

Eastern Disability Services Network Forum 2

Designing your workforce in a world of consumer choice

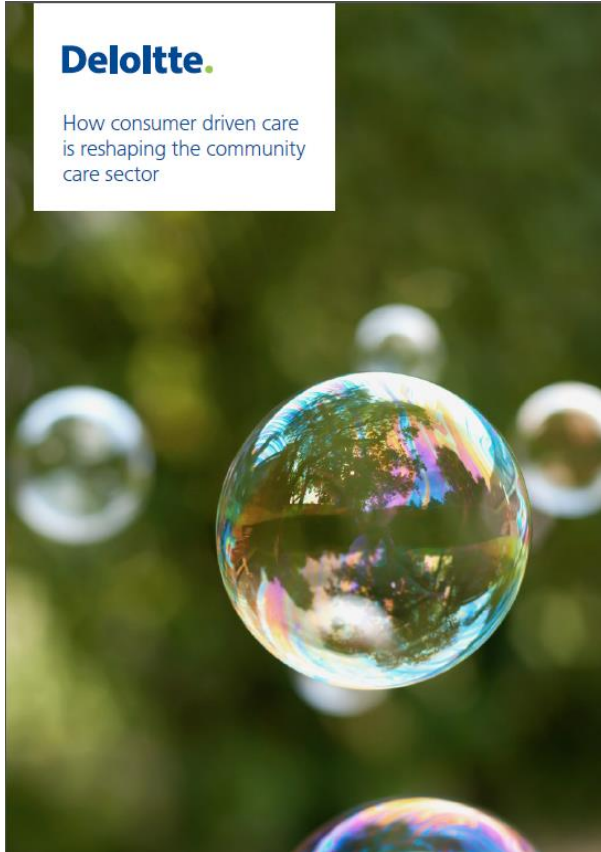
Sruthi Srikanthan and Kate Reale



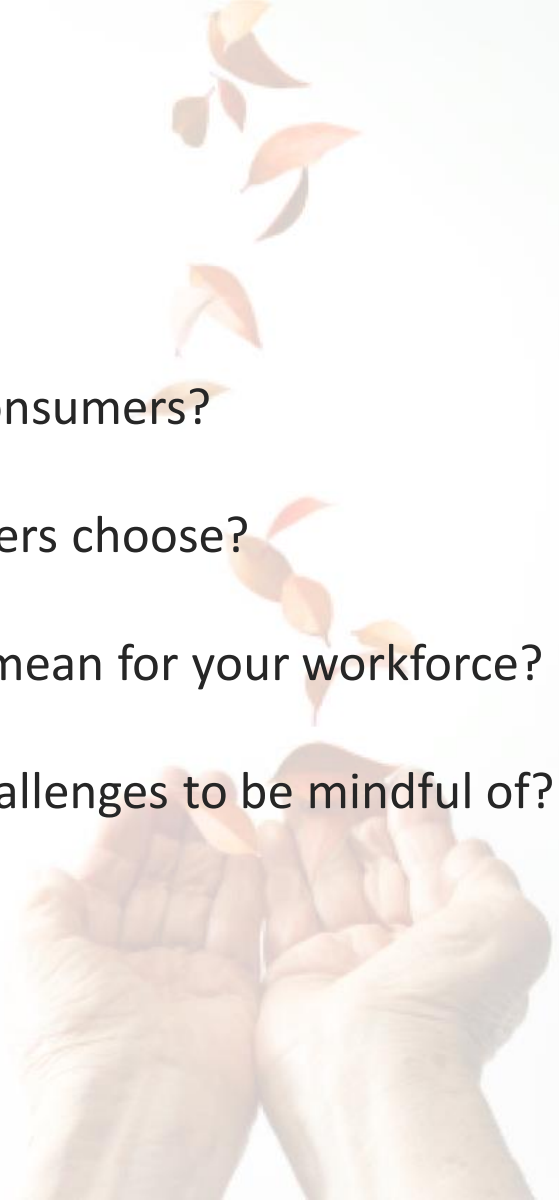
August 2015

