



Australian Government  
Australian Aged Care Quality Agency

# Corporate Plan 2016-2020

# Aged care facts:

From Australian Institute of Health and Welfare

*Residential aged care and Home Care 2014-15*

During 2014-15:

231,000 people

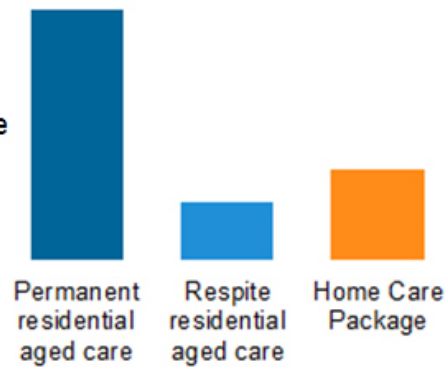
were in permanent residential aged care

53,000 people

were in respite residential aged care

84,000 people

received a home care package



people in residential aged care were born overseas. Around 2 in 10 were born overseas in a non-English speaking country and 1 in 10 people in permanent residential aged care spoke a language other than English at home.



operational places in government-funded aged care services. 72% were in residential aged care at 30 June 2015, with Home Care accounting for the remainder of the total 273,503 places.



**More than 2 in 3**

people in permanent residential aged care were women (68%).



**1 in 100**

people in residential aged care (1%) identified as Aboriginal or Torres Strait Islander, compared with 3% of Australians overall.



28 winners



40 entries from  
home care  
providers



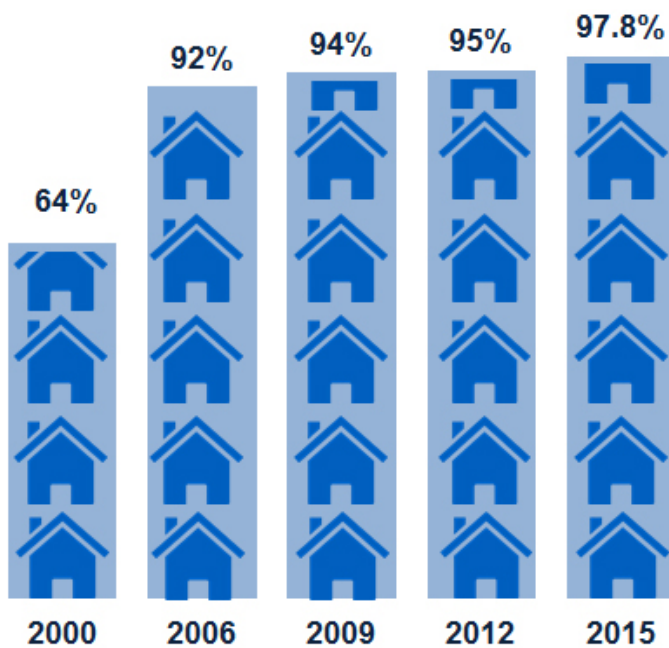
124 entries from  
residential aged  
care providers



31 entries from  
providers in both  
home care and  
residential aged care

## Industry performance

Percentage of homes met 44 expected outcomes





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## 1. Message from the Chief Executive Officer Nick Ryan

The Australian Aged Care Quality Agency's vision is for a world-class aged care service driven by empowered consumers who enjoy the best possible quality of life. We will contribute to achieving this vision by placing consumers of aged care at the heart of our focus on safety, quality and industry performance. Our Corporate Plan 2016-2020 (the Plan) describes how we will continue to do this over the next four years. Our strategy, as set out in this Plan, is to work with other stakeholders to create an environment in which there is greater transparency and accountability around sector performance. We believe this will facilitate a more positive and safe culture for aged care consumers and their families to voice concerns. In turn this will create an environment in which the sector can thrive when it is responsive to consumer needs.

Our core work is assessing and measuring aged care services against standards as well as promoting high quality care through industry education and engagement. Consumers, their families and the broader community expect us to be vigilant in protecting the safety and wellbeing of consumers. Consumers also expect us to provide better information to inform their choice in aged care services.

The priorities of safety, quality and better informed consumer choice lie at the heart of Australian aged care reform.

In 2016-17 we are strengthening our capacity as an organisation to undertake our core services. We will introduce new streamlined tablet-based accreditation software that will increase transparency around measuring performance against standards and provide richer information about the quality of care in residential aged care homes.

Each year we conduct over 50,000 interviews with care recipients and their representatives. Commencing in 2017, our audit and review reports will be more consumer friendly and will report in a more structured way how care recipients measure their experience of their care and quality of life. We expect this to improve how care recipients and their families choose the best care available and to also support the market to provide the quality of care they want.

As the accountable authority of the Australian Aged Care Quality Agency I present the *Australian Aged Care Quality Agency Corporate Plan 2016-20* as required by the Public Governance Performance and Accountability Rule 2014 Section 16E (3).

