



Knowledge, Skills and Experience



Australian Government
Aged Care Quality and
Safety Commission



Governing bodies and executive leaders are responsible for effectively leading the aged care provider through the complexities of reform. In addition to leadership skills implementing these reforms requires a unique set of knowledge, skills and experience to support effective oversight and decision making with high-quality, consumer-centred care at its core.



BOARD AS SAGE:

To provide sound judgement

The leaders the sector needs demonstrate curiosity, insight and ambition for continuous care improvement.

Governing body members and executives in aged care wear many hats, which will be subject to change based on the operating environment and challenges faced at any given moment in time.

Board as Sage speaks to the role that governing body members and executives play in setting the organisation's strategic direction and achieving its purpose.

The Sage leverages collective insights and intelligence to scrutinise, encourage and advise on the organisation's operations. They understand and can articulate how value is created, enhanced, protected and delivered and are vigilant in this pursuit.

The ongoing reform requires governing bodies that are ambitious in their pursuit of excellence, continuously seeking counsel from the sector, subject matter specialists and their consumers to enable continuous improvement and the delivery of quality care.

Diversity of thought breeds creativity and drives innovation, helping to solve problems and meet consumer needs in new and transformative ways. Diversity of skills, knowledge and behaviour helps to avoid "group think" and complacency in decision making.

In the desired aged care system, governing body members possess the knowledge, skills and experience of clinical governance to ensure the safety and high quality of care.

Diversity of perspective is valued and encouraged with consumer outcomes enriched through the contribution of individuals of varying age, gender, ethnicity and life experience.

To achieve this governing body members must be vigilant about the gaps in its skills and capabilities and address these via training, succession planning and/or skilled advisors to adjunct the governing body.



Skills composition for your governing body

The goal in selecting board members is to ensure a well-rounded team of people with an appropriate range of experience skills and attributes relevant to the purpose, needs and strategies of the organisation.

It is important to select board members who collectively have sufficient experience of the aged care sector, clinical governance experience to drive desired outcomes, whilst also considering how regulatory change, and increased focus on consumers might change the diversity of skills and knowledge required.

The skills and behaviours required for a governing body will vary considerably, depending on the organisations size, structure, services delivered, strategy and the region/ location(s) in which the aged care provider operates. In saying that, there is a range of core skills and behaviours that governing body members and executive leaders of aged care providers need to have, individually and collectively, to enable them to bring the required levels of oversight, insight, foresight and hindsight as the sector reforms.





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Skills composition for your governing body



Strategy

Set and review strategy through constructive planning, questioning and suggestion. Look beyond short-term value realisation, considering trends and sector specific predictions, and make credible links between organisations strategy and finance and ultimately consumer-focus.



Accounting/ Financial literacy

The ability to quickly draw an informed opinion on the capital structure of the organisation, its financial gearing, sustainability of cash flows or its risk envelope.



Legal skill

The ability to understand and oversee compliance with existing and emerging regulatory and legal requirements.



Managing risk

Experience in risk management and mitigation principles.



Clinical Governance

Experience working in clinical settings and understanding of outbreak management.



Human resources

Experience in human resource management, including strategic workforce management, capability development and cultural change.



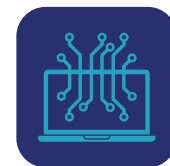
Marketing and communications

Experience in media, marketing or crisis management.



Sector knowledge

Experience in the aged care sector and working with government and the ability to advocate and influence change.



Information technology

There is a growing need for an understanding of digital health changes, data security and management, Artificial Intelligence (AI).



Capital markets experience

(may not be necessary for all providers)

Experience in capital raising and mergers and acquisitions.



Ask yourself:



Are we tracking the core skills and experiences necessary to oversee our organisation? (e.g., through a skills register.)



Are we tracking members against industry knowledge and functional knowledge categories? (e.g., clinical, risk, financial, strategy, people, governance responsibilities etc.)



How can we proactively attract individuals with the skills required to support our governing body?



What strategies might we adopt to ensure our board members and executives have access to continuous development opportunities?



Might we benefit from an independent review to call out blind spots and gaps in our performance, skills and capabilities?

NOTES



Links and resources

The links and resources below provide additional details and supports to assist you to strengthen this capability ahead of the commencement of your formal learning pathway:

Additional Resources:



Useful videos **TO WATCH**

- [Director competency requirements for a sector entering a new age](#)
- [innovAGEING Insights Webinar - Defining Innovation](#)



Useful articles **TO READ**

- [Attraction, Retention and Utilisation of the Aged Care Workforce](#)
- [Board skills building the right board](#)
- [AICD Board Governance in Aged Care](#)



Useful clips to **LISTEN TO**

- [Director competency requirements for a sector entering a new age](#)
- [Maddocks on the mic: The future of Aged Care - Provider Governance](#)
- [Elders, Scarcity, and Beginner Minds: Making Aged Care Better | Merlin Kong | TEDxCanberra](#)

