

'Putting the Customer Second'

Baptcare

Bringing care to life



**'Putting the Customer Second':
Organisational Success through people-related strategies**



ACSA National Community Aged Care Conference 2010
Organisational Success and people-related strategies



Baptcare 2003-2010: Founding Organisational Success On People-Related Strategies

'Putting the Customer Second' Background and Context



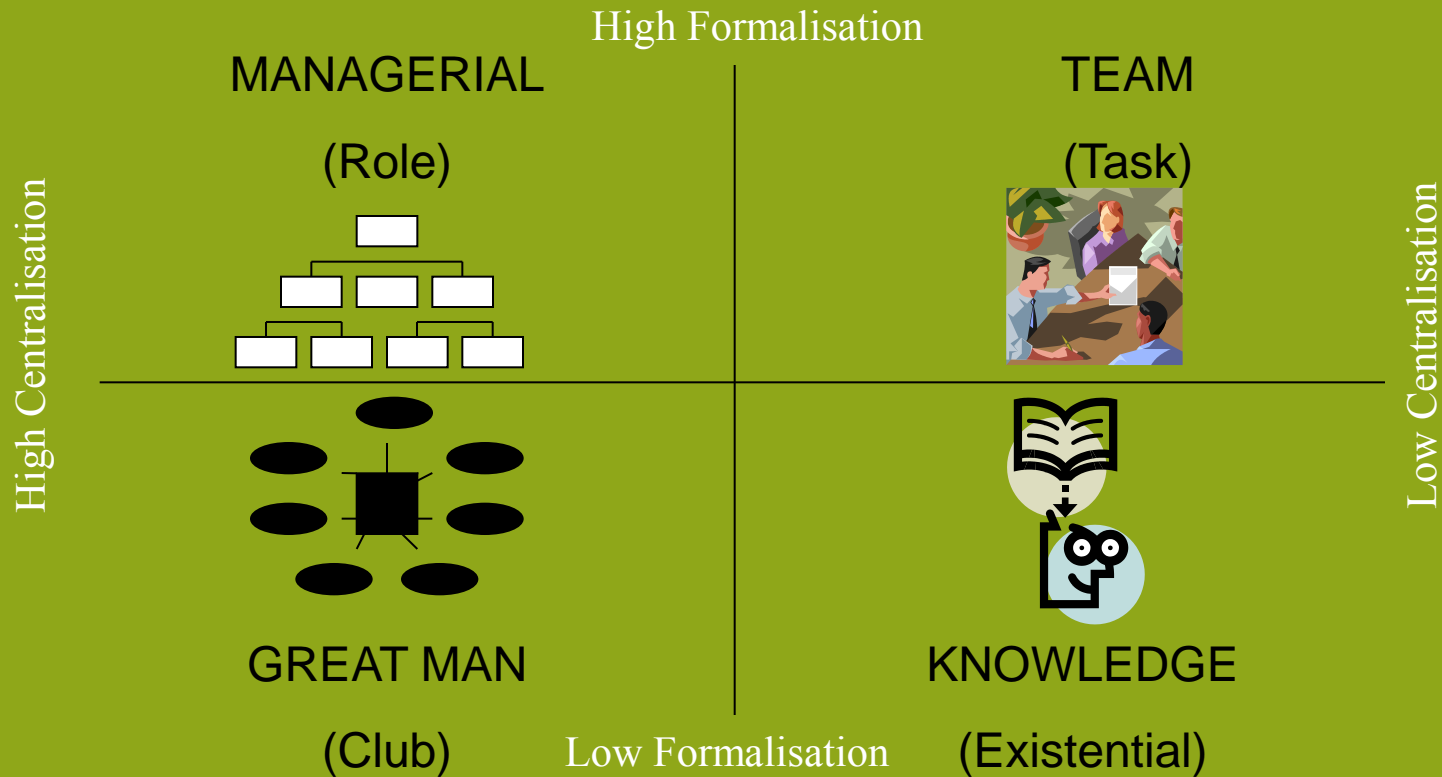
'Putting the Customer Second'
Background and Context