NICK RYAN

Chief Executive Officer

31 August 2016



## 2. Introduction

This Corporate Plan has been prepared in accordance with Rule 16E of the *Public Governance Performance and Accountability Act 2013*.

### Our vision

World class aged care services driven by empowered consumers who enjoy the best possible quality of life.

### Our purpose

We are responsible for holding aged care service providers accountable against the Accreditation Standards for residential aged care, the Home Care Standards for home care services, Quality Review of National Aboriginal and Torres Strait Islander Flexible Care Services (NATSI Flex) and also supporting service provider performance through education and training and compliance assistance.

### Our values

The following values shape our approach to our work. They are consistent with the values mandated in the *Public Service Act 1999*.

#### **Impartial**

We are apolitical and provide the Government with advice that is honest, timely and supported by sound evidence.

#### **Committed to service**

We are vigilant in undertaking our work and committed to achieving the best results for the Australian community and the Government.

#### **Accountable**

We are accountable to the Australian community under the law and within the framework of Ministerial responsibility and act fairly in our dealings with others.

#### **Respectful**

We act with respect towards others and are mindful of and seek to understand differences with a spirit of goodwill and learning.

#### **Ethical**

We act with integrity and always with the public interest in mind including when making difficult decisions.

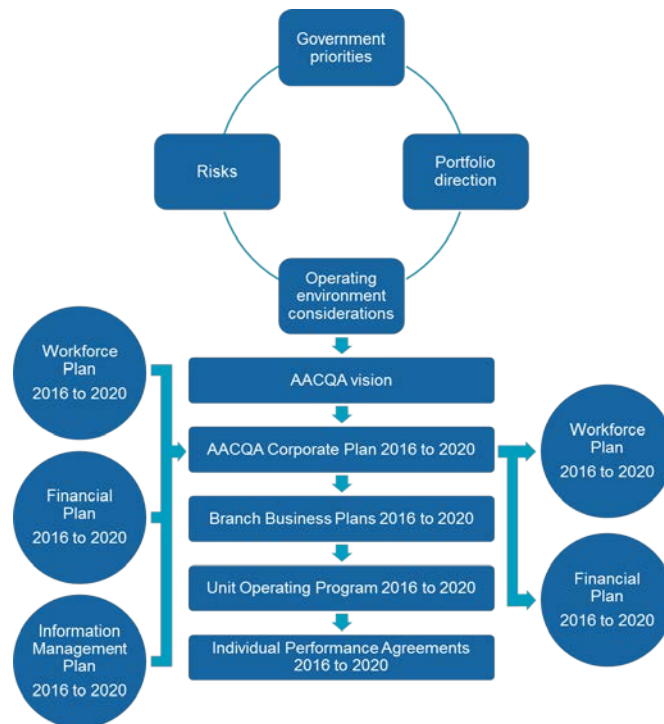
### 3. Quality Agency and its functions

The Australian Aged Care Quality Agency (Quality Agency) is a statutory agency established under the *Australian Aged Care Quality Agency Act 2013*. The Quality Agency was established in January 2014 as the accreditation body for residential aged care and for the quality review of care in home services. Home care services include the following programs; Home Care, Commonwealth Home Support, and National Aboriginal and Torres Strait Islander Flexible Aged Care Program services (NATSI Flex).

We provide the following services:

- Managing the Accreditation Standards (i.e. determining whether service providers comply with the Accreditation Standards, Home Care Standards and NATSI Flex) of approximately 2,700 residential aged care service providers and approximately 2,119 home care service providers.
- Monitoring compliance with the applicable Standards and supporting services in attaining compliance with the Standards.
- Reviewing quality of aged care provided to people living in their own homes or in the community by undertaking quality reviews, ensuring compliance with the Home Care Standards in home care and quality reviews of NATSI Flex.
- Promoting high quality care through developing and delivering targeted information, resources and education services for community and residential aged care service providers.
- Registering quality assessors to undertake accreditation, quality reviews and compliance work.

An integrated planning approach is an important part of our work. This Plan is directly aligned to our corporate vision and reflects the Quality Agency's four-year planning cycle. Our planning framework is set out below.



## Quality

We seek to be a best practice regulator and ensure our accreditation frameworks are consistent with internationally recognised accreditation frameworks. We are accredited by the International Society of Quality in Health Care (ISQua). ISQua is the international body that accredits accreditation bodies and is recognised worldwide for promoting quality and best practice in health care. ISQua members play a critical role in developing standards, particularly in developing countries.

Our ISQua accreditation extends to our assessor training program and is formal recognition that our performance has been assessed by peer reviewers against international standards.

As a member of ISQua, we also conduct peer reviews of other accreditation organisations and exchange our knowledge, experience and insight with accreditation bodies across Australia and internationally.





