan recognises the Strategy represents the starting point to drive a process of transformational reform necessary to lead, inspire and effect lasting behavioural and cultural change. As such, the Strategy represents an opportunity to lift the conversation and address those strategic impediments to enable industry to lead the delivery of aged care.

The draft implementation plan (see Attachment 1) is designed to enable whole-of-industry commitment, support and delivery of the Strategy.

The implementation plan is aligned with the Critical Path defined diagrammatically below.

Implementation of the Strategy is across three horizons spanning a three-year period.

The three-year period reflects the intent of Strategic Action 14, which states “the strategy is executable in one to three years and sets the industry up for the next four to seven years”. The adoption of three horizons helps to manage the three-year period into more manageable groups of work.

Attachment 1 outlines how the previously presented priorities (Discussion paper 2) could be implemented.
Attachment 1 – Implementation of Horizon 2

Horizon 2 focuses on implementing transformation. Fundamentally, it is about **capability improvement**, which has two core objectives:

- Delivering the strategy applying prioritised strategic actions
- Building trust with key stakeholders, strategy execution and building foundations.

<table>
<thead>
<tr>
<th>Strategic Action</th>
<th>Key messaging</th>
</tr>
</thead>
</table>
| **SA 14:** Transitioning the industry and workforce to new standards | Embedding long lasting cultural change is fundamentally about inspiring people to act differently. And this requires visible industry leadership with a unified voice.  
The proposition of the Aged Service Industry Council is that strategic leadership is necessary to enable the industry to mature, ultimately enabling consumers and the workforce to derive maximum benefit from the workforce strategy.  
The Council will provide visible industry leadership and a united voice to forge action on ageing and aged services and build trust in the industry. |
| **SA 3:** Reframing the qualification and skills framework – addressing current and future competencies | The Aged Services IRC will be responsible for scoping of opportunities for collaboration across VET, higher education and a range of industry sectors. Specifically, focus will be placed on:  
  - Education and training options that need to be flexible, ‘fit-for-purpose’ and respond to support workers and industry in a rapidly changing environment  
  - Modernising education and training to support the workforce of the future; ensuring current competencies are addressed and future competencies are recognised. |
| **SA 11:** Establishing a remote accord | Workforce issues in remote and very remote areas call for specific and tailored actions, informed by on-the-ground experience.  
Specifically, a Remote Accord represents 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.  
Specifically, it provides 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. |
| **SA 2:** Voluntary industry code of practice | The industry does not have a code of practice – which is necessary to remain ahead of community expectations. And so a substantial opportunity exists for our industry, to strive for aspirational change.  
Commitment to a voluntary industry code of practice would greatly assist to define the industry, its standards and practices, with a strong focus on quality and safety. |
### Strategic Action | Key messaging

**SA 4: Defining new career pathways, including how the workforce is accredited**

The Strategy found that existing structures and job roles within aged care organisations do not currently allow for realistic career progression. Furthermore, the primary focus of new models of care is on delivering a much better, more meaningful care experience to the consumer. Therefore, the focus is aimed at supporting an agile workforce by re-thinking and opening jobs pathways and career options. Specifically, it looks at defining new career pathways including accreditation.

**SA 6: Establishing a new industry approach to workforce planning, including skills mix modelling**

There are two unique workforce planning challenges for the industry: (1) older people accessing care will be at different stages of life; and (2) the care and support for older people (irrespective of setting) will change over time. However, the aged care industry does not have a standard approach to workforce planning, including skills mix modelling.

An opportunity exists, as an industry, to define what care and good care looks like. In doing so we can better support each other by employing a standard approach, and to have it informed by the consumer’s care needs along with their evolving expectations.

**SA 12: Establishing an Aged Care Centre for Growth and Translation Research**

The aim is to:

- Position Australia’s aged care research sector to more effectively engage with the expanding export market for aged care skills, knowledge and technologies
- Support the translation and uptake of innovations to drive improvement in aged care service delivery and workforce capability.

The implementation matrix overleaf presents the sequencing of the aforementioned recommendations, across Strategic Actions, together with those additional areas identified in Discussion paper 2.
### Horizon 2 Implementation Matrix

**Immediate priority recommendation / action**

**Short-term (within 6 – 12 months) priority recommendation / action**

**Lower (within 12 – 18 months) priority recommendation / action**

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Short-term (within 6 – 12 months)</th>
<th>Lower (within 12 – 18 months)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SA 14:</strong> Transitioning the industry and workforce to new standards</td>
<td>R56 – R60</td>
<td></td>
</tr>
<tr>
<td><strong>SA 3:</strong> Reframing the qualification and skills framework – addressing current and future competencies</td>
<td>R7 R8 R10 R11</td>
<td></td>
</tr>
<tr>
<td><strong>SA 11:</strong> Establishing a remote accord</td>
<td>R46 R47 R48</td>
<td>R2 R3 R4 R5 R6</td>
</tr>
<tr>
<td><strong>SA 2:</strong> Voluntary industry code of practice</td>
<td></td>
<td>R11 R12 R13 R14</td>
</tr>
<tr>
<td><strong>SA 4:</strong> Defining new career pathways, including how the workforce is accredited</td>
<td>R20 (a,b) R20 (c,d)</td>
<td></td>
</tr>
<tr>
<td><strong>SA 6:</strong> Establishing a new industry approach to workforce planning, including skills mix modelling</td>
<td></td>
<td>R49 R50 R51</td>
</tr>
<tr>
<td><strong>SA 12:</strong> Establishing an Aged Care Centre for Growth and Translation Research</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Horizon 2 Implementation Matrix

**Immediate priority recommendation / action**

**Short-term (within 6 – 12 months) priority recommendation / action**

**Lower (within 12 – 18 months) priority recommendation / action**

| New: Understand how the new funding instrument may impact **SA 13** and **SA 7** | R52 | R53 | R54 | R55 |
| New: 3 Lines of Defence (3LOD) proactive assurance framework | | | | | | | R61 |