- Faith-based PBI
- Broad based service provider Vic & Tas:
 - Residential Aged Care (\$50m)
 - 7 RACF's / RV's – 1000 beds
 - Community Aged Care (\$40m)
 - 1200 CACP/EACH/EACH D, DTC, PAG, NRCP
 - Family, Youth, Children, Disability (\$11m)
 - Other – Social Housing, Asylum Seekers etc
- 30 service outlets (4 in Tasmania)
- 1200 staff

'Putting the Customer Second' Background and Context

Culture Patterns

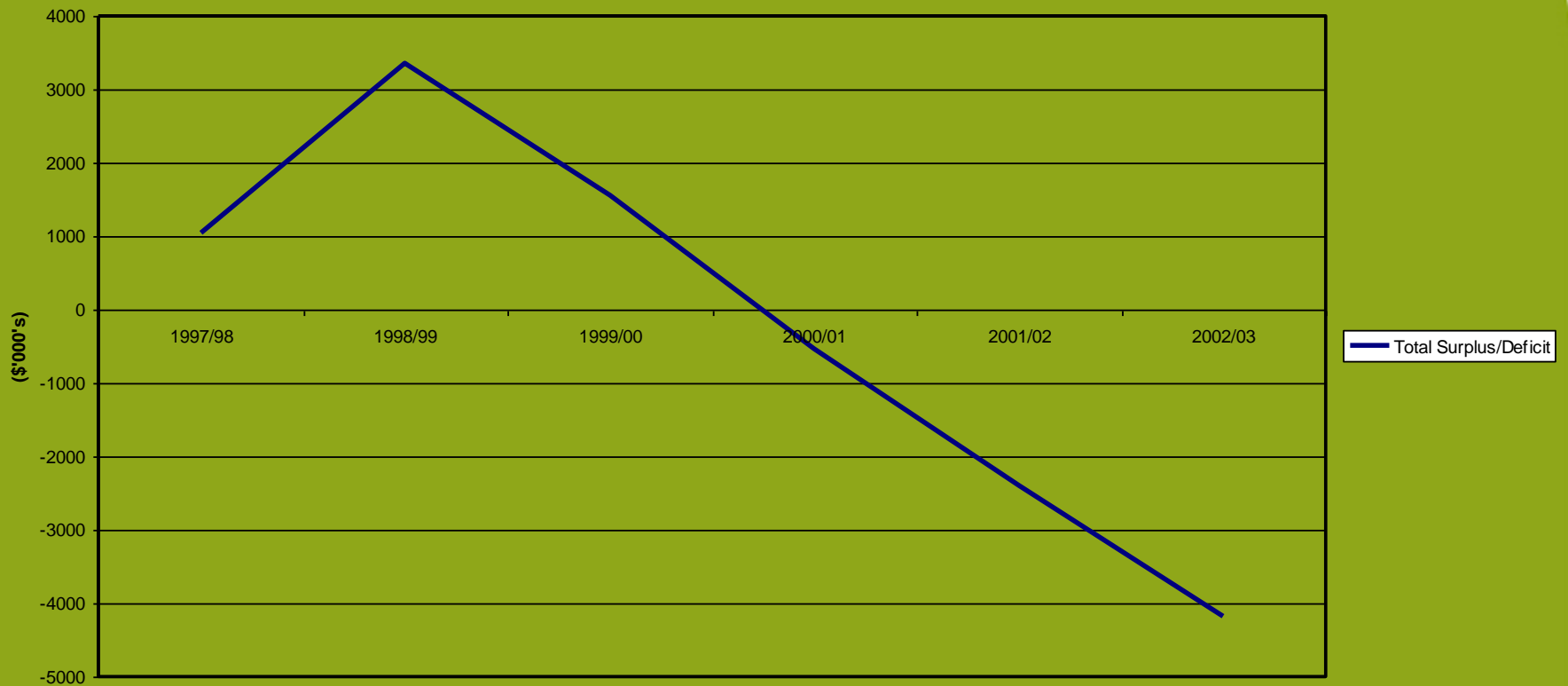


Great Man (Club)

