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Australia's leading aged services magazine

Spring 2022 | www.accpa.asn.au

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for change**

IN THIS ISSUE

- ▶ The sector's push for long-awaited aged care reform
- ▶ Workforce building programs and how to access them
- ▶ Ending discrimination and re-engaging older people
- ▶ How technology is addressing systemic issues in aged care
- ▶ Celebrating aged care workers and award winners

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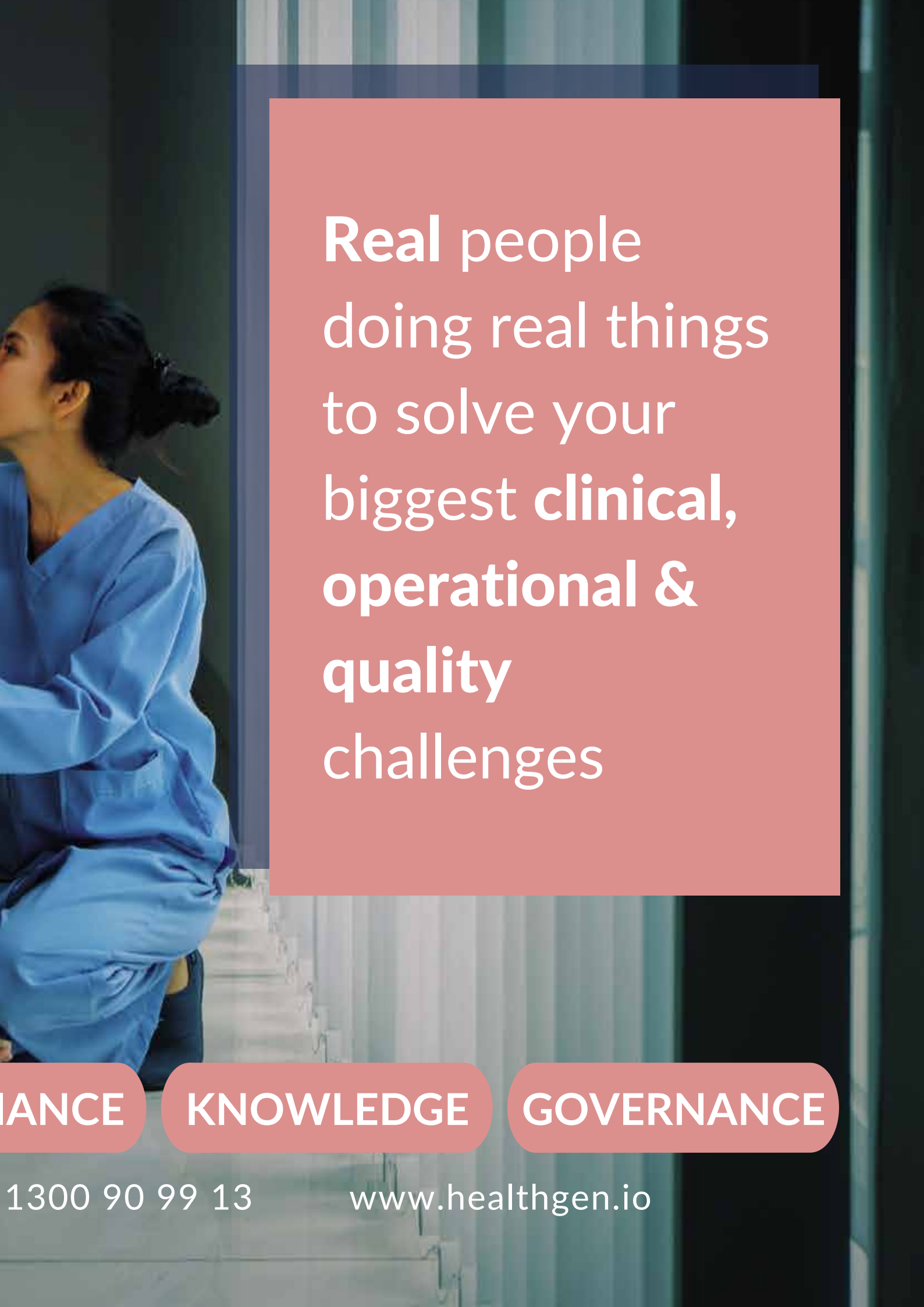
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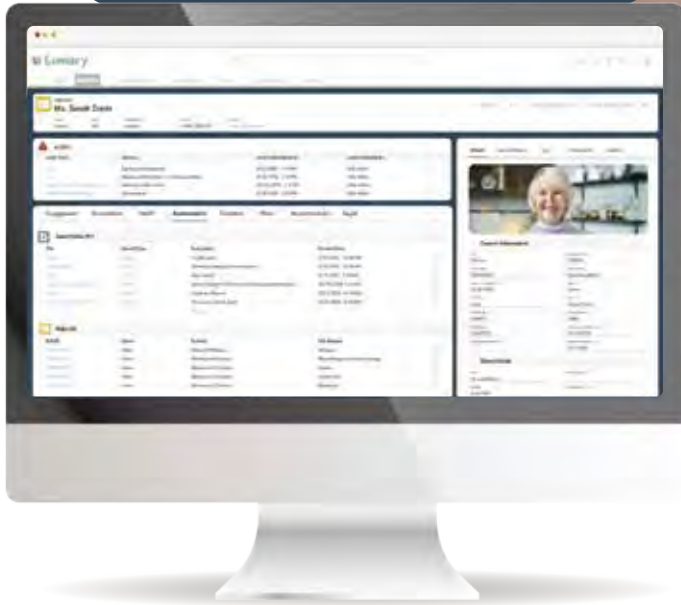
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EDITOR'S NOTE

Welcome to our first issue of Aged Care Today – the magazine of Aged & Community Care Providers Association (ACCPA).

A leading voice on the issues that matter most in our sector, Aged Care Today offers aged care providers the latest insights, information and inspiration.

We're delighted to present articles from Minister for Aged Care Anika Wells, and Aged Care Quality and Safety Commissioner Janet Anderson, who offer valuable information for providers.

We give you the low-down on how ACCPA is playing an important role in advocacy and training solutions; there's incredible work being done to expand the aged care workforce, and a lot employers can do to retain talented staff.

With the pandemic still with us, we look at a new antivirals resource for GPs, and why we should be concerned about re-infection with COVID-19.

We have stories about the value of remote area nurses, Indigenous services, programs that help people age in place, and initiatives to end age-related discrimination.

We talk about what Boards need to know, and the value of innovation and technology. Plus, we celebrate the achievements of aged care staff, as well as award-winning residential aged care homes.

This mammoth effort would not have been possible without our wonderful contributors and also our ACCPA Graphic Designer Stephen Schwarz.

Linda Baracioli, Editor

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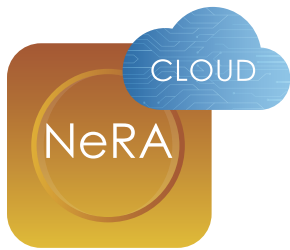
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Dawn Sparrow was one of the first Carinity Browns holme retirement village residents to move into the new The Residences at Browns holme aged care community, which now offers seamless aged care living. Read more on page 100. Image courtesy Carinity.



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The dawn of a new era

ACCPA provides one united voice for the sector



Welcome to our first edition of Aged Care Today, the new quarterly magazine from Aged & Community Care Providers Association (ACCPA).

I also want to welcome our new Chief Executive Officer, Tom Symondson, who begins with ACCPA around the time you read this. We look forward to working with Tom and his leadership of ACCPA and the sector.

This year has seen the development of a new strength in aged care services, a new industry association that combines the depth of expertise, history and wealth of experience of two organisations which have earned the respect of governments and stakeholders alike over many years of advocacy.

Following a transition of several months since beginning public operations on 1 July, ACCPA is now fully operational as Australia's largest national organisation representing more than 1,100 providers of residential, home and community care, retirement living and seniors housing in every state and territory.

The creation of a new voice for the sector has been a long-term goal of many and was hastened by the work of the Australian Aged Care Collaboration (AACC) along with the recommendations of the Royal Commission into Aged Care Quality and Safety, which called for greater collaboration and unity of sector representation.

What this means in practical terms for our Members is more resources and greater value for money in representation, advocacy and support, plus a wider range of services. It also sees the return of major events like the inaugural ACCPA National Conference in Adelaide in October.

Since the May federal election, ACCPA has been engaging with the new Albanese Government as we recommence the huge task of aged care reform stemming from the Royal Commission final report recommendations.

The new Government has begun addressing key wage and workforce issues, and we look forward to working with them on further reforms. The Government is showing every sign

that they are just as committed as the sector, in working towards achieving real change which improves the lives of older people.

At ACCPA's inaugural Board meeting in May, we held a strategic planning session to map the way ahead for our new organisation.

We welcomed the new federal Aged Care Minister, Anika Wells, at our July Board meeting. It gave Board members a chance to raise issues with the Minister, such as funding and plans to address workforce shortages. The meeting also provided an opportunity for ACCPA Directors to meet in person for the first time, and I look forward to working with this talented, committed and highly experienced governance team.

There has never been a greater need than now for the unified voice of ACCPA as the sector grapples with a once-in-a-generation opportunity to reshape aged care in Australia. It won't be easy to achieve these goals, especially as change presents its own challenges as we progress towards new ways of working.

I want to thank former LASA CEO Sean Rooney who, as Transformation Executive Officer, led the mammoth task of integrating the various parts of ACSA and LASA into a single organisation.

The transformation has also meant some staff have left the organisation to pursue other interests, some of whom were long standing staff members in ACSA and LASA. I thank them for their service and wish them well.

Finally, on behalf of the ACCPA Board I wish to thank Paul Sadler who transitioned from interim CEO at ACSA to interim CEO of ACCPA at the beginning of June. We are indebted to Paul for his work as a steadying hand during a time of immense change within our organisation, as well as working to establish ACCPA's credentials as the public advocate for aged services in Australia.

**Dr Graeme Blackman AO FTSE FAICD,
Chairman, Aged & Community Care Providers Association
www.accpa.asn.au**

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ACCPA hits the ground running

Advocacy and aged care reform



As many of you would be aware, Aged & Community Care Providers Association (ACCPA) has been successfully advocating on behalf of the sector as the new Albanese Government settled in and began making good its election promises on aged care.

We have seen some positive developments since the May election with the aged care reform bills introduced in the first week of federal parliament in late July embodying key recommendations from the Royal Commission into Aged Care Safety and Quality.

The Minister for Aged Care, Anika Wells, announced a delay of 12 months to July 2024 for the introduction of the new Support At Home (SAH) program which is to replace Home Care Packages, Commonwealth Home Support and Short-term Restorative Care.

These programs provide care and support for around 1.1 million older Australians and there have been some significant concerns that the proposed model for the new Support at Home program would have the effect of reducing choice and flexibility for clients. There has also been added stress on providers managing the disruption resulting from the introduction of mandatory two-hour shifts for part-time and casual staff.

The delay gives ACCPA time to engage with the Government on key aspects of the proposed changes while consulting Members more fully and feeding back their views to the program designers.

We have already seen clearer and more efficient lines of communication with the bureaucracy about the needs of providers, who still face significant challenges as they strive to maintain everyday levels of care and services through the pandemic.

The passage in August of the *Aged Care and Other Legislation Amendment (Royal Commission Response) Bill 2022* introduces AN-ACC, the new funding model for residential aged care, and establishes the Independent Pricing Authority which will recommend aged care prices.

ACCPA will work with Government and the parliamentary process on the second bill, the *Aged Care Amendment (Implementing Care Reform) Bill 2022*, as it progresses through the committee stage of Parliament.

ACCPA is raising Member concerns including how the implementation of Registered Nurses 24/7 will be introduced in those areas where it's difficult to fill staff vacancies and the impact of changes to home care pricing on clients and providers alike.

The issues that we will focus on will be workforce and sustainable funding, including:

- workforce reform which involves improved pay and conditions for staff working in all areas of aged care
- more entrants into the workforce including greater skilled migration
- professional development of the personal carer role and improved training and staff development
- a sustainable funding model for aged care into the future.

There is more work ahead of us as we seek to make aged care services in Australia among the best in the world, and much of this is up to us as a sector to lead positive change.

The combined strengths of ACCPA, formed on the shoulders of years of experience and depth of expertise of different aspects of aged care services, mean we are now able to provide a unified voice for the sector.

We are even better equipped to advise and support our Members by offering improved value for money. We are also in a much stronger position to influence the design of aged care services and to foster innovation offering greater choice and quality for consumers.

Australia has an exciting aged services industry with many providers and innovators working to create new ways to support older people to live well. As our population ages, we need to speed up the transition of ideas into action, leading to better outcomes for older Australians. ACCPA and our Members are leading this fundamental shift towards ageing well.

Finally, for myself, it has been a privilege to lead the new ACCPA as Interim CEO. I'm confident that ACCPA will continue to grow from strength to strength as we work to make significant aged care reform a reality for older Australians and the dedicated people who care for them.

**Paul Sadler, Interim CEO,
Aged & Community Care Providers Association
www.accpa.asn.au**

Delivering on aged care reform

Scorecard reveals significant progress in first 100 days



The Albanese Labor Government has now passed 100 days in office, and we have made genuine progress to deliver the aged care reforms we promised before the election.

In our first 100 days, we passed the Royal Commission Response Bill which included needed reforms like the publication of star ratings, the introduction of a code of conduct for the aged care sector, as recommended by the Royal Commission, and an extension of the Serious Incident Response Scheme to home care and flexible care.

We made a submission to the Fair Work Commission for a significant pay rise that helps bring care workers the rewards their crucial roles deserve.

There are many aspects to reform, but a pay rise is central because we desperately need more staff.

Carers look after our most vulnerable, bathing them, assisting with hygiene and movement, supporting them emotionally. Yet the minimum wage for an entry level residential aged-care worker is only \$22.67 an hour.

This course must be corrected which is why I held an Aged Care Workforce Roundtable with more than 20 stakeholders in August, as a prelude to the Prime Minister's Jobs and Skills Summit at the start of September.

Our roundtable facilitated productive discussions on tackling the biggest issues facing the sector and included representatives from Aged & Community Care Providers



Minister Wells has been catching up with aged care residents to gain first-hand information about the needs of older Australians in residential care.

Association (ACCPA), Council on the Ageing and Catholic Health Australia among others.

The Prime Minister's Jobs and Skills Summit then created 36 concrete workforce outcomes, many of which will help aged care – including an increase in the permanent migration program ceiling to 195,000 in 2022-23 to help ease workforce shortages.

We already have several aged care initiatives being rolled out that will help increase the workforce:

- we'll train more nurses, through 20,000 additional university places for nursing
- we'll support providers to recruit and train 13,000 new personal care workers
- we'll launch a skills development program for nurses, personal care workers and allied health workers.

We are also exploring streamlined pathways, including expansion of the aged care Pacific Australia Labour Mobility Scheme, to recruit more workers from outside Australia.

Band aids don't interest us, we need surgical repair and we won't be turning away from our central promises, like:

- the requirement to have a registered nurse on duty in every residential aged care home, always, from July 2023
- an average of 215 minutes of care per day for residents, starting in October 2024
- better food for residents, greater accountability, greater standards of integrity.

We are returning to the Royal Commission timeframe to improve the in-home aged care program by 1 July 2024, an extension from July 2023.

We're bringing forward the capability review of the Aged Care Quality and Safety Commission, and will work closely with the Commission to ensure it has the power and resources to do the job. It is critical the Commission is fit for purpose – now and into the future.

I am determined to restore dignity to workers and recipients and bring humanity back to the care sector – for all Australians, all the time.

The Hon Anika Wells MP, Minister for Aged Care

A pathway to a better ageing future

New requirements for aged care providers will lead to improved care



The Australian Government's reform program is quickly gaining momentum, providing a clear pathway to securing a better ageing future for all Australians.

Delivering on 17 recommendations of the Royal Commission into Aged Care Quality and Safety, the new *Aged Care and Other Legislation Amendment (Royal Commission Response) Act 2022* introduces important new requirements for aged care providers. It also expands the role, powers and functions of the Aged Care Quality and Safety Commission.

The requirements in the new Act focus on improving transparency and accountability, and protecting older Australians who deserve safe, quality care in residential, home and community settings.

In addition to a new funding model, an expanded pricing authority, a star rating system, enhanced information sharing, and oversight of refundable accommodation deposits and bonds, there are new requirements for approved providers which will also have implications for the Commission.

From 1 October 2022 (or as soon as the legislative instrument is approved), new provisions will apply to obtaining consent for the use of a restrictive practice for a resident where the resident cannot give informed consent themselves.

From 1 December 2022:

- An Aged Care Sector Code of Conduct will apply to approved aged care providers, their governing persons (e.g. board members and Chief Executive Officers) and aged care workers. Providers will be required to take reasonable steps to ensure that their workforce and governing persons comply with the provisions of the Code.
- The Serious Incident Response Scheme (SIRS) will be extended from residential aged care to include home services (delivered in a home or community setting) and flexible care. Expanding SIRS to encompass this wider range of aged care services will give greater protections to a much larger number of consumers.
- New governance responsibilities will apply to approved providers in relation to the membership of their governing bodies and their establishment of new clinical and consumer advisory bodies, as well as measures to strengthen leadership and workplace culture.

Getting ready for these changes is a responsibility shared between providers and the Commission. Providers will want to familiarise yourselves with the new obligations, review and revise policies and procedures as appropriate, and then ensure that your staff are aware of what is expected of them under the new arrangements. Communicating the changes to consumers will also be important.

To support and assist the sector to undertake this vital work in preparing for the changes, the Commission is making available to all providers:

- online resources such as guidance materials, fact sheets, videos and posters
- online learning programs through the Aged Care Learning Information Solution (ALIS)
- webinars on key reform measures to have your questions answered.

Alongside the Commission's work with providers are the activities we will be undertaking to support older Australians, their families and carers to learn about the changes and what they can expect from them. The Commission's new Consumers and Families Panel, launched in August, will play a key role in helping us to better understand what is important to older people and how we can support them to gain the full benefits of the changes taking place.

I encourage you to stay in touch with the Commission's updates on the reforms, including new resources and activities, by regularly visiting our website at www.agedcarequality.gov.au and by subscribing to the monthly Aged Care Quality Bulletin.

The sector has already made a great start on the reform journey. Central to our collective success in delivering these reforms, and those yet to come, will be the close attention we all pay to understanding what is required to manage, implement and embed these changes to deliver a great consumer experience of care.

Janet Anderson PSM,
Commissioner Aged Care Quality and Safety Commission
www.agedcarequality.gov.au



Sean Rooney speaking at the Care & Ageing Well Expo in Perth in July.

Honouring the past, looking to the future

Personal reflections of a formative figure in the aged care sector

A leading figure in the unification of Leading Age Services Australia (LASA) state-based organisations six years ago and the establishment of Aged & Community Care Providers Association (ACCPA) this year, with Aged & Community Services Australia (ACSA), Sean Rooney has helped shape what leadership in aged care looks like in this country.

As he guides ACCPA towards a highly effective organisation at the operational level, in his role as Executive Director Transformation, he shares his thoughts on the past and the future.

You took on the job as CEO of LASA six years ago, what were your goals?

My goal in taking on the role as CEO of LASA was to honour the past and build an effective organisation that would be valued by our Members, appreciated by our stakeholders, respected by our peers, cherished by staff, and ultimately make a positive contribution in the lives of older Australians.

Have the Aged Care Royal Commission and COVID-19 changed the landscape for aged care – or have they simply revealed issues we already knew about?

The Royal Commission brought the issues of an ageing population and aged care into the national consciousness, although they were well known in the sector. The challenge remains to translate the outcomes and intent of the Royal Commission into meaningful reform that realises a better aged care system, which values older Australians and the people and organisations that care for them, and is sustainable.

The Morrison Government called the Royal Commission and was provided the opportunity to finally fix a broken system.

However, this opportunity was missed and now falls to the Albanese Government and others to do the heavy lifting needed with the sector, and not rely on the Department of Health and Aged Care to lead change.

What would you list as the highlights of your time as LASA CEO?

As LASA CEO, I had the opportunity to meet amazing and passionate people who work in aged care; to lead of a team of incredible, professional people; and to work with an outstanding Chairman and Board of Directors. We knew that getting it right for providers and aged care workers meant getting it right for the people in their care, and the team believed strongly and passionately in this shared purpose.

The recognition from others – such as receiving the Associations Forum's Association of the Year Runner Up in 2020; the AFR BOSS most innovative not-for-profit organisation in 2019; and receiving wonderful Member feedback on how much they valued us and relied on us in challenging times like COVID-19, the Royal Commission, floods and bushfires – showed what we were doing was working.

It's pleasing to see initiatives like Aged Care Employee Day, *innovAGEING*, Perth Care & Ageing Well Expo, and a national awards program for the aged care sector, endure into the future.

What are you most proud of during your time leading LASA?

It has been a privilege to be a spokesperson for the aged care sector. It wasn't always easy, but I'm incredibly proud of speaking up for the needs of providers and older Australians. When I was called to give evidence at the Royal Commission, saying sorry to those who received substandard care was something I felt strongly about, while also putting forward evidence that demonstrated how aged care providers are part of the solution, and not all of the problem.

What are your thoughts on unification?

When I was appointed CEO of LASA, my personal KPI was to realise a single peak body for aged care, because there is more strength in unity, and greater capacity to make a real difference.

At an operational level, the unification of five state-based organisations in 2016, into a high performing, respected and sustainable industry body, was no easy task. However, through the focus and hard work by a dedicated team, LASA became acknowledged as a true leader in the aged care sector, and went on to play a key role in the formation and advocacy achievements of the Australian Aged Care Collaboration.

The creation of ACCPA with ACSA was something our sector was ready for, and much needed. We are stronger together and we need this strength to translate the intent of the Royal Commission's recommendations into meaningful and lasting reform. This is achieved by having policies, programs and practices that understand the inter-relationships between quality, workforce and funding.

What still needs to be done to improve the aged care sector?

We still need a national partnership and an agreed plan to achieve true reform. A national partnership that brings together all key players (providers, unions, consumer groups and the Government) as equals, and focuses on three stages of reform – remediation, co-design and transformation.

Remediation is necessary to repair the long-term damage wrought by underfunding of the aged system, fixing the critical staff shortages, and a genuine strategy to improve staff pay, training, professionalism and career development.

Co-design of the system and development of related programs must involve key sector stakeholders who deliver aged care services in residential care, and care in the home and community.

Transformation can only occur with a clear and agreed implementation program that is fully resourced to implement change, in order to build a trusted and sustainable aged care system.

We have a chance to do this the right way with the new Albanese Government.

Kate Hannon, Senior Media & Communications Advisor,
Aged & Community Care Providers Association
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A call to action at ACCPA's national conference

The largest aged care event in Australia reminds the sector "it's up to us"

After two years of postponed or cancelled events and missed opportunities to come together as an aged services industry, Aged & Community Care Providers Association (ACCPA) is pleased to launch its new National Conference in October 2022.

The place where leaders and leading-edge thinkers meet to challenge assumptions and open new horizons for reform in aged care, it provides an excellent opportunity to examine and rethink the way things are done at both an operational and strategic level – and reminds us that making a difference in aged care is a whole-of-community effort.

"We know leaders in aged care are really busy, especially with the challenges we've faced in the industry over the past two years, but they are also the ones who set the path for the future," said Susie Tillotson, ACCPA's National Events Manager, who has been involved in planning and managing events in the aged care sector for over a decade.

"There's been very little time to consider new ways of doing things when you're working so hard to care for the health and wellbeing of your residents and clients, and protect them from a deadly virus, while also being short-staffed, so it's important to take time out to re-evaluate your business operations.

"ACCPA's National Conference provides an opportunity for boards, executives and managers to stop and reflect, to do business better and improve the quality of care they're able to provide."

With industry experts and innovators offering their insights in presentations across numerous topics, from crisis management to technology, along with a trade hall brimming with new products and services, there are also many opportunities to be inspired.

Focusing on four key areas of reform – workforce, financial sustainability, support at home and regulating for quality – the program is intended to share real-world practical know-how and innovative approaches.

"The conference offers the chance for a new perspective not only for leaders of aged care organisations, but given the number of people we attract, it offers a reset for the entire industry," said Susie.

"At the conference, participants actually have time to take in all the ideas and innovations around them, to talk with peers who might already be doing new things in their aged care settings and talk with their own workplace colleagues about doing business differently.

"By absorbing the wonderful content and ideas, leaders can begin to take steps towards improving their business model, providing better supports for their workforce, and innovating in relation to the care they provide."

While online events will continue to play a valuable role in providing information exchange and building capacity for the wider aged services industry, being together in a physical space makes a big difference.

"The networking component is a great aspect of the conference, because we learn from the experiences of others, and we lean on others to help determine the best course of action for ourselves," said Susie.

"We find that participants make connections and friendships that last a lifetime, and from one part of Australia to another, are able to provide support for each other, through every challenge."

Importantly, the program reminds the aged services industry that "it's up to us" to put into effect the change we want to see, and play our part in the transformation of aged care in Australia.

It's up to us to enable consumers, to deliver quality care, to provide transparency, to build trust, to improve governance, to attract qualified workers, to lift standards, and to innovate – for the greater good.

Underpinned by a world-class, three-day program of learning and networking, ACCPA invites all aged care leaders – Chief Executive Officers, Chief Operating Officers, Chief Financial Officers, Board Directors, Directors of Nursing and other managers – to become visionaries, innovators, reformers, pioneers and change-makers.

ACCPA National Conference is being held in Adelaide, 12-14 October. Late registrations are available.

Linda Baraciolli, *Aged Care Today* Editor and Communications Advisor, Aged & Community Care Providers Association
www.conference.accpa.asn.au



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Work Value Case draws to a close

Overdue wage increases for aged care workers move a step closer

It has been over one and half years since the first Work Value Case Application was filed with the Fair Work Commission (FWC) by the Health Services Union, with the hearings and related submissions in the Case drawing to a conclusion at the beginning of September.

