



Innovative Development of Excellent Aged Services (IDEAS)

Final Project Report

Targeting Skills Needs in Regions (TSNR)

Project Starting Date: May 2007

Completion Date: June 2010

Period covered by this Report January 2010 – June 2010

Project Name: Innovative Development of Excellent Aged Services (IDEAS)

Proponent Organisation: Aged and Community Services Association NSW & ACT

Project Manager (Proponent): Regional Development Australia- Northern Rivers

Project Manager (NSW Govt): DET (Caroline Alcorso)



Industry & Investment



State Training Services





Index

| | |
|---|----|
| Introduction | 3 |
| Strategies to increase the capability and expertise of the aged services sector | 4 |
| Strategies to raise and diversify the skills of the existing workforce | 5 |
| Has there been an increase in employment in the aged services sector? | 7 |
| To what extent has the IDEAS Project been successful? | 7 |
| Issues that Aged Care services are still facing | |
| • Workforce retention | 9 |
| • Management capacity | 10 |
| • Quality of training | 11 |
| • Workforce attraction | 12 |
| • Workforce trends | 13 |
| Conclusion | 14 |

Appendices

| | |
|--|----|
| 1. Detailed Reporting against Objectives in 2010 Work Plan | 16 |
| 2. Leadership and Management Training Feedback | 24 |
| 3. Plans for Sharing Useful Information about Pilot Projects | 26 |
| 4. Industry Contributions | 27 |
| 5. The IT Consortium | 29 |
| 6. Report on School Based Traineeships | 30 |
| 7. Shared Labour Pool | 33 |
| 8. Statement in Regard to Project Funding | |



Introduction

The Innovative Development of Excellent Aged Services (IDEAS) project was auspiced by the Aged and Community Services Association of NSW & ACT (ACS), and managed by Regional Development Australia - Northern Rivers ¹(RDA-NR). The three year project was funded through the TARGETING SKILLS NEEDS IN THE REGIONS program of the Australian Government Department of Education, Employment and Workplace Relations, Industry & Investment NSW, and the NSW Department of Education and Training.

The IDEAS project grew out of concerns that the fast growing Aged Care sector on the north coast of NSW could not attract and retain an appropriately skilled workforce to meet the needs of what was predicted to be a rapidly expanding sector owing to the high proportion of older people living in, and moving to, the region and the impact of an ageing demographic nationally.

This growth continues to provide a number of challenges and opportunities for the provision of high quality services to our aged communities. In response to some of those challenges, the IDEAS project has endeavoured to support the development and implementation of a range of collaborative and innovative solutions to the sector's workforce development needs.

The broad goals of the project were to:

- increase the capability and expertise of the aged services sector on the North Coast;
- raise and diversify the skills of the existing aged services workforce; and
- increase overall employment in the aged services sector.

A number of objectives were developed over the consultation phase of the project in 2006 and 2007, in the hope that if these objectives could be met, the overall goals of the project would be achieved. These objectives have formed a framework for action that has been incorporated into all project work plans from that time forward.

Those objectives were to:

- strengthen collaborative behaviour between aged services organisations,
- increase management capability,
- assist in the provision of more responsive and accessible education and training,
- increase the skills of the existing aged services workforce, and
- recruit and retain more people in the Aged Care sector

A number of strategies have been used for each of these objectives and success indicators were devised for them all. Appendix 1 details the objectives and contributing strategies for the final six month project work plan, presents information as to whether success indicators have been met, and provides a brief discussion as to why some of them have not.

This report will briefly discuss the strategies that were used in the context of those three broad project goals, evaluate the extent to which they have made a difference and conclude by discussing issues that north coast Aged Care services are still facing.

¹ Prior to the formation of RDA-NR, the project was managed and implemented by the Northern Rivers Regional Development Board (2007-August 2009)



Strategies to increase the capability and expertise of the aged services sector

Strengthening collaborative behaviour was considered to be very important in working towards increasing capability and these are some of the strategies we found useful in that regard.

Connecting people

Strengthening collaborative behaviour between aged services was considered to be very important in working towards our aims. Strategies used were to host events across the region where there was ample time for networking. We also saw the importance of connecting the industry to partners from local government, community services and training providers at networking events, where we ensured that tea and lunch breaks were long enough to allow for plenty of interaction. Project staff made a point of introducing people and also asked workshop presenters to arrange some interactive small group activities which broke up “cliques” and required people to engage with new people.

Being alert to industry issues arising and acting promptly to address them

Project staff worked hard to note anything said about workforce matters where more than one operator was experiencing the same challenges. They then followed up by making sure that those matters were pursued and those topics were brought up at industry gatherings so that common ground could be established quickly and the practise of collaborating to address challenges could be encouraged.

Understanding “commercial- in - confidence” factors

Also an intelligent understanding about issues to avoid has helped. For example it is not conducive to collaborative behaviour to introduce discussions about how people are funded, how many funding packages they have applied for, or anything to do with what they spend or earn.

Clearly enunciating the cost benefits of participating in collaborative activities or events

IDEAS first project manager Christine Pauling developed the IT Consortium which saw four providers form a purchasing and research consortium to get the best deal on HR and financial management software. See Appendix 5 for more detail. What worked with that collaboration was that there were clear cost benefits in collaborating but no necessity to give anything away of a ‘commercial in confidence’ nature. It is very difficult to get staff in Aged Care at any level to come to events unless they see a direct benefit and a strategy that we used in all promotions for events was to make it patently clear how the event could benefit their business

Effective preparation and following up

A very successful strategy developed in partnership with Great Lakes Council and Aged Care Providers in Forster was to bring people together to explore ways to co-operatively address the challenge of constantly seeking well trained and oriented casual staff. Effective strategies used included extensive consultations with industry, providing timely research into a variety of models for discussion, successfully securing funding for a pilot and providing constant unflagging encouragement. The Shared Labour Pool in Forster is an excellent example of a highly useful collaboration which is having a range of outcomes beyond just providing a pool of casual staff. There is a real sense of sharing and support amongst the services who work together to run the pool. (See Appendix 7 for more information about the Shared Labour Pool)

Working respectfully with Indigenous community members

Strategies to include Indigenous people in our efforts to create a collaborative culture in Aged Care were important. We invited local Aboriginal Elders to perform a Welcome to Country at all events where people travelled. We made sure that we took the time beforehand to connect with them and let



them know how the project might assist Aboriginal communities. Inviting Elders to perform Welcome to Country ceremonies is an excellent way to develop relationships with Elders whom you might not ordinarily be able to meet, provided that you take the time to make contact before and after the event.

Careful venue choice is important when including Aboriginal people.

We have always ensured that venues chosen would be welcoming for Aboriginal people to attend. This is very important because often in country areas there are venues which have a history of denying entry or behaving in racist ways to Aboriginal people and it is important to clarify that a venue suits if one wants Aboriginal people to come. Local Land Councils and Elders were also always invited to send people so that we could build bridges between Aged Care Staff and Indigenous communities to increase collaboration and understanding about the best ways to care for indigenous people.

People are much more likely to collaborate if they know each other and regular events that facilitate growing relationships are vital.

Collaboration is a vexed issue in an industry where services compete for a very limited pool of government funding, and where there is great reluctance for senior staff to go off site. Interestingly during the Avril Henry Leadership workshops in March and May there was discussion about the Shared Labour Pool and a number of providers sitting together at morning tea participated in conversations about getting more information with a view to setting one up in their areas.

In relation to developing expertise we consulted widely to establish what 'expertise' needed to be developed. The next section of this report will detail how we fared with connecting the industry to training to address those needs.