- Relationship with leader critical: (nepotism)
- Patriarchal
- Members need empathy
 - 'guess well how leader would do it'
- Excellent for speed of decision
 - Makes quicker decisions on obvious propositions
- Found in small, entrepreneurial firms
- Cheap to run

'Putting the Customer Second' Background and Context

Baptcare Financial Results



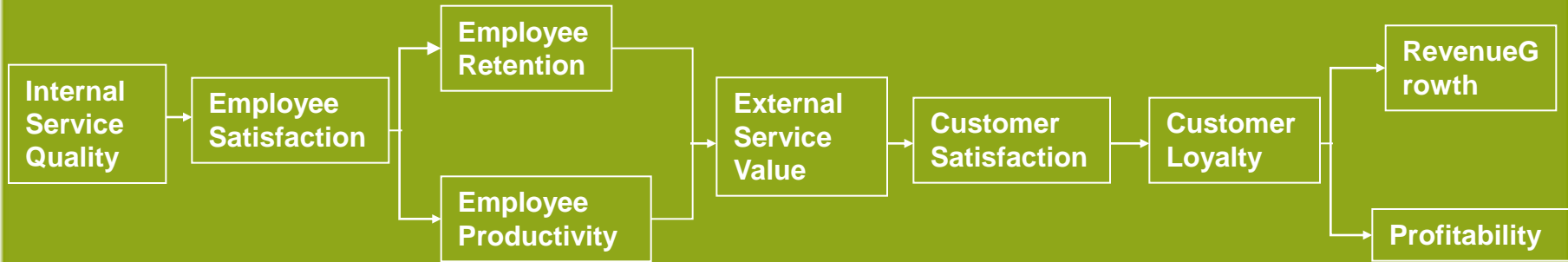
**'Putting the Customer Second'
Background and Context**



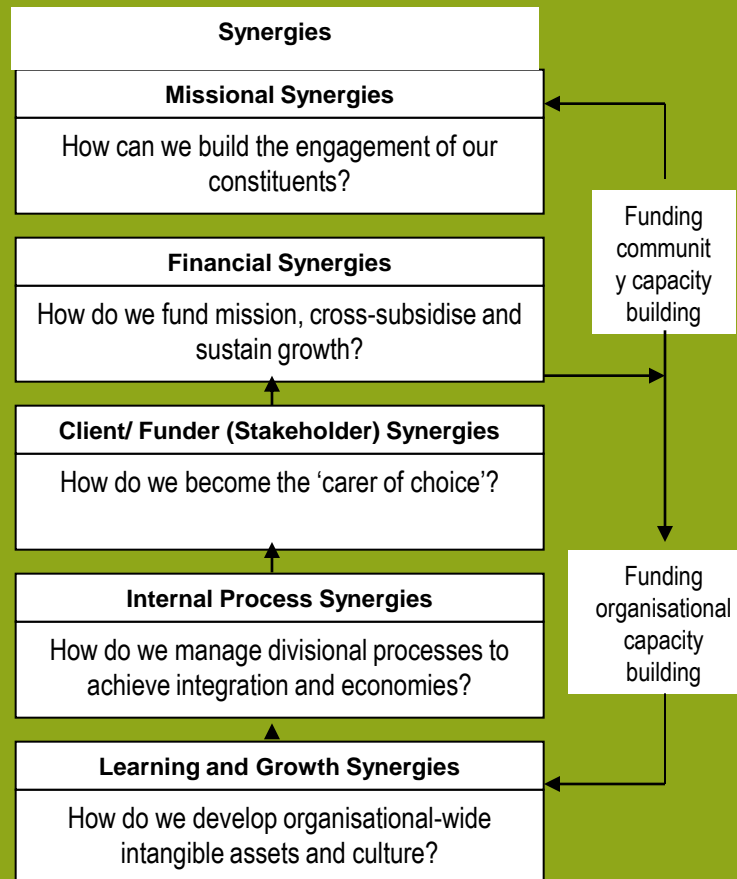
The only trouble with Baptists is they don't hold them under long enough.

