A Matter of Care – Making Change Happen

Professor John Pollaers OAM
Chair of the 2018 Aged Care Workforce Strategy Taskforce
Our brief
- Develop an industry-driven workforce strategy to grow and sustain the workforce to ensure it can provide aged care services that can meet the care needs of our elderly now and into the future, irrespective of setting.
- Fundamental to the execution of the strategy is the imperative for the industry to unite and work together to deliver the underpinning action to support workforce transformation.

Shifting attitudes
- In undertaking our work, we uncovered some inescapable truths that impact on how the community views aged care and, indeed, how the industry sees itself.
- Shifting these views and attitudes is critical if true transformation of the workforce is to occur. This requires government, industry and community engagement.

Re-aligned thinking
- This strategy identifies significant opportunities for the industry and individual organisations to respond to this environment and take its own lead in shaping the industry and its workforce into the future.
- We believe that our actions to date have already seen a shift by the industry and mark the beginning of transformational change.
A growing and diverse industry

- The aged care industry is part of Australia's broad and rapidly growing health care and social assistance industry and a significant contributor to regional and rural economies.
- The direct aged care workforce includes personal care workers, nurses, support staff and allied health professionals.

Consumer preferences and expectations

- Our definition of aged care consumers must be extended beyond those people accessing or using care services, to proactively include their families, carers, and entities trusted or designated to act on their behalf, and the local community.
- Each has a perspective that needs to be heard and may not always be aligned.

Community expectations

- When considered in the context of the growth of our ageing population, the manner in which the industry thinks about its workforce is critical.
- An industry workforce strategy should reflect future trends, not just the issues of today; consider the evolving expectations of the consumer, noting this comprises the individuals, their families, their carers and their local communities; and ensure that it establishes the foundations for growing and enabling the current and future workforce.
The process of reframing caring to a broader, more proactive approach and enabling care to be provided in a simple, easy way, we will enable consumers to access to the right help at the right time.

- **Enhancing life**: Caring for older people should not be a burden. We must place a new lens over processes, systems and attitudes.

The basic proposition is that our life should be better and ‘living well’ concepts should apply. Notably, in living well, a consumer’s clinical, functional, cognitive, cultural and spiritual needs should be met.
The taskforce used five strategic imperatives to frame its consultation and engagement, to inform the development of the strategy.

- **The first imperative**—why this aged care industry matters—recognises rising consumer demand for aged services, re-profiling the industry, supporting good governance and acknowledging it is essential to have people belong to this industry.

- **The second imperative** underscores the importance of industry leadership, mindset and accountability. This imperative supports industry leaders to create a unified voice and to develop strong and visible leadership so that the industry is seen as an employer of choice—one where the workforce is inspired and talent is fostered and nurtured to produce the leaders of tomorrow.

- **The third imperative** focuses on industry workforce organisation and education (current and future). With a line of sight to delivery of consumer outcomes and quality of care, this imperative covered current job roles, skills, capabilities and competencies, emerging education, training and skills needs, clear and attractive skills progression by levels and pathway, and the gap between the current state and the requirements for the future workforce.

- **The fourth imperative** focuses on industry attraction and retention to assess the factors that influence the appeal of the industry and attachment to the work and organisations within the industry and developing well-targeted strategies that can be adopted to retain skilled people and attract new potential workforces.

- **The fifth imperative** deals with translating research and technology into models of care and practice to ensure that new industry-focused models of care and technology are explored, proven and translated into practice. This will support implementation of work practices.
National engagement and consultation

Below is an overview of the extensive consultation of the taskforce:

- **400 providers / services across provider peak organisations**
- **684 responses to a call for public submissions**
- **Over 80 discussions between the taskforce Chair and interest groups**
- **Community consultations involving 260 consumers, workers and providers**
- **158 contributors to develop the united belief for the industry**
- **285 contributors to two summits**
- **Five roundtables on specific topics**
- **Four technical advisory groups**
- **An industry employee engagement and enablement survey - 2,817 responses**
- **Over 25 presentations and speaking engagements.**

The taskforce worked diligently to capture the views of many interested parties:

- **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**
- **Over 80 discussions between the taskforce Chair and a range of interest groups, individuals and organisations providing insight and innovation**
- **Community consultations involving 260 consumers, workers and providers**
- **158 contributors to develop the united belief for the industry**
- **285 contributors to two summits (Melbourne and Adelaide)**
- **Five roundtables on specific topics (diversity, research & data, remote and very remote workforce issues and palliative care**
- **Four technical advisory groups (employee needs & expectations, health and aged care interface, Indigenous workforce issues, and translation of knowledge & technology into care practices**
- **An industry employee engagement and enablement survey involving 2,817 responses**
- **Over 25 presentations and speaking engagements with groups or meetings.**
Roundtables and Technical Advisory Groups

