



Future Proofing the Aged and Community Care Workforce



About UnitingCare Ageing



- Single largest provider in NSW and ACT
- 5,802 operational residential aged care places in 77 facilities.
- 2,405 independent living units in 79 villages
- 5,536 community care places
- 2,097 volunteers
- 2008/09 turnover was \$375m
- Until 2004 administered by 52 local boards.

Workforce profile

Workforce

- 6,000 employees (3,800 FTE), across 6 Regions
- 18% turnover
- Significant proportion of casual & part-time workers
- Varied supervisory structures, with broad spans of control for line managers in some cases
- Approximately 40% of employees from non-English speaking backgrounds

External environment

- Demography of ageing - +85+ - chronic illness
- Increased community expectations
- Greater focus on consumer direction in care - people first not programs – deregulation of supply
- More flexibility in housing and care options – separation of accommodation from care
- Interface with Primary Health Care and Sub-acute care
- E health record around the client
- One level of Government responsible

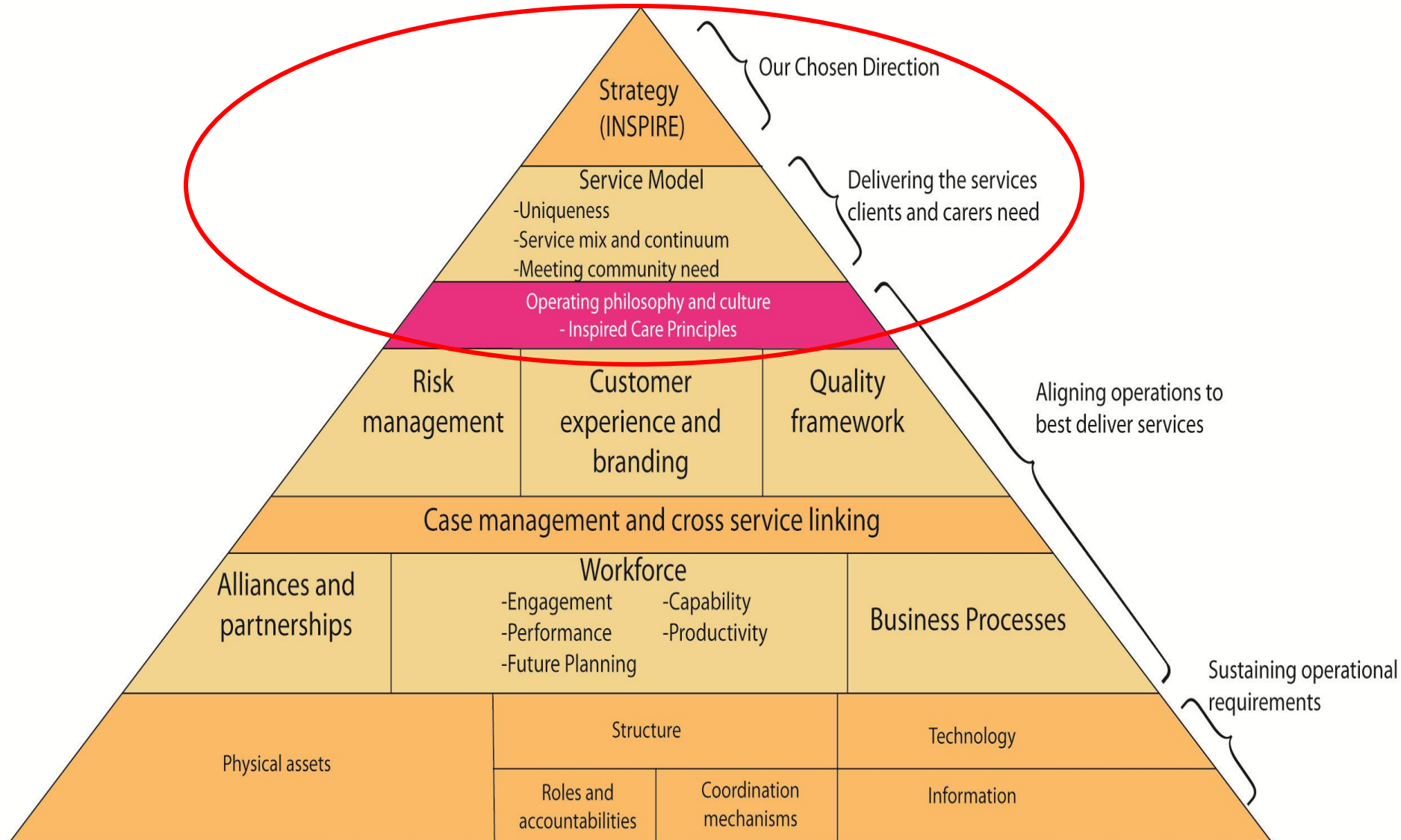
Workforce challenges

- The number of people aged 65 and over is expected to increase from 2.8 million (13.4 per cent of the total population) in June 2007 to 7.2 million (25.3 per cent) by 2047.*
