

# Workforce Redesign in the wake of CDC reform:

How Southern Cross Care is focusing on healthy ageing to drive consumer engagement

*Insights with Jo Boylan, Operations Director,  
Southern Cross Care*



In response to recent reforms and a growing ageing population, the past 18 months has seen the Australian aged care sector transition towards more consumer-orientated, market-based funding mechanisms to improve services and financial sustainability in the coming years.

With an increasing emphasis on consumer choice in aged care, many aged care providers are reassessing and driving internal transformation of delivery models to ensure the smooth transition to a modern service in an increasingly competitive marketplace.

What's more, with the Aged Care Financing Authority (ACFA) estimating that 76,000 new residential aged care places will be required by 2023-24 to meet growing demands, it has never been more important that industry and government work together to ensure access to and availability of quality aged care services in the future.

However with change comes both opportunities and challenges. Funding, changing consumer demands and workforce skills and requirements are just some of the issues facing the aged care sector on the transition to business model evolution.

Ahead of the **Aged Care Summit** taking place at **Australian Healthcare Week 2017**, Jo Boylan, Director of Operations at Southern Cross Care, shares insight into some of the strategies Southern Cross Care is using to reassess their workforce and current delivery model to transition to a more consumer-driven contemporary service.



Since January 2016, Southern Cross care has been revising its business model to become more consumer focused by offering healthy ageing services and promotions.

Through research with over 40 consumer focus groups, they are using consumer feedback to re-brand their business and workforce to differentiate their brand and services in an increasingly competitive market place.

Below, Jo shares the steps her organisation is taking to create a new aged care model for the future, how they are ensuring their workforce is equipped to support the change and the lessons learned from their journey so far.

## The importance of consumer feedback in driving transformation

“Southern Cross Care provides both residential and community services. Even though some of the modeling for each differs, the transformation approach we are taking is exactly the same for both services.

Southern Cross care has committed to a person-centered and healthy ageing approach. At the core of our business model is health promotion, which we see as just as important as financial planning.

A big part of our business model revision has been a focus on consumer feedback. From January to October 2016;



we have run over 40 focus groups which have given us further recommendations to work on. Basically, our consumers have told us what is important to them and we are trying to support their dreams and aspirations.

We're using several different methods to gather consumer feedback. In some cases it is one-to-one conversations, in other cases it is through focus groups. We have found our consumers are giving us very clear feedback on what their needs are, including:

- Keeping mobile and independent
- Keeping their appearance and looking dignified
- Being empowered

Our consumers want to be able to understand the information we are providing them with, because it helps them have more control over their lives. They also want to have more information about their budgets. Keeping independent and physically active is key to staying at home, and they want us to help them achieve this, as well as to be there to support them emotionally.

Information that came through our independent living user groups was that consumers have high aspirations for self-management; they want to keep active and fit. This is great confirmation that we are heading in the right direction with our healthy ageing model.

Our new business model is 100 per cent about healthy ageing. Our customers come to us because they know if they are a customer in one of our residential homes, there is access to a gym and a fitness leader.”



# Introducing KPIs to measure improved business outcomes

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“Health promotion underpins our whole business. It is a Key Performance Indicator (KPI) in all our reporting. From the top-down, everyone is involved in promoting healthy ageing. For example, we measure mobility – or how often consumers are going in and out of hospitals – which is a big indicator of how our approach is going.

We are also using a Net Promotor Score (NPS) to gauge how successful we are in this new business change. A part of this has been running over 40 focus groups across our business to ensure that the model we’re transitioning to is what our customers want.

Another measurement we’re starting to look at is Facebook, and whether or not our customers would recommend us to a friend. We’re trying to be brave and move into the peer-to-peer curation space.”



# Creating a workforce culture to support change

“When it comes to education and training, we’ve moved to on the job training to facilitate an even better workforce culture. We have also recruited learning and engagement coordinators across all of our sites and services so that they are right there in people’s homes meeting the standards that we expect.

We also have accreditation standards and our own business quality reviews to ensure we’re meeting a much more customer focused approach. We have also rolled-out a quality of life survey to measure how well our staff are supporting our customers.

Our focus is less around satisfaction about us, and more around how well we’re supporting people to have a great quality of life; or to be better for life with Southern Cross Care.”

# Challenges in the wake of CDC reform

“The biggest challenge we have is promoting health literacy – for example, ensuring our customers understand their budgets, to understand what they are choosing, to understand how to manage that budget.

Budget management for our customers is quite complex. It is not easy at all. We are trying to support our customers to understand government subsidy and how they can also contribute to this subsidy.

There is a lot of health literacy, financial literacy and new language they have to learn and we are supporting them to understand this.”



## Interested in learning more?

Join Jo at the **Aged Care Summit** taking place at **Australian Healthcare Week 2017** where she will further explore Southern Cross Care's business model redesign, including:

- How to understand your current workforce
- Strategic talent sourcing in response to business requirements
- Measuring productivity: ROI on human capital as a core HR metric
- What are the key critical performance indicators that you should be measuring to achieve improved business outcomes?
- Controlling and protecting your brand in the market place through the effective management of your talent

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