



Australian
Institute of
Management

**Response to the
Productivity Commission Draft Report
January 2011**

CARING FOR OLDER AUSTRALIANS

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1. Executive Summary

The Australian Institute of Management (AIM) welcomes the opportunity to respond to the Productivity Commission's January 2011 Draft Report *Caring for Older Australians*.

AIM has an existing Australia-wide network of clients in the aged care sector and a credible record in the development and delivery of nationally accredited qualifications and practical short courses for effective skills acquisition in a wide range of management and leadership areas relevant to the key recommendations made in this report.

As a not for profit, membership organisation and the largest provider of professional management training in Australia, AIM is ideally placed to further extend its activities to build capacity and enhance the skill level of aged care providers and the aged care workforce for the benefit of ageing Australians.

AIM is keen to participate further with the Productivity Commission in this important and relevant work.

2. The Australian Institute of Management's response to the Draft Report *Caring for Older Australians*

INTRODUCTION

The Australian Institute of Management (AIM) strongly supports draft recommendations (11.1 to 11.5 see Attachment 1) in the Productivity Commission's January 2011 Draft Report *Caring for Older Australians*. These recommendations specifically acknowledge the essential role of management in a range of workforce issues where improved management would lead to improved outcomes for care recipients, carers and the aged care providers.

As the number of older Australians rises and the demand for aged care services increases, there will be a corresponding pressure on already stretched health care providers to care for ageing Australians. To attract and retain high quality staff, aged care providers will need to support the development of more attractive career paths and opportunities for professional development and improved managerial expertise.

THE AUSTRALIAN INSTITUTE OF MANAGEMENT AND THE AGED CARE SECTOR

Through its 65 year history, the Australian Institute of Management, a not for profit membership organisation, has grown to become Australia's largest provider of professional management training. AIM is a leader in the development and delivery of practical learning and development programs aimed at enhancing the skills and capabilities of managers, leaders and staff across a range of industries and already has extensive experience in providing innovative solutions to deliver measurable performance improvement in the aged care sector.

In a more competitive market such as that proposed in the reforms in the Draft Report *Caring for Older Australians*, greater consumer choice will drive an increase in competitive service providers. As organisations strive for an extra competitive edge, the Australia-wide AIM network can provide a host of nationally accredited training qualifications and customised flexible learning solutions to promote quality skill development for managers, their staff and their organisations. The new knowledge and skills gained will provide immediate skill enhancement that can not only facilitate career progression for managers and the formal aged care workforce but enhance the skills of informal carers and volunteers thereby achieving improved outcomes across the aged care sector.

Through the AIM network which extends across all Australian states and territories, AIM currently adds capacity to more than 20,000 managers and over 3,000 businesses and organisations by providing opportunities to learn, develop skills and better understand practical contemporary management practice.

AIM is a Registered Training Organisation and authorized higher education provider, supplying a broad selection of educational pathways and learning opportunities to lead, develop and engage individuals and organisations. AIM achieves this through:

- **Practical short courses** for immediate and effective skills upgrade covering general workplace skills supervision, management, sales and training;
- **Nationally accredited qualifications** – Certificate IV, Diplomas and Advanced Diplomas;

- **Post Graduate programs** which can articulate into an MBA, for example, through the Graduate School of Business in South Australia, the AIM Graduate School in Queensland and the Southern Cross University in NSW.
- **Customised Learning Programs** – AIM has a specialized unit dedicated to tailoring and developing new materials and programs to meet clients' specific needs to return more for the training investment dollar;
- **Online Courses** and online development opportunities and formal qualifications through a state of the art learning management system. Online learning has significant benefits to both the learner and the organisation including:
 - Flexibility
 - Increased retention in learning
 - Cost effective delivery
 - On demand access to learning
 - Motivation and engagement in learning
- **HR Research & Consulting** – providing a range of services including Salary Surveys, Return on Investment Measurement and Performance Management systems.
- **Recognition of Prior Learning (RPL)** – Aged care workers may be able to achieve their qualification (or credit for some of the units in a qualification) by providing a portfolio of evidence that shows an individual's existing competencies, or through national recognition arrangements.

Facilitators

The strength of AIM training lies in its experienced, skilled facilitators who are also subject matter experts. All AIM facilitators satisfy a rigorous selection process and are recognised professionals who offer proven theoretical insights alongside practical tools. In collaboration with instructional designers, AIM's dedicated Learning Development Advisory Board ensures world-class educational governance, and along with AIM's HR research and management libraries and information services, they ensure AIM learning and development solutions are best practice, immediately relevant, practical, engaging and cost effective.

Organisation partnerships

In each Australian State and Territory, AIM Divisions provide an essential contact point for management training and development activities. With a \$75 million turnover, over 280 staff nationwide, a network of customised office and training facilities and a commitment to Australia's business future, AIM is considered by many organisations in the aged care sector to be their key professional development partner.

Research partnerships

In addition to professional development partnerships, AIM conducts regular research with its members, participants and contacts. Some research is undertaken by AIM Divisions in partnership with universities as part of ongoing alliances between these organisations. Leveraging the best of both worlds, research undertaken in this way benefits from the academic rigour of the University combined with the applied focus of the Australian Institute of Management. For example the AIM WA in partnership with the University of Western Australia has an Australian Research Council Project to investigate *Knowledge transfer from training providers to organisations*.

