

Digital Transformation

Sector Partners

Digital Transformation for the Aged Care Sector



Digital Transformation and Delivery Division

Digital Services within Corporate Operations Group
Department of Health, Disability and Ageing



Australian Government
Department of Health and Aged Care

www.health.gov.au

Meeting #62

15/05/2025



WELCOME

Fay Flevaras

Chief Digital Information Officer

Digital Services within Corporate Operations Group

Department of Health, Disability and Ageing | Australian Government



Sector Partners #62

Agenda

Digital Transformation for the Aged Care sector

**Welcome &
Agenda**

Fay Flevaras

**State of Play &
New Member
Inductions**

Fay Flevaras

**ELDAC:
Tech-enabled
palliative care
opportunities
for Support at
Home**

**Dr. Priyanka
Vandersman**

**Update: Digital
Transformation
Impact
Assessment -
Playbook and
Insights**

Fay Flevaras

**Q&A and
Discussion**

Fay Flevaras

Close

Fay Flevaras



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State of Play & New Member Induction

Fay Flevaras

Chief Digital Information Officer

Digital Services within Corporate Operations Group
Department of Health, Disability and Ageing



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Important considerations

Principles underpinning the work of this group

- 1 We will publish the names of participants in this group to the Health website – along with their role and organisation (if relevant).
- 2 All shared material and a meeting summary will be published on the Health website after each meeting.
- 3 Be aware that this is considered a public forum and participant IP does not apply.
- 4 Anything said in our sessions is to inform Health's digital transformation direction and our explicit intent is to use your input to do just that.
- 5 We will be sharing the outcomes of this work across our public channels and with the broader Tech Talk audience.



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Member induction pack



Sector Partner induction video
Co-design: new member induction pack

Digital Transformation Sector Partners | New member induction checklist

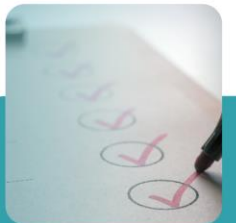
Welcome to the Digital Transformation Sector Partners co-design group! We're delighted to have you join us.

Getting Started

Before you get started as a fully-fledged Sector Partner, there are a few final steps to complete your induction. Here's what you need to do:

- ☐ **Watch our Induction Video:** Our induction video outlines the purpose of the group, our rules of engagement and what you can expect as a member. This includes important information about intellectual property, transparency, accountability and privacy.
- ☐ **Visit our Digital Transformation Sector Partners Collaboration site:** On the collaboration site, you'll find more information about our meetings, major projects and co-design activities.
- ☐ **Complete our New Member Induction Survey:** Your responses to the new member induction survey help us learn more about you and your organisation, so we can make our meetings and co-design activities more engaging and relevant.
- ☐ **Attend your first meeting and introduce yourself:** You should soon receive an invitation to the Sector Partners meeting series. Please come prepared to briefly introduce yourself and your organisation to the group at your first meeting.
- ☐ **Find us on the Department of Health and Aged Care website:** for links to additional resources.

We look forward to your active participation in the digital co-design group.
If you have any questions or need assistance, please don't hesitate to reach out to us by email at dtsectorpartners@health.gov.au.



An introduction to Sector Partners

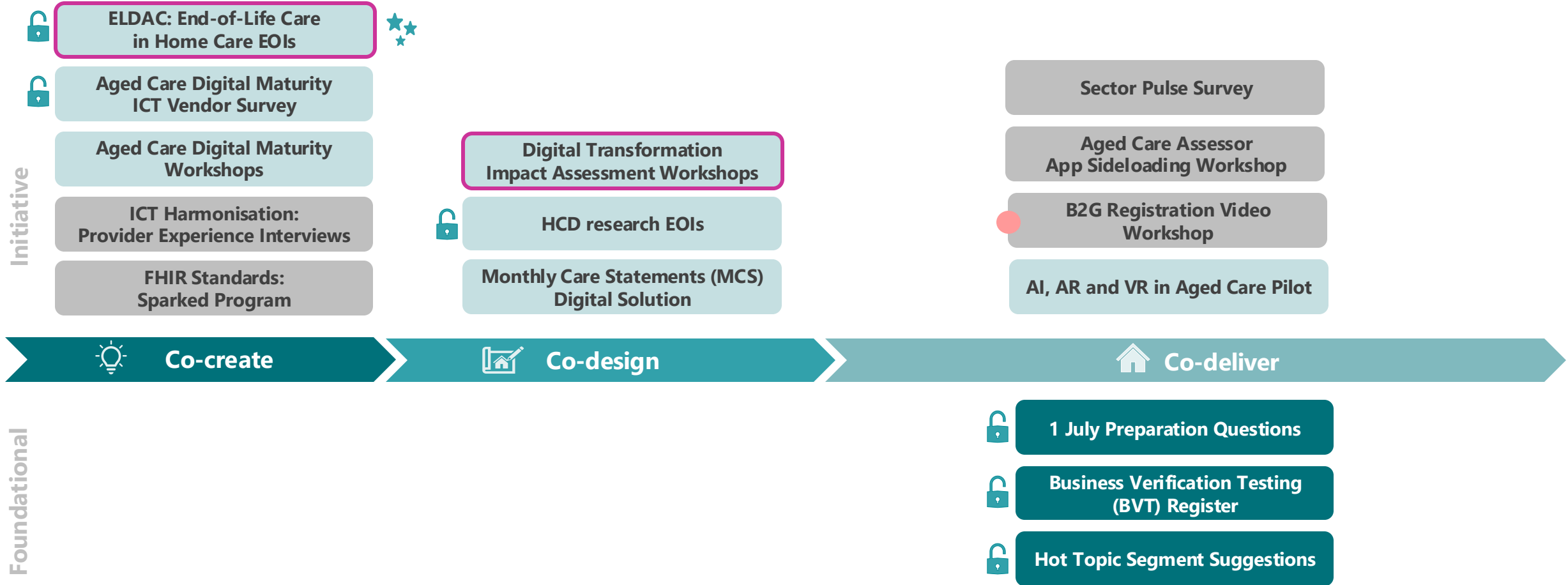
Digital Transformation and Delivery Division
Corporate Group | Department of Health and Aged Care



Welcome!

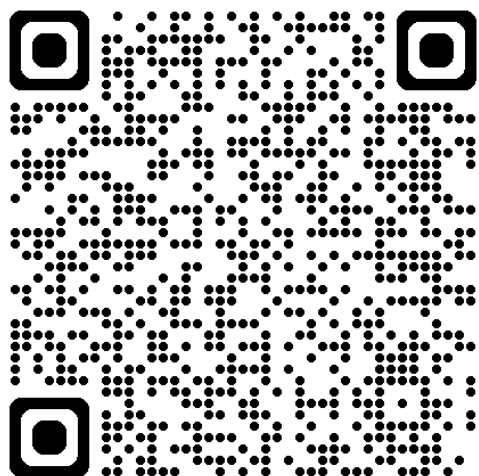
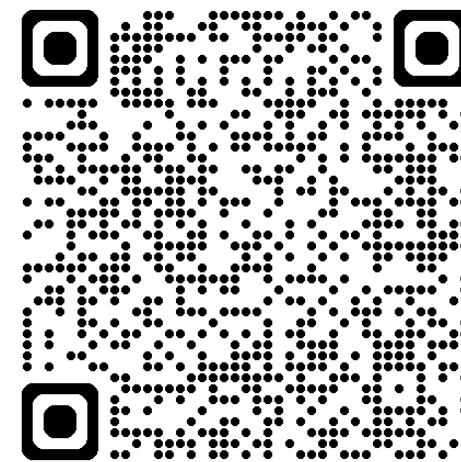
State of Play

Open collaboration activities



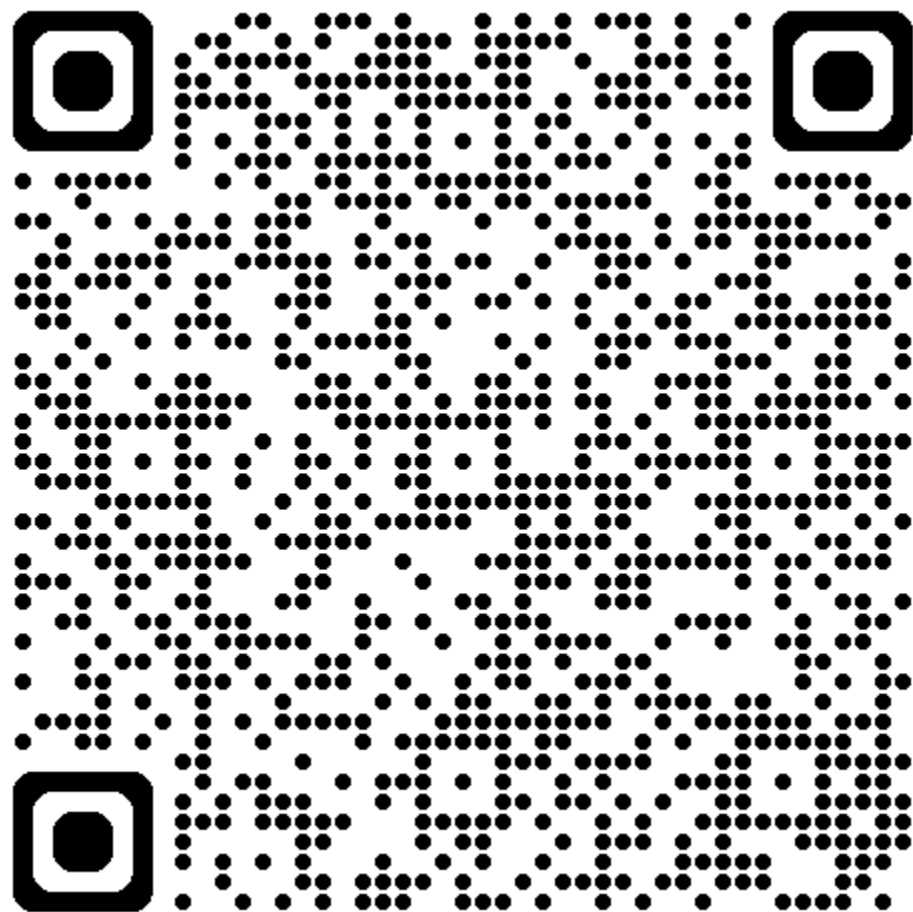
Data Exchange Dictionary (Stage 1)

The Data Exchange Dictionary will assist CHSP service providers to better understand the data reporting requirements for the CHSP program and accurately enter data into the Data Exchange (DEX).



