



Flagship Project 2:
**Empowering Data
Literacy and Capability
to Drive Quality Care**

Project Information and
Application Guidelines

V2.0 (22 April 2025)





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Overview

Opening date	Monday 17 March 2025
Closing date and time	Thursday 8 May 2025, 5pm ACST
Enquiries	Enquiries regarding the application can be submitted via email to agedcarecollaborative@ariia.org.au
Updates to these Guidelines	<p>It is anticipated that these Guidelines will be updated periodically based on feedback and frequently asked questions during the application period. Updated versions will be available to download at https://www.ariia.org.au/aged-care-collaborative/flagship-projects</p> <p>Please ensure you download and check the most up-to-date version of these Guidelines before submitting your application.</p>
The opportunity	<p>Led by ARIIA, the Aged Care Collaborative's two Flagship Projects will bring together aged care providers that represent the diverse aged care landscape across Australia. Australian aged care providers have the opportunity to apply to participate as an Implementation Site (see Definitions) in one or both of the Flagship Projects.</p> <p>For this Flagship Project, up to 8 aged care providers will be selected to participate. Led by ARIIA as the evaluation and project implementation partner, the participating aged care providers will implement a defined evidence-based innovation project as outlined in "Flagship Project Topic" below.</p>
Grant amount	<p>Total grants of up to \$120,000 (ex GST) per organisation, comprised of:</p> <ul style="list-style-type: none">• Up to \$50,000 (ex GST) for Project Phases 1-3 (outlined in the Project Overview).• A further amount of up to \$70,000 (ex GST) available to implement Project Phase 4 (outlined in the Project Overview).
Grants available	Up to 8 grants are available to Australian aged care providers.
Co-contribution	<p>1:1 matched funds are required in addition to the ARIIA grant amount (includes cash and in-kind contribution).</p> <p>ARIIA is highly supportive of organisations that support care delivery in thin markets. Should organisations from Regional, Rural or Remote regions (Monash Modified Model (MMM) regions 3-7), small providers (250 or less total beds or packages) or providers of aged care with a focus on Aboriginal or Torres Strait Islander people wish to participate and want to discuss the participation issues that the 1:1 funding commitment requirement may pose, then please contact: agedcarecollaborative@ariia.org.au</p>
Project funding period	Maximum of 1 year (anticipated to be July 2025 – June 2026).



<p>Flagship project topic</p>	<p>Flagship Project 2: Empowering Data Literacy and Capability to Drive Quality Care</p> <p>This Flagship Project aims to empower aged care providers with the knowledge and capability to leverage their existing rich data sources to improve outcomes for aged care clients. This project will develop and embed data capabilities among aged care staff by enhancing the use of routinely collected data for pressure injuries and wound care. In the context of residential aged care, this will include the National Aged Care Mandatory Quality Indicator for pressure injuries, and in the context of home care this will include routinely collected data related to wound prevention, identification and care.</p> <p>Participants in this Flagship Project will be supported by ARIIA and Subject Matter Experts (SMEs) to identify, leverage and enhance routinely collected data regarding pressure injury and wound prevention, identification, management, and reporting. They will use data-driven insights to identify an opportunity to address a relevant problem and will be supported to develop and implement an evidence-based intervention specific to their context. These interventions intend to reduce both the incidence and severity of pressure injuries and wounds in a variety of aged care settings.</p> <p>While this project will focus on pressure injuries and wound care, learnings are intended to be transferable to any other data collected within the organisation.</p> <p>Beyond scaling an intervention and testing of the immediate outcomes, this project as part of the broader Aged Care Collaborative will also test its feasibility and transferability across different aged care settings. It will also foster collaboration within the sector, helping providers address workforce challenges that are difficult to tackle in isolation. On completion, it is intended that the project's findings will provide the sector with valuable evidence and insights that can be translated across a variety of aged care contexts, ultimately contributing to a more responsive, workforce-ready aged care system that aligns with the evolving needs of older Australians.</p>
<p>Eligibility Criteria</p>	<p>To be eligible to apply, organisations must:</p> <ul style="list-style-type: none"> • Be a registered Aged Care Provider (see Definitions); • Be incorporated in Australia with an active ABN; • Be registered for GST; • Nominate a single Implementation Site or region; • Agree to align with the Collaboration Principles; and • Be willing to enter into a Grant Funding Agreement with ARIIA.
<p>Application process</p>	<p>To be considered for this opportunity, organisations must:</p> <ul style="list-style-type: none"> • Meet the Eligibility Criteria; • Submit the required Application Documents before the closing date and time; and • Be available in the weeks following the closing date for further discussions, if required.
<p>Project implementation</p>	<p>Successful applicants will undertake the project implementation as part of a consortium with other aged care providers, supported by ARIIA. The consortium will receive project management, implementation and evaluation support from ARIIA and embedded SMEs. ARIIA will strive to include representation across a broad range of aged care settings as part of the consortium.</p>



