

CHANGE MANAGEMENT

14 March 2017

LGNSW Aged and Disability Forum

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OUTLINE

- Definition and purpose
- Reforms
- Managing for innovation- IBM survey. Case study.
- Understanding change
 - Two types of change. Scenarios.
 - Nature and threat of change
 - Managing worker resistance and fear
 - Degree of resistance
- Implementing change
 - Change models
 - Managing worker resistance
 - Service provider development
 - Promoting innovation within
- Benefits
- Bonus slides- Becoming approved aged care providers and NDIS-registered providers

DEFINITION AND PURPOSE

- The process of managing change in a structured, thoughtful way in order to meet organisational goals, objectives and missions...Change is necessary for organisations to thrive and meet and exceed competition of industry competitors.

Kotter, J. (1996). *Leading Change*. United States: Harvard Business Review Press.

- Change management is a necessary way of managing your service, requiring you to put an effort into adapting, planning and implementing changes, and leading your people to adapt with you. 2017, San Jose Training and Coaching.

THE AGED CARE REFORMS

- My Aged Care- RAS and ACATs
- Australian Aged Care Quality Agency
- Aged Care Pricing Commission
- More Home Care Packages- CDC
- Commonwealth Home Support Programme (CHSP)
- Transparent accommodation prices and services
- Removal of distinction between high and low care in RC

Why?

- Sustainable and affordable
- Choice and flexibility
- Businesses to invest and grow
- Diverse and rewarding careers

For more information on the Aged Care Reforms, please refer to
<https://agedcare.health.gov.au/ageing-and-aged-care-aged-care-reform/why-is-aged-care-changing>
<https://agedcare.health.gov.au/reform/what-has-been-achieved-so-far>

THE DISABILITY REFORMS

UN Convention for the Rights of Persons
with Disabilities (CRPD)

PC Report on Disability Care and Support

COAG meeting agreed on launching NDIS

NDIS Act 2013

National Disability Insurance Agency (NDIA)

Launch sites

Rollout now

Why?

- Previous disability support system was underfunded, unfair, fragmented and inefficient.
- People with disability had little choice and no certainty of access to appropriate supports

For more information on the Disability Reforms, please refer to
<https://www.ndis.gov.au/about-us/our-history>
<http://www.pc.gov.au/inquiries/completed/disability-support/report>

MANAGING FOR INNOVATION AND CHANGE

- IBM's annual survey of 1,541 CEOs, GMs and senior public sector leaders from 60 countries and 3.3 industries concluded:
 - “incremental changes are no longer sufficient in a world that is operating in fundamentally different ways”
 - “firms that are able to manage that complexity are the ones that will survive in the long term”

Kinicki et al. (2015). Management. North Ryde: McGraw-Hill Education.

- Case Study – Virgin Group

TWO TYPES OF CHANGE

Reactive

Proactive

Responding to unanticipated problems and opportunities

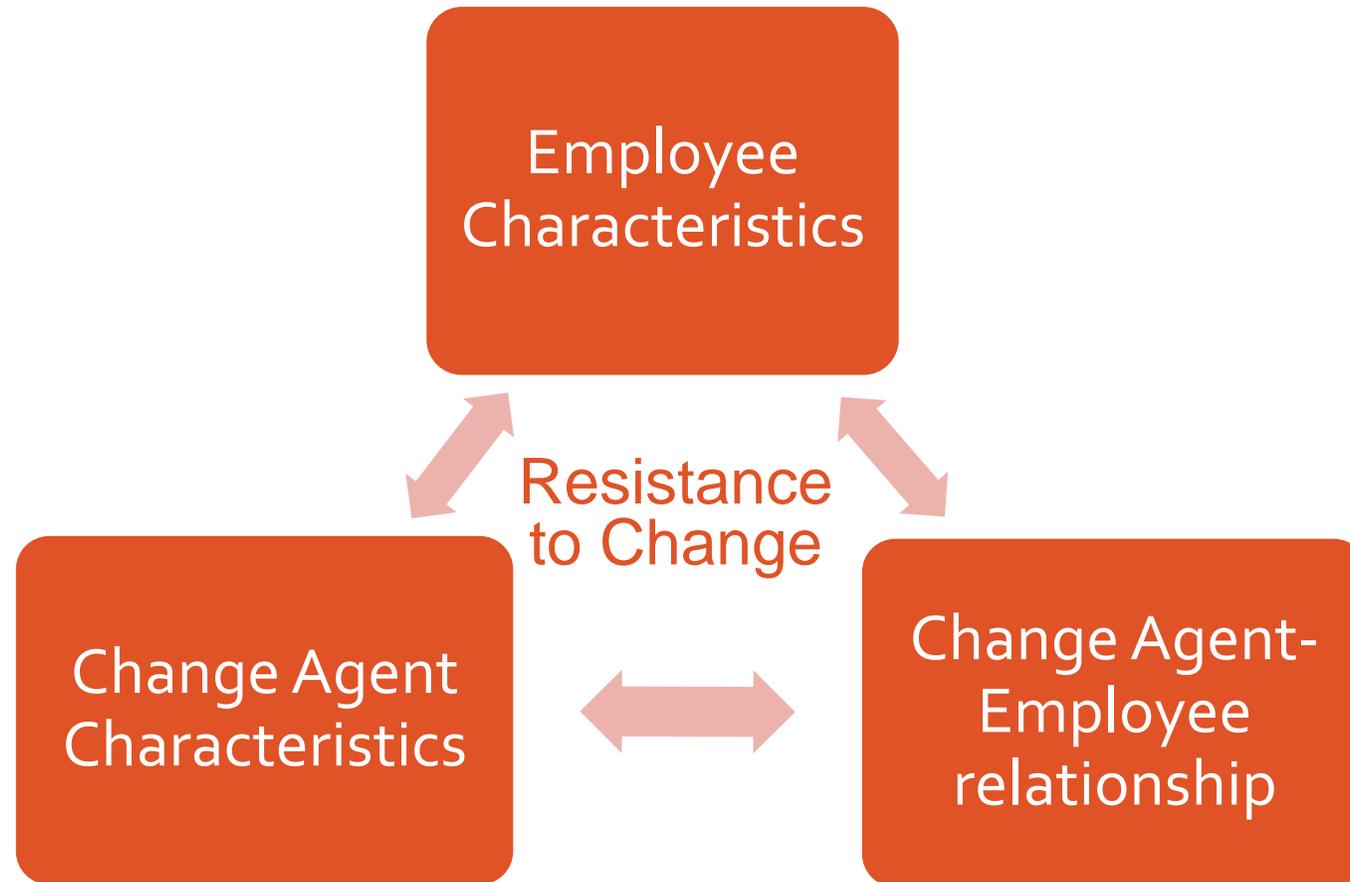
Managing anticipated problems and opportunities