Over this long period of time, extensive information was provided in this Case in order to be as thorough as possible, and now it is the responsibility of the Full Bench of the FWC who have been hearing the matter, to deliberate and make a decision on the evidence before it.

Most recently and importantly, the Australian Government filed its submission on the Case on 8 August 2022. In its submission, the Government stated that they support an increase to the minimum wages of aged care workers and that the work value of these employees is higher than what is reflected in their minimum wages.

Significantly, the Government also made clear that they would fund the increase in minimum wages – something that has been welcomed by Aged & Community Care Providers Association (ACCPA) and other key stakeholders.

The Government stated in its submission (paragraph 201) that because it will fund any such increase “the Commission can therefore proceed on the basis that the impact on business of significant increases to award minimum rates in the case will not be material”.

ACCPA is of the view that if this statement to the FWC by the Government is correct, then it will be funding all the costs of any increase to the minimum award wages including:

- the hourly rate plus any applicable penalty rates
- the rate applicable when various types of leave is taken
- superannuation
- payroll tax
- workers' compensation
- allowances and entitlements which are based on a percentage of the standard rate and may be subject to an increase
- any new allowance or other entitlement granted by the FWC in the decision on this case.



An increase to minimum wages is not only an increase to the hourly rate paid to an employee but also an increase to these other entitlements and costs that are payable as a result. In the ACCPA response to the Government's submission filed on 17 August 2022, we identified this point and have invited the Government to provide its position regarding whether its support extends to funding all of the provisions. We would expect that if the Government is relying upon its submission then it should not be hesitant in confirming that this is the case.

It is likely that the decision by the Full Bench of the FWC will hand down its decision on the Work Value Case in early 2023. It is also likely that this decision will state what the increase will be and for which classifications the increase will apply, but with no set operative date for the increase or how the increases should be implemented.

These last matters are ones which the FWC will ask for further submissions on from the parties, including the Government, before any final decision is made. ACCPA is committed to continue to ensure that the providers' voice is heard at every stage.

While this matter is decided, ACCPA will continue to lobby the Government to fund providers so that they can pay competitive wages to all their staff regardless of the outcome of this Case. The Work Value Case is only part of the big picture in achieving the goal of appropriate remuneration for our dedicated aged care workforce.

**Claire Bailey, Manager Employment Relations,
Aged & Community Care Providers Association
www.accpa.asn.au**

Aged Care Employee Day 2022

Providers across Australia say 'thanks for caring' to their staff

Morning and afternoon teas, thank-you barbecues for staff and even individual gifts of chocolates and movie tickets or a certificate marking years of service were some of the ways aged services providers marked Aged Care Employee Day in 2022.

From the smallest facility to the largest provider, thousands of aged care staff received thanks from residents and employers in what has been another challenging year for those who work in home and community care, residential aged care, retirement living and seniors housing.

Residents, clients, their families and loved ones took time out to say, 'thanks for caring' for older Australians in their care or for whom they provide support.

Prime Minister Anthony Albanese issued a video message on Twitter where he thanked workers for what they do.

"To all our aged care workers out there, thank you. You do incredible work, you deserve more than just thanks. You deserve a government that backs you which is why we'll be making a submission to the Fair Work Commission to support a pay increase for aged care workers in line with what the Royal Commission said was necessary. You take care of the great Australians who built this country, and my government has your back," he said.

The Minister for Aged Care, Anika Wells, also posted a thank you message to aged care staff.

Many workers who told their own stories about their experiences working in aged care said they were inspired to work in the sector following their personal experiences of their own loved ones like grandparents in care which had made a lasting impression.



- 01 Staff members at Restvale, a small aged care home in the Adelaide Hills, ready to enjoy a slice of #thanksforcaring cake. Restvale organised an Aged Care Employee Day morning tea for its staff and everyone received a certificate acknowledging their service to older people.
- 02 Southcare Home Care Worker Amanda Hastie with the Southcare 40th Anniversary commemorative gift given to all Southcarers in recognition of the day.
- 03 Aleena Baby is a Clinical Nurse Consultant at the Carinity Karinya Place aged care community in Laidley. Aleena says working in aged care can be challenging but very rewarding, and she loves talking with the residents.
- 04 Breda Brennan is the Lifestyle Coordinator for Carinity Home Care Rockhampton and supports seniors at home. She says she loves being able to chat with clients and brighten their day.
- 05 Kazia Litewka, Support Worker at Australian Multicultural Community Services in Victoria, speaks Polish and knows a little Russian and Croatian. She loves her role of 21 years, which gives her the opportunity to meet people from different backgrounds and cultures, including Croatian, German, Greek, Italian, Polish and Russian.

Aged & Community Care Providers Association (ACCPA) Interim CEO Paul Sadler said Aged Care Employee Day had become an important fixture in the calendar to single out the dedication and compassion of those who work in aged services.

"It's a chance for providers, families and loved ones of aged care residents, clients of home and community care, those in retirement living and seniors housing, to say to staff 'thanks for caring' and 'thanks for all that you do'," Mr Sadler said.

"We celebrate the women and men who work in many different roles in aged care, including the nurses, personal carers, support workers, cooks, gardeners, diversion therapy staff, allied health workers, volunteers and administrators, who make the lives of older people better.

"Even the most menial task done every day by a personal carer, has enormous meaning for the client or resident."

Providers were able to use the resources of the Aged Care Employee



02

- 06 Social Worker Melanie Waters, who works for Bolton Clarke West Melbourne, loves making a difference for clients every day.
- 07 Mark Lister, Clinical Nurse at Carinity Brookfield Green aged care community, believes every staff member plays an important part in doing whatever it takes to care for aged care residents.
- 08 Nicola McKinnon, Senior Customer Service Officer from Southcare in Perth, won their Values Award 2022 for the outstanding service she provides. Nicola says she loves interacting with their customers, who describe her as "a ray of sunshine".
- 09 Vanessa Turnbull is Head Chef at the Carinity Cedarbrook aged care community on the Gold Coast. After a long career in hospitality, Vanessa wanted to work in aged care because she wanted to make a difference in the lives of older people.
- 10 Jody Kielblock is a Primary Registered Community Care Nurse with the Bolton Clarke team. She brings her passion for nursing to her role and her areas of specialty include palliative care and complex wound management.



03



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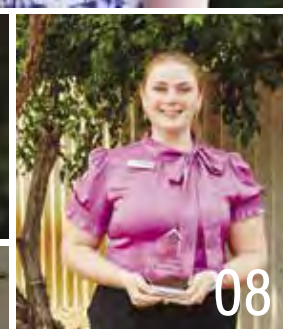
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Day website to prepare posters and certificates and plan videos and social media posts to mark the day.

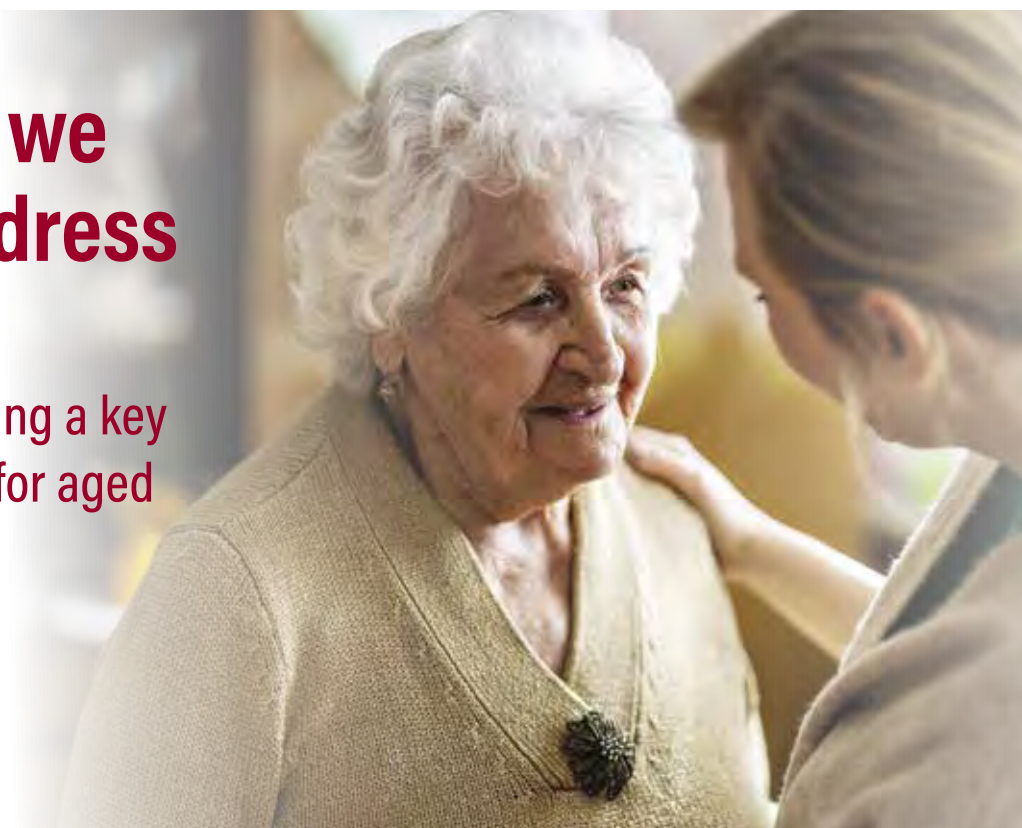
ACCPA received nearly 40 videos from Members celebrating the day, many with touching messages from residents and clients, and family members, giving their personal thanks to staff. Videos can be viewed on ACCPA's YouTube channel.

Kate Hannon, Senior Media & Communications Advisor, Aged & Community Care Providers Association
www.agedcareday.com.au

 **Aged Care
Employee Day**
 Thanks for caring

The issues we need to address now

How ACCPA is playing a key role in advocating for aged care providers



Aged care continues to play a prominent role in the Australian Government's public narrative, with a slightly redrafted version of the previous Government's Royal Commission response bill passing parliament in the first sitting period, and a second bill containing several Labor election commitments before the Senate.

However, behind the scenes there is significant pushback on aged care costs in the context of an overall focus on repairing the Federal Budget.

On the flip side, recent polling from Essential Media shows that 70 per cent of Australians continue to prioritise additional funding for aged care, compared to 59 per cent prioritising Budget repair.

Here we take a look at the main issues in aged care right now, and the role Aged & Community Care Providers Association (ACCPA) is playing in aged care reform.

Funding

Funding issues continue to be a key priority. Implicitly, the Government's view appears to be that residential care providers can use additional AN-ACC funding from 1 October to fill short-term deficits rather than hiring extra staff, while home care providers can address shortfalls by compressing margins or raising prices and reducing service volumes.

ACCPA has had positive discussions with the new Independent Health and Aged Care Pricing Authority (IHACPA) and this genuinely appears to be the best medium-term solution to funding issues.

However, while IHACPA's recommendations will inform residential care funding from 1 July 2023, it is not clear when

home care will be included in their remit. It is also concerning that their remit appears to exclude consideration of costs and income outside of care.

In the short-term, ACCPA is presenting a proposal ahead of the Budget seeking additional funding with direct accountability mechanisms linked to demonstrating an increase in workforce spending over the last two years.

Workforce

Access to skilled workers continues to be a key challenge in residential care as well as home and community care.

Some providers would like to see staffing targets changed so that more staff – such as Enrolled Nurses and allied health or lifestyle staff – can count towards the minutes. While this method of achieving targets is unlikely to be acceptable to Government or the public, there may be an opportunity to count these staff through an exemptions process.

ACCPA will be working with a group of Members to develop a plan for achieving targets, which sets out what organisations can do to recruit and retain staff, what indicators would demonstrate that a provider or region is facing staff shortages, and how the targets should be adjusted accordingly.

Quality

The Government has announced the capability review for the Aged Care Quality and Safety Commission, and ACCPA has provided feedback about what the review should cover.

Conversely, we have concerns about the draft of the new aged care standards, which appears to mainly involve rewriting the standards using different language. It is

very difficult to tell what would actually change in terms of expectations, while updating compliance systems and retraining staff would be a significant additional cost that would distract attention from care.

The commencement date for the new star ratings system for residential care is also approaching. While ACCPA supports ratings in principle, the current methodology does not appear as though it will offer a fair and useful comparison between services.

We are hopeful of having the staffing component revised to count all care staff on a weighted basis, but other elements of the rating system are impossible to fix in time for the planned December commencement because they relate to the way that data has been collected.

There are also a series of regulatory changes that will take effect following the passage of the Royal Commission response bill, including the introduction of incident reporting in home care, a new code of conduct for staff, new governance rules for boards and board subcommittees, and new annual reporting requirements.

We are also concerned about the behaviour of quality assessors. While the capability review may offer some long-term improvements, in the short-term ACCPA is undertaking a project through the new Regulatory Design and Implementation Special Interest Group on how we can ensure that facilities are prepared for audits and individual assessors are accountable for their behaviour.

Home care

ACCPA achieved a significant win with the delay of the new home and community care program to July 2024. However, there has been no indication that Government intends to fundamentally revise the proposed redesign, and the Support at Home Alliance has written to the Minister to emphasise the importance of considering alternative models.

ACCPA has also been engaging with Government and the Senate Inquiry on the Home Care fee capping proposal. We have succeeded in arguing that the caps should be based on total package value rather than individual spend, and are further advocating that:

- any new rules coincide with the annual price cycle
- caps be implemented on outliers, at the 90th percentile, with flexibility retained for demand driven case management fee
- the broader concern about 'administration' fees be addressed by giving people the option to search by price on the MyAgedCare Find a Provider Tool so they can easily choose low fee providers if that is their preference.

**Tim Hicks, General Manager Policy & Advocacy,
Aged & Community Care Providers Association
www.accpa.asn.au**



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Fast-tracking nurses into aged care

Government program focuses on critical workforce shortage

With the number of people requiring aged care set to double by 2050, and a commitment to higher nurse to resident ratios, it is imperative more nurses are encouraged into the aged care sector.

Aiming to do just that, Aged & Community Care Providers Association (ACCPA) is offering the Nursing Transition Programs, which can be accessed by providers and nurses nationally.

Developed in partnership with aged care clinicians, the programs give Enrolled Nurses and Registered Nurses the support and education they need for the provision of safe, efficient and effective nursing, to transfer their skills into a career in the sector or to equip them for leadership positions.

Professional development is delivered in weekly 90-minute online sessions, supported by self-assessment, participation in forums and other networking opportunities. The programs include organisation-based mentoring to provide ongoing one-to-one support, while organisations are responsible for undertaking clinical assessments of competency. ACCPA has employed Registered Nurse Facilitators to provide an additional layer of support to the nurse, their mentor and the partnering organisation.

The Nursing Transition Programs also include a marketing and advertising campaign to encourage nurses to consider a long-term career in aged care, and debunk common misunderstandings, such as the myth that they won't be challenged or will just be undertaking personal care duties or dispensing medication.

"We know aged and community care provides a wonderful opportunity for nurses to make a difference in the lives of older people," said Bronwyn Doyle, a Registered Nurse working with ACCPA and the National Lead for the Nursing Transition Program.

"Nurses who work in the aged and community care environment have the privilege of building strong relationships with older people and their families, supporting quality of life to the end, and experiencing a sense of fulfilment that is difficult to find elsewhere, so it's about communicating this message as well as backing it up with the right training.

"Aged care providers know there is a significant shortage of skilled nurses in aged care, and if we get enough people through a program like this nationally, we can help provide a long-term solution."

Registered Nurse Katelyn Meyer and Registered Nurse Tim Holt are finding enormous personal reward with a career in aged care. Image by FRESH.



Three tiers of training are available, catering to three different levels of qualification, and the training programs are available to nurses starting in residential as well as community care settings.

The Nursing Transition Program for Graduate Registered Nurses and Nurse Transition Program for Graduate Enrolled Nurses each run for 12 months. Both are for nurses in their foundational, first year of clinical practice, to provide mentorship and online professional development sessions to help them become confident and competent practitioners in aged care.

The third program is for experienced Registered Nurses who are transitioning to aged and community care or are working towards additional leadership responsibilities, such as Clinical Nurse Manager or Facility Manager. The six-month program recognises prior knowledge, and includes a mix of set professional development modules as well as electives.

As part of the programs, there is on-the-job learning and development, as well as support for workplaces to prepare for new nurses and develop greater flexibility in facilitating the professional development of program participants.

Interested aged care and community care organisations can participate in the Nursing Transition Programs by interviewing and recruiting 'right fit' candidates, and enrolling them in the relevant program or they can enroll their own staff who meet eligibility criteria.

"At ACCPA, we are firmly committed to the delivery of innovative and best-practice professional development opportunities for nurses working in aged and community care, and to do all we can to help organisations retain talented workers," said Bronwyn.

"This is an outstanding opportunity to build capacity in our aged care workforce, and we encourage providers to participate."

These programs are partially subsidised through the Australian Government, with the next intakes in February and August 2023.

Linda Baraciolli, Aged Care Today Editor and Communications Advisor, Aged & Community Care Providers Association
www.accpa.asn.au/nursing



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Invest in your leadership team

ACCPA offers bespoke aged care leadership training for your organisation

There is no shortage of leadership theories, models and styles. At the core, however, is the shared objective to inspire others to work towards a common goal, embrace agreed organisational values and foster new ways of thinking, to drive better outcomes.

Leaders in aged care are tasked with the challenge to do this, in an environment of fiscal constrictions, policy reform, workforce shortages and an ongoing pandemic. Managers hold central roles in organisations, converting strategy into practical operational activities.

This is no small feat, and investing in the people who hold positions of leadership and management is paramount, as well as essential for long-term viability.

To meet the needs of the sector, Aged Care & Community Providers Association (ACCPA) has developed a suite of professional development opportunities customised for specific roles in aged care – giving your leaders and managers the tools and insights to sustain them in times of crisis and competition.

Take leadership to the next level

ACCPA's Comprehensive Leadership Program enables participants to take a deep dive over six months, with online coursework and coaching sessions.

The program is undertaken with CILCA360 analysis. CILCA360 is a Leadership Assessment Tool designed by Data Drives Insight for the care industry, to help identify the most significant strengths in performance and areas of improvement for focused growth.

Participants engage in a community of practice to network and build each other's capabilities and have the opportunity to participate in an Alumni program.

The experience tends to generate a lot of enthusiasm among participants, as the learning acquired can be applied to

the workplace straight away.

This program is delivered by facilitator, Cheryl Edwards, who brings her well-honed expertise and current knowledge of the aged care sector offering participants direct industry application of leadership strategies.

Accelerate your learning

Mapped against the Australian Aged Care Leadership Framework (ACCLF), the Leadership Accelerator Program provides the option of a practical, intensive three-month program of six two-hour workshops.

Offering flexibility and customisation for your needs, it can be purchased as a set at a discounted rate or as individual modules, and can be undertaken with or without CILCA360.

The program can also be adapted and delivered in-house for providers that want to empower their leaders in a confidential team setting. These exclusive leadership programs are offered to a single organisation at a time, and can accommodate up to 50 participants, Australia-wide or from an individual state or territory.

Facilitator Bruce Williams offers practical strategies and tools underpinned by theory honed over four decades of leadership training and coaching support, and the program is consistently rated 4.5 Stars to 5 Stars by participants, across all levels of leadership.

Both leadership programs are ideal for emerging leaders transitioning into new roles and as a refresher for established leaders.

Training for different roles, as you need it

ACCPA also offers a variety of interactive online workshops which focus on core leadership skills for specific job roles.

For nurses, Essential Clinical Leadership Skills explores the key clinical skills

to empower them to exert positive influence more confidently, so they are better able to promote the implementation of improvements and innovative solutions for care recipients.

Newly promoted managers will benefit from the basic management skills and strategies for effective business planning and execution. The Art of Management in Aged and Community Services explores how to grow effective teams, foster a learning culture and balance performance with the needs and capabilities of a diverse and interdependent workforce.

The role of care manager is a vital connection with clients, clinicians and the delivery of in-home services. Several workshops are available to support managers including an Introduction to and Advanced Care Management Skills for Home Care Package Providers and a workshop that focuses on the needs of Commonwealth Home Support Programme providers.

To support the re-shaping of the sector long-term, ACCPA offers many opportunities for current and future leaders to learn and grow together, to draw strength from one another and to be inspired to become transformative and effective in their roles.

ACCPA is also committed to supporting workforce strategies that enable aged care providers to attract, recruit and retain 'right fit' employees, to deliver the quality care that older Australians need and deserve.

Whether you want to register your leaders for existing courses or you want a bespoke product designed for your organisation's specific needs, ACCPA is here to help.

Tegan Roberts, Product Development Manager, Industry & Workforce Development, Aged & Community Care Providers Association
www.accpa.asn.au/professional-development



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Giving our workforce a boost

New program in Tasmania encourages women to choose a career in aged care

With females making up the majority of Australia's aged care workforce, the contribution women make to the sector in providing quality aged care to older Australians is invaluable.

Aiming to support women to gain a greater understanding of career pathways and employment opportunities within the aged care sector, Aged & Community Care Providers Association (ACCPA) has launched the Women Discovering Aged Care Careers (WDACC) Program in Tasmania.

The WDACC Program is designed to encourage Tasmanian women aged 16 to 64 to pursue a career in the aged care sector. This program commenced in May 2022 and will continue for a 12-month period to encourage women to explore the diverse range of careers on offer.

The program is supported by a range of online and face-to-face activities and initiatives including Industry Awareness Sessions, Career Discovery Days, Practical Experience Days and the Aged Care Workforce Innovation Network.

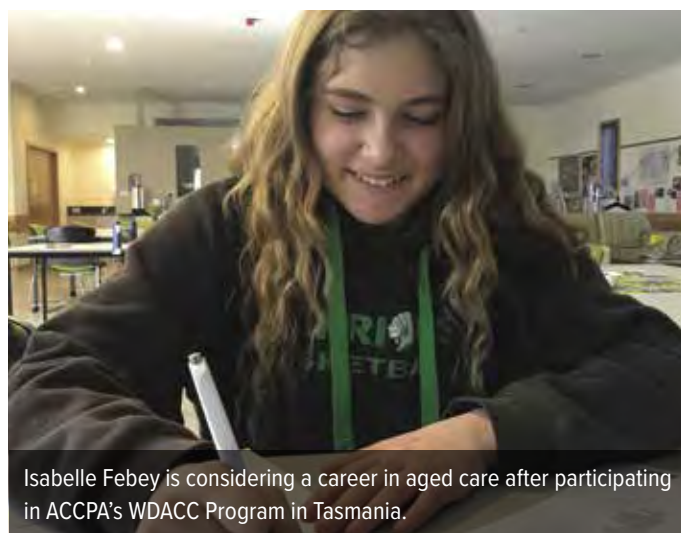
Career Discovery Days are currently being delivered in regional areas across Tasmania to enable women to learn about the industry. Participants have the opportunity to hear realistic insights from aged care staff and learn about the diversity of job roles and career pathways.

There are also Practical Experience Days, which aim to help women increase their understanding of the skills and aptitude sought by employers by providing hands-on experiences.

The Industry Awareness Sessions are professional development opportunities held on a fortnightly basis for career influencers such as disability and employment service providers, teachers and others in career advisory roles. Participants attend the on-line interactive sessions to gain a greater understanding of careers in the aged care sector to enhance their ability to provide quality up-to-date career advice about the sector.

The Tasmanian Workforce Innovation Network brings together aged and community care employers, training providers, job service providers, disability providers, the education department and other key stakeholders to explore opportunities to work collaboratively.

All WDACC events and activities are coordinated and hosted by ACCPA's Industry & Workforce Development (I&WD) Officers, Gayle Walduck and Kathryn Campbell.



Isabelle Febey is considering a career in aged care after participating in ACCPA's WDACC Program in Tasmania.

"It's wonderful to be able to offer these sessions in regional areas around Tasmania as part of the project delivery, and encourage more women to consider a role in aged care, which can be an extremely rewarding career," said Kathryn who has worked in the sector for over 23 years.

"We have been really pleased to see consistent interest from young women as they explore possible options for their future employment."

Isabelle Febey, one of the participants from the Career Discovery Days who attended a session in East Devonport Tasmania, said, "I'm excited about the possibility of completing training that will enable me to gain my full qualification at the age of 17, and I'm confident that my school would support this goal, which will get me into the workforce sooner."

Isabelle attended the Practical Experience Day session two weeks later and gained first-hand knowledge on key topics such as vision impairment, wheelchair awareness, hand massage and communicating with residents.

"ACCPA's work will assist women from all backgrounds and in all stages of life to build their confidence, connections and work capability," said Gayle.

"With workforce shortages and the retirement of a generation of women in the aged care workforce, we want to see women enter the workforce with the confidence and knowledge needed for a successful career.

"More than this, it is critical for women to recognise the opportunities to rise to leadership and management positions within aged care."

The WDACC Program is funded by the Department of Education, Skills and Employment and this project is a part of the Australian Government's National Careers Institute to ensure Australians have access to reliable and accurate careers information, resources and support.

Alexandra Harrison, Workforce & Industry Development Information Coordinator, Aged & Community Care Providers Association
www.employment.agedservicesworkforce.com.au/womenagedcarecareers

The \$92m push for more home carers

New program connecting providers with trained recruits

With the care industry the fastest growing in Australia, and a commitment to release more home care packages, recruitment of trained and qualified staff poses an enormous challenge.

Anyone who works in the care industry knows the rewards. It's not about the tasks, it's about the relationships, and the enormous sense of fulfillment, knowing you're making a difference in someone's life. For home carers in aged care, that difference is helping older people maintain their independence and dignity, living in their own home.

Nicky Sloan, General Manager of Workforce & Industry Development at Aged & Community Care Providers Association (ACCPA), has worked with the aged care sector for more than 10 years and says what she loves most about this industry, is the genuine concern and respect that develops between carers and their clients.

"Aged care settings are filled with carers who go the extra mile in their duties each day, with thoughtful gestures and acts of kindness, because they genuinely want to make a difference," said Nicky.

"But there has also been a stigma attached to the caring profession, and we've been losing talented people by failing to attract them in the first place.

"It's time to end the negative commentary around aged care, and elevate the stories of kindness and the enormous personal satisfaction to be gained, by becoming a carer."