Specifically, the Taskforce benefited from the outcomes of five roundtables:

- Diversity
- Occupational therapy
- Palliative care
- Research and data
- Remote and very remote geographies

And the advice of four specialist Technical Advisory Groups:

- Employee needs and expectations
- Health and aged care interfaces
- Indigenous workforce issues
- Translating knowledge and technology into practice.
Understanding the consumer experience

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.
The process of... these insights led to three platforms broader societal reform:

- **Shifting attitudes**: This is about shifting attitudes to care and to the industry. It calls for unity of leadership to bring about a community-wide change of attitude towards ageing, driven by government, industry and community.

- **Reforming access**: Currently, it is difficult to access care and navigate the aged care system or understand and draw on the services and supports that are available. 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), we will enable consumers to access to the right help at the right time.

- **Enhancing life**: Caring for older people should not be a burden. We must place a new lens over processes, systems and attitudes.

The basic proposition is that our life should be better and ‘living well’ concepts should apply. Notably, in living well, a consumer’s clinical, functional, cognitive, cultural and spiritual needs should be met.
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.
Aged Care.
How we care says who we are.
Aligned with the united belief and drawing on the manifesto, the workforce strategy centres around 14 strategic actions that:

- Serve as a platform for action, immediately and for the longer term
- Address key current workforce pressures across the industry
- Position the aged care workforce for the future
- Provide a holistic view of the industry and, in doing so, elevate the perceptions of the industry to enable it to operate more effectively in a competitive labour market
- Drive the transformational changes required, not just iterative improvement.

The strategy provides immediate implementation steps while looking to future industry sustainability. This strategy can be implemented over a one to three year period, and positions the industry for the next five to seven years.

Specifically, the taskforce worked to ensure the industry was supported to:

- Enter into a process for the development of an industry-led voluntary code of practice
- Inform the establishment of the dedicated Aged Services IRC by the Australian Industry and Skills Committee (AISC), to enable fundamental reform of the skills and qualifications framework for the industry
- Ensure the voices of service providers in remote areas have been amplified through the establishment of an Industry Accord on the Remote Aged Care Workforce.
- Establish an Aged Care Industry Growth and Research Translation Centre – to provide the collaborative research eco-system required to support current and future aged care organisations.
An overview of the 14 strategic actions

1. Creation of a social change campaign to reframe caring and promote the aged care workforce
2. Voluntary industry code of practice
3. Reframing of the qualification and skill framework — addressing current and future competencies and skill requirements
4. Defining new career pathways, including how the workforce is accredited
5. Developing cultures of feedback and continuous improvement
6. Establishing a new industry approach to workforce planning, including skills mix modelling
7. Implementing new attraction and retention strategies for the workforce at government, industry and organisational levels
8. Developing a revised workforce relations framework to better reflect the changing nature of work
9. Strengthening the interface between aged care and primary/acute care
10. Improved training and recruitment practices for the Australian Government aged care workforce
11. Establishing a remote accord
12. Establish an Aged Care Industry Growth and Research Translation Centre
13. Current and future funding considerations, including staff remuneration
14. Transitioning the industry and workforce to new standards
The first strategic action looks as the co-creation of social change campaign to reframe caring and promote the workforce

We must focus on shifting negative attitudes to ageing, and recognise that reframing care is a social challenge.

How we care for our older people reflects on who we are as a society.

The aged care industry, and by extension the workforce, is perceived and portrayed as failing to meet the care needs of older people, particularly those in residential aged care. As a result of the above, aged care is not perceived as a career of first choice.

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.

A multi-year social change and workforce recruitment campaign is required to address these perceptions, and promoting employment opportunities in the aged care industry.

Ultimately, it is about shifting community attitudes, as well as changing how the industry presents itself to the community.
The second strategic action is about an industry commitment to develop a voluntary industry code of practice — to define the industry, its standards and practices, with a strong focus on quality and safety.

The aged care industry does not have a code of practice to promote desired behaviours and expectations, and yet consumers expect that we have one.

Other industries acknowledge, through a code, the need to remain ahead of community expectations, and where such industries are regulated by government, these expectations are even higher.

