

## VICOP PLAN FOR A LARGE ORGANISATION (500 – 5000+)

Use this as an example of how to implement the Code of Practice.

Its purpose is to give a sense of how an organisation might develop your own VICOP Plan and the processes behind meeting the principles of the Code. This document is not meant to be prescriptive.

### For consideration:

The Aged Care Provider is responsible for creating the right environment for adoption of the Code by ensuring prospective and current employees understand the purpose of the Code and the way in which their organisation is responding to seven principles that underpin it.

Organisations should ensure that this information is easily accessible to employees (downloadable), distributed in accordance with current procedures and processes and clearly identifies how the organisation will adopt the seven principles.

## Australian Unity: VICOP PLAN

The CEO of Australian Unity signed up to the [Aged Care Voluntary Industry Code of Practice](#) (VICOP) Leadership Pledge on 30 June 2021.

Australian Unity has developed this VICOP Plan for July 2021-June 2022, to show how it plans to meet or exceed the principles of the Code when they come into effect on 31 July 2021. At the end of each 12 month cycle the Aged Care Provider should report against their progress in the previous year's plan and publish this on their website utilising the self-report template, next year's plan should be developed and published in conjunction.

See end document for considerations around next year's plans.

Principle	What we will do	Process undertaken to achieve task	In place (Please tick)	Barriers to progression (if any)	Due Date
Principle 1 Consumer-led and community shared value	1. Expand consumer <b>induction process</b> to include documentation of consumer/next of kin/responsible person's listing of their care services priorities.	<p>Based on an improved customer journey, on-boarding documentation has been developed (<a href="#">Customer Journey Policy- IAL_POL096</a>). This is used in conjunction with the business assessment and review policy: (<a href="#">OC WellbeingPlanAssessmentReviewPolicy_POL095</a>).</p> <p>A new continuum of care program is also under development, with a focus initially on our community businesses. This will provide the systems and processes to deliver integrated care against a holistic plan by customer. Importantly it will enable tracking of outcomes by monitoring progress of customer goals and objectives.</p> <p>As part of this initiative, one of the key deliverables is a Customer Centric On-boarding tool.</p> <p>Creating an accessible onboarding experience via a digital platform and self-service applications is considered pivotal to implementing a straightforward onboarding process.</p> <p>Through the successful implementation of this tool, this should improve the customer induction process, as well as quality and longevity of our relationships with customers, with data also used to improve care plan content and services provided.</p> <p>Australian Unity also maintains community value as a core strategic pillar and as part of this work collates and reports annually financial and non-financial impacts for members and the communities in which we operate.</p>	☒	New technology to capture this information is currently being tested.	From April 2022

	<p>2. Give <b>existing consumers</b>/next of kin/responsible person the opportunity to prioritise importance of services to them.</p>	<p>This is completed as part of the current care planning process completed by the business (<a href="#">OC WellbeingPlanAssessmentReviewPolicy POL095</a>).</p> <p>Aligned with Standard 2, the business ensures care planning is customer led (with advocates) with response to service prioritised.</p> <p>In Residential Communities, under the new BTPlus scheme, customers and their representatives, will be encouraged to choose the services of most importance and rate their care experience.</p> <p>The business also engages in monthly meetings with residents and representatives to discuss feedback and areas for improvement in service.</p> <p>Within the Home Care Services business, to further simplify the selection process, a new services guide is under development. This will group services into outcome themes for customers and family to identify what services may be required.</p> <p>Initial testing has also commenced, whereby HCS and Remedy businesses are working in collaboration to review customer care plans, to determine if there are any additional clinical services that may assist the customer to achieve their wellbeing goals and outcomes. Initial results of the multi-disciplinary reviews have been positive, with the aim to implement this process more broadly.</p> <p>Further enhancements to the current process will continued to be developed as part of the Continuum of Care initiative and the implementation of a new holistic digital care plan.</p> <p>Providing our customers with digital solutions will allow customers to control their journey's and make changes as and when their circumstance may change.</p>	<input checked="" type="checkbox"/>		<p>Service Catalogue release date: 30 July 2021</p> <p>From April 2022</p>
	<p>3. Capture and continuously monitor customer feedback on the quality of service delivery through solicited and unsolicited feedback programs</p>	<p>Work is currently underway as part of the development of the new service catalogue to glean further feedback and create iterative processes to update services based on need.</p> <p>Coupled with this, the business has amplified monitoring of customer service demand types coming through the MAC portal, with demand metrics under development to determine the priorities based on customer needs.</p> <p>The business is also working on flattening the functional decline curve through customer achievement of goals and objectives and the monitoring and reporting of this.</p> <p>Further development is also underway on the introduction of a customer experience program which will be focused on identifying what customers rank as their top 3 priorities.</p> <p>Based on this information, the business will look to set a top 3 based on the 7 Principles of Customer Directed Care and distilling 3 priorities being to:</p> <ol style="list-style-type: none"> <li>a. Promote Independence</li> <li>b. Promote Wellbeing and</li> <li>c. Promote Self Determination</li> </ol>	<input type="checkbox"/>		<p>From 30 July 2021</p>