- An even bigger change is anticipated for the 'Old old' — those aged over 75 years, who tend to be the main users of aged care services. This group is expected to increase from 400 000 (1.7 per cent of the total population) in June 2007 to 1.6 million (5.6 per cent) by 2047.*
- The aged dependency ratio (the proportion of people aged over 65 to people of traditional working age, 15-64) is projected to increase from almost 20 per cent in 2007 to over 42 per cent by 2047.*
- The wage gap between nurses in the aged care sector and the public hospital sector currently stands at about \$250 per week.**

*Intergenerational Report 2007

**Queensland Nurses Union submission to the Senate Finance & Public Administration Committee into Residential & Community Aged Care in Australia, 2008

Strategy drives people and systems



And so the
INSPIRE
journey began!



Our Operating Philosophy



iNspired
CARE

Evidence base - summary



Extensive research that supports:

- **Benefits of restorative approach to ageing**
- **Importance of timely targeted interventions focused on enhancing independence and individual control**
- **Importance of good clinical person centered assessment, care planning and case management**
- **Importance of “home” and “community” to older people**

Evidence base – summary (Cont)



- Importance of social engagement
- Emergence of new forms of service integrated housing
- Importance of carers in delivering high levels of home based care
- Difficulties carers have in navigating the aged care system and in obtaining timely and transparent information to assist making choices.