Strategies to raise and diversify the skills of the existing aged services workforce

Our strategy here was to assist in the provision of more responsive and accessible education and training. This endeavour met with some disappointing results as although we succeeded in increasing opportunities for training, attendance was often poor with the exception of a series of highly successful Leadership and Management Workshops presented by leading HR professional and renowned speaker Avril Henry.

In their responses to regular consultations the industry repeatedly asked for help to increase management capability, so IDEAS developed a comprehensive management training program to be delivered over a year, in partnership with North Coast TAFE. The Leadership and Management Program offered 15 Management workshops delivered at 5 locations across the region.

The TAFE Leadership and Management Program should have been a very successful initiative. It was designed to be responsive and flexible in that workshops could be delivered at any workplace site where a facility had 8 students wanting to undertake that unit, as well as at TAFE colleges across the region. Units could be delivered flexibly, and they were designed after much consultation specifically to meet the management training needs of the industry. Owing to customer Service issues with TAFE this program was not a success. It should be noted this was a new initiative and TAFE Customers Services and Business Capability staff have learned much from the problems that plagued this program. They are now much better positioned to be able to deliver such a program successfully.

Additional training and professional development events and programs were developed to supplement those TAFE activities, including

- a trial of E-Learning packages on Fire Safety and Infection Control,
- Afternoon Seminars in conjunction with ACS regional meetings, and
- a very affordable (subsidised attendance fees) Inspirational Leadership Weekend.



Despite being developed in response to Industry consultation many of these activities were cancelled due to low rates of industry subscription. In response we went back to the industry to discover why they were not attending events designed to increase their expertise. Put simply the answer to that question was that they have neither the time nor the inclination to leave their workplaces because they consider that this can be a 'risk' and also the benefits don't outweigh the challenges in going off site for training and events.

The underlying reasons for reluctance to go off site will become more imperatives than inclinations as the amount of government regulation increases and the pressure on managers not to leave their posts increases.

Managers in the Aged Care sector feel highly pressured in

- meeting the demands of reporting,
- being in a constant state of readiness should there be a "spot" inspection by industry regulators,
- attempting to provide high quality services in an environment where rising costs far outpace meagre improvements in funding,
- trying to increase the productivity of staff in order to remain financially viable whilst meeting the demands of families and clients for more person-centred care, and
- finding the time to complete lengthy application processes for packages of funding in a highly competitive environment.

When viewed in the context of that kind of high level background pressure it is easy to see why they are reluctant to add to their time stresses by going off site for training, events or meetings even when they can see how those activities might benefit them as managers.

Consequently, in 2010 IDEAS has completed an extensive industry consultation about training models which might meet their needs while taking into account the aforementioned pressures. A model where the training comes to the people appears highly likely to succeed and has the capacity to offer significant advantages in meeting the objectives of increasing the capability of the sector and raising and diversifying skills. The industry is very keen to explore the option of embedding training within services, and a funding submission for an embedded training pilot will be lodged later this year. In order to see work on embedded training continue after the life of this project, RDA-NR has partnered with the Northern Rivers Council for Social Development to further develop an Embedded Training in Aged Care Pilot.

IDEAS has been a conduit for information about training opportunities and programs. Over the life of the project we have also developed resources and facilitated processes where workers have had their skills assessed, and were then assisted to upgrade their skills in order to gain qualifications. This mixture of RPL processes and ongoing training has been highly effective.

Much energy has been focussed on management skills in the sector and we have run very well attended workshops on management and leadership topics. In response to keen interest from the industry we ran a series of workshops in 2010 aimed at inspiring industry to adapt to a changing workplace, and also to increase opportunities for collaboration and networking by making part of those workshops actively engage participants in small group activities examining current issues they face in their industry. Over a hundred people in team leader, management and senior executive roles attended.



Workshops presented by Avril Henry this year included

- Motivating and Managing Different Generations at Work
- How Internal and External Employer Branding Affects Ability to Recruit and Retain Staff
- Innovative and Effective Leadership
- Managing Difficult People

The feedback forms reveal excellent responses to the concepts Avril discussed and a readiness by staff to be reflective and make change where needed. The feedback from those workshops has been outstandingly positive. (For more information see Appendix 2.)

Has there been an increase in overall employment in the aged services sector?

The simple answer is yes, however there is no evidence that IDEAS activities have had an impact in this regard. Employment trends in this sector nationally are upward, and many other factors can influence such a trend. The improved ease of recruiting non professional staff may relate to the Global Financial Crisis and its impact on employment for double income families with mortgages. As a result there have been high numbers of people who have needed to seek casual or part time work in order to cope with changes in the employment status of family members. As a recent Environmental Scan² of the sector which was undertaken by the Community Services and Health Industry Skills Council and the Workplace Research Centre, University of Sydney has shown:

Both the community services and health industries experienced growth in the labour market in 2009 that at least doubled the growth experienced in 2008. While these growth patterns are not replicated every year, there is a continuing upwards trajectory in both industries – a remarkable pattern in the context of the global financial crisis.

Our recent industry survey and consultations indicate that there are currently no serious problems in recruiting staff to fill most positions - challenges are with Nurses and Allied Health professionals. The increasing supply of people holding Aged Care Certificate Three has been helpful but some of them are not as well prepared for their work in the field as managers would like.

To what extent has the IDEAS project been successful?

One of the challenging aspects of delivering a project like IDEAS has been the size of the region it covers. The target area spans a distance of 559 kilometres with the project office found in Lismore in the far north of that region. To build networks and participate in project activities in Port Macquarie and the large area south of that point has meant that project staff have had to spend two days on the road each time they have needed to attend events and consult personally with Industry people. It is a great credit to Christine Pauling who set up the project that so much happened in the Great Lakes, Taree and Gloucester Areas. Chris was unflagging in driving that distance regularly and building very collaborative networks from Taree to the Tweed.

Those networks have enabled project staff to gather very useful intelligence about Industry training needs which has been invaluable to others involved in the workforce development field and in particular to Phillip Borrow of the NSW State Training Service. Phillip has commented that:

² The Community Services and Health Industry Skills Council, 2010 Environmental Scan, P.27

Accessed online 12/6/2010 from

www.isc.org.au/.../Community%20Services%20&%20Health%20ISC%20Environmental%20Scan%202010.pdf



IDEAS was a platform that was utilised by the North Coast Department of Education and Training State Training Services to assist with the determination of where funding allocation (targeting training within the local Aged Care sector) should focus. It enhanced the ability to identify very specific training needs within local facilities and communities, without having to complete lengthy courses to achieve improved skill development.

Regular intelligence on developments within the sector meant that each funding round would offer participants relevant skills leading to real outcomes and not just training for training sake. If every sector had this type of information easily obtainable without major infrequent consultation, training would see much better completion rates as demonstrated through this project.

This intelligence from regular consultation with IDEAS members and Aged Care providers has been included in documents such as the 2007-2008, 2009-2010 and soon to be the 2011-2012 NSW Skills Development Priorities document.

This document is a map for all training needs identified across the State. The information has also been used to tailor other training products that improve current practices within the State system. A clear example of this is the RTO Checklist developed to support employers wishing to engage in formal training.

In summary IDEAS has assisted DET STS with improved uptake, more relevance and better completion rates particularly through short courses funded through programs such as the Strategic Skills Program. I will continue to consult with the networks established through the project to ensure that I am across as many local issues, subsequently assisting with my role in allocating training dollars for the Aged Care sector.

The Leadership and Management events with Gail Avery and Avril Henry have been outstandingly successful but although there is much interest in further workshops, they are unlikely to occur without the IDEAS project staff in place to organise them. Whilst RDA-NR may be in a position to organise additional workshops of this nature, they will not be targeted specifically at the Aged Care sector. Consequently, it would be gratifying to see local ACS groups take on this role with support from ACS NSW and ACT.

