

Support at Home Workshop Series

Workshop 4: Digital Uplift

Reliance Restricted

24 October 2025



EY

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with confidence

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EY acknowledges that the land is alive, sacred, and intrinsically linked to Aboriginal and Torres Strait Islander spirituality, culture, language, family, lore, and identity and that Aboriginal and Torres Strait Islanders see Country as a person; they speak to Country, sing to Country, visit Country, worry for Country, and long for Country.

EY will continue to treat the land respectfully and work collaboratively with all Aboriginal and Torres Strait Islanders.



Artist: Jasmine Miikika Craciun is a multi-media artist and graphic designer residing on Gadigal land.

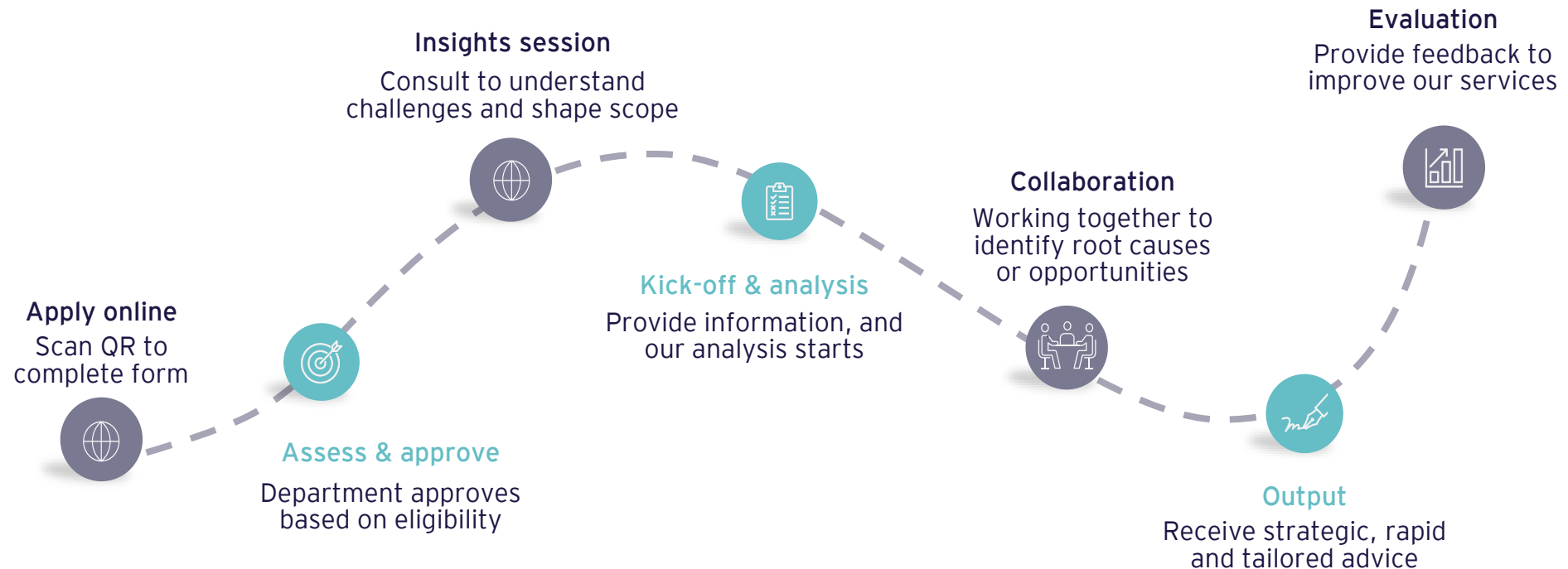
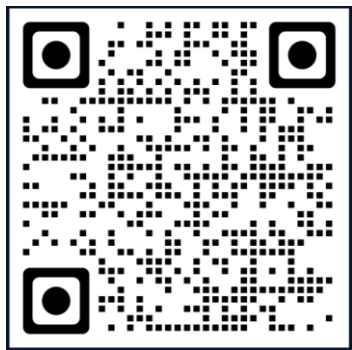
Jasmine's art-making process is informed by her diverse familial background (Barkindji, Malyangapa, Romanian, Austrian) with the goal of celebrating the strength of those who came before her.

What is the Aged Care Business and Workforce Advisory Services program?

Delivered by EY on behalf of the Department of Health, Disability and Ageing, these services are **open to approved residential aged care and in-home care providers**, and provide **free, independent and confidential advice** in relation to specific **business and workforce matters**.

Seek strategic, rapid and tailored advice focused on **viability, and profitability resourcing** challenges and opportunities.

Scan the QR code to apply



Agenda

1

Welcome and introduction

2

Why digital maturity matters

3

Practical insights from a small-medium Support at Home Provider

4

Quick wins and implementation planning

5

Session close



A young woman with long dark hair, wearing a bright yellow blazer over a white top and blue jeans, stands on a city street. She has her arms around the shoulders of an elderly man, providing support. The man is wearing a grey sweater over a light blue long-sleeved shirt, a patterned scarf, a flat cap, and glasses. He is holding a black cane in his right hand. The background is a blurred city street with trees, buildings, and a white van. The overall mood is one of care and companionship.

01

Welcome and purpose

Welcome and introductions



Melinda Leth

Director,
EY Parthenon

Melinda is a senior strategist with over 20 years' experience designing and implementing major government reforms, particularly in aged care and disability.