Data Exchange (DEX) Toolkit (Stage 1)


The DEX provider toolkit explains how DEX reporting requirements will change on 1 July to align with the new CHSP service list under the new Aged Care Act.



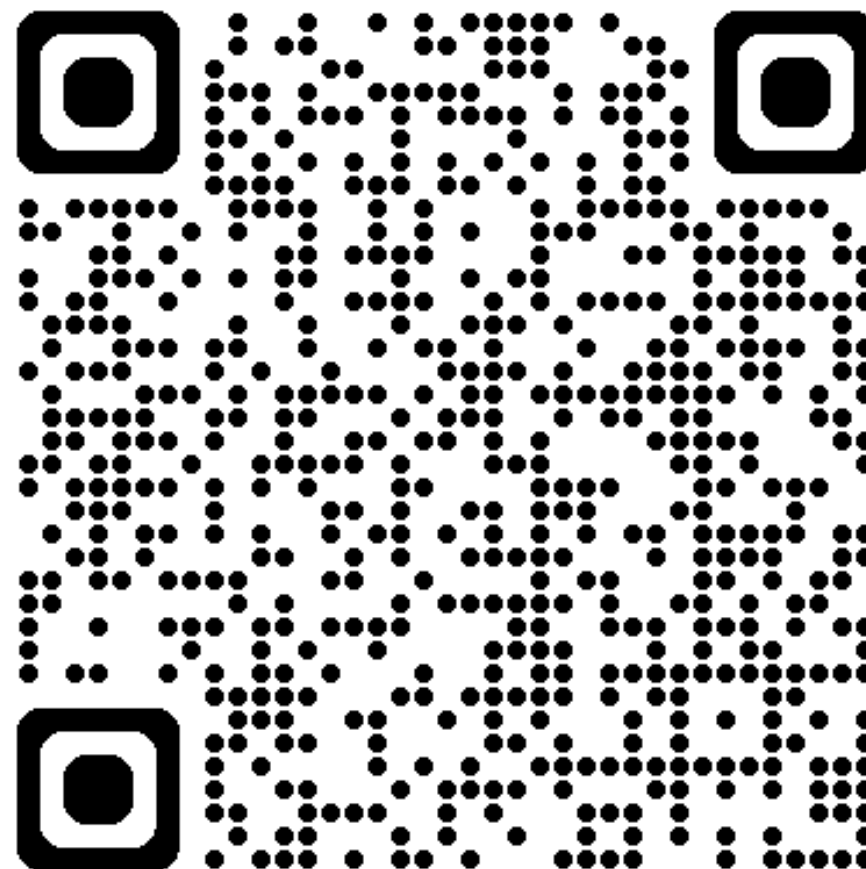
Provider Operational Readiness – Priority Actions List

Lists priority actions for aged care providers to take towards implementing the new Aged Care Act and Support at Home program before and after 1 July 2025.

Support at Home provider training – program overview

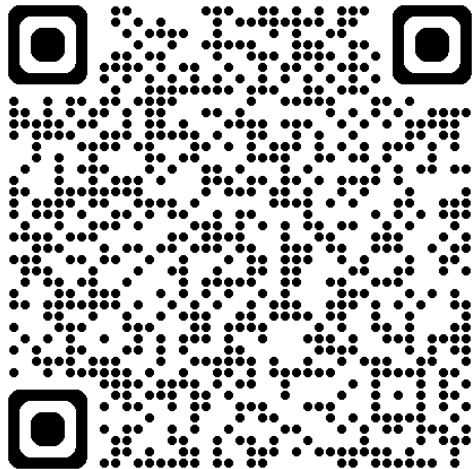
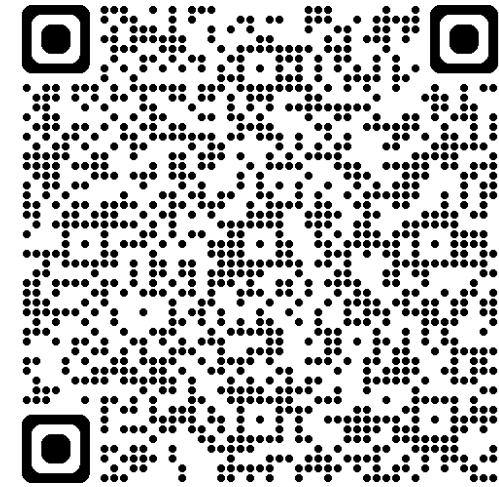


The Support at Home provider training – program overview module is now available. This module aims to provide a broad understanding of the Support at Home program and how it will operate.



Support at Home User Guide – submitting claims to the Aged Care Provider Portal

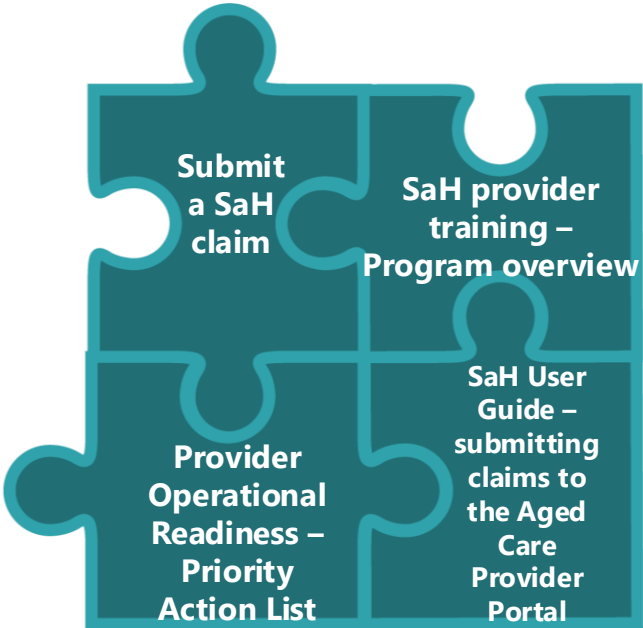
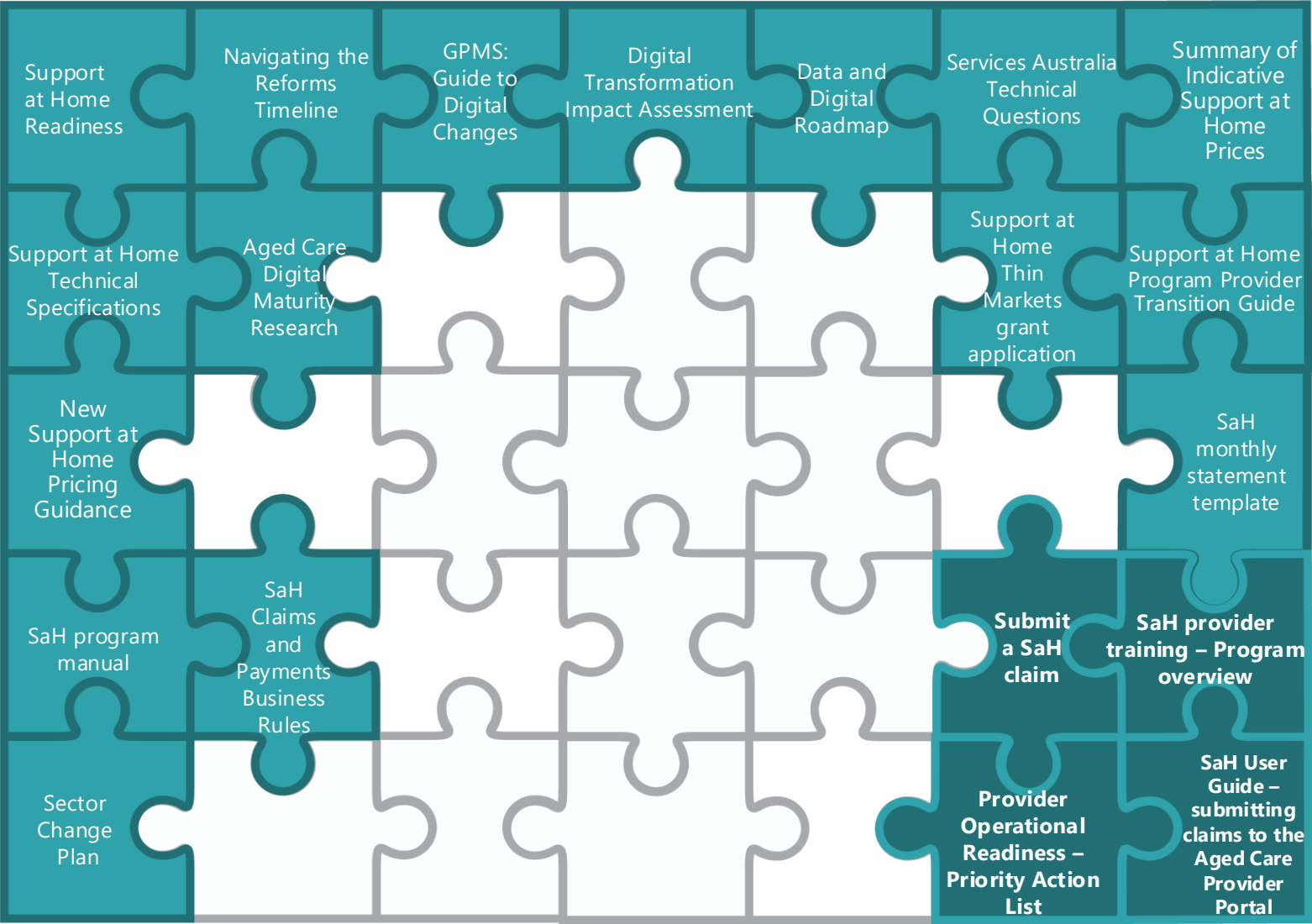
Explains how providers can submit Support at Home payment claims through the Services Australia Aged Care Provider Portal (ACPP).