Scenarios- NDIS, HCP

THE NATURE AND THREAT OF CHANGE

OUTSIDE FORCES	INSIDE FORCES
Demographic characteristics	Employee problems
• Age	• Unmet needs
• Education	• Job dissatisfaction
• Skill level	• Absenteeism and turnover
• Gender	• Productivity
• Immigration	• Participation/suggestions
Market changes	Manager's behaviour
• Mergers and acquisitions	• Conflict
• Domestic and international Competition	• Leadership
• Recession	• Reward systems
Technological advancements	• Structural reorganisation
• Manufacturing automation	
• Office automation	
Shareholder and customer demands	
Supplier practices	
Social and political pressures	

MANAGING WORKER RESISTANCE AND FEAR



DEGREE OF RESISTANCE

Adaptive change- reintroduction of a familiar practice-
least threatening

Innovative change- introduction of a new
organisational practice- somewhat threatening

Radically innovative change- introduction of a new
industry practice-very threatening

MANAGING EMPLOYEE RESISTANCE

Education

Facilitation

Participation

and more

CHANGE MODELS

Lewin's

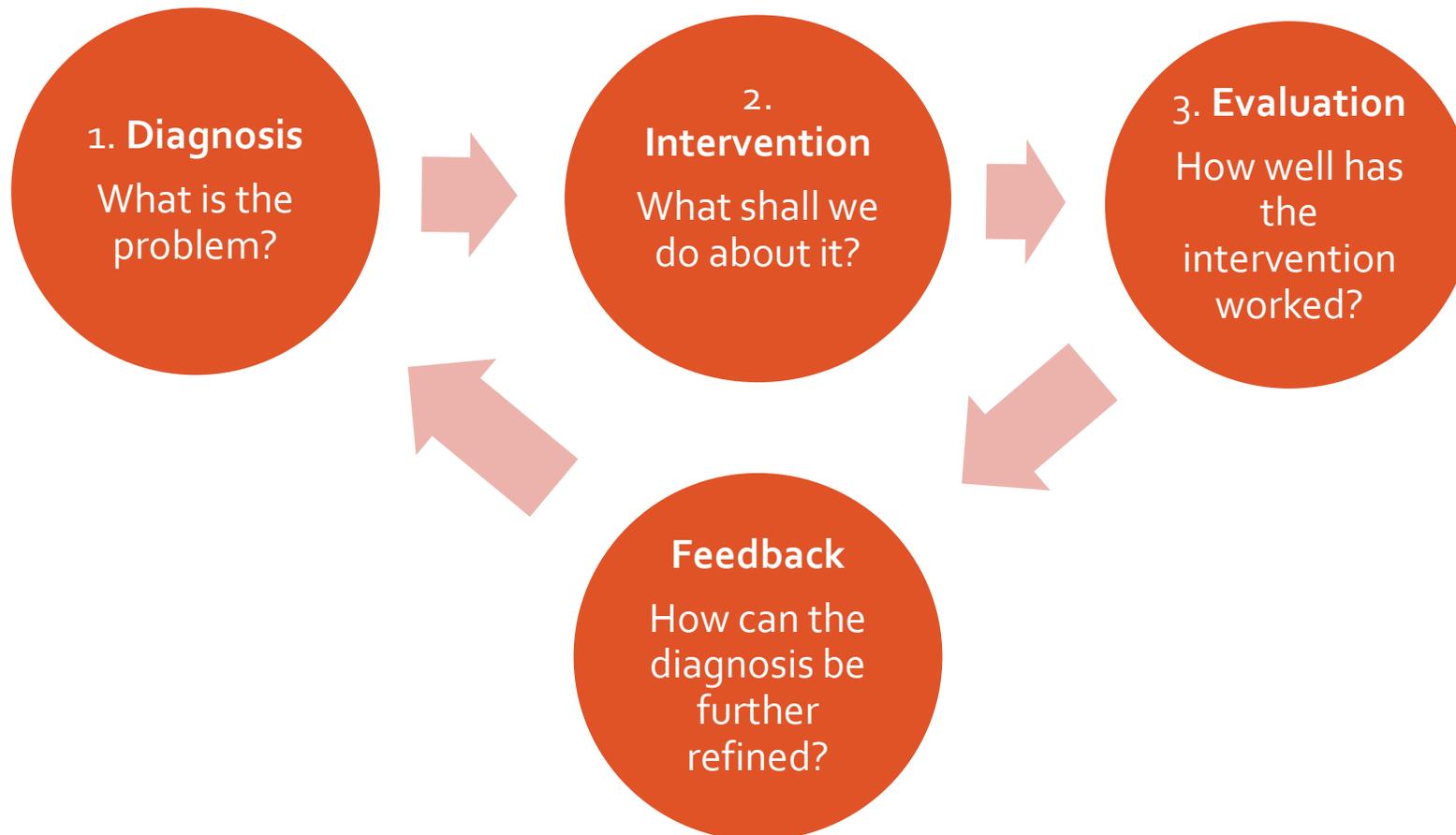
unfreeze-change-refreeze

Kotter's

Urgency-Coalition-Vision-Communicate-Action-Wins-Gains and more change

and more

SERVICE PROVIDER DEVELOPMENT



PROMOTING INNOVATION WITHIN

1. Recognise problems and opportunities and devise solutions



2. Gain allies by communication of your vision



3. Overcome employee resistance, and empower and reward them to achieve progress



4. Execute well by effectively managing people, groups, and organizational processes and systems in the pursuit of innovation

BENEFITS

Stakeholder	BENEFIT 1	BENEFIT 2	BENEFIT 3
Consumer	more satisfied		
Worker	more loyal		
Manager	more productive		
Service Provider	more efficient		

SETTING UP AS A NEW AGED CARE APPROVED PROVIDER

- *An approved provider of aged care is an organisation that has been approved to provide residential care, home care or flexible care under the Act.*

1. Get to know the Aged Care Act 1997 (the Act) and the associated Aged Care Principles

www.legislation.gov.au

"Government organisations Under section 8-6 of the Act, States, Territories, authorities of a State or Territory and local government authorities are taken to be approved in respect of all types of aged care"

2. Read the Approved Provider information