The changing nature of service delivery

In the consumers' hands

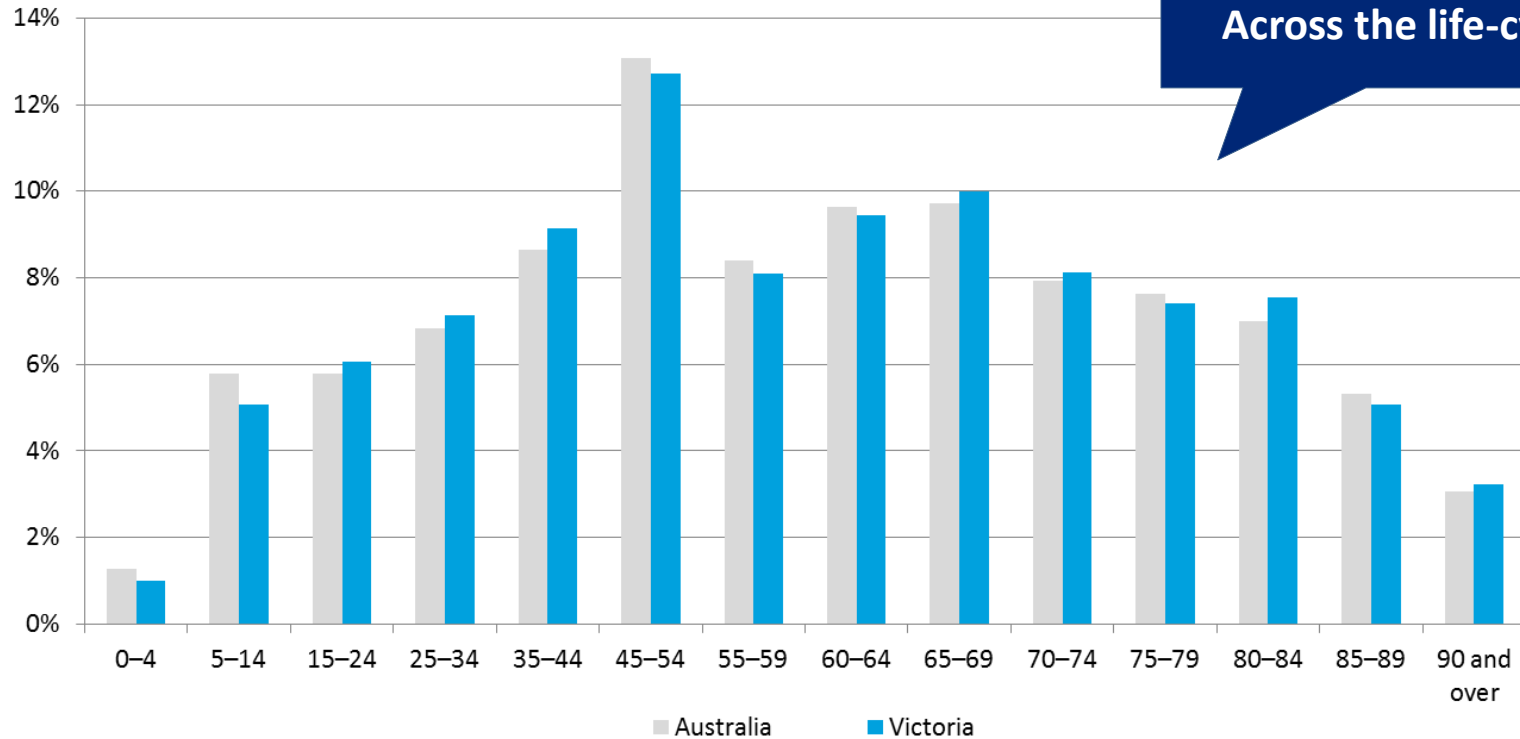


- Who are your consumers?
- How do consumers choose?
- What does this mean for your workforce?
- What are the challenges to be mindful of?