A substantial opportunity exists for our industry, to strive for aspirational change and define a shared vision that celebrates the journey of ageing, with dignity.

Based on a consumer-centric philosophy, and leading to workforce practices that will attract and retain committed, high-quality staff, the code will demonstrate how the industry will remain ahead of community expectations.
(2) Industry commitment to a voluntary code of practice

- Consumer led and community shared value
  Consumers must be put at the heart of care decisions and outcomes. We must also consider the evolving and increasing expectations of the consumer, who is living longer and demands a quality of life.

- Living well and integrated models of care
  Ageing well, with dignity and independence, is something that everyone deserves. We must focus on the consumer's quality of care and living well, instead of the current compliance-based posture focused on minimum standards of care.

- Board governance
  Effective board governance requires us to consider organisations to take corporate governance seriously, recognising that good governance increases business value.

- Best practice sharing and industry benchmarking
  We need to draw upon innovative approaches and best of breed solutions that exist within our sector, or indeed others, and apply them in a way that supports the betterment of the industry as a whole. Sharing lessons learnt, together with best practices will be critical.

- Education and training, including workforce accreditation
  Education and training is an area requiring change, especially boosting the competencies and skills of the existing workforce, with a focus on practical skills and known competency gaps. Notably, the job title of "personal care worker" needs to be reassessed.

- Workforce planning
  The industry needs to commit to a standard approach to workforce planning and skills mix modelling, applicable to both home care and residential settings. Such modelling would be part of a provider's business model, and would be used to define improved workforce allocations to deliver care outcomes.

- Proactive assurance and continuous improvement
  Proactive assurance requires an organisation to determine whether it is operating efficiently, effectively and meeting its stated overall business outcomes. Put simply, it's about defining "what must go right" and then understanding the risks (or "what can go wrong") to achieving these outcomes.
(2) Industry commitment to a voluntary code of practice

- Establishment of an industry leadership group
  There is a need to meet regularly to design, oversee, approve initiatives, and to evolve and articulate the role and mechanisms for this leadership group. As a sub-committee to the Aged Services Industry Council, it would include the first group of signatories to the Code.

- Implementation of the industry workforce strategy
  The sub-committee should be in a position to pick up responsibility for key aspects of the Aged Services Industry Council's identified work in relation to workforce strategy.

- Promotion of the Code to service providers
  Another step will be to promote the Code to broader industry and encourage industry participants to aspire to its higher standards of care and workforce strategies that attract and retain skilled people.

- Development of good-practice guidance materials to explain application of the Principles
  Best practice forums, practices that emerge from these could be formalised and captured through guidance notes.

- Supporting adherence to the Code
  While the sub-committee would articulate what Code obligations are intended to mean for service providers, compliance with the Code should not become a check-list activity.

- A channel for feedback (complaints)
  Critical to any industry code environment is how feedback (complaints) by consumers or their representatives are handled. Code signatories must have sound internal complaints-handling as a part of their compliance approach. Complaints not resolved directly with the signatory service provider must be escalated to a high quality independent complaints resolution body. An early role for the leadership group will be to establish a complaints capability and to work closely with the Aged Care Commissioner to establish protocols and processes.

- Code monitoring, compliance and maintenance
  This aspect of the Code relates to its "ownership" and will require industry to form a view about the appropriate mechanism or structure to be responsible for this important aspect of an industry code.
(3) Reframing of qualifications and skills framework focused on addressing current and future competencies and skills requirements

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

Know-How: 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: In utilizing Know-How to achieve end results, job holders must address and resolve problems. This is the content and nature of the thinking required in the job in the form of analyzing, reasoning, evaluating, creating, using judgment, forming hypotheses, drawing inferences, and arriving at conclusions.

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

Using Taskforce subject matter expert Korn Ferry Hay's job design methodology to provide a common language that enables jobs in different organizations, functions, and countries to be consistently evaluated.
The **third strategic action** is about reframing qualifications and skills framework and in so doing focuses on addressing current and future competencies and skills requirements.

This strategic action recognises that **consumers rely on a knowledgeable and skilled workforce to meet their care needs.**

**They value the relationships with the people they see daily in a variety of settings.**

The analysis of the current state of current workforce architecture showed the following:

- The value of the **Personal Care Worker (PCW) role** is underestimated.
- **PCW roles** have a much bigger impact on organisations and the industry.
- PCWs **form the majority of the aged care workforce and are the eyes and ears of the entire aged care system.** And they spend the maximum amount of time with consumers and work with them daily in the closest proximity.
- **However, organisation structures and role design within organisations do not allow for realistic career progression, particularly for PCWs.**
(3) Reframing of qualifications and skills framework focused on addressing current and future competencies and skills requirements

However, there are inconsistent approaches to job families, job design, jobs pathways, career development and succession planning in aged care.

