Making Change Stick

Effective engagement strategies in a large change program

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Outline

- Project Drivers and Objectives
- Scope, Governance
- Engagement Strategies
- Engagement outcomes
- Learnings

Why do we need this project?

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We want to deliver services that we know make a difference

We want to support our consumers to live a good life with more choice, control and connections to their community

We want to be a provider of choice in a competitive market

Why do we need it now?

By 2032 there will be an **82%** increase in the number of Australians older than 65 and a **100%** increase in those older than 85

1 Jul 15

funder deadline to convert all existing HCPs to CDC. CDC aligns with our own person-centred approach to delivering ageing and disability services, so it's a good fit for us. It's the **deadline we needed to have.**

ONLY 5%

of Australians aged 65 years and over live in residential aged care. **MOST** older Australians who require support receive it in their own home. There is greater emphasis on keeping people independent at home through the provision of enablement and restorative supports.

We want to support our consumers to live a good life with more choice, control and connections to their community

Living Longer Living Better

10 year reform program to provide older Australians with more choice, control and access. It has established a My Aged Care Gateway for all C'wealth Aged Care programs,

will invest **$3.7B over 5 year** and expand Home Care Packages above residential care.

Why do we need it now?

Our **2011 Your Life Your Wellbeing** evaluation identified specific consumer issues with social isolation and psychological distress. Need to monitor success of Practice Improvement Plans.

We want to deliver services that we know make a difference

We need a **unique TBS approach** aligned to our strategy, values and **evidence of what works**, not Government or programmatic silos. The practice evidence we use should include "practice wisdom", evaluation findings, experience of other providers as well as scientific literature.

Staff need a clearly articulated person-centred approach they can use to provide our CADS clients with a true sense of choice and control over what services they receive, who delivers them, how and when they are delivered and what outcomes they should expect.

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Why do we need it now?

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The environment in which we deliver Community Ageing and Disability Services is

changing

rapidly.

It is becoming more competitive, giving more choice and control to consumers and becoming more

'user pays'