## 4. Environment

In developing our four-year strategic objectives we were keen to ensure that we had considered the risks and challenges that exist for us within our operating environment. The following overview is a summary of the key factors in our operating environment relevant to the delivery of aged care services which have shaped the development of our strategic objectives.

### Political and legislative

#### Aged care reforms

The Government is reforming the aged care sector to provide incentives for competitive, high-quality services that meet the needs of an ageing population to establish themselves in the aged care services' market. Change is underway to reduce 'red tape' for providers within the market place to encourage market entry and thereby provide care recipients with greater choice amongst service offerings.

Whilst Government has a core responsibility to ensure that aged care services are provided safely, it also has a role to play in facilitating consumer choice through the provision of good, evidence-based information and the sound design and delivery of regulatory products and services. As a regulator with experiential knowledge about what aged care consumers want, we will seek to contribute to new regulatory product design, and focus on improved regulatory service delivery, so they add value to consumer experience and quality of life.

#### Risk based regulation

The Commonwealth Regulatory Performance Framework (framework) sets out the Government's clear expectations of Commonwealth regulators. The Quality Agency is accountable against six outcomes-based key performance indicators comprising; reduced regulatory burden, communications, risk-based and proportionate approaches, efficient and coordinated monitoring, transparency, and continuous improvement.

This framework applies to everything we do. It sets a strategic goal for us in improving our systems, processes and performance in specific areas such as case management, our data on risk and performance, and reviewing our operational practices to achieve greater efficiency and targeted outcomes. This framework applies to our performance in both residential and home care services' sectors. It is critical that over the next four years we seek to strengthen our existing sound performance against the framework through imbedding the intended outcomes of the performance measures into planning for our capabilities and regulatory services.

## Economic

Government has an expectation that delivery of services are provided efficiently and in the most cost effective way for taxpayers. This includes services that are provided on a fee basis where entities, individuals, and non-government organisations are charged some or all of the costs of specific Government activities. Cost recovery for accreditation of residential aged care services is part of a broader policy to create a sustainable market-based aged care system in which services are provided at an efficient price. At the time of writing this Corporate Plan, indications are that cost recovery for accreditation services is likely to be introduced during the 2016-17 financial year. To ensure accreditation services are provided in accordance with the Commonwealth's Cost Recovery Framework, we will continue to identify and implement cost efficiencies which will allow us to better target risk and maintain a reasonable fee schedule. We are developing robust internal capabilities to understand our cost drivers better as well as establishing more real time and transparent internal systems for allocating and tracking costs.

## Social and demographic

### Service demand

Australia's aged care system touches the lives of millions of Australians. This includes around 1,000,000 people who receive aged care services as well as their families. There is growing demand for both residential and home care services from Australia's ageing population. Current indications are that 80% of Australians over the age of 65 will use at least one aged care service in the eight years before their death. We recognise that there is also a younger demographic using aged care services and service demand from this group must also be taken into account when considering demand for services and assessing quality of care.

The majority of older Australians will first access aged care services in the community. Nearly half (46% of program users) will use both home and residential care in their last years of life<sup>1</sup>. People will move in and out of the aged care system and may access other services across community services, health, or palliative care at different stages of their life's journey.

The evidence shows that an increasing number of older Australians receiving aged care have complex needs. The Australian Institute of Health and Welfare<sup>2</sup> tells us that two in three people (67%) in permanent residential aged care require high-level care for managing behaviour, 47% for activities of daily living, and 40% for complex health care. More than half (52%) of all people in permanent residential aged care have a diagnosis of dementia. We

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<sup>1</sup> Australian Institute of Health and Welfare, 2015. *Use of aged care services before death*, Data linkage

Series no. 19. Cat. no. CSI 21. Canberra: AIHW.©

<http://www.aihw.gov.au/WorkArea/DownloadAsset.aspx?id=60129550411>

<sup>2</sup> AIHW National Aged Care Data Clearinghouse, <http://www.aihw.gov.au/national-aged-care-data-clearinghouse/>.

also know that among people entering permanent care for the first time, during 2013–14, 42% had a recorded diagnosis of dementia.

Similarly, in the home care services' sector there is increasing demand for high care packages with evidence suggesting that older Australians are choosing to stay as long as possible in their own homes.

In order to manage an environment of increasing demand, our regulatory approach must be evidence and risk based so we can use our limited resources effectively to prioritise areas of potentially high risk for care recipients across both residential and home care services. It is therefore vital that we use our data more effectively to better understand systemic issues concerning underperformance in residential and home care. We will build a data analytic capacity that transforms data into regulatory intelligence to target risk as well as support higher performance in the aged care services' sector.