Mel also advises organisations on how to transition to major reforms, improve productivity and develop growth strategies for a more sustainable sector.



Cassandra Gandolfo

Director,
People Consulting EY

Cass leads the Aged Care Business and Workforce Advisory Service for the Department of Health, Disability and Ageing. She works directly with care providers on performance improvement and operational efficiency.

With experience across aged care, disability, veterans' services, and early childhood education, Cass has experience supporting providers to become reform-ready across the care economy.



Melita Ryan

Senior Manager,
Business Consulting EY

Melita is an Occupational Therapist with over 20 years experience in the health and aged care sector as a clinician, Director and consultant. Melita is CHIA certified and works across many areas of digital health from strategy and national architecture to using digital to improve clinical service delivery.

She is the Vice Chair of a rural health service in Victoria, passionate about improving the experience for all health users with digital as the key enabler.

Diversity of the aged care sector

**The needs and preferences of older Australians are diverse.
So too is the market of providers who address those needs.**

Providers operate across different geographies, scales and service types - from small, community-based organisations to large national networks.

Each provider brings unique perspectives, capabilities and experiences.

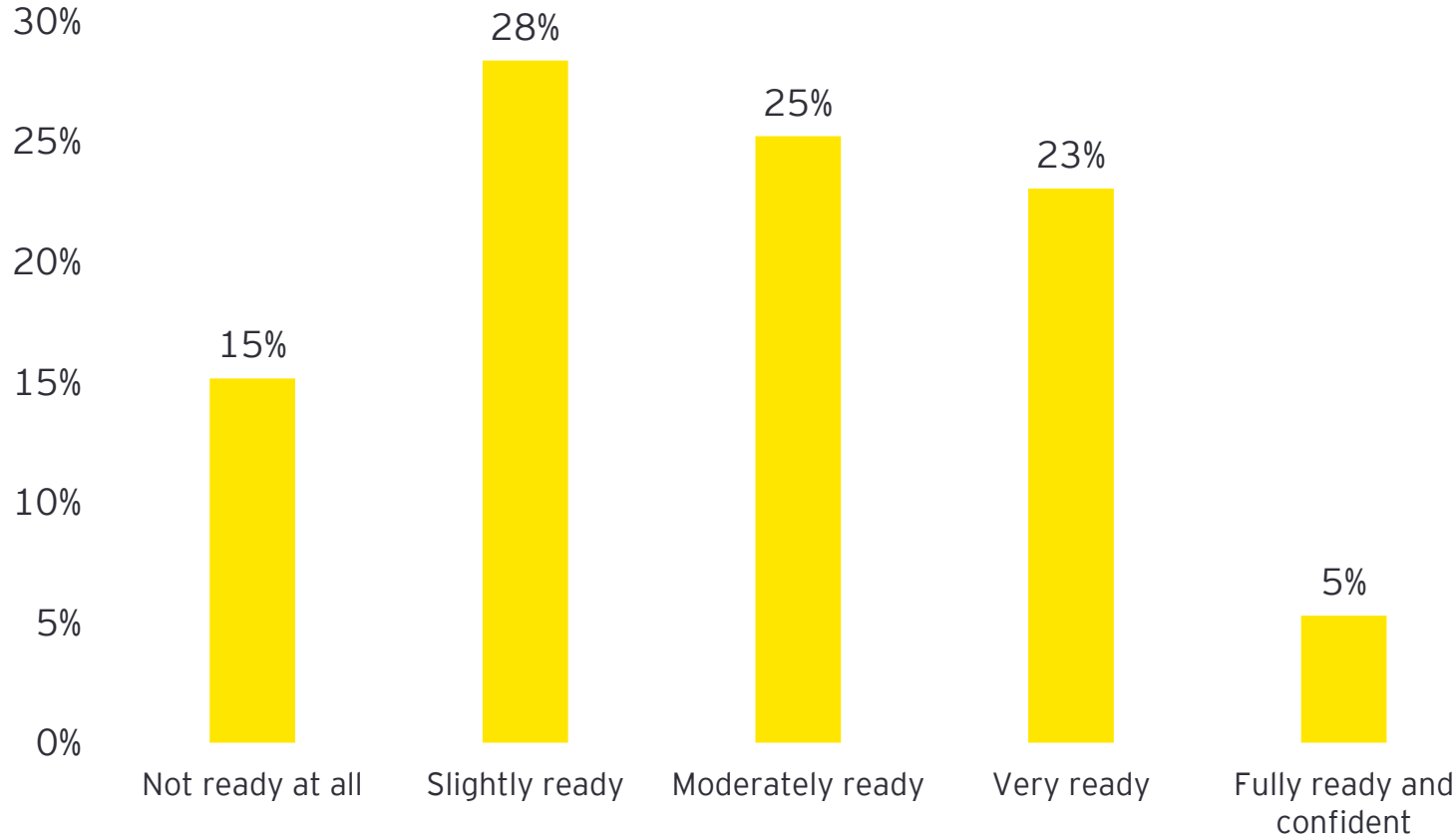
As a result, it is important to acknowledge that:

- Providers are at different stages of readiness, understanding, and progress towards implementing reforms
- A provider's capacity to adapt varies based on many factors such as size and resources
- A one-size-fits-all approach is not effective