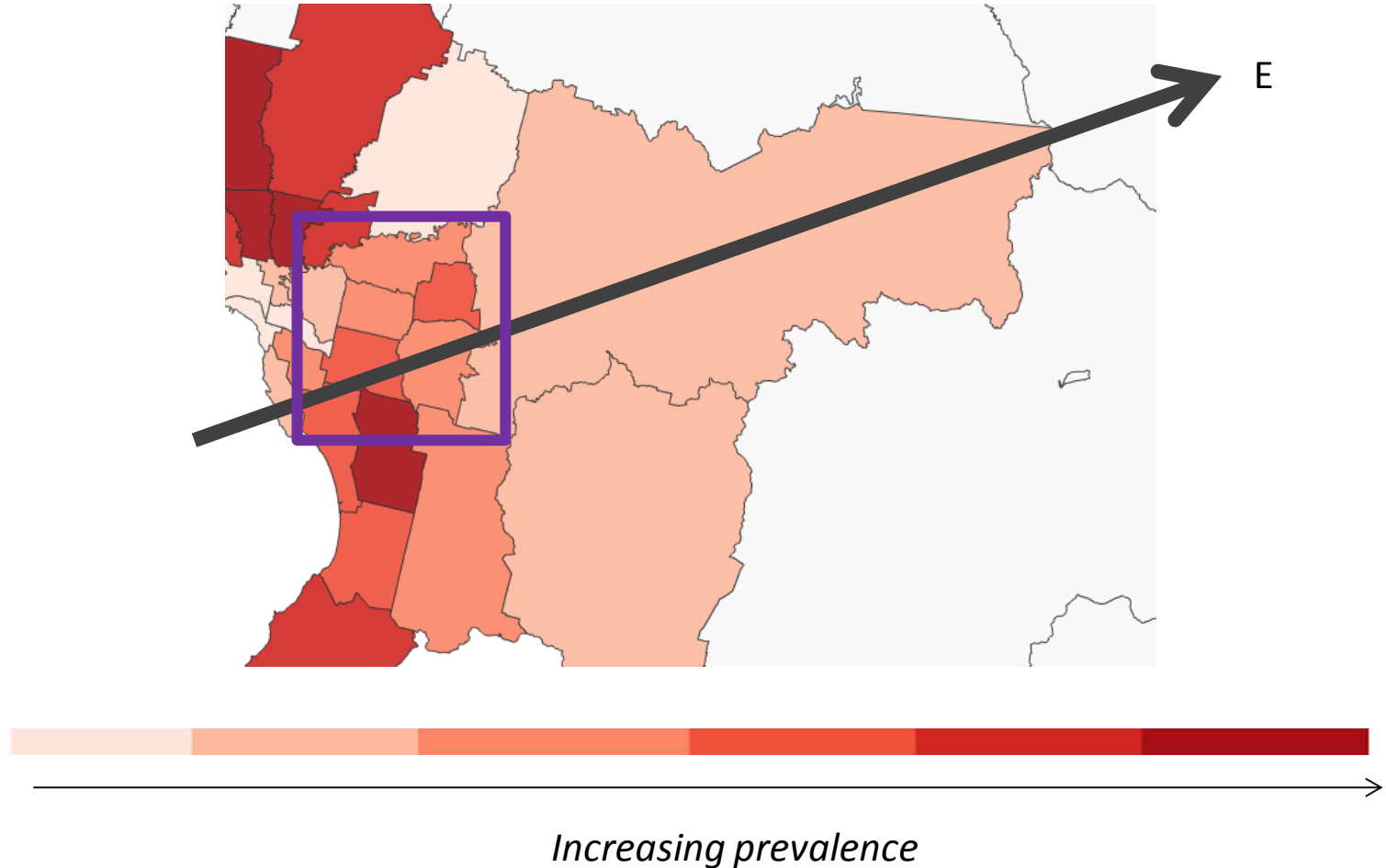
Who are your consumers?