### **Consumer expectations and choice**

Consumer expectation of quality in goods and services has grown. Consumers are now more empowered to determine for themselves what constitutes quality, and more adept at accessing and sharing information about the quality of services they receive. Quality of care is recognised as being intimately linked with providing a quality of life that includes physical, emotional and mental enjoyment and meeting individual needs.

There is currently a government led review of the standards for quality in aged care with the objective of achieving a greater focus on outcomes for consumers within core standards and facilitating a market in which service providers strive to meet consumer expectations.

Understanding what is important to consumers and designing aged care services to meet their preferences and strengths will be critical in this environment. This means understanding diversity needs including those of the indigenous, culturally and linguistically diverse and lesbian, gay, bisexual, transgender and intersex older Australians.

Our approach to regulation over the next four years therefore is shaped by the intent to give 'voice' to consumer expectations as a driver of market performance, including ensuring through our education and training services that the diversity of consumer preferences are heard.

## **Aged care sector**

### **Changing models for service delivery**

New models of service delivery are needed to meet an increased demand for services, more complex-care needs, reduced growth in funding, and the expectations of consumers. The delivery of aged care, which is more open to competition and subject to the forces of consumer choice, will increasingly challenge traditional service models and encourage providers to innovate their services and systems to keep up with changing market demands.

As mentioned earlier in this Plan, the growth of home care services reflects the preference of many older people to be cared for in the home environment. Meeting this demand is a growing mix of service providers – some large businesses who also offer residential aged

care services, disability or health services, and other smaller groups offering specific services.

The accreditation system which has set clear expectations for residential aged care and, over time, raised the performance of residential aged care services, will also need to evolve to adjust to new modes of delivery and policy settings. To do this the Quality Agency will build on its strong foundation of supervision of an aged care quality assurance system, holding service providers to account for standards of care and working in partnership to promote continuous improvement in the sector. Our priority in this respect will be to ensure that we have both regulatory intelligence and capability which will allow us to effectively regulate a diverse aged care services' market.

## Technological

### **Independence and functioning in community**

Information technology will also play an increasing role in maintaining the connectivity and independence of older people. Care recipients will seek better information to understand a plethora of issues affecting their quality of life including the availability of services, the quality of care being offered and how they can use a mix of services to best support their individual needs.

The Quality Agency can play a key role in supporting consumers of aged care services through publishing more consumer friendly information in our published audit and review reports including better reflecting the experiences of aged care services of care recipients with whom we engage in the audit process. Making such information available will assist consumers of aged care services to be more active participants in driving quality of care.

### **Technology drivers in the Australian Public Service**

Two key drivers affecting the way Australian Public Sector agencies will undertake their business over the next four years will be technology as an enabler of government-citizen interaction and also ensuring that the use of technology and the data contained within technological systems is protected and safe from integrity breaches.

With respect to the former issue the Australian Government has committed to a Digital Transformation Agenda (the Agenda) which, over time, will ensure that government services will be delivered digitally in ways that are faster, more economical and more convenient for end users. As part of strengthening its core business capability over the next four years the Quality Agency needs to ensure that it integrates the key components of this Agenda into its business planning, systems and business process improvements.

With respect to the latter issue the Australian Government has developed a Protective Security Policy Framework (PSPF) with the objective of ensuring that Australian Government entities can protect their people, information and assets effectively, at home and overseas. The PSPF provides policy, guidance and better practice advice for governance, personnel, physical information and security. There are 36 mandatory requirements which Agency heads must comply with to manage their organisational security risks. The Quality Agency is compliant with the PSPF in key respects. However, due to legacy IT systems, there are

challenges for the Quality Agency in achieving long term information security requirements under the PSPF.

Over the next four years the Quality Agency will continue to strengthen its compliance with the PSPF requirements including phasing out legacy IT systems and investing in IT assets and systems which will be fully PSPF compatible. We will also need to strengthen our workforce knowledge and understanding of PSPF compliance practice and processes and ensure ongoing training and accountability processes, so that the integrity of our information, in all of its phases, is always maintained. From a sector and consumer perspective our ability to manage data intelligently in a secure environment, including commercial, sensitive and protected information (as defined under our Act) provides assurance that we can undertake our regulatory functions effectively and as a trusted holder of such information.



## 5. Managing risk

### Internal risks

The Quality Agency protects the vulnerabilities of care recipients. It is essential we maintain vigilance regarding risk in our work. We are committed to the effective identification and management of risk and as required by the Public Governance Performance and Accountability Rule 2014 Section 16E. In implementing AS/NZS ISO 31000:2009, the Quality Agency has a clear methodology that identifies potential adverse events, the likelihood of their occurrence, the impact of their occurrence and mitigation strategies in the event of their occurrence. Our risk management approach also recognises the positive opportunity of engaging with risk to ensure we maintain our value to care recipients and the aged care sector.