	<p>4. Initiate processes to collate, analyse and <b>provide care priority feedback results to relevant areas</b> such as care managers, facility manager and/or board.</p>	<p>The business has implemented new standards focussed surveys designed to collect data from relevant feedback areas and provide this directly to relevant managers</p> <p>The implementation of a new Quality Management Platform (ionMY) will also deliver an improved feedback management program including suitable tracking, trending and reporting of customer feedback and allowing complaints to be followed up and addressed in a timely manner as well as for this feedback to be used to inform continuous improvements.</p>	<input checked="" type="checkbox"/>		<p>From Sept 2021</p>
	<p>5. Initiate process for management/board process to <b>respond to consumer</b> and/or next of kin/responsible person care priority feedback.</p>	<p>While employees respond to feedback from customers every day, a Listen to Grow formal program and Aboriginal Home Care's (AHC) Outcomes Measurement Framework (OMF) have also been implemented with official closing the loop messages published to customers via billing inserts and billboard notifications.</p> <p>The ground-breaking Healing Minds Program is an example of AHC 'listening' to customer needs.</p> <p>The annual Gathering is another listening post and codesign opportunity for AHC to gather intelligence and provide customer voices in true codesign of services.</p> <p>When customer experience (CX) surveys are released, customers have the option to participate via email, SMS or request branches complete a call back.</p> <p>Where surveys are completed over the phone with the Customer Advocacy team, feedback is responded to on the spot. In addition, Executives are also engaged in customer calling programs to respond to customer feedback.</p> <p>In addition to the current processes, the business is also in the process of implementing ionMY.</p> <p>This application will allow for customers, families, and friends, to provide feedback electronically and for this to be linked to continuous improvement initiatives.</p> <p>Aboriginal Home Care will engage with its customers formally in an annual review of its Outcomes Measurement Framework – providing an opportunity for customer voices to participate in the co-design of services.</p> <p>Feedback from customers and prospects is invaluable. With ionMY the business will be able to make impactful, data-informed decisions about what services are required and improve our customer experience.</p> <p>Through the application, feedback can also be linked to Quality Standards, and improvements can be monitored and audited. With reporting available to management for review and response.</p>	<input checked="" type="checkbox"/>		<p>30 Sept 2021</p>
	<p>6. Provide consumers with comprehensive <b>welcome pack with service information</b>. The purpose of the welcome pack is to give consumers greater awareness and better information about their care.</p>	<p>The business has a heightened focus on delivering superior customer experience through the implementation of digital platforms.</p> <p>As part of the Continuum of Care program, we will deliver "always on" information to enable customers to remain up to date on all products and services and their cost structures. Costs will be</p>	<input type="checkbox"/>		<p>From April 2022</p>