Other information	These guidelines should be read in conjunction with the Application Form and the Grant Funding Agreement Template available here .
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Definitions

Aged Care Collaborative	An initiative established by ARIIA to harness the collective wisdom of the aged care ecosystem to invest in and implement evidence-based solutions that address complex workforce challenges.
Aged Care Collaborative Advisory Group	An independent group of invited members who bring their professional and personal experience to provide expertise and guidance to the initiatives of the Aged Care Collaborative.
Aged Care Provider	An organisation approved by the Aged Care Quality and Safety Commission to deliver Australian Government subsidised home, residential, or flexible care services.
Co-contribution	Funding provided by the Recipient to match grant funds 1:1 minimum (cash and/or in-kind).
Consortium	Coordinated by ARIIA, successful recipients will participate in a working group to realise project objectives under a shared project governance and implementation framework
Eligibility Criteria	The qualifying conditions which must be met to apply for a grant.
Grant Funding	ARIIA funding provided through the Aged Care Collaborative Flagship Projects
Implementation Site	The site chosen by the applicant to implement the project. This may be one of the organisation's residential aged care services or one home care region.
National Aged Care Mandatory Quality Indicator Program (QI Program)	The QI Program currently collects information from residential aged care services on 11 quality indicators across critical areas of care that can affect the health and wellbeing of aged care home residents. It is proposed that a QI program for home aged care services will be introduced in July 2026.
Organisational Readiness	An organisation's suitability and capability to implement the project. See section 'Organisational Readiness' below for further detail.
Project Information and Application Guidelines	This document which contains the relevant information for potential applicants.
Subject Matter Experts (SMEs)	Embedded Data and Clinical Subject Matter Experts (SMEs) will be funded by ARIIA separately to the Grant Funding to provide advice and project mentoring to participants across the entire project lifespan.



Background

Aged Care Research & Industry Innovation Australia

Aged Care Research & Industry Innovation Australia (ARIIA) is an independent, charitable organisation funded by the Australian Government to respond to the emerging workforce challenges in the Australian aged care sector.

With support from the Department of Health and Aged Care, ARIIA has led positive transformation through innovative, evidence-based programs and projects in aged care. ARIIA has funded translational research projects that equip the aged care workforce and sector with the knowledge and skills to implement evidence-based practices and new technologies. Guided by principles of co-design, inclusion, connection, and innovation, the aged care workforce has been empowered to improve care through innovation.

Aged Care Collaborative – Flagship Projects

Aged care is undergoing a transformative shift, driven by increasing demand, changing consumer expectations and the many sector reforms, with a rights-based and person-centred approach at the core. This transformation requires a workforce that is flexible, agile and empowered with skills to think differently, and a sector-wide culture of collaboration and innovation.

The Aged Care Collaborative has been established by ARIIA to harness the collective wisdom of the aged care ecosystem to invest in and implement evidence-based solutions that address complex workforce challenges. In 2025, the Aged Care Collaborative was established with \$3 million of Commonwealth funding, \$2 million of which will fund two Flagship Projects.

