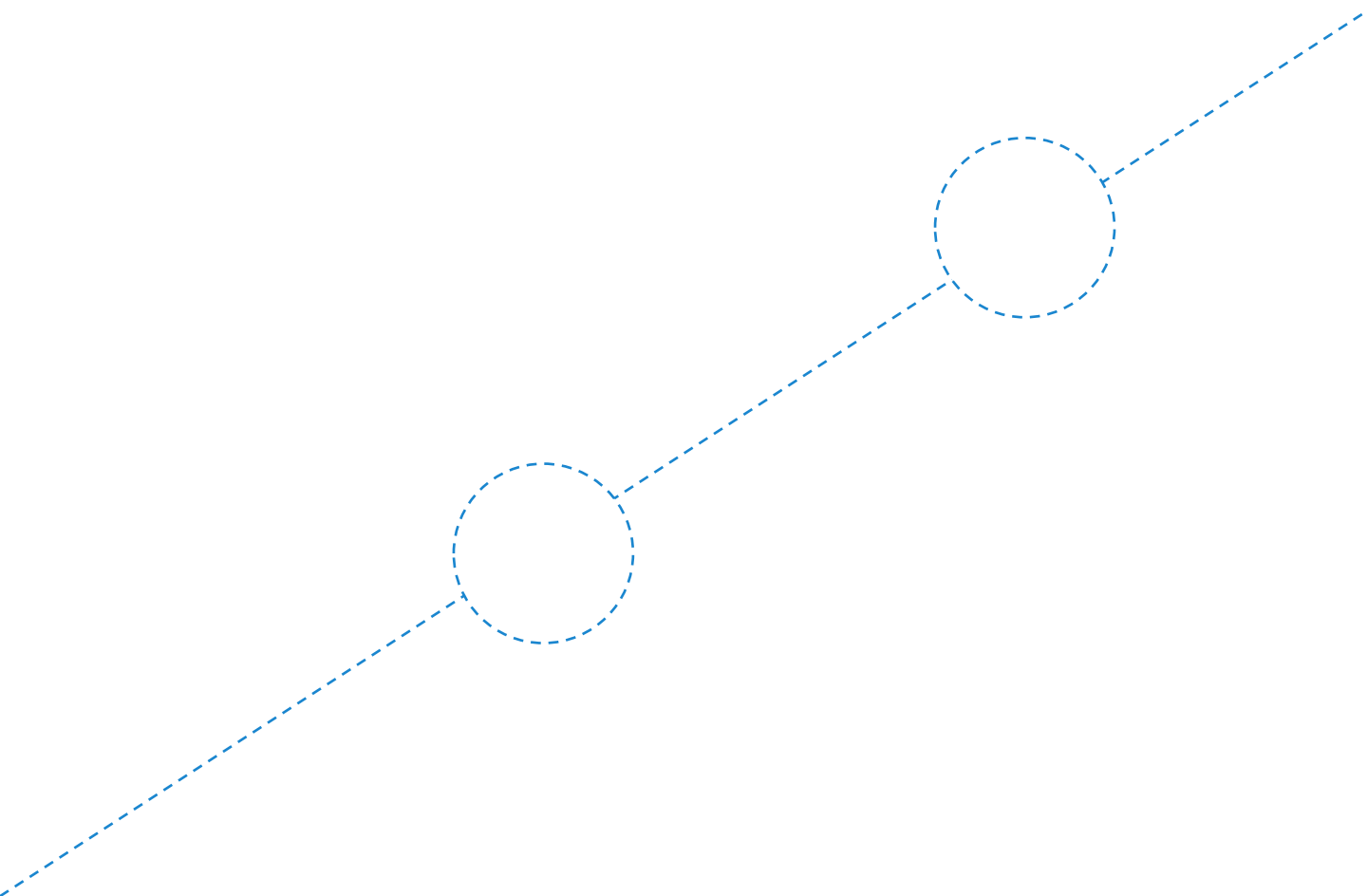


LEADERSHIP SERIES.

People and the
forces of change.



