



# Performance in the face of adversity

Creating an environment of  
**success**

Presented by  
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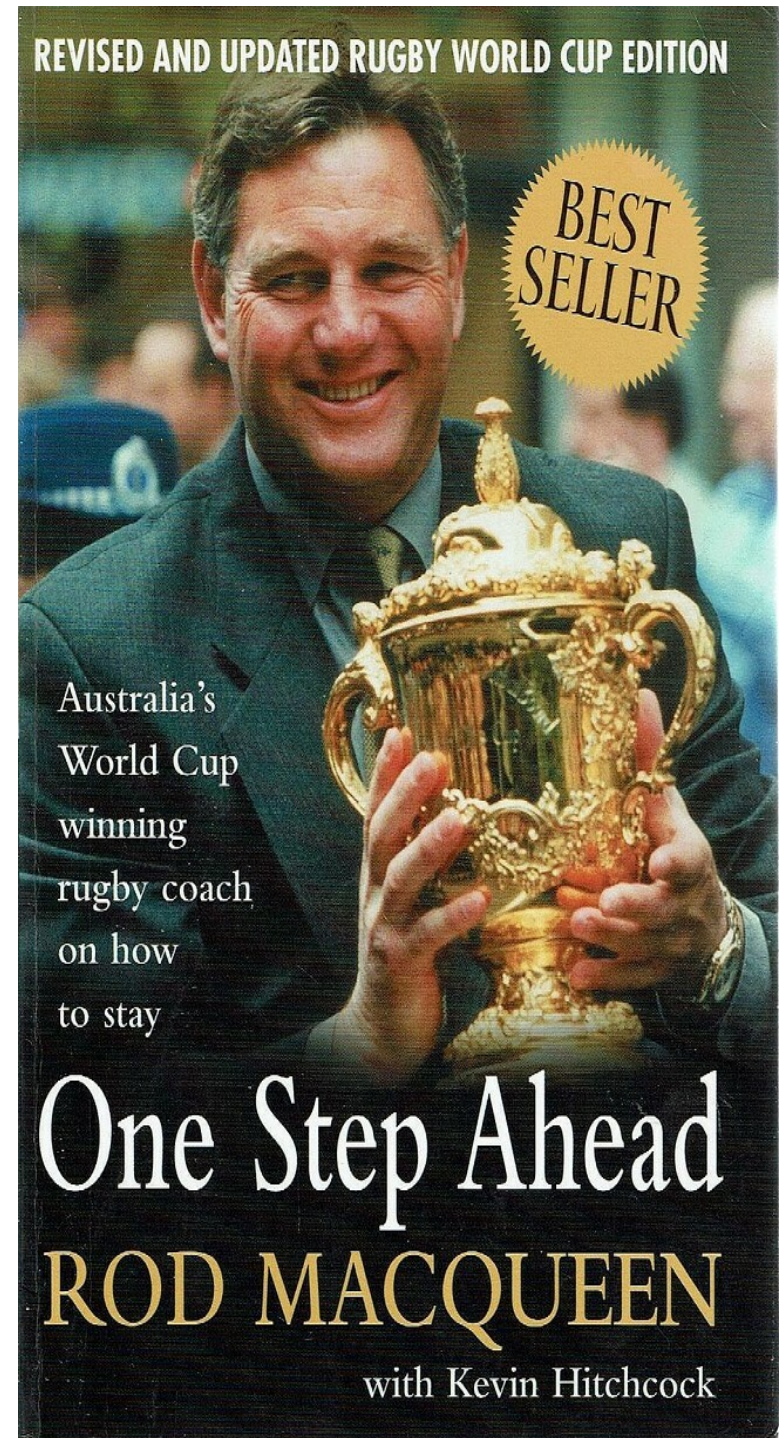


# Purpose





# What does an environment of success look like?



## Your challenges

Honestly

- When you look at your organisation, what are you tolerating?
- What excuses are you hearing?
- What are you accepting as “**normal behaviour**”?