Submit a Support at Home claim (infographic)

This infographic provides a step-by-step guide on how to complete claims for the Support at Home program using the Services Australia Aged Care Provider Portal (ACPP) from 1 July 2025.

Assembling the puzzle



Disclaimer: This puzzle is for illustration purposes only and is not an accurate representation of the actual amount of new material expected.

Tech-enabled palliative care opportunities for Support at Home

Dr Priyanka Vandersman

Senior Research Fellow

End of Life Directions for Aged Care (ELDAC) Project
Research Centre for Palliative Care, Death and Dying (RePaDD)
Flinders University



National Palliative Care Week



Palliative care: Priority item for aged care

- Aged care sector is heavily involved in caring for older people who are coming to the end of their lives.
- The importance of palliative care in aged care is growing rapidly
 - The Royal Commission into Aged Care recommended that palliative care be incorporated as core business in aged care.
 - Reform agenda strengthens this focus.

Palliative care in the context of reform changes

- The New Aged Care Act
- Strengthened Aged Care Quality Standards
 - For Home care [Provider category dependent] as well as residential services
- Home Care Package program to be replaced by Support at Home program

July 1 2025

Digital Transformation Agenda



Palliative care in the context of reform changes

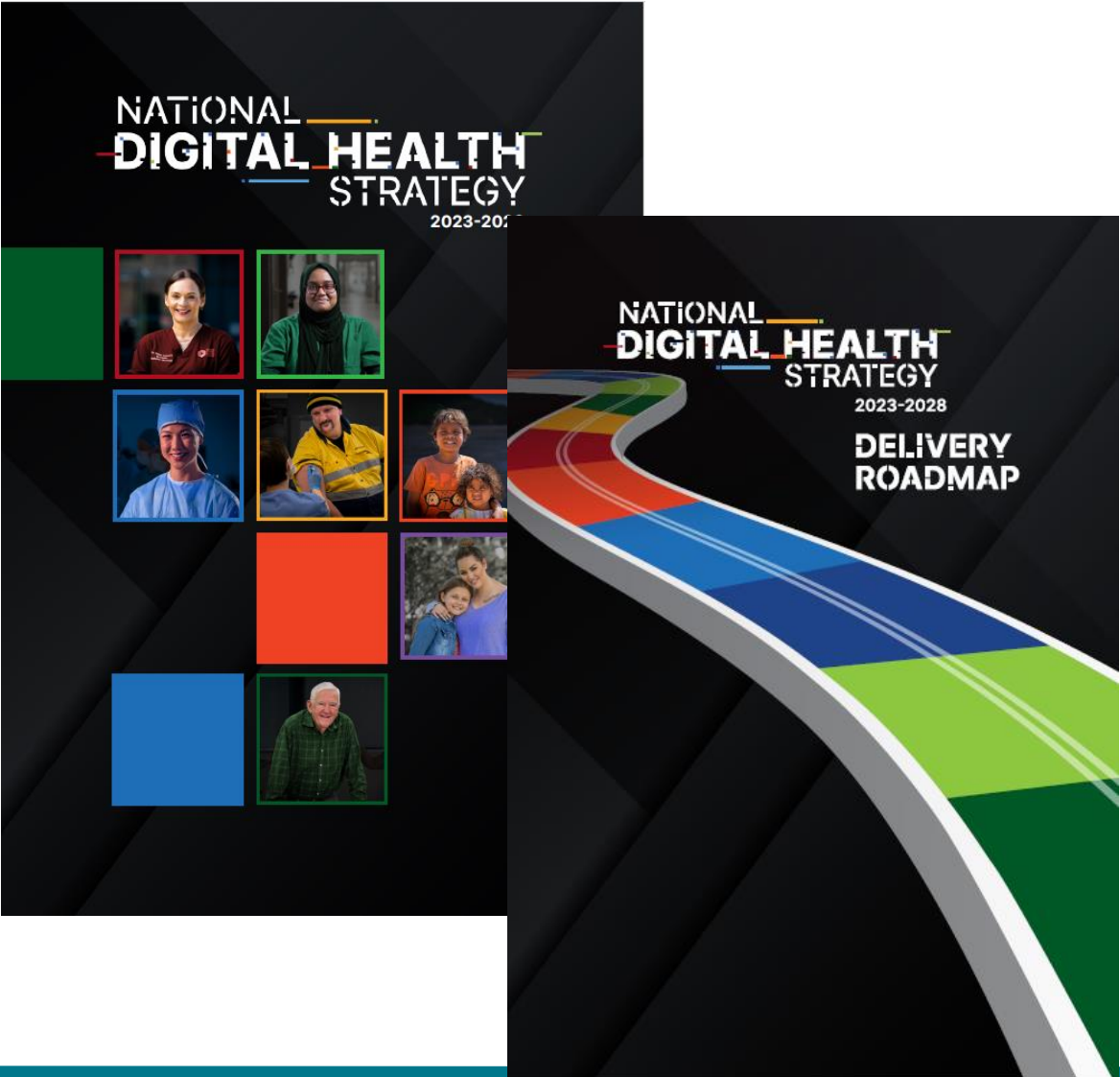
- The New Aged Care Act
- Strengthened Aged Care Quality Standards
 - Outcome 5.7 Palliative and end of life care – 3 outcome statements, 17 Actions
- Home Care Package program to be replaced by Support at Home program – End-of-life pathway

July 1 2025

Digital Transformation Agenda

Outcome 5.1- Clinical governance [5.1.5 – work towards digital clinical systems]

Digital Transformation- A Sector Priority



Aged Care Data and Digital Strategy

Driving better care and leading a sustainable and productive care and support economy
2024–2029



Action Plan

Aged Care Data and Digital Strategy
2024–2029

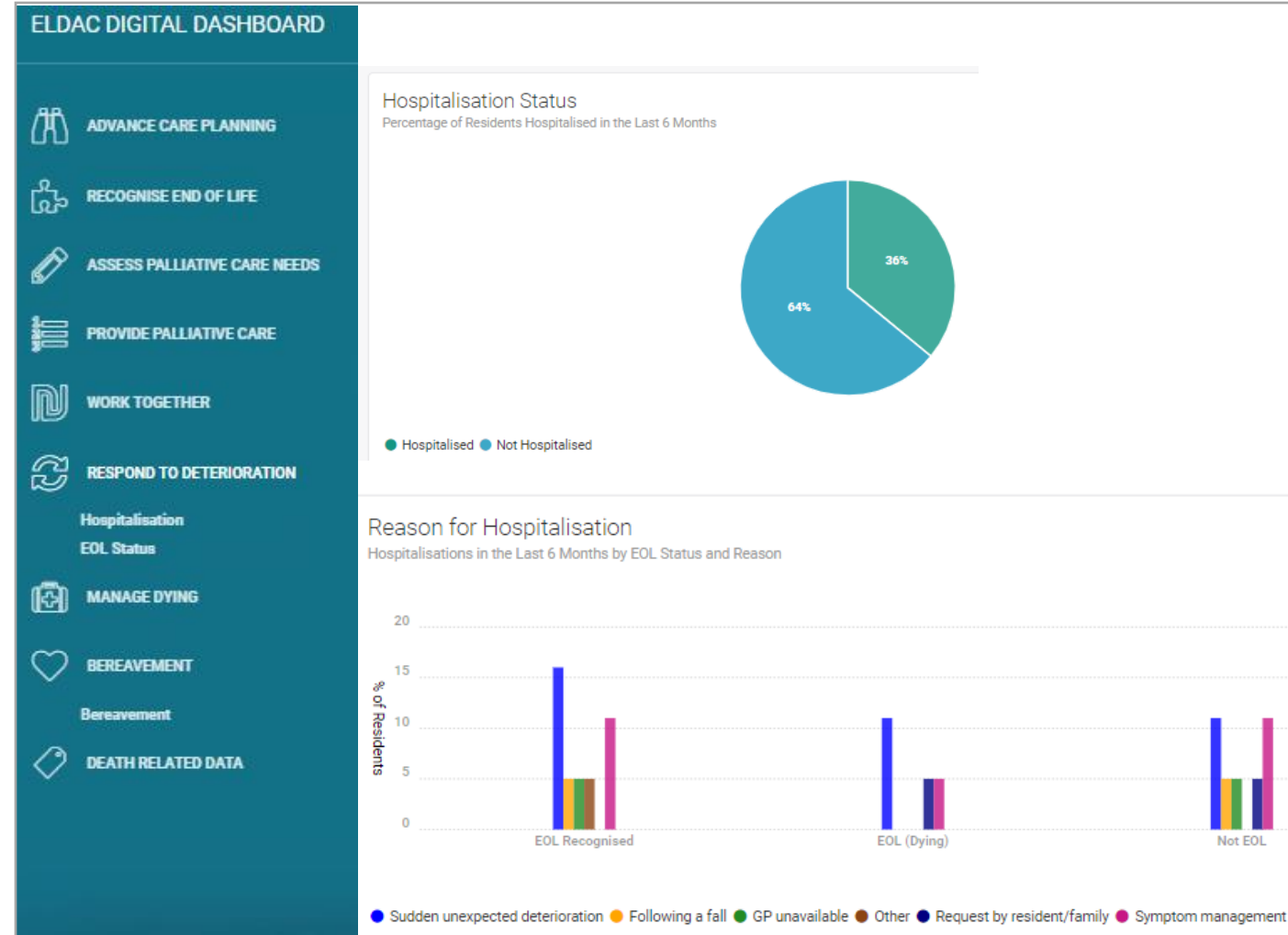


Supporting the sector's need

Digitally enabled support for care, *including end-of-life care.*

Solutions that are evidence-based and policy informed.