'IDEAS' is an acronym for **Innovative Development of Excellence in Aged Services**. The IDEAS project was determined to be innovative in exploring ways to meet Aged Care work force challenges and many initiatives have been innovative and have the potential to offer some real solutions to the sector.

These include

- The Shared Labour Pool
- Development of Career Pathways resources
- Choosing a Training Provider resources
- Ongoing development of a self funding model for Embedded Training
- Innovative approach to training Indigenous community volunteers to care for Aboriginal Elders (Bridge to Aged Care Indigenous Prevocational Training program)
- Bringing Residential Care Nurses to refresh skills and learn about new technologies in acute care settings within the North Coast Area Health Service.(Clinical Nurse Exchange Program)

For these successes to become sustainable activities within the sector there needs to be strong and inspiring leadership from within the industry. Where that leadership is present things happen, and where it is not, very little gets done. A three year project can offer leadership and IDEAS has done that



well, but the sustainability of this kind of work is always going to be dependent on the presence of committed and skilled people in designated workforce development positions. To expect that time poor senior executives in the Aged Care sector will work collaboratively with 'competitors' for the benefit of the whole industry is by and large unrealistic.

There have been some notable exceptions to that rule, in Pip Carter (CEO Saint Andrews Ballina), Dennis Marks (CEO Bundaleer, Wauchope) and Gabriele Taylor (Community Services General Manager Feros Care) all of whom run very large organisations and give generously of their time to participate in the IDEAS Steering Committee. Their on the ground experience and willingness to share has underpinned the success of the project.

In the Forster and Taree areas senior executives from the Industry are a very special group. John Quinn and Doreen Swan from G.L.A.I.C.A House have put a great deal of time and energy into the development of the Shared Labour Pool and they are well supported by Great Lakes Council Economic Development manager Deb Tuckerman. Deb provides inspiring leadership but it is important to note that she is doing crucial industry development work in her *paid* capacity, whereas most people from the Aged Care Sector are not paid to do this kind of work unless there is a very direct benefit to their service.

Issues that Aged Care services are still facing

Workforce Retention

The most important issue here according to managers in every kind of Aged Care service on the north coast is that of FUNDING. Government funding per person receiving care is too little and regulation too great and it is very difficult for services to provide a standard of care that enriches the lives of both staff and clients while remaining even marginally profitable.

Care in the community is funded very poorly and services operating in regional and rural areas are particularly affected by the 'tyranny of distance'. Much of the meagre number of hours allocated to provide care for elderly people living outside main centres is spent in travel for their care workers. Unrealistic expectations in regard to a worker's ability to spend an hour with a client in one home, then drive thirty kilometres to the next client, and perhaps a further twenty or thirty to the next, mean that workers are often rushing and don't have time to sit for a cuppa and a chat with very lonely clients. This is distressing for the workers and contributes to a feeling that they aren't caring properly for their clients.

This kind of miserable outcome is common and causes a great deal of "churn" in this sector. Not having time to give people quality companionship and interaction is also a very common stress factor for staff working in residential care and is inextricably linked to funding levels which drive ratios of staff to residents.

This is vital in understanding why staff members leave the Aged Care industry. As pay rates are very poor compared to other casual work available, the driver for many staff to work in Aged Care is that they want to CARE in practical ways, and they want to have caring relationships with aged people. If time constraints in busy services mean that they are unable to respond promptly to requests for help or social interaction in order to manage their routine workload they feel disappointed, frustrated and stressed and many see no way to make changes to improve their capacity to offer quality care. Consequently they vote with their feet and move to less stressful occupations.



Management Capacity

It is very difficult for projects like IDEAS to impact on this underlying cause of staff churn in the sector. What might be done to address this issue? How can the industry meet the demands of maintaining harmonious and personally rewarding workplace cultures against a backdrop of increasing funding shortfalls in relation to the escalating real costs of providing quality care?

- Through improving the management skills within organisations so that skilled team leaders can ensure that staff and management work together in a collaborative and open manner to face these challenges together in creative ways.
- Through ensuring that managers listen and understand the frustrations experienced by workers under pressure.
- Through ensuring that within organisations the 'soft skills' that are the foundations of maintaining staff well-being are overtly valued, taught and rewarded at every level in the workplace hierarchy. The embedded training pilot will explore whether the teaching of these skills can bring about improved worker well-being and job satisfaction, even though the resource and funding issues will remain.

The importance of skilled management of change processes was stressed in our 2010 Industry survey and also in a report published in 2002³ in which accurate forecasts were made about the looming shortage of nurses prepared to work in Aged Care. It suggested that:

There is also a need to adopt managerial policies that are inclusive of nurses and to avoid organisational change that will negatively influence nurses' job satisfaction. Evidence from the literature suggests that non-consultation in change processes, particularly those that influence how nurses work, or the amount of care that can be given is likely to result in loss of staff (Dropleman and Thomas 1996; Nazarko 1997). This means nurses must be consulted in change processes and managers need to be mindful of the risk of loss of staff and consider this when doing cost benefit analysis.

³ Jackson, D., Mannix, J., and Daly J., 2002, **Nursing Staff Shortages: Issues In Australian Residential Aged Care** in The Australian Journal Of Advanced Nursing, Volume 21 Number 1, Accessed online http://www.ajan.com.au/ajan_21.1.html



Quality of Training

Care Managers report that new recruits with Aged Care Certificate Three are sometimes not work ready. They fall down most commonly in practices such as feeding skills, safe and gentle handling of frail aged people, use of hydraulic lifting equipment, understanding ethical behaviour and professional boundaries.

A number of employers stated that new Aged Care Certificate 3 staff do not understand personal contact boundaries and are prone to well meaning but inappropriate physical contacts with clients. There are many RTO's offering Aged Care Certificate courses and employers in this industry would like to feel more certain that the quality of training will be something they can trust.

This was reflected beyond this region when the Community Services and Health Skills Industry Council stated in its 2010 Environmental Scan⁴ that:

Recent funding programs for training have seen an increase in the number of RTOs delivering Aged Care qualifications, including through the jobseeker aspect of the Productivity Places Program and through the Better Skills Better Care funding administered by the Australian Government's Department of Health and Ageing (DoHA). The quality of training delivery must be maintained to support continued growth in this workforce and continued expansion of training delivery in priority areas for the industry.

Issues of variable quality between RTO's are of concern, and many Clinical Care Managers that we have consulted recently feel that all Aged Care Cert 3 Trainers should be registered nurses. It was reported to us at a Taree forum in June 2010 that the leading Cert 3 Aged Care RTO in that area does not have access to lifting equipment, which is vital so that graduates are able to safely use hoists to assist people with mobility problems.

Another issue of concern is that most workers in this industry work casual or part time and this is not a good match for government programs and traineeships which require people to be in full time employment. This has been described at one consultation forum in 2010 as "Unsuitable conditions being required for funded training"

Perceived lack of opportunities for continuous education and learning is major deterrent for newly graduated nurse entering the Aged Care sector, along with lack of career pathways and reduced opportunities to stay abreast of health technology. The sector needs to develop continuous learning and development pathways for nurses and increase pay rates to match those available in the public health system if it is going to attract and retain nurses.