Aiming to help fill the gap, the Australian Government's \$92 million Home Care Workforce Support Program is using this approach to recruit, train and support new workers in the home care setting, with specialised support provided to both career seekers and home care providers.

Largely focused on Personal Care Workers, Enrolled Nurses and allied health workers – growing the home care workforce by 13,000 Australia-wide over the next two years – and to provide a platform for recruiters to access these new workers.

The program is targeting new entrants into the home care sector – from school leavers to those who are nearing retirement.

Run nationally, the Home Care Workforce Support Program is being delivered in Victoria and Tasmania as the Home Care Careers program by ACCPA, along with consortium

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Home Care Careers is offered at no cost to providers and is fully funded through the Australian Government's Home Care Workforce Support Program.

For more information and to register visit
homecarecareers.com.au

Home Care Careers is brought to you by Aged & Community Care Providers Association (ACCPA), the Human Services Skills Organisation and PowerHouse Hub. It's all part of the Home Care Workforce Support program – an Australian Government initiative helping older people live at home for longer.



partners Human Services Skills Organisation (HSSO) and PowerHouse Hub.

Jodi Schmidt, HSSO Chief Executive Officer said the Home Care Careers program plans to boost the home care workforce in Victoria and Tasmania by up to 4,000 additional workers over the next two years.

“The growth in demand for aged care services combined with the need to provide skilled workers in the right place at the right time is one of our most pressing challenges nationally,” said Jodi.

“We have a unique opportunity to support the sector by providing a fully funded end-to-end recruitment solution to providers.

“Between 2020 and 2025, we’re expecting to see the health care and social assistance sectors grow by more than 7 per cent, to over 2 million workers. We need more people to consider a role in the sector, training solutions that create a new benchmark of care and finally, we need those workers to stay in those roles – that’s why the program is so important.”

The Home Care Careers team is working with career seekers to connect them with employers and match individuals to the positions that suit them, and connect them with registered training organisations where necessary.

PowerHouse Hub provides the interface between newly trained workers and employers based in Victoria or Tasmania who are seeking workers, in a purpose-built platform.

The seamless end-to-end platform for job seekers and employers gives both a step up. Job seekers are able to upload evidence of qualifications, experience and vaccination status, which is then verified by PowerHouse Hub. As job seekers enrolled in the program gain more qualifications through the training on offer, this information is added to their online Workforce Wallet.

For employers, the platform gives them an easy way to access the right people with the right qualifications, and they can rest assured that all compliance checks have already been done.

“The Home Care Careers community of candidates will significantly shorten the time it takes to hire staff, and give providers access to a source of talent at no additional cost,” said Tony Carrucan, Group CEO, PowerHouse Hub.

“It’s a proven way to provide easy access to candidates who have been screened to job role requirements. This is the only solution of its kind, built to suit the requirements of the aged care sector and a significant contribution to easing the pressures on the aged care workforce.”

Going further, the program offers a mentoring component to help workers with their entry into the world of home care, and help them address any issues or concerns they may have, in order to support long-term staff retention – a win for providers as well as the older Australians who need support.

Linda Baracioli, Aged Care Today Editor and Communications Advisor, Aged & Community Care Providers Association
www.homecarecareers.com.au



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Choose the right quality system

ACCPA offers two ways to help you stay compliant

Remaining compliant with regulations and legislation is vital for aged care operators to stay in business and do their job well, but more accountability, transparency and reporting comes with a greater workload for staff.

Doing it on your own has become an incredibly onerous task, especially with new regulations or legislation requiring ongoing cross-checking, fact-checking and tweaking, as well as the need for a real-time approach.

Aged & Community Care Providers Association (ACCPA)'s Safety & Quality Program Manager Amanda Allen says systems that support compliance are becoming vital for aged care providers.

"We know the combination of staff shortages and increased regulations causing a lot of distress for aged care providers, and is one factor in pushing them to their limits," she said.

"It's no wonder more and more providers are turning to outsourced quality management and compliance systems that lighten their burden and give them peace of mind that they are meeting these regulatory requirements."

"ACCPA has endorsed two reliable, robust and effective quality systems developed and operated in partnership with respected industry experts, to provide choice and give you confidence in your approach."

Safety & Quality Management System (SQMS)

ACCPA's SQMS is a cloud-based portal designed to provide a quality management system specifically for aged care and disability providers.

It features guidance material, with over 450 policies, processes and related forms and templates, for residential care, home care, retirement living and NDIS services, to support compliance against all relevant standards and legislation, and guide best practice. It also provides audit program management and registers for managing quality assurance activity, including incidents, feedback and improvements.

Each subscribing organisation has a unique site which they can brand, customise and provide staff access to, as a single location for all quality related activity. Offering full customisation, they can subscribe only to the content relevant to their services and features that support their needs.

Over 40 detailed residential and home care specific audits are available to validate compliance with policies and processes across the areas of highest risk. They consist of targeted questions that seek evidence of practice through reviewing consumer files and organisational records, interviews and observations.

Incidents, complaints and feedback can be lodged in real-time by any staff member with notification sent to nominated recipients and management assigned and tracked. Version history is retained through an edit-approval-publish process.

The SQMS is managed by a team within ACCPA who develop and maintain the content using internal and external subject matter experts. The team monitors changes in the sector and draws on ACCPA's expertise to ensure the content reflects best practice approaches and incorporates emerging issues, as well as user feedback.

With an unlimited document repository and user-friendly design, the SQMS acts as an organisational intranet for providers.

For more information on the SQMS or a free demonstration contact quality@accpa.asn.au

Quality Portal

The ACCPA Quality Portal (QP) is a complete online aged care quality compliance platform, distinguished from SQMS in that it is largely a management tool for self-assessment against relevant standards as well as providing resources and policy templates to assist organisations with compliance activities.

The QP offers easy-to-follow, educative self-assessment modules for the Aged Care Quality Standards; Clinical Governance in Aged Care; the Department of Health's Diversity Action Plans; and over 100 other leading health and human service standards.

A separate module for members of governing bodies of aged care providers is also available to help them understand and manage their responsibilities.

For providers with multiple sites, an enterprise account can be set up that allows your head office to manage and oversee each site, while also allowing site-specific managers to complete compliance and quality work, with last logins easily tracked.

The QP is supported by a dedicated, experienced policy development team that monitors developments and requirements related to the Aged Care Quality Standards, together with all major community and healthcare standards; identifies and researches key thematic and common approaches; and responds by developing assistive, compliant resources for the sector.

Self-assessment modules, as well as over 500 downloadable resources, are revised and updated as standards are amended or when new requirements are introduced. New resources and other content are added as requirements change, or based on feedback.

"Surveys show that organisations using this product can save as much as 80 per cent of work time on compliance reporting," said Amanda.

For more information on the ACCPA Quality Portal or a free trial, contact team@bngonline.com.au

Linda Baracioli, Aged Care Today Editor and Communications Advisor, Aged & Community Care Providers Association www.accpa.asn.au

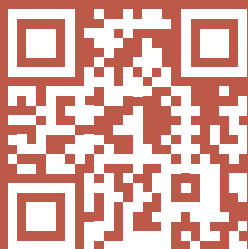
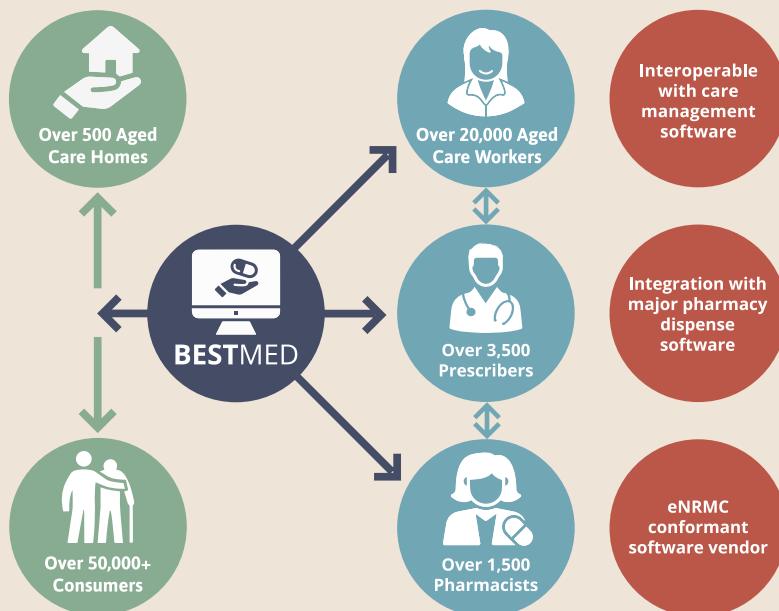
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Keep it simple: A design principle to live by

“Making the simple complicated is commonplace; making the complicated simple, awesomely simple, that’s creativity.” – Charles Mingus, Jazz Musician

If you feel that change in our sector or your organisation seems to add more work and demands more of our attention, you’re not alone.

When redesigning a service, we might add a new or unique feature. To improve workforce culture, we add training modules and accompany this with incentives. To create efficiencies in complicated operating processes, we look at investing in additional digital tools.

There’s nothing wrong with addition. However, if an organisation’s intent is to change and improve, that organisation may inadvertently be increasing staff workloads, and missing out on other opportunities.

Perhaps it’s an addiction to new shiny things, or the feeling that we’re not contributing anything valuable unless we’re adding something to the mix, but the truth is, most people overlook changes that involve subtraction.

A study by Gabrielle Adams et al, which was published in *Nature*, identified that there’s cognitive bias in our inclination to add rather than subtract, which they call ‘subtraction neglect’. In short, people tend to add things, rather than subtract things, when solving problems.

Nicolay Worren at the Norwegian University of Life Sciences says “with regards to organisational design, this may explain why we tend to add new roles, units, processes and reporting lines on top of the old ones, instead of removing and simplifying the organisation. Or, in our personal and professional lives, why we commit to too many goals and activities and end up with overburdened schedules”.

In short, whether we are changing a present situation, ideas, initiatives, or processes, the dominant tendency is to accomplish this by adding. As Erin Tor offers, “leaders can encourage desired behaviour by adding incentives or removing barriers. Designers can advance technology by introducing new features or eliminating extraneous parts. Writers can strengthen arguments by adding or deleting words. Yet, despite the promise of streamlined processes, simpler products and honed arguments, people often fail to notice subtractive improvement opportunities because they are too quick to add”.

This tendency to add can equally be applied to sector law-makers resulting in creeping complexity in sector regulations and policies.

Elaborating further, Denise Rousseau at Carnegie Mellow University says that “learning how to subtract things is critical to overextended people and organisations—and a new frontier for change scholars and practitioners. I suggest that change scholarship and practice incorporate subtractive change into the suite of change processes they recognise, study or deploy”.

The problem that subtraction faces is that it’s defined by the absence of something. Consider the following scenarios: a CEO who has been pivotal in removing soul-defeating red-tape at their organisation, or a presenter removed slides in their presentation to fine-tune their arguments.

In both cases, these subtractions can go unnoticed. For aspiring careerists, such subtractions may lead to them missing out on due credit. Even worse, there is no visible artifact to show for their contributions. For others, it might just be a case of conflict avoidance.

So, here are a few suggestions to foster a subtractive mindset in organisations:

- **Make it prominent.** Remind managers and staff that subtraction is an option through direct and specific reminders at visible locations so that people don’t overlook subtraction.
- **Make it policy.** Consider implementing subtraction in organisational processes. Some organisations have created a rotating Chief Subtractor role, or an organisation-wide push to identify subtraction opportunities.
- **Make it evidence.** Make it a point to publicly acknowledge and celebrate subtractions that add value to the organisation.

The truth is, subtraction is not inherently good, and addition is not inherently bad. However, if we focus just on addition, then we’re once again missing out on other opportunities.

We can all agree that the best solution is a simple one, but sometimes it’s also the hardest one to find.

Merlin Kong, Head of Innovation and Industry Development, Aged & Community Care Providers Association
www.innovageing.org.au

Simply the best

Outstanding aged care workers acknowledged with awards

The best of aged services was on display in the 2022 awards for Excellence in Age Services and the Retirement Village Manager of the Year Award announced on Aged Care Employee Day on 7 August.

The awards, hosted by the former Leading Age Services Australia (LASA) which is now a part of Aged & Community Care Providers Association (ACCPA), were given to outstanding entrants in residential, home and community care, retirement living and seniors housing.

ACCPA Interim CEO Paul Sadler congratulated the winners and thanked McCullough Robertson and HESTA for their support of the Excellence in Age Services Awards and Mullins for their support of the Retirement Village Manager of the Year Award.

"The winners exemplify the many hundreds of aged services providers across Australia whose staff deliver excellent services every day, with the goal of making the lives of older Australians better," Mr Sadler said.

Retirement Living Manager of the Year 2022 Roslyn Prentice, John Flynn Retirement Village, Ryman Healthcare, VIC

Since joining Ryman in 2019, Roslyn Prentice has shown outstanding leadership in her work at three Ryman retirement villages. The award judges noted that Roslyn consistently works with unmistakable passion in recruiting and training staff, creating systems, and ensuring residents are engaged and happy in their community.

She has led the establishment of John Flynn Retirement Village, which has 90 staff and more than 140 residents. The village is still under construction and is due for completion early next year. Once the village is completed it will have 120 staff and 500 residents.

Roslyn also mentors a team responsible for meeting the needs of a large and diverse group of residents.

Excellence in Age Services Awards: Executive Leader Award Elizabeth Drozd, Australian Multicultural Community Services, VIC

Elizabeth Drozd is the CEO of Australian Multicultural Community Services (AMCS), leading a not-for-profit organisation that strives to make a positive difference to the lives of Victorian seniors of migrant background.

Through her work, Elizabeth has championed access and support to older people with language barriers and disabilities to enable them to receive support and relief services in the



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01 Excellence in Age Services Awards: Volunteer Award
Taylor Moon, Silverchain

02 Excellence in Age Services Awards: Team Award
Jasmine Grove Team, IRT Group, NSW

comfort of their own home. Elizabeth ensures AMCS' social support and direct assistance has protected people from disease, social dislocation, and loneliness. Her efforts ensure multicultural communities can live life on an equal level.

Elizabeth is also a champion of anti-ageism. In 2020, Elizabeth helped launch a report that founded the eight attributes to ageing well – respect, financial and personal security, health autonomy, mobility, purpose and connection to family, friends, and society.

Excellence in Age Services Awards: Organisation Award Burnie Brae, QLD

Burnie Brae is a not-for-profit which started in Chermside in 1984, as a small membership-based social centre that rapidly grew into a multi-faceted centre with the inclusion of government-funded community care services. Currently, Burnie Brae provides services to more than 9,000 individuals, with aged care services remaining at its core.

Burnie Brae is built around delivering services that meet the physical and personal needs of its clients, while also creating a community that enables those who live there to avoid the isolation and loneliness that often affects older people who live alone.



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06

- 03** Excellence in Age Services Awards: Individual Award Melanie Wagner, Lutheran Services, QLD
- 04** Excellence in Age Services Awards: Organisation Award Burnie Brae, QLD
- 05** Retirement Living Manager of the Year 2022 Roslyn Prentice, John Flynn Retirement Village, Ryman Healthcare, VIC
- 06** Excellence in Age Services Awards: Executive Leader Award Elizabeth Drozd, Australian Multicultural Community Services, VIC

Excellence in Age Services Awards: Individual Award Melanie Wagner, Lutheran Services, QLD

Nurse Practitioner Melanie Wagner is leading a nurse practitioner pilot program at several Lutheran Services sites around and near Toowoomba. She works in tandem with GPs to provide residents and clients with better access to health care including medication prescription, end-of-life care, chronic disease management, diagnostic assessment and health education.

Melanie emigrated to Australia from Germany 17 years ago. She joined Lutheran Services as a night duty personal carer and, after completing her nursing studies, has worked as an Registered Nurse, Clinical Nurse, and Care Manager to eventually become Clinical Operations Manager at Tabeel Aged Care.

Across her time at Lutheran, Melanie has contributed significantly to the care of older people and has helped improve the lives of residents through provision of timely access to health care, complex issues management and medical support.

The organisation has a member or community hub which provides support to vulnerable members, enabling them to stay at home for longer and also connecting them with peers and activities within the Burnie Brae community.

Excellence in Age Services Awards: Team Award Jasmine Grove Team, IRT Group, NSW

Jasmine Grove is an innovative new retirement model that provides financially affordable accommodation for single women. Set within the new Henry Brooks Estate at IRT Kanahooka retirement village, Jasmine Grove works towards addressing the problem of social isolation by providing affordable homes for single women aged over 55 years.

The development features eight one-bedroom fully self-contained pet-friendly villas, catering to independent residents and those with mobility limitations and health challenges, with home modification options and integrated dementia design principles.

This Australian-first prototype integrates the principles of collaborative living into a retirement village setting. The precinct is intentionally designed to focus line of sight on the shared pathways and community building to promote incidental social interactions. The overall project took more than three years with the concerted effort of a multidisciplinary team within IRT.

Excellence in Age Services Awards: Volunteer Award Taylor Moon, Silverchain

Taylor Moon, 28, has been a volunteer with Silverchain Group's Community Connections program since 2018. As a Community Connections volunteer, Taylor was matched with a client in his local community who has been identified as isolated and lonely. He has assisted his client in reconnecting with their community, provided companionship and has helped them to continue to do the things they love.

Four years after they first connected, the relationship Taylor has forged with his client is a testament to his compassion and commitment. His persistence paid off and Taylor has forged an incredible bond with his client, with regular catch ups and phone calls. This is a wonderful example of the power of a respectful intergenerational bond.

**Kate Hannon, Senior Media & Communications Advisor,
Aged & Community Care Providers Association**

A new awards program for the aged care workforce is being developed by ACCPA for 2023.

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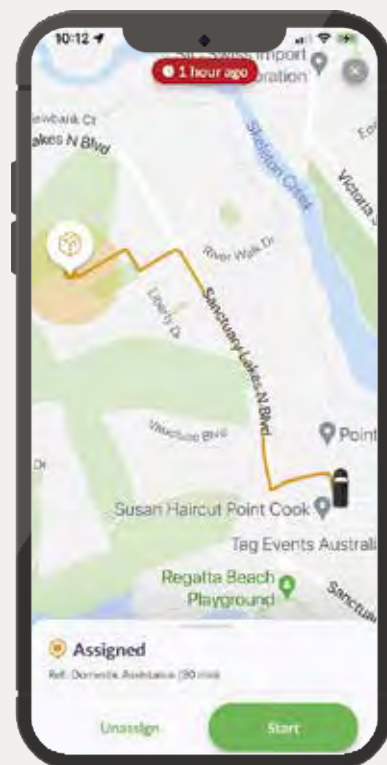
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Transforming allied health services

The future of exercise programs in aged care homes

Over the last 12 months, Vivir Healthcare has been partnering with the Primary Health Networks (PHN), to deliver the new Allied Health Group Exercise Program across various residential aged care homes throughout Victoria and New South Wales.

The PHN Program is the latest government-funded initiative that aims to increase access to allied health services for older people most affected by COVID-19. Prioritising homes that were hit hardest by the pandemic, along with those in lower socioeconomic areas, this program has already begun being rolled out, with great success.

Evidence-based exercise program

The group exercise program is an evidence-based falls prevention program consisting of progressive resistance training and balance exercises, delivered in a group format over one-hour sessions held twice a week.

The program is based on the SUNBEAM Trial – a study that was published in 2019 by The University of Sydney – which found that using a combination of strength and balance exercises, delivered twice weekly in small groups of four, for a period of six months, was effective in reducing falls by 55 per cent compared to the control group in the 12 months following the study.

Before entering the program, residents are assessed for suitability and baseline physical performance outcomes using the Short Physical Performance Battery (SPPB) – an objective assessment tool for evaluating lower extremity functioning in older persons. Residents are then retested at the mid-point and end-point of the program to measure their progress. SF-36 Health Surveys are also used at the end of the program to subjectively assess quality of life outcome measures.

Application in aged care homes

During the first round of the programs, Vivir Healthcare delivered the group exercise program across 41 aged care homes to more than 1200 participants. In the second round of the program, from

July to December 2022, the program was delivered to another 28 facilities and more than 900 aged care residents.

The results of the program have been profound for all residents involved. Many residents have demonstrated significant improvements in physical function, as measured by the SPPB, and one of the biggest benefits has been the social engagement the program has provided.

When residents were in lockdowns and isolated from their families, the PHN program provided many of them with an opportunity to be around other residents and share their experiences while all working together towards a common goal of improving their health and function.

A new direction in aged care

With the impending changes to the funding model in residential aged care through the Australian National Aged Care Classification (AN-ACC), the Allied Health Group Exercise Program has paved the way for what the future of allied health may look like in an aged care setting.

Previously there was a focus on passive treatments such as massage in the Pain Management Program, but now with the SUNBEAM program, the focus is on active maintenance and reablement of residents.

The flow on effect of this is that we are seeing a reduced burden of care for aged care staff and nurses. Residents are able to have greater autonomy when participating in activities of daily living, they have reduced risk of falling, and are generally more engaged with their environment and surroundings.

The Allied Health Group Exercise Program has been extremely successful in improving the lives of many aged care residents – reaffirming the importance of quality allied health support in maintaining and improving physical function, health and wellbeing.

Trent Shannon, Physiotherapist and Operations Manager, Vivir Healthcare www.vivir.com.au/group-therapy-program



Social engagement is one of the benefits of the exercise program.

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COVID-19 reinfections add to long-term complications

Why continued surveillance is vital as we live with an ongoing pandemic

In the early days of the pandemic, it was rare to hear of people catching COVID-19 twice. As new variants have emerged, and immunity from previous infection and immunisation has reduced, reinfection is becoming increasingly common. Some people have been infected four times in the past two years.

According to a report from the Australian Health Protection Principal Committee, reinfections can occur as early as within 28 days, with the reinfection period from 12 weeks to 28 days.

University of New South Wales Senior Lecturer and Respiratory Epidemiologist Nusrat Homaira said data was showing that with the Omicron variant, reinfections were becoming more common.

“With Omicron, we see that people are 10 times more likely to get reinfected compared to the Alpha, Beta or Delta variant,” Dr Homaira said.

And now there are several Omicron variants circulating around the world, all of which are highly transmissible and very good at overcoming immunity, whether it's from vaccination, prior infection or both.

These Omicron variants don't just evade the protection one may have gained from a non-Omicron version of SARS-CoV-2, they make it possible to catch the newer variants of Omicron even if the infected person has had the original Omicron variant before.

Of more concern, however, is the theory that reinfections may, in fact, be enhancing the disease, where a misfiring immune response to the first infection exacerbates the second.

In dengue fever, for example, antibodies to an initial infection can help dengue viruses of another serotype enter cells, leading to a more severe and sometimes fatal second infection. And in other diseases, the first infection triggers ineffective, non-neutralising antibodies and T cells, hampering a more effective response the second time around.

Repeatedly catching COVID-19 appears to increase the chances that a person will face new and sometimes lasting health problems after their infection.

Dr Ziyad Al-Aly, Clinical Epidemiologist and Chief of Research and Development at Veterans Affairs St. Louis Health Care System compared the health records of more than 250,000 people who had tested positive for COVID-19 one time



with records from 38,000 others who had two or more documented COVID-19 infections.

Among those with reinfections, common new diagnosis included chest pain, abnormal heart rhythms, heart attacks, inflammation of the heart muscle or the sac around the heart, heart failure and blood clots. Lung issues included shortness of breath, low blood oxygen, lung disease and accumulation of fluid around the lungs.

The study found that the risk of a new health problem was highest around the time of a COVID-19 reinfection, but that it also persisted for at least six months. The increased risk was present whether someone had been vaccinated or not, and it was graded – meaning it increased with each subsequent infection.

Even when viruses shape shift – as this virus does – the immune system generally retains its memory of how to recognise and fight off some part of them. They may still make us ill, but the idea is that our prior immunity is there to mount some kind of defence and keep us from serious harm. With coronaviruses, and especially SARS-Cov-2 coronaviruses, that's not always the case.

Graham Gordon, Founder and CEO of Gardian, an Australian-based MedTech company that has developed a robust and verifiable COVID-19 screening program that effectively eliminates the ingress of COVID-19 infections on-site in aged care homes and other facilities, says reducing transmission remains critical.

“We are already being warned that a new batch of variants could come out of the blue, so, in addition to implementing multiple protections, organisations should be screening using a very highly sensitive rapid antigen test that has a low level of detection (LoD),” said Graham.

“The LoD is the lowest concentration of an analyte (virus in its purest form) required to determine a positive result, and therefore the earlier the detection of the infection from the point of exposure.

“We have witnessed the impact the Gardian screening protocol has had on the incidence of infections at multiple operations and have case-based evidence that this approach has significantly reduced or eliminated the incidence of COVID-19 in facilities such as aged care homes.”

Trish Riley, Public Relations & Communications Manager, Gardian www.gardiantesttracker.com

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Pain relief at end-of-life

Fears of hastening death through pain and symptom relief unfounded

In a recent study involving Queensland University of Technology's Faculty of Law, fear of accidentally hastening death and being held accountable was found to be a key reason behind nurses providing insufficient pain and symptom relief for patients during end-of-life care.

Professor Lindy Willmott is part of the QUT team that conducted the research, which interviewed nurses in Queensland and New South Wales who routinely prescribe or administer pain and symptom relief to patients approaching the end of their lives.

The research found that while many nurses had no personal experiences with legal or professional repercussions after a patient had died, two-thirds of those interviewed believed that pain relief was sometimes withheld from patients at end-of-life due to fears of potentially hastening death and adverse legal consequences.

"In some cases concerns were expressed that providing medication – such as morphine and sedatives – for pain and symptom relief could also have the unintended effect of hastening death," said Professor Willmott.

"While some spoke of the Coroner's court, civil litigation or criminal charges as potential legal consequences, nurses also worried that any disciplinary proceedings or investigations could result in them losing their job, registration or reputation.

"For most participants, these concerns were not based on their own experiences, but rather on stories they had heard from others and in the media. Yet their fears still influenced clinical practice in ways such as under-reporting of the patient's symptoms, under-administering of pain and symptom relief, and over-documenting when medication was given."