Risk is managed across all levels of the organisation through a continued focus on strengthening rigour and consistency in our auditing processes, effective governance processes to ensure transparency of decision making, and continuous improvement in financial management to ensure efficient use of resources.

### Understanding and responding to industry risk

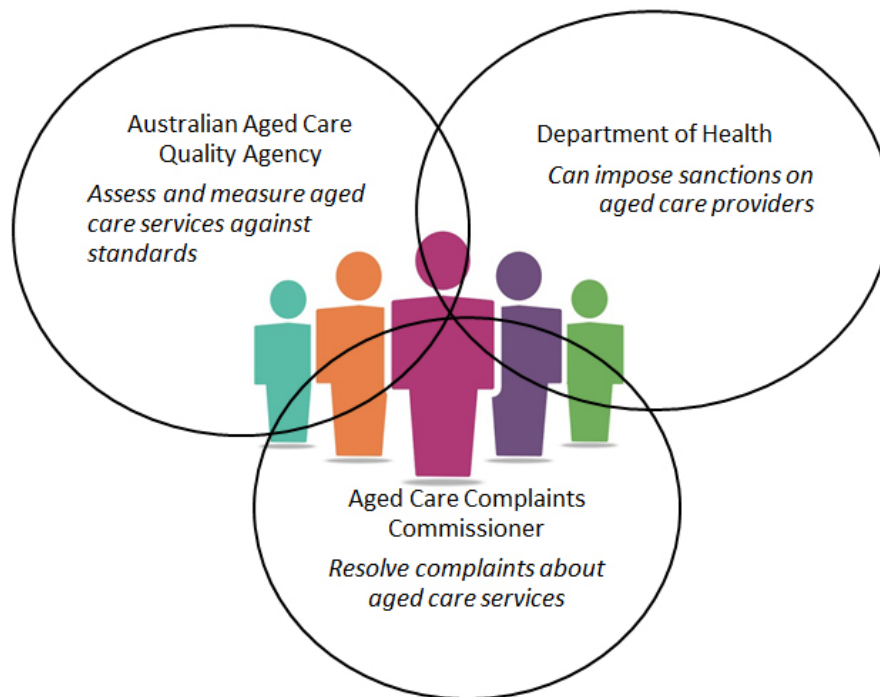
As a regulator, the Quality Agency's primary responsibility is to ensure the safety, health and wellbeing of care recipients. We will work collaboratively wherever possible with service providers to achieve this, but are not afraid to make difficult decisions where there is evidence of poor performance against the relevant standards. Where poor performance is identified, we will work with providers constructively to ensure that improvement occurs that benefits care recipients both individually and systemically. Our compliance assistance approach through education, training and assessment contacts will be key tools which we use to provide such support.

Over the next four years our regulatory approach will be increasingly based on managing risk and targeting quality, especially in our approach to regulating home care services. Having assumed responsibility for home care services on 1 July 2014, we need to further develop our understanding of the relevant issues affecting performance, service delivery and quality of care in this sector. This includes understanding quality of services in regional, rural and remote areas. Under the proposed Government reforms to home care which are due to take effect in February 2017, consumers will be able to choose a home care provider that best suits their needs; this includes changing to another provider if they move to another area to live. We expect a broader array of market entrants, some of which will be completely unconnected to the aged care services' sector. We need to understand how we can provide the best possible risk-based regulatory approach to these new aged care service providers.

Another risk is the perceived inconsistency between service providers' compliance with the Accreditation Standards, Home Care Standards and NATSI Flex and whether compliance results in higher quality of care for individuals. There is recent history of an overwhelming majority of service providers meeting the Accreditation Standards in residential aged care. We have found in undertaking quality review of home care services from 1 July 2014 that whilst most service providers meet the standards, this sector is less compliant than

residential aged care. Notwithstanding reassuring levels of compliance in site and quality review audits, full compliance with the Accreditation Standards, Home Care Standards and NATSI Flex does not always equate to a quality of care which supports a higher quality of life for care recipients. Over the next four years the Quality Agency will strengthen the link between compliance with the Accreditation Standards, Home Care Standards and NATSI Flex and quality of care through several mechanisms including, providing information from our audit reports which focus on quality of life experience from a consumer perspective and, as mentioned earlier in this Plan, developing a data analytic capacity in order to better support sector performance in respect of quality of care.

### Community perception about aged care regulation



A key risk for the aged care sector is any community perception that aged care regulation is ineffective. We recognise that we cannot and do not perform alone within the regulatory framework for aged care recipients. We each have distinct responsibilities. The Aged Care Complaints Commissioner is responsible for resolving complaints about aged care services and the Department of Health can impose sanctions on aged care operators (approved providers) of Australian subsidised aged care services. Our role complements the focus on safety, health and wellbeing of care recipients through assessment, measurement and promoting high quality care.

