



Tool 05:

Service Provider Maturity Matrix (‘the Matrix’)

05

The Matrix summary sheet

The Matrix serves several purposes. It:

- Determines the level of organisational maturity in a community to guide planning of current and future services
- Assists in determining the most appropriate approach to addressing local workforce issues
- Can be used by other stakeholders to measure and analyse their readiness for implementing new workforce models.

The Matrix, which can be self-administered or administered in conjunction with other organisations, consists of 19 forced-choice

survey-type questions (Table 1), and one open-ended question (optional). It was designed to assess:

- Organisational maturity – the readiness to grow adapt and perform effectively through management of resources, processes, and strategies (11 questions).
- Community collaborative opportunities – the capacity to collectively identify and participate in problem-solving workforce issues (eight questions).

Table 1. Matrix questions

Item	Question
1	Does the service have a Star Rating?
2	Is the service registered on My Aged Care?
3	Is the service a National Disability Insurance Scheme (NDIS) provider?
4	Does the service meet the current Registered Nurse (RN) minute requirements?
5	Has the service had (or does it need) support with the new Aged Care Act? (pending)
6	Does the service meet or have any exemption for quality data submission?
7	Does the service have a current Emergency Response Plan?
8	Is the community's aged care service culturally safe?
9	Are staff able to access relevant and appropriate training?
10	Is training accessible to maintain and continue further education relevant to the sector?
11	Has the aged care workforce received relevant training/is qualified to provide aged care services appropriate to their role/position?
12	Does the aged care workforce comprise persons local to the community?
13	Is safe, clean and maintained accommodation available and/or provided to local aged care staff, agency staff or relief staff?
14	Does the provider resource clinical support outside the service?
15	Does the service have the ability to source and share staffing with other services?
16	Can staff access training and skill development from other service providers in the area or remotely?
17	What opportunities are there to collaboratively train workforce in the community?
18	Are there opportunities available for shared accommodation facilities?
19	Is there evidence that the organisation is engaged within the community?

The outcome from scoring the 19 questions determines the level of organisational maturity and community collaboration (Table 2).

Organisational maturity scoring

Community collaboration scoring

Description	Score	Description	Score
Meets regulatory requirements and demonstrates organisational maturity	8–11	Organisation and community have complete range of collaborative services	6–8
Meets some regulatory requirements and working towards demonstrating organisational maturity	4–7	Organisation and community have some services and limited collaboration	3–5
Organisation not mature and risks not meeting regulatory requirements	0–3	Organisation and community have minimal/no services and no collaboration	0–2

The Matrix

This section describes the development and implementation of the Matrix, presents the Matrix, and includes the instruction guide for completing the Matrix. The experience of the Project Team in the use of this Matrix is included. However, for further information, see the *Aged Care Workforce Remote Accord Implementation Project: Report on Matrix Development and Evolution*.¹

Matrix development

The Service Provider Maturity Matrix (the Matrix) was developed to serve several purposes:

- To determine the level of organisational maturity in a community to guide planning of current, and future, aged care and health service models that incorporated aged care reforms.
- To assist in determining which communities would be best suited to trial collaborative approaches to addressing local workforce and funding issues, and the types of projects that would be best suited to a community.
- To be used by other stakeholders in rural and remote communities to measure and analyse their readiness for implementing collaborative workforce and funding models and provide the steps for them to accomplish that.

The Matrix consists of several survey-type questions designed to assess an organisation's maturity and community collaborative opportunities, to assist in determining the most appropriate types of aged care and health service models and reforms that could be implemented within that specific community.

Organisational maturity relates to an organisation's readiness to grow, adapt, and perform effectively.² It includes how well

an organisation can manage its resources, processes, and strategies to achieve its goals, and its ability to meet regulatory requirements.²

Community collaborative opportunities refer to the ability of organisations to collectively identify local issues, problem solve and promote communication that supports coordination of care for people in the community.³ This includes creating and sustaining partnerships within the community, including through workforce, funding, strategic partnerships, organisational alliances and referrals.³

The final Matrix comprises 19 questions. This includes 11 questions related to organisational maturity and eight questions related to community collaborative opportunities. It is designed to be a stand-alone tool that can be self-administered.

There is space at the end of the forced-choice questions for organisations to include additional free text questions. An organisation may choose to include free text questions to ask for respondents' opinions or to provide them with the opportunity to explain a previous answer. Examples could include questions such as 'what specific opportunities are there to implement aged care reforms within the organisation?' or 'what are the barriers to implementing aged care reforms within our organisation?' any additional questions are not included in the scoring of the matrix. The Matrix is included at Figure 1.