Led by ARIIA, the two Flagship Projects will bring together aged care providers that represent the diverse provider landscape across Australia. Australian aged care providers can apply to participate in the Flagship Projects as Implementation Sites. Led by ARIIA as the evaluation and project implementation partner, the selected providers will implement a defined evidence-based innovation in their organisation and collaborate with one another to share processes, progress, learnings and outcomes.

The topic for this Flagship Project is outlined in the ‘Flagship project topic’ section of the Overview table above.

The Opportunity

Recognising that the aged care sector is facing significant change and challenges, the Flagship Projects will address complex workforce challenges that are difficult to respond to in isolation, presenting a unique opportunity to use a collaborative approach to enact meaningful change across the aged care sector. We are seeking applications from aged care providers that want to nominate an Implementation Site that are willing to try something new in a collaborative and safe setting where you will openly discuss learnings, challenges and successes with other like-minded providers.

This Flagship Project aims to empower aged care providers with the knowledge and capability to leverage their existing rich data sources to improve outcomes for aged care clients. This project will develop and embed data capabilities among aged care staff by enhancing the use of routinely collected data for pressure injuries and wound care.

In the context of residential aged care, this will include the National Aged Care Mandatory Quality Indicator for pressure injuries, and in the context of home care this will include routinely collected data related to wound prevention, identification and care.



Participants at each Implementation Site in this Flagship Project will be supported by ARIIA and SMEs to identify, leverage and enhance routinely collected data regarding pressure injury and wound prevention, identification, management, and reporting. They will use data-driven insights to identify an opportunity to address a relevant problem and will be supported to develop and implement an evidence-based intervention specific to their Implementation Site's context. These interventions intend to reduce both the incidence and severity of pressure injuries and wounds in a variety of aged care settings.

While this project will focus on pressure injuries and wound care, learnings are intended to be transferable to any other data that is collected within the organisation.

On completion of the 12-month project, your organisation will have:

- Empowered staff with the knowledge, skills and confidence to identify, collect and interrogate data to inform evidence-based approaches that improve quality of care at a client and organisational level.
- Implemented and evaluated a data-driven, evidence-based intervention to improve pressure injury or wound prevention, identification and management, and improve performance on the pressure injury quality indicator.
- Established relationships with a like-minded network by collaborating with other project participants from across the aged care sector, supported by industry and SMEs.
- Contributed to valuable evidence and learnings that can be shared across your organisation and the aged care sector, enabling implementation at scale in a variety of aged care contexts with an understanding of the factors that influence acceptability, adaptability and sustainability.

More information is available in the Project Overview section and Appendix A.

Collaboration Principles

Collaborating, sharing knowledge and learning together are fundamental to the Flagship Projects. Participating organisations will need to share this commitment to collaborate and be active participants in regular meetings with project participants and SMEs.

All Flagship Project participants will be expected to follow these Collaboration Principles:

- **Trust** - Foster mutual trust through open communication and respecting confidentiality.
- **Courage** - Embrace new approaches and balance risks.
- **Inclusive** - Seek and value diverse perspectives, keep an open mind.
- **Person-centred** – Align the approach with person-centred principles.
- **Collective learning** – Openly share best practices and lessons learned.
- **Measurable national impact** – Be proactive and inquisitive in measuring results and unpacking learnings beyond an individual organisation's context.
- **Purpose driven** – Contribute towards a better future for aged care.



Organisational Readiness

The scope and complexity of this project makes Organisational Readiness a critical success factor. For this Flagship Project, Organisational Readiness is defined as:

- A genuine commitment to improving your organisation's approach to data collection and analysis.
- A flexible mindset and openness to new ways of working.
- A willingness to embrace change and adopt a data-driven approach to implement an evidence-based solution to improve care quality.
- The ability to secure support and engagement from management, staff, clients, and families.
- Capacity to work closely with embedded SMEs through workshops, mentoring, and other support mechanisms.
- A commitment to an authentic, dialogue-based co-design process.
- Effective internal communication channels to disseminate key information.
- Use of electronic platforms to capture and report data, and compliance with digital health ethics requirements.