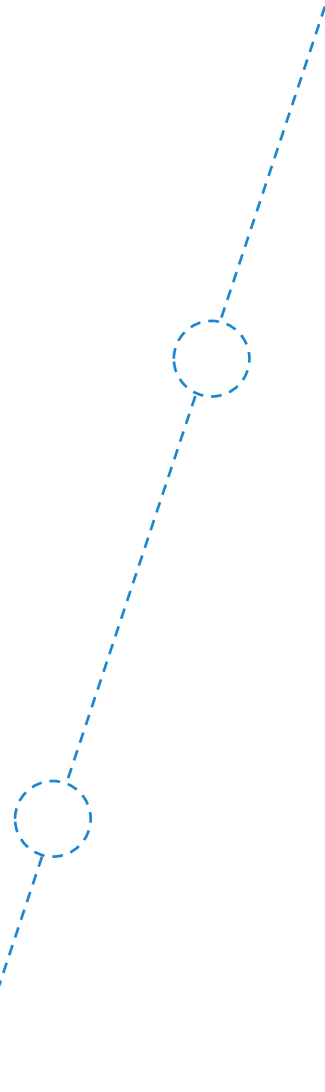
CHANGE: THE ONLY CONSTANT

Every business is impacted by external factors, no more so than the business of providing care. Whether your organisation is small or large, for profit, not-for-profit or government owned, based in metro, regional, rural or remote Australia, if you are providing care to older people, you will be impacted by many external factors - sometimes positive and sometimes negative.

For aged care providers to remain relevant and viable in a rapidly and constantly changing environment, we ask leadership teams to consider what these external influencers are and what they mean for the sustainability of their services.

At Mirus Australia, we believe people are an organisation's greatest asset. Attracting, retaining and engaging with all staff is vital, as ultimately this will directly or indirectly influence the quality of care and service provided.

Given the external changes impacting the provision of care, new ways of leadership, thinking and operating models are required to not only assist people manage these changes, but to support a culture of excellence and the opportunity for the workforce to thrive.