Workforce Attraction

Issues that are consistently raised in this regard are:

- Poor pay rates
- The expense of recruitment
- Recruitment of qualified, skilled and experienced staff,
- Recruiting and training volunteers
- Casual workforce and their availability at peak times, limited number with will and skills to work in complex areas
- Peak activity times when staff are needed clash with parenting duty times
- Recruitment of registered nurses

The Nursing Staff Shortages report mentioned earlier which examined the looming crisis of nursing shortfalls published in 2002⁵ noted that:

Innovative and creative strategies are urgently needed to improve the image of aged care nursing and promote aged care as a career specialty for nurses. Failure to do this will result in a crisis of care that will jeopardise the health and well-being of those requiring residential aged care.

A recently completed study undertaken by Doctor John Stevens of Southern Cross University examined the career preferences of nurse at the commencement of their three year degree and at completion. Stevens compared results from 2009 with those of an identical study fifteen years earlier and noted that despite attempts to promote nursing in Aged Care in the interim, there had been no change in the poor perceptions of nursing students in regard to work in that field.

Stevens⁶ points out that:

As with the original 1995 study the ranking choices of students over the three years indicated that students believed that areas perceived as 'high-tech' areas, surgical nursing, intensive care and operating theatres would benefit their long term careers and those areas perceived as 'low-tech', aged care and mental health were viewed as negative career pathways.

The perception of students regarding working with older people as a career destination has not changed in the 15 years between the two studies. It would appear professional socialisation of these students aligns with a broader culture of devaluing older people and the work associated with them.

⁵ Jackson, D., Mannix, J., and Daly J., 2002, **Nursing Staff Shortages: Issues In Australian Residential Aged Care** in The Australian Journal Of Advanced Nursing, Volume 21 Number 1, Accessed online http://www.ajan.com.au/ajan_21.1.html

⁶ Comparing Student Nurses' Career Preferences for Working with Older People 1995 and 2010: A replicated longitudinal study. Dr. John Stevens, Southern Cross University, Lismore, Australia.



Workforce trends

The Environmental Scan 2010⁷ referred to earlier in this report raises two important issues which are relevant to the Aged Care Sector on the north coast.

The first is that:

Across both the community services and health industries, service models continue to emphasise maintaining functional independence for individuals and meeting complex demands within community settings.

The North Coast Area Health Service hospital system is now discharging people earlier than in previous times, often with complex care needs, and it is expected that those people will receive extended care at home. Current indications are that the number of care packages (and thus funding for Aged Services Community Care staff) to facilitate that care have not kept up with demand and are unlikely to do so in the near future. With increasing numbers of people “Ageing in Place” the **Community Care workforce will grow very fast and maintaining a pool of appropriately skilled and experienced labour to service that sector will be extremely challenging**. The pay rates are very poor and that will need to change if an adequate supply of labour is to be maintained.

More attention is needed to develop the management skills required to keep a scattered workforce engaged and feeling like valued team members. Managers from services providing care in the community report that they have difficulty with some workers in regard to compliance with policies and procedures which may seem to those “peripheral” workers far from the hub of the organisation like bureaucratic nit picking. Skills and understandings around adhering to Health and Safety procedures are particularly needed by workers in this sector.

Succession planning was an issue raised by that Environmental Scan. This has been a neglected area of skills development, and certainly in the IDEAS project we have encountered very few organisations who are currently training staff to manage succession planning

The CSAHISC Environmental Scan 2010⁸ refers to these difficulties:

Sustaining a workforce to keep pace with increasing current and projected demand remains a challenge in some sectors. The ageing of the workforce also means that the extent of training provision required to replace workers expected to move out of the system over the next five to 10 years is a priority. Many stakeholders have commented that **skills development relating to succession planning is emerging as an important issue**.

⁷ The Community Services and Health Industry Skills Council, 2010 Environmental Scan, P.27
Accessed online 12/6/2010 from

www.isc.org.au/.../Community%20Services%20&%20Health%20ISC%20Environmental%20Scan%202010.pdf

⁸ The Community Services and Health Industry Skills Council, 2010 Environmental Scan, P.27

Accessed online 12/6/2010 from

www.isc.org.au/.../Community%20Services%20&%20Health%20ISC%20Environmental%20Scan%202010.pdf



Conclusion

Apart from a radical restructuring of financial rewards in this sector, the most effective way to improve outcomes for recruiting and retaining staff would be to create positively rewarding workplace cultures where people believe that they matter, and that what they do is valued. A key motivator for staff in this industry is that they want to make a difference in the lives of elderly people, and they need to be supported to be able to make a difference.

In order for this to happen, staff need to be appropriately skilled, they need to feel absolutely confident about their competence and they need to work with managers who have highly developed leadership and management skills. Leaders in the Aged Care sector would do well to learn the skills of deep listening as this is the starting point for rectifying frustration, solving problems and increasing engagement amongst their staff.

Overall, in regard to the goal of raising and diversifying skills, success has been mixed but the failure of the TAFE Leadership and Management Program whilst very disappointing has led us to one of the most important project outcomes. Through evaluating why that initiative and others failed we have engaged more deeply with what the industry will and won't do to help itself in regard to increasing management and leadership expertise. It would be true to say of this industry that; "You can provide the water, and the horse want to drink, but you *can't* drag that horse to the water". Out of that evaluation and reflection process the concept of implementing an Embedded Training Pilot has emerged and this has great promise not just for this industry but across all industries.



Thanks to the active members of the IDEAS Steering Committee

- Dr Caroline Alcorso: Manager Workforce Development | Industry Programs | State Training Services NSW Department of Education and Training
- Phillip Borrow: Training Services Manager, North Coast State Training Services
- Pip Carter: CEO Saint Andrews Village, Ballina
- Craig Jenkins: Business Development Manager | Enterprise, Small Business & Regional Development Unit | Industry & Investment NSW
- Jan Johnson: HR Consultant
- Katrina Luckie: CEO Regional Development Australia-Northern Rivers
- Dennis Marks: CEO Bundaleer Nursing Home, Wauchope
- Di Paton: Director TAFE Services | Community Services & Health | Community Relations-Kempsey NORTH COAST TAFE
- Gabrielle Taylor: General Manager Community Care Feros Care

Thanks to the staff at Regional Development Australia-Northern Rivers for their help and support with IDEAS activities.

We would also like to express our appreciation to Di Paton and her staff for hosting our Steering Committee meetings at the Coffs Harbour Higher Education campus.



Appendix 1

Reporting against Objectives in December 2009- June 2010 WORKPLAN





Objective One: Strengthen Collaborative behaviour between aged services organisations

Performance Indicator: Establish a number of partnerships and joint ventures as part of IDEAS project **Completed**

Measurement: Number of joint EOIs, MOUs, joint projects undertaken as part of or facilitated by IDEAS.

Outcome at July 2010:

Completed 2007-2009: MOU with 7 services in Shared Workforce Pilot at Great Lakes. Commencement of the Shared Workforce Project and communication about and promotion of the model has occurred through Industry networks and the IDEAS website.

Participation of 7 services in Career Link – Northern Rivers for 2009

3 services in IT Consortium

Partnership with Kempsey Shire Council and Kempsey Schools and aged services to promote career pathways through schools

Outcomes 2010: Partnered with North Coast Area Health Service and Uniting Care Ageing for Clinical Nurse Exchange Pilot

Partnered with ACE Community College to deliver Indigenous prevocational training for Aged Care..

Set up NETPAC Aged Care Reference Group.

Did not organize forums bringing STS, RDA and Aged Services together with ITAB, CS&H Industry Skills Council owing to lack of interest from Industry

Performance Indicator: Establish at least 2 industry networks / clusters in aged services **Completed**

Measurement: Two active industry networks

Outcome at July 2010: Shared Labour Pool in Forster has proved to be an excellent vehicle for networking and collaborating. Considerable interest has been expressed by services in Coffs Harbour and Ballina areas to have a Shared Labour Pool. How to guide will be sent to those services, local branches of ACS and local government staff active in workforce matters in those areas.