- There is significant 'scope creep' in nursing roles. Nurses tend to be treated as 'jacks of all trades'. There needs to be a shift from the more traditional view of nursing as focused on clinical care, to a more nuanced role, including extending scope of practice and covering clinical, functional and cognitive needs.
- Emerging roles in the workforce need to be recognised in areas such as scheduling coordinated care, family liaison and working as part of interdisciplinary or inter-professional teams.
- And there is a growing body of evidence that the industry is struggling to find the right balance between clinical expertise and managerial skills. This imbalance impacts operating effectiveness and thus care outcomes.

There is significant 'scope creep' in nursing roles. Nurses tend to be treated as 'jacks of all trades'. There is a need to shift from a more traditional view of nursing as focused on clinical care to a more nuanced role, including extending scope of practice and covering clinical, functional and cognitive needs.

Emerging roles in the workforce need to be recognised in areas such as scheduling coordinated care, family liaison and working as part of interdisciplinary or inter-professional teams.

Evidence the industry is struggling to find the right balance between clinical expertise and managerial skills. This results in sub-optimal, poorly defined and extremely stretched managerial roles, which are increasingly difficult to fill either internally or externally. For example, it can be a challenge to find leaders with the requisite clinical backgrounds, where needed to make informed decisions.
Lastly, with respect to this third strategic action, we need to modernize existing education and training structures to support the workforce of the future.

**Education and training options** will need to be flexible, ‘fit-for-purpose’ and respond to support workers and industry in a changing environment. This step addresses longstanding concerns within the industry about the quality and relevance of training packages. It will build employers’ confidence in the changes that are made.

Further, the establishment of a new Aged Services IRC to assist in responding to emerging thinking from the taskforce’s work

The Aged Services IRC:

- Will be responsible for scoping of opportunities for collaboration across VET, higher education and a range of industry sectors to tackle the challenges of an ageing society

- Will need to ensure the national training system and higher education can address the current and future competencies and skill requirements of both new people entering the industry, and existing employees needing to upskill.
The fourth imperative 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.

The Taskforce found that existing structures and job roles within aged care organisations do not currently allow for realistic career progression.

That said, through our subject matter experts and consultation, we have identified several pathways that can be opened up:

- Extended levels within the PCW job family, which starts with consider changing their 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 as care coordination or care team leaders.
The primary focus of the new model is on delivering a much better, more meaningful care experience to the consumer.

New models of residential aged care are being adopted across the industry based more on a social and humanistic approach to caring for the aged, focused on positive ageing and reabilitation and improving the quality of life of older people.

A set of key guiding principles will support this:

- **Integration**: Proposed solutions need to be based on a holistic and integrated approach.
- **Career progression**: Enable people to progress across job families or have a lasting career within a job family.
- **Role re-engineering**: Redefine existing roles and introduce new roles to enable the full range of meaningful and feasible career progression opportunities.
- **Interdependence**: Create an operating environment where it is essential to work interdependently and collaboratively for the roles to be successful.
- **Clarity**: Focus on driving clarity of roles, accountabilities and reporting structures.
- **Focus on the core**: Enable roles to focus on core outcomes - decoupling operations / people management from clinical expertise.
- **Collaboration**: Moving to ‘multidisciplinary integrated care’, where roles work in teams and collectively focus on the core outcomes.

The move to a future state opens up new and innovative models in aged care services that are driven by a need to fundamentally rethink and realign the concept of care delivery.
The fifth strategic action focusses on developing cultures of feedback and continuous improvement.

This is about supporting workplace culture and service improvement, managed through organisations’ governing bodies.

For this strategy to achieve its objectives of shifting negative public perceptions of aged care, embedding consumer-centred care in practice and creating a workforce more responsive to changing service demands, the industry must embrace a culture that values feedback from consumers, their families and carers and demonstrate how this feedback is applied to improve care.

Incorporating performance feedback into service improvement is at the heart of good practice.

And it involves four key components:

1. Psychometric testing of prospective employees
2. Employee engagement surveys
3. Customer surveys (quality and satisfaction)
4. 360 degree leadership feedback.