YOUR EXTERNAL SCAN OF THE LANDSCAPE

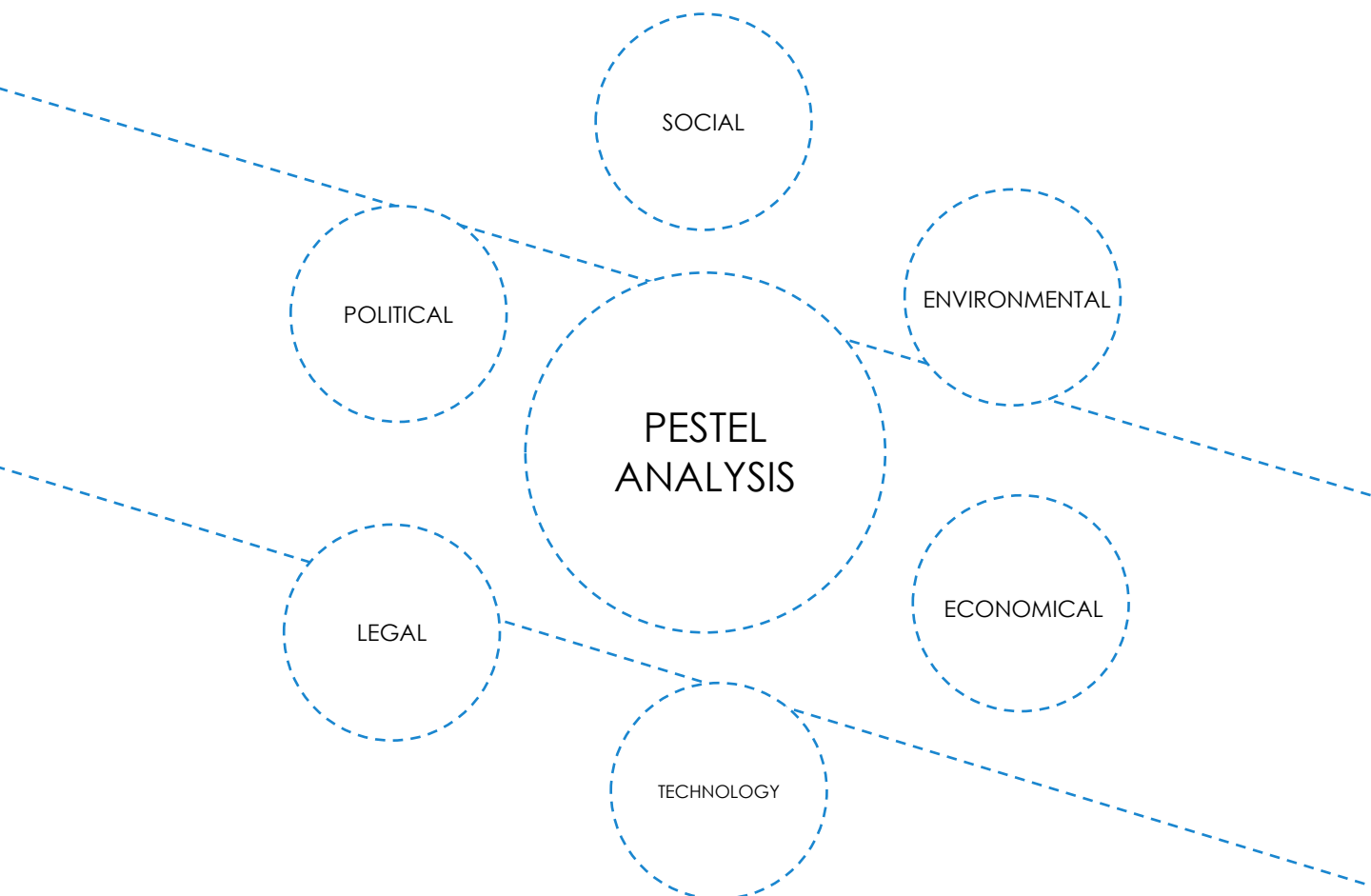
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The PESTEL analysis is one of the most common models to conduct an external scan of the landscape around your organisation and to identify the forces of change.

You can use this model to assess and evaluate critical factors in the external environment that can impact the organisation and your people. By having a clearer picture, the risks and opportunities can be prioritised, created or amendments made to the business strategy to better navigate the obstacles in the external landscape.

The only thing
we know about
the future
is that it is going
to be different

Peter Drucker



POLITICAL SCAN

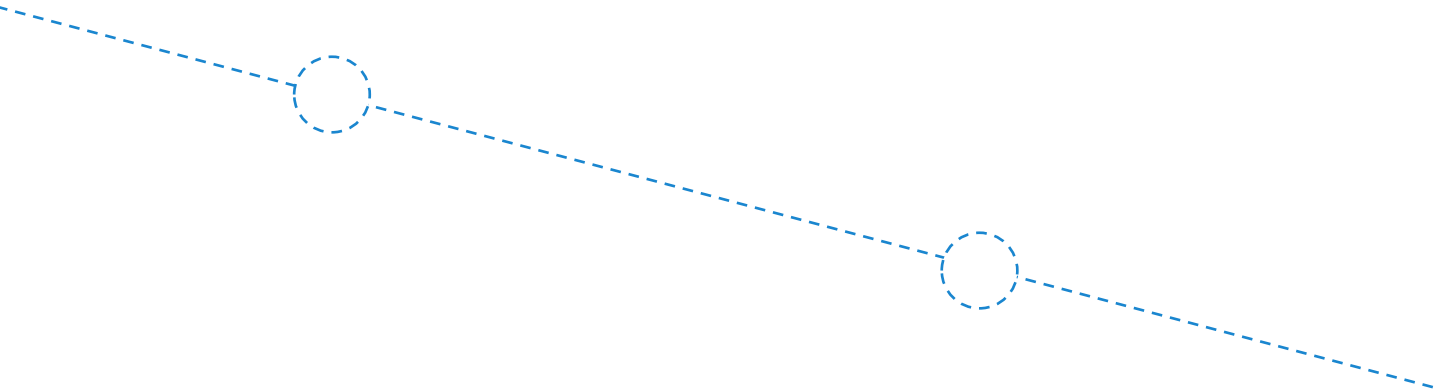
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Things to consider:

Changes to government policies; change in government/ministers; budget changes; infrastructure changes; tax legislation; business regulation; international political stability.