We want to be a provider of choice in a competitive market

We must innovate to be attractive to

'savvy' consumers, carers and workers,

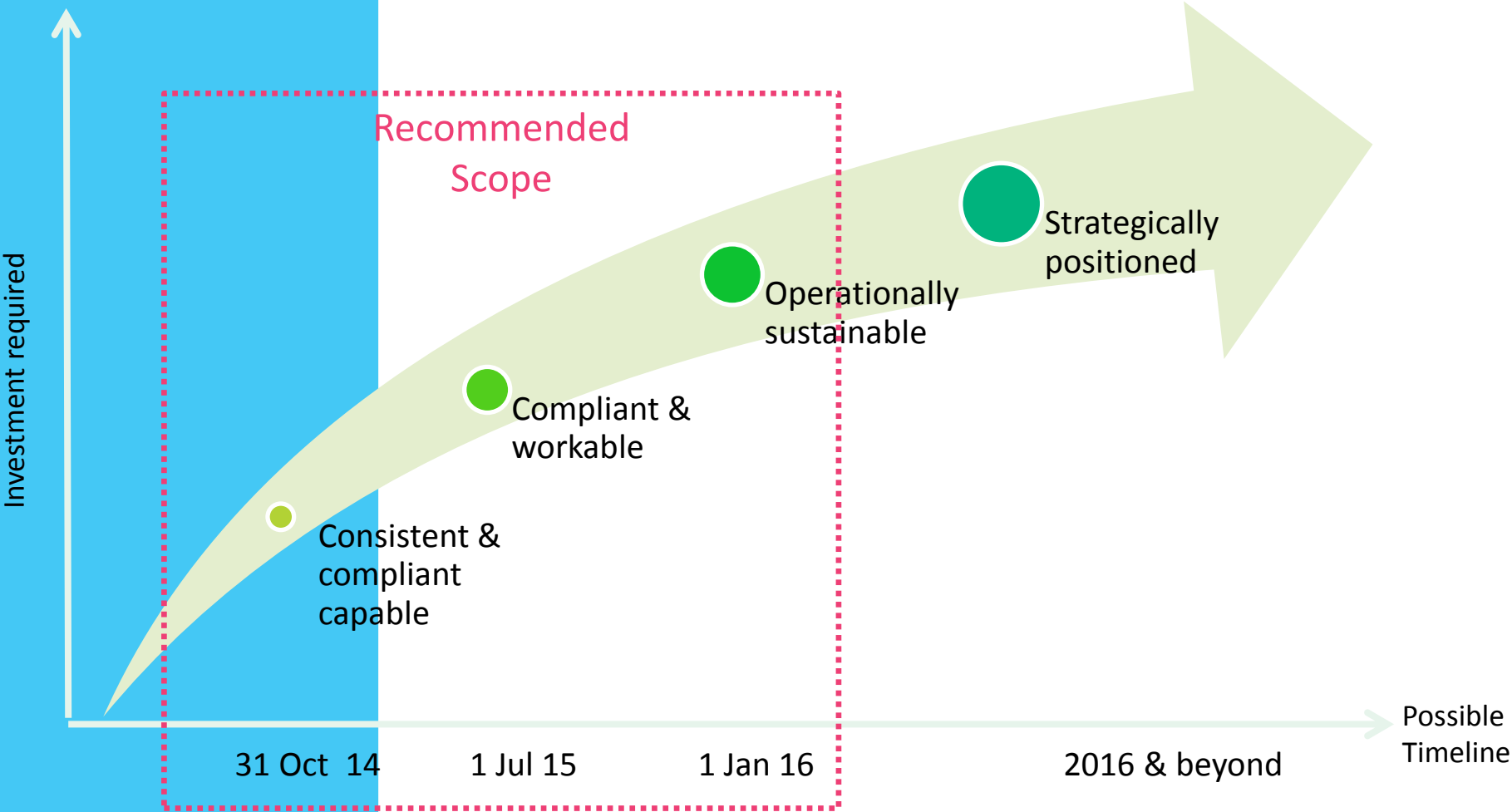We must become

exceptionally efficient

Project Objectives

1. To increase our consumers' choice and control over the services they receive and ensure transparency of service delivery.

2. To increase our consumers' connection to their community and sense of wellbeing.

3. To establish a consistent Benevolent Society approach to delivering CADS services that we know will make a difference.

4. To meet Consumer Directed Care (CDC) Guidelines for all Home Care Packages (HCP) by 1 Jul 2015.

5. To be a provider of choice of aged care services and provide value for money.

Scope

Recommended Scope

Investment required

Strategically positioned

Operationally sustainable

Compliant & workable

Consistent & compliant capable

| 31 Oct 14 | 1 Jul 15 | 1 Jan 16 | 2016 & beyond |

Possible Timeline

Scope

Consistent and compliant capable	Compliant & workable	Operationally sustainable	Strategically positioned
Consistent approach to CDC defined	CADS practice defined	Infrastructure in place to manage quality	Unique CADS practice framework implemented
All existing CDC packages being managed consistently.	All existing HCP packages are CDC compliant.	Infrastructure in place to support additional growth.	Consumer portal and promotional strategy in place
Capability in place to support up to 150 CDC packages (100 new)	Capability in place to support up to 760 CDC packages		

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CSET

Project Sponsor

Steering Group

| Project Sponsor | Project Lead | Regional Director | CADS Manager | Q&E Finance | Consumer Advocate |

As required

Project Lead

Project Manager

Project Team

Consumer Discussion Groups

Staff Champions

Subject Matter Experts

Working Group(s)

Engagement strategies

ELEMENT	PHASE 1 to March 2015	PHASE 2 to Jan 2016	BEYOND
Client	**_Design with and for:_** • Client discussion groups • Letters to clients • Enquiry Booklet • Client Welcome Packs • Website updates • Home visits • Surveys	• Market Research	
Staff	**_Design & implement with and for_:** • Staff Champions • Roadshows, food, celebration • Managers Cascade • Training & training evaluation • Good Life Intranet site • Technology improvements & supports • Operating Guides • Consistent practice tools • Surveys + fortnightly teleconferences • BAU training and onboarding	• Transition Tracker • Handover to Business as Usual	
Organisation	**_Accountability & support_** • Steering Group with Executive Sponsor • Reps from Shared Services & Community Care • Exec. Committee reporting • Approval of handover to BAU	• Compliance audits	