Three Valleys (Career Link) cluster continuing

IT consortium (3 partners) continuing

Tweed Corporate Partners for change – cluster involves 1 aged service, 1 RTO and 1 Employment Service has completed first round of training and employment.

Performance Indicator: At least 20 services from a range of service types take part in networks / clusters (measure by average membership from start to end of IDEAS timeframe + geographic coverage + profit and not-for-profit membership + residential and community care sectors) **Achieved**

Measurement: Count average membership from start to end of IDEAS timeframe +geographic coverage + profit and not-for profit +residential and community aged services.

Outcome at July 2010: Shared Labour Pool is functioning very well (5 services)

Northern Rivers Career Link (5 Services)

IT Consortium (3 Services)

Kempsey STAR (9 services, pus schools)

Steering Committee and Sub Committees (1) not linked with other initiatives involve 24 participants representing: 20 residential care facilities of these 18 provide services in the community, 6 community HACC provision only, 3 for profit, 21 not for profit

Geographic coverage includes LGA'S of Gloucester, Great Lakes, Greater Taree, Port Macquarie, Kempsey, Coffs Harbour, Grafton, Byron Bay, Ballina, Lismore and Tweed.



Objective One: Strengthen Collaborative behaviour between aged services organisations Continued....

Performance Indicator: At least 20 services from a range of service types take part in networks / clusters (measure by average membership from start to end of IDEAS timeframe + geographic coverage + profit and not-for-profit membership + residential and community care sectors) **Achieved**
Measurement: Count average membership from start to end of IDEAS timeframe +geographic coverage + profit and not-for profit +residential and community aged services

Outcome at July 2010: In the final project work plan we planned to implement the following three strategies:

1. Identify additional opportunities for communication to and participation by services in the existing initiatives. We have identified enthusiasm about the Shared Labour Pool in Coffs Harbour and Ballina, which has manifested late in the project due to the recent completion of first pilot period of Shared Labour Pool. We will ensure that the interested parties receive the 'How To' Guide developed to share information about the Great Lakes Labour Pool.
2. Focus on HACC Services, Respite services, and other Aged Care Services providing care in the community. We have facilitated the North Coast Area Health Service to make online dementia training 'Person Centred Care in Community Settings' available for community care providers. That training involves online synchronous chat/tutorials where groups of workers from different services across the region will meet online for tutorials. We also included community care sector and ancillary services in Leadership and Management networking events with Avril Henry. *This represented a partial achievement but there is still much that could be done in regard to workforce development in the community care sector.*
3. Establish workforce development subcommittee of regional Dementia Forums and assist them to make training and workforce development plan. *This was not done* - forum members already feel swamped by their workloads and they don't feel that they have time to give to any workforce development activities.
4. Leadership and Management Workshops will bring many services together to participate in training. **Achieved** In this period over 100 participants from the length of the region, representing residential care and community based services attended a series of Leadership and Management workshops with Avril Henry-these events all involved small group work where people from different services worked together.



Objective Two: Increase Management Capability

Performance Indicator: Establish industry specific management training plan (including short courses) **Completed**

Measurement: Participation of 20 senior managers in management training (also measure by geographic and industry break-down coverage).

Outcome at June 2010: An extensive and comprehensive Leadership and Management program which was developed specifically to meet the needs of this sector commenced in August 2009 and will continue until September. 60 senior managers participated in the program at five locations in a geographical area extending from Great Lakes in the south to Kingscliff in the north of our region. They have represented For Profit, Not for Profit, Local Government, HACC services.

Performance Indicator: Conduct 2 innovation and best practice workshops **Completed**

Measurement: Participation of 15 senior managers in management workshops in innovation and best practice (also measure by geographic and industry break-down coverage).

Outcome at June 2010: In 2009 IDEAS presented two Inspirational Leadership Workshops delivered by Professor Gail Avery, and Avril Henry - 54 participants from senior management roles.

In response to keen interest from the industry we ran a series of workshops in 2010 attended by over 100 people representing every aspect of service delivery mode and from across the region.

Appendix 2 features samples of feedback from these workshops.

Objective Three: More responsive and accessible education and training available

Performance Indicator: Increase training opportunities to existing workers. **Achieved**

Measurement: Additional training provision to aged services

Outcome at July 2010: Leadership & Management Program with TAFE has offered workshops to existing workers in five locations across the region.

The numbers of Registered Training organisations (RTO's) providing training has increased, and there is increased marketing activity by RTO's from as far afield as Melbourne direct marketing to facilities.

Whilst there are more opportunities there is no evidence that there is more training happening for existing workers. Guide to RTO's has been incorporated into IDEAS website, and promotion of STS Information line.

Performance Indicator: Increased training and staff development opportunities for on-the-job training. **Partially Achieved**

Measurement: Attendance of 20 workers and senior management in training.

Outcome at July 2010: Tweed Partners for Change, and various Careerlink programs have incorporated on the job training.

As discussed earlier, planning for an Embedded Training Pilot is well underway offering on the job training addressing people skills within organizations, and other skills as requested by each service. In depth consultation with Industry established that it is feasible and worthwhile sourcing funding to pilot a model for embedded training delivering a mix of mandatory training and management/ soft skills and communication training as requested by the services. The Local Employment Co-ordinator for Keep Australia Working is very keen to assist with this application. A partnership has been developed with the Northern Rivers Social Development Council to carry out a resources audit, followed by a business plan and to apply for funding for that pilot later in 2010.



Performance Indicator: Sustainable model for industry engagement with the VET sector developed and implemented. Achieved

Measurement: Development and operation of a sustainable communication model between the industry and VET sector

Outcome at July 2010: The North Coast Vocational Education and Training Promotional and Advisory Committee Inc (NETPAC)- Aged Care Reference Group formed this year will be continuing. Partnership has been facilitated with the State Training Service, NETPAC and local branches of the Aged and Community Services Association.

Not done: We had planned to organize Northern and Southern Forums bringing STS, RDA-NR and Aged Services together with Community Services and Health ITAB, Community Services and Health Industry Skills Council- this didn't happen owing to lack of interest from the Aged Care sector.

Not successful: The failure to establish the TAFE and Industry partnership around the L & M program was deeply disappointing in regard to sustainable partnership building. Our best attempts to work with TAFE in 2010 to deliver the Professional Development Leadership and Management program were unable to affect the consistently inadequate customer service they provided. The inability of Aged Care Services to get through by telephone to book in for workshops in this training program during January and February when they were planning for the first half of 2010 saw it virtually dwindle and die after a promising beginning.

Continuing: RDA-NR will continue to maintain and update the IDEAS website which is a communications hub for sharing information about workforce training and development.

<http://www.ideasnorth.org.au>

Performance Indicator: Trial 2 e-Learning opportunities in direct care. In progress

Measurement: Minimum of 18 each eLearning trial

Outcome at July 2010: The Shared Labour Pool at Forster is using Heal Net to teach Infection Control and Fire safety, students have responded positively to the two modules. 20 students will have completed Fire Safety and Infection Control by the end of 2010.

Performance Indicator: Industry perception of more responsive and accessible education and training available

Measurement: Survey of key industry stakeholders September each year

Outcome at July 2010: Industry has been very satisfied with the IDEAS Avril Henry Leadership and Management workshops this year. Recent survey indicates that the industry is able to access training but often it does not have the capacity to send staff off site for training owing to the prohibitive cost of backfilling and the impact of government regulations and spot audits.