Your scan could start here . . .

- 2018 Federal budget release with an increased focus on home care packages, mental health services for people in residential aged care, and palliative care in residential aged care
- The amalgamation of the Australian Aged Care Quality Agency, the Aged Care Complaints Commissioner and the aged care regulatory functions of the Health Department
- Policy reforms in the aged care sector focus on providing sustainable, consumer centric care through changes to consumer choice, funding and the aged care workforce



ENVIRONMENTAL SCAN

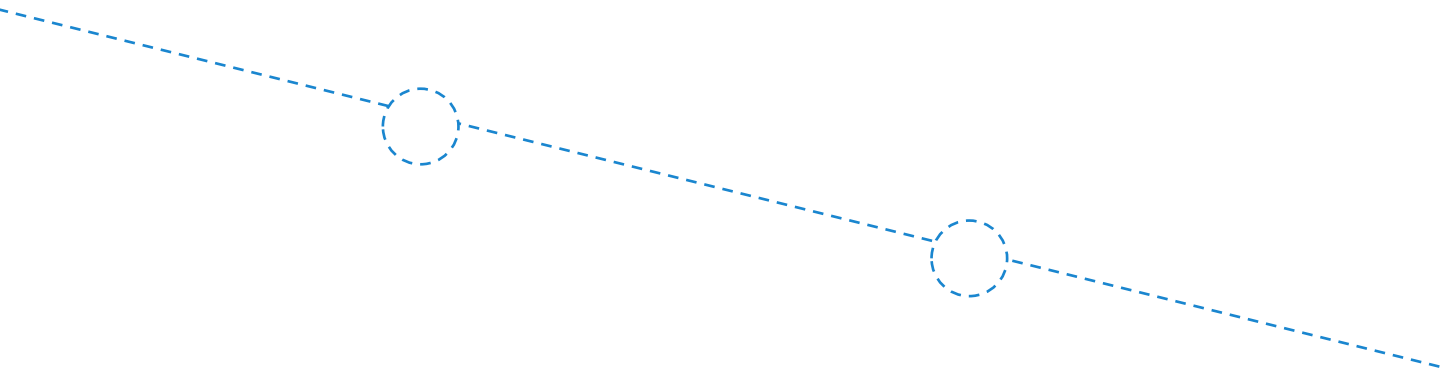
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Things to consider:

Natural disaster planning, risk mitigation and action plans; environmental or sustainability policies including recycling, waste management, power, local community or business initiatives.

Your scan could start here . . .

- Changes in temperature can have an impact on many industries that work with or around an aged care provider, for example farming and insurance companies, which may impact costs, workforce or the quality of goods and services
- A growing desire to protect the environment by the community, which may drive a move towards more environmentally friendly products and processes
- It is widely reported that human health is also linked with environmental factors such as temperature, and air and water quality affecting not only the people you care for, but the workforce providing the care and management of your organisation



SOCIAL SCAN

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Things to consider:

Consumer and location demographics; population growth rate; cultural backgrounds and norms; generational shifts in workforce and the consumer; public values and views; social health; job market trends.

Your scan could start here . . .