Engagement outcomes - clients

Overall satisfaction: 93% of respondents agree or strongly agree with the statement: "Overall, I am satisfied with the quality of services I receive"
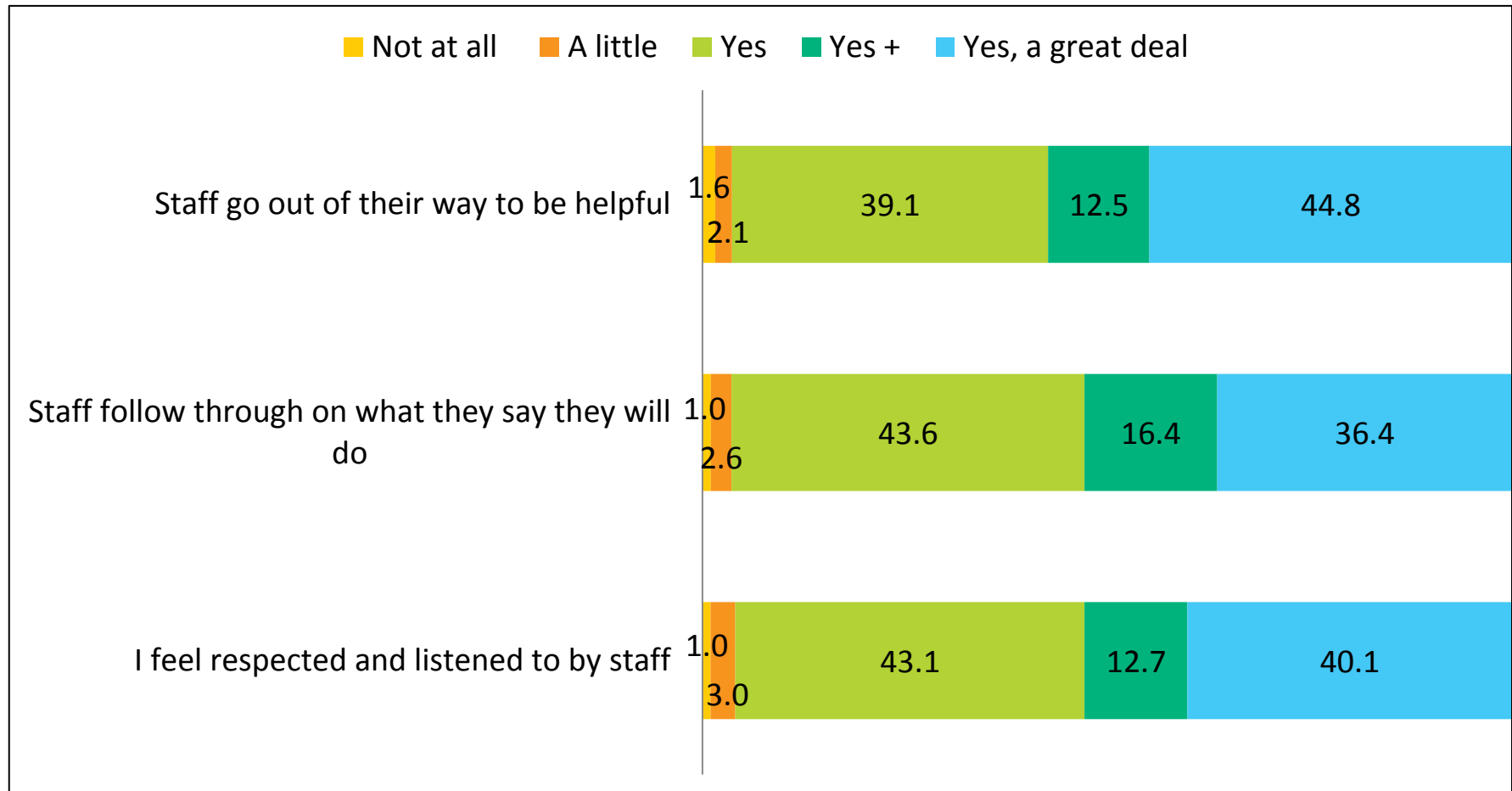