Figure 1. The Matrix

Name of person completing the Matrix: _____

Name of Organisation: _____

Date: _____

Item	Question	Response (Yes/ No)	Score Yes=1; No=0
Organisational maturity			
1	Does the service have a Star Rating? (The Star Ratings system provides information about a residential aged care (RAC) provider's quality of care)		
2	Is the service registered on My Aged Care?		
3	Is the service a National Disability Insurance Scheme (NDIS) provider?		
4	Does the service meet the current Registered Nurse (RN) minute requirements? (The care minutes responsibility is based on a sector-wide average of 200 minutes of care per resident per day, including 40 minutes of direct RN care)		
5	Has the service had (or does it need) support with the new Aged Care Act? (pending)		
6	Does the service meet or have any exemption for quality data submission?		
7	Does the service have a current Emergency Response Plan?		
8	Is the community's aged care service culturally safe?		
9	Are staff able to access relevant and appropriate training?		
10	Is training accessible to maintain and continue further education relevant to the sector?		
11	Has the aged care workforce received relevant training/is qualified to provide aged care services appropriate to their role/position?		
Total Score			/11
Community collaborative opportunities			
12	Does the aged care workforce comprise persons local to the community?		
13	Is safe, clean and maintained accommodation available and/or provided to local aged care staff, agency staff or relief staff?		
14	Does the provider resource clinical support outside the service?		
15	Does the service have the ability to source and share staffing with other services?		
16	Can staff access training and skill development from other service providers in the area or remotely?		
17	What opportunities are there to collaboratively train workforce across various services /funding types in the community?		
18	Are there opportunities available for shared accommodation facilities?		
19	Is there evidence that the organisation is engaged within the community?		
Total Score			/8
Insert open-ended questions or delete row			

Organisational maturity questions and scoring

The 11 organisational maturity questions are forced choice (yes/no) and include:

- Does the organisation have a Star Rating (the Star Ratings system provides information about a residential aged care provider's quality of care)?
- Is the organisation registered on My Aged Care?
- Is the organisation a NDIS provider?
- Does the organisation meet the current RN minute requirements? (The care minutes responsibility is based on a sector-wide average of 200 minutes of care per resident per day, including 40 minutes of direct RN care)
- Has the organisation had (or does it need) support with the New Aged Care Act? (pending)
- Does the organisation meet or have any exemption for quality data submission?
- Does the organisation have a current Emergency Response Plan?
- Is the aged care organisation culturally safe?
- Are staff able to access relevant and appropriate training?
- Is training accessible to maintain and continue further education relevant to the sector?
- Has the aged care workforce received relevant training/is qualified to provide aged care services appropriate to their role/position?

All forced-choice responses require a simple yes/no response (yes=1; no=0) as per Table 1.

Table 1. Organisational maturity scoring for forced response questions

Sliding scale scoring system

Sliding Scale Description	Score
Yes – meeting aged care regulations	1
No – not meeting aged care regulations	0

The number of 'yes' responses for the 11 organisational maturity questions determines a service's maturity. The overall score can range from 0–11 (Table 2), with a higher overall number indicating greater organisational maturity.

Table 2. Organisational maturity scoring – total score for all questions

Scoring Matrix

Description	Total Score
Organisation is meeting regulatory requirements and demonstrates organisational maturity	8–11
Organisation is meeting some of the regulatory requirements and working towards demonstrating organisational maturity	4–7
Organisation is not mature and risks not meeting regulatory requirements	0–3

Community collaborative opportunities questions and scoring

The eight community collaborative opportunity questions are forced choice (yes/no) and include:

- Does the aged care workforce comprise persons local to the community?
- Is safe, clean and maintained accommodation available and/or provided to local aged care staff, agency staff or relief staff?
- Does the provider resource clinical support outside the service?
- Does the service have the ability to source and share staffing with other services?
- Can staff access training and skill development from other service providers in the area or remotely?
- Are there opportunities to collaboratively train workforce across various services/funding types in the community?
- Are there opportunities available for shared accommodation facilities?
- Is there evidence that the organisation is engaged within the community?

All forced-choice responses require a simple yes/no response (yes=1; no=0) as per Table 3.

Table 3. Community collaborative opportunities scoring for forced response questions

Sliding scale scoring system

Sliding Scale Description	Score
Yes – interested in, or participating in, community collaboration	1
No – not interested in, or not participating in, community collaboration	0

The number of 'yes' responses for the 8 community collaborative questions determines a service's readiness to work with other organisations in the community. The overall score can range from 0–8 (Table 4), with a higher overall number indicating greater collaborative opportunities.