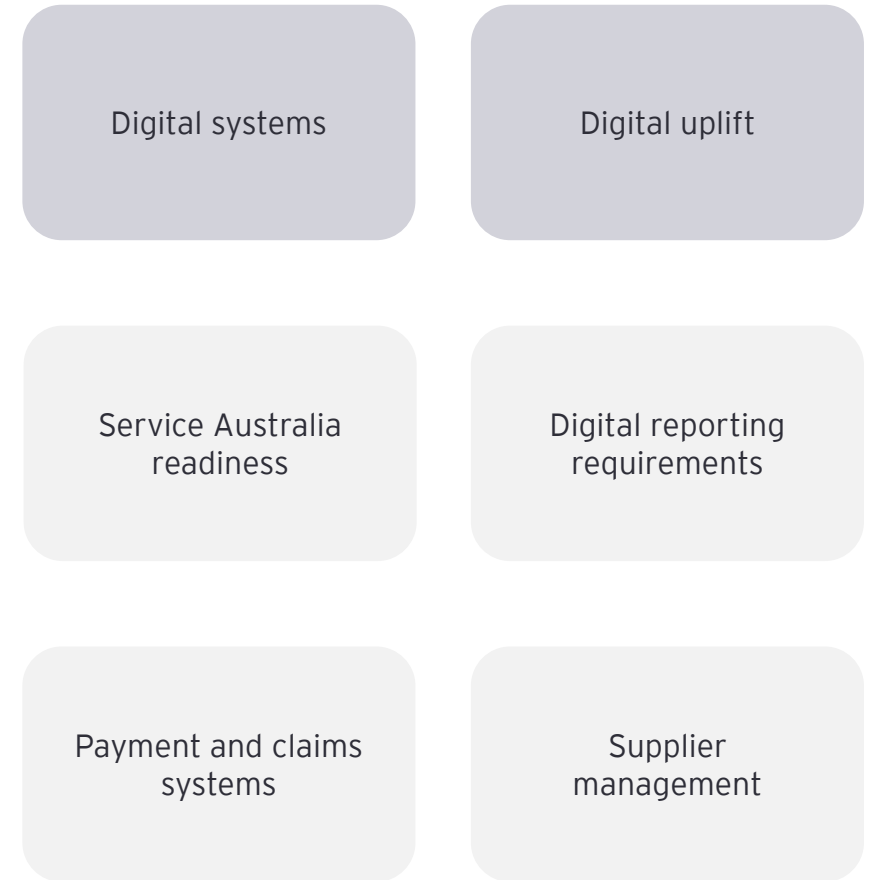
Diversity is a strength. Our sessions aim to provide tips and resources you can use to implement changes, but further support is available through the Aged Care Advisory program.

Readiness to Implement Support at Home changes

Our organisation has prepared its digital systems and tools to support service delivery



Key themes relating to costs



Note, today's session will focus on the dark grey boxes. The light grey (*) denotes key areas highlighted in the survey, that are outside the scope of today's workshop

Source: Support at Home workshop registration survey

02

Why digital maturity matters



Importance of digital maturity

Digital maturity is an organisation's ability to create value through its people, processes and technology.

People + Processes + Technology = Value

It's not about having the latest tools – it's about using what you have effectively.

Introduction to the Aged Care Digital Maturity Framework

Aged Care Digital Maturity Framework (ACDMF) - 10 Domains that help providers plan, prioritise and progress their digital maturity

It examines how digital tools and information are managed, shared and used to build capability, enable innovation, and meet government standards.

Maturity levels: 1 Initial 2 Basic 3 Developing 4 Established 5 Transformative

Strategy, governance and stewardship								
Digital strategy and leadership			Digital investment		Digital Governance		Cross-business collaboration	
Consumer experience	Worker experience	Organisational capability	IT operations and infrastructure	Level of digitisation and functional adoption	Security and privacy	Information sharing and integration	Data & analytics	Investment, CIP & innovation
<ul style="list-style-type: none"> Technology-facilitated client experience Access to health information Client representation Virtual care 	<ul style="list-style-type: none"> Worker experience Co-design with workers Change management Feedback mechanisms 	<ul style="list-style-type: none"> Project prioritisation and delivery Workforce capability Project capability Business Continuity Management 	<ul style="list-style-type: none"> IT operations and vendor management IT capability management IT budget management Managing IT for business value 	<ul style="list-style-type: none"> Clinical information systems Medication management Electronic clinical decision support 	<ul style="list-style-type: none"> Security controls and continuous improvement Cybersecurity capability (Essential Eight) Privacy measures 	<ul style="list-style-type: none"> Information Management System interoperability of systems Standardised terminology Information sharing with third parties 	<ul style="list-style-type: none"> Data governance Reporting capability Data analytics 	<ul style="list-style-type: none"> IT investment Continuous improvement practices Areas or/approaches to innovation

IT systems such as Consumer, Clinical, HR and Finance/Operating, cut across all domains



03

Case study: Community Care Victoria (Fictional)

Case study: Community Care Victoria (Fictional) Overview

Overview

Medium size not-for-profit Support at Home provider operating in metro Melbourne and regional Victoria.

In-house services:

- Personal care
- Domestic assistance
- Allied health and therapy

Sub-contracted services:

- Gardening and lawn maintenance
- Home maintenance and minor modifications
- Meal delivery and preparation support.

Operating footprint

- Annual revenue ~\$12m
- Operates in **five metro LGAs** and **four regional hubs** (Geelong, Ballarat, Bendigo, and the Latrobe Valley).
- Employs ~**360 staff**
- Approx. **842 active clients**.
- Services coordinated from a **central Melbourne office**.
- Uses a **blended workforce** of permanent part-time and casual care workers.