Systems that are future ready.



Helping IT vendors meet service needs?

Creating a product that ticks all the boxes

Robust and adaptable

- Evidence based, policy informed, mapped to reporting requirements.
- Clinically relevant, informs care and improves client outcomes.
- Supports reporting at clinician, managerial and service level.



Unmatched technical strengths

- Does not require external data sharing.
- Optimises existing data.
- Integrates seamlessly into your existing system.
- Adaptable to diverse clinical/care tools used in aged care.



Compelling commercial proposition

- No cost to purchase the framework.
- You integrate, you own!
- Product developed as part of a government-funded national project.
- Preexisting product familiarity in the sector – *No need to “sell”*



How have others integrated it?

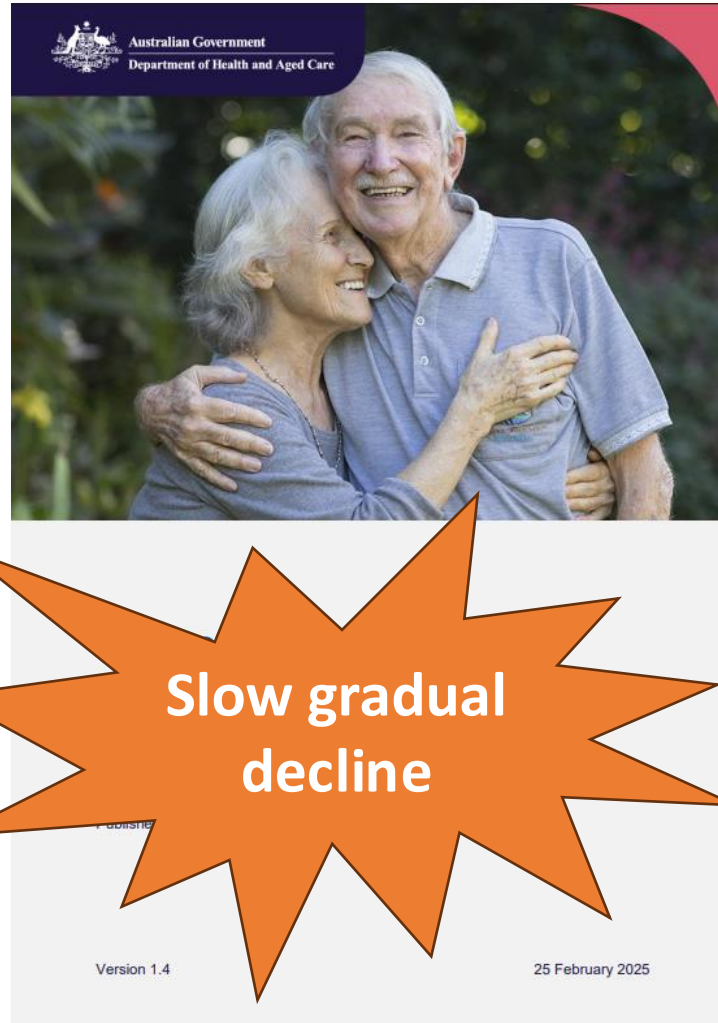
- Hard-coded in by one aged care clinical system provider, 2 smaller clinical system providers.
- Power BI based 'mid-layer' integration by one large aged care chain.
- Integration successfully completed within 8 weeks.
- Both services reported over 60% of data variables needed for dashboard to be present in their existing systems.

Integration and implementation evaluation work in residential aged care

Opportunity for Support at Home?

A tailored palliative care dashboard for Support at Home providers

EOL pathway



Slow gradual decline

Incorporating the voices of the IT sector as well as SAH providers

Outcome 5.7

Current focus

- Home Care – Remodelling the dashboard prototype so it is optimally enhanced to suit the home care environment's workflows while maintaining the model's evidence based and policy informed integrity.
- Inviting Home care providers and IT providers servicing the Home care sector to participate in a short virtual interview.

If you are an IT provider of clinical or care data related services to Home care providers, we would like to connect with you.

What's the goal?

- Deliver a robust, fit-for-purpose tool that enables quality end-of-life care in the home care setting.
- Help providers work towards meeting the upcoming reporting standards with ease.
- Support older Australians to die well at home



End-of-Life Care in the Homecare Setting: Understanding Digital and Data Needs [ECHOd] study

- To further investigate how the prototype dashboard can be adapted for the homecare setting, we'll be undertaking a series of virtual interviews and/or focus groups with homecare providers and ICT vendors servicing the sector.
- To take part in this study, please complete the expression of interest (Eoi) form linked in the QR code.
- We will then reach out to provide you with more information and to schedule a convenient time.
- For more information
contact: Priyanka.Vandersman@flinders.edu.au



Update: DTIA Playbook and Final Report

Update: DTIA Playbook and Insights

Fay Flevaras

Chief Digital Information Officer

Digital Services within Corporate Operations Group
Department of Health, Disability and Ageing

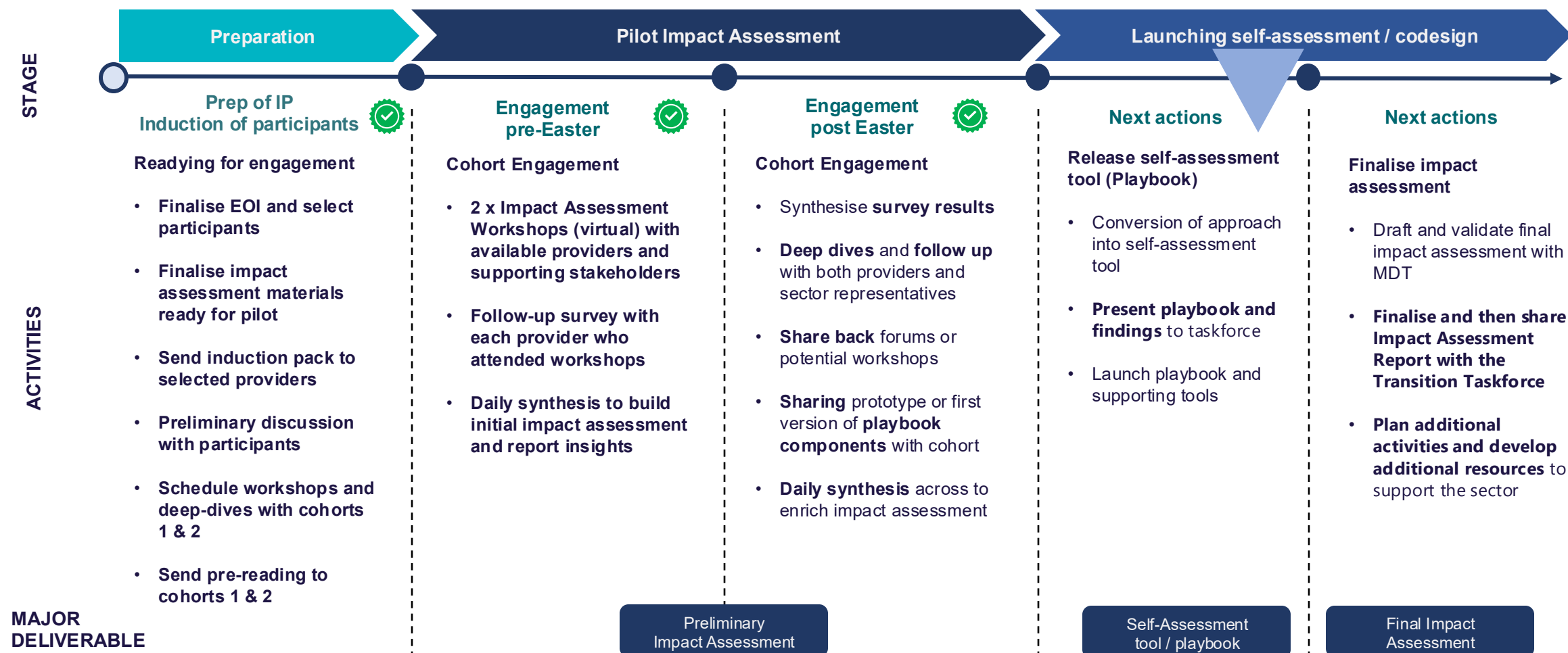


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Our engagement approach



We conducted **3 workshops** with:



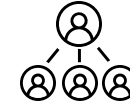
21 participants from
14 providers



9 participants from
6 software
vendors



1 participant from
1 assessment
organisation



2 experts
from peak bodies
and similar
organisations

We conducted **7 deep dive interviews** with providers

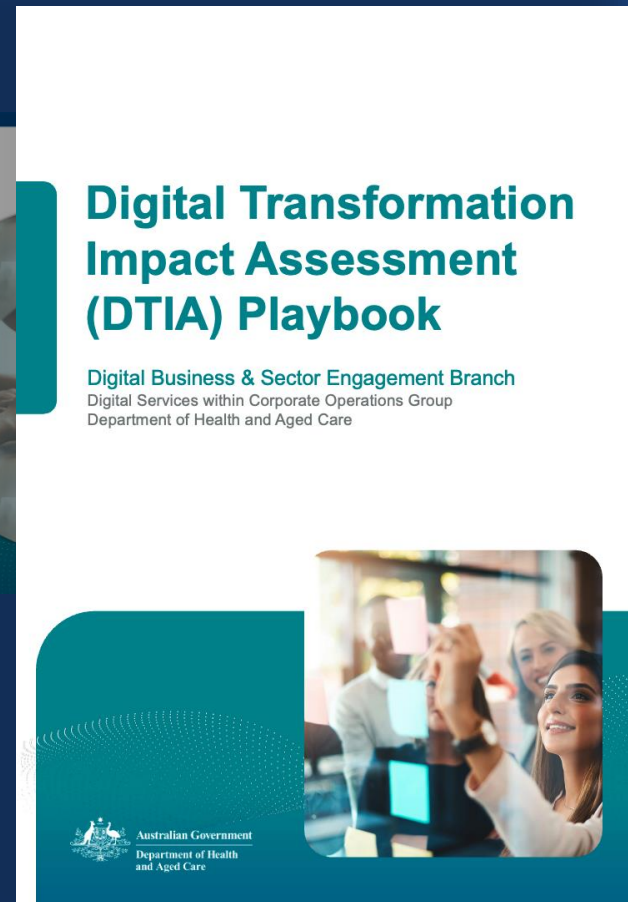
Including representation from small and large providers, residential and support at home providers and providers in rural and remote areas.

