

ITEM NUMBER: 18.1

CONFIDENTIAL REPORT

THE FUTURE OF COMMUNITY WELLBEING

Pursuant to Section 90(2) of the Local Government Act 1999 the Report attached to this agenda and the accompanying documentation is delivered to the Council Members upon the basis that the Council consider the Report and the documents in confidence under Part 3 of the Act, specifically on the basis that Council will receive, discuss or consider:

- d. commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and would, on balance, be contrary to the public interest.
- e. matters affecting the security of the council, members or employees of the council, or council property, or the safety of any person.

CONFIDENTIAL

Recommendation – Exclusion of the Public – Section 90(3)(d and e) Order

1. That pursuant to Section 90(2) of the *Local Government Act 1999* Council hereby orders that the public be excluded from attendance at this meeting with the exception of the Chief Executive Officer and Staff in attendance at the meeting in order to consider Report No: 135/20. The Future of Community Wellbeing in confidence.
 2. That in accordance with Section 90(3) of the *Local Government Act 1999* Council is satisfied that it is necessary that the public be excluded to consider the information contained in Report No: 135/20. The Future of Community Wellbeing on the following grounds:
 - d. pursuant to section 90(3)(d) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is commercial information of a confidential nature (not being a trade secret) the disclosure of which could reasonably be expected

to confer a commercial advantage on a third party.

This information may prejudice the commercial position of the joint venture partner as the resources of the transition will be exposed.

In addition, the disclosure of this information would, on balance, be contrary to the public interest. The public interest in public access to the meeting has been balanced against the public interest in the continued non-disclosure of the information. The benefit to the public at large resulting from withholding the information outweighs the benefit to it of disclosure of the information.
 - e. pursuant to section 90(3)(e) of the Act, the information to be received, discussed or considered in relation to this Agenda Item is related to matters affecting the security of
employees of the Council, or
Council property, or

Employees of Council and Council Property in that details of employment and shared access details to council assets will be discussed.
 3. The Council is satisfied, the principle that the meeting be conducted in a place open to the public, has been outweighed by the need to keep the information or discussion confidential.
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Item No: **18.1**

Subject: **FUTURE OF COMMUNITY WELLBEING**

Date: 26 May 2020

Written By: Community Services, General Manager

General Manager: Community Services, Ms M Lock

SUMMARY

The City of Holdfast Bay has been administering grant funding to provide support to vulnerable residents, since the inception of the Home and Community Care (HACC) program 35 years ago and the introduction of the Commonwealth Home Support Program in 2012. Since its inception in 1985, Council has not undertaken a significant review of grant funded programs. In recent years significant changes to the way grant funding is allocated and administered, and compliance with the new Aged Care Quality Standards have resulted in three major reviews of the Community Wellbeing Program being undertaken in 2018 - 2019; Service & Resource Review, Business Sustainability Review and Business Process Mapping. A renewed strategic Alwyndor vision and alignment with Aged Care Standards has ensured a common framework across all of Council's aged care business to provide a merging of service provision to maintain premium outputs for community into the future.

RECOMMENDATION

That Council:

1. **Note the report.**

RETAIN IN CONFIDENCE - Section 91(7) Order

2. **That having considered Agenda Item 18.1, The Future of Community Wellbeing in confidence under section 90(2) and (3)(1 and 2d and e) of the *Local Government Act 1999*, the Council, pursuant to section 91(7) of that Act orders that the report and minutes be retained in confidence for a period of 12 months.**
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COMMUNITY PLAN

Community: Building a healthy, active and resilient community
Culture: Supporting excellent, efficient operations

COUNCIL POLICY

Not Applicable.

STATUTORY PROVISIONS

Aged Care Quality Standards
Charter of Aged Care Rights
Commonwealth Home Support Programme Manual

BACKGROUND

The City of Holdfast Bay has been in receipt of grant funding to support frail older people and people with disabilities since 1985. There is no record of any significant review of these grant funded programs having occurred during the 35 years Council has administered this funding.

In recent years there have been significant changes to the way this grant funding is allocated and administered. In 2012, following the Productivity Commissions inquiry into 'Caring for Older Australians' a ten year reform plan was announced by the Commonwealth Government.

Early changes were largely focussed on the costs of residential accommodation and care; better access to residential care; and more support for those with dementia. A single entry point (My Aged Care) to access subsidised support across the whole spectrum of aged care, from entry level basic services all the way through to residential aged care was also introduced.

On 1 July 2014 saw the introduction of income testing arrangements for home care packages, means testing for residential care, removal of the distinction between high and low care and an expansion of the Australian Aged Care Quality Agency.

In 2015 My Aged Care was expanded to include a central client record to facilitate the collection and sharing of client information between all stakeholders, the introduction of the Regional Assessment Service (RAS) to conduct face-to-face assessments of people seeking entry-level support at home, provided under the Commonwealth Home Support Programme (CHSP) and web based portals for clients, assessors and service providers.

On 1 February 2017, specific levels of care were introduced for home care packages, along with the 'portability' of packages, meaning that for the first time care recipients were able to change provider and have their package 'follow them' to a new provider. A new national system for prioritising access to care was also introduced and consumer directed care in home care commenced.

Further reforms in 2018 and 2019 saw the introduction of unannounced accreditation visits to residential care facilities, the introduction of a new Aged Care Quality & Safety Commission, a new single Aged Care Quality Framework, a single charter of Aged Care Rights and the introduction of a single set of Aged Care Quality Standards, with the emphasis on rights-based consumer outcomes.