Even if the medication is thought to have accelerated death, the person who provides that medication is protected by the law, provided their intention was to relieve the pain and symptoms and not to accelerate a person's death.

However, the team's research also revealed that less than half of the nurses interviewed for the study were aware of the law and how it protects and supports them to provide appropriate pain and symptom relief – through the doctrine of double effect.

"The doctrine of double effect states that if an action is carried out with good intent, for example, the intention to relieve patients' severe pain, negative side-effects like the potential to hasten death are legally and ethically accepted," Professor Willmott said.

"The doctrine applies so long as it is the person's explicit intention to relieve pain (not to hasten death), pain relief is not achieved through causing the patient's death, and proportionally, the need to relieve pain is so great that it warrants accepting the risk of hastening death."

Purposely withholding pain and symptom relief out of fear of legal repercussions reduces the patient's quality of life and can cause harm and distress not just to the patient, but to their family and carers as well, said nurse practitioner Kate Reed.

"I've had nurses come to me and say, 'I think that last dose of morphine I gave killed the patient' and I have to reassure them that what killed the patient was their disease. What you did was allow them to be comfortable at the end of life because they were dying, and you were able to relieve their pain," said Kate.

"It is not only a duty of care for us as health professionals, but also an honour, to be able to ensure that someone has the ability to die without suffering."

Beyond the protection provided by the doctrine of double effect, further research by Professor Willmott's team found that fears of legal risks for providing palliative care are largely unfounded.

"As part of our research, we reviewed publicly available cases in Australia and found there has been very little judicial scrutiny even of cases where over-medication is alleged to have resulted in a patient's death," Professor Willmott said.

"When it comes to providing medication for pain and symptom relief, we suggest that clinicians should not fear legal sanctions for using opioids appropriately at the end of life. The law supports good end-of-life care through its support for the administration of appropriate pain and symptom relief."

Professor Willmott co-leads a team that has developed the ELDAC End of Life Law Toolkit, a project funded by the Australian Government Department of Health to improve quality of care at the end of life for older Australians, which can be accessed by aged care health professionals and providers.

**Melissa Norris is Marketing Officer (ELDAC),
Flinders University www.eldac.com.au**



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Faster access to COVID-19 antivirals

New resource provides clear prescribing guidance for GPs

The Royal Australian College of General Practitioners (RACGP) has released a new prescribing workflow resource to promote faster access to COVID-19 antiviral treatment for those who need it.

A valuable resource for aged care providers, it provides clear guidance for GPs who care for residents, to identify those who may be eligible for these treatments in the event they test positive for COVID-19.

The prescribing workflow provides information to help GPs assess patients so they can have quick access to the potentially lifesaving treatments if they test positive to the virus. The resource covers the use of Molnupiravir, branded as Lagevrio, and nirmatrelvir plus ritonavir, branded as Paxlovid, both of which are now listed on the Pharmaceutical Benefits Scheme (PBS).

The eligibility criteria for PBS access to these treatments includes anyone who tests positive for COVID-19 and who has mild or moderate symptoms who is:

- aged 70 years or older (for people in this category these treatments can be initiated as soon as possible after diagnosis is confirmed even if the patient is asymptomatic)
- aged 50 years or older with two or more risk factors for severe disease
- Aboriginal or Torres Strait Islander people aged 30 years or older with two or more risk factors for severe disease
- immunocompromised people aged 18 years or older may also be eligible.

This is the first resource to be released for pre-emptory assessments for these treatments, and comes at a crucial time.

Antiviral drugs can prevent at-risk patients, including older people, those with serious underlying health conditions and the immunocompromised, from suffering severe effects from COVID-19 and ending up in a hospital bed.

The new prescribing resource has information to aid this process, and ensure more eligible patients are identified early on. Speed is critical because these antiviral medicines must be taken within five days of someone first experiencing symptoms.



Professor Karen Price says the new RACGP COVID-19 antiviral prescribing guidance will be a valuable resource for aged care providers.

Aged care providers are advised to have an outbreak management plan which they regularly test and adjust, according to the Department of Health's COVID-19 guidelines for residential aged care, available online at [health.gov.au](https://www.health.gov.au). As part of this plan, providers should include a list of any residents identified as potentially eligible for COVID-19 antivirals, to ensure faster access to treatment in the event they test positive.

While antiviral medicines are an important breakthrough in our fight against COVID-19, evidence shows our best protection against the virus is vaccination.

This is why it is crucial for aged care providers to work with GPs and other vaccine providers to ensure residents are up to date with their COVID-19 vaccinations, including boosters.

A winter COVID-19 booster dose (second booster) is recommended for all for residents of aged care and disability facilities, people who are severely immunocompromised or who have a medical conditional that increases the risk of severe disease, and anyone aged 50 years or over.

Full details on prescribing workflows for oral COVID-19 treatments are available on the RACGP website.

Professor Karen Price, President Adj., Royal Australian College of General Practitioners
www.racgp.org.au

Excellence Starts with Anchor



The Aged Care landscape is fast-moving and, at times, uncertain and unpredictable. This comes with many levels of risk that need to be managed in order to provide the safe and quality care and services expected by consumers and their families. To make the transformation required and emerge stronger from the disruptions facing the sector, aged care organisations require leadership, resilience and agility.

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Be continence SMART

A best-practice model of continence care for residential aged care

When Wendy's mother entered residential aged care, she was provided with a lot of information about how her mum would be cared for, including a plan to manage and treat her incontinence. "They had a plan and it all sounded good to me," she said. Over time, in conversations with friends and colleagues with parents in residential aged care, Wendy realised how fortunate she had been.

Not all residential aged care providers follow a dedicated continence management model, she learned, and the consequences of inadequate care can include urinary tract infections, pressure injuries, falls, functional decline, reduced quality of life, and even death.

In fact, continence care is the subject of frequent complaints to the Aged Care Quality and Safety Commission, and the Royal Commission into Aged Care Quality and Safety identified "terrible examples of substandard incontinence care".

The issues associated with continence care are complex and varied but they all lead back to the fact that there has never been a best-practice model of continence care, which residential aged care providers can incorporate into their delivery of service –until now.

Continence Foundation of Australia is launching Continence SMART Care, a model that will change the way continence care is managed by residential aged care providers.

Continence SMART Care (CSC) is a resource that will enable providers to help families and carers determine the support required, educate staff about the options available, and provide a user-friendly model for delivering care.

A key pillar of CSC is the Consumer Guide to Continence Care in residential aged care, which will support consumers in aged care homes and their family and care partners to understand what continence care is, and what they should expect. It includes education about consumers' rights to continence care, details of a continence assessment plan, and a checklist of recommended questions to ask the aged care provider.

At the heart of CSC is a better educated and informed workforce. CSC's online education program introduces the concepts of timely, responsive, inclusive and respectful continence care, and includes practical strategies to consider when planning care for a consumer to either prevent the onset of bowel and bladder symptoms, restore bladder and



bowel function, or manage bowel and bladder dysfunction, including at the end of life.

CEO Rowan Cockerell says it's the third pillar that has the capacity to be really improve how residential aged care is delivered in Australia.

"Smart continence governance and systems means that all the checks and balances are in place for the best continence care," she explains

"The key components of good continence care are a well-conducted continence assessment and ongoing care planning.

"The CSC model aims to deliver how continence care should be provided in residential care to meet the Aged Care Quality Standards and includes a wide range of tools that will be used for managers and quality assessors to regularly evaluate continence care practices.

"Incontinence may be preventable, is treatable, and best-practice continence care can be implemented to manage and prevent incontinence and improve a person's quality of life."

Continence SMART Care is being piloted with the aim of being adopted by residential aged care providers across Australia.

"The aged care sector is telling us it's a program that is long overdue," says Rowan.

"If adopted, this model will make an enormous difference in the way aged care is delivered."

Margie Ambrose, Marketing Coordinator for Continence SMART Care, Continence Foundation of Australia
www.continence.org.au/Continence-SMART-Care



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Call for rethink on AN-ACC

Physiotherapy pain management in aged care threatened by new funding model

With the Australian National Aged Care Classification (AN-ACC) funding model coming into effect, health bodies are calling on the government to reconsider the reform as it is unclear in relation to the provision of allied health and vital pain management care.

Four in five Australians living in residential aged care experience some form of chronic pain and three in five seek assistance from healthcare professionals, including physiotherapists, at least once a week.

Australian Physiotherapy Association (APA) National President Scott Willis is concerned the new model will leave vulnerable residents disadvantaged.

“It is critical for aged care residents to receive pain management therapy as an effective alternative to medication use,” he said.

“We’re hearing reports from major providers that up to 50 per cent of physiotherapists will be let go as a result of AN-ACC.

“This means residents will lose access to physiotherapy care which is proven to maintain and improve residents’ quality of life, especially those living with chronic pain.

“Physiotherapy also enables better sleep and function and reduces the number of falls in older people living with chronic pain.”

The issue stems from a lack of specific provision for allied health in the AN-ACC, which is billed as providing more equitable care funding to providers that better matches resident needs with the costs of delivering care.

The APA told the Senate hearing that specific and targeted measures are required to ensure ongoing access to allied health care, such as physiotherapy, to meet the Royal Commission into Aged Care Quality and Safety recommendation that residential aged care includes a level of allied health care appropriate to each person’s needs.

“An exodus of allied health staff, such as physiotherapists, is counterproductive to the Government’s aim of restoring public confidence in the aged care sector and ensuring older people receive the care they need,” said Scott.

“Another tranche of legislation is needed to ensure allied health, including physiotherapy, is accessible to residents as they require it.”

The APA also raised transparency in service delivery as a key area of reform in the Senate hearing.

“Transparency is critical for this new aged care system, it must include further specification. Allied health covers a wide range of health professions and there should be reporting against each so we get a full picture of the levels of care our older people are getting,” said Scott.

“More work needs to be done to benchmark and mandate the minimum level of care provided to older Australians. Without reform, a diminished allied health workforce in aged care will put further pressure on the overburdened care and nursing workforce.”

Effective multidisciplinary teams – inclusive of allied health professionals, care staff, nurses and, where possible, GPs – are critical for comprehensive aged care assessments and tailored service delivery.

“It’s about the right person at the right place at the right time for individual care. The former government did not get this balance right with the AN-ACC; the new government must, as this is something that impacts all Australians,” said Scott.

Rachel Bartley, Communications Advisor, Australian Physiotherapy Association
www.australian.physio



Scott Willis at a Senate hearing advocating for more access to allied health in aged care settings.

New dementia program supports staying at home

Respite and engagement for people living with dementia and their carers

The Royal Commission into Aged Care Quality and Safety highlighted the importance of respite for people living with dementia as well as their carers. But more than that, it highlighted that it often went wrong.

Poor planning in pre-respite placement, crisis respite and guilt from carers in making the decision to use respite often leads to poor outcomes. In addition, there is a severe shortage of locally available services able to meet demand in the community, so access itself is a stumbling block.

Dementia Support Australia is delivering a new program, developed to provide people living with dementia and their care partners an opportunity to come together in a residential respite setting.

Funded by the Australian Government Department of Health and Aged Care, the Staying at Home program supports carer wellness and wellbeing and introduces concepts of respite and engagement. It builds on the Prince Henry Hospital model delivered in the 1980s and the HammondCare Going to Stay at Home knowledge and evaluation pilot in 2013.

Staying at Home offers carers the opportunity for access to informal and interactive supports, in a peer setting. Designed as a flexible model and structured around the main known needs of people with dementia and their carers, dementia consultants and subject matter experts join carers to discuss a range of issues including navigating care systems, planning for care, understanding behavioural changes, working with general practitioners and loss and grief.

The sessions are tailored to move with the carer group – which can be primary or secondary carers – as they progress through the program. Participants can include partners, friends and spouses of people living with dementia, and children who don't live with the person with dementia, and the program helps them understand dementia and gives them tools to re-engage their relationships with the person living with dementia.

Aiming to meet a broad range of needs, carers spend time away from the person they provide care for, giving them the opportunity to de-brief and share their stories – not just with each other, but with the team of professionals who can expertly guide and support them.

Another focus is to help carers re-engage with life. Too often, the focus becomes the caring role, and the carer neglects themselves. They can have poorer diet, less exercise, reduced sleep, more stress and greater social isolation. In the Staying at Home program, there is space and opportunity to explore that reconnection with life, and build resilience for the carer. They live with a sense of permission to know when to take a break, when to ask for support, and when to be an advocate for themselves.

For people living with dementia, the experience replicates what respite might look like. With a team of engagement consultants, people living with dementia have opportunities to build their own life engagement programs and stories, undertake a range of meaningful and purposeful activities and spend time away from their caregivers. While this might be daunting at the start, it builds confidence for both parties and forms the basis for relationship building – creating a positive experience for both parties and ensuring a smooth transition for the person requiring respite, which means a smooth transition home again.

If you know someone with dementia being supported at home by family or a friend who would benefit from the Staying at Home program, they can register their interest on the Staying at Home webpage.

Marie Alford, Head of Dementia Support Australia – HammondCare
www.dementia.com.au/dsa-staying-at-home



Delivering community, connection and cultural care to Indigenous Australians

Co-design and a representative workforce are important for all cultures to age well

Australian Unity's dedicated Indigenous Services business unit provides culturally tailored care and support to Indigenous clients in their local communities. Established in 2018 with the aim of addressing some of the significant gaps in holistic wellbeing outcomes faced by Aboriginal and Torres Strait Islander peoples, we've now grown to be the largest home care and disability services provider to this community in NSW.

We also aim to be an employer of choice for Aboriginal and Torres Strait Islander peoples through our innovative, culturally-appropriate and community-driven approaches, and we're proud to be one of the largest employers of Aboriginal and Torres Strait Islander peoples in NSW, with over 300 employees.

Last year, Indigenous Services delivered 240,000 hours of care to more than 2,400 Aboriginal and Torres Strait Islander people, which included a range of allied health, meals provision, domestic assistance, transport, respite care and social support services. These services were particularly important to those customers living independently at home during the COVID-19 pandemic, who relied heavily on our services and care in an environment of strict government restrictions.

Services for Indigenous people are most effective when the community is involved in both the planning (co-development) and implementation stages. Australian Unity engages with Indigenous Elders, community members and other local service providers in a consultative process, where the most important needs of our customers can be distinguished, and the most appropriate methods of implementation can be identified.

It is equally important to ensure adequate representation of Indigenous people in our organisation structure. For example, 100 per cent of our Indigenous Services Executive and the majority of our leadership group and employees identify as Aboriginal. To get culturally appropriate services right, Aboriginal people must be part of co-designing solutions alongside customers and community.

The importance of community connectedness is highly valued by our Indigenous clients, employees and our wider business. We support our clients to take part in local community events and activities. We also host regular Yarn Ups and celebrations to mark national events such as NAIDOC Week, Reconciliation Week and Sorry Day.

Though currently on hold due to the COVID-19 pandemic, Australian Unity's Aboriginal Home Care Annual Gatherings are a regular opportunity to come together and connect



over culture, and language and to share family histories. The most recent Annual Gathering at the start of 2020 saw more than 300 Elders from NSW meet over several days in Wollongong—the traditional lands of the Wonnarua people.

Indigenous Services is also committed to the mental health and wellbeing of Aboriginal and Torres Strait Islander Australians through many services, including the Healing Minds telehealth program. This program was developed jointly by Australian Unity's Indigenous Services and Remedy Healthcare businesses.

Australian Unity's Healing Minds program was launched in 2020 as Australia's first phone-based coaching service for mental and emotional wellbeing designed for—and delivered by—Indigenous people. Developed in conjunction with Flinders University, Healing Minds is designed to provide a culturally tailored, strengths based program to support self-determination and enhance quality of living. According to the project team at Flinders University, almost two-thirds (65 per cent) of Aboriginal and Torres Strait Islander peoples have a long-term health condition, including 29 per cent who reported a diagnosed mental health condition. Mental illness (including substance use disorders) is the main contributor to lower life expectancy and higher mortality in Aboriginal and Torres Strait Islander peoples.

Australian Unity's Indigenous Services is committed to helping people thrive and supporting sustainable long-term outcomes that deliver on our commitment to positively impact Aboriginal and Torres Strait Islander people's wellness while creating strong communities.

Ken Markwell is Executive General Manager, Indigenous Services, Australian Unity www.australianunity.com.au

Helping older people from diverse and marginalised backgrounds thrive

It's not enough to just recognise diversity, we need to do more

The Charter of Aged Care Rights asks service providers to actively affirm older people's rich and distinctive life experiences – a person-centred approach that enables people from diverse backgrounds to thrive in residential aged care and home care settings.

It also makes good business sense, because providers can expand their services into different communities, or they can differentiate themselves from others. But sometimes it takes extra support to understand how to best cater for people with specific needs.

The Older Persons Advocacy Network's (OPAN) Planning for Diversity training – funded by the Department of Health and Aged Care – will help service providers to identify older people in their community who would like to access aged care services but who are missing out. The training will be supported by state-based diversity educators who will facilitate collaboration and co-learning between peers.

Rolling out across Australia over the next four years, OPAN's national project will take a multi-faceted approach to diversity planning.

Current Department data will enable service providers to see the exact composition of their community – for example, the percentage of people who come from culturally and linguistically diverse (CALD) backgrounds, or those living with dementia or mental illness, or those who have identified as homeless.

That data can also be used by service providers to project into the future – some communities, for example, are seeing increasing numbers of older people from Chinese, Indian and South-East Asian backgrounds, as migrant communities age.

Reflecting the intersecting communities it aims to support, workshops will focus on delivering the right tools to support each specific community or type of service provision.

Our diversity educators will be available before and after these sessions to offer further support.

Online training will also be developed for those who are unable to access the face-to-face sessions, which will have



a staggered national rollout, and a Community of Practice will be established to enable service providers to share their successes, failures and hard-earned knowledge with their peers.

The ultimate goal is to ensure older people from diverse and marginalised backgrounds feel:

- welcome, valued and safe
- listened to and understood
- that their identity, choice and individual preferences are supported.

At a macro level, this means embedding diversity within a service provider's DNA through its governance frameworks, policies and procedures.

By explicitly addressing diversity in the recruitment process, for example, a service provider can ensure staff are aligned with the values of the organisation from the start.

Explicitly acknowledging an older person's diverse life experience during the intake process also puts an organisation on the front foot in terms of service delivery. For example, as part of onboarding, education around inclusive language ensures older people – and support workers – feel valued and understood.

OPAN's team of educators will also address diversity at a micro level, around cultural practices in relation to a range of issues. Toileting, for example, is not a topic we regularly discuss. The workshops will explore ways in which a support worker might have that conversation in a respectful and intrusive way.

Gender identity and sexuality are similarly intimate – and important. We don't want members of the LGBTQI+ community to feel like they have to go back in the closet when they enter residential aged care.

OPAN's Diversity Planning Project kicks off in Tasmania later this year and rolls into Queensland and NSW next year – helping find ways for older people to be seen and heard, without feeling vulnerable or judged.

Craig Gear, CEO, Older Persons Advocacy Network
www.opan.org.au/diversity-education

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ECH volunteer Sandra Martin helps run engagement activities.

Celebrating the value of volunteers

ECH explains how volunteering supports the delivery of many worthwhile services

Maintaining an active social life balanced with the feeling of having purpose doesn't need to stop as people age. Volunteering can be the ideal activity, providing a sense of accomplishment while also meeting new people.

ECH (Enabling Confidence at Home), the largest integrated provider of retirement village accommodation and ageing care services in South Australia, has been a strong support to older people who have an interest in volunteering, leading to a feeling of empowerment and value.

Over the past few years, the profit-for-purpose organisation has developed a successful volunteer program which has seen its pool of volunteers significantly grow during the 2021/22 financial year, when 116 volunteers provided 6,095 hours of support.

The program includes a volunteer lead working with the individual to discuss their passions and hobbies and then match them with a role they will enjoy; it's important that people feel they have a purpose in a meaningful role rather than just being a number.

ECH General Manager of Client Experience Carolyn Dawkins says the organisation's community engagement programs would not exist without its volunteers generously donating their time.

"Activities at ECH are typically free to attend or have a very small participation fee such as a gold coin donation. As we

are not charging for these activities it's very important to ECH to have volunteers, because without them these community engagement programs couldn't run," Carolyn says.

"Arts, gardening, music and social groups are just some of the activities that volunteers assist with. We recognise the value of volunteers and the generous contribution they give of their time, which is why we have developed a formal program to help find meaningful roles for people that they will enjoy."

Carolyn says the importance of social connections is two-way.

"We are providing volunteers with a sense of purpose in serving the community and the participants are matched to a program or activity that they enjoy.

"It's real joy and shared benefit and gives a meaningful outcomes. It's a very valuable experience for volunteers. They tell us of their personal growth, and the clients and members of the community gain so much knowledge and also friendship. Our volunteers are truly valued among our community."

Current opportunities include volunteer bus drivers, Friendly Pet Visiting (for people who have a furry friend and would like to bring them on client visits), walking group leaders and the Walking Footy program which is conducted in Spring.

"We are very grateful for people generously donating their time to our programs, it means a great deal to us and our clients," said Carolyn.

Vicky Brett, Marketing Manager, ECH
www.ech.asn.au

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Chris Westacott, Managing Director
Realise Performance

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End the stigma for people with dementia

Eliminating discrimination and improving early diagnosis prioritised this Dementia Action Week

This year, Dementia Action Week took place from Monday 19 September to Sunday 25 September. The theme was 'A little support makes a big difference' and we encouraged communities to come together and learn more about how they can support people living with dementia.

Through this national campaign, Dementia Australia continues to lead the discussion about discrimination and dementia, and – through greater awareness – support people to access an early diagnosis.

Dementia Australia research over the past five years shows there is still a lack of awareness and understanding of dementia in the Australian community, with a 2021 Dementia Australia survey finding that 65 per cent of respondents who live with dementia believe discrimination towards people with dementia is common or very common.

More than 90 per cent of professionals, volunteers and people not impacted by dementia who responded to the survey believe people living with dementia were likely to be treated differently once they are diagnosed

Of the family, friends and carers of people living with dementia who responded to the survey, 80 per cent said they were no longer invited to social functions.

And 81 per cent of family, friends and carers who responded to the survey felt that people in shops, cafés and restaurants treat people with dementia differently.

We know discrimination has a big impact on people living with dementia, their families and carers, and a little support from the community and health care professionals can make a big difference.

Examples of the discrimination experienced by people living with dementia and carers include families and friends withdrawing, wellbeing and rehabilitation options not offered, and being less likely to receive the same level of support to continue to work or transition out of work as people diagnosed with other chronic diseases.

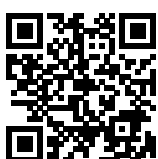
These impacts can be significant and wide-ranging. Australian and international studies show that stigma and discrimination associated with a dementia diagnosis can discourage people from seeking health care, including a diagnosis, and reduce social engagement with family, friends and the broader community. This can have serious

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consequences for the physical, cognitive and psychosocial health of the person living with dementia.

An early diagnosis means people with dementia can access vital support and resources sooner, to help support a better quality of life and plan for the future. The right support at the right time can enable people with dementia to maintain their independence for as long as possible.

Knowledge, understanding and beliefs about dementia vary significantly in the culturally and socially diverse communities of Australia. These differences can further complicate, and at times worsen, the experiences of stigma and discrimination.

By learning more as soon as possible after diagnosis, a person can better explain what's happening to family, friends and work colleagues, and also discuss what they can do to support them.

GPs and other health professionals can help tackle discrimination by improving their own understanding of the benefits of early diagnosis, to help overcome any barriers and delays around accessing support. Dementia Australia can support GPs to access the diagnostic pathway in their area.

Health and allied health professionals can access dementia-specific education to increase their understanding of how to empower patients impacted by dementia to be informed about appropriate services, information and supports available.

With an estimated 487,500 Australians living with dementia and an estimated 65 per cent of Australians with dementia



A dementia-friendly Reminiscence Garden in Doveton, Victoria, that aims to create a space for culturally and linguistically diverse seniors to share memories and talk about dementia. It was part of Dementia Australia's national Dementia Action Week campaign helping to raise awareness about how a little support makes a big difference.

living in the community, reducing discrimination is more important than ever.

It's up to everyone to bring about this change. By everyone better understanding dementia, we will ensure an inclusive, supportive community and eliminate discrimination and its impacts.

Dementia Australia offers support in getting a diagnosis and connecting people with appropriate services that help to live well with dementia.

Maree McCabe AM, CEO, Dementia Australia
www.dementia.org.au

Find out more at discrimination.dementia.org.au or call the National Dementia Helpline on 1800 100 500.



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Accessing healthcare in the bush

The important role remote area nurses play in the lives of older people in Australia

Registered Nurse Kim McDonald has worked at the Lockington and District Bushing Nursing Centre for 11 years, four of them as Centre Manager.

She says the older people in area love the Centre, as well as the nurses who work there, and it's easy to see why.

Located in a town of 400 people that services a catchment with a population of about 2,000 – most of them isolated on farms – the Centre plays a vital role.

The closest Emergency Department is in Echuca, about 30 minutes away, otherwise the drive is 50 minutes to Bendigo.

With no GP or allied healthcare professionals located in town (the visiting GP and podiatrist run weekly clinics and the physiotherapist visits the Centre fortnightly), as well as no pharmacy or ambulance service, the highly trained nurses fill the gap.

“We're pretty remote here, so we do a variety of nursing to help meet the needs of the community,” said Kim.

“We do blood collection every day, which saves people a one-hour round trip, and we're also trained in dressings and wound care, we do a lot of that.

“Some of our nurses are trained in wound closure, which means farmers can access help for their wounds straight away, rather than having to visit the nearest hospital for stitches and then potentially wait for hours in the waiting room.”

“We're also trained in immunisation and we do a lot of education and health promotion.”

There are a total of eight nurses employed at the Centre, seven of them are Registered Nurses and one is an Enrolled Nurse, with two nurses on each shift.