Doing this well, will improve workforce recruitment, attraction and retention
(6) Establishing a new standard approach to workforce planning, including skills mix modelling

The aged care industry does not have a standard approach to workforce planning, including skills mix modelling. Workforce planning is a capability gap broadly across the industry:

- The relationship between staffing and the quality of care provided is complex.
- Home and residential care providers need to build and adjust their workforce, including the mix of skills needed, to support innovation through different models of care or to enable specific care interventions according to the demand for their services.

There are two unique workforce planning challenges for the industry:

- Older people accessing care will be at different stages of life.
- The care and support for older people (irrespective of setting) will change over time.

Therefore the nature and extent of care, including but not limited to clinical care, will vary accordingly. This is further impacted by the increasing numbers of people living with dementia and the demands on aged care staff relating to end-of-life care.
(6) Establishing a new standard approach to workforce planning and skills mix modelling

We have an opportunity, as an industry, to better support each other by employing a standard approach. In so doing, to have it informed by the consumer's care needs along with their evolving expectations.

We must define what care and good care looks like, which requires:

- Evolving out of a health and clinical mindset, instead focussing on the principles of living well and integrated care
- Workforce models that consider how to provide sufficient direct care staff
- Considering innovative ways of delivering quality services.
(6) Workforce planning - Holistic care

Workforce planning is integral to an organisation’s business model.
And with a sound business model in place organisations can turn to their consumer profile.
But the transformational change we are seeking will come from care plans that are holistic.
Holistic care plans look at a consumer’s scope of care in a distinctly different way — and it will differentiate our emerging industry from its hospital past.

Holistic care plans need to:
• Consider a consumer’s needs in a more integrated manner. They combine their clinical, functional, cognitive and cultural needs with their living well aspirations
• Look beyond the AM and PM and also consider the night-time and weekend requirements.
Ultimately, holistic care planning needs to be:
• A process of assisted decision-making; supporting the consumer to articulate their needs and aspirations
• An opportunity to engage with the consumer, their families and carers throughout the journey of ageing.
(6) Workforce planning - Holistic care

Living well

Clinical

Cultural

Functional

Cognitive
There has been an ongoing debate about fixed staffing ratios of nurses to personal care workers in residential care, linking staffing ratios to the quality of care outcomes for consumers. Over many years, and through many inquiries, differing views have been offered, with debates also about the available evidence. The Productivity Commission's 2011 report observed that improved information and communication technology would positively impact quality of care. Conversely it found across-the-board staffing ratios is a blunt instrument for ensuring quality. The strategy reinforces that a holistic approach enables differentiated service offerings, improved consumer understanding of what to expect, together with greater transparency to the consumer and their families. Therefore, as an industry, there is a need to transition to a higher standard. This is essential if the industry is to move ahead of community expectations and be able to begin a much more nuanced and sophisticated discussion around the right span of control for each organisation rather than using a 'one size fits all' approach.
(6) Australia should be a world leader in aged care delivery

On 15 December 2018 I supported the ANMF with a joint press release. We called for the “Australian Parliament to legislate and fund minimum staffing ratios that deliver the holistic care plans required to ensure safe and best practice care for all elderly Australians”. We also stated that “Australia has the opportunity to be a world leader in our delivery of aged care just as we are in our delivery of health care. Older Australians, those who cared for us as we grew, are entitled to affordable, accessible and high-quality aged care services delivered by a professionally trained, accredited and dedicated workforce”.

- The ANMF recognise the living well model of care, and the importance of an interdisciplinary approach when determining staffing levels.
- Our joint statement agrees the following:
  - Acceptance of living well model of care in place of a nurse-led model of care.
  - Adoption of the definition and call for holistic care plans as detailed in the strategy.
  - Inclusion of interdisciplinary skills in the workforce planning and skills mix modelling.
  - Acknowledgment of the workforce and industry that are striving in good faith to meet the needs of their residents and community.
Making progress with attraction and retention will depend substantially on 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 good practice
- Employee induction and on-boarding is fundamental
- 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 that **discourage top talent** – such as poor industry perceptions, limited career pathways, low paid low status roles, organisational cultures.
(7) Implementing new attraction and retention strategies

Key Observations from the Engagement Survey

- Trust and Confidence in Leaders: Leadership engagement and communication proving good across all the sectors observed, with training sessions and culture.

- Confidence in Direction: Leaders commitment, culture change needed, considering the expectations with employees.

- Development opportunities: While there are opportunities available, they don’t necessarily align with the employee’s needs.

- Diversity & Inclusion: Promoting awareness with support for inclusion of ethical values towards leadership.