Overall, I am satisfied with the quality of services I receive

Category	Value
Strongly disagree	1.6
Disagree	2.1
Neither agree nor disagree	3.6
Agree	50.8
Strongly agree	42.0
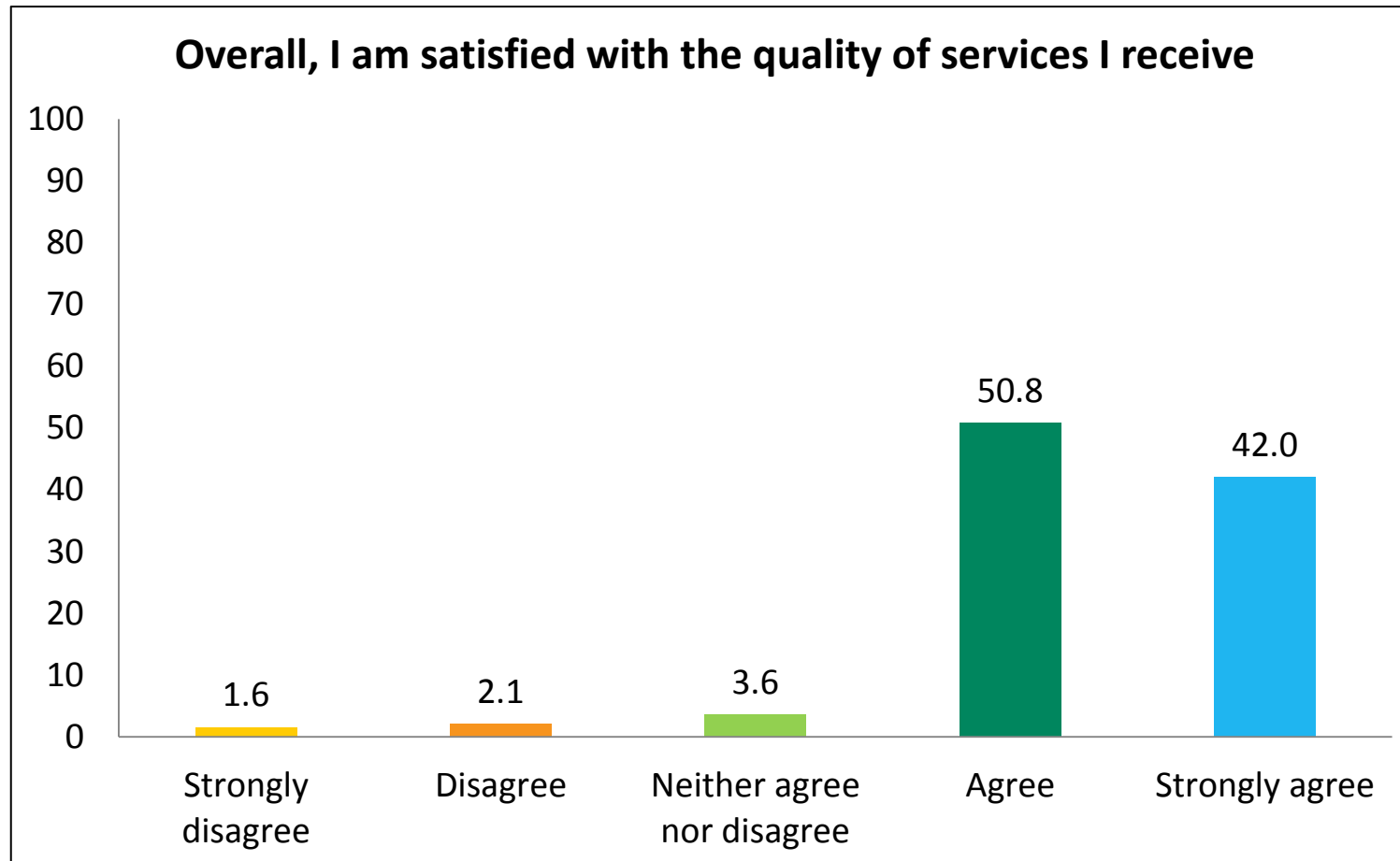
Engagement outcomes - clients

Highest scores:

- 96% of respondents answered 'yes' or higher to the following statements

Legend: Not at all | A little | Yes | Yes + | Yes, a great deal

Staff go out of their way to be helpful: 1.6 | 2.1 | 39.1 | 12.5 | 44.8

Staff follow through on what they say they will do: 1.0 | 2.6 | 43.6 | 16.4 | 36.4