9 survey responses gathered from providers

These survey responses informed our insights on the level of impact different July 1 changes are having on providers.



Playbook



Feedback on the playbook

Summary of the feedback

Feedback on the content and wording of the change cards

Suggestions for more context that help set the scene

More information about the Provider Business Capability Model, Technology Capability Model and Provider Ecosystem Map.

Improve the clarity, accessibility and language

Updates to the playbook structure

Adding supporting tools and information such as a glossary

Add more sophistication to impact assessment spreadsheet

Changes we made

Updated card wording for clarity and added instructions for printing cards.

Updated to acknowledge work already done, the audience and how this fits with other resources.

Clarified these are may not be representative of all providers.

More visuals, clearer and concise language and aligned with the Australian Government Style Guide.

We grouped the change items by service type and made minor structure updates for flow

We added a glossary and linked to updated government resources

Calculations and columns to capture work done/in progress

Playbook guidance



Digital Transformation Impact Assessment Playbook

1. I can understand principles of the Act, and what I (and my workforce) need to be compliant, including reporting obligations
2. I can review and update my services and registration categories according to the new service list, and make my certificate as a registered provider for these service categories
3. I can review and update my organisational information, policies, services and pricing in government systems, and set up and train my workforce to use these portals, so new participants can find me
4. I can update funding and payment processes and information so that I can make claims and get paid promptly
5. I can update my business processes, training and IT systems to reflect changes to services, standards, reporting and compliance
6. I can communicate with my existing participants and ensure they're ready for the change, having signed new service agreements
7. I can work with my partner ecosystem to ensure joint readiness for the new operating arrangements

Change items

What are the changes?

The below lists the expected changes to the new system that will be implemented on 1 July. You need to identify services and categories of services that will be impacted by the new system, so that you can plan for the changes to be implemented on 1 July.

Service	Category	Impact
Residential care	Residential care	High
Residential care	Residential care	High
Residential care	Residential care	High
Residential care	Residential care	High
Residential care	Residential care	High
Residential care	Residential care	High
Residential care	Residential care	High
Residential care	Residential care	High
Residential care	Residential care	High
Residential care	Residential care	High

Change items cont.

Support & triage services

Service	Category	Impact
Support & triage services	Support & triage services	High
Support & triage services	Support & triage services	High
Support & triage services	Support & triage services	High
Support & triage services	Support & triage services	High
Support & triage services	Support & triage services	High
Support & triage services	Support & triage services	High
Support & triage services	Support & triage services	High
Support & triage services	Support & triage services	High
Support & triage services	Support & triage services	High
Support & triage services	Support & triage services	High

Residential providers

Service	Category	Impact
Residential providers	Residential providers	High
Residential providers	Residential providers	High
Residential providers	Residential providers	High
Residential providers	Residential providers	High
Residential providers	Residential providers	High
Residential providers	Residential providers	High
Residential providers	Residential providers	High
Residential providers	Residential providers	High
Residential providers	Residential providers	High
Residential providers	Residential providers	High

Specialist Providers

Service	Category	Impact
Specialist Providers	Specialist Providers	High
Specialist Providers	Specialist Providers	High
Specialist Providers	Specialist Providers	High
Specialist Providers	Specialist Providers	High
Specialist Providers	Specialist Providers	High
Specialist Providers	Specialist Providers	High
Specialist Providers	Specialist Providers	High
Specialist Providers	Specialist Providers	High
Specialist Providers	Specialist Providers	High
Specialist Providers	Specialist Providers	High

Statement of Rights

Providers must ensure policies and procedures are consistent with the statement of rights.

[View the Statement of Rights](#)

Code of Conduct

Providers must ensure policies and procedures are consistent with the code of conduct.

[View the Code of Conduct](#)

Protections for whistleblowers

Providers must ensure policies and procedures are consistent with the protections for whistleblowers.

[View the Protections for Whistleblowers](#)

Quality standards

Providers must ensure policies and procedures are consistent with the quality standards.

[View the Quality Standards](#)

Aged Care Workforce Changes

Providers must ensure policies and procedures are consistent with the aged care workforce changes.

[View the Aged Care Workforce Changes](#)

Incident Management Systems

Providers must ensure policies and procedures are consistent with the incident management systems.

[View the Incident Management Systems](#)

Continuous Improvement Systems

Providers must ensure policies and procedures are consistent with the continuous improvement systems.

[View the Continuous Improvement Systems](#)

Financial and Prudential Standards

Providers must ensure policies and procedures are consistent with the financial and prudential standards.

[View the Financial and Prudential Standards](#)

Ongoing registration requirements

Providers must ensure policies and procedures are consistent with the ongoing registration requirements.

[View the Ongoing Registration Requirements](#)

Working with Service Partners

Providers must ensure policies and procedures are consistent with the working with service partners.

[View the Working with Service Partners](#)

Supported decision making

Providers must ensure policies and procedures are consistent with the supported decision making.

[View the Supported Decision Making](#)

Update communication artefacts

Providers must ensure policies and procedures are consistent with the update communication artefacts.

[View the Update Communication Artefacts](#)

Operations Report

Providers must ensure policies and procedures are consistent with the operations report.

[View the Operations Report](#)

Financial Reporting

Providers must ensure policies and procedures are consistent with the financial reporting.

[View the Financial Reporting](#)

First Nation Assessments

Providers must ensure policies and procedures are consistent with the first nation assessments.

[View the First Nation Assessments](#)

Validate deemed category

Providers must ensure policies and procedures are consistent with the validate deemed category.

[View the Validate Deemed Category](#)

Manage Your Organisation Information in GPMS

Providers must ensure policies and procedures are consistent with the manage your organisation information in GPMS.

[View the Manage Your Organisation Information in GPMS](#)

Update Outlets and Services in Support Portal

Providers must ensure policies and procedures are consistent with the update outlets and services in support portal.

[View the Update Outlets and Services in Support Portal](#)

Referral Management

Providers must ensure policies and procedures are consistent with the referral management.

[View the Referral Management](#)

Business to Government APIs

Providers must ensure policies and procedures are consistent with the business to government APIs.

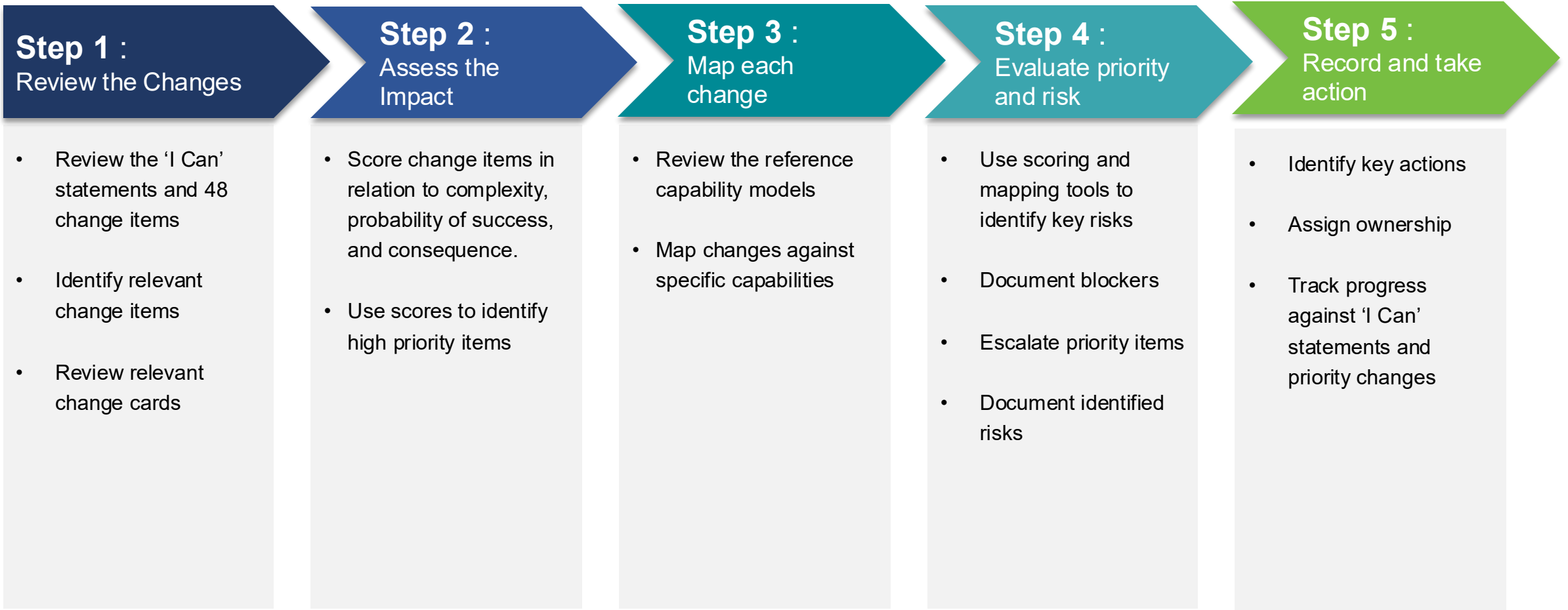
[View the Business to Government APIs](#)