- Retention of under 40s: Developing strategies needed to engage retention in all the age groups and understand their career planning for the future.
Implementing new attraction and retention strategies

Engagement & Enablement

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<th>% Favorable</th>
<th>Employee Engagement</th>
<th>Employee Enablement</th>
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<td>1</td>
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<td>71</td>
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- Yes Current Results
- No Change
- Austere (None)
- High Retaining (Next)
Implementing new attraction and retention strategies

Effectiveness Profile

- Low engagement levels
- Struggling with retention
- High turnover rates
- Low employee satisfaction
- High employee turnover
- Financial losses

- High engagement levels
- Strong retention rates
- Low turnover rates
- High employee satisfaction
- Low employee turnover
- Financial gains

- Effective strategies include:
  - Personalized onboarding
  - Regular feedback sessions
  - Opportunities for growth

- Ineffective strategies include:
  - One-size-fits-all approach
  - Lack of recognition
  - Insufficient training
Implementing new attraction and retention strategies

Key Drivers of Engagement and Enablement

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<td>Trust and confidence in the leader to do my job well.</td>
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<td><strong>2. Engagement</strong></td>
<td>Trust and confidence in the organization's management.</td>
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## Implementing new attraction and retention strategies

### Breakdown by Job role: Management and Direct Care

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<th>Direct Care</th>
<th>Overall</th>
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<td>Security</td>
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<td>Work, Structure &amp; Pay</td>
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*Features a subtable: significance difference

Note: Table showing breakdown by job role for Management and Direct Care, indicating areas such as recruitment, compensation, work atmosphere, work hours, work life, career growth, development, benefits, family & consumer focus, wellness, security, work, structure, and pay. The table highlights areas with significance differences.
(7) Implementing new attraction and retention strategies

### Breakdown by Job role: Care Management and Non-Direct

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*Indicates a statistically significant difference.
(8) Develop a revised workforce relations framework to better reflect the changing nature of work.

Productive collaboration between employers, employees and employee representatives will result in gains for the industry and its workforce.

The timing is right for aged care employers, employees and those who represent them—employee representatives and professional associations—to have a dialogue about working together on workforce reform and workplace issues.

All can benefit from developing or using collaborative skills and displaying workplace leadership through cooperative effort.

Strategic action 13 highlights the funding questions, and requires us to:

- Be aligned, as an industry, on the funding issues to be resolved, and collectively make that case to government
- Think holistically about job families in order to have a total workforce discussion—instead of focusing on one job family in isolation, which can undermine others.

The eighth strategic action focuses on developing a revised industrial relations framework to better reflect the changing nature of work.

With the rapid changes in the industry, employee representatives and professional bodies need to take up the challenge of stepping out of the interests of their immediate group and considering the industry as a whole.

All can benefit from developing or using collaborative skills and displaying workplace leadership through cooperative effort. And organisations are already being challenged to rethink their business models and service delivery to respond to high community expectations, consumer first in everything.

Strategic action 13 highlights the funding questions, and requires us to:

- Be aligned, as an industry, on the funding issues to be resolved, and collectively make that case to government
- Think more holistically about job families in order to have a total workforce discussion—instead of focusing on one job family in isolation, which can undermine others.
The ninth strategic action is about strengthening the interface between aged care and primary/acute care ‘systems’.

Older Australians have increasingly complex care needs that frequently require multidisciplinary services drawn from across aged, health and disability care.

Better integration of these systems could be achieved by taking a population health approach, which structures care systems around the needs of consumers rather than around available funding.

Care systems should also be focused on maintaining wellness, supporting consumers to manage chronic conditions and promoting reablement rather than on providing episodic treatment for acute care needs, which is where the current emphasis lies.

There needs to be a frank discussion across the social and health care industries and all levels of government about how to restructure care and design more flexible funding mechanisms that support consumers to transition more easily between Commonwealth, state and privately-funded services. Consideration should be given to the following examples:

- Access to GPs providing services in residential aged care

- Increasing the range of health professionals who can claim Medicare Benefits Schedules (MBS) items

- Using in-reach services from acute care into residential aged care to avoid unnecessary hospital admissions.
People in this workforce matter as they:

- Are customer-facing – they are significant touchpoints in care.
- Communicate directly with consumers (individuals, families, informal carers) – both face-to-face and electronically.
- Have direct influence on the consumer experience.
- Are significant conduits between providers and consumers.
- Need to understand new models of care and have industry know-how.
- Need to understand the interfaces between aged care and other systems.