The majority of their patients are older people aged over 65, and the nurses not only play a vital role in their health, they're also an important social connection, and point of contact to access a range of other services.

“We conduct blood pressure monitoring and health checks for older people, we're available to help them with any questions they might have, we're trained in palliative care so we can help people fulfil their wish of dying at home, we host a weekly social event for older people, and we also do home visits and welfare checks,” said Kim.

“Social isolation is a big issue for older people in remote areas, especially if children move away or spouses pass away, so we often get calls from adult children asking us to check on their elderly mum or dad who might be needing help with personal care or support to remain independent.

“In these cases we help the older person understand MyAgedCare and help them register for an assessment, to get the help they need.”

If people need further support, they have to move to another town, with aged care homes located at Echuca and Rochester, and only 14 independent living units in Lockington.



L-R: RN Kim McDonald and RN Leanne Holmberg with nurses' vehicle used for home visits and emergency call outs.

The Centre also runs a Community Car program, for locals who do not or cannot drive, most of them older people. This service provides transport to the Centre or to other towns for medical appointments, specialists or diagnostic testing.

The Centre coordinates a team of 15 volunteers from Lockington for this service, which provides another level of invaluable support.

"We've developed a lot of systems to help us provide the best possible care to our patients," says Kim.



L-R: RN Kim McDonald checks Chris 'Wick' Stewart's blood pressure, an important service for the older people in Lockington.

"For example, if we think a patient requires antibiotics, we contact our visiting GP and explain the situation or send him pictures, he then faxes scripts to the pharmacy in Rochester, and then we get it in the mail the next day, or if it is urgent, we'll check if the Community Car is in Rochester or otherwise we'll send someone to get it.

"We're the first point of access for people's healthcare needs at the local level, and we do a lot of patient advocacy."

During the peak of COVID-19, the Centre was also a COVID-19 testing Centre, and for those who couldn't make it, the nurses would give them a PCR test on their front porch.

Some of the Registered Nurses are also trained as Rural Isolation Practice Registered Nurses, which means they can administer and supply certain medicines, and perform more complex work if required. They also act as first responders as part of the Remote Area Nurses Program with Ambulance Victoria, which means they get a call as soon as an ambulance is called in their area of jurisdiction.

Majority-funded by the Victorian Government, the not-for-profit Centre also relies on grants and donations to be able to operate.

"It would be ideal if we could get more government funding," said Kim. "An extra nurse on each shift would mean we can care for more people.

"Our community is like a family, and what the nurses do here is work with patients holistically, to try to meet their every need."

There are 15 Bush Nursing Centres across Victoria, each one doing an exceptional job of caring for rural and remote communities, and especially the older people who rely on them.

Linda Baracioli, Aged Care Today Editor and Communications Advisor, Aged & Community Care Providers Association. www.idbnc.org.au

Centre for Cultural Diversity in Ageing Diversity Webinar Series 22-23



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 Aug Collecting Diversity Data to Promote Inclusive Services
 Sep The Inclusive Service Standards for Beginners - Diversity Coaching Workshop
 Oct Ten Steps to Developing a Diversity Plan
 Nov Supporting Older People from Culturally Diverse Backgrounds with a Hearing Impairment
 Feb Food for Thought - the Link between Food, Culture & Identity
 Mar Harmony Week Video Launch - The Voices of Multicultural Community Leaders & their Visions for a more Inclusive Aged Care System
 Apr Recognising Multifaith Initiatives in Aged Care
 May Culturally Diverse Perspectives on Mental Health Care
 June Cultural Awareness Walk & Talk - Hidden Culture/Decolonising Melbourne with Uncle Shane Charles (Face-to-Face Victoria)
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CDP All webinars can be counted as time spent relating to Continuing Professional Development for nurses to meet the CPD registration standard

How to eliminate loneliness for seniors

Competition offers new ideas to combat a big issue for older Australians



Intergenerational Playgroups at ACT Playgroups are helping reduce loneliness for seniors.

Older adults, especially from multicultural backgrounds, are at risk of social isolation because of loss of family or friends, chronic illness, language barriers and hearing difficulties. Immigrants and people from minority groups experience loneliness more than other groups because of fewer social ties and lower integration levels, however no one is immune.

Across Australia today, hundreds of thousands of older people are likely to be experiencing loneliness, and as a community it's up to us to do something about it.

Last year, Australian Multicultural Community Services (AMCS) decided to brainstorm ideas about reducing social isolation by holding a competition. They were delighted to receive 63 entries, which included a range of initiatives from thoughts on pet therapy, to gardening and online connections.

AMCS announced the winners in 2022 and their Volunteer, Social Support Group and Respite teams are in the process of implementing the first and second place ideas.

Brian Edwards won the first prize of \$500 for his suggestion of a "biography pack distributed to older adults at risk of social isolation to tell their story".

Aiming to retire in five years at age 67, he considered the effects of seclusion for those in their later years.

"I suspect the lack of diversity in one's life could, in part, actually lead to a degree of isolation and potentially hopelessness — even in some cases, despair — as to the value of themselves as a person," said Brian.

AMCS awarded Chandani Ramasundara, Development and Support Worker at ACT Playgroups, the \$200 second prize for the Intergenerational Playgroup idea.

"Our Intergenerational Playgroups provide mutual and additional benefits to all generations involved, such as encouraging friendships across generations, reducing feelings of isolation associated with ageing, fostering understanding and respect between generations, and sharing seniors' parenting knowledge and experience with young parents," said Chandani.

ACT Playgroups has successfully run the program for six years, with families and children creating meaningful connections with older people through various activities.

Other ideas included:

- Pet therapy, where animals are brought to visit older adults. Petting a dog lowers stress while social interaction increases levels of the feel-good hormone, oxytocin.
- Accompanying seniors to visit a loved one's gravestone. As people age, they lose family and friends, and might appreciate a supportive companion for these important visits.
- Workshops for older adults to share their musical talents and collaborate.
- Teaching seniors to use technology and stay in touch with their networks.
- Virtual reality experiences to chat, travel the world and even watch a classic movie with other participants.
- English as a Second Language (ESL) classes for multicultural seniors to learn new skills, make friends and keep their minds active.
- A map that connects seniors with someone nearby, through facilitation with a coordinator.
- Helping seniors grow plants, vegetables, fruits and flowers in the garden, by providing physical support and know-how.

AMCS and Maribyrnong City Council are also discussing the possibility of a water labyrinth for people to sit, relax and stay calm. This will possibly be combined with a friendship bench to create safe spaces and a sense of belonging in communities, enhance mental wellbeing and improve quality of life. Trained health workers might deliver talk therapy, or someone lonely could sit on the bench for others to join them in conversation.

People are social by nature, and quality friendships can help them lead happier and healthier lives. Kindness begins with the understanding that we all struggle, but there is something we can do about it. We rise by lifting up others.

Olivia Oh, Communications Coordinator, Australian Multicultural Community Services
www.amcservices.org.au

Supporting Inclusive End of Life Care **Companion Guides for Diverse Populations**

ELDAC is a free online resource for aged care workers and health professionals caring for older people at the end of life.

The ELDAC Supporting Inclusive End of Life Care companion guides are organisational resources available to assist aged care providers in identifying and implementing system responses to improve organisational capacity to support advance care planning, and provide culturally safe and inclusive palliative care for people from diverse backgrounds.

The companion guides are to be used with key resources from the Australian Government Department of Health: Aged Care Diversity Framework and Provider Action Plans, and the Specialisation Verification Framework.

Companion Guides are available for three diverse population groups.

Older Aboriginal and/or Torres Strait Islander Peoples



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The importance of culturally appropriate services

How ANHF is supporting Sydney's Chinese community

As an organisation that provides culturally appropriate aged care for elderly Chinese, Australian Nursing Home Foundation (ANHF) is proud of our services that pertain to consumer needs simply because we value each and every one of them.

A leading provider of culturally-sensitive aged care servicing metropolitan Sydney, our model of care is one that honours the language and culture of Chinese people; we speak their language.

In addition to marking birthdays and other milestone events, ANHF's celebrations are mindful of Chinese culture, with Chinese New Year and Moon Festival particularly special. These moments are both community-building and an acknowledgement of the collective heritage of the people in ANHF's care.

Like all aged care organisations that are endeavouring to do their best, care at ANHF is a partnership between the organisation, the family and the resident, to ensure older people receive the care and services they need and want, to sustain their health and wellbeing, but with the understanding that cultural care is of utmost importance.

In our services, older people from culturally and linguistically diverse (CALD) backgrounds can communicate freely in their first language, and enjoy services from staff who share their cultural backgrounds, and understand and respect their cultural practices and norms.

Around them are friends and staff who understand and appreciate their lived experiences. They do not have to communicate through a third party (such as interpreters or translated materials); they feel comfortable and safe expressing their opinions in their first language and have much satisfaction in being heard and understood.

In our vibrant communities, clients can enjoy their favourite cultural music and activities, celebrate their cultural events and festivals, practise religious observances and most importantly, satisfy their taste buds with cultural food they have enjoyed since childhood. Our kitchen staff provide great variety of Chinese snacks and food items – congee, sweet soup such as sesame soup, and Chinese-style cupcakes are favourites.

Every Moon Festival, there is a seniors' luncheon. Falling on 10 September this year, ANHF celebrated this important festive day with our residents and clients of Home Care Packages and Commonwealth Home Support Program services, to relish the nostalgic sweetness of mooncakes which symbolise the importance of family reunion and togetherness.

The COVID-19 pandemic over the past several years inevitably brought a difficult time to all of us. During this time, Chinese-style food was a comfort that instilled a lasting sweetness that alleviated the stressful uncertainty and helped ANHF clients get through this difficult time.

During the epidemic's peak, we had to get support from agency staff to make up for the internal staff shortage in our nursing homes. Despite their efforts, it was difficult for agency staff to communicate with the elderly as they did not speak our language, which demonstrated the crucial role that culturally and linguistically appropriate services play in our communities.

Braving against the COVID-19 torrents, we treasure the opportunity to be together, more than ever before – and being together in the context of culture, is an essential part of providing quality aged care.

**Rebekah Kwan, Communications & Marketing Officer,
Australian Nursing Home Foundation**
www.anhf.org.au



Joyce Lu, Care Manager of Bernard Chan Nursing Home, with Ms. Leung who is participating in a craft activity.



Outstanding leadership

Village Manager of the Year 2022 committed to community engagement

In just three years, Ryman Healthcare's Roslyn Prentice went from industry newcomer to Retirement Village Manager of the Year.

On Aged Care Employee Day, the John Flynn Retirement Village leader was named 'Village Manager of the Year' at the Excellence in Age Services Awards.

To appreciate Roslyn's meteoric rise in the industry, it is necessary to understand why she entered it in the first place.

"When I was contemplating a career change, I reached out to some of my friends and former colleagues who worked in this sector to talk about whether I would be a good fit," she said.

"They were overwhelmingly positive about the cultural fit and encouraged me to pursue a role."

Having led Australia Post's national customer solutions team and a Girl Guides Victoria youth leader for 15 years, as well as experiencing the loss of a parent, Roslyn was indeed the perfect person to champion Ryman's ethos of providing care that's 'good enough for mum and dad'.

After joining Ryman, Roslyn shadowed the village manager at Nellie Melba Retirement Village.

During the pandemic, she successfully led Ryman's Weary Dunlop Retirement Village, ensuring the wellbeing of residents and staff, and helping to keep the village free from COVID-19.

Since late 2020 she has led the establishment and management of John Flynn, including welcoming more than 140 residents, and recruiting a team of 90 staff.

Upon completion of the village, she will lead 120 staff to support more than 500 residents across independent living, serviced apartments, and aged care.

Ryman Healthcare Australia CEO Cameron Holland said managing the needs of independent residents through to residents living with dementia required exceptional skill.

"There is no doubt the breadth of residents and their needs is immense, and the successful operation of the village is due in large part to Roslyn's total commitment to the role," he said.

"We are extremely lucky to have a leader of Roslyn's calibre in the team."

Roslyn said her current role was "the most demanding and rewarding role" she has ever had.

"This role brings together every skill that I have gathered in my 30-year career," she said.

"It's the most demanding and rewarding role I've held to date.

"I love being able to provide a great place to work for my team and a wonderful place for our residents to live."

She hoped to use the award as a platform to garner more recognition for the industry.

"It's wonderful to support the industry by sharing my career journey," she said.

"I look forward to using the platform I have been given to highlight the important work of aged care professionals and to encourage more people to begin careers in the sector."

Retirement living and aged care will be the last sector to benefit from Roslyn's stellar leadership before she too retires.

"I know this will be my last career move because it truly calls on every skill I have developed in other careers, as if I have always been preparing for it," she said.

Margot Taylor, Communications Advisor, Ryman Healthcare
www.rymanhealthcare.com.au

Tips for keeping your team refuelled

A leader's guide to reducing burnout

As leaders, we are constantly juggling the expectations of our team, our organisation, and ourselves. Add to that the pandemic, workforce shortages, governance and regulation requirements, as well as human services considerations, and the pressures can be overwhelming.

For over 20 years, I have had the privilege of partnering with leaders and organisations to support them in achieving their goals. Here are my top tips for self-management to reduce burnout.

Be transparent, open and honest with your team about where you need help

Sharing about what the needs are within your team and what you need to achieve together, will bring clarity and help your team members understand where they fit, and how they can contribute. Otherwise, they may feel the burden of feeling unsure about their role and your expectations of them.

You don't have to have all the answers or be superhuman. You simply have to be authentic and let your team know when you need help and how you'd like to receive that help. Being transparent about your limitations is also a gift to your team. Authentic and collaborative leadership enables connection and engagement.



Establish boundaries around how you'll focus your energy, attention and time

You can't do everything, and you won't be effective if you try to do everything. You need to select a few key areas to focus your attention on and set boundaries around taking on anything extra. Remember, you're accountable to your team, your organisation, and yourself as a leader.

Be clear about what you won't do so you can focus on what matters most. If people ask you to do something that's outside your boundaries, don't be afraid to say no, and explain why (if needed). It's not rude or impolite; it's essential to being an effective leader.

Prioritise self-care

At its core, leadership is focused on helping others achieve. Prioritising self-care and putting your own needs first is not easy during challenging periods such as those that leaders in the aged care sector have experienced in recent times. While these challenges are clearly still present in the operating environment, taking care of yourself is essential for your long-term health and wellbeing.

Take time to reflect on your progress, set goals for yourself, and find ways to recharge as needed. Partner with a coach to support your career goals, leadership challenges, and to help you be the best version of yourself for your teams. Take mini-breaks, block out times in your diary when you're not thinking about work, or for exercising, family time and make space for self-care.

It's important to support yourself as a leader so that you can be there for your team and to maximise your own performance.

Be selective with your time as it's limited

None of us have enough time in the day to do everything we want to do. Learning to say no to the things that aren't a priority, and yes to the things that are, is essential for leaders. For many, saying no is an unnatural response; you may feel guilty or that you're letting people down. But the reality is, you're saving energy and time so that you can ultimately be more effective and helpful to your team.

You can't be everything to everyone. Your role as a leader is to help others make decisions and to steer your team in the right direction. To be an effective leader, you must be accountable to your team and yourself, and be transparent about your limitations. Practicing self-management displays good leadership boundaries and sets healthy ground rules.

Deborah Wilson, Career Strategist, OnTalent
www.ontalent.com.au

Where are the people?

Workforce pressures for rural and remote providers

The current workforce pressures felt by all aged care providers across Australia are further exacerbated for those in rural, regional and remote areas. This is a longstanding and complex challenge, and impacts on the equity, access and health and social care outcomes for older Australians who live in these areas.

This challenge has worsened with COVID-19, which added increases in workforce demands combined with limited access to a trained aged care workforce from overseas. This is a priority focus area for government reform but in the interim, rural and remote aged care providers are struggling with this issue.

So what can be done? It is complex, but KPMG have provided some practical suggestions based on our work with rural and remote aged care providers across Australia.

No silver bullet, a portfolio approach of small improvements that together drive change

Many rural and remote aged care providers are adopting innovative workforce solutions yet still struggling with workforce supply.

While innovations may be working well, there is often further opportunity to make small pockets of improvement when examining the whole portfolio of workforce strategies, and when combined, these can make a significant difference.

Workforce strategy areas that providers should consider are workforce optimisation, attracting talented workers and creating a culture that facilitates staff retention.

Optimising current workforce models:

- **Rostering efficiency.** Examining shift times to align with peak demands, shift sharing and technology-based solutions to rostering management, can make a big difference.
- **Local flexibility.** Flexibility in local workforce models and teams can include workforce models that flex across the Assistant In Nursing and Personal Care workforce to provide efficiencies where workforce shift loadings, penalty rates and other loadings differ.
- **Integrated models.** Where suitable, looking at the primary care and allied health workforce locally and developing a case for shared roles that operate across other health and disability providers, can optimise workforce and quality outcomes through interdisciplinary care.
- **Utilising technology.** Many providers are using paper-based systems which are more labour intensive. Moving to online platforms may help to reduce workforce requirements.

Attracting the best:

- **Employee value proposition (EVP) and targeted recruitment.** Ensuring that recruitment, particularly for senior roles, promotes the EVP and lived culture of the organisation, and uses targeted and contemporary recruitment campaigns (perhaps with specialist recruitment companies) to attract the skills and capabilities required for success.
- **“Growing your own”.** Longer term recruitment strategies including building community reputation, school-based traineeships or career revive opportunities to build a future workforce pipeline. This should also include mentoring supports for the current workforce to promote career progression and capability.

Culture and retention:

- **Ongoing support for the overseas trained workforce.** The overseas trained workforce may require ongoing cultural and team support to aid in retention and community connection.
- **Retention and culture.** One of the most overlooked strategies is around retention of the current workforce. Regular checking in around culture, pain points, staff supports, health and wellbeing, and career development can all assist in making meaningful progress to retain staff and create a high performing culture. The leadership team is also key to conscious culture development.

A key example of this working in practice is KPMG’s work with the Commonwealth Career Revive program. One aged care provider implemented strategies including a “Support to Traineeship” program to assist women returning after a career break; use of social media in recruitment campaigns; local marketing to improve community awareness; and mentoring programs to support existing staff. This has led to significant improvement across their workforce – and it can do the same for any provider, but it must be customised according to specific demands, opportunities and needs.

One size does not fit all

It is important to acknowledge that every rural town is different and has unique challenges and opportunities. For example, while a solution to work in an integrated way with the local hospital may be successful in one town, in another it may lead to higher staff turnover. For another, a school-based traineeship program may be successful in developing the Personal Care workforce but may not be an option in more remote towns.

The right workforce solution is not a one-size-fits-all approach; rather, the combination of workforce solutions must be nuanced to the context and needs of each provider. If you are seeking to progress your workforce strategy, consulting a workforce specialist can be a great first step.

Kathy Hilyard, Aged Care People & Change Lead Partner;
Michelle Baulderstone, Workforce Specialist; and **Natalia Thomas, Career Revive Program Lead, KPMG**
www.kpmg.com.au

Use staff attrition to your advantage

Why did an employee resign? Do you know the real reason?

The aged care sector is in crisis. The Committee for Economic Development of Australia forecasts 'worst-case scenario' workforce shortages, reinforcing the fundamental need for aged care service providers to recruit and retain workers.

To use staff attrition to your advantage, any time a worker decides to leave, the employer has an opportunity to solicit feedback from that person and potentially make improvements to improve its appeal for current and future workers.

Exit interviews

An exit interview is a one-on-one discussion with a staff member who is exiting the organisation, normally facilitated by the human resources department or someone who is not in the direct reporting line. Interview questions are designed to encourage the exiting employee's feedback on their experience working in your organisation and their reasons for leaving. It is also their opportunity to raise any organisational issues which contributed to them making the move.

Participation in exit interviews should be voluntary and encouraged by the employer as a component of the organisation's quality and improvement processes. Information collected during the exit interview is confidential but should be used constructively by the employer. For example, if the feedback you receive from an exit interview is broad but concerning, relating to things like poor management or a toxic culture, these red flags should prompt an employer to undertake a cultural review process.

What is a cultural review?

A cultural review is a proactive process that helps shed light on the values, beliefs, attitudes and behaviours shared by the people in your workplace, and provides a safe outlet for them to reveal any tensions or concerns.

For independence purposes, an external human resources advisor can facilitate the cultural review to make an objective assessment of the team culture, identifying and mitigating any red flags or common themes. With this information, employers can consider their options for improvement.

There are several ways to conduct a cultural review. An online survey is a practical way to canvas a large group of employees, while a more personalised option is a stay interview.

Stay interviews

Stay interviews are confidential one-on-one discussions designed to understand what motivates your employees to come to work each day, how they are supported in performing their roles, and how you can continue to retain them as valued members of the team.

A stay interview also gives each team member the opportunity to speak confidentially about any concerns they may have, or any areas where they would like to see change and improvement in the workplace.

Employers should consider engaging an external human resources advisor to facilitate stay interviews due to their independence.

Workplace investigations

If the feedback you receive from an exit interview or a stay interview refers to a specific incident or serious issue, such as harassment or bullying, it's important that the employer takes this feedback seriously and responds promptly by initiating a workplace investigation. The investigation can be conducted internally but due to resources and skills availability within the organisation, an independent workplace investigator may be more suitable.

Taking urgent action to investigate serious incidents or grievances in a fair and confidential manner is not only the employer's legal obligation, but is also a signal to your workforce that feedback will be listened to, complaints will be taken seriously, and inappropriate behaviour will not be tolerated.

By using best-practice human resources processes and asking the right questions, aged care providers have the opportunity to shift the narrative from staff attrition to strengthening teams. Aged care providers who need support in these areas can contact an experienced human resource and workplace relations advisor for expert advice and support.

Anna Pannuzzo, Director, WorkPlacePLUS
www.workplaceplus.com.au

Recognition is powerful

How cultivating a culture of praise can support staff retention

A recent study comparing front line care capability across 13 separate teams working predominantly in aged care and retirement living found that teams that frequently praised each other for 'a job well done' were more likely to have a positive team culture and less employee relations cases.

The positive psychology that emerged in the 1990s was more about building on what works well, rather than focusing on what's wrong. In other words, taking a strength-based approach is found to be powerfully effective in improving and sustaining human performance.

Open and positive recognition reinforces actions, contributing to a person's development and sense of wellbeing in a workplace. Interestingly, another central tenet of positive psychology shows offering recognition (in effect, performing a Random Act of Kindness) also has a positive effect on the person giving the praise. It makes us feel happy to share positivity.

But effective recognition is more than simply saying 'good job' to someone. It stems from having a deeper understanding of our purpose in the workplace, and 'recognising' that person's contribution toward it.

True collaboration means having shared knowledge of each other's goals and helping each other get there. Linking recognition with achievement strengthens the power of the message. Indeed, there are numerous psychological mechanisms that underpin recognition as being a powerful driver of staff retention.

Recognising a person's efforts or their mastery of the work, known as 'competence', reinforces a person's link to meaning at a deeper level. Purpose is the reason that a person bounces back after hardship or failure. It creates willingness to persist through difficulty until that goal is achieved, and builds resilience. By reinforcing this link to purpose, retaining staff becomes easier.

Recognition also contributes to building a positive climate in the workplace and positive emotions in individuals. Being in a positive state broadens our ability to take information in and to use that information to perform better. This leads to higher quality care outcomes, and helps people work sustainably through hardship.

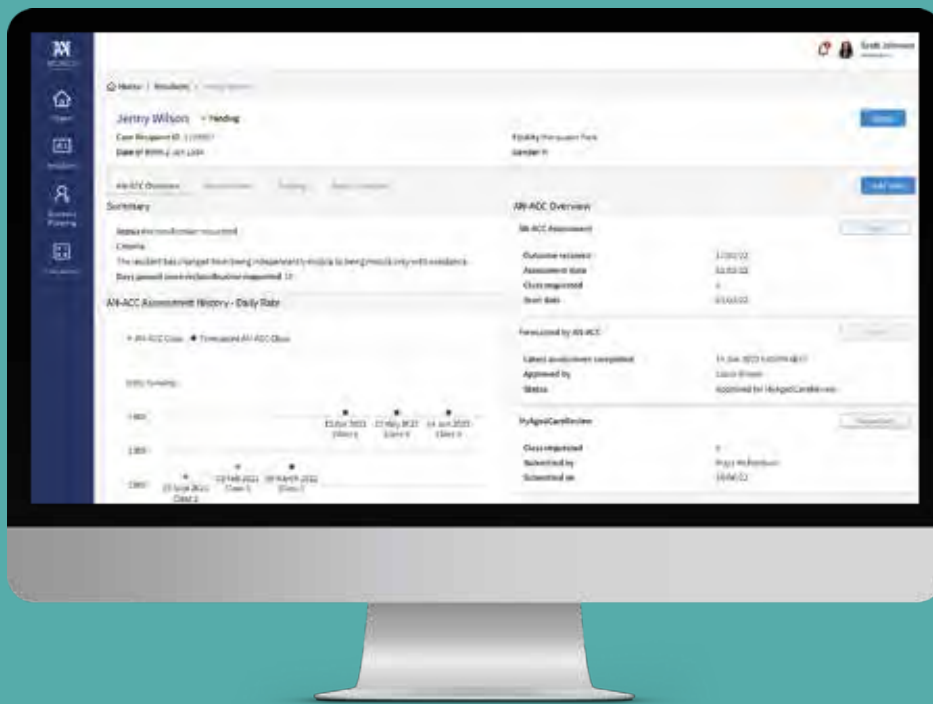
Five tips for cultivating more effective recognition in your workplace

1. Be specific by linking your praise to something that the person did that either demonstrates their contribution to achieving something, or an instance of a high standard of work.
2. Include the outcomes. For example, add more power to your recognition by commenting on the positive impact that person had on others because of their actions. If someone tries to 'brush it off' then be genuine and let them know it's important to acknowledge their valuable contribution.
3. Act straight away as recent recognition is more powerful. If you see something worth acknowledging, then go ahead and recognise the person for their actions. Don't overthink it.
4. Make recognising others a regular habit. Push yourself to actively look for opportunities to provide recognition to others. You never know how much of a positive difference a few well-chosen words or email to someone will make to their day.
5. Learn how to accept praise from others. Most of us are modest and play down praise. Instead of downplaying it, try to accept the offer with grace, a smile, and simply say 'thank you, that means a lot'. Use this sentiment to feel the positive emotions that will help you through your day.