Challenges

- Rising workforce costs, high agency costs and high turnover
- Difficulty attracting new clients
- High back-office and indirect costs from outdated systems
- Declining revenues.

Strategic priorities

- Double revenue in 5 yrs
- Improve profitability (from 3% to 6% EBITDA margin)
- Reduce workforce turnover and hiring costs.

Community Care Victoria - Domain 1 Strategy, governance and stewardship

This domain measures the maturity of a provider's strategy, governance and leadership structure in guiding digital transformation in aged care.



	Key pain points 	The ambition is... 
Digital strategy	<ul style="list-style-type: none"> Reactive IT decisions, driven by short-term needs with no plan or prioritisation process 	<ul style="list-style-type: none"> Board endorsed digital roadmap aligned to business plan/strategy Clear digital priorities linked to business outcomes
Digital leadership	<ul style="list-style-type: none"> No clear accountability for digital outcomes Board lacks digital literacy and advocacy for digital transformation 	<ul style="list-style-type: none"> Defined digital leadership role (e.g. CIO, CTO, or "Digital Champion"). Executives and Board understand and champion digital initiatives and incorporated into performance
Digital governance	<ul style="list-style-type: none"> Board and sub-committees lack oversight of digital investments and outcomes Digital projects not tracked 	<ul style="list-style-type: none"> Quarterly updates with dashboards and progress metrics of digital investment Roadmap guiding delivery of digital strategy with defined roles
Cross business collaboration	<ul style="list-style-type: none"> Digital projects are owned by IT alone Limited collaboration between business units on digital priorities. 	<ul style="list-style-type: none"> Clinical, business and ICT teams co-design digital initiatives. Regular cross-functional meetings to plan, monitor and review progress.

"We wanted to ensure we have a digital strategy that is unique to our organisation"

"We have had to educate and take our Board on the journey to support their understanding of the digital vision and their leadership role."

Community Care Victoria Domain 2 - Consumer experience

This domain measures how well aged care providers engage older people and their support networks including carers and trustees in the management of care through digital means. It assesses the effectiveness of tools and strategies that promote consumer engagement and satisfaction.



	Current Pain Points 	The ambition is... 
Tech experience	<ul style="list-style-type: none"> Clients rely on phone calls, emails and paper forms for updates; not familiar with technology 	<ul style="list-style-type: none"> Clients access care schedules and updates via a simple online portal or app Communicated in line with their preferences
Access to health information	<ul style="list-style-type: none"> Consumers and families have limited visibility of care delivered and access to information 	<ul style="list-style-type: none"> Secure, easy access to care plans, visit summaries and invoices Tools embedded across all stages of the consumer journey Consumer journey reviewed to enhance experience
Consumer governance	<ul style="list-style-type: none"> Consumer feedback captured manually or inconsistently 	<ul style="list-style-type: none"> Feedback automatically gathered through digital channels and reviewed regularly Consumer advisory group
Virtual care	<ul style="list-style-type: none"> Poor internet connectivity in some regional areas 	<ul style="list-style-type: none"> Telehealth and remote monitoring routinely available and used Virtual care integrated with care and workflow systems

"For us, digital tools only work if our clients actually want to use them. Some still prefer a phone call or a paper invoice – and that's okay."

"The boomers are coming... and they'll expect things to be digital." – Community Care Victoria CEO

Community Care Victoria Domain 3 - Frontline worker experience

This domain measures the workforce's experience with digital tools and systems with a focus on accessibility, usability and digital literacy. It assesses how well these tools support the needs and workflows of care providers, enhancing their efficiency, satisfaction, and ability to deliver high-quality care.

	Current Pain Points 	The ambition is... 
Access to digital tools	<ul style="list-style-type: none"> Care workers still rely on paper notes and timesheets. Tools are clunky, inconsistent, or not mobile-friendly. No access to real-time client or schedule updates. 	<ul style="list-style-type: none"> Digital tools designed for care delivery – simple, mobile, and intuitive. Real-time access to rosters, care notes, and client information. Configurable dashboards for quick updates.
Co-design and continuous improvement	<ul style="list-style-type: none"> Tools introduced without staff input or testing. System changes cause confusion and low buy-in. Feedback from frontline staff rarely captured or acted on. 	<ul style="list-style-type: none"> Frontline workers actively engaged in tool selection and design. Continuous feedback loops used to refine tools and workflows. Digital design guided by usability and accessibility principles.
Change management and training	<ul style="list-style-type: none"> Change fatigue from multiple new systems with little support. Training inconsistent across teams and locations. Staff left to learn systems independently. 	<ul style="list-style-type: none"> Structured change management with clear communication and training plans. Training embedded at every stage of implementation. Practical user guides, videos, and peer champions.

“Some of our care staff aren't digital natives, and English isn't their first language, so enabling our workers to take notes in their native language would be helpful.”

“Some of our care workers want more hours and more control over their schedules.... that's something we need to get better at.”

Community Care Victoria Domain 4 - Organisational capability

This domain measures the providers ability to manage digital transformation effectively, including change management, workforce development, and project management.

