



Department of Health
Government of Western Australia

Leadership in Aged Care Plan

for Western Australia 2004-2008

WA AGED CARE ADVISORY COUNCIL

2004-2008

Message from the Chairperson

In 2003, the WA Aged Care Advisory Council released the *State Aged Care Plan for Western Australia 2003-2008* to provide high-level, aspirational direction for the State's response to the health and aged care needs of older people. The Advisory Council is now translating these directions into actions plans that will make a real difference in the journey towards 'getting it right' for older Western Australians.

On behalf of the WA Aged Care Advisory Council, I am delighted to present the plan entitled *Leadership in Aged Care for Western Australia 2004-2008*. This plan is the Advisory Council's response to the first goal of the State Aged Care Plan which states the critical importance of strong leadership to envision, create and shape change for the benefit of older Western Australians.

We are now becoming well-educated about demographic change and about the personal, social and economic implications for our community of having a growing number and proportion of older and frailer people in the population. We are also recognising the importance of service design that is better coordinated and more responsive to the interconnected health, social and ongoing support needs of the individual older person.

However, we must not be content simply with being good managers of problems as they arise, and transporting this problem-solving approach into the future. We need to take up a vision-centred approach and actively create our preferred future, and to do this we need strong leadership. We now have the State Aged Care Plan's vision of "independence, well-being and quality of life for older people through responsive health and aged care services and supports" as our preferred destination, and strong leadership must be our guiding hand.

In the extensive consultation strategy that underpinned the development of the State Aged Care Plan, there was a clear call for "leadership in the face of change" from both service providers and members of the wider community. The Advisory Council has now responded to this call.

Leadership in Aged Care for Western Australia 2004-2008 is based on the dedicated work of members of the WA Aged Care Advisory Council, and of the Leadership Working Group in particular, to whom I am pleased to express my appreciation and sincere thanks.

Dr Penny Flett

Chairperson, WA Aged Care Advisory Council

The leadership role of the WA Aged Care Advisory Council

The WA Aged Care Advisory Council was convened in February 2002 to provide ongoing advice to government on the health and aged care needs of older people in Western Australia. The Council supports a whole-of-sector approach to the planning and provision of State health and related aged care programs and functions as a permanent feature of the Health portfolio's advisory network. The Council provides an important link between the State government, aged and community care peak bodies, health management, clinical practice, the Western Australian office of the Commonwealth Department of Health and Ageing, and the wider community.

The Advisory Council completed a major task in June 2003 with the publication and government endorsement of the *State Aged Care Plan for Western Australia 2003-2008*. The State Aged Care Plan is designed to enable the Health portfolio to draw together current activities and future initiatives for older people under a comprehensive strategic framework. This strategic framework is based on a vision of "independence, well-being and quality of life for older people through responsive health and aged care services and supports."

The Council's continuing program of work includes the development of a series of action plans centred on the Vision, Goals and Objectives of the State Aged Care Plan. *The Leadership in Aged Care Plan for Western Australia 2004-2008*, the fourth in the series¹, addresses Goal One of the State Aged Care Plan: Strong leadership to envision, create and shape change for the benefit of older Western Australians.

The WA Aged Care Advisory Council is well-placed to provide strategic leadership to benefit the State's older population as articulated in the strategies and opportunities of the Leadership in Aged Care Plan. In November 2003, members of the Advisory Council took part in a workshop to fine-tune the Council's role and responsibilities. Along with the advisory role described in its terms of reference, Council members endorsed an enhanced strategic leadership role for the full Council supported by strengthened leadership roles for individual Council members (on behalf of the Council) within their specific constituencies. This strengthened leadership role supports Council members in their continuing responsibility of acting as sponsors for their particular area of interest or expertise and ensuring that this area of interest or expertise is fully integrated into the Council's forward work agenda. An enhanced leadership role for the full Council underpins its continuing effort to realise the vision of the State Aged Care Plan.