Separation of accommodation from care

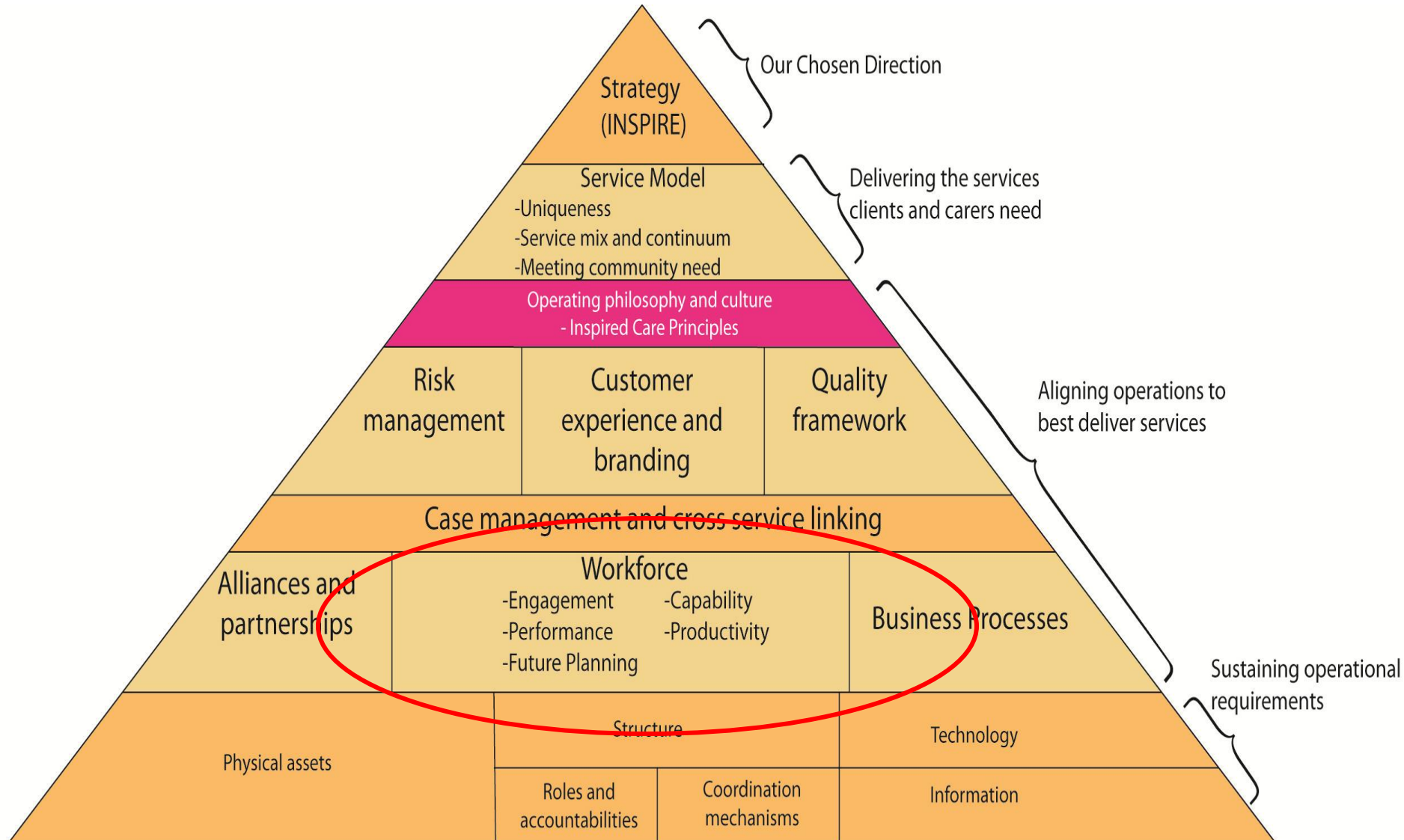
Service	Community	Home	Independent Living Unit	Housing	Residential Aged Care Facility
Spiritual & Emotional Support		Chaplaincy and pastoral care			
Information	Access Centre				
	Help Line, Internet, Written Content Referral Services				
Basic Support Services		Maintenance, Cleaning etc			
	Shopping				
Social Connection & Engagement Housing	Men's Sheds				
	Day Centres				
	Community Transport (location often dependent on funding partners)				
Community Based Clinical Care & Support	Healthy Ageing				
		Community Nursing			
Respite & Transition Care		Transition Care After Hospitalisation			
		Care Support in Homes			
		Respite Care			
Live-in Care, Accommodation and 24-7 Care Support				24/7 Low Care Support	
					24/7 Complex Care
			Palliative Care		



Capability development

- Clinical assessment for chronic illness and disability
- Person Centered – Inspired Care – Customer focus
- Planning around communities for social inclusion
- Business development across the service model continuum
- Business processes changing especially at first contact and intake
- Housing capability