	Current Pain Points 	The ambition is... 
Digital project prioritisation and delivery	<ul style="list-style-type: none"> Had not considered change management impacting delivery No consistent process for prioritising digital initiatives 	<ul style="list-style-type: none"> Develop and document a formal process to prioritise digital projects Plan to leverage change management support from vendors and for change management to be included in all future projects
Workforce and project capability	<ul style="list-style-type: none"> Has some capability in their workforce for some of the digital transformation to date but unsure of future needs/ requirements Limited project management skill sets 	<ul style="list-style-type: none"> High level capability assessment to understand future skill requirements and drive recruitment Investment in project management training across the organisation
Business continuity management	<ul style="list-style-type: none"> Business continuity plan has not been recently updated 	<ul style="list-style-type: none"> Updated business continuity plans with an accountable owners with tracking to Board on yearly updated

“Our organisations need to focus on ensuring early digital transformation projects are successful and earn internal trust and support. It’s hard to earn the trust of the organisation and workforce when changes fail.”

“There is a lot of change coming towards us and we need to be prepared and have the right people in place to oversee and implement digital projects.”

Community Care Victoria Domain 5 - IT operations and infrastructure

This domain measures the robustness and reliability of IT operations and infrastructure that support digital services in aged care. It assesses how well IT resources are managed to assist with the efficient operation of digital systems.

Current Pain Points

The ambition is...

IT vendor management

- Multiple contracts and systems from different vendors with limited integration
- No clear accountability when issues arise
- Vendor performance rarely reviewed
- Ad hoc procurement with limited leverage

- Strategic vendor panel with defined service levels
- Centralised contract management and regular vendor review
- Vendors aligned to interoperability and compliance standards
- Multi-year vendor partnerships built on shared outcomes

IT operations and infrastructure

- Ageing hardware and patchy Wi-Fi
- System downtime disrupts core systems
- Manual system updates cause delays
- No clear roadmap for upgrades

- Lifecycle plan for systems and devices
- Proactive monitoring and alerts for downtime
- Automated system updates and cloud-based backups
- Modern infrastructure that scales with business growth

IT capability management

- IT support stretched and reactive
- Limited digital literacy among clinical and admin staff
- No structured IT skills plan or development pathway
- Dependence on external contractors

- Workforce digital capability framework in place
- Regular role-based digital skills training
- Clear escalation channels and internal champions
- Dedicated digital lead to drive continuous uplift

"Most of our IT spend still goes on patching legacy systems or reacting to issues. What we really need is a clear roadmap and a few trusted partners who can help us build for the future, not just keep the lights on."

Case study Domain 6 - Digitisation and functional adoption

This domain measures the extent of digital tool and system adoption within aged care and measures how these technologies are used to enhance care delivery. It assesses the integration and functionality of digital solutions in clinical and operational workflows.

Note: An alternative provider is presented who does clinical care

Clinical information systems and adoption

Current Pain Points



- Still reliant on paper or spreadsheets for care notes.
- Staff double-handle data across systems.
- Inconsistent use across teams and sites.

The ambition is...



- Single care record used by all teams
- Records updated in real time
- Fully integrated with rostering and payroll systems.
- Minimal duplication and paper use.

Medication management

- Medication lists recorded manually.
- Concern errors and inconsistencies in medication charts may occur.
- Lack of integration with pharmacy/ GPs.
- No alerts for potential risks.

- Digital medication charting in place.
- Linked with National Prescription Delivery Service.
- Alerts for errors or missed doses.
- Safer and more efficient workflows.

Electronic clinical decision support

- No automated alerts for quality issues.
- Reliance on staff judgement.
- Clinical pathways not digitised.
- Limited data to support proactive care.

- Real-time decision support built into care system.
- Alerts for risks and medication issues.
- Data-driven clinical insights support better care.
- Use of clinical decision support tools aligns with national care standards.

"We're still juggling paper notes, spreadsheets and disconnected systems. Staff spend more time entering data than supporting clients. We need one digital system that actually talks to the others – and works the way our teams do."

Community Care Victoria Domain 7 - Security and Privacy

This domain measures the effectiveness of security and privacy measures in protecting aged care data and digital systems. It assesses the implementation of security controls and privacy practices to safeguard sensitive information.

Current Pain Points

Security controls and continuous improvements

- Security framework not embedded across teams.
- Inconsistent patching and device management.
- Incident response plan untested.
- Limited oversight of third-party security risks.

Cybersecurity capability (Essential Eight)

- Cyber risks not linked to overall business risks.
- Multi-factor authentication not consistently applied.
- Limited monitoring of network or endpoint activity.
- Reliance on IT vendor for threat detection.

Privacy measures

- Privacy policy not well understood by staff.
- Inconsistent data-sharing and access practices.
- No routine privacy audits or breach drills.
- Staff access not always revoked promptly.

The ambition is...

- Security policies applied organisation-wide.
- Regular testing and updates of controls.
- Simulated incident response exercises.
- Vendor access and risks routinely reviewed.



- Cyber plan aligned with Essential Eight / NIST.
- MFA enforced across all systems.
- Central log monitoring and automated alerts.
- Leadership receives regular cyber-risk reports.

- Privacy practices embedded in daily practice.
- Regular audits and breach-response testing.
- Access managed automatically through HR systems.
- Ongoing staff training on data and privacy obligations.

"As a small provider we have outsourced our cybersecurity to a specialist provider to help keep our insurance premiums down and give us peace of mind - but we probably over-rely on them"

Community Care Victoria Domain 8 - Information sharing and integration



This domain measures the capability of providers to share and integrate information across different systems and stakeholders. It assesses the effectiveness of data exchange practices and the interoperability of digital systems.