Understand your market through age distribution



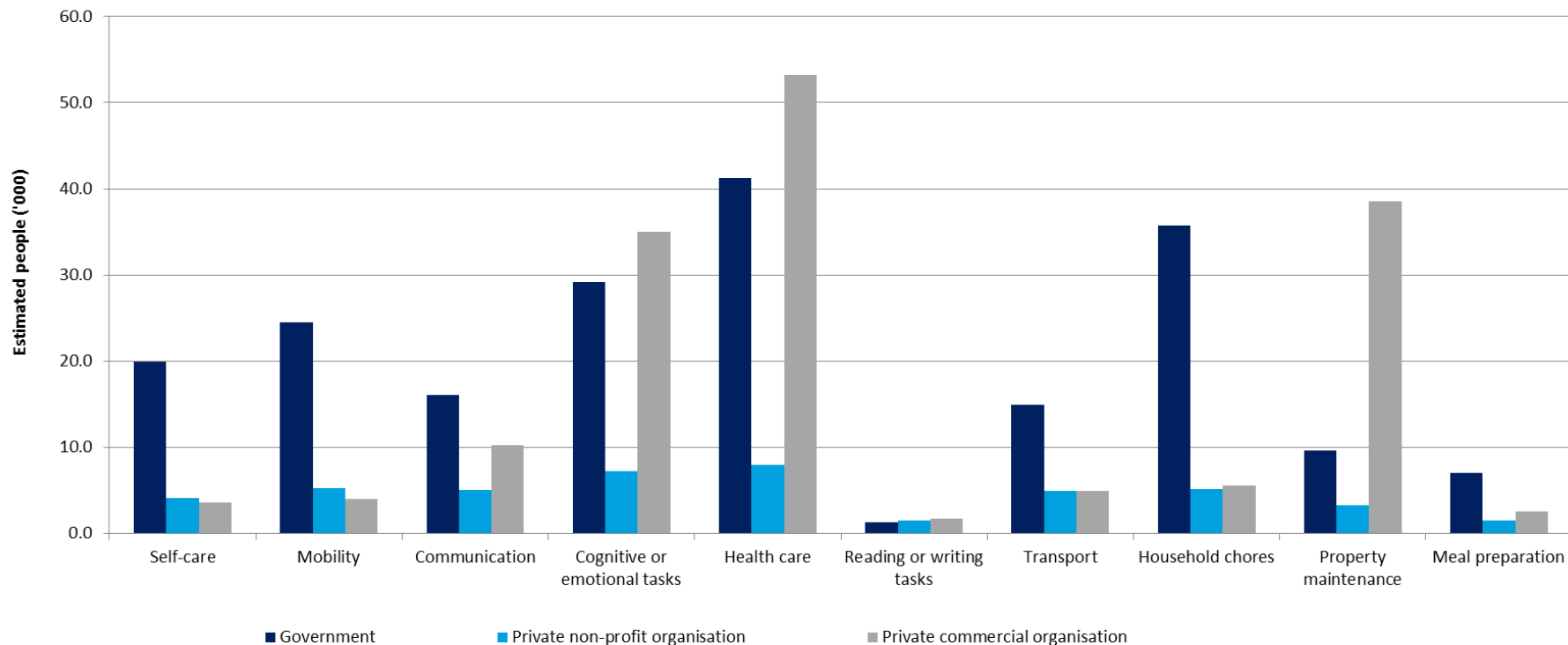
Who are your consumers?

The Eastern District – Severe and Profound Disability Prevalence



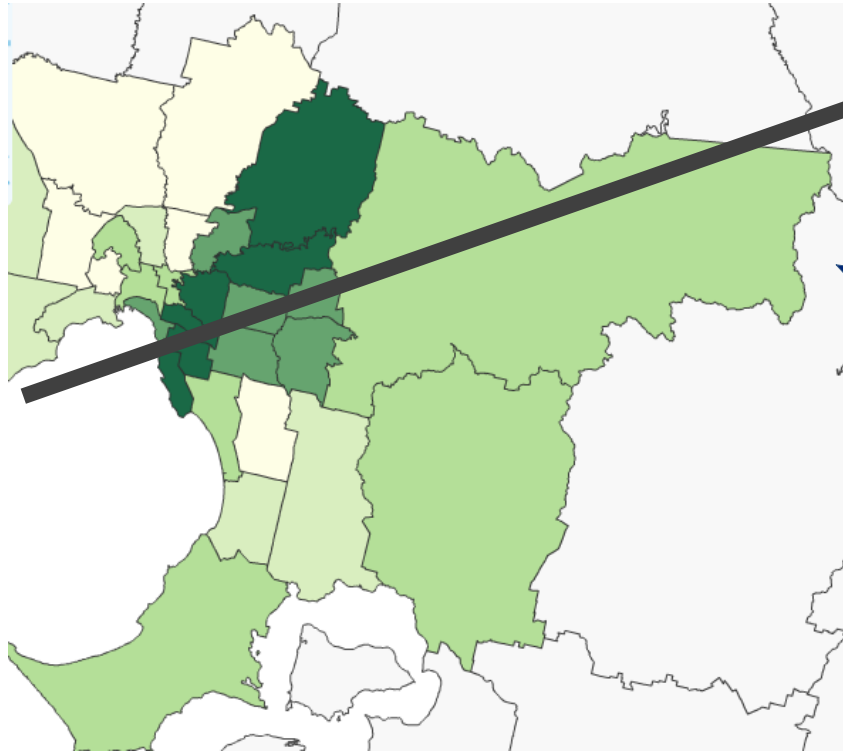
Who are your consumers?