AzureGreen PO BOX 48-EB Middlefield MA 01243-0048 (413) 623-2155 www.Azuregreen.com

'Putting the Customer Second' Value-creation frameworks



'Putting the Customer Second' Value-creation frameworks

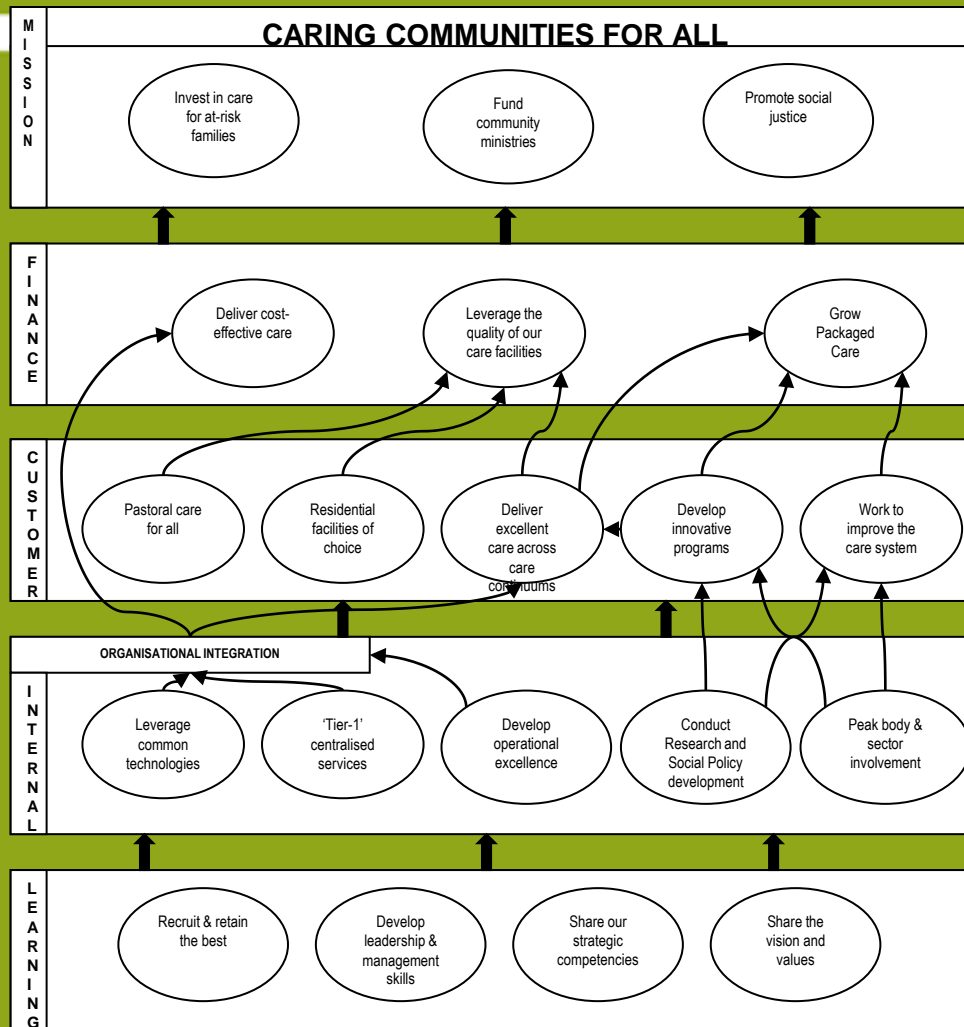




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'Putting the Customer Second' Value-creation frameworks