	<p>This will also include the prices of services.</p> <p>a. Ensure that services/availability/costs are explained on the organisation's website.</p>	<p>explained in clear and simple ways that are easy to understand and remove any confusion.</p> <p>To further improve the customer's billing experience, the business will implement budget information to enable customers to manage their allocations and make changes to further improve their wellbeing.</p>			
	<p>7. Initiate <b>regular reviews of consumer induction processes</b> to ensure they are meeting best practice.</p>	<p>Using our feedback loops, and the implementation of business process mapping and notation tool, the business will continue to regularly review and iterate our processes for conformation and performance while making adjustment in alignment with customer expectations.</p> <p>Aboriginal Home Care will capture feedback through it's OMF review to inform process improvement.</p>	☒		
	<p>8. Undertake <b>half yearly consumer pulse surveys</b> and post results digitally and in hard copy for public viewing.</p>	<p>As part of the Customer Advocacy team processes, huddles are conducted to provide information gleaned from pulse results and to monitor and develop action plans.</p> <p>Results and insights are shared internally with key stakeholders via dashboards, as well as information packs providing verbatim summaries.</p> <p>As a part of the ionMY and OMF implementation, the business will have "always on" feedback loops. The customer advocacy team have also recently engaged in surveying customers who have recently transitioned services.</p>	☒		From Sept 2021
<p><b>Principle 2</b> <b>Living well and integrated models of care</b></p>	<p>1. Attend ACWIC webinar on care plan developments and seek associated business collateral if required.</p>	<p>While our senior leadership teams have recently been trained in wellbeing and personalised care planning, upgrading to PP assessments and care-plans, the business and enabling functions will attend the ACWIC webinar and seek associated business collateral if required.</p>	☒		2
	<p>2. <b>Update or develop policy</b> to support the implementation of care plans in organisation including regular review cycle.</p>	<p>This is included in the current documentation (<a href="#">OC WellbeingPlanAssessmentReviewPolicy_POL095</a>).</p> <p>All policy and procedure documentation is regularly reviewed and considered iterative.</p>	☒		
	<p>3. Ensure care plan implementation policy receives required <b>internal approvals</b>.</p>	<p>In 2020, the business created a policy and procedure endorsement committee.</p> <p>The Committee were charged with applying its expertise to considering IAL draft policies, procedures and guideline and making recommendations regarding the approval of these documents in line with business strategy and operational requirements.</p> <p>Committee members include clinical and operational business leads and the chief medical advisor, as well as legal, quality, risk, data, customer, WHS and people and culture representatives.</p>	☒		
	<p>4. <b>Promote upcoming care plan reviews</b> to consumers, their families and carers through newsletter, noticeboard and induction program.</p>	<p>While the business currently advises customers and advocates of upcoming reviews, enhanced holistic care plans will enable customers to self-serve and for plans to be monitored for updates.</p> <p>In the instance a plan has not been updated for a period of time, electronic reminders will be issued</p>	☒		From April 2022

		to the business as well as the customer and their family.			
	5. Schedule and <b>hold one-on-one care plan interviews</b> with consumers and/or next of kin/responsible person.	<p>The business currently schedules and conducts one of one care plan interviews with customers and their advocates.</p> <p>As each customer has an individual journey and their condition, needs and circumstances may change over time, to further improve this process, the business is looking into enhancing flexibility by converting our care plans to “always on” holistic digital plans, enabling customers and their families to adjust care plans in real time rather than waiting for annual reviews. This will enable the business to provide the most comprehensive care possible, at the right place and time for each customer.</p> <p>As part of this transition to digital, real time outcomes reporting is considered a core deliverable, enabling the business, as well as customers, friends, and family to track progress against goals and outcomes.</p> <p>Using this data will also enable the business to continuously improve and iterate services linked to missed goals or outcomes.</p> <p>Aboriginal Home Care is currently trialling Clinical Care Coordination which includes holistic clinical and cultural Care Plan reviews resulting in improved care outcomes for our customers. Care coordination will become BAU in 2022.</p> <p>Data will be review both at the individual level, as well as at the cohort level, to determine if systemic change is required.</p> <p>Information will be reviewed by an internal multidisciplinary care teams, comprising of clinical professions from several health professions, as well as carers. The team will review the customer care plan to see how the customer has tracked against their goals and outcomes and determine if there are further suggestions/changes to assist in the customer’s well-being and rectify any missed achievements.</p>	<input checked="" type="checkbox"/>		From April 2022
	6. <b>Draft care plans</b> during interviews and share with consumers and/or next of kin/responsible person.	<p>To ensure personalised care becomes ‘business as usual’ the business is transitioning to digital plans. This approach will enable the business to accelerate access to information including draft care plans.</p> <p>With digital services in place, care plans will become living and dynamic documents, which will enable interoperability across care settings and create heightened visibility.</p>	<input type="checkbox"/>		From April 2022
	7. <b>Agree care plans</b> with consumer and/or next of kin/responsible person.	<p>While care plans are currently agreed with the customer and their advocates, via our digital care plan solution, customers will be empowered, and their experience of health and care will be transformed by the ability to access, manage, contribute, and approve their care plans.</p> <p>The interoperability of this tool offers the potential to significantly enhance the customer experience. Via data linkages, changes made to care plans can also be replicated into schedules dynamically, meaning customers are able to access services more swiftly with the carer/clinician of their choice.</p>	<input checked="" type="checkbox"/>		From April 2022

