

Future Proofing The Aged And Community Care Workforce “Professional Development in Aged Care”

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BCS AgeCare



BCS LifeCare

Baptist Community Services (BCS)

- Not-for-profit, Christian provider of aged and human care services.
- Celebrated 65 years of service in 2009.
- One of the largest providers of aged care services in NSW & ACT.
- 3,700 staff and operating budget of over \$215million.
- 22 aged care facilities servicing thousands of clients at home or in our care.
- Over 160 programs & services.



Looking Forward

- At present the net growth in the Australian workforce is 170,000 people each year.
- Access Economics has estimated that, over the decade from 2020 to 2030, it is expected the workforce will only grow by just 125,000 people. That averages out to a mere 12,500 people per year.





Aged Care Workforce

- **The Aged Care Workforce traditionally draws its workforce from women seeking to return to the workforce.**
- **This workforce will become more attractive to other sectors as workforce shortages begin to impact.**



Facts

- In the next 15 years there will be a 25% increase in the demand for people aged 35-45.
- Over the same period a 15% decrease will occur in the availability of those people.
- This is the pool from which many of the staff in the aged care sector are recruited.





Aged Care Workforce Characteristics

- Difficulty in attracting RNs.
- An ageing workforce.
- A large proportion of part-time and casual staff.
- Mainly female.
- High turnover in some areas.
- Lack of articulated career path for staff.
- Poor remuneration compared to the acute care sector.



Disadvantages of the Aged Care Sector

- **Decreasing responsiveness of residents in residential aged care.**
- **Increasing demands and less appreciative family contacts.**
- **Negative media coverage of residential aged care.**
- **Increasing pressures of the workplace.**
- **Non team approach by local management.**





What Can Be Done To Attract Staff?

- Attraction of staff to the aged care sector, especially professional staff such as RNs is difficult.
- For RNs we are in competition with the Acute Health Sector where the pay is higher.





Strengths of the Aged Care Sector

- **Greater professional autonomy.**
- **Positive interaction with residents and their families.**
- **Less formal working environment.**
- **Able to work close to home.**
- **Flexible rosters.**
- **Opportunities for early promotion to management roles.**



What Can The Aged Care Sector Do?

- Communicate the benefits of working in aged care.
- Ensure the Registered Nurses are given opportunity to use their skills and develop professionally.
- Provide a career path for the Assistants in Nursing (AINs) and Personal Care Assistants (PCA's).
- Ensure we have sound HR policies in place.





The Challenge

- **The Aged Care Sector needs to ensure its workforce strategies are contemporary.**
- **Old autocratic management styles are increasingly unacceptable.**
- **The sector needs to promote the advantages of working in it.**
- **Innovative workforce strategies will need to be developed to compete with other sectors.**





Creating a Positive Environment

- Valuing staff by acknowledging their contributions e.g. Service Recognition Awards.
- Establishing good communication between management and staff.
- Visibility of senior staff.
- Focus on teamwork where everybody's contribution is valued.
- Friendly, informal working environment.





Staff Mix and Models of Care

- Utilise the registered nurses as clinical care specialists and co-ordinators of care.
- Expansion of the role of the EN or Cert 4 worker to undertake tasks such as the administering of medications, documentation of care and wound care under the supervision of registered nurses.





Other Strategies

- **Development of links with Universities to offer refresher courses, clinically relevant postgraduate and management programs.**
- **Comprehensive orientation programs.**
- **Wide use of salary packaging throughout the organization.**
- **Annual Performance Reviews for all staff.**





General HR Strategies



- Performance Management system.
- Sound remuneration strategy in place.
- A succession planning process.
- A feedback mechanism for staff to raise concerns.
- Family Friendly policies in place.
- Career development plans for employees in place.
- Coaching/mentoring program in place.



What is BCS Doing To Attract and Retain Staff?

In order to become an “Employer of Choice” BCS is developing a suite of family friendly policies. These include:

- Ability to buy additional annual leave from salary.
- Paid maternity leave.
- Availability of family leave.
- Flexible working hours based on the concept of core hours.





BCS Response

- BCS has developed an orientation program for all new employees to introduce them to the organization.
- A “Buddying” system for new employees is now in place to provide support during those early employment days.
- More effective recruitment – all managers now trained in the recruitment process.
- Providing certainty of hours.
- Signed agreements with a number of RTOs to provide training programs for BCS.





BCS Strategies

- Development of a strong educational program to better equip staff.
- Development of “Family Friendly” policies.
- Development of career paths for the AINs and PCAs through Cert 4 Course.
- Competitive scholarships for appropriate tertiary programs.
- Payroll deductions to pay university fees.
- Introduction of an “Employee Assistance Program” to assist employees in times of stress.
- Annual Remuneration A planned approach to address the need for skilled managers.
- Internal promotion where possible.





Initiatives of BCS to Attract Staff

- Recruitment of overseas nurses.
- Active recruitment from Universities.
- Payment of HECS fees after an agreed length of service.
- Retraining programs to assist nurses wanting to re-enter the workforce.
- Actively marketing the salary packaging option and its taxation benefits.





Our Staff

The staff of any organization are its most valuable resource and need to be valued, developed and encouraged! Regular Staff climate surveys and follow up of the information gained are essential to retaining staff.





What Can You Learn From A Climate Survey?



- Assess multiple indicators of BCS performance across a broad range of HR & general management practices.
- Gain estimates of the relative importance of these practices for maximizing passion and progress.
- Benchmark the performance of various organizational units within BCS.
- Compare scores from previous staff climate surveys.
- Benchmark BCS performance against other organizations.



Our Last Survey Results

- We had improved in ethics, organisational commitment and service user satisfaction.
- We gained positive results in focus, mission and values, role clarity, safety and teamwork.
- We can improve in communication and knowledge sharing across BCS, how we handle change, opportunities for career development and staff rewards and recognition.





BCS Turnover

- **Employees with less than six months service account for only one sixth of the BCS permanent workforce but make up over one quarter of all permanent staff terminations.**