	Current Pain Points 	The ambition is... 
Information management	<ul style="list-style-type: none"> Data stored in multiple places, causing duplication and errors. No clear data policy or access controls. Old data not regularly reviewed or cleaned. 	<ul style="list-style-type: none"> Mapping and work towards single, consistent data management process. Clear policy for collection, access, and storage. Secure archiving and disposal of old data.
System interoperability	<ul style="list-style-type: none"> Systems don't talk to each other. Double entry and manual uploads. Frequent data mismatches. 	<ul style="list-style-type: none"> Work towards a connected systems with automatic data sharing. Reliable, up-to-date information across platforms. Reduced manual handling.
Standardised terminology	<ul style="list-style-type: none"> Inconsistent language across systems. Confusing data labels and reporting gaps. No alignment with national standards. 	<ul style="list-style-type: none"> Common terms and data dictionary used organisation-wide. Systems aligned to national data standards. Standardised reporting and analysis.
Information sharing with third parties	<ul style="list-style-type: none"> Manual uploads to My Health Record and government portals. Limited automation for reporting. High admin burden. 	<ul style="list-style-type: none"> Automated, secure data exchange with external systems. Real-time information sharing. Reduced compliance effort.

"We spend more time moving data between systems than actually using it. If our systems talked to each other, we'd save hours every week."

Community Care Victoria Domain 9 - Data Analytics



This domain measures the ability of aged care providers to use data analytics to inform decision-making and improve care outcomes. It assesses data governance, quality, and the capability to generate actionable insights.

	Current Pain Points 	The ambition is... 
Data governance	<ul style="list-style-type: none"> No clear ownership of data quality or security. Policies exist but are outdated or inconsistent. Errors and inconsistencies between systems are common. 	<ul style="list-style-type: none"> Clear data governance framework with defined roles and accountability. Regular audits and reviews to identify and fix data quality. Data governance incorporated into BAU processes.
Reporting capability	<ul style="list-style-type: none"> Reports are manually compiled from multiple spreadsheets and systems - data held in silos Limited access to operational /clinical insights. Leaders lack confidence in the accuracy or timeliness of reports. 	<ul style="list-style-type: none"> Integrated reporting dashboards Real-time visibility of workforce utilisation, service delivery, and client outcomes to inform business performance. Board /Executive access trusted information to guide decisions.
Data analytics	<ul style="list-style-type: none"> Limited capacity to analyse data beyond basic KPIs. Decisions driven by anecdote rather than evidence. No predictive analytics or trend monitoring. Lack of data literacy and tools across teams. 	<ul style="list-style-type: none"> Analytical tools embedded in day-to-day reporting to support strategic decisions. Historical and predictive analytics used to anticipate trends (e.g., client demand, workforce needs). Data used to evaluate program outcomes and return on investment - insights shared with c-suite/board

"We collect a lot of data - client records, rostering, finance, workforce - but we're not really using it to drive decisions. Most of our reporting is manual and time-consuming, so by the time we have the data, it's already out of date."

Community Care Victoria Domain 10 - Investment, continuous improvement and innovation

This domain assesses the provider ability to foster innovation and investment in digital health within the aged care sector. It measures the implementation of new technologies, processes, and partnerships to enhance care delivery.

	Current Pain Points 	The ambition is... 
IT investment and partnerships	<ul style="list-style-type: none"> Digital projects rely on one-off grants rather than planned investment. Limited capacity to explore external funding or partnerships. 	<ul style="list-style-type: none"> Formal protocols to assess, prioritise, and approve all digital investments. Part of IT budget allocated for innovative digital initiatives. Partnerships with universities or startups or other providers to co-design digital solutions.
Continuous improvement	<ul style="list-style-type: none"> Digital projects treated as “one and done” – no post-implementation review. No metrics to track success or user experience. Improvements rely on individuals, not organisational culture. 	<ul style="list-style-type: none"> Post-implementation reviews capture lessons and measure benefits. Feedback and analytics used to drive system improvements. Continuous improvement processes embedded across teams.
Approaches to innovation	<ul style="list-style-type: none"> Innovation viewed as “too hard” or “too expensive” for a mid-sized provider. Limited time or budget to trial new ideas or technologies. 	<ul style="list-style-type: none"> small-scale pilots or “sandbox” projects encouraged to test new ideas. Innovation included as a KPI for leadership and regularly reported to the Board. Emerging technologies (AI, mobile, IoT) explored where relevant to service delivery.

“Up until recently, we were focusing on surviving, not on innovation. There was no room for investment. The sector needs to start creating opportunities for innovation to survive and thrive and share those gains”.



04

Digital uplift roadmap

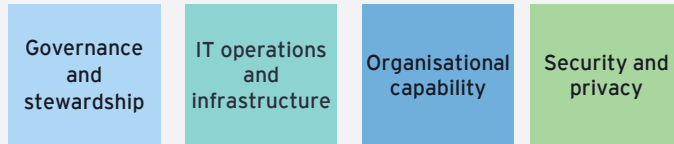
If you can't do it all - Start Here

HORIZON 1 12 MONTHS

Build the foundations

Focus on essentials - leadership, capability, and stable systems.