- The era of consumer choice means ‘disruption’ from the customer. Traditional business models and methods of operating are being challenged by competition and demand for services driven by the consumer. This means that the sustainability of aged care organisations depends now more than ever on responding to the consumer preferences, desires and expectations and the value of services provided
- Generational change of residents from war generation to baby boomers. For example, the consumer is now often the primary contact when enquiring about services and their families also interact more with providers and influence during the decision making process. Consumers are more empowered by choice and 24/7 access to information
- We now talk about the ‘future of work’ and the changing nature of the workforce including skills and skill shortages, roles and responsibilities, work environments and the growth of the gig economy or a labour market characterised by the prevalence of short-term contracts or freelance work as opposed to permanent jobs
- The federal government has funded a taskforce to develop a strategy for growing and sustaining the workforce in aged care and the report is due 30th June 2018
- We better understand the importance of the aged care’s culturally diverse workforce. The National Aged Care workforce census survey in 2016, showed that around a third of the direct care workforce were born overseas

TECHNOLOGICAL SCAN

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Things to consider:

Developments in medical devices including wearable technology, tools and technology to increase workforce productivity and connectivity, mobility, communication and independence; the rise of Artificial Intelligence and Virtual Reality to support care provision and workforce education and training.

The best way to
predict the future
is to create it

Peter Drucker

Your scan could start here . . .

- The latest technology craze of voice-activated devices is being used in a Sydney hospital to help bedridden spinal injury patients. The system is designed to overcome the problem of pushing a conventional call button when a patient is unable to use their hands or they experience a fall
- Competitor review, for example, the IRT Group has formed a world-first partnership to develop driverless car technology in a residential aged care setting
- With the budget's allocation of \$92 million to the Digital Transformation Agency, the accelerated roll-out of GovPass will enable people to fast-track digital ID verification across government services
- Consider new technologies for today's seniors, but also prepare a plan for future assistive smart device solutions for a more tech-savvy cohort
- Factors which are driving the growth of next generation communication technology market are the advancement of the Internet of Things (IoT), e-commerce and big data, which results into a increasing demand of advanced communication technology
- Learning and Development programs are undergoing a rapid transformation to meet a growing end-user demand for more engaging professional development experiences

LEGAL SCAN

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Things to consider:

Legal obligations; contracts; workplace health and safety; accreditation standards; tax changes.

Your scan could start here . . .

- The changes in Australia privacy laws with the roll out of Privacy Amendment (Notifiable Data Breaches) Act 2017 ('Act')
- The changes to the financial reporting requirements for residential aged care and home care package providers
- The development of the national elder abuse plan, which was announced by the government at the National Elder Abuse Conference in February, and was a key recommendation of the June 2017 Australian Law Reform Commission report on elder abuse
- Enterprise bargaining has been a part of the Australian Industrial Relations framework since 1993. However, trends in recent data about agreement making are any indicator, enterprise bargaining is now facing a period of decline across industry sectors

ECONOMICAL SCAN

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Things to consider:

Economic forecast; global economic factors; interest rates; inflation; RAD/DAPs & ACFI; regional developments; impact of other industries on workforce; market conditions; unemployment rate; public spending trends; pensions and benefits access; organisation's financial assets and liabilities.

Your scan could start here . . .

- The consumer-centric market in aged care is consistent with changing consumer dynamics across the broader economy. Businesses across different industries are becoming responsive with regards to attracting and retaining customers, which are facilitated by advances in technology and communication
- Combined with the shift towards Consumer Directed Care or CDC, there is a growing emphasis on 'user pays' payment structures and business models where consumers have greater choice, flexibility and visibility of their aged care decisions
- Changes to the pension work bonus to allow older Australians to work more hours without reducing pension payments, and expanded access to the pension loans scheme to boost their income by drawing down equity from their homes
- Senate Economics Reference Committee inquiry, which is scheduled to report in August 2018, aims to examine a number of tax and financial areas of providers, including:
 - The use of any tax avoidance or aggressive tax minimisation strategies
 - The associated impacts on the quality of service delivery, the sustainability of the sector, or value for money for government
 - The adequacy of accountability and probity mechanisms for the expenditure of tax payer money
 - Whether current practices meet public expectations

WHAT ARE THE MAJOR FACTORS INFLUENCING YOUR ORGANISATION TODAY?



TECHNOLOGY

PEOPLE

Sam Lam (pictured) is a registered psychologist who specialises in organisational psychology.

With over 14 years of experience in this field, she has worked with local, national and international organisations in Europe and Australia and across industry sectors.

Sam is an organisational and people development expert, and she assists organisations on how to get the most out of their people.

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