I feel respected and listened to by staff: 1.0 | 3.0 | 43.1 | 12.7 | 40.1

Engagement outcomes - staff

Response rates to staff survey
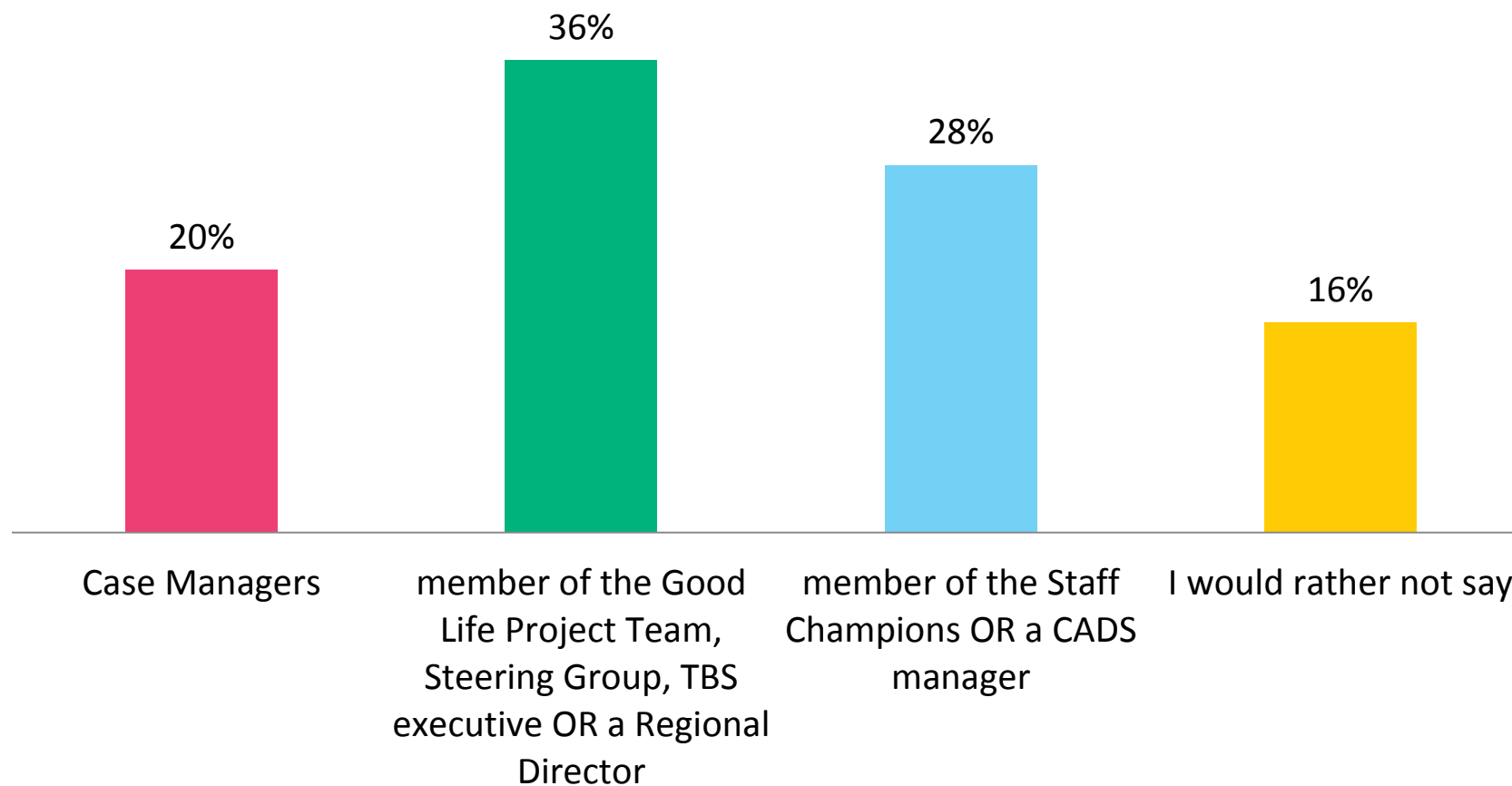
Training Modules

Nine training modules were delivered face to face and online up to February 2015

- Getting ready

- Excel essentials

- CDC Financial rules

- Creating value for money

- Achieving choice & control

- Making it work behind the scenes

A further four coming in March 2015

Further training later in 2015 on self-directed care system

Engagement outcomes - staff

At least 80% of respondents agreed with each statement:

■ Strongly Disagree   ■ Disagree   ■ Undecided   ■ Agree   ■ Strongly Agree   ■ I don't know

Communications about project details (e.g. presentations provided by the Good Life Project Team to be shared with staff) were sufficient.

Communications about project details were effective.

During the project I have been given the opportunity to provide feedback on the Good Life project.

I always knew who I could give my feedback to about the Good Life project.