<https://agedcare.health.gov.au/aged-care-funding/approved-provider-information>

3. Complete the *Government Organisations* form

<https://agedcare.health.gov.au/application-for-approval-to-provide-aged-care-government-organisation-form>

SETTING UP AS AN NDIS-REGISTERED PROVIDER

- *Registered providers are individuals or organisations that are registered with NDIA to deliver a support or a product to a participant in the NDIS.*
- For councils who are considering becoming new NDIS registered providers, please use the NDIS Provider Toolkit <https://ndis.gov.au/providers/provider-toolkit>
 - Module 2 Registering as a Provider
 - Module 3 Terms of Business
 - Module 4 Guide to Suitability

and refer to the Price Guide

<https://www.ndis.gov.au/html/sites/default/files/documents/Provider/201617-vic-nsw-qld-tas-price-guide.pdf>

For other price guides such as remote and very remote and the most recent price updates

<https://www.ndis.gov.au/providers/pricing-and-payment>

- For councils who are already NDIS registered providers but would like to add a new registration group, please use the NDIS Provider Toolkit
 - Module 4 Guide to Suitability
 - Module 11 myplace Provider Portal Step-by-Step Guide

NDIS-REGISTERED PROVIDER continued

- Consider suitability
 - Where?
 - NSW Quality and Safeguards- TPV
 - Qualification and industry association membership
 - What? Who?
- Consider competitive edge
 - Marketing your service
 - Engaging with participants
 - Understanding participant's goals, preferences and objectives

NDIS-REGISTERED PROVIDER continued

- Register
 - PRODA authentication process and myplace account
 - Intent to register
 - Registration group
 - Declaration of Suitability
 - Evidence and documentation

QUESTIONS? IDEAS?

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Upcoming Training

Human Rights, Grants and Understanding Government, Change Management and Measuring Outcomes

- 26 & 27 April Sydney venue (Botany Bay BEC)

<https://www.eventbrite.com.au/e/human-rights-grants-change-management-outcomes-training-optional-dinner-sydney-tickets-32524287018>

- 3 & 4 May Western Sydney venue (WSCF Parramatta)

<https://www.eventbrite.com.au/e/human-rights-grants-change-management-outcomes-training-optional-dinner-western-sydney-tickets-32563692882>