¹ Dementia Action Plan for Western Australia 2003-2006
Carers' Action Plan for Western Australia 2004-2007
Transitions Action Plan for Western Australia 2004-2007

The Leadership in Aged Care Plan fits within the strategic framework of the *State Aged Care Plan for Western Australia 2003-2008* and is aligned with its Vision, Values and Goals:

Vision

“ Independence, well-being and quality of life for older people through responsive health and aged care services and supports ”

Goal One

Strong leadership to envision, create and shape change for the benefit of older Western Australians

Goal Two

Transformed systems to ensure integrated and coordinated services and supports

Goal Three

Continuous improvement so that services and supports focus on the individual and recognise diversity

Goal Four

The people who provide services and supports are valued, mentored, skilled and resourced

Objective 1

Realise the vision for health and aged care services

Key Strategies

- Promote the role of the WA Aged Care Advisory Council
- Build health and aged care policy into wider decision-making
- Promote awareness of the State Aged Care Plan through targeted marketing and media opportunities
- Achieve consumer and industry stakeholder support for the State Aged Care Plan
- Develop and support strategic alliances, partnerships, and networking relationships
- Encourage the aged care sector to become an employer of choice
- Recognise and value individual initiative and best practice service provision and identify and mentor emerging leaders

Leadership in Aged Care Plan

Values

- Aged care is about the person, both the individual and their family (of origin, or choice) and carers and is built on participation and respect
- Aged care is positive and enabling with service delivery based on flexibility and choice
- Equity and inclusion are fundamental
- Quality systems are fundamental

Developing the Leadership in Aged Care Plan

In December 2003, a Leadership Working Group was set up under the auspices of the WA Aged Care Advisory Council to develop a Leadership in Aged Care Plan for Western Australia.

Dr Penny Flett, Chair of the WA Aged Care Advisory Council, assumed the role of Convenor of the Leadership Working Group. The membership comprised:

- Gail Milner, A/Director, Clinical and Aged Care Directorate, Department of Health
- Dr Peter Goldswain, Medical Director, Clinical and Aged Care Directorate, Department of Health
- Sherylann Horobin, Program Manager, Commonwealth Department of Health and Ageing
- Stephanie Bain, Coordinator, Aged Care Assessment Team, Northam Health Campus
- David Singe, Chief Executive Officer, Wheatbelt Development Commission
- Stephanie Kirkham, Senior Planning Officer, Clinical and Aged Care Directorate, Department of Health.

The Leadership Working Group met on a monthly basis from late 2003 until June 2004 to examine current barriers to a leadership focus in aged care and to formulate strategic priorities for inclusion in the plan. The Working Group determined that the focus of the Leadership Plan should be the articulation of practical and achievable strategies and opportunities against Goal One and Objective One of the *State Aged Care Plan for Western Australia 2003-2008*.

A half-day Workshop, held in March 2004, provided the opportunity for the Working Group to develop an agreed framework for the plan. The Working Group determined that the timeframe for the plan should extend for the life of the State Aged Care Plan and that the plan's strategies and opportunities should be organised according to three framework parameters:

- Leadership
- The aged care sector
- Communities of interest

The draft Leadership in Aged Care Plan was presented for approval to the WA Aged Care Advisory Council at its quarterly meeting in August 2004.

Leadership

Aim To champion a shared vision of an environment of care and support for older people

Strategies

- Promote the role of the WA Aged Care Advisory Council
- Promote a shared vision for health and aged care services
- Develop and support strategic alliances, partnerships and networking relationships
- Build health and aged care policy into wider decision-making

Outcomes

- The WA Aged Care Advisory Council exemplifies visionary leadership in the health and aged care sectors
- Health and aged care leaders have a shared commitment to the health and well-being of older people that is recognised in the wider community
- The sphere of influence of the WA Aged Care Advisory Council is expanded with positive effects on the profile of aged care
- Understanding and recognition of the health and aged care needs of older people informs wider decision-making

The aged care sector

Aim To support and shape an integrated and responsive aged care sector

Strategies

- Raise the profile of the aged care sector by promoting a strategic management orientation
- Encourage the aged care sector to become an employer of choice
- Encourage the aged care sector to identify, support and value emerging leaders
- Encourage the aged care sector to further develop the capacity of service providers to offer a safe and healthy workplace environment that supports positive interaction between client and employee

Outcomes

- The aged care sector is recognised as appropriately positioned in the general business setting
- The aged care environment offers an increased breadth and depth of career and workplace opportunities
- The aged care sector is recognised for its philosophy of continuing improvement in leadership and strategic management
- The aged care sector is recognised as providing a healthy, safe, happy and fulfilling workplace that is supportive of the dignity, safety and comfort of people receiving services

Communities of interest

Aim To support community involvement in shaping the responsiveness of health and aged care services

Strategies

- Encourage the involvement of people who are receiving services, and their families, and carers and/or advocates, in planning their program of care
- Promote the importance of service design that is responsive to the needs of families and carers
- Promote the importance of service design that is responsive to the specific needs of culturally diverse and geographically dispersed communities
- Promote the willingness of government at all levels to seek the input of the community into policy formulation and the funding/delivery of programs for older people