You will be asked to explain your Organisational Readiness in the Application Form.

Governance and Support

Participating organisations will be supported throughout each stage of their project by ARIIA, who will facilitate the project as the evaluation and project implementation partner to enable consistent, centralised and collaborative project and implementation management and evaluation.

An overarching Independent Advisory Group will provide high level advice to the Aged Care Collaborative's two Flagship Projects, and its members will provide high-level feedback, advice and recommendations throughout the 12-month program.

In addition, the participants of each Flagship Project will be supported at an operational project level by ARIIA staff and embedded subject matter experts, who will be funded by ARIIA separately to the Grant Funding and will provide advice and project mentoring across the entire project lifespan as needed.



Project Overview

Empowering data literacy and capability to drive quality care

This Flagship Project aims to empower aged care providers with the skills and capability to leverage their existing rich data sources to improve outcomes for aged care clients. This project will develop and embed data capabilities among aged care staff by enhancing the use of routinely collected data for pressure injuries and wound care.

Project Outcomes

Data literacy and capability	Data driven quality improvement
<p>Primary project outcome:</p> <p>Participants will demonstrate increased knowledge, capability and confidence in identifying, collecting and interrogating data to inform evidence-based approaches that improve quality of care at a client and Implementation Site level.</p>	<p>Primary project outcome:</p> <p>Improvement in data quality and consumer outcomes. Implementation Sites will implement and evaluate a data-driven, evidence-based intervention in one or more of the following areas for pressure injury: prevention, monitoring and/or management of pressure injury.</p>
<p>Secondary project outcome:</p> <p>Participating Implementation Sites will demonstrate how learnings from this project will be applied across other quality indicators and/or routinely captured quality of care data where relevant.</p>	<p>Secondary project outcome:</p> <p>Participants will build their network and confidence in data-driven quality of care by collaborating with other project participants from across the aged care sector, supported by industry and SMEs. Participating Implementation Sites will demonstrate how learnings from this project on successful pressure injury interventions are disseminated and communicated to key stakeholders identified in the individual project plans (e.g. site and organisational governance bodies, care recipients/families) and to external stakeholders in the broader sector to improve promotion of best-practice activities to improve care.</p>

Each Implementation Site will be responsible for collecting and reporting on measures to inform project outcomes. Project outcome data will be collated and analysed by the ARIIA project team in collaboration with the project SMEs and the collaborative consortia.



Aged Care Collaborative Program Outcomes

ARIIA will coordinate the evaluation of high-level Flagship and Aged Care Collaborative program outcomes to measure outcomes related to Organisational Readiness, participation, collaboration, acceptability, transferability, scalability and impact. Individual Implementation Sites will be asked to participate in and record data at baseline, interim and final project timepoints to contribute towards the data collection for these measures. ARIIA is aware that these evaluation activities need to be streamlined so as not to impact an organisation's capacity to undertake their implementation project, in addition to the provision of usual care.

Project Phases*

*This is an indicative schedule only, recognising that based on Organisational Readiness and capacity, Implementation Sites will be supported by ARIIA and SMEs to move through the project at different paces within the 12-month total timeframe.

To deliver Project Phases 1-3, participating organisations will receive up to \$50,000 ex GST in ARIIA Grant Funding. 1:1 matched funds will be required in addition to the ARIIA grant amount (includes cash and in-kind contribution).

Collaboration, evaluation, project management and knowledge sharing (across the 4 phases and 12 months)

Participation in the Flagship Project Collaborative Consortia will comprise facilitated workshops, drop-in discussions and online sessions with the broader Flagship team. ARIIA will provide the Collaborative Consortia with project management and evaluation support throughout the entire project.

Phase 1: Project Initiation (indicative July - August 2025)

Establish a project team for the Implementation Site, confirm budget allocation, identify high-level known and potential risks, develop a high-level implementation and project plan, describe existing data and guidelines which inform organisation practice and provide clarification of past performance reporting processes and outcomes, clarifying information provided in initial application where relevant.