The Care Industry Staff Capability Assessment Tool (CISCA) has been specifically designed for teams in the care industry to illuminate strengths, and it can help identify what levers to pull to transform your workplace culture, and retain staff.

If you're curious about how your workplace culture is performing in relation to recognition, or if you want more information about how to improve employee retention, contact the Data Drives Insight team to organise a CISCA assessment.

Damian Panozza, Organisational Psychologist & Sasha Burnham, Head of Research, Data Drives Insight
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Changing the narrative on a career in aged care

Sisters finding fulfilment at Alino Living

Sisters Amy and Tanesha have embraced a career in aged care.

From an early age, Tanesha Brown would talk of becoming a nurse when she grew up. From dressing as Florence Nightingale at her school's Career Day to asking after the 'old people' at her sister's aged care workplace, it was clear Tanesha was passionate about caring for people.

Tanesha's older sister, Amy Holton, started working in aged care when she was just 16 and recalls the genuine interest Tanesha would show.

"At the first aged care facility I was at, children were able to come to work with us, so I'd often bring Tanesha along. She would enjoy spending one-on-one time with the residents, which they loved," said Amy.

Tanesha credits her decision to enter the aged care industry largely to her sister who has worked her way up to Facility Manager for Central Coast aged care provider Alino Living. This career progression coupled with Tanesha's desire to work as a nurse prompted Amy to encourage her sister to commence Alino Living's Placement Program and attain her Certificate III in Individual Support specifically for ageing.

"I watched as my older sister built a successful career in aged care and always admired the difference she was making in people's lives, so I'm excited to now be doing the same," explained Tanesha.

Alino Living's recruitment program is helping to address the industry-wide workforce shortage and is already proving successful. With the support of local Registered Training Organisation ET Australia, the program comprises theory, practical lessons, and 120 hours of placement at Alino Living to ensure candidates can learn on the job at the same time.

"For me, this program was the perfect first step. It was well structured, and I felt very supported by the trainer and staff every step of the way, plus I made some great friends," said Tanesha.

After completing her training, Tanesha applied for a position with Alino Living at their Lake Haven Court location as a Care Service Employee, where she has been for almost six months. Amy is proud to see her sister following her dreams and excited to share with her the joys of working in aged care.

"At Alino Living, you get to work with some of the most empathetic and passionate people, who are here because they care about helping those living in aged care to have the dignity and respect they deserve. There are also a variety of avenues to choose from, so you have the flexibility to transition to other areas of the organisation and develop different skill sets," said Amy.

Alino Living Co-CEO Greg Williams said the spotlight of the Royal Commission into Aged Care Quality had highlighted the negative 'exceptional' stories, but the day-to-day operations of the sector remained grounded in care.

"Coming out of the COVID-19 crisis, we need to reposition this vital care work from being a 'job' to being a rewarding career. Aged care workers generally have a high level of job satisfaction. They know their work is deep work, it's important work, it's about caring and being grateful," explained Greg.

"It's a very rewarding and satisfying setting to be in, and we are pleased that people are taking the opportunity to train and work within our communities so they can see for themselves if it is the right fit for them before they get too far down the pathway of training."

While the industry maps out career pathways and works towards a plan to better train and attract young people, independent organisations like Alino Living are tackling the workforce shortages head on in this ever changing and evolving industry.

Alino Living
www.alinoliving.com.au

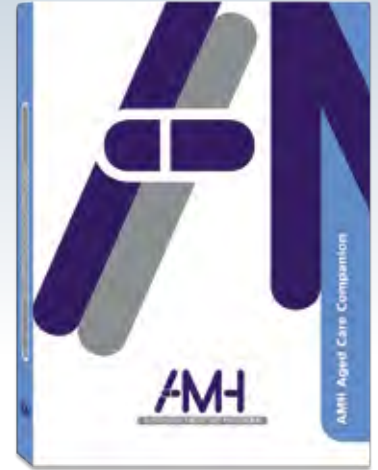
2022 AMH Aged Care Companion OUT NOW!

The AMH Aged Care Companion is a trusted, practical reference for nurses and health professionals who work with older people. It contains the latest evidence-based information on the management of more than 70 conditions common in older people.

The new release includes a number of changes. Those that may be of interest: updated topics including benign prostatic hyperplasia, heart failure, immunisation, influenza, osteoarthritis, pain assessment and skin infections.

The 2022 release is available in Book and Online.

For further information or to purchase go to www.amh.net.au





How to navigate the 'perfect storm'

Access to capital and an emphasis on cost management can help aged care operators succeed in a changing market

A combination of regulatory reform, inflation, rising interest rates and widespread labour shortages is currently testing the mettle of even the best aged care providers in Australia.

As operators in the sector seek to respond to such challenges and set themselves up for post-pandemic success, one eye should be firmly on financial management.

"It's critical to make sure you are laser-focused on managing liquidity in the balance sheet, and on managing costs, given operators are facing a perfect storm," says Kai Mehta, Westpac's National Head of Healthcare and Professional Services.

He adds that strong, knowledgeable and diverse Boards are needed as they balance the day-to-day running of residential aged care homes with a complementary 'big-picture strategy'.

Pressure on profitability

The advice comes amid confronting findings in Australia's Aged Care Sector: Mid-Year Report (2021-22) produced by UTS, which shows that more than 60 per cent of residential aged care homes are operating at a loss.

The average deficit of \$11.34 per resident per day across all homes is more than double the average deficit of \$5.33 in December 2020. And occupancy has continued to fall across the nation, to an average of 91.6 per cent.

The report also reveals that approved providers had an average total operating deficit of \$339,000 across their aged care and other business streams for the first half of the 2021-22 year, down from a surplus of \$544,000 in December 2020.

Three industry factors are driving up the financial burden for aged care providers – increasing compliance and governance costs; challenges in recruiting and retaining clinical and management staff; and pressure on occupancy compounded by a reducing average length of stay.

A shift in funding mechanism from the Aged Care Funding Instrument (ACFI) to the Australian National Aged Care Classification (AN-ACC) model will potentially lead to more system and processing costs, although final funding will depend on an aged care home's resident case mix.

The Australian Government has put in place a measure to ensure that, if there is any shortfall in funding from the ACFI to AN-ACC, there will be a grant available to make up the difference.

Despite market challenges, Kai believes there are opportunities for private and not-for-profit operators to gain appropriate returns from a sector that is crucial for Australian communities and the economy.

"Generating the right level of returns will drive investment from different parts of the economy, including banks, and that's what stimulates the efficiencies and innovation that contribute to better outcomes for older Australians," he says.

Consolidation on the cards

As some providers continue to perform well, albeit with lower margins, sector consolidation is on the agenda. Any mergers could come at a cost, though, with the price of remediating a sanctioned asset estimated to be in the vicinity of \$1 million.

Kai says it is important for government to put in place measures that will facilitate the safe transfer of services from one provider to another, including managing issues such as

staff transfers, workforce liabilities, leave entitlements and the cultural cost of mergers.

Mergers or not, it is clear that major capital investment in technology and infrastructure is required – including new developments and refurbishments – to meet rising demand from an ageing population.

Modelling by the Aged Care Financing Authority suggests an extra 79,000 new places will be needed during the next decade, along with the refurbishment of 60,000 beds. This will require capital investment of about \$55 billion.

In this environment, Kai says aged care operators must do their due diligence and get the right mix of facilities and services.

"Those that are thinking about the future needs of their residents, families and staff are the ones that will be successful," he said.

"It's important that the banks – not just Westpac, but all banks – support the industry.

"We need to see capital flowing in, as considerable capital expenditure is required over the next decade to support sector sustainability."

Westpac

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Our education provides synergy with the new Aged Care Quality Standards

Advance care planning regulations are changing

What aged care providers need to know to remain compliant

End-of-life can be challenging for aged care providers, with many people not having indicated their preferences before becoming gravely ill, and families or managers having to make difficult decisions without this knowledge.

While the prevalence of Advance Care Directives in residential aged care is improving (47.7 per cent in a 2019 prevalence study), the onus on aged care providers is to not only ensure clients have them in place, but that they are up-to-date, created by or in consultation with the person themselves, and available at the point of care.

Now the Australian Government has enacted legislation that will help ensure advance care planning is one of the fundamentals of the aged care experience, and providers need to be aware of the new responsibilities coming their way.

Compliance with Aged Care Quality Standards

The Aged Care and Other Legislation Amendment (Royal Commission Response) Bill 2022 has been passed and requires approved providers and their aged care workers and governing persons to all comply with the Aged Care Quality Standards – meaning the Government is willing to include a ‘big stick’ approach to enforce the changes.

Within each Standard, there are several requirements, and for each of these, providers will be expected to present evidence that they understand, apply, monitor and review outcomes, and adjust their practices accordingly. In addition, they must demonstrate that their workforce understands and applies these requirements.

Requirements include:

- Demonstrating that the workforce supports the rights of consumers in line with the Charter of Aged Care Rights. (Standard 1)
- Assessment and planning must identify and address consumer’s needs, goals and preferences for Advance Care Planning and end-of-life wishes. (Standard 2)
- The needs, goals and preferences of consumers nearing end-of-life must be recognised and addressed, their comfort maximised and dignity preserved. (Standard 3)
- Consumers must be given the opportunity to engage in the development, delivery and evaluation of care and services. (Standard 8)



On-demand Advance Care Directives

Recommendations 68 and 66B from the recent Aged Care Royal Commission have both been adopted by the Government. For providers, this means:

- Staff of residential aged care services are required when calling an ambulance for a resident, to provide the paramedics on arrival with an up-to-date summary of the resident’s health status, including medications and advance care directives.
- Every approved provider of aged care delivering personal care or clinical care must use a digital care management system interoperable with My Health Record.

What providers need to do now

- Your care management needs a system for Advance Care Directives that is verifiably up-to-date, editable, legal, available 24/7 and able to be provided by the staff to paramedics on their arrival.
- Your organisation needs to show initial and ongoing assessment and planning in partnership with the consumer, that includes advance care planning and end-of-life consumer wishes.
- Staff must demonstrate they understand advance care planning, and the needs and preferences of their individual consumers and residents.
- Your organisation will need to verify all Advance Care Directives are up-to-date, the person had capacity to make decisions, and was not coerced.
- To meet Australia’s privacy guidelines and your data security needs, you should eliminate manual handing of documents that contain sensitive health information, such as that found in Advance Care Directives.
- From the experience of COVID-19, we learned to include relatives as essential carers and care planners, and your system should allow for this.
- Your staff need training in how to facilitate advance care planning and how to use digital technology to create, edit and share Advance Care Directives.

Touchstone Life Care can support your organisation with a comprehensive digital advance care planning system and online advance care training specifically for aged care providers. Integrating with your IT system, it is suitable for residential as well as home care providers. Touchstone Life Care’s digital training and technology is eligible for tax rebates.

Dr Merran Cooper, Chief Executive Officer,
Touchstone Life Care www.touchstonelifecare.com



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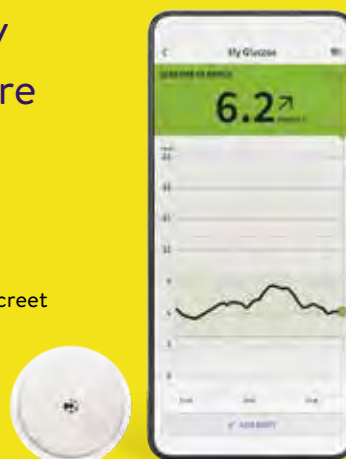
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Using Enterprise Risk Management to help your organisation thrive

Six common gaps in risk management frameworks and what to do about them

Australians want our aged care sector to thrive. A sustainable, effective, professional, well-run industry means older Australians benefit from quality care – something we may all need, someday.

To be successful in business means to have a purposeful and confident attitude to the future, in order to continue to serve the vulnerable, to remain insurable and to be resilient. But this doesn't just happen automatically.

The key is to take a consistent and effective way to managing risk across the whole business – that's what is known as Enterprise Risk Management (ERM).

Over the last 18 months, Ansvar has conducted Risk Health Checks and deeper dive Risk Maturity Quality Reviews for aged care providers across Australia. These equip boards, CEOs and senior managers with information on the effectiveness and capability of their risk frameworks, the suitability of their current approach, and opportunities for improvement.

Our reviews routinely find Standard 8 audit assessments are not picking up key gaps in enterprise risk management, which can place providers at governance and insurability risk if relied upon for assurance.

Through our work with aged care providers, we have identified six common gaps in risk management frameworks. By focusing on these areas of concern, providers can make a significant difference to their operational performance.

Gap 1: Risk frameworks not aligned to strategy

At its heart, ERM is about helping you achieve your objectives. Your framework should be assisting you to identify key risks to your strategy and the actions required to manage them. By managing these risks, you are more likely to improve performance, reduce harms and focus on what really matters to the community you serve.

Gap 2: Risk register is full of issues rather than emerging risks and opportunities

Too often we encounter risk registers that are in fact a list of issues or known problems. Addressing current business problems is still necessary but you might miss emerging risks or opportunities coming over the horizon. Nobody likes being caught off-guard and unprepared. Does your risk register help you make decisions about the future? It should.

Gap 3: Risks controls not adequately analysed

Risk is dynamic and can change over time. It is important to periodically assess how well your risk controls work and to identify the 'key controls' (the ones that make the most difference) as these require higher priority focus. As people, processes and systems change, some controls may no longer be effective. For example, in home care, using a traditional system you may not know if a staff member attended their job, until you receive a complaint, but by incorporating real-time software into your systems, you can be notified immediately if a staff member doesn't sign in.

Gap 4: Overlooking the big risks

There are five big risks that should be on the radar of all aged care providers:

- workforce
- governance, including clinical governance
- safeguarding from abuse
- consumer-focused models of care
- financial sustainability.

Gap 5: Lack of clarity with board structures and roles in ERM

Having a clear structure to govern the risk framework and having the appropriate capabilities and level of curiosity to monitor risks are critical facets of a successful business. Board committee and sub-committee charters are often too vague when it comes to clear roles and accountabilities with risk management and too focused on leaving it to 'the Audit and Risk Committee'.

Gap 6: Risk culture is left off the agenda

Humans manage risk, yet so much of the risk consideration focuses on processes, spreadsheets and heat maps. The risk framework must support a positive risk culture, whereby awareness, attitudes and accountabilities regarding risk management are aligned. When is the last time you assessed your organisation's culture for its influence on ERM?

Stephen Ratcliffe is a Senior Enterprise Risk Management Consultant at Ansvar Insurance
www.ansvar.com.au

Who's missing?

HOW TO DELIVER SAFE & INCLUSIVE SERVICES FOR ALL OLDER PEOPLE



Planning for diversity for aged care providers

OPAN's free training – funded by the Department of Health and Aged Care – offers data, practical information, tools and strategies to make your services more inclusive of older people from diverse and marginalised groups.

Diversity planning helps you to:

- identify and address barriers for older people in your aged care planning region who would like to access your services but who are missing out
- reflect on your own practice, identify specific actions and embed diversity within your Continuous Improvement Processes
- demonstrate you are working towards **Aged Care Quality Standards** and show your commitment to upholding the Charter of Aged Care Rights
- differentiate your service to better engage older people from diverse groups and their families.

Who is the training for?

OPAN's tailored diversity planning training is available for **managers and quality coordinators** in residential aged care, support at home and other types of care.

Who is OPAN?

The Older Persons Advocacy Network (OPAN) is a national network of nine state and territory organisations that have been supporting older people with information about government-funded aged care services for more than 30 years.

For more information:

opan.pub/diversity or scan the QR code below.

OPAN member organisations by state or territory:



OPAN | Older Persons Advocacy Network

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The algorithm of success for retirement villages

Do the math and focus on the basics to remain profitable

The retirement village business model is reasonably complex, making it difficult for operators to implement successfully. So what are the key drivers for a successful, profitable retirement village?

The most important aspect to consider, is that a successful retirement village relies on the units accruing an exit fee. Units that are vacant or have residents occupying the residence for extended tenures will restrict your income and reduce the amount of cash flow you will have to reinvest into the village or other initiatives.

You can align your business around this objective by reviewing how the following components of the algorithm of success for retirement villages apply to your operations, and making any necessary adjustments.

Make contracts simple

Keep your contract simple for the customer and your business. For the customer, financial certainty is best – remove the market risk (ie. no sharing of capital gain or loss) and ensure that any decisions and costs around renovation scope (beyond advanced wear and tear) belong to your business and are not open to negotiation with the exiting resident.

Removing the need for agreement around resale value and refurbishment scope will avoid much of the friction around the exit process for all parties, with the side benefit that your operations staff will love you.

Keep prices reasonable

Most retirement village operators seek to increase resale prices over time, however, this is unnecessary, misguided and in many cases, detrimental to your business. Lower prices generate increased demand, allowing you to select the most appropriate residents for your village. If you need to increase your returns, just increase your exit fee. Never assume that increasing prices is a good business strategy. Remember – any so-called ‘capital gain’ on the resale value is simply a debt to be repaid to the incoming resident, similar to a bond.

Have higher exit fees

The exit fee should be sufficient to provide you with a business return, after taking into account your outgoings around vacant unit levies and capital expenditure. In almost all cases, a higher exit fee and a lower entry price is the most

preferred option for the customer and the best business outcome for the operator.

Consider your customers

Your business must be disciplined around the kinds of residents that are appropriate for the village. Residents who stay for extended periods of time essentially break your business model. For example, a 30 per cent exit fee over six years goes from a five per cent return per year to a two per cent return when amortised over ten years. People are living longer and in better health – don’t be caught up in the latest obsession with baby boomers.

Keep vacancy rates low

Vacant units are expensive. Taking into account the village fees funded by the operator, the cost of capital if the unit has been bought back, plus the opportunity cost of not accruing a Deferred Management Fee on the unit, means that a vacant unit could be costing your business tens of thousands of dollars per year. Do the math – is it worth having the unit vacant for 18 months simply to achieve an increase of \$30,000 on the resale value?

Don’t overspend

Most operators overspend on unit refurbishments. This is because the accepted business model in retirement villages is to drive resale values higher by undertaking substantial refurbishments. This leads to a profitless death spiral of excessive spend on units that take longer to sell, all in the misguided pursuit of ‘capital gains’ which in reality, do not exist for the operator.

The fact is, in older retirement villages (established for more than 25 years), it simply does not make sense to spend too much on an internal refurbishment. Do the minimum work required to achieve a resale. Remember, while the unit internals may look modern and fresh, the resident will still be living in a 30-year-old village, which they will be reminded of every time they leave the unit.

At the end of the day, to achieve financial success, it’s important to focus on the basics. Make sure you’re selling to the most appropriate customer and ensure the surrounding ecosystem of contracts and practices aligns with the objective of having your retirement village units accruing exit fees.

Richard Andrews, Retirement Living Consultant



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It's time to connect the dots

Consumer care needs, workforce demand, finance and governance – make it work together for success

The aged care sector is experiencing significant tension between meeting the needs and preferences of consumers, delivering safe and quality care that meets regulatory compliance, and fully understanding the impact of the Australian National Aged Care Classification (AN-ACC) and workforce productivity and the allocation of care minutes and financial viability.

The critical element to understand is the AN-ACC model is an activity-based enablement and restorative care model that focuses on the consumer's abilities. It's a capability approach to assessment, not a dependency model.

With a case mix funding model, there is a direct correlation. Aged care providers are encouraged to take the following actions in order to refine their business model and ensure the best outcomes for the people in their care:

- Review your consumers' care plans to ensure they are detailed and outcomes driven, with strategies and
- measures in place that holistically link all elements of each individual.
- Analyse your existing workforce and roster to ensure its effectiveness and connection back to consumers and case mix funding. This will help you remain compliant, reduce operational costs and enhance the employee and consumer experience.
- Reflect on the following: what drivers affect your organisation's workload; your model of care; how the workload is measured in each community (this may be particularly relevant in memory support communities); the number of consumers in your care who are high risk or have challenging behaviours or mobility issues; and how many consumers in your care are on poly-pharmacy (meaning longer medication rounds).
- Dive into an analysis of your team and depth of experience and capabilities, ensuring that you match

the right person or people to a particular area or service that needs to be delivered.

- Ensure you have an effective governance framework that incorporates, measures and reports the effectiveness of your approach.

For expert help, a product like Anchor Excellence Workforce Demand Analysis can support your transition to AN-ACC. The tool maps consumer care needs and calculates the estimated care minutes for each consumer. Using a 'bottom up' approach, it calculates the minimum staffing requirement for each community and the entire home, based on your consumers' unique care needs. This staffing requirement can then be benchmarked against your current roster and care minutes under AN-ACC to see what opportunities and requirements exist.

Transformation takes time and affects many facets of business operations. It's a complex puzzle that has many moving parts. It's not just about plugging into a platform that spits out a dataset; you need to be aware of how all the elements fit together. Only then can you genuinely connect the dots between your workforce, delivering best practice safe and quality care, and ensuring financial viability and compliance.

**Paul Harris, Chief Financial Officer,
Anchor Excellence**
www.anchorexcellence.com

Looking for skilled home care workers?

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The new Home Care Workforce Support Program is recruiting, training and supporting new home care workers – matching qualified people with providers in need of staff, across Australia.

The program is offered at no cost to providers and is fully funded through the Australian Government's Home Care Workforce Support Program.

It's all part of an Australian Government initiative helping older people live at home for longer.

For more information and to register:



www.health.gov.au/initiatives-and-programs/home-care-workforce-support-program



ACWorkforcePrograms@health.gov.au



Good governance is vital for aged care NFPs

New courses to help NFP leaders boost transparency and accountability

Aged care organisations in Australia want to provide the highest level of service that is accessible, well-planned and appropriate to the needs of recipients to ensure the best quality of life for the people in their care – and for not-for-profit organisations (NFPs), there are a range of supports to help them do this.

NFPs and charities manage half of the nation's aged care places – providing residential, health and wellbeing services, and supporting the independence of older people and their families. At the Australian Charities and Not-for-profits Commission (ACNC), we are dedicated to assisting them to operate successfully and effectively.

Good governance helps make sure the day-to-day work of an organisation aligns with and contributes to achieving its mission, even as it evolves over time. NFP leaders – such as members of the board, trustees and CEOs – are

ultimately responsible for managing an organisation's finances, operations, staff and volunteers. It is critical that they have the right skills and knowledge to effectively perform their roles, and that they are aware of their obligations and are proactive in oversight of their organisation, to position it for sustained success and to provide the best possible services for beneficiaries.

A well-governed aged care organisation inspires the confidence of current and potential donors, funding agencies, staff, volunteers, families and residents. This significant part of the aged care sector relies on donations, grants, bequests and other financial supports, as well as the dedicated efforts of volunteers to provide residential and home care services, cultural and recreational opportunities, social services and religious services for seniors. Transparency and accountability are critical to maintain and build the confidence of donors and other supporters.

We know the vast majority of aged care leaders are diligent and work hard to

ensure their organisation is well-run. We constantly receive feedback from key stakeholders about the value of the guidance, tools and resources that we make available. Indeed, education is a key focus for us as the regulator.

In a major boost to our education offering, I am thrilled to announce that we have launched a program of free, online short courses. The new Governing Charities program will benefit those seeking to improve their leadership and governance. While primarily aimed at Australian registered charities, some of the courses and content will be of interest to all NFPs, including those who lead aged care organisations.

Eight courses are now available, and by the end of the year, we will launch four more. The program is designed to be flexible, accessible and self-paced. Each course takes from one to two hours, and a certificate can be downloaded on completion.

Topics covered include the duties of a board member, the board's role in reputation management, fraud prevention, safeguarding vulnerable people that organisations work with, financial reporting within an organisation, reporting obligations to the ACNC, managing conflicts of interest, effective complaints management, and dealing with internal disputes.

For those who have been recently appointed, the program covers the foundations of how to run an organisation effectively and successfully. Leaders with more experience will benefit from consolidating their knowledge and skills, and may only wish to do one or two courses.

We hope these new short courses will be immensely useful in helping aged care organisations stay true to their mission, to provide the highest quality service for the people they serve. I encourage you to explore whether any or all of the courses would be of value to you or others in your organisation.

**Deborah Jenkins, Acting
Commissioner, Australian Charities
and Not-for-profits Commission**
www.acnc.gov.au/onlinelearning



Connected compliance for home care providers

The right software and the right technology partner can make a big difference

With the right software, home care providers can achieve connected compliance, simplifying their care management, empowering their staff and giving ageing Australians the support they need to live the life they choose.

The complex framework and regulatory requirements of managing Home Care Package (HCP) service delivery requires an integrated, purpose-built solution to equip providers with the tools they need to navigate the complexities.

According to Lumary – a healthcare platform provider and technology service partner for Australia’s aged care and disability sectors – organisations need a single cloud-based platform to efficiently maintain compliance and facilitate greater choice and control for their clients.

Connected compliance

Managing home care service delivery can seem complicated and overwhelming at times. With the heavily regulated environment of the HCP program, meeting Aged Care Quality Standards and complying with legislative requirements is a significant consideration for providers.

As existing regulations are clarified or new ones are added, HCP providers need to change the way they manage regulatory changes to ensure they remain compliant. With the right software solution in place, providers can achieve what is known as connected compliance, enabling them to be more agile in responding to both existing and future regulations.

Connected compliance allows providers to optimise their compliance processes and centrally manage the entire client lifecycle on a single system. Using one central platform for the end-to-end process removes data silos, boosts productivity and improves overall compliance accuracy and consistency.

Whether it’s government fees or their own pricing schedule, manually entering data is time-consuming for providers and often leads to errors. The best HCP software will manage and update government fees to streamline the billing process, lessen the burden of manual updates and ensure HCP organisations remain compliant.



Lumary understands how important this is. That is why experienced industry experts work in-house at the digital health company to ensure its software is automatically updated for providers to meet mandated requirements. These knowledgeable members of the Lumary team stay on top of industry changes and price updates, allowing organisations to optimise their compliance processes and accurately forecast and monitor package funding.