Performance Indicator: Identification and implementation of RPL and skills gap opportunities across the industry Completed

Measurement: Securing funding for an RPL project across the region

Outcome at July 2010: As an adjunct of this project a Skills Express project was completed; with development of tools across 4 competencies from 3 training packages.



Objective Four: Increase the skills of existing aged services workforce

Performance Indicator: Conducting 6 professional development workshops in identified areas
Completed

Measurement: Participation of 20 staff in each workshop

Outcome at July 2010: 14 workshops across 5 sites commenced August 2009. Two Inspirational Leadership workshops held Nov 09 attendance 60 senior managers.
8 Avril Henry workshops in 2010 attended by over 100 Aged Care staff.

Performance Indicator: Increased participation in accredited training of existing employees

Measurement: Survey of staff engaging in accredited training September each year

Outcome at July 2010: During the life of the IDEAS project there was an increase in the numbers of staff engaged in accredited training but in the last twelve month that figure has slipped backwards. This may be because in the years 2008 and 2008 there was much activity in response to IDEAS project initiatives but that target market's needs have been met and therefore we are now seeing reduced activity.

Performance Indicator: Development of professional networks for existing workers in IT and HR – 2 meetings each year

Measurement: Participation of 50% of IT and HR specialists in the professional network

Outcome at July 2010: IT Consortium functioning independently **no HR Network**

Consulted with HR specialists at March Avril Henry recruitment seminars-there was no interest in forming a professional network-however there is interest in developing Shared Labour pools. Observation of the Labour Pool members at Forster shows that participation in the Shared Labour Pool has greatly increased their willingness to collaborate.

Performance Indicator: Development of a model to share existing professional staff between partners

Measurement: Survey of services sharing professional staff.

Outcome at July 2010: Not achieved. Scoping and development in 2009 revealed a lack of enthusiasm from industry-in principle they think this is a good idea but very few players feel they have the time to be part of such a process, and they see a number of administrative obstacles. This is unlikely to occur, however dissemination of the report about the Great lakes Shared Labour Pool may inspire some interest.

Performance Indicator: Up skilling of 15 existing employees and 20 volunteers into personal care roles

Measurement: Post training survey of existing non-traditional learners and volunteers in employment

Outcome at July 2010: Partially achieved We have partnered with Aboriginal Elders, Community Health Workers and ACE North Coast who are using Indigenous Age Care trainers to deliver 'A Bridge to Aged Care: Indigenous Pre-vocational Training Program' based on volunteers meeting the personal care and social support needs of ageing Aboriginal people.



Objective Five: Recruit and retain more people in the Aged Care sector

Performance Indicator: Development and implementation of a sustainable model for recruitment and retention of mature aged workers

Outcome at July 2010: Not done

The IDEAS project did not develop such a model. A specific identification of recruitment, training and support strategies to assist mature aged workers enter aged services in conjunction with employment services has not been done owing to time constraints.

Additional professional development for workplace supervisors to build industry capacity in adult learning, communication, support, mentoring, and management of mature aged workers has been done through the TAFE Leadership and Management Program. However that program was not well attended in 2010.

Performance Indicator: Career pathways identified and promoted

Outcome at July 2010: Fully Achieved

Measurement: Increase in participation of school based trainees in aged services by 20% on 2006 levels School Based Trainees STS Statistics (See Appendix 6)

| | |
|------|----|
| 2006 | 9 |
| 2007 | 34 |
| 2008 | 32 |
| 2009 | 34 |

The Career Pathways resources developed by this project are being used as a model for other industry sectors in the Northern Rivers sub-region and have recently been rolled out nationally by the ACS.

Ongoing challenge: We have found that many High School Career Advisors show little interest in promoting careers in Aged Care. They say the kids are not interested so it's a time waste for them to put too much effort in.

Project staff did not participate in Careers Expo's or Deadly Days for indigenous high school students to promote careers in Aged Care in 2010 as this is not a sustainable activity-it should be the role of the ACS Association to undertake the organisation of such activities.

Performance Indicator: The development of training information pathways to connect industry to training opportunities.

Outcome at July 2010: Achieved – promotion of the role of the STS for example, worked at sharing information at all networking events and also on the IDEAS website. For ongoing sustainability of that information pathway it is essential that a link to the STS website be incorporated into the ACS website and other training and skills councils' sites where possible.

Performance Indicator Increase geographic spread/participation with Career Link type programs for school to work pathway

Outcome at July 2010: Partially achieved

There has been an increase in participation in school-based traineeship program in the Coffs Harbour area and the Three Valleys Health and Ageing School-based traineeship program will be commencing its second year in 2011. IDEAS Steering C'ttee member Jan Johnson has been integral to that process. See Jan's Report on School Based Traineeships in Appendix 6. There has been very little activity in any other regions in 2010.

Industry identified a range of issues of concern with Career Link. They were:

- Introducing young people to the sector without any experience



- The amount of time and resources which would be taken through a buddying system until the trainee became competent
- Recruiting the most suitable young people for the industry to reduce the drain on existing staff
- Anxiety about the amount of support a student would need to fulfil a useful role

Strategies that could be used to address these concerns are to

- Teach competencies from Cert 3 before students commenced at service
- Application and interview process to involve services and find best suitable candidates
- Parent and school support for the students undertaking the activities

Performance Indicator: Increase recruitment rates into the industry

Measurement: In our recent survey April- May 2010 there was very little concern about difficulty recruiting staff, there seems to be a change in that regard since our survey last November and certainly since the outset of the IDEAS project.

Outcome at July 2010: Achieved

There is no evidence that IDEAS activities have had an impact in this regard. Employment trends in this sector nationally are upward, and many other factors can influence such a trend. The ease of recruiting non professional staff may relate to the Global Financial Crisis and its impact on employment for double income families with mortgages. No employers in a survey of 25 key players across the north coast region reported difficulty recruiting staff. However Clinical Care Managers expressed concern about the skill levels of some Certificate Three Aged Care staff recruited. Typical areas of concern are around feeding, appropriate touch, hygiene, and safe handling of frail people. Where there are problems in recruiting staff they occur where there is competition for more skilled labour such as Allied Health professionals and Registered Nurses.

Performance Indicator: Development of an Indigenous Employment Strategy with 2 Industry clusters

Outcome at July 2010: Not done

There has been a marked increase in endeavours to train and employ Aboriginal staff. Uniting Care Ageing has set a target that in any region the number of Aboriginal staff must precisely reflect the percentage of Aboriginal people in the population. Subsequently they are embarking on a number of training programs and seeking to take on significant numbers of trainees. Saint Carthage's Community Care currently employs three new Indigenous trainees and is seeking to expand that number. In 2010 we have participated in three Indigenous Employment Strategy groups all working independently from each other.

People from remote communities such as Jubalum and Muli Muli report that some aboriginal people have three or four certificates from a wide variety of accredited training courses but have never worked in any of those jobs. As time passes for some of those people there is a loss of confidence in their competence and the certificates become worthless to them. These people are very sceptical about "Indigenous Employment Strategies"

Consequently we have moved to work in a more immediate way with two communities and after much consultation we have implemented a pilot which aims to build capacity in aboriginal communities through training people who are not working to care for the elders. The Bridge to Aged Care Indigenous Prevocational Training program is exploring how we might best assist community members to be effective and respected carers for their Elders.