Phase 2: Data Interrogation (indicative September - October 2025)

Participants in the collaborative consortia will attend online workshops facilitated by Data and Clinical SMEs engaged by ARIIA to expand their data knowledge and capabilities. The Data and Clinical SMEs will support each Implementation Site and participating staff to identify, interpret, and analyse data that uncovers an opportunity for improvement or a problem to address against the pressure injury QI.

Phase 3: Develop an evidence-based solution (indicative November – December 2025)

Participants will develop a small evidence-based solution and a six-month implementation plan (i.e. project plan) to address the site-specific data-driven opportunity to improve one area of pressure injury/wound care. Planning for the implementation of an evidence based solution will utilise ARIIA's existing evidence-based [Innovation Capability Program](#) (ICP) and participants will engage in online learning modules, workshops and coaching sessions with ARIIA and the Clinical SMEs in order to develop and submit a robust implementation plan that is feasible, context specific and fit for purpose.

At the end of Phase 3, each participating organisation will prepare an implementation plan to submit to ARIIA for approval outlining their proposed evidence-based solution and requested funding to implement the solution in Phase 4 (up to \$70,000 ex GST). 1:1 matched funds will be required in addition to the ARIIA grant amount (includes cash and in-kind contribution).



Phase 4: Implement and evaluate solution (indicative January - June 2026)

Participating Implementation Sites will implement their evidence-based solution using the ARIIA Innovation Capability Program tools and resources, with mentoring and project support from ARIIA, Data and Clinical SMEs. Implementation Sites will prepare an interim report and final report.

See Appendix A for a more detailed proposed implementation plan.

Application Submission

Applications must be submitted via email to agedcarecollaborative@ariia.org.au by **5pm ACST Thursday 8 May 2025**. Note that any areas of non-compliance with the Grant Agreement should be listed in the Application Form with any proposed amendments for negotiation. Late applications will not be considered.

ARIIA, at its discretion, may seek additional information, or allow applicants to remedy minor errors, but will not accept responsibility for any misunderstanding arising from the failure by an applicant to clearly comply with the requirements set out in these guidelines, or arising from any ambiguity, discrepancy, inconsistency, error, or omission contained in the Application or these Guidelines. Contact ARIIA at agedcarecollaborative@ariia.org.au for any questions, clarifications, or further information.

Application Documents

Organisations applying for this grant must satisfy the requirements provided in the Eligibility Criteria section of the Application. To be considered for this opportunity, the Cover Letter, Application Form and supporting attachments must be submitted prior to the Application Close Date.

Cover Letter

Provide a Cover Letter (no more than 800 words) signed by an Authorised Representative of your organisation detailing:

- Why your organisation is interested in participating in this Flagship Project.
- Benefits to your organisation.
- How your involvement will benefit the Aged Care sector.
- How your involvement will support collaboration in the Aged Care sector.
- How you will ensure that your organisation and key personnel will genuinely commit to the Collaboration Principles.
- An endorsement of support for participation in the project by your Executive and/or Board.



Application Form

Please see the Application Form for full details. Key information includes:

- Contact details.
- Organisational context.
- People and capabilities.
- Project implementation.
- Non-Compliance and Declarations.



Eligible use of Grant Funds and Co-contribution

Grant Funding is available to support organisations to prepare their project structure and plans, undertake data literacy or role co-design activities, implement the project, participate in ongoing knowledge sharing as part of the collaborative consortia, and collect the specified data to measure the outcomes.

Eligible Expenditure

Expenses related to the grant amount requested and matched co-contribution that directly support the project are eligible. These include, but are not limited to:

- Salaries and on-costs for personnel who perform the project or activities that support the project. Note that while salary overheads are eligible, organisational/institutional overheads are not eligible.
- Subcontractor costs are eligible for advisory purposes only. The use of subcontractors for other purposes are not eligible expenditure as a goal of this program is to enhance aged care workforce capability.
- Consumables required for the project but excluding those deemed to be for broad general use.
- Costs for publication and dissemination of outputs and outreach activity.
- Costs supporting stakeholder participation in co-design activities where this is related to the project.
- Equipment, hardware and software specifically required for Project Phase 4 (implementation stage), which will need to be justified in the Phase 4 Proposal.