Domains 1, 4, 5, and 7



OUTCOME

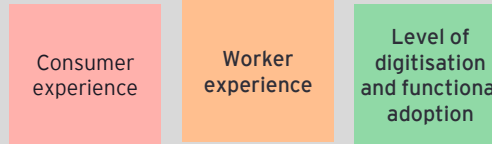
A secure, stable, and well-governed digital base that supports safe operations and clear accountability.

HORIZON 2 12 -24 MONTHS

Enable people and delivery

Focus on usability and workforce adoption.

Domains 2, 3 and 6



OUTCOME

Staff and consumers experience tangible digital improvements – efficiency, visibility, and confidence.

HORIZON 3 24+ MONTHS

Connect, learn and innovate

Focus on integration, continuous improvement and innovation.

Domains 8, 9 and 10



OUTCOME

A connected, data-driven organisation with continuous improvement embedded in culture.

Horizon 1 - Strengthen the foundations

Key focus:

Get leadership, capability and safeguards in place before buying or building anything.

Actions

Details

1. Set Digital Direction (Domain 1)

Governance and stewardship

- Develop a short, board-endorsed Digital Roadmap linked to your organisational strategy.
- Assign a Digital Champion (executive or senior manager) responsible for oversight.
- Introduce quarterly digital progress updates to the Board.

2. Build Internal Capability (Domain 4)

Organisational capability

- Map current systems, processes, and data flows (your “digital architecture”).
- Identify digital skill gaps and assign ownership for IT/vendor management.
- Create simple templates for business cases and investment decisions.
- Partner with other providers or peak bodies to share/ leverage digital expertise.

3. Stabilise Core IT Infrastructure (Domain 5)

IT operations and infrastructure

- Develop a plan to consolidate systems (reduce duplication of rostering, client, finance tools).
- Develop an IT asset register with lifecycle plans.
- Review vendor performance and contract terms – ensure alignment to needs and integration goals.

4. Strengthen Security & Privacy (Domain 7)

Security and privacy

- Apply baseline security controls (multi-factor authentication, patching, data backups).
- Conduct a cyber & privacy readiness review.
- Roll out staff training on phishing and secure data handling.
- Establish a simple incident-response plan and breach notification protocol.

Outcome:

A secure, well-governed digital foundation with clear accountability and capability to make informed technology investments

Horizon 2 - Enable people and processes

Key focus: Digitally enable the people delivering and receiving care – make technology useful and trusted.

Actions

1. Enhance Consumer Experience (Domain 2)

Consumer experience

Details

- Pilot a consumer portal for care schedules, updates, and feedback.
- Introduce digital communication channels (SMS, email, app notifications).
- Begin tracking and reporting on consumer engagement with digital tools.

2. Empower Frontline Workers (Domain 3)

Worker experience

- Roll out mobile access to rosters, client information and care notes.
- Establish co-design groups with staff to shape system improvements.
- Provide bite-sized digital training and peer support “super users”.
- Align digital tools with workforce rostering and performance systems.

3. Digitise Core Functions (Domain 6)

Level of digitisation and functional adoption

- Move from paper to electronic clinical documentation and care records.
- Integrate basic medication management tools if relevant.
- Automate simple back-office functions (e.g., timesheets, expense claims).
- Start tracking digital adoption metrics (e.g., % of visits recorded digitally).

Outcome:

Consumers and staff see tangible improvements – less paperwork, more visibility, better communication and confidence in digital tools.

Horizon 3 - Connect, Learn and Innovate

Key focus:

Use integrated systems and data to improve care, efficiency, and decision-making.

Actions

Details

1. Integrate Systems (Domain 8)

Information sharing and integration

- Connect internal systems through APIs or vendor integrations.
- Introduce single sign-on or central data access controls.
- Automate data exchange with government platforms (e.g., My Health Record, Services Australia).
- Adopt national data standards (e.g., FHIR, standardised terminology).

2. Use Data to Drive Decisions (Domain 9)

Data & analytics

- Automate regular reporting (operations, finance, workforce, quality).
- Build interactive dashboards for leadership teams.
- Were able look to Introduce and use predictive analytics (e.g., demand forecasting, missed visits, workforce utilisation).
- Train managers on data interpretation and continuous improvement.

3. Foster Innovation and Continuous Improvement (Domain 10)

Investment, CIP & innovation

- Allocate a small annual innovation budget for pilots or partnerships.
- Partner with universities, technology providers or other agencies for co-designed projects.
- Introduce a structured post-implementation review process.
- Recognise innovation and improvement as part of staff KPIs.

Outcome:

A connected, data-driven organisation with the confidence and capability to adapt, innovate, and continuously improve care delivery.

Guiding principles for digital uplift



Start with governance, not gadgets

- Establish leadership alignment and clear accountability for digital decisions.
- Treat digital as a strategic enabler – not just an IT function.



Simplify first

- Streamline processes before introducing new technology.
- Remove duplication, clarify data flows, and reduce system complexity.



Map your existing processes and system architecture

- to understand what's working, what's duplicated, and what can be retired – this avoids costly rework later.



Be clear on requirements before procuring software

- Define business and user needs early – focus on functionality, integration, and support.
- Test vendor claims (e.g. APIs, interoperability) before signing contracts.
- Engage end users in specifying requirements to ensure the system fits the workflow, not the other way around.



Empower your people

- Invest in digital literacy and practical, hands-on training.
- Involve staff and clients in co-design – adoption happens when people feel ownership.



