



Bolton Clarke VICOP Plan



The CEO of Bolton Clarke signed up to the [Aged Care Voluntary Industry Code of Practice](#) (VICOP) Leadership Pledge on 4 March 2021.

Bolton Clarke 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.

Principle	Our commitment	In place	Due date
Principle 1 Consumer-led and community shared value	1. Bolton Clarke has an established approach for consumers and their representatives to identify and prioritise their care goals. This is undertaken by way of the 'My Wellness Plan' or Care Plan which are developed in partnership with clients, residents, and their representatives to ensure their aims/goals are addressed and supported.	<input checked="" type="checkbox"/>	COMPLETE
	2. Bolton Clarke established the Active Service Model that subsequently defined consumer focused care. The Active Service Model (ASM) is part of a wider initiative to build capacity in Victorian Home and Community Care (HACC) services and make them more person centred. The approach focuses on people's strengths, not their deficits, and assumes everyone has some capacity to improve their own health and wellbeing. This model was the forerunner for Consumer Directed Care and Home Care Packages.	<input checked="" type="checkbox"/>	COMPLETE
	3. We work directly with clients and residents to develop services that identify and meet individual care priorities. More broadly, our Community Partnership Groups directly engage older people and carers in services evaluation and design.	<input checked="" type="checkbox"/>	COMPLETE

	<p>4. Bolton Clarke has an established process for collating, analysing, communicating and escalating consumer feedback as per the 'Consumer Engagement and Feedback Framework 2020 – 2025' which outlines our Listen/Resolve/Evolve/Share approach to feedback management.</p> <p>Twice a year we invite feedback from residents and clients through a satisfaction survey. Regular customer feedback is also encouraged and collected through:</p> <ul style="list-style-type: none"> • Verbal feedback to local teams and managers • Resident and family meetings • “Share your experience” forms using a locked feedback mailbox at residential communities • Directly through the Bolton Clarke website • By telephone through the National Service Centre <p>Feedback is centrally managed and recorded as part of organisational governance and continuous quality improvement processes. This includes live dashboard reporting to support complaints resolution.</p>	<input checked="" type="checkbox"/>	COMPLETE
	<p>5. Bolton Clarke provides new clients and residents with a Handbook which outlines key information about the care and services they can expect to receive.</p> <p>Service charges for both residential aged care and home care are publicly available and fully explained on Bolton Clarke’s website. A Home Care Package calculator is also available through the website to assist in understanding the costs of packaged care options.</p>	<input checked="" type="checkbox"/>	COMPLETE
	<p>6. Bolton Clarke regularly reviews its consumer induction process by way of our Community Partnership Group to ensure it is easy to understand and contains relevant information.</p>	<input checked="" type="checkbox"/>	COMPLETE
	<p>7. Bolton Clarke listens to the feedback from our consumers on the services we provide.</p>	<input checked="" type="checkbox"/>	COMPLETE

	<p>We conduct 'Resident and Family satisfaction' & 'client experience' surveys yearly or more frequently with results available in hard copy for communication to consumers, staff and families.</p> <p>Bolton Clarke uses validated consumer feedback tools including 'Net Promoter Score'.</p>		
Principle 2 Living well and integrated models of care	<p>1. Bolton Clarke is committed to attending the upcoming ACWIC webinar on care plan developments.</p>	<input type="checkbox"/>	November 2021
	<p>2. Bolton Clarke has an established 'Care Planning Guideline' which outlines the requirements for implementation and review of care plans. The Care Planning Guideline is reviewed annually.</p>	<input checked="" type="checkbox"/>	COMPLETE
	<p>3. The care plan review process at Bolton Clarke is tailored to the needs of the individual consumer and in dedicated one-on-one meetings, is drafted in collaboration with consumers and their families and carers, before being signed off by all.</p>	<input checked="" type="checkbox"/>	COMPLETE
	<p>4. Bolton Clarke has established evidence-based Models of Care to support: Ageing Well and 6 clinical speciality areas for all of business: Skin Integrity and Wounds, Continence and Urology, Diabetes, Dementia, Palliative Care and Mental Health-AHS.</p>	<input checked="" type="checkbox"/>	COMPLETE
Principle 3 Board Governance	<p>1. Bolton Clarke has reviewed the constitutions of its operating entities to ensure appropriate guidance to the board on good governance practices.</p> <p>The organisation's transparent corporate governance approach delivers sustainable services that are grounded in evidence-based research and contemporary best practice. Our independent skills-based Board governs our services and care in line with our 2025 Strategic Roadmap.</p> <p>Strong clinical stewardship at the Board and Executive levels is further supported by our Executive Clinical and Care Governance Management Committee that sets a clear focus on achieving excellence in care through regular monitoring and reporting.</p>	<input checked="" type="checkbox"/>	COMPLETE