Change cards

Digital Transformation Impact Assessment Survey																			
<p>This survey will help us at the Department of Health and Aged Care get a better understanding of impacts of the new Aged Care Act and Support of Home Care Packages for 1 July. Results will be aggregated and understood. This version of the survey is a prototype as part of a suite of tools we are planning to share with the sector as part of an impact assessment playbook.</p> <p>How to complete the survey</p> <p>Step 1: Review the Changes mapping sheet to see more detail on each of the changes and see how they relate to the different categories. This sheet can be filtered and sorted by I can statement, Provider type, and timing using the controls at the top.</p> <p>Step 2: Complete the questions on the Survey sheet.</p> <p>You can use the filter controls to hide changes that do not apply to your organisation.</p> <p>For each listed change, please answer the corresponding questions as listed below.</p> <p>Complexity of the change: On a scale of 1 to 5, how complex is this change to implement in your environment?</p> <p>Probability of success: What is your level of confidence in successfully implementing this change by 1 July?</p> <p>Confidence in my assessment: How confident are you in providing feedback on this change item based on your role and responsibilities?</p> <p>Additional comments/feedback: Is there any additional content you wish to provide to support your response for this change item? Are there any issues you wish to highlight or questions you may have about this change?</p> <p>The following questions have also been provided to allow further reflection and consideration on each change item:</p> <p>What is involved: Which systems, teams, or functions are involved in making this change happen? Where do relationships or dependencies with external providers come into play? What are the key tasks or workstreams needed to implement this change?</p> <p>What do I need to do in response: What changes do you or your team need to make to respond effectively? Are there processes that need to be developed or updated? What support or resources would enable you to take action on this item?</p> <p>What is the consequence if it's not ready: What could go wrong if this is not addressed by 1 July? Who would be impacted, and how? Are there operational, financial, or reputational consequences?</p> <p>What's blocking progress: What is currently holding up progress or preventing action on this change? Are you waiting on guidance, technical fixes, decisions, or resources? Are there any unknowns that need to be resolved?</p>	<table><thead><tr><th>ID</th><th>Statement I CAN...</th></tr></thead><tbody><tr><td>IC1</td><td>Understand principles of the Act, and what I (and my workforce) need to be compliant, including reporting obligations.</td></tr><tr><td>IC2</td><td>Review and update my services and registration categories according to the new service list, and make my certificate as a registered provider for these service categories.</td></tr><tr><td>IC3</td><td>Review and update my organisational information, policies, services and pricing in government systems, and set up and train my workforce to use these portals, so new participants can find me.</td></tr><tr><td>IC4</td><td>Update funding and payment processes and information so that I can make claims and get paid promptly.</td></tr><tr><td>IC5</td><td>Update my business processes, training and IT systems to reflect changes to services, standards, reporting and compliance.</td></tr><tr><td>IC6</td><td>Communicate with my existing participants and ensure they're ready for the change, having signed new service agreements.</td></tr><tr><td>IC7</td><td>Work with my partner ecosystem to ensure joint readiness for the new operating arrangements.</td></tr><tr><td>IC8</td><td>Update my systems and process to reflect changes to my reporting obligations.</td></tr></tbody></table>	ID	Statement I CAN...	IC1	Understand principles of the Act, and what I (and my workforce) need to be compliant, including reporting obligations.	IC2	Review and update my services and registration categories according to the new service list, and make my certificate as a registered provider for these service categories.	IC3	Review and update my organisational information, policies, services and pricing in government systems, and set up and train my workforce to use these portals, so new participants can find me.	IC4	Update funding and payment processes and information so that I can make claims and get paid promptly.	IC5	Update my business processes, training and IT systems to reflect changes to services, standards, reporting and compliance.	IC6	Communicate with my existing participants and ensure they're ready for the change, having signed new service agreements.	IC7	Work with my partner ecosystem to ensure joint readiness for the new operating arrangements.	IC8	Update my systems and process to reflect changes to my reporting obligations.
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Impact Assessment Spreadsheet

Playbook guidance





Playbook Walkthrough

Purpose and how to use the playbook

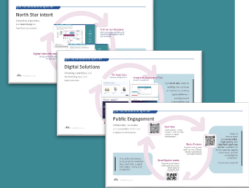
The opening pages of the playbook:

- Define the purpose and scope of the playbook
- Provide high-level instructions for the impact assessment process
- Give a high-level view of the playbook contents

The context

In 2022 the Digital Transformation Program began a journey to digitally enable reform and uplift how the sector engages with the Department.

A fundamental part of our strategy was to connect closely with the sector from the outset. From listening, talking and designing together, we know providers need help to meet the incoming changes.




Purpose of this playbook

This playbook is designed to assist aged care providers in **preparing for the changes which will come into effect on 1 July 2025**. This includes the implementation of the new Aged Care Act and new Support at Home program.

It provides a structured approach to conducting an impact assessment. This enables providers to identify the reforms relevant to their organisation, assess their implications, and determine the effort required to address them.

We acknowledge the ongoing work of providers to prepare for July 1 and the future reforms that will impact the sector over the coming months and years. This playbook aims to give providers clarity and confidence in how to respond to the **July 1 changes only**, regardless of their current level of progress.

This playbook is intended for use by aged care service providers across residential, home care and community care settings. It is also relevant for software vendors supporting aged care operations, and assessment organisations involved in eligibility and care planning processes.

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How to use this playbook


This playbook provides a guide to work through the following steps:

1. Review the change items introduced on July 1 2025.
2. Assess the impact of each change using structured criteria – complexity, effort, consequence, and confidence.
3. Map each change against your organisation's operational and technology capabilities using the reference models.
4. Use the heatmap and scoring tools to evaluate priority and risk.
5. Identify key actions, assign ownership, and track progress to 1 July 2025.

Who uses this playbook?


This playbook is most useful to the person leading the work to prepare for the July 1 changes within your organisation. In a larger organisation this could be a change manager, _____ or _____. In a smaller provider this may be a _____, _____ or _____. Regardless of your role, you will need input from different capabilities of your organisation to complete the impact assessment.

Included in this playbook




I Can statements

These statements represent the core readiness actions providers must demonstrate to continue operations under the new regulatory environment.




Change items

This playbook breaks down the key reform elements introduced under the new Aged Care Act and associated policy, system, and program changes into concise change items.




Capability models

Shared reference models (the Business Capability Model and Technology Capability Model) can be used to help organisations understand how these changes intersect with their operations, customer service, workforce and compliance activities.

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5

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Context and 'I Can' statements

This section of the playbook contains:

- Information about the new Aged Care Act and other drivers behind the 1 July changes (for example, the new Support at Home program)
- A timeline of changes, with 1 July highlighted
- The 'I Can' statements that highlight what is mission critical for providers on 1 July.



Aged Care Reform Context

There are several factors or forces behind the changes which come into effect on 1 July 2025. The most notable of these is the new Aged Care Act, which focuses on improving the way aged care providers deliver services to older people in their homes, community settings, and in registered residential care homes. On 1 July 2025, the new Act will replace existing legislation.

The New Act will:

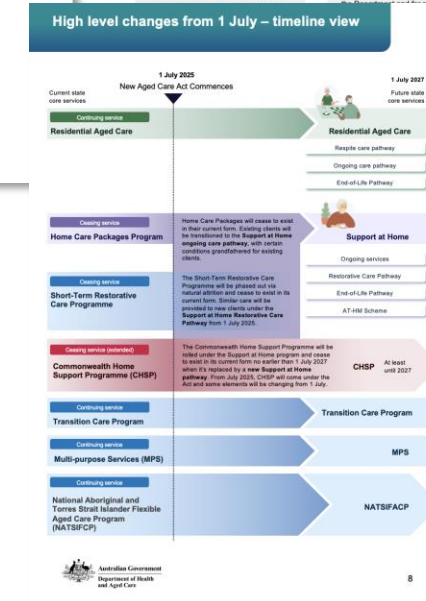
- Outline the rights of older people who are seeking and accessing aged care services
- Create a single-entry point to services, with a clear eligibility framework
- Support the delivery of aged care services
- Establish new system oversight and accountability arrangements
- Increase provider accountability through a new regulatory model
- Strengthen the aged care regulator

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What are the drivers behind the July 1 changes?

The following factors and forces underpin the changes which come into effect on 1 July 2025.

- 1 New Aged Care Act**
The new Aged Care Act is the most significant contributor to the upcoming changes. It was passed by Parliament on 25 November 2024 and will start from 1 July 2025.
- 2 Regulatory Model**
A new regulatory model will be introduced under the new Aged Care Act. The model will change the way the sector operates and improve outcomes for older people.
- 3 Support at Home**
The new Support at Home program will be launched on 1 July 2025. It will replace Home Care Packages Program and Short-Term Restorative Care Programme from 1 July 2025. The Commonwealth Home Support Programme will transition to the new program no earlier than 1 July 2027.
- 4 Single Assessment**
The Single Assessment System was introduced December 2024 but there are further changes to come in terms of the questions that are in the Integrated Assessment Tool (IAT) and where that points in the service landscape.
- 5 Workforce**
New training and obligations for the workforce come into effect 1 July 2025.
- 6 Digital and IT**
There will be changes to the digital and IT systems supporting aged care, both at



'I Can' statements

You must fulfill the following 'I Can' statements to continue operations as a provider of aged care services when the new Act starts on 1 July 2025. Focusing on these actions will ensure continuity of service, operations, payments and compliance.

- 1** I can understand principles of the Act, and what I (and my workforce) need to be compliant, including reporting obligations
- 2** I can review and update my services and registration categories according to the new service list, and receive my certificate as a registered provider for these service categories
- 3** I can review and update my organisation information, outlets, services and pricing in government systems, and set up and train my workforce to use these portals, so new participants can find me
- 4** I can update funding and payment processes and information so that I can make claims and get paid promptly
- 5** I can update my business processes, training and IT systems to reflect changes to services, standards, reporting and compliance
- 6** I can communicate with my existing participants and ensure they're ready for the change, having signed new service agreements
- 7** I can work with my partner eco-system to ensure joint readiness for the new operating arrangements.