Table 4. Community collaborative opportunities scoring – total score for all questions

Scoring Matrix

Description	Total Score
Organisation and the community have a complete range of services available that work collaboratively	6–8
Organisation and the community have some services available but there is limited collaboration	3–5
Organisation and the community have minimal or no services available and there is no interest from other service types for a collaborative model	0–2

Complete instructions for the use of matrix are provided in Figure 2.

Figure 2. Instruction for completing 'the Matrix'

Introduction

Organisations in remote and very remote communities face systemic challenges when it comes to attracting, retaining, and housing an appropriately skilled aged care workforce.

To quantify workforce challenges within aged care and other healthcare organisations providing services to older people, the Remote Accord developed, evaluated, and refined a Matrix for Classifying Organisations 'the Matrix.' The Matrix can be used to identify a community's readiness to address local workforce issues. It specifically measures **organisational maturity** and **community collaborative opportunities**.

Organisational maturity relates to an organisation's readiness to grow, adapt, and perform effectively.² It includes how well an organisation can manage its resources, processes, and strategies to achieve its goals, and its ability to meet regulatory requirements.¹⁷

Community collaborative opportunities refer to the ability of organisations to collectively identify local issues, problem solve and promote communication that supports coordination of care for people in the community. This includes creating and sustaining partnerships within the community, including through workforce, funding, strategic partnerships, organisational alliances and referrals.³

Results from the Matrix can assist organisations to determine the most appropriate types of aged care and health service models, and the types of aged care reforms, which would be best suited to their community, to address workforce issues.

Instructions

The Matrix is simple to administer and takes about 10 minutes to complete. Anyone who works in an aged care or other healthcare organisation that provides services to older people can complete the Matrix.

There are 19 forced-choice questions, 11 of these are about organisational maturity and eight are about community collaborative opportunities.

There is space for an organisation to include free text questions. An organisation may choose to include free text questions to seek people's opinions, or to provide them with the opportunity to explain a previous answer.

Scoring

Scoring is simple. All forced-choice responses can be answered with a 'yes' or a 'no' (yes=1; no=0). The number of 'yes' responses determine the level of readiness of an organisation in terms of organisational maturity and community collaborative opportunities. Scoring is broken down into two sections – organisational maturity and community collaborative opportunities, as described in Tables 1–4.

Project Team's experience of the Matrix

The Matrix was an integral part of the Project Team's work in understanding the needs of remote providers and progressing particular projects. The Matrix proved to be a useful means of introduction into the communities, and it helped to identify the organisations and individuals who were receptive to the Project and potential initiatives. The tool has been refined since that first iteration and is now a more rigorous instrument that can be self-administered, rather than requiring an external person.

There were, however, several barriers to the use of the Matrix within the three communities. For some facilities and organisations there was a sense of distrust of 'yet another organisation coming in to the community and then not delivering on promises.' There was also limited understanding of the Matrix or even the Remote Accord itself.

The unintended issues, which were outside the control of Project Team, were in relation to staff within the organisations themselves: the turnover of leadership staff and staff 'acting' in leadership roles without appropriate experience or training. This led to a lack of knowledge when completing the Matrix in the first instance and had longer-term repercussions for the continuity of the Project itself.

Despite all this, the Matrix provided key information to the Project Team and allowed them to discern where the strengths and challenges were for organisations to participate in the Project.

It should be noted that completion of the Matrix was not repeated later in the Project but may be a useful tool in measuring an organisation's maturity both before and after project implementation.

With more time, ideally the Project Team would have liked to conduct a full review of the Matrix with providers in late 2025, to assess the changes the Project has made and to assess the impacts of the new Aged Care Act in the Project Communities

References

1. Aged Care Workforce Remote Accord. *Aged Care Workforce Remote Accord Implementation Project: Report on Matrix Development and Evolution*. Canberra: Aged Care Workforce Remote Accord;2024.
2. Puett TT. Why Organizational Maturity Matters: A Healthcare Perspective. <https://www.linkedin.com/pulse/why-organizational-maturity-matters-healthcare-tracy-puett>. Published 2023. Accessed 1/10/2024.
3. Buckley J. Aged care reform: make the most of collaborative advantage. <https://www.australianageingagenda.com.au/contributors/opinion/aged-care-reform-make-the-most-of-collaborative-advantage/>. Published 2022. Accessed 1/10/2024.