

Victorian Community Care Sector Change Management Overview

June 2018

Overview

The Victorian community care sector is experiencing transformational change as a result of a range of Commonwealth and State reforms in relation to the aged care and the disability sectors. The Commonwealth Department of Health (DoH) and the Department of Health and Human Services (DHHS) Victoria have been working in partnership to establish a foundation for managing this change. The departments will work with the Regional Development Coordinators (RDCs) and other members of the Sector Development Team (SDT), peak bodies and other change enablers in Phase 2 of the change approach to assist the sector to prepare for and respond to change and achieve the following vision.

“The Victorian community care sector operates successfully within a national system, using a wellness-promoting, reablement and restorative care and diversity approach to ensure clients have continued access to relevant and appropriate quality community care services”.

A program of change management activities will be delivered through to 30 June 2019 to improve providers' access to information and capacity to respond to and lead organisational change now, and in the lead up to future reforms. It is important to note that decisions have not been made on future sector reform or future Commonwealth Home Support Programme (CHSP) and HACC Program for Younger People (HACC PYP) program arrangements, however this work will position providers to be able to access and respond to information as it becomes available.

Where are we now?

The community care sector in Victoria has a diverse range of stakeholders and networks that have important roles as partners for supporting streamlined communication and change readiness. Since transition both departments have been working together to establish a foundation for change (phase 1) through the establishment of:

- Nine Regional Development Coordinator positions, an addition to the existing broader Sector Development Teams;
- A Central Coordination Unit in DHHS to support state-wide coordination;
- Regular meetings of the Victorian Community Care Advisory Committee (VCCAC); and
- Consultation with sector representatives and consultant's Ernst and Young on early development of a change management approach.

Facilitating Change

The following will work together as change enablers in 2018-19 to facilitate the sector to be leaders of change and to access and share information:

- DHHS Central Coordination Unit (CCU) and DoH.
- Sector Development Teams (comprised of RDCs, Wellness and Reablement Consultants, Diversity Advisors and Aboriginal Development Officers).
- Victorian Community Care Advisory Committee (VCCAC).
- Regional Alliances.

In addition, training and education will be available to support providers to prepare for organisational change.



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Where do we want to get to by 30 June 2019?

The departments' shared vision for supporting the management of change in the Victorian community care sector aims to achieve the following by 30 June 2019.

- CHSP and HACC PYP providers know where to access information to make informed decisions to respond to change;
- Clear and timely communication mechanisms are in place to support the sector to adapt to change;
- Nationally consistent CHSP services are available for older people in Victoria with a wellness-promoting, reablement and restorative care and diversity approach and
- Community care services are sustainable into the future with a diverse mix of service providers.

Activities will be implemented over 3 phases with associated objectives

Phase 1: Establishment (Complete)

- Foundation to implement change is in place through a change approach with clear roles and responsibilities, timelines, messages and activities.

Phase 2: Enabling the sector to be leaders of change (June 2018 – May 2019)

- The change strategy objectives vision and roles are understood by the change enablers and the sector.
- Change enablers and the sector are engaged and equipped with the knowledge required to drive change and support implementation of the change strategy.
- Clear and timely communication mechanisms are in place to support the sector to adapt to change.

Future State: The sector leading and implementing change (From June 2019)

- Community care providers know how to access information to make decisions in response to change and the changing community care landscape.
- Nationally consistent CHSP services are available for older people in Victoria with a wellness-promoting, reablement and restorative care and diversity approach.
- Community care services are sustainable into the future with a diverse mix of service providers.

What do we need to do to get where we are going?

Preparing for change will involve clear communication and direction. The following table outlines the key changes required for the Victorian community care sector to achieve the vision and intended future state by 30 June 2019.

Establishment State (Phase 1)	Enabling the sector to be leaders of change (Phase 2)	Future State (Phase 3)
<ul style="list-style-type: none"> • Processes and policies for support and engagement are based on former HACC Program. • Sector resources filter and provide program information to sector. • Sector transitioning to different program arrangements, and communication approach. • Decisions on future program arrangements have not been made. 	<ul style="list-style-type: none"> • Clear roles and responsibilities for change enablers aligned to the change management vision and program objectives. • Clear, consistent and accessible communication mechanisms are in place. • Sector is supported to become leaders of change. • Sector is supported to respond to change. • RDCs transition from conduit between the sector and departments to facilitating sector leadership. 	<ul style="list-style-type: none"> • Sector knows how to independently find and access program and reform information to make decisions in response to change. • Sector provides leadership in supporting each other and ongoing sector development through alliances and communities of practice. • CHSP providers deliver services aligned to the national system and policies resulting in consistency for clients. • Community care services are provided to the Victorian community by a diverse mix of providers. This may include new providers.

What next?

The Central Coordination unit will work with change enablers to:

- Provide further information about the strategy at regional alliances.
- Review and streamline communication channels and methods.
- Develop and implement best practice alliance model/guiding principles for alliances.
- Support alliances to establish/strengthen communities of practice and work to support change management.
- Assess sector readiness for change and identify additional targeted activities to improve readiness.

The departments will continue to:

- Work in partnership to govern the strategy and develop future communications and information.

Further Information?

Should you have further questions please contact: Sectordevelopmentplanning@dhhs.vic.gov.au

Further information on Commonwealth Aged Care programs and policies including CHSP is available at <https://agedcare.health.gov.au>