	A values-driven and skilled executive leadership team supports the Board and drives the delivery of high-quality, safe and reliable services for our clients and residents.		
	<p>2. Bolton Clarke has a Clinical & Care Governance Committee which meets quarterly, and consists of Board members, a Clinical Governance Board Advisor and a number of senior managers.</p> <p>Well established At Home Support and Residential Aged Care Clinical Quality & Safety Committees report to the Clinical & Care Governance Committee.</p>	<input checked="" type="checkbox"/>	COMPLETE
	<p>3. The ACWIC Template for reporting on clinical quality and safety (once made available) will be considered at the following Clinical & Care Governance Committee meeting.</p>	<input type="checkbox"/>	November 2021
	<p>4. Clinical, quality and safety matters are reported and addressed in a timely way, with reports also provided monthly to the At Home Support & Residential Aged Care Clinical Quality & Safety Committees.</p> <p>Findings are subsequently escalated to the Clinical & Care Governance committee which meets quarterly.</p>	<input checked="" type="checkbox"/>	COMPLETE
Principle 4 Best-practice sharing and industry benchmarking	<p>1. A member/s of the Bolton Clarke team will attend the ACWIC Best practice workforce planning webinar and determine if further enhancements can be made to our key organisational practices and processes.</p> <p>In Keeping with the usual Bolton Clarke approach, team members from across our business will be consulted when implementing any changes.</p>	<input type="checkbox"/>	September 2021
	<p>2. Bolton Clarke is part of a national benchmarking consortium to share best practice and innovative solutions to service and care.</p>	<input checked="" type="checkbox"/>	COMPLETE
	<p>3. Bolton Clarke will identify international partners providing similar services and establish mechanisms to share best practice and innovative solutions to service and care.</p>	<input type="checkbox"/>	June 2022

	<p>4. Bolton Clarke has a well-established practice of products and services co-design and innovation including the use of technology to support clients and residents.</p> <p>Innovations such as Remote Video Consulting, linking clients with specialist nurses and allied health professionals, are part of routine practice. Work is currently underway with Primary Health Networks in QLD to begin implementation of:</p> <ul style="list-style-type: none"> • Secure Messaging • Telehealth Video Calls • Accessing My Health Record (MHR) <p>Innovations supporting independence include our award-winning InTouch digital independence products and the Bolton Clarke Research Institute's work with RMIT and clients to co-design and pilot the Conversation as Therapy (CaT) pin to help identify clients at risk of social isolation and loneliness.</p>	<input type="checkbox"/>	<p>February 2022</p>
	<p>5. Bolton Clarke engages external agencies to undertake benchmarking against key industry measures</p>	<input checked="" type="checkbox"/>	<p>COMPLETE</p>
<p>Principle 5 Education & Training, including workforce accreditation</p>	<p>1. To ensure alignment in our workforce planning, Bolton Clarke has a well-established practice of formally structured, multi-disciplinary meetings, between our operations and our Clinical Learning & Development teams.</p>	<input checked="" type="checkbox"/>	<p>COMPLETE</p>
	<p>2. Bolton Clarke ensures the skills of its workers are appropriate by first determining the needs of our clients and residents. We achieve this through partnering with consumers and conducting clinical assessments which inform the client care plan.</p> <p>Bolton Clarke has a Clinical Learning & Development team who consult with the Clinical Innovation & Quality team to identify the skills required of our workforce and provide training to address these requirements.</p>	<input checked="" type="checkbox"/>	<p>COMPLETE</p>

	<p>3. Bolton Clarke ensures the right care and support is delivered to our clients through rostering practices and systems which align worker skills to client requirements, (which have been identified in the development of a Care Plan).</p> <p>Education is provided when new skill requirements are identified based on client needs or industry changes.</p>	<input checked="" type="checkbox"/>	COMPLETE
	<p>4. Bolton Clarke commits to reviewing the data produced by ACCGTR to understand and respond to our clients and residents changing needs.</p>	<input type="checkbox"/>	November 2021
	<p>5. Bolton Clarke has an established process for staff to discuss their development and training gaps with their leaders.</p> <p>Staff are provided an opportunity when completing course evaluations to raise further training needs.</p>	<input checked="" type="checkbox"/>	COMPLETE
	<p>6. Bolton Clarke incorporates research and planning in future consumer needs to inform potential development opportunities for our staff.</p> <p>This is cemented by a Training Needs Analysis, conducted annually with senior management.</p>	<input checked="" type="checkbox"/>	COMPLETE
	<p>7. Bolton Clarke employs a team of Learning and Development specialists and subject matter experts to develop and facilitate training internally, or where appropriate engage with external providers.</p> <p>Our Altura Learning business offers education and training solutions that develop employees at the frontline of residential aged care services and support quality service delivery.</p> <p>Our evidence-informed learning approach is relevant for the care workforce, from managers and administrators to clinical staff, non-clinical carers and family members, with courses that are responsive to current and future needs.</p>	<input checked="" type="checkbox"/>	COMPLETE

	8. Where skills are deemed relevant and essential to their role, Bolton Clarke workers attend training during paid work time.	<input checked="" type="checkbox"/>	COMPLETE
	9. Bolton Clarke has an established process for identifying and budgeting for the training needs of its workforce. A Training Needs Analysis, conducted annually informs the training budget.	<input checked="" type="checkbox"/>	COMPLETE
Principle 6 Workforce Planning	1. Members of the Bolton Clarke team will review the ACWIC's Best Practice Guide and workforce planning templates for consideration and to determine if further enhancements can be made to our current workforce planning practices.	<input type="checkbox"/>	November 2021
	2. A member of the Bolton Clarke team will attend a ACWIC Workforce Planning webinar (when available) to further implement best practice.	<input type="checkbox"/>	November 2021
Principle 7 Proactive Assurance and continuous improvement	1. Bolton Clarke undertakes regular employee surveys and provides open communication channels for staff to provide feedback. Bolton Clarke also engages an external provider to manage an independent hotline if staff wish to escalate matters anomalously.	<input checked="" type="checkbox"/>	COMPLETE