However, taskforce consultations raised questions over their ability to effectively contribute to positive care outcomes.

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.
The **eleventh strategic action** looks at establishing a ‘Remote Accord’ for remote parts of Australia.

It recognises that 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.

- 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.

- 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.

- Enables more immediate action to engage on workforce issues needing attention and develop pragmatic pathways for sustainable change.
"All elders deserve proper care and to live and die close to home with the care they need and deserve for a life well lived, provided by a workforce they know and trust, which is well supported and trained, and accountable.

This will be a reality when governments, industry and community come together to develop flexible approaches that work in many different communities but achieve the same outcome for the families who live there."

This vision is supported by six principles that underpin the Remote Accord:

- **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; and thereby 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.
(12) Establish an ‘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.

This will enable us to:

• Lay down the platform for tomorrow.
• Provide a research eco-system bringing together researchers, service providers, educators and investors.
• Consider priority-driven outcomes focussed research—engaging the research community, providers, the workforce and consumers.
• Enhance care outcomes—focus on evidence-based models of care, assistive technologies and digital innovations.
• Investigate mechanisms, such as public-private partnerships, to support this change.
The thirteenth strategic action looks funding models and car o ta remuneration, including future considerations.

The industry, consumers, the workforce and the community will benefit from a more explicit discussion around funding and sources of revenue.

The taskforce, through its consultation, acknowledges that funding (including consumer contributions) does not always meet the full costs of delivering aged care services. Further, industry has urged the taskforce to consider the impact of recent government decisions affecting the funding streams of aged care organisations.

A nuanced and open conversation on sustainable long-term funding for the industry is necessary to support and recognise their skilled workforce, together with suitable remuneration strategies.
Current and future funding considerations including staff remuneration

An open and aligned dialogue between industry, government, employees and their representatives, consumers and the community should support a pragmatic approach to funding considerations.

Consideration 1 - focuses on the workforce costs to deliver care. This consideration should draw on work undertaken by Stewart Brown that reinforces the revenue issues highlighted in the Tune Review; and the Resource Utilisation and Classification Study (RUCS), which is expected to provide recommendations on how the Aged Care Funding Instrument (ACFI) can be revised. The RUCS will be completed in December 2018.

Consideration 2 - goes to capital investment in residential aged care infrastructure. Efficiencies can be gained for those aged care organisations with older buildings and infrastructure that are no longer fit for purpose in delivering contemporary care.

Consideration 3 - focuses on the industry’s ability to make progress within its current funding envelope; using established mechanisms to innovate and introduce changes in the way services are delivered.

The force presents the ‘logic’ below to support an open and aligned dialogue between industry, government, employees and their representatives, consumers and the community.

- Part A focuses on the workforce costs to deliver care drawing on recent work undertaken by Stewart Brown, which builds on their periodic financial assessments of the industry. Stewart Brown looked at a third of the market of the residential aged care market (915 facilities) and over 21,400 home care packages, or 401 home care programs across Australia.

- Part B goes to capital investment in residential aged care infrastructure. Efficiencies can be gained for those aged care organisations with older buildings and infrastructure that are no longer fit for purpose in delivering contemporary care.

- Part C focuses on the industry’s ability to make progress within its current funding envelope and use established mechanisms to innovate and introduce changes in the way services are delivered.
Fresh logic brings about a different solution to long standing problems, but requires aligned thinking to successfully implement.

The taskforce is aware of the longstanding debate about using staff ratios in residential care as a means of delivering improved care. If prescribed ratios and hours of care were to be applied across the industry, this would result in significant additional costs.

Instead, and through the application of the logic previously described, the following observations are made:

- Funding of holistic care plans is required (strategic action 6) to ensure we address consumer expectations, which have shifted well beyond clinical care.
- Reward, as it relates to attraction and retention, must be addressed for those critical cohorts in the workforce (PCW’s and nurses).
- Unplanned workforce vacancies arising from poor retention and poor employee engagement and enablement impact the ability of organisations to deliver on these expectations.
- The issue is actually about sufficient numbers across the workforce as a whole, combined with good decision making on the part of organisations to ensure the appropriate staff skills mix to meet the needs and expectations of care plans.
- Ultimately, it’s about the numbers of people in the workforce available on each shift, on each day, to provide the care that is needed.

Instead, the taskforce is of the view that the issue is actually about sufficient numbers across the workforce as a whole, combined with good decision making on the part of organisations to ensure the appropriate staff skills mix to meet the needs and expectations of care plans.