'Putting the Customer Second'
Practical Initiatives



- Improving communication
- Sharing the Vision & Values
- SMT 'On the Move'
- CEO Annual Roadshow
- 'Tours of Duty'
- A Brand to be proud of
- Investing in key leaders' skills
- Reward & Recognition

'Putting the Customer Second' Practical Initiatives

CEO Communications

March 2010 – edition 41



A message from the CEO...

Over the first half of this year, we have held a series of events to celebrate our 65th anniversary as an organisation. The events have been themed 'igniting the flame of human vitality' - the idea represented in the image of George, a client, and Judy, a Care Manager, above. Thanks to your passion and commitment, together we are able to ignite the flame of human vitality for the thousands of people we care for each day.

This year is again proving to be one of rapid development. I am delighted to announce that the Tasmanian Gateway program will be expanded to include those with a disability in both Launceston and Hobart. This will almost double the number of people we are able to assist through our new Tasmanian family services offices.

The recent accreditation audit at St Hilary's has shown that the exceptional care provided to residents is underpinned by sound processes and systems. The facility achieved a perfect score of 44/44. This was attained through much hard work by many people, both at St Hilary's and at Baptcare's central office. Congratulations to all involved!

Board Matters

- After assessing progress against Baptcare's five-year 'Vision 2010' document (that was developed in 2005), the Baptcare Board approved in-principle a proposal to fund a 'Research, Social Policy and Advocacy' function within the organisation. The structure and agenda of the function will be addressed by the Senior Management Team as part of its annual Strategic Planning process, which is due for completion between now and the end of the financial year.

Residential Services (RS)

- The St Hilary's accreditation audit was conducted in early March and it is very pleasing to report that the facility was assessed as compliant in all 44 outcome areas. This will result in a further three years accreditation. The assessors were very complimentary of employees' knowledge of organisational systems and policies. They were also complimentary of the team work evident through the home.
- 'ACFI Manager', a specific software program designed to assist with the management of ACFI processing, analysis and submissions, will be implemented across all Baptcare's RACFs in July. The program will enable all Baptcare RS managers and their teams to review ACFI results using accurate, real-time data.

Community Aged Care (CAC)

- Baptcare's 2010 Aged Care Approvals Round (ACAR) applications are targeted toward meeting the needs of clients that are socially excluded i.e. homeless, Aboriginal and Torres Strait Islanders (ATSI) and the financially and socially disadvantaged. We are expecting the outcomes to be announced in October 2010.
- Autumn care will go live in the Barwon South-West and Gippsland regions in early March. The training of staff from the other regions will continue over the next couple of weeks.

Family Services (FS)

- All structural changes to the Moonee Ponds building have been completed to cater for additional staff in the Kinship Care program. We are still recruiting for the new positions.
- Deputy Director, Dept of Health and Human Services in Tasmania, Alison Jacob, visited Baptcare's Gateway South-West program to discuss key features of the state's reform process with staff. Alison was very interested to hear the stories of the work undertaken by staff, and how the new model is enabling different work to be undertaken with families, resulting in better outcomes.

Quality and Risk (Q&R)

Clinical Governance

- In February 2009 the Baptcare Board accepted the need for it to receive regular measures of clinical quality against a minimum dataset (MDS), initially in RS. The latest RS version of this report was produced during the month.

Quality Committee

- A new Baptcare-wide quality committee has been established with membership from each of the operating divisions. The committee is currently working on the development of an integrated continuous improvement platform across Baptcare.