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Change items and change cards

This section of the playbook contains:

- Information on how the change items were identified and defined
- Change items organised by service type
- Change items linked to 'I Can' statement/s
- Information on the change cards and how to use them

Change items

What are the changes?

The below lists the expected changes to the current system that will take place on 1 July. Note that Residential providers and Specialist Programs both need to update CHSP services, so this change item is included in both of their tables.

All providers

ID	Label	ID	Label	ID	Label
C03	Statement of Rights	C10	Update Outlets & Services in the Portal	C06	Aged care workforce changes
C40	Quality standards	C43	Claiming processes with Services Australia	C31	Working with service partners
C07	Supported decision making	C08	Means testing	C46	First Nations assessment organisations
C01	Code of Conduct	C02	Incident management systems	C09	Financial and prudential standards
C38	Protections for whistleblowers	C26	Continuous improvement systems	C23	Operations report
C04	Validate deemed category	C05	Business to government APIs	C04	Financial reporting
C18	Manage your organisation information in GPMS	C22	Update communication artefacts		
C40	Ongoing registration requirements	C08	First Nations Support at Home participants		

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Change items cont.

Support at home providers

ID	Label	ID	Label	ID	Label
C08	Postal Care Management fees	C04	Thin markets supplement	C08	Facilitate Support at Home participant exit or transfer to another provider
C47	Residential monthly claims with Services Australia	C06	Deliver End-of-life Pathway	C18	Transition existing Home Care Package participants to Support at Home
C02	Public Support at Home Pricing	C19	Deliver new AT-IRM Scheme	C09	Care management qualifications
C06	Claim Support at Home payments from participant	C04	Deliver Restorative Care	C11	Transition existing Short Term Restorative Care clients to Restorative Care
C01	Claim Support at Home payments from Services Australia	C33	Support at Home workforce requirements and staff training		

Residential providers

ID	Label	ID	Label	ID	Label
C17	Places to People	C05	Prevent Same-bed scheduling	C16	Star Ratings
C19	Set or update Room Prices	C46	Changes relating to DAP and RAD	C21	24/7 Registered Nurse responsibility
C16	Aged Care Workforce Changes	C12	Update CHSP services	C15	New Aged Care Quality Indicators
C15	Referral Management	C13	CHSP data exchange		

Specialist Programs

ID	Label	ID	Label	ID	Label
C12	Update CHSP services	C27	Align the Specialist Programs TCF, MPS and NMTSFAC to new service list	C04	Sign and return CHSP extension grant agreement offer

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Label	Code of Conduct	Incident Management	Statement of Rights	Financial Plan	Referral Management	Aged Care Wt
C07	Supported Decision Making					
C08	Transition existing HCP participants to SAH					
C06	Deliver New AT-IRM Scheme					
C10	Update Outlets and Services in the Portal					
C11	Transition existing STRC to Restorative Care					
C12	Update CHSP Services					
C13	CHSP Data Exchange (DEX)					
C14	Validate Deemed Category					
C15	New Aged Care Quality Indicators					
C16	Star Ratings					
C17	Places to People					
C18	Manage your Organisation Information in GPMS					
C19	Set or Update Room Prices					
C20	Prevent Same-Bed Scheduling					
C21	24/7 RN responsibility					
C22	Public Support at Home pricing					
C23	Operations Report					
C24	Delivery Restorative Care					
C25	Continuous Improvement Systems					
C26	Deliver End-of-life Pathway					
C27	Align the Specialist Programs TCF, MPS and NMTSFAC to New Service List					
C28	Postal Care Management Fees					
C29	Care Management Qualifications					
C30	Protections for Whistleblowers					
C31	Working with Service Partners					

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Understanding the change items through change cards

Starting 1 July, the new Aged Care Act and related reforms will bring many changes for providers.

To help you track and manage these changes, we've created a deck of 'change cards'.

Each card represents a specific change that needs to be addressed by 1 July 2025, potentially requiring action from providers.

Use these cards with your team to quickly identify and prioritise the most relevant and impactful change items.

Change Date Tag - Used to determine when change the change will be relevant: Before July, On July and After July.

Change Item Name - Simple heading representing the change

Change Subheading - Short descriptor of the action resulting

Change Description - Describes the change and provides context how change may be reflected in provider's organisation

Resource Link - Link to an online resource that provides a good starting point to learn more about the change item

FOR 1 JULY

Statement of Rights

Understand and ensure actions are consistent with the statement of rights

The statement outlines the rights that older people have when entering aged care and the provider's responsibilities to ensure their actions are consistent with this statement, ensuring respect for autonomy, dignity, privacy and choice, and ensuring appropriate qualifications, skills and experience

[Request digital cards](#)

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Impact assessment instructions

This section of the playbook contains:

- High-level visual overview of the steps involved in conducting an impact assessment for the provider's organisation.
- A detailed step-by-step breakdown of conducting a thorough impact assessment with supporting resources and links to various artefacts.
- Contextual information about the scoring system behind the impact assessment and the three measures of impact.

Conducting your Impact Assessment

This impact assessment tool supports aged care providers in conducting a structured internal assessment of the specific changes introduced by the new Aged Care Act. It assists organisations in identifying operational implications, evaluating readiness, prioritising planning, and clarifying areas where further action or support is required.

Overview

This assessment framework can be used by teams across the organisation to examine key changes and document their impact. It enables a consistent method for understanding what is involved, what needs to be done, and what barriers may be delaying progress.

Step 1: Review the Changes

Identify which changes are relevant for your organisation using the tools and resources in Section 3 (which outline the anticipated changes on 1 July).

Relevant Tools:
[Explaining Down the Change Items](#)

Step 2: Assess the Impact

Allocate an impact scoring for each change item, determining complexity, probability of success, and consequence. Using this scoring, filter the changes that will be highest priority for your business to address.

Relevant Tools:
[Link to slide](#)

Step 3: Determine the Response

Determine what actions may be necessary to ensure compliance by understanding which changes will most significantly impact your business operations on Day 1.

Relevant Tools:
[Link to slide](#)

Step 4: Address Risk and Blockers

Identify the potential risks and blockers that may hinder progress on the prioritised changes.

Relevant Tools:
[Link to slide](#)



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1. Review the changes

Each change item is a specific operational or policy requirement arising from the new Aged Care Act. Each change item is aligned to one or more of the seven 'Core Dimensions', which describe the key business areas for providers. Your role is to determine how each change applies to your organisation and where its impact will be felt.

When reviewing a change item, consider how it applies in the context of your organisation:

- What aspect of the organisation does this change impact? (e.g. workforce, ICT, finance, care delivery)
- Does the change relate to an existing requirement, system update, policy change, or process redesign?
- Is this item relevant to your service type, size, or funding model?

Instructions

- Familiarise yourself with the listed change items detailed on [Slide 1](#).
- Confirm whether the item applies to your organisation's service type.
- Using the [Business and Technology Complexity Matrix](#), identify which capability areas may be impacted by the coming changes.
- Consider how the change connects to existing business processes, projects, or future activities.
- Note any existing work already underway that aligns with this change item.

Note: The change items have been provided in a card format for your convenience. You may choose to print the resource and collaborate with your team to identify the key priority items together.



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2. Assessing the Impact

Scoring the Impact

This part of the assessment helps you evaluate the significance of each change item using a structured scoring system. Each change item is scored against three dimensions - complexity, probability of success, and consequence - on a scale from 1 (Low) to 5 (High). This scoring system provides a consistent way to compare change items across your organisation and helps prioritise those that carry the highest risk, require the most effort, or need early action.

Complexity	Probability of Success	Consequence
How complex is the change to implement in your organisation?	What is your level of confidence in successfully implementing this change by 1 July?	How significant are the consequences if your organisation is not ready for this change in time?

Instructions

- Score each change item across the three dimensions: Complexity, Probability of Success and Consequence, using a 1-5 scale. Consider input from relevant stakeholders such as program leads, ICT managers, compliance officers, and service delivery teams. Record the scores in your assessment spreadsheet.
- Identify which internal functions will be impacted by the change. This may include areas such as service delivery, finance, ICT, workforce, compliance, or governance.
- Determine which systems, platforms, or workflows will require modification, configuration, or replacement as a result of the change.
- Highlight high-risk or high-priority items for escalation or further planning.



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3. Determining the Response

Having identified the operational scope and impact of a change, the next step is to define what needs to happen to implement the change successfully. This includes identifying tasks, responsible teams, required resources, and any supporting materials or systems that must be developed or updated.

This step moves the organisation from assessment to action. It ensures that each change item is linked to a plan of action, including activities that can be planned, resourced, and monitored.

Instructions

For each change item:

- List the key actions required to implement the change. These may include updating policies, configuring systems, delivering training, engaging external services, or preparing communications for staff or clients.
- Identify the individuals, teams, or business units that will be responsible for leading or supporting each action.
- Determine the resources needed to carry out the required actions. This may include budget, technology, staff capacity, training materials, or external support.
- Consider the timing and sequencing of each action. Identify whether tasks must be completed by a fixed deadline, whether they depend on external events, or whether interim solutions are needed.



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4. Addressing Risks and Blockers

This step helps surface any risks or barriers that may delay implementation or compromise readiness. By identifying blockers - such as missing governance, resource constraints, or unclear roles - you enable early detection and targeted mitigation. Assessing the consequences of action ensures that change items are prioritised appropriately and that risks are updated as decisions mature.

Instructions

For each change item:

- Identify the key risks if the change is not implemented by the required date.
- Document any known blockers.
- Determine whether the change item requires escalation or coordination of program or executive level.
- Link identified risks to your internal governance or risk register where appropriate.