We acknowledge the interdependencies between ourselves, the Department of Health and the Aged Care Complaints Commissioner, who jointly provide a regulatory system for aged care service providers.

While we have strong working relationships with our fellow regulators we see the need for greater co-ordination in order to manage potential risk, including a lowering of confidence in the aged care sector.

It is therefore critical that over the next four years we continue the positive relationships including the information exchange we already have with our fellow regulators in the aged care sector. We want to ensure that collectively we have a holistic picture of performance in the sector and, where appropriate, can develop joint strategies including sharing of resources to support sector performance. We also need to make sure that we work to articulate more clearly to the community, our respective roles, eliminate duplication of efforts between us and pick up any issues which may fall between our respective legislative remits.

## Risk management strategies

We will manage our critical risks by imbedding them into the Plan to achieve our strategic objectives. The risk management strategies are outlined below to identify them as specific activities that need to occur.

### **Risk 1:** *Inconsistencies in statutory decision-making*

#### **Response:**

- A renewed focus on strengthening workforce capability on evidence gathering, analysis and administrative decision making.
- A strategic approach to workforce planning which ensures we attract, recruit and retain appropriately skilled staff in emerging areas of focus, including regulatory performance and regulatory operations support.
- Strengthening our current risk based approach to ongoing monitoring where we have concerns about possible serious risk.
- Establishment of a revised internal assurance framework for administrative decision-making.
- Maintaining compliance with international standards of training, registration of the assessor workforce and accreditation practices.

### **Risk 2:** *Our regulatory approach is insufficiently flexible to be responsive to the diversity of aged care services*

#### **Response:**

- A renewed focus on strengthening workforce capability in order to manage the diversity of providers including indigenous service providers.
- Strengthening and increasing the frequency of our ongoing risk assessment of the service provider market in residential and home care services.
- Using a data analytic capacity to evaluate provider performance and risk, including predictive risk.
- Developing new assessment tools, aged care resources or education in consultation with the aged care sector and anyone with an interest in aged care.

**Risk 3:** Insufficient communication and coordination between *the Quality Agency, the Department of Health and the Aged Care Complaints Commissioner*

**Response:**

- Strengthen communication and liaison protocols with the Aged Care Complaints Commissioner and the Department of Health that supports seamless management of the aged care regulatory framework.
- Establish a regulator performance governance group with the Aged Care Complaints Commissioner and the Department of Health which increases regulatory intelligence sharing in order to achieve consistency of actions and holistic outcomes for the benefit of care recipients.
- Produce an agreed list of sector performance issues.

**Risk 4:** *We are unable to demonstrate how compliance with standards contributes to the improvement of quality of life for care recipients*

**Response:**

- Strengthen our business processes, tools and information collection around the consumer experience of aged care.
- Publish our audit reports with an increased focus on the relationship between quality of care and quality of life for care recipients.
- Target education programs to better link the Accreditation Standards, Home Care Standards and NATSI Flex and quality of life outcomes.
- Utilise a better range of levers with industry, e.g. from collaborative to compliance.
- Develop accreditation practices which focus on quality of care against the Accreditation Standards, Home Care Standards and NATSI Flex including the development of criteria for 'quality' based on recognised benchmarks for service delivery in comparative settings.
- Target key areas of underperformance in compliance assistance initiatives.

## 6. Our four-year strategic objectives

Our four-year strategic objectives have been developed based on an analysis of our environment and what we believe we need to do to manage our key risks so that we can achieve our vision for aged care in Australia.

The first three strategic objectives face outward and direct our interaction with stakeholders in order to realise quality of life benefits for care recipients. The final strategic objective requires the Quality Agency to focus on building our internal capabilities so that we are more robust in data and operational policy analysis and can respond rapidly in managing risk and to any new government initiatives.

The context within which each strategic objective has been developed and the key strategies to achieve each objective are set out below:

### Strategic objectives

#### **1. *Our regulatory approach prioritises safety and quality outcomes for care recipients***

Over the next four years we will move away from the 'one size fits all' approach to regulation, particularly in the area of compliance monitoring, and undertake a risk based approach to regulating quality of care. This approach will allow us to manage a sector with increasing and complex consumer demand and an increasing variety of service providers, particularly in home care services. Our immediate priority over the next 12 months is to target high risk areas through developing a risk matrix. This will better utilise our regulatory intelligence to improve understanding of where risk lies to strengthen our capabilities in assessing safety and quality for care recipients.

#### **Our plan to achieve this strategic objective In 2016-17**

- We will strengthen staff core skills and capabilities in performance assessment including evidence collection, administrative decision making and relationship management across the sector.
- Greater targeting of compliance assistance to support service provider performance.
- We will begin the process of mapping out high risk and known areas of sector underperformance.
- We will commence the delivery of an annual program of targeted campaigns to improve sector performance in known areas of underperformance.
- We will give greater prominence in our site audit reports to consumer views on quality of care including their perception of risk.
- Provide evidence-based education in line with world's best practice.
- Develop a framework of critical safety quality practices for home care services.