The value of a technology partner

Regal Home Health, a Sydney-based home care provider, understands first-hand the challenges this industry faces without the appropriate software.

“Prior to implementing Lumary, the manual work involved in managing our Home Care Package program was huge and very inefficient,” says Danielle Knowles, Executive Manager - Aged Care at Regal Home Health.

“It was labour-intensive and non-productive for both our operations and finance team.

“The Lumary team were great to work with. They understood our business and made custom changes to accommodate our market differences.”

Regal Home Health has experienced many remarkable benefits since adopting an industry-specific solution and operating from a single source of truth.

“Lumary has improved and changed our whole program – meeting our legislative compliance is far easier, the documentation we provide our clients is far more professional and consumer-centred, and the financial reporting available to us now has increased productivity immensely,” says Danielle.

Designed hand-in-hand with home care and NDIS providers, Lumary is a complete interoperable care management solution purpose-built for aged care and disability organisations. Over 200 Australian care delivery organisations have partnered with Lumary to change the way they manage care. From initial implementation with an in-house delivery team and a dedicated account manager to a customer success team and 24/7 help centre, Lumary is more than just a technology provider – they are a tech partner.

Daniel Carbone, Home Care Product Lead, Lumary
www.lumary.com

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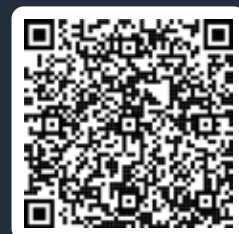


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Asset management is important business

Pre-emptive action is essential for quality care and compliance

Asset management planning is becoming increasingly important for aged care homes and retirement villages. Without proper management of assets, the problems arising can cause significant financial impacts as well as non-compliance with the Retirement Villages Act and the Aged Care Quality Standards.

As part of an aged care site's accreditation, Standard 5 provides a consumer outcome that all residents feel safe and comfortable in their environment. When being assessed for accreditation, Requirement 3(b) provides that furniture, fittings and equipment be safe, clean, well maintained and suitable for the resident, and that they promote independence and comfort. Each standard requires certain actions and evidence, in order for the site to pass compliance checks.

The Quality Standards extend further to state that residential aged care homes must assess and plan which assets they have, the location of these assets, take into consideration resident opinion of the assets, and ensure the assets are fit-for-purpose and regularly maintained. The underlying principle of these requirements is that residents have suitable assets in their service environment, while promoting comfort and independence.

For the organisation, they must provide evidence of the purchase, service, maintenance, renewal and replacement of each asset, acting promptly when maintenance or repairs are required. Further, records of all maintenance and repairs of assets must be maintained at all times.

With the introduction of new asset management plan legislation in New South Wales, in relation to retirement villages – something likely to be applied in other parts of Australia in the near future – compliance requirements are continuing to expand.

For retirement village operators in New South Wales, it is now mandatory to have a 10-year asset management plan for all assets with a value over \$1,000, while also tracking every maintenance and repair of those assets. They will also need to keep up with reporting, with residents now being able to request the following:

- asset register
- maintenance schedule estimated (10-year asset management plan)
- three-year report of forecast maintenance and repairs
- maintenance schedule actual (which tracks maintenance and repairs to each asset).

Given the sheer number of assets within aged care homes and retirement villages, as well as the regular movement of some assets, this is not a set-and-forget exercise.

Instead, it can be a very time-consuming task that requires attention to detail, and is one area of business that can benefit enormously from application of appropriate software.

Asset Journey is an asset management software system developed by asset software specialist, Crow Canyon, in collaboration with an experienced retirement village and aged care operator. Their goal was to provide a cost-effective solution that works for both current and future assets while also achieving compliance with any relevant industry regulations, particularly the Quality Standards and regulations around retirement villages.

Asset Journey prides itself on being a software created by operators, for operators. The user experience is tailored from an operator's point of view, breaking down the complexities of asset management and maintenance tasks from an operator's perspective.

Operators using Asset Journey say they can manage their assets more efficiently by knowing what assets they have, the repairs or replacements needed, the recurring tasks required and who is responsible for maintenance – as well as easily assign jobs to staff or contractors.

The ability to provide transparency and visibility of asset information and historical data is key to the success of asset management planning. Asset Journey can track all maintenance and repairs against each individual asset, providing accurate historical data, while also producing key metrics for potential asset replacement, such as remaining useful life of an asset, and the percentage of repairs versus purchase cost, to help operators make well-informed decisions.

Maintenance planning schedules also allow your business to track and manage all maintenance of all your assets, with an easy-to-use calendar – removing the guesswork.

Investing in a tailor-made software solution like Asset Journey helps you optimise your business operations, supports strategic decision, and helps you remain compliant, so it's well worth a look.

Aidan O'Flaherty, Chief Financial Officer and Asset Journey Co-Creator/Lead, Tulich www.assetjourney.com



Nithya Solomon says digitisation can play an important role in enhancing respect in aged care.

Technology's pivotal role in achieving "Care, Dignity & Respect" A new report sheds light on the value of working smarter

"Care, Dignity and Respect", the title of the Final Report of the Aged Care Royal Commission, speaks directly to the role that seniors have held in our society for centuries. Traditionally, social structures and systems treated elders with respect, and considered their knowledge invaluable to community survival.

Today, however, the systems designing the lives of senior Australians have disconnected our elders from the broader community. Ageing can be an isolating experience, whether this is taking place while living at home or in a residential aged care facility.

Treating older Australians with the respect they deserve – and the respect demanded by the Royal Commission – requires a system that can, once again, incorporate them into the centre of daily life. This will take a large-scale system reorientation and transformation – at provider, service, policy and ethical levels.

Technology and digitisation can play a pivotal role, with a potential that is far deeper and more transformative than currently conceptualised within the aged care sector. This goes well beyond what individual technology products or offerings might provide, and instead requires a reorientation of the way technology, respect and personal centrisms are designed into the aged care system.

This is the core thesis of Transforming Aged Care, a new report by RMIT- CISCO Health Transformation Lab that responds directly to the recommendations made by the Royal Commission.

A smart, digitally connected aged care system has now become a priority. Highly sophisticated technologies can be put to incredible use, in a range of interoperable configurations that allow the reimagining of entire workflows to maximise time for high-quality care provision.

Transforming Aged Care directly responds to recommendations made by the Royal Commission.



Machine learning, artificial intelligence, robotics, Internet of Things, and many more technologies can combine seamlessly with smart sensors, connected devices and collaboration tools to create 'articulate spaces' (where technology can speak to each other coherently), that also include robust security and privacy features.

A framework for tech-entrenched respect is based on connection across four dimensions:

- connecting older Australians to their community
- connecting carers to recipients
- connecting aged care spaces to those relying on them
- connecting practice to purpose across the system.

To demonstrate these principles in action, the Health Transformation Lab has curated a bespoke technology-scape that showcases the impact of a seamless articulate space, as described in the report. Delivered in the RMIT-Cisco Sandbox, a technology-rich studio for advanced prototyping and collaborative exploration, the capabilities and features of the technology-scape – just as applicable for in-home care as they are for residential aged care facilities – include:

- smart sensors that can detect the risk of falls
- technology that can detect behavioural risks, such as conflict in common areas
- devices that can alert people of physical hazards, in real time

- technology that alerts surface disruption and stalled behaviour (such as not eating a meal)
- facial recognition and radio frequency identification technologies to assist with the automatic capturing of face-to-face care time
- connecting digital worlds through telehealth, securely and independently
- a robotic dog, to perform typically manual tasks like deliveries.

While there is a richness of possibilities for profound technology transformation in aged care, new models and spaces for blended experimentation are critical.

Bringing representatives from across the system into simulation environments to trial and explore different tools and techniques is essential to generate the level of customisation, adaptation and innovation required.

Dedicated spaces like this don't typically exist within the health system, and the Labs and Sandbox setups are tremendous assets for precipitating a future in which digitisation clasps hands with respect, and where connection drives improvement.

**Nithya Solomon, Director Health Transformation Lab,
RMIT University**
www.healthlab.edu.au

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How digital technology is transforming aged care homes

Improved operations, real-time data, greater efficiency and better care



It's no secret that 2022 has seen the utilisation of technology continues to go from strength to strength across aged care homes in Australia. Care providers relying on outdated systems to evidence care now understand that to thrive in a post-pandemic landscape, they must drastically reduce the time spent administrating and evidencing care.

Wayne Stoddard, Executive Residential Care of Southern Cross Care's SA, NT and VIC, says Person Centred Software's Clinical Care System has transformed how their residential department operates. Southern Cross Care SA, NT and VIC operate 17 residential aged care homes in SA and NT, along with retirement living options and community services throughout Australia.

"Since taking a digitised approach to our care offering, we can now keep a vast quantity of information all in one place. As a result, we can share information quickly, accurately and safely, and effectively track and keep records up to date," said Wayne.

"Since the initial implementation process, Southern Cross Care SA, NT and VIC have rolled out innovative digital technology across all of our 17 residential care homes in SA and the NT. Our overall strategy was to move into a greater tech-driven future to ensure our care offering continuously improves and adapts with the times."

The implementation of innovative digital technology built around the resident has the power to save Southern Cross Care SA, NT and VIC carers, on average, a total of 180,000

minutes every day. The valuable time saved can be reinvested into solely spending time with and taking care of residents, which should be the fundamental principle of any care plan.

"Since taking a digitised approach to care, all of our carers have been provided with hand-held devices, so they can meticulously input data in real-time while being present with their residents, and they have easy access to the residents' care requirements and plans," said Wayne.

"In addition, the usage of Person Centred Software's Clinical Care System has enabled us to save time when working with real-time data while enabling us to streamline several internal processes within our residential homes, both from a reporting and care standpoint.

"The quality of information transmitted to our aged care home managers has also increased exceptionally. Since incorporating profile-building software and digital clinical documentation into our care approach, there is more of a meticulous focus on providing individual-focused care, which leads to an overall improvement of a person's life."

Equally, Southern Cross Care SA, NT and VIC have seen a vast improvement in the level of activity from caregivers on their respective care floors. As a result, carers have reduced the time spent away from residents when completing documentation, as they can now access notes on the go. Consequently, residents are more involved in evidencing their own care, too, which continues to improve the communication process overall.

“Having a wealth of information at your fingertips that can dramatically improve a person’s quality of life is remarkable and was unachievable not too long ago. We now live in a world where technology has integrated into practically every aspect of our lives and has the power to improve the mental and physical wellbeing of others,” said Wayne.

Another element that Person Centred Software’s Clinical Care System provides is interoperability across different care settings. Interfaces have enabled aged care providers to communicate and exchange information quickly, accurately and safely. In addition, the charting, administration, supply and communication tools allow for a transparent, seamless cascade of care for each resident.

“Overall, the shift from a task-driven model to a more person-centred approach has been ground breaking, while systematically empowering a vast array of our aged care providers exponentially – which truly deserves to be celebrated,” said Wayne.

Person Centred Software Australia’s Clinical Care System allows aged care home staff to digitally plan, record and monitor the care of residents in real-time. Widely used throughout the industry, the software has been developed with over 20 years of experience in aged care and is currently being used by nearly 100 aged care homes.

Jonathan Papworth, Founder, Person Centred Software
www.personcentredsoftware.com/au



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Meaningful Ageing Australia acknowledges the Australian Aboriginal and Torres Strait Islander peoples as the traditional custodians of the lands where we conduct our work. We recognise their spiritual resilience.

Your helping hand to compliance



Choose a quality system that works for you

Remaining compliant with changing regulations and legislation has become vital for aged care and disability operators, but it's hard to manage alone.

An easier way is to use an outsourced quality management and compliance system – slashing the time it takes for recording and reporting.

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A transition to fewer errors

Incentives to make the move to electronic medication charts

News of pay increases, workforce shortages and even meals preparation have dominated headlines about the aged care sector recently, but one important project has been largely missed in the media: approval to begin using electronic National Residential Medication Charts (eNRMC) to manage medication in residential aged care homes.

I can understand why it didn't make headlines. It's not a very attractive name for a new way of doing not very exciting, but important things. It's also technical and the process to arrive at this point has been complex, so the issue doesn't convert easily into a headline for mainstream media.

However, the issue of medication management, the processes employed, and outcomes did achieve headlines in the report delivered by the Royal Commission into Aged Care Quality and Safety.

Transitioning towards full adoption of an eNRMC platform within residential aged care homes is the government's response to many of the Royal Commission's findings against current medication management practice and their outcomes.

Among numerous recommendations involving medication management, Recommendation 68: Universal adoption by the aged care sector of digital technology and My Health Record, states that "every approved provider of aged care delivering personal care or clinical care uses a digital care management system (including an electronic medication management system) meeting a standard set by the Australian Digital Health Agency and interoperable with My Health Record".

An eNRMC product is a type of electronic medication management system that can legally be used to prescribe, supply and claim Pharmaceutical Benefits Scheme (PBS) medicines. Prescribers can use eNRMC products to write prescriptions without also writing paper prescriptions.

An eNRMC acts as a single source of truth for a patient or resident, consolidating all important information about the medicines prescribed, supplied and administered.

My team at Webstercare – Australia's leading medication management systems company – was the first to develop an electronic version of the NRMC, the RxMedChart, when it was enacted by the Commonwealth in 2014, so we know the complexities involved in developing technology and interoperability.

Essentially, the process requires transferring the manual actions of writing and recording from a way that the human brain works – which is in three dimensions – into two dimensions.

The human brain is conditioned to seek and adapt to random patterns. This leads to a variety of behavioural responses to solve any one problem. And of course, this can lead to poor judgement and human error.

When the risk of error has the potential for catastrophic outcomes, we need to develop and adopt a system that standardises responses and actions to a range of potential situations, and builds in redundancies to mitigate any human errors that sneak into the system.

The community wants to minimise risk in aged care. No one wants to see more headlines of the like generated by the Royal Commission, and the Commonwealth has responded by developing this pathway towards sector-wide adoption of the eNRMC process.

There are also useful incentives for residential aged care operators and GPs to make the transition to the safer, more efficient system, and I encourage them to visit the Department of Health's website for information on the eNRMC transitional arrangement.

There are three rounds of funding opportunities for RACFs between now and December 2024, with between \$7,000 to 22,000 available based on eligibility. Grant amounts will decrease with each subsequent round so it makes sense to act sooner than later.

Funding can be used towards eNRMC software solutions and subscriptions; hardware purchases or upgrades; training and change management; and other expenditure related to the sourcing and implementation of eNRMC solutions.

Gerard Stevens AM, Managing Director, Webstercare
www.webstercare.com.au

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New online tool supports ageing in place

Helping older Australians remain independent and socially connected

With an ageing population, long wait times to access the Commonwealth Home Support Programme (CHSP), and the residential care sector pushed to its limits, LiveUp is an invaluable initiative that aims to support early intervention and access to service provision for older Australians to help them age in place.

LiveUp is a free nationwide online tool funded by the Department of Health and Ageing, designed to give older Australians a breadth of opportunities to maintain and even regain their independence as they age, and in turn reduce strain on the aged care sector.

Because it can be difficult and time consuming to wade through the vast array of information available to find appropriate and tailored solutions for people as they age, LiveUp fills an important need.

Designed to be used by individuals seeking support, family members and home care providers or carers, LiveUp provides impartial information, guidance and support to help older Australians take control of their lives and make informed decisions about their ageing journey.

Around half of the common barriers older people face when tackling daily activities can be easily addressed by finding and using assistive products, many of which are available from well known retailers, and reliable online stores. On the LiveUp website, older Australians can complete a quick OpenUp quiz, which will provide suggestions for low-cost assistive products and equipment to help with everyday living.

Once people enter their postcode, they will also find locally relevant activities and networks based on their Local Government Area, focused on keeping them physically active and socially connected. People can also join the ConnectUp online community to share their healthy ageing journey, ask questions, and support others to optimise their health and wellbeing.

If any physical decline is shown through the OpenUp quiz, the person will be prompted to contact a LiveUp Local Navigator to support them through a more thorough self-assessment based on best practice for tailored advice specific to their unique needs.

Through the LiveUp website, older Australians can read and download Making Choices, Finding Solutions, a free guide to independence and wellbeing. Written by occupational therapists, the guide is packed with useful advice, home modification solutions, and low-cost assistive product ideas to support people to maintain independence at home and in the community. Products and other links can be clicked on for direct purchase or to find out more information. The guide also includes other helpful information such as the role of allied health professionals, and how to develop a personal home safety plan.

The LiveUp website also features regularly updated healthy ageing articles written by allied healthcare professionals, designed to provide information and downloadable resources for various age-related issues such as preventing falls, and getting a better night's sleep.

Over the coming months, the LiveUp website will introduce several enhancements including improved navigation and accuracy of matching users with appropriate products and services in their area.

LiveUp is a valuable resource for all staff working in the health and aged care sector to complement care and increase their clients' understanding of their ageing journey. LiveUp helps delay premature decline through connecting older people with resources, tools, and activities to help them stay independent and in their own homes for longer.

To book a presentation outlining the benefits of LiveUp for your organisation or clients, email communities@liveup.org.au to get in touch with the LiveUp Engagement Team.

Grace Turco, Content Producer, iLA www.liveup.org.au

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Creating intimate neighbourhoods

How hybrid models can offer home-like settings while maintaining economies of scale

The entry at Mayflower, Keilor, has a grand inviting entry. Render by Mark Fenollar at Lucernal.

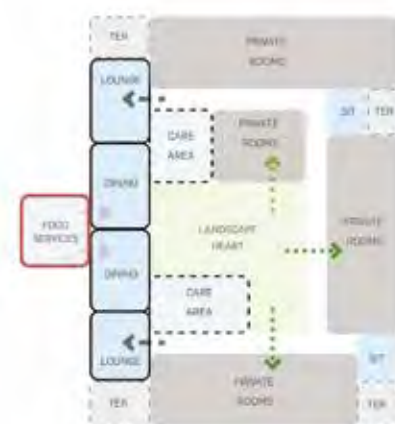
Since the Royal Commission, our industry has been understandably focused on the potential of small household models to deliver the intimacy of scale and experience that seniors and their friends and families seek and deserve. But clever hybrids focused on creating neighbourhoods can offer the best of both worlds to residents, staff, and operators.

As we know, small household living for seven, eight or up to 16 residents is already well established and highly successful in Europe and the US, as celebrated projects like De Hogeweyk in the Netherlands and the Green House homes across America have shown.

Locally, success stories include Hammond Care, with their cottage model, and the plan for Korongee dementia village offer the opportunity to help de-institutionalise aged care and deliver key recommendations of the Aged Care Royal Commission.

The result will be more domestic environments that give staff and residents the space and time to engage more meaningfully and maintain their personal interests and rituals, from gardening to baking – promoting a human rights-based approach that centres on the resident experience in the aged care system.

An unintended negative consequence could be that good operators of larger facilities are discouraged from adapting small household principles on the assumption they're not financially viable. This is where the hybrid model comes in, offering the best of both worlds.



MAYFLOWER KEILOR LAYOUT



CAMPERDOWN PSRACS LAYOUT



Far from institutional, Camperdown looks like a modern residential development. Render by Mark Fenollar at Lucernal.



Hybrid small-scale living within a larger aged care home offers home-style living while maintaining economies of scale.

The cost of change

As architects we support small household living, but we also see many benefits in hybrid models, which give public and private operators of larger facilities the option to embrace small household residences within affordable neighbourhood communities, meeting local needs and being beneficial to residents, families, staff and operators.

We work with government, community and for-profit developers across very different urban and regional contexts. Many cite an era of constrained financing, inflation pressures, minimum wages up 4.6 per cent and aged care indexation at just 1.7 per cent, as reasons to resist change. They can't see how they can afford to reduce resident numbers to 15 or 16. Without extra funding, where will the money for increased costs for everything from staff to food services come from?

Intimate neighbourhood model

We've been exploring hybrid small household/community models since well before the Royal Commission – small residences grouped around shared food or care hubs, for example – to deliver the kind of intimate scale and efficient spatial planning that allows staff more time to do what they do best: engage with residents in meaningful ways.

What we've found are the following keys to success:

- Clear separation between resident and service spaces
- Communal areas of varied scales and of varying use
- Smaller nooks for casual interactions and quieter chats

- Domestic or island-style kitchens, accessible to residents and visitors
- Space to welcome family into the residential domain, and
- Gradation of public, semi-public, semi-private and private areas.

Tailored responses and innovative design

Here are two examples of equally successful but very different small household hybrids in suburban Melbourne. One is public, one not-for-profit; both respond to vastly different briefs and contexts.

Mayflower, Keilor. We designed this 72-resident, three-level facility for a not-for-profit provider, mid-pandemic, just as the Royal Commission's initial recommendations were making clear its preference for small household living. Careful spatial planning allowed us to create four 18-bed neighbourhoods (each with two nine-bed zones), each with domestic-scale communal spaces including cosy lounge, TV and sitting rooms that wouldn't look out of place in suburban homes, and productive gardens where residents can grow food and prepare meals if they wish.

Camperdown. Camperdown is a public facility we're designing for 36 residents across two floors. It's a small household neighbourhood model applied within a regional setting. Each level accommodates two 14-bed neighbourhoods, broken up into two seven-bed wings, with a further household of eight standalone residences on the upper floor. Residents will socialise in outstanding communal facilities including gym, seniors' exercise park, cafe, a chapel-like reflection room, function space and community garden.

Innovative design for seniors naturally centres on the resident experience. It creates spaces and places where they feel at home and maintain agency in their daily lives. The best part? It's endlessly adaptable.

James Kelly, Seniors Living & Care Partner,
ClarkeHopkinsClarke Architects
www.chc.com.au

Award-winning design

Carinity's new aged care home has country homestead appeal

It has proven to be a success with happy residents and now Carinity's newest residential aged care community is officially a winner.

Carinity's construction partner Paynters has been recognised for its work on The Residences at Brownesholme aged care community, winning the Community Accommodation for Aged Care and Nursing Homes category of the 2022 Downs and Western Housing and Construction Awards.

Carinity's Executive Manager of Business and Development, Peter Lamberth, says Paynters really understood the design brief.

"We are delighted that Paynters has been recognised for its stellar work in bringing to life Carinity's vision for a modern residential aged care community which best meets the care needs of Darling Downs seniors," Peter said.

The \$32-million aged care community in semi-rural Highfields was envisioned to have a homely country feel. Its design includes country homestead features, courtyards, gardens, lounges with gas fireplaces, and country-themed bric-a-brac.

Paynters provided the full commission of furniture, fixtures and equipment after construction of the 96-bed aged care home was completed.

"Paynters provided an end-to-end solution for Carinity, from initial master planning and in-house architectural services, all the way through to the engagement of our Interior Design team. The results are truly stunning," Paynters Director John McCafferty said.

Carinity Aged Care Regional Manager, Larissa Gear, said residents love the country feel of the aged care community, which opened in 2021.

"With its gorgeous semi-rural setting the aged care community, set in a semi-rural area near Toowoomba, has been embraced by seniors who grew up on farms or lived in regional areas," Larissa said.

The Residences at Brownesholme is a companion community for the adjacent Carinity Brownesholme retirement village, which opened in 1995.

Dawn Sparrow lived happily at the retirement village for 12 years. When the time came to seek full-time care, she only needed to look next door to The Residences at Brownesholme.

"I don't think there's too many people who like a great deal of change. I live in aged care now, but it feels like I am still in

the same environment. I still see friends from the retirement village who come down to visit me," Dawn said.

"Highfields is a really nice area so it was good that I could keep living close to home. If I was in Toowoomba in an aged care home, I don't know whether I could handle that.

"There's lovely caring staff here at Brownesholme. You just feel as though they're part of your family. They have a chat with you, they make your bed in the morning and tidy up your room. It is like living in a hotel."

The Brownesholme seniors' precinct is set on land donated by the late Molly Browne, the granddaughter of one of the Highfields district's pioneering European settler families.

"Molly bequeathed the land to Carinity's parent organisation, Queensland Baptists, and requested that her family's 120-acre dairy farm be developed into a retirement village and aged care home," Larissa said.

The Residences at Brownesholme is the fourth Carinity aged care community built by Paynters in the past six years. The others seniors' homes are located in Townsville, the Gold Coast and Brisbane's Brookfield.

Carinity's aged care community at Mudgeeraba, The Residences at Cedarbrook, was named the best building project of its type at the Gold Coast Housing and Construction Awards in 2018.

"The team at Carinity have always been a reliable partner that we can confidently delve into the buildability with, to deliver well-functioning and aesthetically pleasing facilities," John said.

Paynters and The Residences at Brownesholme project are now finalists in the Queensland Master Builders Housing and Construction Awards, with winners announced in October.

The Residences at Brownesholme is one of 12 residential aged care communities around Queensland operated by Carinity.

Lee Oliver, Communications Officer, Carinity
www.carinity.org.au and www.brownesholme.org.au



Paynters won a construction industry award for its work on Carinity's The Residences at Brownesholme aged care community in Highfields. Image by Jason Smith Photography.



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 Aged & Community Care Providers Association

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There are two different 12-month programs for Graduate Registered Nurses and Graduate Enrolled Nurses in their first year of practice, as well as a six-month program for experienced Registered Nurses transitioning to aged and community care.

Registered Nurse Facilitators are available to support the nurse, their mentor and the partnering organisation, for long-term staff retention.

Programs features include:

- Online professional development sessions
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- Organisation-based mentoring
- On-the-job learning
- Clinical assessment of competency

The next program intakes are in February and August 2023.

Get in touch with us today, to find out how your organisation can benefit.