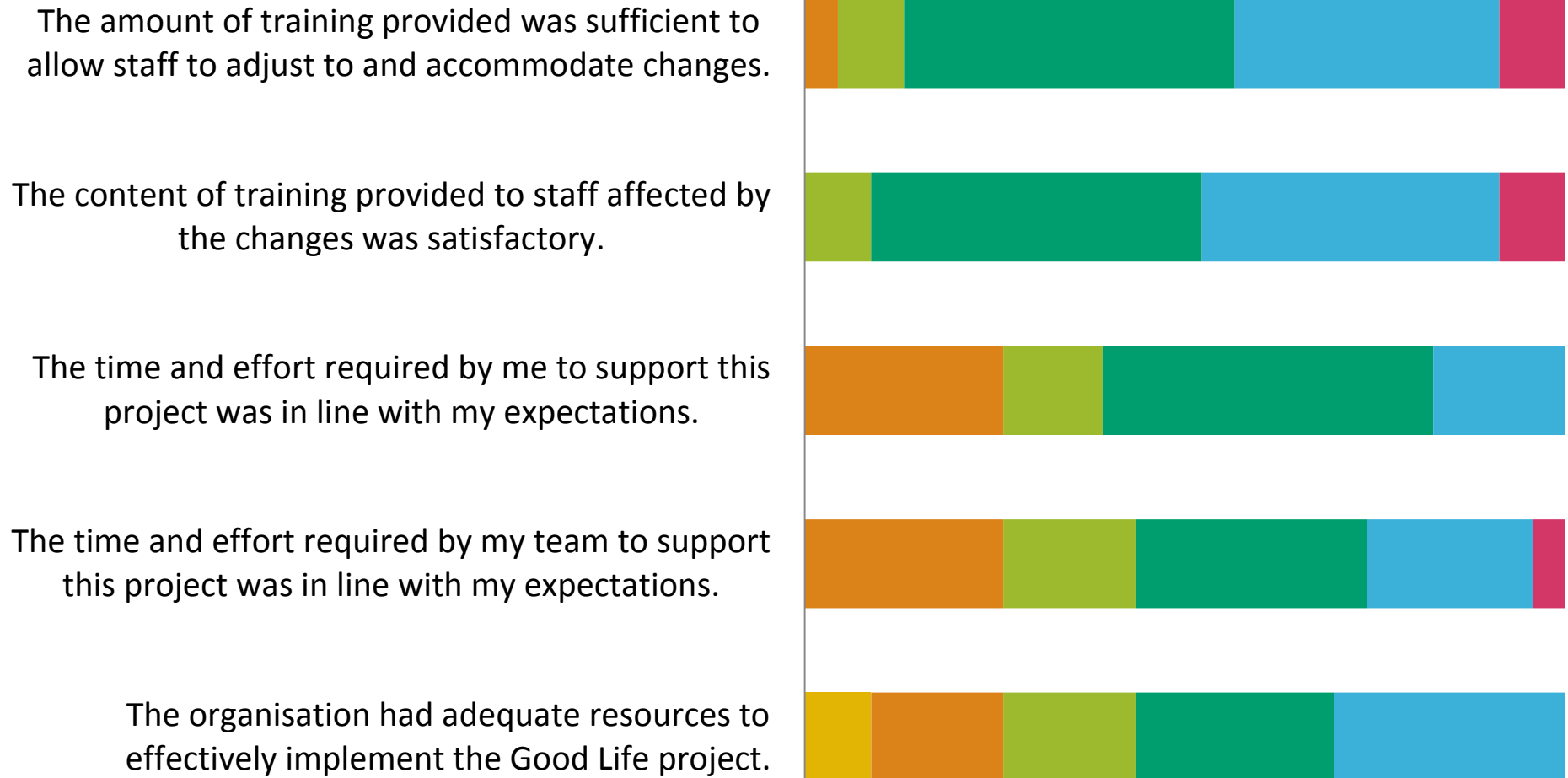I feel that my questions/feedback have been adequately considered and addressed. **1**

The materials developed for clients (Welcome Pack and Enquiry Pack) are satisfactory. **1**

Engagement outcomes - staff

Legend: Strongly Disagree · Disagree · Undecided · Agree · Strongly Agree · I don't know

- The amount of training provided was sufficient to allow staff to adjust to and accommodate changes.
- The content of training provided to staff affected by the changes was satisfactory.
- The time and effort required by me to support this project was in line with my expectations.
- The time and effort required by my team to support this project was in line with my expectations.
- The organisation had adequate resources to effectively implement the Good Life project.

Learnings

- Keep up the good work

- More resources – More time!

- Change this big needs strong drivers and support all round

- Change this big needs a high level of staff engagement which we got

- Change this big needs an expert project manager which we had

- Engagement has to come from multiple strategies

  - *1:1 + groups*

  - *local champions*

  - *client discussion groups*

  - *roadshows*

  - *teleconferences – what's working TODAY what's not*

  - *training + back at work support*

- Letting go from Project to BAU (with support) is critical to maintaining the change

THANKYOU