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Appendix

The appendix contains:

- Provider Business Capability Model
- Technology Capability Model
- Provider Ecosystem Map
- Glossary of terms used in the playbook

Appendix

Additional documents and resources that may assist you in conducting an Impact Assessment.

Links to change cards

Disclaimer: Provider Business Capability Model & Technology Capability Model

These models are tools to support you in your impact assessment and are indicative only. They were built with reference to a sample of provider capability maps and are not representative of all providers. Some of the capabilities may not apply to your organisation or be different for your organisation.

About the Provider Ecosystem Map

This is a visual representation of the relationships and dependencies providers have with other organisations and entities. We have included it in this playbook as it may be useful in assessing the impact of the July 1 changes.

Technology Capability Model

End-user technology

The tools and systems that directly used by end-users, such as patients, residents, or clients to access and engage with health services.

Care Delivery Systems

The frameworks and technologies that facilitate the provision of healthcare services, aiming for care to be efficient, effective and effectively, sustainable or systems.

Business Support Systems

Technologies and platforms that assist in the various operational and administrative functions of a business. These systems may encompass processes, systems, policies, and support the overall management of business activities.

Enabling systems

The foundational technologies and platforms that underpin the operational and administrative functions.

Provider Business Capability Model

Develop services

Involves the end-to-end process of designing, developing, and launching new services.

Operate services

Encompasses the day-to-day management and operation of services to ensure they are efficient, effective and effective.

Engage clients

Involves all activities related to attracting, managing, and maintaining relationships with clients.

Deliver services

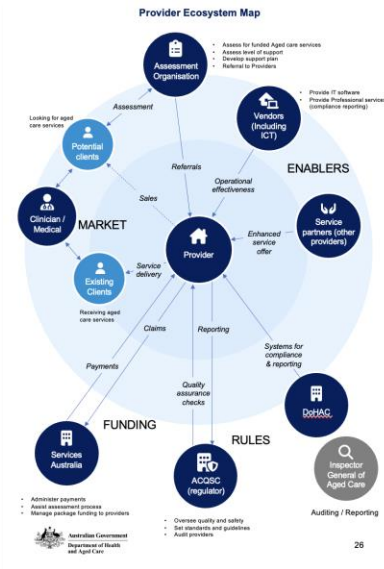
Focuses on the actual provision of services to clients, ensuring that all services delivery processes are executed effectively and meet client needs.

Manage business

Involves all activities related to managing corporate strategy, policy and business improvement.

Support business

Involves all activities related to financial and property assets including legal requirements, financial management and technology management.



Glossary

The terminology listed below has been provided with a description to ensure clarity around concepts discussed in this playbook.

Digital Transformation Program: A program stood up in 2022 to digital uplift how the sector engaged with the Department, responsible for the delivery of this playbook.

'I Can' Statements: A list of 7 statements reflective of a Provider who is readily compliant on July 1. Fulfilling these statements will ensure you are prepared to adequately action and implement the coming changes.

Change Item: One of 48 changes to the Aged Care Operating System applicable on 1 July. Not all 'Change Items' may be relevant for your program type/service offering.

Change Card: A method of communicating the breadth of Change Items. These Cards can be printed and used collaboratively with your team in populating the impact assessment. The cards provide further detail about change items and supporting resources.

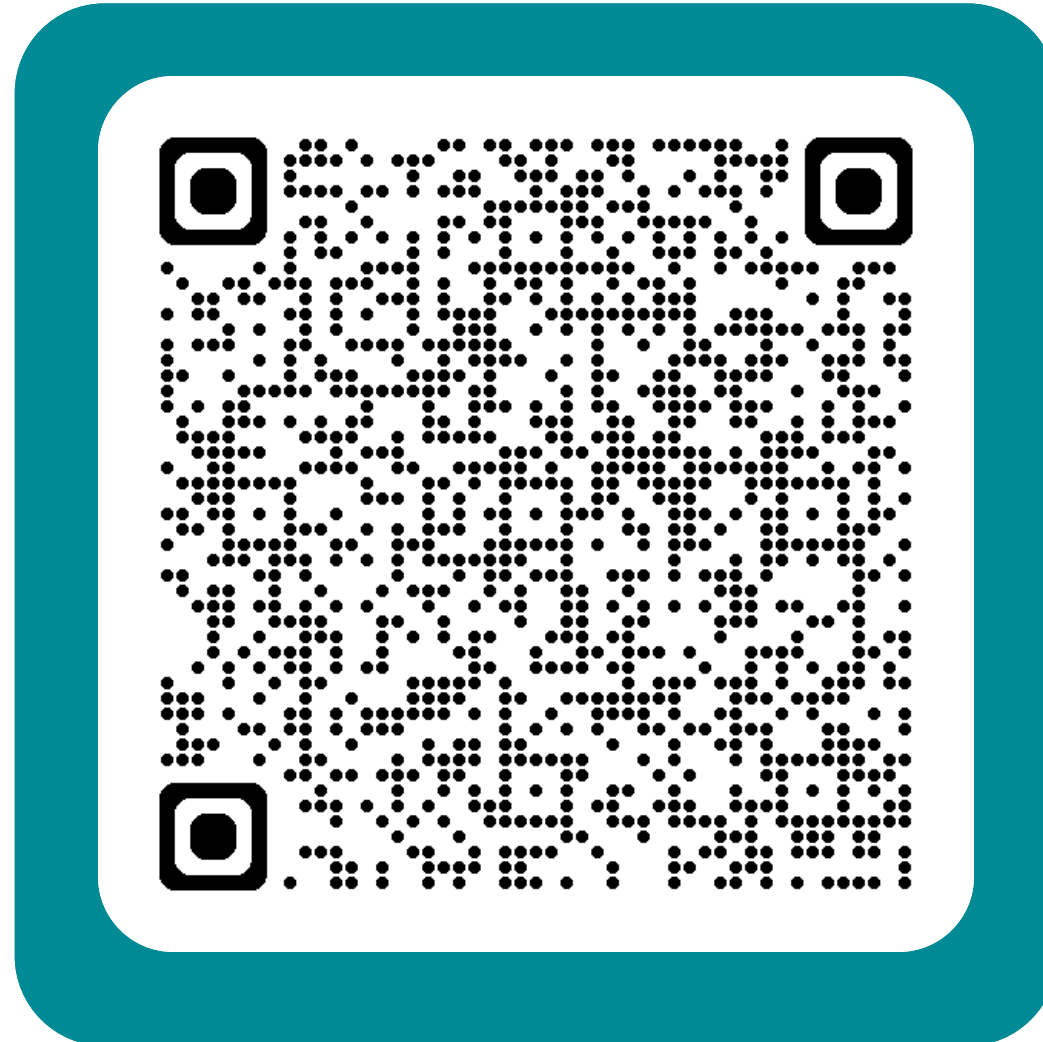
Impact Assessment: An exercise/tool designed to assist in the implementation of the critical change items relevant on 1 July. This assessment indicates which areas require further support in order to maintain compliance.

Business Capability Model (BCM): A generic business model, developed in the likeness of a 'typical' provider capability structure. Not all aspects of the model may be relevant for your unique organisation.

Technology Capability Model (TCM): A generic technology business model, developed in the likeness of a 'typical' provider or vendor technology system. Not all aspects of the model may be relevant for your unique organisation.

Provider Ecosystem: A visual representation of the provider support and dependency system. A 'typical' provider may interact with several of the elements in this model to implement the necessary changes.

Access the latest version of the Playbook





What we've heard from the sector

Key Impacts

1

Operational and financial

Providers face operational and financial challenges in adapting to the significant system-wide changes within the tight timeframe and limited implementation funding

2

Technology and digital infrastructure

Providers are actively preparing for digital implementation, but software vendor delivery timelines and integration dependencies may impact their readiness

3

Workforce and care management

Frontline teams are balancing significant operational change alongside ongoing care delivery, placing increasing pressure on their time and capacity.

4

Communication and engagement

Clear and timely communication remains essential to maintaining sector confidence and momentum, particularly as providers seek to engage staff and clients in the reform process.

5

Service delivery

Adapting to overlapping reform requirements, resourcing changes and evolving client expectations has created pressure points on service delivery models for many providers.



What we heard from the sector about the engagement approach



A genuine shift toward two-way engagement was widely valued

- Providers appreciated being invited to contribute insights, not just receive updates.
- The workshop format enabled open discussion, reflection, and real-time exchange.
- Many said this was the first time they truly felt "at the table" in the reform process.

"We're grateful to be at the table - this isn't just a broadcast."

"It's been really helpful... I thought I was going to be talked at, but it's actually been quite a good open conversation."



A shared forum supported trust-building and surfacing priorities

- Bringing providers, vendors, and the Department together in a shared forum enabled a stronger mutual understanding.
- Participants raised real operational challenges including system readiness and workforce change, that might have been missed in formal submissions.
- The participatory method helped providers feel like active contributors rather than passive recipients, encouraging a stronger sense of partnership with the Department.

"It's really important to have the tech partners and providers together in the room... we don't usually get that opportunity."



Sector-wide conversations helped providers feel less isolated

- The sessions revealed that providers were facing many of the same challenges.
- Common themes (e.g. digital capability, training delays, funding confusion) were validated across organisations.
- Providers appreciated uncovering sector-wide issues, which helped normalise their experience and build a common language for reform impacts.

"We're far from being alone in this situation."



There's a strong appetite for this to continue

- Providers appreciated being invited to contribute insights, not just receive updates.
- The workshop format enabled open discussion, reflection, and real-time exchange.

"We're hoping this isn't a one-off. Keep us in the room as things evolve."

Q&A

There are multiple ways to ask your question:

- 1** Type your question into the meeting chat.
- 2** Raise your virtual hand to be brought to stage to ask your questions directly.

Want to ask your question directly?

Just raise your hand using the option at the top of the MS Teams window.





THANK YOU

Our next meeting will be on **Thursday, 29 May 2025.**



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