What care are consumers receiving and from who?



Who are your consumers?

Increasing disadvantage out from the city



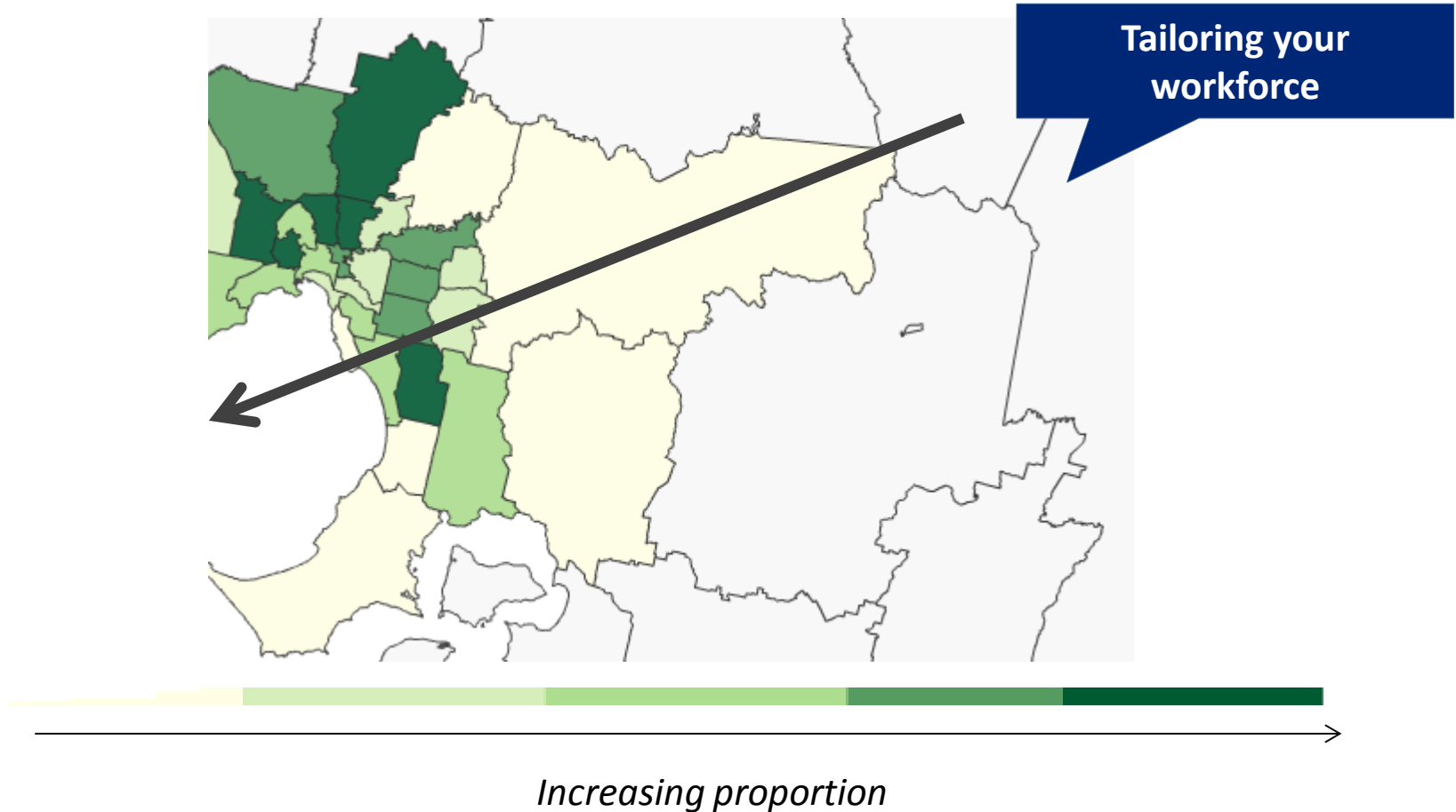
Complexity increases
with disadvantage



Increasing disadvantage

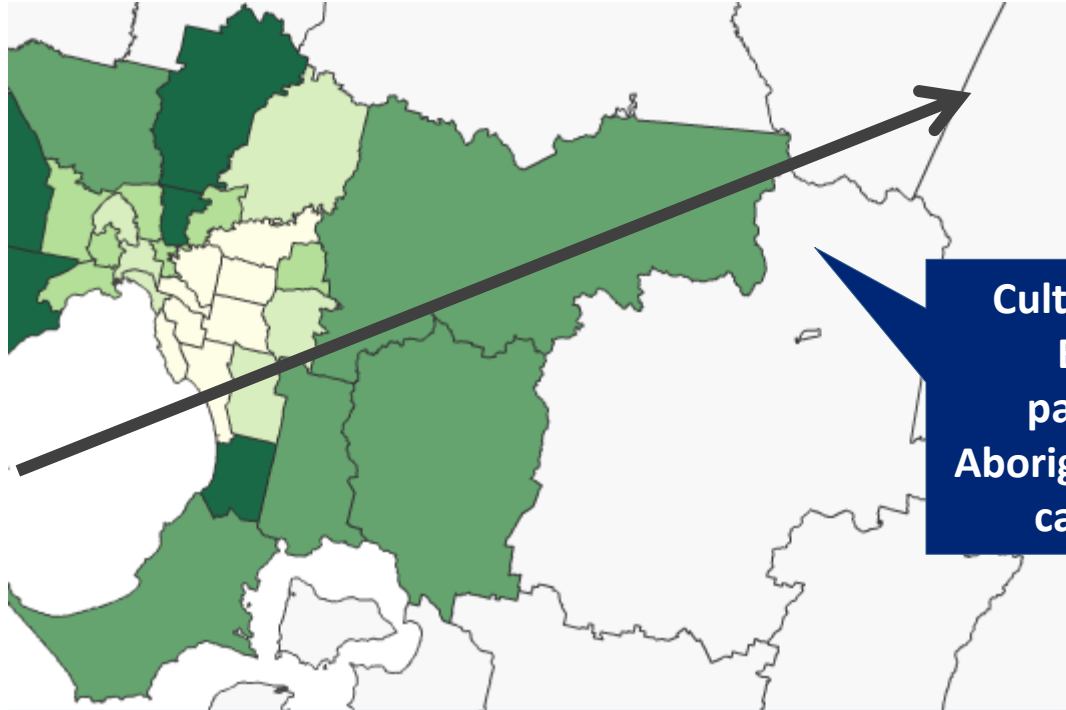
Who are your consumers?

Non-English speaking communities cluster closer to the city



Who are your consumers?

Larger Indigenous Population in outer suburbs in the East



**Cultural sensitivity.
Encouraging
participation of
Aboriginal Victorians in
care provision.**



Proportion Indigenous Population

What do disability service consumers care about?

What factors are consumers likely to use to choose?

Continuity



Technical capability



**Personality and
likeability**



Flexibility



What does this mean for your workforce?

Service delivery considerations

Grow your workforce



Diversity of workforce



Wages and labour force constraints



Cultural change for your workforce



Operational practice



What does this mean for your workforce?