Unplanned workforce vacancies arising from poor retention and poor employee engagement and enablement impact the ability of organisations to deliver on these expectations.

When considering those two issues together, it’s about the numbers of people in the workforce available on each shift, on each day, to provide the care that is needed. For these reasons, addressing the factors outlined in Part A, together with genuine innovation, can enable the industry to perform better within its existing funding envelope.
Current and future funding considerations including staff remuneration

<table>
<thead>
<tr>
<th>Salary Range</th>
<th>Experience</th>
<th>Performance</th>
<th>Market Requirement</th>
<th>Potential Competence &amp; Risk</th>
<th>Retention Risk</th>
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</thead>
<tbody>
<tr>
<td>Range Minimum</td>
<td>Recent appointment</td>
<td>Report appropriate performance</td>
<td>Competent, must be able to identify ROI on initial investment</td>
<td>High impact, low risk</td>
<td></td>
</tr>
<tr>
<td>Midpoint</td>
<td>Seasoned</td>
<td>Excellent</td>
<td>Competent, must be able to identify ROI on initial investment</td>
<td>High impact, low risk</td>
<td></td>
</tr>
<tr>
<td>Range Maximum</td>
<td>Very Experienced</td>
<td>Usually high performing, superior performer</td>
<td>High impact, high risk</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Experienced</td>
<td>Consistently excellent</td>
<td>High impact, high risk</td>
<td></td>
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Example:
- **Range Minimum**
  - Experience: Recent appointment
  - Performance: Report appropriate performance
  - Market Requirement: Competent, must be able to identify ROI on initial investment
  - Potential Competence & Risk: High impact, low risk

- **Range Maximum**
  - Experience: Very Experienced
  - Performance: Usually high performing, superior performer
  - Market Requirement: High impact, high risk

- **Midpoint**
  - Experience: Seasoned
  - Performance: Excellent
  - Market Requirement: High impact, low risk

- **Salary Range**
  - Range Minimum: Recent appointment, report appropriate performance
  - Range Maximum: Very experienced, usually high performing, superior performer
(13) Current and future funding considerations including staff remuneration
(13) Current and future funding considerations including staff remuneration

[Diagram: Aged Care Providers' Salary vs All Organisations market - Paynet]

Aged Care Providers' Salary vs All Organisations market - Paynet

- Nurse
- Fixed Annual Reward

[Bar chart showing salary comparison]
The last strategic action focuses on transitioning the existing workforce to new standards.

The strategic actions put forward by the taskforce address workforce issues in a holistic manner, recognising the role of industry, the community and all levels of government.

Embedding long-lasting cultural change is fundamentally about inspiring people to act differently. It requires galvanised industry leadership to be visible and with a unified voice. This is necessary to execute the strategy in a manner that empowers industry as a whole to improve and ultimately enables consumers and the workforce to derive maximum benefit from the strategic actions.

The taskforce proposes the formation of an Aged Services Industry Council to bring the peak bodies together to enable strategic leadership across the industry. This will accelerate implementation of the strategic actions of the Aged Care Workforce Strategy in a coordinated and sequenced manner and realise the productivity gains that can be made for the industry and organisations sooner. In so doing, all organisations will have to give this consistent and sustained attention.

This approach is critical to enable the industry and the workforce to achieve new standards necessary to remain sustainable into the future.
There are two ways of approaching taking action across all strategic outcomes:

- Individual organisations take them up, in the main within existing funding
- An accelerated transformation program is adopted, supporting the industry as a whole, and undertaken as an integrated program of work.

To ensure the strategic actions deliver maximum benefit, the taskforce favours an integrated program of work. There are clear dependencies between strategic actions. 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 a governance structure, ensures clear accountability and ownership at 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.
(14) Transitioning the existing workforce to new standards

Those seven cross-industry delivery streams will address the majority of the strategic actions:

1. Development and implementation of the voluntary code of practice.
2. Creation of a social change campaign to address community perceptions of aged care; shift community perceptions of those in care; and to attract new talent by promoting the roles and career paths offered.
3. Industry input to, and support for, the Aged Services IRC.
4. Bring together an Aged Services Workforce Platform and Leadership Incubator approach to drive leadership development, establish new career pathways, implement an accepted approach to accreditation, support workforce planning and skills mix modelling, and implement new attraction and retention strategies.
5. Take forward a revised workforce relations framework and engage on sustainable long-term funding.
6. Support and provide industry advice on the priorities for the Aged Care Industry Growth and Research Translation Centre.

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Aged Care.
How we care says who we are.