Workforce strategies



HR realignment focuses on processes rather than functions *

	Recruiting	Learning	OD / Leadership	Comp & Ben	HR Bus Partner / Advice
Talent supply	<ul style="list-style-type: none"> •Sourcing •Screening •Vendor mgmt 	<ul style="list-style-type: none"> •Skill gaps •On-boarding & orientation 	<ul style="list-style-type: none"> •Evaluation tools •Capabilities 	<ul style="list-style-type: none"> •Market benchmarking 	<ul style="list-style-type: none"> •Workforce planning •Interviewing
Key capabilities & leadership	<ul style="list-style-type: none"> •Sourcing 	<ul style="list-style-type: none"> •Skill development 	<ul style="list-style-type: none"> •Leadership development •Succession planning 	<ul style="list-style-type: none"> •Executive rewards •Rem branding 	<ul style="list-style-type: none"> •Deployment •Mobility •Leadership engagement
High performance		<ul style="list-style-type: none"> •Skill development •Management capability 	<ul style="list-style-type: none"> •Gap assessment •Performance coaching 	<ul style="list-style-type: none"> •Pay differentiation •Incentive programs 	<ul style="list-style-type: none"> •Team building •Goal setting
Employment relationship	<ul style="list-style-type: none"> •External branding 	<ul style="list-style-type: none"> •Career development 	<ul style="list-style-type: none"> •Employee surveys 	<ul style="list-style-type: none"> •Benefits design •Base pay positioning 	<ul style="list-style-type: none"> •Employee relations

* Hewitt Associates HR Model

HR aligned to deliver value to organisation *



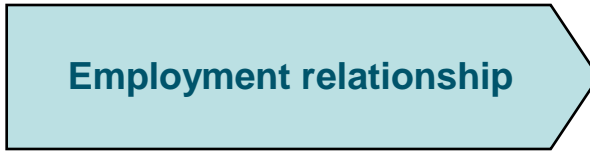
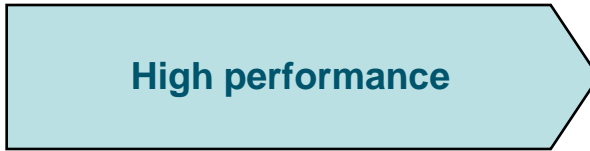
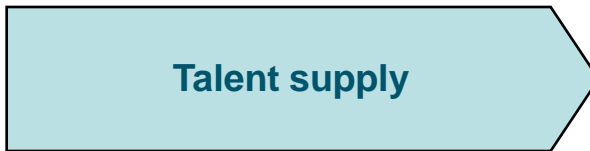
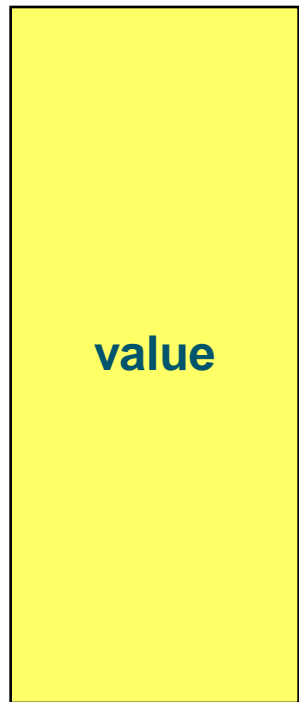
* Hewitt Associates HR Model