## Your beliefs

- Beliefs are easy to form and hard to break
- Your beliefs drive your decision making and self talk
- Examples of beliefs that exist in aged care:
  - Accept poor performance
  - Cannot attract and retain good staff
  - It is hard to be profitable in aged care
  - We pay poorly so we get poor staff

**Do your beliefs need updating?**

## Keys to changing your thinking

- Listen to your self talk
- Find someone to challenge your beliefs
- What do you want to believe?
- Take action
- Have the courage of your convictions
- Pursue your vision

## Aged care industry challenges

- Funding
- Staff
- Regulations
- Boards
- Resident demands
- Family expectations

## Staff

- Attract, develop and retain
- Specific training in the 'soft skills':
  - Customer Service
  - Emotional Intelligence (EQ)
- Manage performance
- Provide leadership and feedback
- Use your EBA as your point of difference
- Staff competency framework



## Board governance

- Understand the requirements of Standard 8
- Plan how to meet the requirements:
  - Site visits by Board members
  - Understand the risk mitigation systems and practices your organisation has in place
  - Know which staff are responsible for the delivery of key functions in the facility
- Understand your Board Charter:
  - As a Board Member understand your responsibilities
  - What is your Board renewal process and are you actioning it?
- At a minimum complete the *Self Assessment Response* as a collective group

## Resident and family expectations

- Starts with the first interaction with a family
- You are the experts in the field of aged care
- Excellent Customer Service sets expectations
- Policies and procedures to support staff managing difficult family issues
- Clear and consistent resident and family induction process sets the expectations from the start

## Case Study 1

- Stand alone provider – environment was one of:
  - Fear
  - Lack of Structure and accountability
  - No resident focus
  - Do as you please attitude
- Visit July 2018 - 2 unmet
- Visit September 2018 – 4 unmet
- Visit November 2018 – 22 unmet
- Sanctions
- New management team installed

## Case Study 1 – outcomes

- New managers called out poor behaviour and held staff to account
- Complete overhaul of their HR framework
- New behaviour guidelines set and enforced
- Many staff left and others found their voice
- New leaders encouraged education and self leadership
- Created a foundation for long term cultural change

## Case Study 2

- Large multi site provider of multiple aged care services
- Environment was:
  - Comfortable and old school with deep social connection
  - Complacent
  - Disconnected and siloed
- Could have continued in the same way for a while
- New Board recognised this environment and were uncomfortable
- The structure would not support the business in the new aged care environment

## Case Study 2 - outcomes

Large organisational change project was undertaken to:

- Reduce numbers and modernise the executive team
- Remove layers of reporting
- Provide focus on the important elements

New focus on:

- Quality and Governance
- Customer Service
- Technology
- Property Development
- Sales

## 7 Pillars of a successful organisation

### Courageous, adaptive Executive and Board leadership

- What does courage look like to you?
- How do courageous leaders behave?
- What is the catalyst for them to act?

## 7 Pillars of a successful organisation

### Disciplined, people focused management

- You are in the people business
- Staff are over 65% of your cost. How do you get the most from them?
- Your residents, clients and families are people
- Your people development and support strategies are vital to create your environment of success



## 7 Pillars of a successful organisation

### Well designed and implemented programs and strategies

- How does your Lifestyle program support and enhance your residents' lifestyles?
- This is a big component to minimise risk
- Regularly review the results
- Are your programs contemporary?
- Are staff trained to get the maximum results from your programs and strategies?

## 7 Pillars of a successful organisation

### Financial health and sustainability

- It goes without saying the importance of this statement
- Remember 47% of providers are not profitable
- How are you improving your situation?
- Guard against complacency by asking the uncomfortable questions
- Are there questions you know you need to ask but haven't?

## 7 Pillars of a successful organisation

### An environment that values learning

- Learning is an integral part of continuous improvement
- To improve you have to learn
- People learn in many different ways
- Reinforcing new behaviour takes time
- Coaching is the best form of reinforcing new ways of doing things
- From this Summit, what have you learnt and what will you do differently?

## 7 Pillars of a successful organisation

### Internal monitoring of continuous improvement

- What measures do Boards, CEO's and leadership teams need to take to ensure the organisation is evolving in a positive way?
- What do you do to encourage creative thinking, researching new ways to work, care, connect and engage with residents and clients?
- How do you measure effective leadership. Those 1%ers who make a difference

## 7 Pillars of a successful organisation

### Externally evaluate your effectiveness

- What are other people saying about your organisation?
- Your resident, client, family and peer feedback
- A trusted peer network is vital
- What other skills can you engage to enhance your business e.g. customer service or hospitality?

## Challenge

- How do I .....
- The most common question I get asked
- There are several hundred delegates at this Summit
- Many you may know and many more you will not
- Over the course of the Summit make a conscious effort to speak to 5 people you don't know
- Ask them about their story
- I would be amazed if you did not learn at least one thing from each of them



# Questions



## Contact details

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