Australia continues to have an ageing population, with the number of people aged over 60 years predicted to outnumber the number of children under the age of 5 years by 2020. The aged care sector will see a greater shift from a welfare to a market driven model of service delivery as the demand for services continues to increase. Factors driving the demand for services include the burden of disease, longer life expectancy and rising consumer expectations.

New models of service delivery and the use of technology is necessary to ensure viability and sustainability of the aged care sector into the future.

REPORT

In November 2018, a Service and Resource Review of Council's Community Wellbeing Program was undertaken by an external consultant. Key findings of this review included three major strategic recommendations:

- Undertake business process mapping across every area of the business unit
- Pursue opportunities to secure the sustainability of the program
- Investigate opportunities for systems integration

Each of these recommendations were implemented, with the outcomes of each outlined below.

BUSINESS PROCESS MAPPING & SYSTEMS INTEGRATION

A Business Analyst (BA) was engaged from August to November 2019 to map the 'as is' and 'to be' states across every section of the Community Wellbeing team. Analysis identified that the amount of time spent on administrative tasks to meet compliance requirements directly impacts upon the amount of time that can be spent on service delivery.

The BA identified that standardisation of processes was imperative to ensure efficient and effective operations within the team. It was acknowledged across the team that manual task flows had been developed each time a new compliance requirement was announced by the funding body, with no priority given to reviewing existing task flows to identify opportunities for streamlining processes. In many instances, the team were limited by the inability of current systems and applications to respond to the new requirements, resulting in manual spreadsheets and checklists being employed to ensure that all compliance requirements were met.

Key Recommendations:

1. Investigation of existing systems and applications to ensure that their capability is maximised;
2. Identifying opportunities for cloud integration of the primary software application, Service Management System (SMS), which is used extensively by the community Wellbeing team for recording client and service data and extracting reports to meet the reporting requirements of the grant funding, and

3. Investigating the possibility of replacing rule based manual processing tasks with Robotic Process Automation (RPA).

Streamlining processes and maximising the capabilities of available technology will increase efficiency, improve quality, reduce time taken in manual hand-off of processes and most importantly, free up valuable time that can be focussed on enhancing direct service delivery.

SUSTAINABILITY OF THE PROGRAM

KPMG was engaged to undertake a sustainability study of the Community Wellbeing Program. The project sought to better define and understand the current service profile, operating environment, costs and possible future options to maintain service sustainability. The project included consultation with key stakeholders including management, staff, volunteers and residents.

Community Consultation

Consultation highlighted the overall satisfaction of the community with the services and activities provided, and highlighted opportunities for improvement, including increased capacity within programs and activities to eliminate disappointment when requested services were unavailable; reduced waiting times for high demand services, a greater scope within the home maintenance program (specifically gardening), and a greater service awareness profile to clearly communicate what is available, both through paper based and digital channels.



Market Overview

The market overview highlighted the high ageing population within the City of Holdfast Bay, particularly that there is a baby boomer growth rate of more than 9%, which is higher than in any other South Australian council. Data suggests that there is a high level of competition within the market, with 138 legal entities funded to deliver CHSP services within South Australia, yet demand

data highlights the ongoing need for services delivered through the Community Wellbeing program. Council's ownership of Alwyndor was identified as an opportunity to improve the service breadth and leverage back office functions such as systems and technology.

Key Recommendations:

1. Test the viability of expansion of services, including to non-CHSP funded residents
2. Develop a more sustainable service model with improved payment options
3. Develop clear communication and marketing strategies to expand community knowledge of programs and services
1. Establish a strategic partnership with Alwyndor to improve service breadth and leverage back office functions

WAY FORWARD

Both bodies of work undertaken as a result of the original Community Wellbeing Service and Resource review have identified areas where improvements and efficiencies can be achieved, as well as opportunities to make the services more sustainable.

Through significant investment in technology, streamlining processes, developing clear marketing and communication plans and leveraging key relationships, including with Alwyndor, the opportunity exists to capitalise upon the exponential growth of the ageing population within the City of Holdfast Bay to develop a Community Wellbeing Program that is sustainable.

As a result discussions with Alwyndor have now progressed and it is intended that all Home Support services will be delivered by Alwyndor from 1 July 2020. The current service type and level of service will be maintained for all customers and a seamless transition will be ensured noting Alwyndor is a part of the City of Holdfast Bay, this is supported by our ongoing focus on co-branding communications and promotions. A number of these customers are known to Alwyndor employees and many will currently access wider Alwyndor services.

Detail of funding transfers, employment arrangements and contractual relationships as well as plant and equipment are now being finalised and liaison with our funders is ongoing to revise agreement and reporting arrangements. Budget adjustments for both Alwyndor and Holdfast Bay are likely to be completed as part of the 2020-21 Quarter 1 budget review.

Benefits for Alwyndor include growth in the immediate customer base of approximately 1,000 community members and, importantly, augmentation of the business pipeline. This means working with these customers in continuously assessing their needs, offering access to additional services including the range of therapy classes and services and supporting progression as necessary to a Home Care package to enable ongoing quality of life at home. The collective focus is on retaining these customers by providing a pathway of support and care which will be integral to Alwyndor's Marketing and Growth strategies.

Importantly Council's Community Wellbeing team will retain and service HACC clients until February 2021, community transport services and social support for groups and individuals with a greater focus on broader intergenerational community development and resilience.

BUDGET

Budget adjustments for both Alwyndor and Holdfast Bay are likely to be completed as part of the 2020-21 Quarter 1 budget review.

LIFE CYCLE COSTS

There are no additional costs associated with transitioning services to Alwyndor. Infrastructure and equipment is already in place and the cost of materials will be absorbed within the existing budgets.

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