### Over the next four years

- We will work to develop a model for compliance activities based on recognising differentiated provider performance, so that regulatory interventions are risk based.
- We will strengthen our behaviours, processes and practices so that we improve our performance against the stated measures in the Regulatory Performance Framework.
- We work with other stakeholders in researching what quality of care means against the Accreditation Standards, Home Care Standards and Quality Review.
- We will develop a data analytic capacity that allows us to plan more targeted regulatory interventions based on data and our regulatory intelligence.
- We will seek to incorporate world's best practice accreditation approaches into our practices and approach through, for example, continuing to work with and learn from International Society for Quality in Healthcare (ISQua).
- We will develop new assessment tools, aged care resources or education in consultation with the aged care sector and with anyone with an interest in aged care.

### **2. *Together, with our co-regulators, we ensure consistent, holistic outcomes for care recipients***

We enjoy strong working relationships with our co-regulators, the Aged Care Complaints Commissioner and the Department of Health. We want to build on the strength of these relationships by actively seeking ways to improve data and broader communication exchanges so that care recipients' safety, health and wellbeing is managed seamlessly once a serious risk issue is raised within the aged care regulatory framework. Our immediate priority is to finalise a Memorandum of Understanding (MOU) with the Department of Health and review the existing MOU with the Aged Care Complaints Commissioner to identify any gaps in the way we work within the aged care regulatory framework.

### **Our plan to achieve this strategic objective**

#### **In 2016-17**

- We will establish and/or strengthen our MOUs with our co-regulators to facilitate effective and timely exchange of information and data so our responses to any incident or event affecting the safety, health or wellbeing of a care recipient are co-ordinated.
- We will work with our co-regulators to identify areas of poor performance in the aged care sector and develop joint strategies to manage these.
- We will ensure that our MOUs contain specific reference to data exchange needs around regulation of home care services and enable us to work together to effectively manage this dynamic sector of aged care services.

### **Over the next four years**

- We will focus on increased evaluation of our individual actions and our system of referrals to and from our co-regulators to assess system effectiveness in regulating the aged care services' sector.
- We will work with our co-regulators to develop strategies to improve coordinated management of serious risk, including 'blind spots' and issues that may 'fall within the cracks'.
- We will plan and implement joint campaigns and support our co-regulators to raise community awareness of individual accountabilities within the aged care regulatory framework.
- We will seek to resource joint campaigns addressing identified areas of underperformance in the aged care sector including campaigns on new or emerging issues within the home care services' sector.

### **3. *We inform consumer choice***

We will structure the information that we gather through our performance assessments in a more strategic way in order to better inform consumer choice. This is consistent with our legislative mandate to promote quality in aged care services. We will publish our site audit reports in a more 'consumer focused' format, i.e. highlighting the views of care recipients more prominently and with greater clarity than is currently presented in our audit reports. In this way our site audit reports will become one of many publicly available sources of information that consumers of aged care can use to inform themselves about quality of care.

### **Our plan to achieve this strategic objective**

#### **In 2016-17**

- We will commence publishing site audit reports that give prominence to the information we receive from care recipients and their representatives about their care choices and preferences.
- We will undertake research and publish information about the drivers for consumer choice of aged care services, both in residential and home care services.
- Map and implement a Stakeholder Engagement Strategy for residential aged care services and home care aged care services.

### **Over the next four years**

- We will seek involvement from stakeholders about quality of care in order to better understand how we can better inform consumers through our published reports.
- We will undertake research in partnership with external stakeholders about drivers of quality and consumer care and particularly identify unmet needs in residential and home care services.

- We will work towards a long term publication which presents analysis of consumer trends and preferences for aged care services.

#### **4. *We meet Government expectations***

Government expects us to fulfil our legislative remit in the most effective and efficient way possible. Our immediate priority therefore is to commence a systematic review of our key business systems and processes to ensure that we are undertaking our work as optimally as we can, and firmly embedding a positive risk culture which is not afraid to challenge accepted wisdom.

Over the next four years we will seek to better plan, manage and invest our resources so that we have fit for purpose business systems and our workforce is better skilled in undertaking their work than ever before. Our Executive team is focused on creating a learning environment in which they will play an active role in ensuring skill development of staff and measuring learning against performance outcomes.


### **Our plan to achieve this strategic objective**

#### **In 2016-17**

- Focus on strengthening core business and operational skills in evidence collection, administrative decision making, performance management and organisational governance in the assessor continuing professional development program.
- Commence reviewing our business processes and systems which support core business including registration processes of assessors, and our activity schedule software so that they support efficient operations.
- Deliver key strategic projects such as the Computer Assisted Audit Tool and Better Business Program upgrade in order to support critical business outcomes of safety and quality for care recipients.
- Develop a four-year business plan across Human Resources, Information Technology and Finance which sets out a roadmap for planning and investment in our organisational capability.
- Develop a regulator management plan for the home care sector including through developing a stakeholder engagement strategy, undertaking research and consumer consultation processes and developing a risk assessment framework for this service sector.