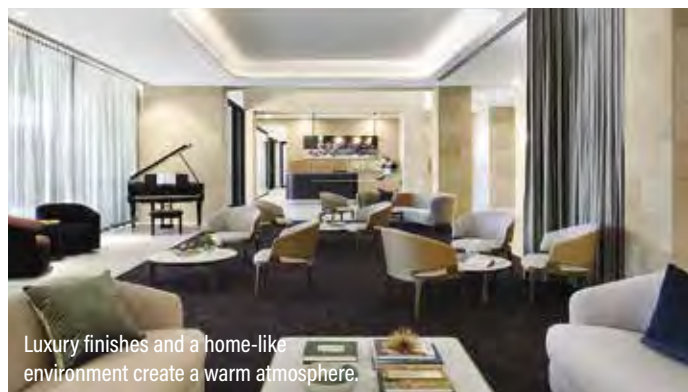
1300 222 721
accpa.asn.au/nursing

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ACCPA 
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Raising the bar to luxury

New aged care community wins design award



Luxury finishes and a home-like environment create a warm atmosphere.

Curtin Heritage Living's Marine Views Cottesloe has been recognised with a Master Builders Association Award, winning the Best Aged Care Building Construction Excellence Award Western Australia, and setting a new benchmark in residential aged care living.

The first stage of a \$162 million project being undertaken by construction partner Built, it includes a 128-bed residential aged care home plus 20 independent living apartments on prime real estate at the water's edge.

A not-for-profit aged care provider, Curtin Heritage Living is custodian of a 2.06 hectare coastal block of land considered a state significant site due to its four heritage buildings and its proximity to a sensitive marine habitat.

For this reason, significant consultation was required with stakeholders – including state government, four land-owner councils, local community and prospective residents – before work could begin on the redevelopment project in 2018.

Opened in December 2021, Marine Views Cottesloe residential care home and retirement living community offers thoughtful design, luxurious elements and impeccable finishes. Costing \$46 million, the residential aged care home provides a range of living options and amenities over five levels, as well as a commercial kitchen and laundry, and ample basement parking.

With the design based on a small household model, there are eight households over four floors, including two households specifically designed for people living with dementia and memory loss who require a secure environment.

Each household includes a kitchen, dining area, lounge, sitting nooks and atrium, designed and decorated in a way that is

familiar to residents. Households adjoin several 'destination' locations including a piano lounge, library, cinema, chapel, wellness centres and beauty salon.

Not just beneficial for resident wellbeing, a small household model is intuitive and efficient from an operational perspective, enabling more time to be spent in face-to-face care and engagement with residents.

"Marine Views Cottesloe is the product of extensive research into best-practice aged care models and our commitment to finding new and better ways of living in aged care," said David Cox, Curtin Heritage Living Managing Director.

"What we set out to do, was to create a safe and familiar home-like environment for residents that encourages independence, while achieving operational efficiencies, and Marine Views has met every expectation.

"Our project partner Built has delivered a wonderful building based on a thoughtful design that prioritises residents' needs and gives consideration to a range of abilities, so it becomes a very individualised experience for each resident."

Particular attention has been given to ways to decrease an institutional living environment, and increase the sense and familiarity of a home environment. These include the use of visual cues in lieu of signage to assist with navigation, and a circular design that allows residents to reach a destination regardless of where they start, rather than a 'dead end'. Curved walls, garden beds, courtyards and colours also help delineate areas.

The build features integrated information technologies that enhance resident safety, including falls prevention AI, CCTV and facial recognition with access control. The high end fit-out covers joinery, stone and feature panelling, as well as dementia-friendly and falls-friendly materials and furnishings, while the short-corridor design offers multiple sitting spaces for those with limited mobility.

"Marine Views Cottesloe provides unrivalled luxury beachfront living, with a stylish, state of the art, 128 bed residential aged care facility" said Jon Stone, Director, Built.

"We're thrilled to have partnered with Curtin Heritage Living to successfully deliver this design and construction project ahead of time, under budget and to a very high standard. The passion and drive the Curtin Heritage Living team have for developing a first-class, resident focused facility, is truly inspirational."

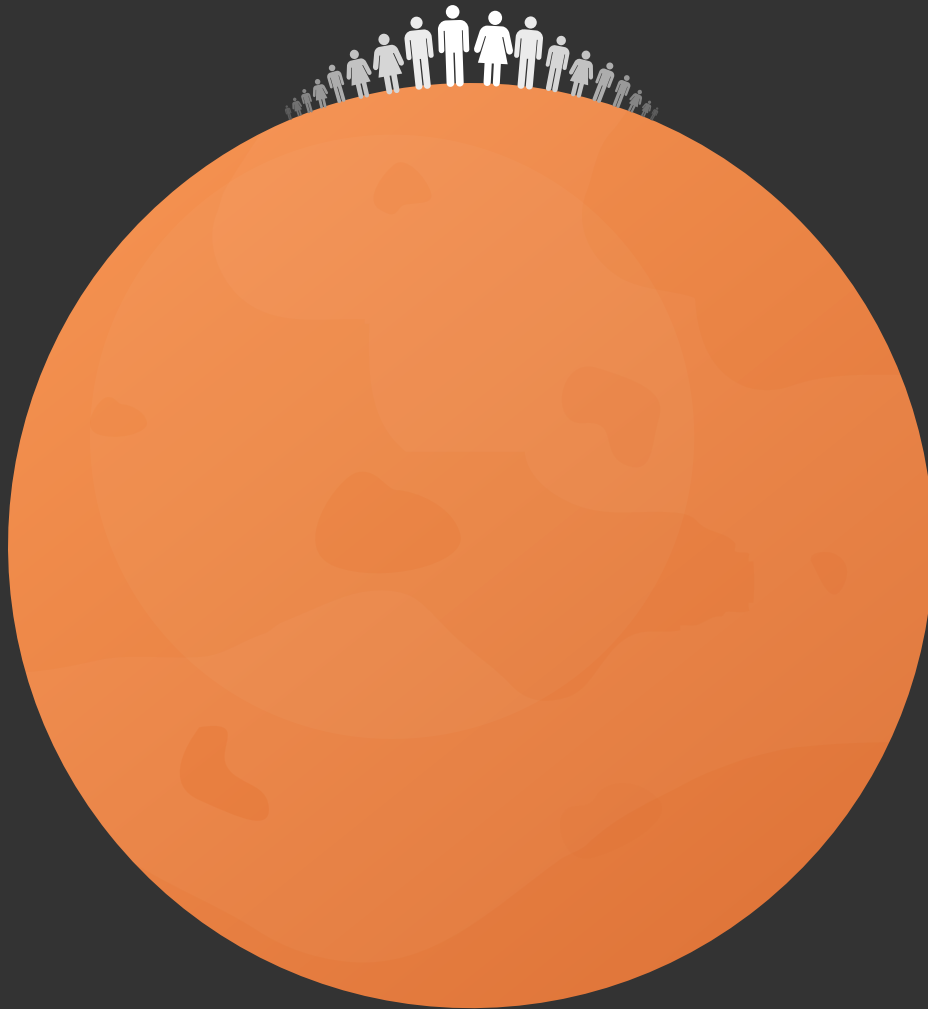
Residents are delighted with their new home, too, as well as Curtin staff.

"The MBA award is really about the execution of a vision for better living in aged care, and an acknowledgement of the professionalism and capabilities of our construction partner, Built," said David.

"We're collectively very proud of our new home."

Linda Baraciolli, Communications Advisor and Aged Care Today Editor, Aged & Community Care Providers Association
www.curtinheritage.com.au

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New from old

How adaptive reuse and a clear vision transformed a former government office building into a state-of-the-art aged care community.

01

In early 2020, LDK Seniors' Living officially opened its flagship community named Greenway Views. The bright, spacious, and cheerful seniors' residence complex boasts 12,000 square metres of communal space and over 320 studio, one, two and three-bedroom apartments. But it wasn't always like this.

With over 20 years of experience in reimagining retirement living and aged care, Paul Browne, Founder and Director of LDK Seniors' Living, set out to launch a completely new concept of retirement and aged care.

His vision was to create vibrant villages with 24/7 personalised care, from independent living right up to end-of-life care, so residents who move into an LDK village never have to move again. This design brings together care, community and place, to perfectly embody LDK's core ethos of love, decency and kindness.

With this clarity, in late 2017, LDK Seniors' Living embarked on a journey to create their very first purpose-built village nestled in the Canberra district of Tuggeranong. It was to be the largest construction of its kind in Australia.

Within walking distance to an array of shopping, dining and entertainment options, and with uninterrupted views of the picturesque Brindabella ranges, the location was perfect.

Repurposing an existing industrial and office park that was originally built in 1991 and previously occupied by the Department of Social Services (DSS), the five-building complex on five hectares showed great potential. It offered a mix of

- 01 The restaurant showcases high-end finishes, with exposed brick offering a warm, home-like atmosphere.
- 02 With decorative panelling, warm timber and carefully selected homewares, the reception area is relaxed, welcoming and inviting.
- 03 Tickety Boo Bar is just one of the many places to gather and enjoy leisure activities with friends.
- 04 The former office building's architectural elements have been cleverly incorporated into the new village, making a bold and refined statement.

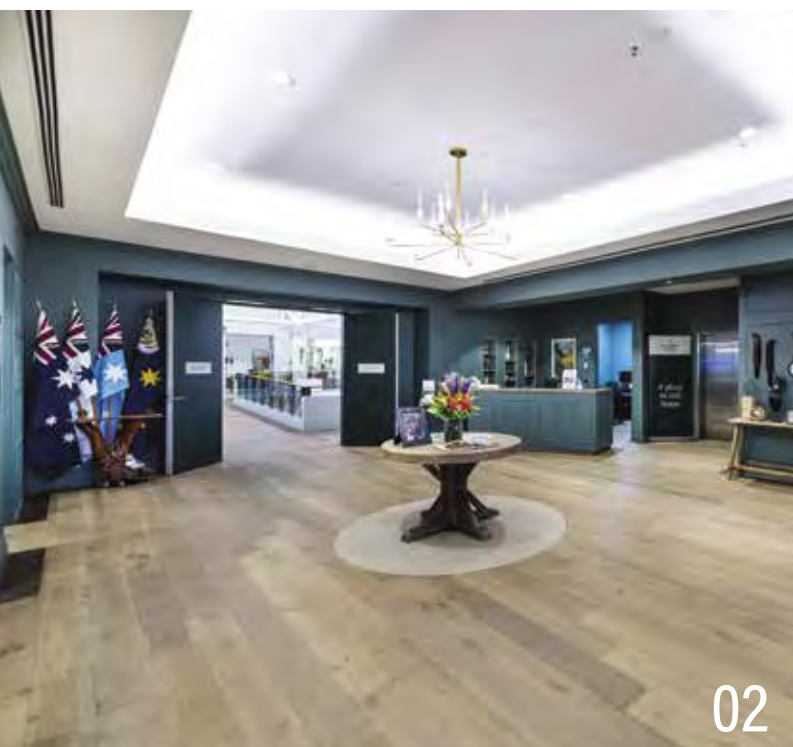
private and public spaces which inspired LDK's design team and matched Paul's vision for a lively, connected seniors' living community.

The work was conducted in close collaboration with LDK's design and planning team, who had a clear vision for their future resident's lifestyle at Greenway Views and the challenge to enable this vision through the available spaces within the DSS complex.

Formerly housing over 2,000 public service workers and a range of offices, meeting rooms and support facilities, the site was refurbished over a four-year period by LDK's construction partners with guidance from their dedicated interior design team and LDK Management.

The new community is born

The reimagined space is now a thriving aged care village, equipped with modern technology integrated into the build plus a range of bespoke social, entertainment and educational facilities.



its kind in this space, and we believe the very best is only yet to come,” he said.

“The happiness, wellbeing, and comfort of our residents in this unprecedented standard of community living has made all of the hard work in the planning, construction and finishing stages extremely worthwhile.”

Greenway Views state-of-the-art energy efficient village also delivers a new model of sustainability for seniors. The village has more than 700kw of solar power capacity installed on rooftops and car parking areas, energy efficient lighting and smart controls, high efficiency heating, ventilation and air conditioning, along with heat recovery systems and high-performance wall, underfloor and roof insulation and window glazing.

Additionally, LDK has adapted the property landscape to adhere to the latest Bush Fire Safety Standards, minimising potential risks to the community. They really have thought of everything.

Multi-award winning design

LDK Greenway Views is not only loved by its residents, it has also been recognised by the building industry as a model of innovation, winning the following awards:

- Development of the Year - Retirement, Aged Care and Seniors Living (Greenway Views) at the 2020 The Urban Developer Industry Excellence Awards
- Award for Best Sustainable Development – Existing Buildings (Greenway Views) at the 2021 Innovation & Excellence Awards - Property Council of Australia
- ACT State Development of the Year at the 2021 Innovation & Excellence Awards - Property Council of Australia.

LDK Seniors' Living

LDK.com.au



Amenities offered on-site include a 120-seat theatre, a restaurant, two cafés, a private dining room, a function room, bar, art gallery, library, winter lounge, chapel, summer lounge, grocer, hairdresser, barber, private consultation room, gym, art and craft room, dance hall, village shed, a children's playground and a dog park.

The built environment and design ensures that Greenway Views residents can live with privacy, with complete freedom and full independence but retain a strong sense of dignity, community and social connection. The interior and exterior spaces within Greenway Views positively burst with love, life, and a sense of purpose.

CEO Byron Cannon says, “LDK strives to create communities that are built around the wishes and needs of our residents with our unique One Move Promise®, vastly differing from traditional retirement and aged care options.

“We are incredibly proud of this project and are inspired by its success to move forward and continue changing the future of seniors living in Australia. Greenway Views truly is the first of



Preparing for net zero

A simple guide for aged care providers

With the global adoption of net zero emission targets, Australia has committed to deliver net zero emissions by 2050, bringing an increased focus on sustainability and environmental management across all industries.

This means owners and operators in aged care and retirement living must now set and deliver their own net zero plans. These plans add another layer of complexity that needs to be understood by operators, but preparing to achieve net zero doesn't need to be complicated.

However, it is important to get the 'sustainability basics' right, and some of the more complicated topics such as electrification need long-term planning and engineering reviews.

To help with your planning, here's a seven-point guide on the main areas you can target to prepare your assets to achieve net zero emissions in the future.

1. Develop a Net Zero roadmap

If you fail to plan you are planning to fail. Having a sound net zero roadmap will provide critical information to help guide strategic and financial decision-making for your assets.

Upgrades such as solar and electrification can be expensive and complex therefore a net zero plan will need to include capital planning considerations, be focused over a long-term horizon, and will require involvement from specialists such as engineers, consultants and product suppliers.

A net zero plan should be updated every year, as things change within assets.

2. Energy efficiency

There is often a link between the condition of building services, preventative maintenance practices and utility consumption – so improving the energy efficiency of your buildings and equipment is the most cost-effective way to prepare your assets for net zero.

The proactive steps you can take often achieve not only reduced energy use and better environmental performance, but also a building that is more reliable and efficient to operate.

NET ZERO

3. NABERS energy, water & waste

NABERS is a simple, reliable sustainability rating tool for the built environment. After driving considerable change and improvement in other sectors such as the office market, the tool has recently been expanded to aged care and retirement living operations.

Underpinned by core principles, NABERS is based on actual historical performance, it has been developed in collaboration with industry, it uses meaningful inputs, and offers an easily understood star rating system.

A NABERS energy rating must be completed by an accredited assessor, which ensures a robust assessment process. Being able to measure, benchmark and compare energy and water consumption of a residential aged care home or a retirement living community allows you to chart a path towards buildings with zero environmental impact.

For more information visit www.nabers.gov.au/spaces-we-rate.

4. Energy contracts

Are you paying too much for your site's electricity or gas? Paying the right price for your energy is a great starting point. Depending on the total energy consumption of your site, you may be able to tender the energy supply.

Unless you are very experienced in the procurement process and energy supplier contracts, you should engage a specialist Energy Consultant. But first, check to see what their



fees are, as some will bury the costs in trailing commissions from the energy supplier.

5. Electrification

The main way to create assets that do not rely on fossil fuels, is by eliminating the use of natural gas.

An all-electric building is important as it allows 100 per cent of energy sources to come from renewable energy, and it means the building is future proofed from having to be refurbished to eliminate outdated technologies.

The main uses of gas and fossil fuels in aged care and retirement living assets that can be electrified include:

- natural gas for space heating, domestic hot water and cooking
- diesel for emergency services and backup generators. (Although only making up a small amount of emissions, diesel usage will still need to be phased out over time.)

6. Renewables

The last decade has seen a huge push into renewable energy in Australia. While the energy savings and return on investments are now undoubtable, there are a few technical issues that need to be considered:

- Condition of your roof. Is your roof suitable for the installation of solar both from a load bearing and lifecycle point of view?

- Condition of your electrical infrastructure. Are any parts of your electrical infrastructure non-compliant with current regulations? If so, this could require upgrades to the infrastructure.
- How much solar can you install? Depending on your electrical network, there are limitations on connection to the systems.
- Battery storage. Depending on your load profile, battery storage may be a good option.

7. Electric vehicles

Many organisations across Australia are planning to convert their fleet from fossil fuel to electric vehicles (EVs) over the next few years. The potential benefits of EVs include:

- reduced fuel costs
- lower maintenance costs
- enhanced energy security
- reduced air pollution (with associated health benefits)
- an improved driving experience
- greenhouse gas emissions can be eliminated if EVs are charged using renewable energy.

David Chokolich, General Manager, Engineering Services, HFM (A division of BGIS)
www.hfmassets.com.au



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Core Capabilities Unify Home care and Residential Care

The Aged Care Reform train keeps chugging in terms of consultation and laying out the roadmap. To thrive in the next wave, Providers must get five things front and centre when it comes to consumer-facing risk.

1. Understand clearly which consumers experience the greatest degree of risk (harm-inducing) and build these into your business systems and people awareness systems.

This means being able to determine consumer vulnerability.

- a. Living on their own
 - b. Rural and remote with limited-service options
 - c. Few or no family or friends
 - d. Cognitive impairment and are unable to problem solve or 'speak up' for themselves
 - e. Have responsive behaviours which may impact on care provision (e.g. aggression, sexual disinhibition, purposeless wandering)
 - f. Links to any of the nine Special Needs groups as outlined in the *Aged Care Act 1997*.
2. Understand the foundations of 'capacity and substitute decision making' for each consumer. No health and aged care system will ever support 'consenting to neglect'. Providers will need to ramp up consumer health literacy and awareness and shift to a rights-based approach built around consumer needs, goals and preferences.

Anchor Excellence

3. Have solid processes for clinical risk (High impact/ High Prevalent risk) – the main focus ones include (irrelevant of program type);
 - a. Pain Management
 - b. Falls prevention and management
 - c. Skin Integrity and pressure injury prevention and management
 - d. Complex care risks including (not limited to) diabetes, chronic disease, dementia affecting the ability to navigate dignity of risk decision making
 - e. Nutrition and hydration
4. Consumer deterioration recognition and response systems – very clear clinical pathways WHICH are easy to follow and execute
5. Policy and practices that enable the entire workforce to recognise risks of neglect, abuse and exploitation and have clear processes for the escalation of those risks which include appropriate control measures.



Delivering Evidence-Based Practice and Individualised Care - CPI Dementia Care Training

As dementia progresses, people often become more reliant on non-verbal communication, using their behaviour to express their unmet needs and concerns. A strictly medical approach to care often misreads these behaviours, at times leading to an over-reliance of anti-psychotics, sedatives and restrictive practices.



Dementia-related behaviour needs to be perceived as a form of communication – with escalating behaviour a sign of a person's increasing distress. For nurses and front-line care workers, this involves being able to recognise the different types and stages of dementia, so they can provide the best support and adjust their care to compensate for the person's cognitive and functional deficits.

Crisis Prevention Institute (CPI) Dementia Capable Care training provides tools to be the best care partner for those living at different stages of dementia. It blends the Claudia Allen Cognitive Disabilities Model, showing you how to

support persons at all cognitive levels and dementia stages, with Kitwood's model of person-centred care and CPI's verbal de-escalation techniques – to help drive measurable positive outcomes.

Dementia Capable Care training aims to give staff the opportunity to build skills and confidence in

managing challenging behaviours – through a format that suits their busy work schedule. Each of the programme's training concepts is taught online and reinforced through virtual interactive classroom activities, so staff don't need to take too much time away from their jobs to attend.

If you would like further information or wish to discuss the programmes in further detail, please do not hesitate to call **1300 244 674** or email information@crisisprevention.com

www.crisisprevention.com/Our-Programs/Dementia-Care-Training

Your Pear-fect Partner?

Food Solutions Diet Consultants is Australia's leading provider of aged care Dietitians and Speech Pathologists, with a reputable track record for managing nutrition, dysphagia and hydration.

With food being one of the largest complaints and most talked about topics in aged care, we work with facilities from the ground up to support foodservice systems and processes as well as our comprehensive clinical service. Our programs and level of experience are second to none with our focus on the quality standards to optimise the lives for our residents.

Dysphagia affects up to 70% of residents in residential care. Poor management of dysphagia can result in residents facing potentially life-threatening consequences, as well as contributing to a reduced quality of life. After falls, choking is reported to be the second highest cause of preventable death within residential care. It is essential for all facilities to have access to an experienced



aged care speech pathologist to support dysphagia management and staff training.

Residents experiencing dysphagia are at higher risk of malnutrition, so access to dietitian services are essential. Malnutrition affects up to 60% of aged care residents. The cost of caring for a person with malnutrition is not only significantly higher and more demanding on our health system, but also results in a reduced quality of life.

Optimal nutrition and hydration management is multifactorial and multilayered. Food Solutions is well placed to provide assistance with processes and systems to support residential aged care. Our programs are tailored to the needs of the residents,

with the Aged Care Quality Standards at the forefront of our practice. We are committed to providing Best Practice care.

We'd make a great PEAR! Get in touch today.

Phone 1300 850 246, email info@foodsolutions.com.au or visit foodsolutions.com.au

HUR Australia

"Bolton Clarke provides independent living services through at-home support, retirement living and residential aged care in Queensland, New South Wales and Victoria. In early 2022, the newest retirement living facility, Europa on Alma, opened in St Kilda, Melbourne. The site, designed in accordance with the Liveable Housing Australia guidelines, is fitted for quality of life, including cinema, library, conservatory style dining as well as gym. The gym is fitted with air-based HUR equipment, to provide safe, yet efficient training to everyone. The allied health team was consulted in the design and the physiotherapists, together with site manager Guy Marinucci, are keen to welcome everyone to train."

Visit <https://www.huraustralia.com.au/>



Meaningful Ageing Australia

Do your staff have the confidence and capability to reflect and communicate how they are caring holistically for older people? Is your organisation at risk for an 'unmet' compliance for emotional wellbeing/spiritual care in your accreditation site audits?

Are you interested to build a program of additional care minutes (non-clinical) based on independent evidence-based assessment to ensure meaningful choices are offered for residents?

Meaningful Ageing Australia can support your staff with the means to recognise the need for spiritual care and how to provide it on an individual basis.

Our workshops and resources guide and support providers to embed the practices essential to ensure high quality outcomes for aged care consumers, their relatives, and representatives.

Come and meet us in person at ACCPA National Conference at booth #32 or contact us at 1800 618 107 for more information.

MEDI-MAP Innovating medication management

Interoperable and integrated solutions that streamline workflows and minimise risk are the gold standard in electronic medication management. That's why Medi-Map launched their Integration Platform – a unique solution that's leading the way in secure access and integration of electronic health data.

INTEGRATION

Through the integration platform, Medi-Map have been able to partner with key organisations to provide a complete end-to-end care solution. They have successfully partnered with clinical solutions, pharmacy packing, and have developed an exclusive integration with National Home Doctors to enable streamlined continuity of care afterhours. The integration platform facilitates connection with any willing third-party software, ensuring care organisations have a completely integrated resident centric platform.

INTEROPERABILITY

It is imperative that all members of the healthcare team view and manage the same medication chart and regime. Medi-Map's use of cloud technology assists with the patient transition through primary and secondary care with connectivity to My Health Record. Medi-Map can enable a view in context of the patient and update the medication summary.

Azure Active Directory will also be available December 2022 for federated onboarding and offboarding of staff.

INNOVATION

Medi-Map's core focus and expertise is medication management, but the company is always seeking to innovate.



The unique Integration Platform not only allows integration, but also the consumption of data to fit an organisations' specific needs. Live data feeds can be used to run analytics and BI Tools to map clinical data to trend residents' indication, diagnoses, and medication.

To add to their comprehensive offering Medi-Map will be embarking on the build of an integrated controlled drug register for release in 2023. This will enable staff to manage stock and electronic records for S8 medicines, consolidating all medicine related records in the one platform and further reducing the risk of medication misadventure.

To learn more about MEDI-MAP visit the friendly team at booth 112 at the ACCPA National Conference, call 1800 431 420 or email office@medimap.com.au

Verto Educational Resources to address aged care provider concerns

The Australian aged care industry is working under unprecedented pressure in a highly regulated environment, as we negotiate COVID-19 - and a fatigued and depleted workforce with little time for education and training.

Registered Training Organisation VERTO'S clients and contacts have revealed that the types of common issues aged care providers are currently facing include:

- Site assessments as part of the Aged Care Quality and Safety Commission (ACQSC) Standards
- Risk of non-compliance or even sanctions from above assessments
- High turnover of staff
- Lack of time allocated to quality staff training
- No staff training aligned to ACQSC Standards.

In response, VERTO has developed a range of educational resources that address the above issues, and:

- Are mapped to ACQSC) Standards
- Written specifically for residential aged care and community home care facilities
- Are designed for face-to-face delivery

- Include a facilitator guide for team leaders, educators and registered nurses to deliver
- Include exercises and/or case studies to ensure understanding
- Are supplemented with e-learning to embed and re-enforce learning
- Are written to be concise and don't require participants to be off the floor, absent or backfilled
- Provide a solution to the "gap" in knowledge between the Certificate III and IV curriculum when compared to the ACQSC Standards
- Can be displayed for reference and re-used
- Can be personalised with write on/rub off capabilities.

Additional to the above suite of resources, VERTO continues to offer Certificate III in individual Support (Ageing and Disability) and Certificate IV in Ageing.

Contact Darren (0429 834 705) or Danielle (0418 865 584) to discuss how VERTO can tailor options to suit your needs. Alternatively, more information can be found by visiting <https://www.verto.org.au/aged-care-resources>.

Solutions to support the breadth of aged care



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