		Through the heightened achievement of goals and outcomes, the likelihood of customers to maintain their independence is improved enabling them to remain in their homes longer should this be their desire.			
	8. <b>Schedule next care plan review</b> with consumer and/or next of kin/responsible person.	Currently care plans are reviewed via an annual process. Post the conversion to digital care plans, customer will be able to make alterations in real time. Where a customer does not make any updates; however, notifications will be provided to customers and their families digitally. These will be linked to customer schedules with customers able to communicate any changes directly via the portal.	<input checked="" type="checkbox"/>		From April 2022
<b>Principle 3 Board Governance</b>	1. Ensure organisation's Rules of Association or Constitution provide <b>sufficient guidance to Board on good governance</b> . If necessary, develop Terms of Reference for the Board or amend Rules/Constitution to ensure good governance guidance included.	Australian Unity has strong governance in place that is run through the Company Secretariat for both the main board as well as our subsidiaries.	<input checked="" type="checkbox"/>		
	2. Identify Managers/Board members to be part of a <b>clinical governance/care committees</b> to address clinical quality and safety matters	This will be included as part of the implementation of the Clinical and Care framework.	<input type="checkbox"/>	Organisational resource and capacity.	October 2021
	3. Infill existing template in our organisation's care system or download/customise ACWIC template for <b>reporting on clinical quality and safety</b> .	Clinical quality and safety information is captured within the line of business systems. This is then reported upon by the businesses and quality teams.	<input checked="" type="checkbox"/>		
	4. Provide up-to-date <b>record of clinical quality and safety matters</b> to Clinical Governance/Care Committee for decision on a monthly basis.	Clinical quality and safety matters are discussed in both clinical forums, as well as operational governance meetings. These meetings involve clinical leads, as well as management and supporting areas.  This process will be further amplified as part of the implementation of the Clinical and Care framework.	<input checked="" type="checkbox"/>		
<b>Principle 4 Best-practice sharing and industry benchmarking</b>	1. Attend ACWIC Best practice <b>workforce planning webinar</b> and identify key organisational practices/processes to enhance.  a. <b>Consult with relevant managers on</b> these improvement areas and develop a strategy to implement enhancements and manage change.	The business and enabling functions will attend the ACWIC Best practice workforce planning webinar and will consult with relevant managers as part of the current Strategic Workforce Planning meeting cadence.	<input type="checkbox"/>		September 2021
	2. Identify providers offering similar services and establish quarterly meetings/on-site visits to share best practice and innovative solutions to service and care.	Australian Unity is currently part of the LASA state-based committees which regularly convene and are attended by senior clinicians.  Similarly, the business also attends the Retirement Living Council meetings at national and state levels to share in best practice.  Australian Unity is keen to broaden our engagement with other providers to share best practice and innovative solutions. The business is	<input type="checkbox"/>		December 2021 – ongoing on quarterly basis