Current HR development focus



People process

Current development focus



Common recruitment process: efficiency, quality, risk management

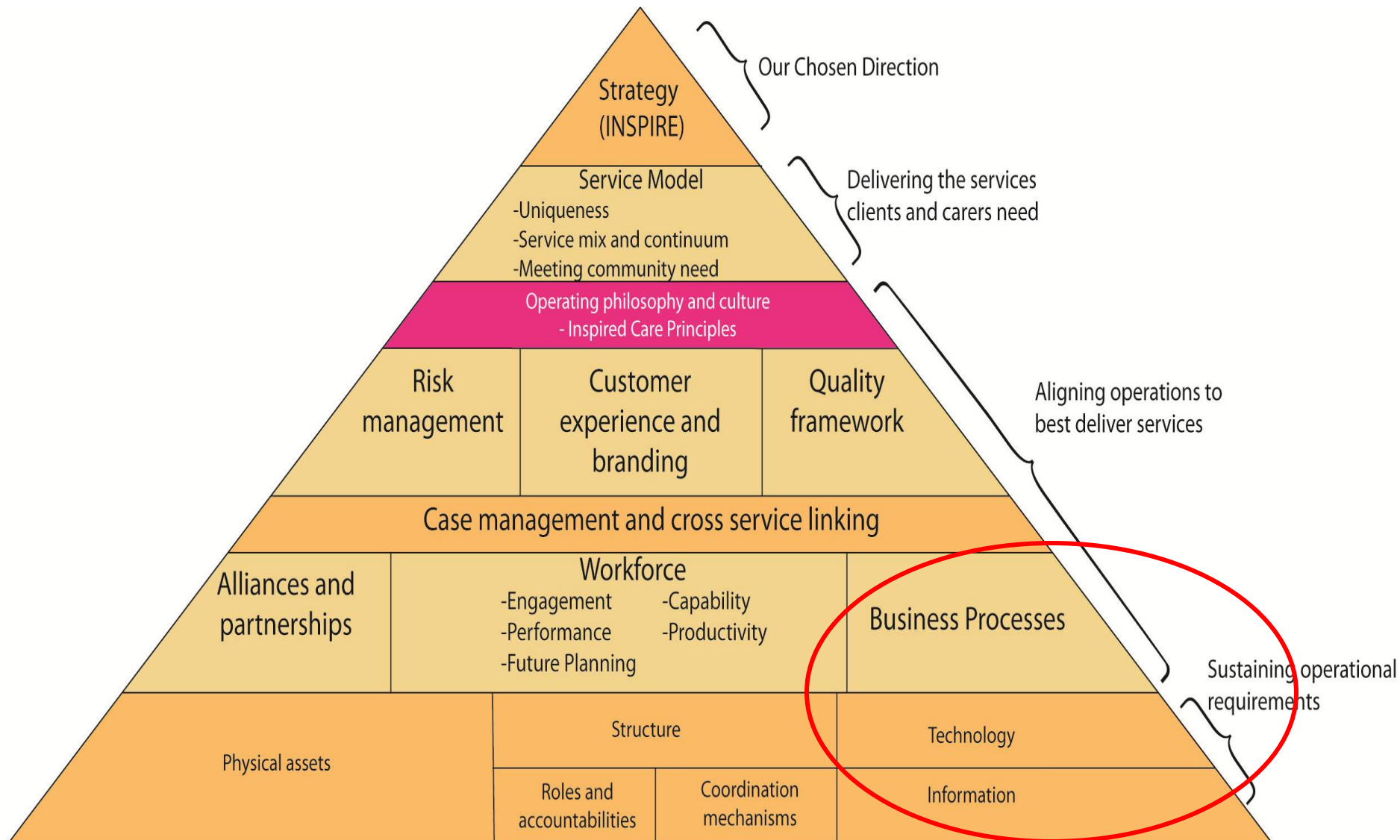
- Line manager & supervisor development
- Clinical capability development

