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WHITEPAPER · AGED CARE & WORKFORCE

Beyond the rosters.

How ServiceNow can help solve aged care's workforce crisis.

A practical response to the Royal Commission's findings — and a pathway from manual rostering chaos to intelligent workforce orchestration.

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A workforce crisis that's solvable.

The honest answer is not “hire more people”. It is “deploy the people you already have more effectively” — and build a platform that scales when the pipeline does.

The Royal Commission into Aged Care Quality and Safety painted a stark picture. **Over 58% of Australian aged care facilities operate with unacceptably low staffing levels.** The sector faces a projected shortage of **110,000 workers by 2030.** Annual turnover sits at **25–27%**, driven by burnout, poor working conditions and crushing administrative load.

These aren't abstract numbers. They show up at 6 AM on a Tuesday when a manager is staring at a rostering spreadsheet, three RNs have called in sick, a personal care assistant's visa expires next week, and a resident with dementia needs specialised behavioural support that only two qualified staff can provide. The compliance checklist sits half-complete. Families expect care continuity. The day hasn't even started.

The honest answer to this is not “hire more people”. The pipeline is constrained. The honest answer is **deploy the people you already have more effectively** — and build a workforce platform that lets you scale when the pipeline does open up.

ServiceNow is the platform doing this work in Australian Government and Healthcare today. The Department of Health, Disability and Ageing (DHDA) is processing **100+ candidates per Bulk Onboarding run.** Canberra Health Services **doubled** their employee onboarding throughput in two months.

50%

Reduction in onboarding cycle times (sector benchmark)

80%

Drop in HR service emails — replaced by tracked requests

2×

Improvement in HR response times

100+

Candidates per Bulk Onboarding run (DHDA)

Novabridge has led these implementations. This paper sets out the workforce challenges the Royal Commission identified, the mobility crisis underneath them, and the ServiceNow platform pattern that addresses both — with the proof points to back it up.

Inadequate staffing topped the list of systemic failures.

Compared to international benchmarks, more than half of Australian aged care residents live in understaffed facilities. This is a problem of dignity, safety and the fundamental right to quality care.

110,000

projected worker shortage
by 2030

58%

of Australian aged care
facilities understaffed

25–27%

annual workforce turnover

95%

of providers face
significant rostering
challenges

The workforce challenges extend well beyond shortages.

- **Annual turnover sits at 25–27%** — workers cite burnout, poor working conditions and administrative burden as the reasons for leaving.
- **Mobility is broken** — providers cannot quickly deploy skilled workers where they're needed most.
- **Compliance is manual** — managers spend hours each week tracking certifications and award conditions instead of supporting their teams.
- **Skills are underutilised** — RNs report being assigned tasks below their skill level despite acute workforce shortages in specialised areas.

By 2030, the projected shortfall is 110,000 workers — a number the existing pipeline cannot close. The work has to be done with the workforce we have, supported by systems that let people be productive at the level they were trained for.

The complexity has outgrown the spreadsheet.

Manual workforce scheduling in aged care is no longer just inefficient — it is becoming impossible.

Consider the variables involved in a single week's roster.

- Mandatory staffing ratios requiring 24/7 registered nurse coverage.

- Skills matching for specialised care needs — dementia, palliative, medication management, behavioural support.
- Travel time optimisation for home care workers covering multiple locations.
- Compliance with care minutes mandates and award conditions.
- Managing a workforce where one in four staff leave each year.

Manual systems cannot account for this complexity. The result: **over 95% of care providers face significant rostering challenges**, with **38% struggling to maintain adequate staffing levels at any given time**.

This is the daily reality across the sector. It is also entirely solvable with the right platform.

Right person. Right place. Right time.

Australia's aged care workforce shortage is not just about headcount. It is about mobility and deployment.

With 110,000 workers projected to be missing by 2030, providers must maximise the productivity of the staff they already have through intelligent deployment. Mobility breaks down in four ways.

● Geographic mobility

Home care workers spend **25–30% of their shift travelling**. Manual scheduling produces inefficient routes that waste time that could be spent providing care.

● Skills mobility

Qualified staff are routinely underutilised. Aged care nurses are assigned tasks below their skill level even when specialised areas are short of capacity.

● Temporal mobility

Fixed shift patterns prevent flexible deployment where staff are most needed. When acuity spikes or someone calls in sick, manual rostering cannot respond fast enough.

The fourth — **cross-sector mobility** — applies to workers moving between aged care, disability services and broader healthcare. Providers lack systems to track and leverage these transferable skills, even though many workers carry experience across all three.

Each of these is workforce capacity that exists but isn't being captured. The platform pattern in the next section changes that.

Not a rostering tool. An orchestration layer.

ServiceNow sits across the systems you already have — HR, identity, payroll, compliance, scheduling — and makes them work together as a single workforce platform.

Skills-based deployment

Workforce optimisation features enable skills-based routing and scheduling. Workers are matched to assignments based on qualifications, experience, certifications and resident preferences — so specialised care needs are met and staff are utilised at their trained level.