		currently engaging with the ACCC for guidance on the operationalisation of this.			
	3. <b>Promote innovations/Assistive Technology</b> digitally	<p>The business believes technology-enabled services have the capacity to provide efficient and cost-effective solutions to a range of key challenges across the healthcare sector.</p> <p>In collaboration with Deakin University, the business co-developed the internet of knees web-based exercise intervention program designed to improve rehabilitation by modulating pain and function. This work is currently being further enhanced to review other areas of the body.</p> <p>To ensure customer wellbeing, as part of the Aboriginal Home Care gathering personal safety devices were offered to customers prone to disorientation or wandering, allowing customers to alert carers in their time of need. This was well received and so devices are being considered more broadly.</p> <p>During COVID the business engaged additional technology to connect Aged Care residents with their families (CIC Connect), a telehealth platform (Coviu) and PainChek to assess customer pain.</p> <p>In addition, in association with our joint venture partner, Ramsay Connect, Health Services are further exploring remote customer monitoring devices based on biometric and subjective data (e.g BP, HR, temp, pain, medication adherence, PROMs).</p> <p>Noting that technology has enhanced the learning opportunities for front line, the business has also been working in collaboration with the National Ageing Research Institute (NARI) and the Melbourne Ageing Research Collaboration (MARC) to develop quality dementia care at home training. Aimed at improving the outcomes of people with dementia and their families, the program is an evidence-based dementia specialist training program delivered electronically to front line care workers.</p> <p>The business will continue to explore future ways that technology can enhance the wellbeing of our customers.</p>	☒		
	4. Explore options and costs of undertaking <b>industry benchmarking</b>	<p>In Residential Communities, the business contributes to and uses StewartBrown industry benchmarks as well as access to BPA analytics. The business also participates and contributes to PWC's annual Retirement Living Census.</p> <p>The business is also currently looking to engage with LASA on additional information in relation to Home Care and Disability with StewartBrown benchmarks currently used also in Home Care.</p>	☒		
<b>Principle 5 Education &amp; Training, including workforce accreditation</b>	1. Hold internal meetings on workforce planning to ensure <b>aligned management understanding</b> of how it impacts on training and education.	<p>A monthly meeting cadence has been implemented which is supported by dashboard reporting and is a collaboration of resources from the business and People &amp; Culture.</p> <p>Weekly analysis is distributed to leaders on the net gain or loss of employees as well as other insights gleaned from employees.</p>	☒		

	<p>2. Undertake an analysis of worker skills required by first determining existing and incoming client needs (as outlined in their care plans).</p>	<p>As part of our Matter of Care program a skills matrix was developed in conjunction with the business. This is an iterative document that will continue to evolve as new employees and customers are on-boarded and changes are made to the industry.</p> <p>Enhancements have been made to the employee on-boarding process to ensure that qualifications are captured and verified upon entry, with in-house training programs designed to also verify competency.</p> <p>Further work is underway to review current resource qualifications against the skills matrix.</p>	<input checked="" type="checkbox"/>		
	<p>3. Compare consumer needs with worker skills</p>	<p>This comparative is currently completed as a function of the rostering and scheduling process.</p> <p>Going forward, the Continuum of Care program will use the current learnings from this process and via enhanced utilisation of technology look to improve.</p>	<input checked="" type="checkbox"/>		<p>From August 2021</p>
	<p>4. Undertake <b>consumer needs' forecasting</b> over the next 1-5 years. How will your consumers' needs change over that time? Utilise Centre for Growth and Translation Research (CGTR) data</p>	<p>In Residential Communities, customer needs analysis is profiled as part of the feasibilities for new developments. This catchment analysis includes quantitative and qualitative data.</p> <p>The business is also developing a customer centric reporting tool based on historical customer data and CGTR data.</p> <p>This tool will enable the business to forecast potential services required to meet the changing needs of customers and ensure the customer is front and centre of any service design and employee development.</p> <p>Using the outputs of the tool and associated research, the innovation team will assist the business in the testing and development of the products and services required. This will effectively enable Australian Unity to operationalise its development within a shorter period improving the customer experience.</p>	<input type="checkbox"/>		<p>November 2021</p>
	<p>5. Seek <b>feedback from staff</b> on where they see their training gaps. What do they need to know to do their jobs well?</p>	<p>Post the completion of any internal training sessions, feedback loops are arranged to identify further training needs or additional information required.</p> <p>As part of the quality audit process, feedback is gleaned from staff and customers about training conducted, changes required and future needs.</p> <p>Using the quality team to complete these assessments, enables the team to use their front-line experience to assess if employees are doing work correctly.</p> <p>As this is completed as part of the audit process, this creates a governance overlay to ensure any gaps are addressed within a timely manner. These insights are then shared with the Learning and Development team to augment or adjust training as required.</p> <p>In addition to this process, as part of quarterly performance conversations, people leaders are encouraged to talk to staff about their technical, transferrable and soft skills as well as their future</p>	<input checked="" type="checkbox"/>		