Appendix 2. Feedback on Avril Henry Leadership and Management

Workshops

| Workshop Topics | Numbers attending |
|---|-------------------|
| Managing and motivating different generations at work | |
| Port Macquarie, November 2009 | 54 |
| Ballina, March 2010 | 50 |
| Port Macquarie, March 2010 | 40 |
| Understanding how internal and external branding affects recruitment and retention of staff: Small group workshops | |
| Ballina, March 2010 | 20 |
| Port Macquarie, March 2010 | 20 |
| Leadership Skills and Listening | |
| Lismore, May 2010 | 62 |
| Coffs Harbour, May 2010 | 53 |
| Managing Difficult People | |
| Lismore, May 2010 | 66 |
| Coffs Harbour, May 2010 | 57 |

Samples of participant feedback from those workshops

In what ways have you found this workshop useful?

Avril is an inspiring presenter offering unusual ideas which have given me hope

It has put our workforce issues into perspective and provided realistic challenges to our management style

So many tools and ideas to incorporate into my life both personal and professional

Very useful strategies to be able to apply to my workplace and work with trainees.....not just theory facts and figures but action plans!

This gave me a lot of great questions to ask about myself, emotional intelligence going up

It has helped me to understand challenging behaviour and taught me strategies to deal with them. It has been empowering and inspiring

Insight into how I can be a more effective manager

To look at and rethink my leadership skills

I found Avril's presentation inspiring and have been provided with many new ideas to take back to my workplace



In answer to the question “Can you briefly state how attending this workshop might assist you in your workplace” responses included....

Inspiring workshop- best I have ever been to. Can't wait to do next workshop with Avril. This helped immensely. Look forward to LISTENING with staff and will attempt to do this with those senior to me, with peers, staff and friends –it is invaluable.

I will take a look at myself and how I must come across to others

Provide opportunity to progress our culture and change to a more inclusive style. Refocus from tasks to PEOPLE. Create a cultural change.

Will assist me in my management style leading to an improved workplace-I would like to see the communication skills workshop held in this area.

Better understand people's behaviour and how to manage that behaviour.

Useful tools for being a better leader and understanding how the team views that leadership

Inspired to apply better management strategies in working with my team. Great ideas regarding conflict, understanding staff and how to deal with them.

Will help me to manage my staff and volunteers more effectively.

How to handle work situations more effectively, give better feedback and be a better example for everybody.

“I am often the meat in the sandwich between operational staff and management. People come to me fired up over decisions made. This (*workshop*) helps me to diffuse the anger and make something positive out of it. Great speaker. Loved it thanks.”

Dealing with difficult people and improving communication in the workplace.

Motivates me, valuable content, and new knowledge to share. Better understanding of myself and others.

This has helped me identify the range of behaviour styles within my workplace both locally and interoffice and ways to engage with them.

Leadership ideas very useful- am going to take back to work and reflect and do some inner looking at my leadership style and make some difference.

To go back and make change to my leadership and to pass on what a wonderful opportunity this workshop and presenter are. Encourage other staff leaders/ managers to attend a similar workshop.



Appendix 3. How will we share useful information about innovative projects?

We will report on:

- Background to the projects
- Aims and objectives
- Describe what was done and how
- Evaluation of effectiveness
- What might be improved
- Successful strategies that might be transferable to other projects or settings
- Guide to replicate this activity with copies of all useful templates and forms

Reports or “HOW TO” guides will be disseminated about the

- Shared Labour Pool,
- The IT Consortium,
- The Indigenous Prevocational Training program and
- The Clinical Nurse Exchange Project.

They will be shared regionally through being featured on the RDA-NR Website, and also on the IDEAS website which will be live until the end of the year. They will be emailed to Local Government Community Service and Economic Development networks and to

- NETPAC members
- Indigenous Organisations
- State Training Service staff
- DEEWR staff.
- **Keep Australia Working project Staff**
 - **Mid-North Coast** , Renee Hawkins,
Email: _____
 - **Richmond-Tweed and Clarence Valley** Terry Watson
Email: _____

a state and federal level

reports will be sent to:

[Department of Training and Workforce Development W.A](#)

[The Workforce Council Qld](#)

[Workforce Information Service South Australia](#)

[Skills for Growth Victoria](#)

[Workforce Victoria](#)

[Workforce Development Tasmania](#)

The Office of the [Commissioner for Public Employment](#) Northern Territory

[Workforce Planning Useful Links and Resources](#), Division of Local Government, NSW Department of Premier and Cabinet.

and other relevant bodies such as the Royal College of Nursing, Gerontology Association etc.



Appendix 4. Industry Contributions Jan-June 2010

| CONTRIBUTOR | STAFF MEMBER | NATURE OF CONTRIBUTION | COST OF CONTRIBUTION |
|---|--|---|-------------------------------|
| St Andrew's Village Care Ballina | Pip Carter – Chair – IDEAS Steering Committee and Management Team | <ul style="list-style-type: none"> Attendance and chair at SC meeting Lismore 19th April follow up meeting with Project Manager 6 hours | \$525 |
| | | <ul style="list-style-type: none"> Travel return to Lismore 80kms Update meetings with Project Coordinator 3 x 2hrs Venue and refreshments for Industry professional development | \$60.80 |
| | | <ul style="list-style-type: none"> Specialist advice and consultations re Training strategies research | \$525 |
| | HR manager and Clinical Educator | <ul style="list-style-type: none"> Specialist advice and consultations re Training strategies research | \$500 |
| | Subtotal | St Andrews | \$1610 |
| Bundaleer Care Services Wauchope | Dennis Marks MNC ACS representative of IDEAS Steering Committee and Management Team Chair of the Industry Capacity Sub Committee and IT Consortium | <ul style="list-style-type: none"> Attendance at 3 SC meetings 15th February Coffs teleconference 9th April Coffs teleconference Final SC meeting Coffs Travel to Coffs Harbour x 3 return trips 318 kms @ 76 c | 525 |
| | | | 525 |
| | | | 525 |
| | | Sub total | Bundaleer Contribution |
| Feros Care Pottsville | Gabriele Taylor – ACS Representative IDEAS Steering committee and Management Team | <ul style="list-style-type: none"> Attendance at SC meeting Coffs Travel from Pottsville Coffs 616 km Accommodation in Coffs Harbour | 525 |
| | | <ul style="list-style-type: none"> Update meetings with the Project Coordinator 3 x 2 hrs | 468 |
| | | | 145 |
| | | Sub total | Feros contribution |



Appendix 4. Industry Contributions continued....

| Contributor | Staff member | Nature of contribution | Cos |
|---|--|---|---|
| Aged Care Businesses as listed | Feros Care. Baptist Community Services Alstonville, Clarence Village, Rathgar Lodge Grafton, Sawtell Catholic Care of the Aged, Port Macquarie Catholic Care of the Aged, Crowley Care Centre Ballina. RSL Lifecare Ballina. Uniting Care Ageing North Coast, Andrews Ballina | Consultation with IDEAS staff researching Embedded Training 2 hours 17 senior managers | 1700 |
| Aged Care Providers as listed | Sunrise Supported Living, Tuncurry. Neighbourhood Aid, Forster. Great Lakes Community Resources, Forster. Barclay Gardens, , Manning Community Options. Kularoo Gardens. Glaica House, Forster Bushland Health Group, Taree Juli Wickenden, BCS Great Lakes Council provided venue and catering | Embedded Training Industry Consultation at Forster and Taree. 15 senior managers 2 hours Venue and catering | 1500 300 |
| | Sub total | Contribution | \$3500 |
| Services from Taree to the Coffs Harbour | 3 Students completed 5 workshops, A further 5 students participated in two of those workshops | Contribution to the cost of 5 Leadership and Management workshops | 3000 2000 |
| | Sub total | Contribution | \$5000 |
| Industry Members from Taree to the Tweed | Management staff attending leadership and management trainings | Contribution to the cost of bringing Avril Henry to the regions for 6 workshops between March and June | 16397 |
| | Sub total | Contribution | \$16397 |
| | | | \$30,470 |



Appendix 5. How the IT Consortium works

The Northern Region IT Group has been extremely successful in delivering savings in IT purchasing. Formed in November 2007 and facilitated by IDEAS Project Manager Christine Pauling, the group worked together and used combined purchasing power to secure the best deal for the purchasing and installation of financial, payroll and rostering software. Significant savings have been made with the consortium approach.