This research is complimented by AIM's drive to maintain and develop the capacity to understand, integrate and apply cutting edge concepts and approaches from a comprehensive set of sources. AIM sponsors numerous overseas management and leadership experts and maintains access to several hundred academic and management

journals. Supporting this strength in training and to ensure quality are AIM administrative and oversight systems such as curriculum committees, quality/audit committees, higher education committees; and utilisation of expertise of Advisory Boards. Through these resources AIM is able to regularly identify emerging trends and develop robust teaching frameworks that integrate multiple perspectives.

CURRENT PROVISION OF AIM SERVICES TO THE AGED CARE SECTOR

A recent scan of the specific courses specifically related to the draft report recommendations in Western Australia and in NSW demonstrated that many health and aged care workers, supported by their organisations, are already participating in a range of management training activities with the AIM.

For example, in 2010-11 AIM NSW and ACT has already provided training for hundreds of employees in more than 130 different health care organisations across a diverse range of health care settings, including government departments, hospitals, not-for-profit and private health care facilities and aged care providers. Similarly, AIM Western Australia is working in partnership with more than 24 organisations in the health and aged care sector.

Training currently provided by AIM to the aged care sector in these states includes nationally accredited qualifications such as:

Certificate IV and Diplomas in Applied Project Management,
Certificate IV in Frontline Management;
Certificate IV in Training and Assessment;
Diploma in Innovation and Change;
Diploma in Personal Work Priorities;
Graduate Certificate in Leading and Developing People;
Graduate Certificate in Developing and Implementing Strategy; and
Business Management Certificate (mini MBA).

Concurrently, AIM has provided the following extensive range of training courses to individuals and organisations in the aged care sector in NSW, ACT and Western Australia:

- *People Management* - such as The New Manager, Frontline Management, The New Supervisor, Coaching and Mentoring; Effective People Management, Team Effectiveness, Leading with Emotional Intelligence and Organisational Leadership;
- *Self Management* - including Time Management, Managing Stress, Negotiation Skills and Self Leadership
- *Communication and Interpersonal Skills* - including Business Communication Essentials, Negotiation Skills, Policy Writing for Practitioners, Business writing skills and Professional Presentations
- *Project and Contract Management* - including Project Management Fundamentals, Applied Project Management and Contract Law for Managers
- *Strategy* - including Strategic Business Planning,
- *Innovation and change* - Building Successful Innovation Programs; Manage and implement Change;
- *HR Management* - including Human Resource Management and Appraising and Managing Performance
- *Sales and Customer Service* - including Essential Selling Skills; Dealing with Difficult Customers

- *Marketing* - including Marketing for Managers, Marketing Communication and Marketing Essentials
- *Finance* - including Finance for Non-Finance Managers and Accounting for Non-Accountants
- *Occupational Health and Safety* – Occupational Health and Safety program, Stay Safe Program
- *Training and Assessment* - including Workplace Assessment; Train the Trainer and Training within the AQF
- *Information technologies* – Microsoft office applications - which can offer cost effectiveness, efficiencies, productivity gains and higher quality care.

As a membership organisation, AIM offers ongoing support and comprehensive benefits to its clients in the aged care sector. AIM achieves this through provision of Management Master Classes, networking events, cross-organisational opportunities for discussion on management issues via breakfast briefings, specialist seminars, management and leadership conventions, mentoring and coaching services and access to research and publications in the field of management and leadership.

The comprehensive range of high quality training solutions AIM currently provides to the aged care sector positions AIM at the forefront of being able to build the skill capacity of providers within the sector to not only maintain their competitiveness but more importantly, to achieve the best outcomes for the vulnerable and expanding proportion of ageing Australians in their care.

APPENDIX 1

The key draft recommendations supported by the Australian Institute of Management are as follows;

Delivering care to the aged — workforce issues

DRAFT RECOMMENDATION 11.1

The proposed Australian Seniors Gateway Agency (draft recommendation 8.1), when assessing the care needs of older people, should also assess the capacity of informal carers to provide ongoing support. Where appropriate, this may lead to approving entitlements to services and/or assisted referral for:

- carer education and training***
- planned and emergency respite***
- carer counselling and peer group support***
- advocacy services.***

Carer Support Centres should be developed from the existing National Carelink and Respite Centres to provide a broad range of carer support services.

DRAFT RECOMMENDATION 11.2

The proposed Australian Aged Care Regulation Commission (draft recommendation 12.1), when assessing and recommending scheduled care prices, should take into account the need to pay competitive wages to nursing and other care staff delivering aged care services.

DRAFT RECOMMENDATION 11.3

The Australian Government should promote skill development through an expansion of courses to provide aged care workers at all levels with the skills they need, including:

- advanced clinical courses for nurses to become nurse practitioners***
- management courses for health and care workers entering management roles.***

DRAFT RECOMMENDATION 11.4

The Australian Government, in conjunction with universities and providers, should fund the expansion of ‘teaching aged care services’ to promote the sector among medical, nursing and allied health students.

DRAFT RECOMMENDATION 11.5

The proposed Australian Aged Care Regulation Commission (draft recommendation 12.1), in assessing and recommending scheduled care prices, should take into account the costs associated with:

- volunteer administration and regulatory costs***
- appropriate training and support for volunteers***
- reimbursement of out-of-pocket expenses for those volunteers who are at risk of not participating because of these expenses.***