Performance management process, system & management skills

Employee engagement: Gallup Q12

Shared services in payroll and Comp & Benefits

Technology information systems and business processes



Significant focus on both applications and infrastructure



Examples of current focus

Applications & business processes

iCare

Community Care Systems

Payroll / time & attendance

Infrastructure

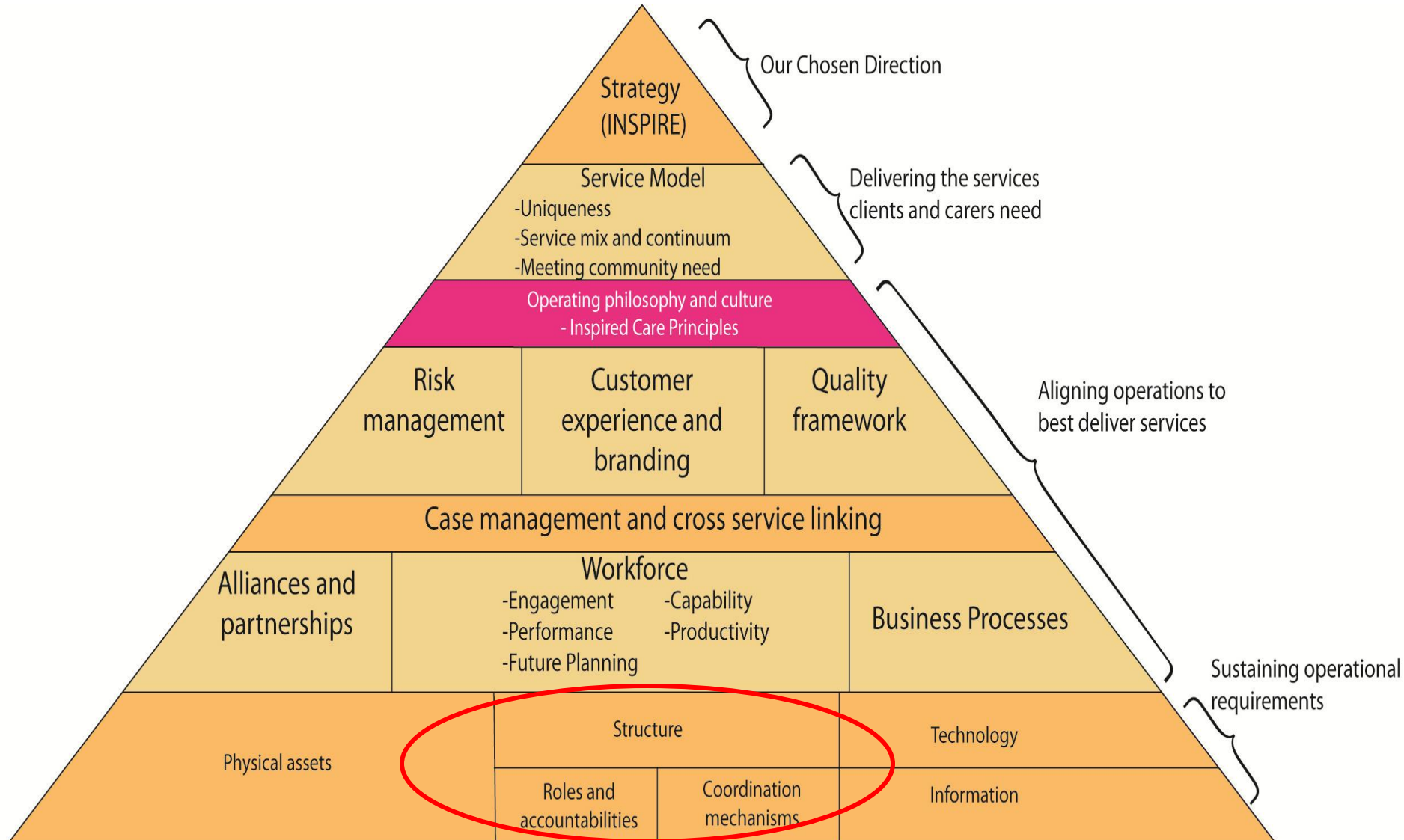
Single intranet

Network stabilisation

Single email & active directory

IT Shared Services

Structure and organisation design



Using structure to drive strategy and build culture

Examples of current focus

Structure

- Common management structures at Regional level
- Alignment with HO Directorates
- Creation of functions to support strategic direction & needs

Roles and accountabilities

- Common Position Descriptions across whole organisation
- Clear statement of accountabilities and capabilities for every role
- Reinforce people management accountabilities at all levels

Coordination mechanisms

- Functional leadership teams
- Optimise meeting practices & processes

Still more to do...

- 2010/11 Budget contained significant investment in workforce development
- Government funding does not match the cost of care and replacement of capital
- Competition for diminishing workforce will continue to drive up the cost of wages
- 2% indexation with costs rising 3%-20%
- Industry re-structuring is occurring and needs to be appropriately supported

Thank you