The objective of the co-operative was to develop an IT purchasing strategy which would deliver the most appropriate technology to meet their current and future needs.

First Steps....

The group agreed on an action plan for moving forward:

- Initial workshop with a knowledge management consultant.
- Analysis of the benefits of collaboration.
- Determination of resource requirements.
- Each partner identified personnel and material resources to undertake specific tasks which were required.
- A project timeline was established for completion of initial investigation and purchasing deadlines.

How was the objective achieved? Through the following actions....

- A comprehensive document detailing the micro requirements to streamline finance and human resource functions for the consortium members was developed.
- IT requirements were identified site by site.
- Synergies between sites and providers were identified.
- A comprehensive range of available products and services was investigated.
- In depth analysis of a range of products through discussions and consultations with existing users of the technology followed.
- Some products trialled through remote access to determine suitability.
- After comprehensive analysis the group chose a finance/human resource and clinical care package, and a supplier which best met their current and future needs.

Benefits of the IT Consortium

The group has realised the benefits of working collaboratively, and they include:

- Utilisation and sharing of staff in the development of a detailed brief and provider requirements documentation.
- Utilisation and sharing of staff for the investigation into products and services
- Collaborative approach to investigation has yielded additional benefits with increased understanding of the scope of technology and its advantages
- Enabling the negotiation of very attractive licensing and purchasing packages
- Financial savings
- Increased advantage of support being available from other consortium members during the implementation, training and operational phases



Appendix 6

Lessons learned from Implementing School-based Traineeship Programs in the Mid North Coast NSW Aged Services Sector

This report was prepared by IDEAS Steering Committee member Jan Johnson. Here she shares very useful information about challenging issues that can arise when working with Aged Service Providers and solutions and Strategies that contribute to successful partnerships.

Jan has collaborated with more than a dozen aged services providers on the Mid North Coast NSW for the past five years for the purpose of developing and establishing sustainable school-based traineeship programs, essentially focusing on the care and support streams.

Of note are the Coffs Coast CareerLink School-based traineeship program which is now in its fifth year and the Three Valleys Health and Ageing School-based traineeship program, commencing its second year in 2011.

In this brief report Jan has outlined the essential elements that, in her experience, have assisted successful outcomes for school-based traineeship programs and may indicate some of the reasons why similar projects have not been as successful.



Lessons learned from Implementing School-based Traineeship Programs in the Mid North Coast NSW Aged Services Sector

| Element | Comment |
|---|---|
| Timing and times | <p>Understanding industry funding and reporting timeframes can assist initial conversations to be relevant and timely. The sector necessarily prioritises Government submissions and reporting responses; in smaller regional organisations, there are no spare personnel to drive projects often seen as extra and outside of core business.</p> <p>Services operate continuously, so the operating platform does not match that of traineeship program partners who may be governed by school/education sector breaks. A trainee could be rostered to work any day of the week and almost any time of the day; support partners should be accessible and available if needed.</p> |
| Willingness to build relationships and work inclusively | <p>Many 'decision-makers' in the early stages are nurse-managers. Their focus is on clinical support and care; workforce and succession planning is lower down their operational list. Building trust and mutual respect allows these managers to loosen control and enable progress of the program without their losing the opportunity for input and final approval.</p> <p>Acknowledging all parties at times of celebration is vital, particularly in relation to media exposure.</p> |
| Poor planning, poorly defined desired outcomes and unrealistic timeframes | <p>It is not sufficient to pick up an existing model (often developed by non-industry organisations) and expect that it will slot into a program seamlessly. Individual employers expect to have input to program development and expect outcomes which are relevant to their own operations and service.</p> <p>The expectation that a program will be rolled out according to the model time frame is regarded as not understanding the industry and lacking in empathy.</p> |
| Effective program structure | <p>The sector is exceptionally good with its own operational documentation and external reporting processes. It identifies with programs that can demonstrate the same.</p> <p>Regular, scheduled meetings, meaningful agendas and accurate, timely minutes, inclusive email conversations and ongoing acknowledgement of individual efforts/contributions are all seen as demonstrating support.</p> <p>Good quality, documented processes enable employers to directly lift the information into their own Government reporting processes, which not only saves them time but has the effect of highlighting the partnership.</p> |
| Appreciation of cost | <p>Sector employers, particularly smaller regional organisations, do not necessarily understand the User Choice concept and may not be adept at negotiating better business outcomes.</p> <p>A dedicated facilitator should have this capacity. For example, sector employers participating in Coffs CareerLink decided to use the services of a Group Training Organisation. On their behalf, I negotiated part-return of the traineeship funding from the GTO, as a sign of goodwill. Although this does not cover costs incurred, it is seen as an acknowledgement of the partnership and demonstrative of respect.</p> |
| Communication | <p>A dedicated facilitator who has an understanding of the sector, is consistent and readily available has the capacity to 'make or break' the outcome.</p> <p>Individual employers generally do not understand Education sector language and/or the huge variety of services and choice. They appreciate a partner who is able to bridge the gap, which enables more effective communication.</p> <p>It also tends to produce speedier responses/turnaround times and develops ownership and ongoing engagement within the partnership.</p> |



Providing value-add programs in addition to the basic traineeship program also enhances the quality of the program and acknowledges the challenges faced by existing workers (including managers). For example, two programs currently in place are:

1. Three Valleys Health and Ageing Workplace Readiness Program for school-based trainee candidates. This program is funded and delivered by the program partners with industry, in advance of selection and sign up. All parties are involved and able to make an informed decision about the traineeship prior to a formal commitment.
2. State Training Services Supervisor Workshop – customised and contextualised for the aged services industry. This targets supervisory level staff and develops existing workers into mentors and first-point-of-contact managers while on shift. It builds on their existing knowledge and skills. Individuals are acknowledged as mentors in the workplace and remunerated at a higher level when performing these duties.

Aged care operations and services are fundamentally values-driven (often at odds with funding limitations). Most sector employees, from front line workers to back office staff, can be identified by their values-driven commitment; pay levels are traditionally low in this sector.

The sector is stretched to its limit sustaining high quality service and, as much as it acknowledges the need to consider its future workforce, smaller organisations (many community-owned non-profit) are often forced to prioritise in favour of the core business.

I believe it is insufficient and potentially detrimental to consider to 'hard sell' a traineeship program to this sector. Applying the elements I have outlined above have proved useful in establishing sustainable school-based traineeship programs and the methods outlined are replicable across all industries.

This summary is presented for your information and consideration.



Appendix 7

Report on Shared Labour Pool



Appendix 8

Statement in Regard to Project Funding

I certify that all of the project funds received by RDA-NR to manage the IDEAS project from the Aged and Community Services Association NSW & ACT have only been expended for the purpose of providing the Aged Services Sector Development Project under the Targeting Skills Needs in Regions Programme.

.....

Date:.....

Katrina Luckie
CEO
Regional Development Australia-Northern Rivers

I certify that all of the project funds received by Aged and Community Services Association NSW &ACT have only been expended for the purpose of providing the Aged Services Sector Development Project (IDEAS) under the Targeting Skills Needs in Regions Programme.

.....

Date:.....

Jill Pretty
CEO
Aged and Community Services Association NSW &ACT