Establishing a Workforce for Consumer Directed Care

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What we are going to cover today

➤ Some Background on CDC
➤ Customer Focused Journey in Residential Aged Care
➤ Establishing a Culture of Customer Service
➤ Making a Customer Service Culture Stick
What does Consumer Directed Care mean for providers?

- A change in approach – providers and their staff need to be customer focused
- **The consumer becomes a customer** and has more say over the **services and support** they receive or want to receive
- The customer or their family can **change providers** at **any time** if their **needs and expectations** are not being met
A customer focused journey…

Sources of expectations:

- Past experiences with the services delivered
- Past experiences with your organisation
- Past experiences with other similar organisations
- Your reputation in the community
- Friends, colleagues, etc.
- Promises made by your organisation
Case Study - Peninsula Village

- Not for profit residential aged care provider
- 407 residents with 37 years of operating history
- By 2010 it was facing some major challenges
  - Years of poor financial management
  - Dysfunctional Management
  - Compliance problems
  - High staff turnover (through the roof = 42%)
  - Culture based upon fear and intimidation with significant pockets of resistance
  - Reputation in the community was deteriorating with ongoing bad press and high levels of industrial activity
Case Study - Peninsula Village

The Board replaced the CEO and the new CEO was given the following objectives for their first year:

- Fix all outstanding areas of non compliance, establish and embed systems to ensure ongoing compliance
- Stabilise the management structure, weed out poor performing staff and reduce staff turnover
- Establish a business plan for the next 12 months with focus on establishing a robust framework of management systems
- Rebuild community relationships
- Achieve a break even financial result
Case Study - Peninsula Village

How did they go:

» No compliance issues since 2010 and in May 2012 achieved full accreditation for 3 years
» New management structure in place and staff turnover (excluding casuals) reduced to 11%
» Business plan created and converted into a 3 year strategic plan with an 18 month operational focus
» Relationships with other community based organisations strengthened resulting in a number of community partnerships being established
» Organisation has won numerous awards and is now widely recognised for its achievements
» Organisation is now operating in surplus
Case Study - Peninsula Village

Peninsula Local community involvement activities focus on:

- Showcasing all aspects of Village life to the local community
- Focussing on local schools – Brisbane Water Secondary College and Green Point Christian College
- Umina Kids Club
- Active participation in the NAB Community Involvement Program in Aged Care and Community Services
- Regular Open Days exposing the community to village life
- A range of other community events are held on site to encourage community involvement in village life
Case Study - Peninsula Village

Peninsula Developing their own workforce:

- Committed to growing their own workforce particularly carers but also clinical specialists and managers
- At any one time have 8 school based trainees in place
- Graduate Clinical Nurse Program (currently providing aged care conversion training to 3 Registered Nurses who have recently re-joined the workforce
- Allied Health – Aged Care Skills Development Program
- Education policy encourages all staff develop their skills (expense on staff education almost 2.5 times the industry benchmark)

These photos were taken as part of the School based trainee program
Case Study - Peninsula Village

So where to from here?

- Fully embed new care model which focuses not only on care but also on customer service
- Enhance fee paying service options for self care villages and the local community
- Continue to enhance existing facilities and the services provided at each facility
- Identify other opportunities for growth in both service offerings and facilities
- Continue to educate and develop staff to be customer focused in their interactions with emphasis on communication and expectations management
- Really become an “employer of choice”
- Become the “provider of choice”
Establishing a Customer Service Culture

➢ The culture must focus on making a real difference to people’s lives – focused on the resident and their family as our customers

➢ The organisation which is committed to innovation and having a go – again focused on the resident and family as our customers

➢ Staff must be really engaged and recognise that each individual action facilitates customer service

➢ The organisation must focus their communication on winning the hearts and minds of its customers and this must occur at every touch point

➢ The organisation must encourage real leadership
Establishing a Customer Service Culture Requires Real Leadership

➢ Identify and recognise employees who can be both relied on and take responsibility for their actions – These people are your real leaders

➢ Recognise employees who approach their jobs with enthusiasm and passion – It is contagious

➢ Recognise employees who are committed to creating genuine and real relationships with customers – This is the key Customer Service
What do Real Leaders need to make Customer Service Culture stick?

- Engage the workforce in the organisations strategic direction
- Operate **transparent** organisational structures, policies, systems and documents that support the direction
- Establish **effective communication mechanisms** to get the key messages across
- Manage employee performance to keep people on track
- Recognise engaged employees
What are the Key Strategies needed to make culture change stick?

- Effective change management through their leadership
- Make a difference by focusing on the customer, and making sure everyone is clear about what the customer wants
- Introduce systems and processes that support both the strategic direction and the leaders who are going to get them there
- Consistency and quality of experience across touch points determines whether the brand promise has been delivered or not
- Accept that real change takes time and that requires leadership, commitment and perseverance
Greenhouse – makes me feel like I’m home

http://www.youtube.com/watch?v=fGg4R-BuVFg
So in Summary...

- Consumer Directed Care are not just words it is about a **change in approach** and **attitude** to our clients, residents and their families.
- Every interaction with a customer is an opportunity to make a positive impression.
- The **culture must focus on** making a **real difference** to people’s **lives**.
- Real **leadership** and effective **communication** is the **key**.
- Real **change** takes **time, commitment** and **perseverance**.
Thank you…

Please feel free to contact me or any of my team at your convenience

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