Build partnerships

- Collaborate with vendors, government programs, and peer organisations to share knowledge and resources.
- Use pilot projects to learn and scale what works.



Show early wins

- Start small: automate one report, digitise one process, or simplify one system.
- Measure and communicate benefits (e.g. time saved, fewer errors) to build momentum.



04

Session close

Next steps

For additional support or questions about managing costs and pricing, reach out to our Aged Care Advisory team at agedcareadvisory@au.ey.com



Additional resources from Department of Health, Disability and Ageing


Key enquiry contacts (1/2)

My Aged Care Service and Support and GPMS

I need support with...

Technical and general information as a Registered Provider, assessor or hospital staff member using My Aged Service and Support Portal and the GPMS portal.

Call...

 My Aged Care service provider and assessor helpline on 1800 836 799 (8am to 8pm Mon to Fri or 10am to 2pm Sat)

Email...


 GPMS.project@health.gov.au

Aged Care Regulatory Model, deeming process & Support at Home Program


I need support with...

Deeming, Aged Care Regulatory Model and Support at Home program enquiries.

Visit...

 The deeming process [website](#), Regulatory Model [website](#) and Support at Home program [website](#).

Email...


 AgedCareRegModel@health.gov.au
• sah.implementation@health.gov.au

Provider registration, renewal and variation forms

I need support with...

Information on provider registration, renewal and variation forms.

Visit...

 The Commission's [website](#) to view information on provider registration, renewal and variation forms

Email...

 info@agedcarequality.gov.au

Provider Change in Circumstance


I need support with...

Reporting any circumstance changes which impact suitability as a Registered Provider through a change the Circumstance Form.


Visit...

 The Commission's [website](#) to view information and complete the Change in Circumstance form.

Email...

 providernotifications@agedcarequality.gov.au for questions about the form.

Call...


 [Customer Contact team](#) 1800 951 822 for all enquiries.

Provider obligations and responsibilities including reporting


I need support with...

Understanding provider obligations and responsibilities in delivering safe, quality care.


Visit...

 The Commission's [website](#) to view information on provider obligations and responsibilities

Call...

 [Customer Contact team](#) 1800 951 822 for all enquiries.

Email...


 info@agedcarequality.gov.au for general queries, access to information, complaints and concerns and more.

Associated Provider arrangements

I need support with...


Understanding how to report and manage associated provider arrangements.

Visit...

 The Commission's [website](#) to view information and complete the Change in Circumstance form to add, remove or change associated provider arrangements.

- The Associated providers under the new Aged Care Act [website](#).

Email...

• providernotifications@agedcarequality.gov.au for  questions about the form.

Additional resources from Department of Health, Disability and Ageing


Key enquiry contacts (2/2)

Maintaining operational beds, location, address and places events

I need support with...

Changing operational beds, location, address places events (e.g. service combine and transfers) details.

Email...

 Your Local Network. Local Network details can be found [here](#).

November 2025 GPMS changes

I need support with...

Understanding and learning about the November 2025 GPMS changes.

Visit...

 The GPMS resources [website](#).

Email...


 GPMS.project@health.gov.au

Aged Care Act 2024

I need support with...

Understanding the new Aged Care Act 2024.

Visit...

 About the new rights-based Aged Care Act [website](#).

Email...


 AgedCareLegislativeReform@health.gov.au

Aged care claims and payments

I need support with...

Aged care claims and payments, including supplement claims, online claiming registrations and transitional and respite care extensions.

Call...


 Services Australia aged care providers enquiry line on 1800 195 206

Services Australia software development


I need support with...

Software development for digital health and aged care programs.

Visit...

 the software developer [website](#).

Email...


 developerliaison@servicesaustralia.gov.au

Additional resources from Department of Health, Disability and Ageing


Key contacts

For general help please contact the relevant enquiry phone lines in the first instance. If your issue is not resolved, it will be directed to the appropriate contact point for further support. [A full list of aged care contacts can be found here](#)



My Aged Care Service provider and assessor helpline

 1800 836 799 (8am to 8pm Mon to Fri or 10am to 2pm Sat)


GPMS Project

 GPMS.project@health.gov.au


Residential aged care fees

 AgedCareFees@health.gov.au
 enquiries@health.gov.au


Aged Care Regulatory Model

 AgedCareRegModel@health.gov.au



Local Networks

 Local Network details can be found [here](#).


My Aged Care

 [1800 200 422](tel:1800200422) 1800 836 799 (8am to 8pm Mon to Fri or 10am to 2pm Sat)


Aged Care Quality and Safety Commission

 1800 951 822
 info@agedcarequality.gov.au


Support at Home program

 sah.implementation@health.gov.au


Short-Term Restorative Care Programme

 STRC@health.gov.au


Aged Care Act 2024

 AgedCareLegislativeReform@health.gov.au


National Aboriginal and Torres Strait Islander Flexible Aged Care Program

 NATSIFACP@health.gov.au


Services Australia Provider Enquiry Line

 1800 195 206


Quality Indicator Program

 qpsec@health.gov.au


Aged care subsidies and supplements

 subsidiesandsupplements@health.gov.au


Serious Incident Response Scheme

 sirs@agedcarequality.gov.au

Star Ratings

 StarRatings@health.gov.au

Commonwealth Home Support Program

 CHSPprogram@health.gov.au

Services Australia software development

 developerliaison@servicesaustralia.gov.au

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