#### **Over the next four years**

- Invest in new systems and resources which support us to take a strategic regulatory approach in home care and the residential aged care services' sector.
- Develop new competencies in our staff which ensure a broad spread of expertise across the agency in identified core areas of capability including newly identified capabilities such as business analysis, data analytics and operational policy expertise.

- 
- Strengthen training for assessors and quality reviewers to ensure contemporary and best practice competency requirements within a regulatory performance assessment framework.

## 7. Measuring our performance

We will measure our performance against the following benchmarks:

1. Our internal measures;
2. The measures reported annually in the Portfolio Budget Statement; and
3. The measures set out in the Regulatory Performance Framework.

### Strategic objective 1

*Our regulatory practices drive safety and quality*

#### **Quality Agency performance measure:**

- Risk-based resource allocation model which prioritises safety and quality.
- Our education and training programs focused on safety and quality priorities.
- We perform successfully against the Regulatory Performance Framework indicators.
- Incorporate world's best practice accreditation approaches, work with and learn from the International Society for Quality in Healthcare (ISQua).

#### **Portfolio budget statement measures 2016-17:**

- Number of aged care homes audited for re-accreditation.
- Percentage of site audits completed within statutory time frames.
- Percentage of residential aged care homes meeting all 44 of the expected outcomes of the Accreditation Standards at the last accreditation audit.
- Percentage of residential aged care homes that received the maximum term of accreditation.
- Number of unannounced visits per aged care home per year.
- Percentage of residential aged care homes achieving compliance by the end of the 'timetable for improvement' period.
- Number of home care services receiving a quality review within a three year cycle.
- Percentage of quality reviews of home care services completed within statutory time frames.
- Percentage of home care services that complied with the Home Care Standards at the quality review.

#### **Regulatory performance framework measure:**

- Regulators do not unnecessarily impede the efficient operation of regulated entities.
- Regulators actively contribute to the continuous improvement of regulatory frameworks.
- Regulators are open and transparent in their dealings with regulated entities.
- Communication with regulated entities is clear, targeted and effective.
- Incorporate world's best practice accreditation approaches, work with and learn from the International Society for Quality in Healthcare (ISQua).



## Strategic objective 2

*We work with our co-regulators to ensure a seamless regulator model with consistent and coherent outcomes for care recipients*

### **Quality Agency performance measure:**

- Our Memorandums of Understanding with Aged Care Complaints Commissioner and the Department of Health facilitate the exchange of regulatory intelligence, data and communications affecting safety, health and wellbeing of care recipients and which supports quality of care outcomes.
- Outcomes which provide consistent, coherent benefits for stakeholders, particularly aged care recipients.

### **Regulatory performance framework measure:**

- Actions undertaken by regulators are proportionate to the regulatory risk being managed.
- Compliance and monitoring approaches are streamlined and coordinated.

## Strategic objective 3

*We inform consumer choice*

### **Quality Agency performance measures:**

- Results of consumer surveys show that our information is being used to understand quality and choice of aged care services.
- Requests for wider use and re-publication of our information.
- We identify instances where our information has been used to drive consumer focused initiatives by the industry.
- A report capturing the trends of audit findings is published on the Quality Agency's website to support consumer choice about residential aged care.
- Development and implementation of a computer assisted auditing tool enabling the capture of residential aged care accreditation audit information to enhance reporting, case management and regulatory intelligence.

### **Portfolio budget statement measures:**

- Number of education sessions delivered to approved providers on the applicable standards for aged care services.

## Strategic objective 4

### *We meet Government expectations*

- Our knowledge assets, people and processes support a less than 1% rate of our administrative decisions being corrected on challenge.
- All staff are qualified, and undergo appropriate training in line with legislative requirements.
- Independent evaluations confirm that our infrastructure and business processes are mature, flexible and agile.
- Number of times that we have been able to successfully respond to changes in our environment including government policy initiatives, emerging developments in the aged care sector. We have efficient systems for capture of data and other information which enables us to manage our operating environment and respond to changes.
- Stakeholder surveys, feedback and the use of our ideas, information and recommendations show that we have a respected presence in the development of Quality Standards and operational policies.
- Number of times we are requested to provide expertise and input into proposed initiatives by external stakeholders.

### **Portfolio budget statement measures 2016-17:**

- We achieve a break-even position against allocated budget.

### **Regulatory performance framework measure:**

- Actions undertaken by regulators are proportionate to the regulatory risk being managed.