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'Putting the Customer Second' Practical Initiatives

Baptcare Senior Management Team, Proposed meeting dates & locations 2008, 2009 & 2010

Meetings to commence at 9:00am

2008			2009			2010		
Month	Date		Month	Date	Location	Month		
February	4th	Kew	February	2nd 24th - 25th	Camberwell SMT Strategic Planning Lindenderry - Dromana	February 8th & 9th	1st	Camberwell SMT retreat Mt Eliza Bus. School
March	2nd-4th	SMT retreat	March	1st-3rd	Camberwell	March	4th	Frankston
April	7th	Camberwell	April	6th	Camberwell	April	5th	Camberwell
May	5th	Moonee Ponds	May	4th	McLeod	May	10th	Kerang
June	2nd	Camberwell	June	1st	Camberwell	June	7th	Camberwell
July	7th	Ringwood	July	6th	Heidelberg	July	5th	Moonee Ponds
August	4th	Camberwell	August	3rd	Camberwell	August	2ns	Camberwell
September	1st	Morwell	September	7th	Canterbury	September	6th	Sunshine
October	6th	Camberwell	October	5th	Camberwell	October	4th	Camberwell
November	10th	Footscray	November	9th	Kew	November	8th	Brunswick
December	5th	Camberwell	December	11th	Camberwell	December	6th	Camberwell

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Annual Staff Update - 2008

Acquittal re: 2007-2010 goals

<i>Priority & Goal</i>	<i>Outcome</i>
GROWING OUR SERVICES	
Maintain our position: Vic's leading CAC provider •Increase to 1500 clients / 3000 package equivalents •Expand into Grampians region	•2007 ACAR - 121 packages – highest in Victoria •No Grampians application made. 2008 ACAR objective
Actively invest in Family and Children's work •Aim for a presence in 1 additional DHS region •Increase revenue growth to \$8M by 2010	•Self-funded Bendigo "Home-Start" launched May '08 •In progress. Revenue growth projected \$5.2m 2008/9
EXCELLENT RACF's – COMPLETING OUR BUILDING PROGRAM	
Hedley Sutton \$25m •Completion: 03/08	Achieved •Commissioned 2 Oct 08. Occupied by mid-Oct 08.
St Hilary's \$6m •Completion: 05/08	Achieved •Commissioned 11 Sep 08. Occupied late Sep 08
LIVE OUR CHRISTIAN VALUES	
Pastoral Care for all •Pastoral Care Pilot CAC – roll-out April 2007 •Helping Baptist churches make things happen	Chaplains now appointed in all metro CAC regions •12 month pilot in Gippsland completed mid-late 2008 • approx \$90,000 seeding grants and CommMin grants allocated 2007/2008. August 2008 round now evaluated

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Tours of Duty (tentative)

Tasmania: 11th and 12th February - BFS Hobart, BFS Launceston, Devonport

North East: 8th and 9th April - Hedley Sutton, Chiltern, Wangaratta

Wallan/ Metropolitan: 10th and 11th June - Southaven, Karana, Wallan, Strathalan

North West: 12th and 13th August - Kerang, Bendigo, BFS Moonee Ponds

Eastern: 14th and 15th October - Ringwood, Frankston and St Hilary's, Bairnsdale

Western: 29th and 30th November - Barwon CAPS – Warnambool, Westhaven, Sunshine CAPS and Day Therapy

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**BAPTIST
COMMUNITY
CARE**

- Existing
 - Static
 - Introspective
 - Sectarian
 - Outdated
- Wanted
 - Dynamic
 - Outward looking
 - Inclusive
 - Contemporary

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- Exceptional service/care;
- Outstanding team work;
- Outstanding leadership;
- Significant innovation and/or initiative;
- Exemplary health, safety & welfare

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Practical Initiatives



- Other
 - Paid parental leave
 - Corporate health plan
 - Employee Assistance Program
 - Staff loan facility
 - Employed Carers – Carers Victoria