Outcomes

- Service providers listen to and take account of the preferences of the people receiving services, and their families and carers and/or advocates, in the preparation of individual programs of care
- Service design is responsive to the needs of families and carers, and service planners and providers involve families and carers in the design and delivery of services
- Service providers are aware of the diverse characteristics and circumstances of people who need services and adapt their service models accordingly
- Government at all levels fosters community involvement and values community opinion so that people have confidence that their input is needed and heeded

Leadership strategies

Strategies		Opportunities	2004/05	2005/06	2006/07	2007/08
Leadership	Promote the role of the WA Aged Care Advisory Council	Continue to provide formal advice to the Minister for Health as required by the Advisory Council's terms of reference				
		Continue to promote the State Aged Care Plan				
		Release and promote action plans developed under the strategic framework of the State Aged Care Plan				
		Evaluate the Advisory Council's progress on a periodic basis				
	Promote a shared vision for health and aged care services	Support the implementation of the National Framework for the Care of Older Australians				
		Maximise opportunities to engage and inform consumers and industry stakeholders				
		Target media and marketing opportunities to generate a "culture shift" in public opinion				
		Release, promote and implement the Transitions Action Plan				
	Develop and support strategic alliances, partnerships and networking relationships	Target opportunities to work with the acute sector to achieve "age-friendly" hospitals				
		Build and maintain strategic alliances with all spheres of government				
		Further develop strategic alliances with aged care peak bodies				
		Enhance relationships with the aged care residential sector				
	Build health and aged care policy into wider decision-making	Enhance relationships with non-government community service providers				
Build and maintain strategic alliances with aged care research organisations						
Utilise the State Aged Care Plan as a platform for participation in policy development and planning						
Keep informed of the health reform process and take up opportunities at a strategic level						
The aged care sector	Raise the profile of the aged care sector by promoting a strategic management orientation	Promote the aged care sector as "coming of age" in the general business setting				
		Take up "value adding" opportunities to raise the profile of the aged care sector in the general business setting				
	Encourage the aged care sector to become an employer of choice	Engage the peak bodies to collaborate on a process for promoting employment opportunities in the aged care sector				
		Encourage the aged care and education/training sectors to collaborate on arrangements for undergraduate and postgraduate work experience				
		Encourage the aged care sector to build relationships with business schools in universities and the TAFE sector				
	Encourage an aged care system that identifies, supports and values emerging leaders	Encourage existing leaders in the aged care sector to support and mentor emerging leaders				
		Target opportunities to acknowledge individual initiative and best practice service delivery				
		Target opportunities for professional-level reciprocal exchanges				
	Encourage the aged care sector to further develop the capacity of service providers to offer a safe and healthy workplace environment that supports positive interaction between client and employee	Encourage the aged care sector to offer service excellence awards and scholarships				
		Target opportunities to support continuing education and training for the aged care sector workforce				
Develop a Workforce Action Plan based on Objectives Seven and Eight of the State Aged Care Plan						
Communities of interest	Encourage the involvement of people who are receiving services (and their families, and carers and/or advocates) in planning their program of care	Target opportunities to link State-based initiatives into the framework of the National Occupational Health and Safety Strategy 2002-2012				
		Target innovative opportunities to engage with people who are receiving services and their representatives				
	Promote the importance of service design that is responsive to the needs of families and carers	Support specific initiatives such as the Carers WA project at Fremantle Hospital				
		Release, promote and implement the Carers' Action Plan				
	Promote the importance of service design that is responsive to the specific needs of culturally diverse and geographically dispersed communities	Support the commitment to the formal recognition of carers through legislation				
		Target opportunities to maximise the involvement of regional authorities				
		Target opportunities to engage representative bodies such as the Ethnic Communities Council of WA in the design of culturally appropriate services				
	Promote the willingness of government at all levels to seek the input of the community into policy formulation and the funding/delivery of programs for older people	Target opportunities to engage Indigenous organisations in shaping a culturally secure suite of services for older Indigenous people				
		Actively seek opportunities to engage the WA Local Government Association				
		Foster and maintain good working relationships with the WA office of the Commonwealth Department of Health and Ageing				
	Support State government initiatives to recognise and promote the importance of community consultation					

WA Aged Care Advisory Council

Chairperson

Dr Penny Flett, Chief Executive Officer, Brightwater Care Group

Members

Helen Attrill, Executive Director, Aged and Community Services WA (ACSWA)

Stephanie Bain, Coordinator, Aged Care Assessment Team, Northam Health Campus

Helen Creed, National President, Liquor, Hospitality and Miscellaneous Workers' Union

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