Ineligible Expenditure

'Business as Usual' and capital expenses are ineligible. These include, but are not limited to, the following 'business as usual' activities:

- Retrospective (i.e., those costs incurred before a Grant Funding agreement is fully executed).
- Capital, infrastructure, or equipment costs that are unrelated to the project, outside budget scope, or the objectives of the Conditions of Grant.
- Depreciation of assets.
- Fines and penalties.
- Cost of computers, tablets, mobiles, phones, or office facilities for project personnel.
- Rent or other property fees.
- Grant application and administration costs.
- Student placement costs.
- Organisational overheads or infrastructure levies.
- Any other expenditure determined by ARIIA as non-project costs.



Application Selection

Applications will be screened for compliance by ARIIA against the Eligibility Criteria and Selection Criteria as an initial due diligence process. The Aged Care Collaborative Advisory Group will shortlist and support the selection of successful applications, ensuring representation across various aged care settings, organisation types, locations, and alignment to the Flagship Project Collaboration Principles. Final approval and selection of successful applicants will be undertaken by the ARIIA Board. All Advisory Group Members are required to declare conflicts of interest and sign confidentiality agreements prior to assessing full applications.

Selection Criteria

1	The organisation demonstrates a genuine commitment to the Collaboration Principles.
2	The proposed Implementation Site is appropriate.
3	The organisation demonstrates strategic alignment with the project topic.
4	The organisation has clearly articulated the current processes for collecting and analysing data to inform the project intervention.
5	The organisation has provided sufficient QI Pressure Injury data relevant to their service delivery.
6	The organisation has identified relevant challenges and/or opportunities that will be addressed by the project.
7	The project personnel have the skills, expertise, availability and continuity to deliver the project and the organisation has considered other resources that need to be involved.
8	The organisation demonstrates an awareness of the Organisational Readiness required for the project and how it meets / will meet this.
9	The organisation demonstrates an existing project management capability with examples of previous project implementation.
10	The organisation has identified appropriate senior leaders who will sponsor and support the project, and the project has Executive/Board endorsement.
11	The organisation demonstrates an awareness of possible challenges and risks in implementing the project and has considered appropriate mitigations for these.
12	The organisation has appropriate communication and change management strategies in place to support the project implementation.



13	Any aspects of non-compliance have a clear rationale and do not affect the likelihood of project success.
14	<p>When reviewed alongside other shortlisted applications, the selected organisations represent a diversity of aged care settings, organisation types, sizes and locations.</p> <p>The list below indicates factors that may inform the mix of organisations for this Flagship Project; however, the final selection will be dependent on applications received.</p> <ul style="list-style-type: none">• Representation from different States and/or Territories• Representation across metropolitan and regional, rural, remote areas• Representation across residential care and home care• Representation of small and large providers• Representation of for-profit and not for profit

Application Outcomes

Applicants may be contacted for additional discussions after submission and should ensure key project personnel are available for these follow-ups.

All applicants will be informed of the outcome by email before 30 June 2025.

Successful applicants will complete negotiations and enter into a Grant Agreement with ARIIA within 2 weeks of the initial notification email. The Grant Agreement defines obligations on the parties relating to the conduct and completion of the project. Inability to sign off within the 2 weeks may lead to withdrawal of the offer for funding.

Further Information and Feedback

Enquiries	Any queries regarding the application can be submitted via email to agedcarecollaborative@ariaa.org.au
Feedback	Any feedback, or comments on the application process are welcome and can be submitted via email to: agedcarecollaborative@ariaa.org.au .

Aged Care Collaborative

Accelerating workforce innovation



For more information visit ariia.org.au | Email agedcarecollaborative@ariia.org.au | Call 08 7421 9134