Real-time redeployment

Dynamic scheduling responds to staffing gaps and changing care requirements as they happen. When an RN calls in sick, the system identifies qualified replacements and optimises the entire shift pattern automatically.

Intelligent travel optimisation

For home care providers, ServiceNow optimises routes and schedules to minimise travel time while maintaining care continuity. The 25–30% time loss currently spent travelling becomes time spent with residents.

Predictive staffing

Advanced analytics identify patterns in staff availability, resident acuity and seasonal demand — surfacing potential shortfalls before they impact care delivery. The model shifts from reactive crisis management to proactive workforce planning.

Automated onboarding

Healthcare organisations using ServiceNow HR Service Delivery report **30–50% reductions in onboarding time**. The Department of Health, Disability and Ageing is processing **100+ candidates per Bulk Onboarding run** — work that previously took weeks now completes in days.

Compliance automation

Built-in regulatory compliance tracking ensures staff meet mandatory requirements without managers spending evenings updating spreadsheets. Certifications, training, working-with-vulnerable-people checks — all tracked, all reported, all audit-ready.

Four barriers. Four platform patterns that dismantle them.

Each row is the difference between a manager firefighting a roster at 6 AM and a manager arriving at a workplace where the system has already flagged the gap and proposed three qualified options.

Barrier	Today's reality	ServiceNow pattern
Information silos	Skills, availability and performance data scattered across multiple systems	Unified data platform — single source of truth for all workforce information
Communication gaps	Inability to coordinate quickly across departments and locations	Automated communications — real-time notifications across all stakeholders
Compliance complexity	Manual tracking of skills, certifications, regulatory requirements	Compliance automation — built-in tracking and reporting for regulatory obligations
Reactive management	Responding to crises rather than preventing them	Predictive analytics — proactive identification of issues and opportunities

Operating in Australian Government & Healthcare today.

The implementation pattern is not theoretical. These are real, in-production results from Novabridge engagements and global healthcare benchmarks.

Department of Health, Disability and Ageing (DHDA)

Novabridge implemented the Department's ServiceNow ESM program — including a Bulk Onboarding application that processes **up to 100 candidates per run**, with automated identity provisioning via Microsoft Entra ID and device lifecycle via Intune. Work that previously took weeks now completes in days.

Canberra Health Services

Their ServiceNow HR Service Delivery solution, implemented by Novabridge, **doubled the number of candidates onboarded within target timeframes in just two months**. This is not abstract efficiency — it is qualified caregivers reaching residents faster.

Healthcare sector benchmarks

- **50% reduction** in onboarding cycle times
- **80% drop** in HR service emails — replaced by tracked, accountable requests
- **2x improvement** in HR response times
- **Significant reductions** in the administrative burden that drives burnout

Elara Caring (US benchmark — 60,000 patients)

When Elara Caring implemented ServiceNow across their 60,000-patient network, the gain wasn't just efficiency. It was **capacity for better patient relationships** — staff freed from administrative load could spend that time with the people they were there to care for.

The platform is the means. The human connection is the point.

The Royal Commission called for a philosophical shift placing care recipients at the centre. ServiceNow enables this by freeing staff from administrative tasks so they can focus on what matters most.

Behind every scheduling challenge is a human story. The resident who doesn't get their preferred personal care worker. The family who can't get consistent updates about their loved one. The dedicated worker who leaves the sector because the schedules are unpredictable and the admin load is crushing. When administrative barriers are removed, care workers can focus on what drew them to the profession in the first place.

From the Royal Commission

The Commission called for a philosophical shift that places care recipients at the centre. Technology that automates administrative load is one of the most direct ways providers can deliver on that shift — by giving caregivers back the time the spreadsheet was taking from them.

The technology exists. The proof exists. The need has never been greater.

Australia's aged care workforce crisis demands more than money. It demands smart solutions that maximise the productivity and satisfaction of existing workers while streamlining the path for new ones.

The pilot programs prove its effectiveness. The question is not whether the workforce crisis can be solved with intelligent automation. It is whether providers will move quickly enough to deploy the solutions that already work.

WHY NOVABRIDGE

Australia's ServiceNow Elite Partner with deep healthcare and public sector experience.

We have led the largest Cherwell-to-ServiceNow migrations in the country, the workforce automation work at the Department of Health, Disability and Ageing, and the HR Service Delivery transformation at Canberra Health Services.

We don't just know the software — we know the regulatory environment, the security posture and the realities of delivering inside Australian aged care. Our role is to help providers choose the right approach, avoid the predictable traps, and unlock the workforce capacity that ServiceNow enables.

Talk to us.

The 2030 workforce shortfall is forecast. The Royal Commission's findings are public. The platform is proven inside Australian Government and Healthcare today.

Start a conversation about how ServiceNow could change the daily reality for your workforce.

GET IN TOUCH

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