		aspirations and the training that may be required to achieve these goals.			
	6. Use the comparison of consumer needs (current and forecasted) and workers skills to <b>identify skill gaps in workforce</b> . Include consideration of worker	This forms part of the Continuum of Care program - Rostering and Scheduling and Holistic Care Plan initiatives.  Information gleaned as part of this program will be published on operational dashboards so that the business can pivot as required.	<input type="checkbox"/>		From August 2021
	7. Identify <b>training options available</b> to meet these gaps	Should any training gaps be identified the business have developed a process to address these either via internally arranged training or via externally facilitated sessions.	<input checked="" type="checkbox"/>		
	8. <b>Seek internal approvals</b> to give workers paid leave to undertake identified training to meet skill gaps	Policies support employees undertaking paid training as determine by the business on a needs basis.	<input checked="" type="checkbox"/>		
	9. Allocate funding in budget to <b>cover worker training costs</b> including any course fees and worker replacement costs.	The organisation invests in a dedicated training and development function which, working in collaboration with the business, determines the required needs and deploys resources as such.  In addition, all projects currently include the costing of all new training requirements.	<input checked="" type="checkbox"/>		
Principle 6 Workforce Planning	1. <b>Develop organisation's workforce model</b> and plan by reviewing ACWIC's Best Practice Guide for helpful processes and tools. a. Download workforce planning templates from ACWIC site where appropriate.	The business has developed an Australian Unity specific workforce planning tool; however, welcome the Aged Care best practice workforce planning guide when it is developed by ACWIC.  Indigenous specific recruitment programs such as MOB Onboarding and Jobs 4 Mob are aimed at sourcing and recruiting at scale and in regional and remote locations in a bespoke fit for purpose format. The mass recruitment processes involve our existing frontline workers and importantly customers (Aboriginal Elders) which is vital to our genuine co-design principles and important for enhancing fit and retention of recruitment candidates.	<input checked="" type="checkbox"/>		November 2021
	2. Attend one of ACWIC's Workforce Planning webinars to understand how to use templates and tools - and the implication of Royal Commission recommendations.	The business and enabling functions will attend the ACWIC Workforce Planning webinars and review current processes to understand if any new templates or tools are required.	<input type="checkbox"/>		November 2021
	3. Analyse and refine current workforce planning practices to implement best practice.	This is an ongoing aspect of the Strategic Workforce Planning initiative.  The business has developed a suite of tools that enables this to occur.	<input checked="" type="checkbox"/>		
Principle 7 Proactive Assurance and continuous improvement	1. Undertake <b>half yearly consumer surveys</b> to see whether their top 3 identified priorities in their care plans (see principle 2) are being met.	This will be established as an enhancement to the Listen to Grow program.  Once the continuum of care program is complete this capability should "always be on".	<input type="checkbox"/>		February 2022 – ongoing
	2. Post results of consumer survey (trends) on organisation website and/or noticeboard.	Results of surveys and customer experience insights are shared widely internally and on noticeboards at sites.  The business is currently exploring including results within annual reporting.	<input type="checkbox"/>		March 2022-ongoing
	3. Create anonymous feedback mechanisms in each care facility for staff to provide their thoughts on	The business has implemented a Tell Us About It digital feedback form for customers and family to	<input checked="" type="checkbox"/>		

	services and care which are collated quarterly.	provide feedback, with huddles arranged to discuss content.  The implementation of ionMY will replace this process and evoke continuous improvement processes, providing the ability to evidence lessons learned in relation to compliments and complaints, suggestions, and customer feedback.			
	4. Post trends of anonymous feedback on internal organisation webpage.	Australian Unity publishes intranet stories about survey insights and trends relating to all feedback received.	<input checked="" type="checkbox"/>		
	5. Publicise the organisation's intended response to anonymous feedback.	Australian Unity will publish compliments and complaints, resolution timeframes and improvements on our website.	<input type="checkbox"/>		August 2022-ongoing