Service delivery implications

“Disability service providers have a bright future but need a strong value proposition”



Where is your next worker.mp4

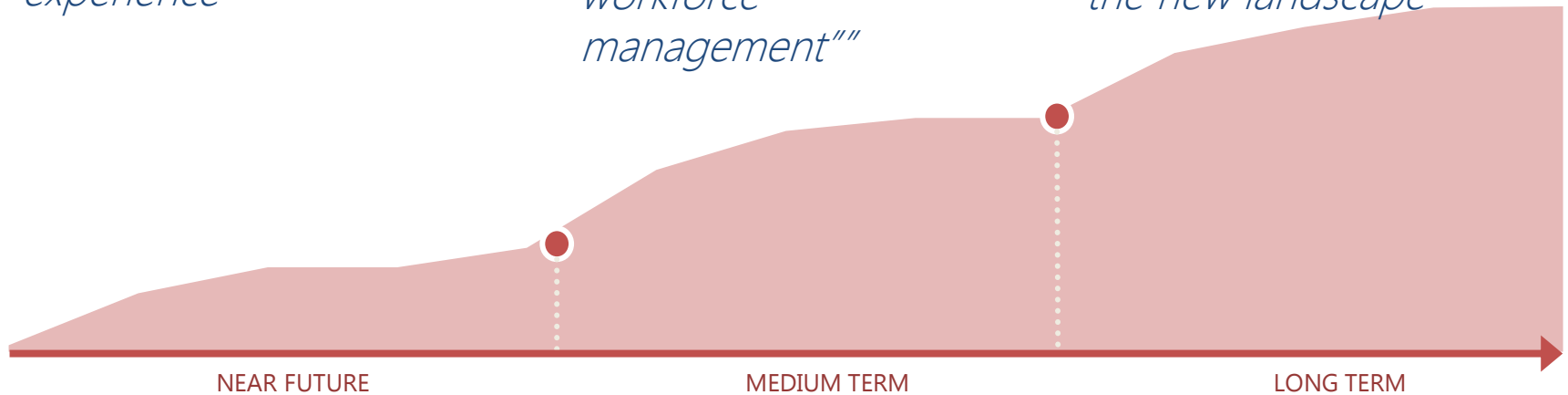
SITUATION HOPELESS OR AMAZING BUSINESS OPPORTUNITY?

What can be done over the next few years to transition to NDIS?

"in the near future we'd expect to see the "winners" focusing on initiatives to enable itemised billing and improve customer experience"

"in the mid-term we'd expect to see the "winners" focusing on strategies centred around changes in workforce management"

"in the longer term we'd expect to see the "winners" completely re-design their business models to succeed in the new landscape"



Near future

The “winners” will become increasingly customer centric through learning from their front-line staff

“in the near future should focus on initiatives to enable itemised billing and improve customer experience”

Back end functions

- Improve finance functions
 - Financial restructure to allow for itemised billing – tech implementation
 - Adjusting pricing
- Short term improvements on talent management
 - 457 visa program to attract quality overseas workers

Customer experience improvement

- Become market centric
 - Promoting your strengths to attract new customers
 - Digital
 - Look to improve overall customer experience to retain current customer base
 - Increase in functions e.g marketing, customer experience

Mid-term

The “winners” will improve workforce flexibility and training and collaborate with other service providers to reduce costs

“mid-term strategies will be centred around changes in workforce management with a focus on flexibility”

Improve workforce flexibility to match demand

- Renegotiate EBAs for more flexible work arrangements
- Change arrangements of staff to include more casual hours
- Look at the staff used for each job, can they train PCW to take on tasks currently delivered by nursing qualified staff?
- Agreements with other providers or agencies to cut costs for back office functions, technology and market research
- Improve scheduling efficiencies and communication channels with technology – ideally Software as a Service

Long Term

The “winners” will have a clear view about where they want to play in the market and have a range of different business partners

“in the long term businesses should look to re-design their business models to address the changes in NDIS”

- Determine long term business strategy – which segments will we serve?
- Develop long-term people retention strategies, develop sophisticated training/development regimes including career paths
- Co-design services in conjunction with clients and staff
- Technology investment –better workforce management or scheduling, help with billing and back end efficiencies and easier for staff to interact and also customer segmentation
- Operational efficiencies & cost savings
- Sophisticated collaboration arrangements with business partners