'Putting the Customer Second'
Practical Initiatives



- Staff Turnover
- Employee Satisfaction
- Industry Awards

'Putting the Customer Second' Practical Initiatives

- 2002 – 2003
 - 45.9%
- 2005 – 2006
 - 24.25%
- 2008 – 2009
 - 14.21%
 - NB: Calendar year 2009 = 9.72%
- 2010 (12 months to 30 April)
 - 14.12%

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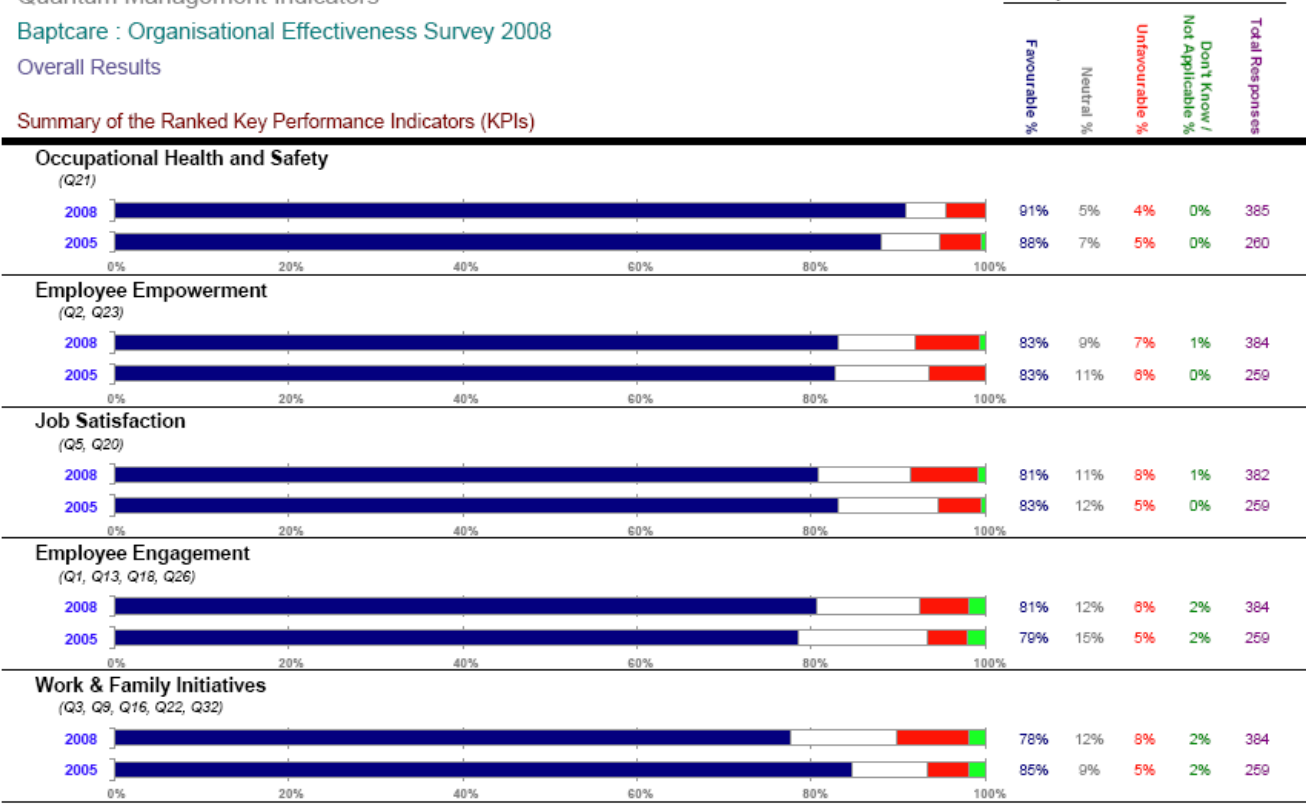
Quantum Management Indicators

Baptcare : Organisational Effectiveness Survey 2008

Overall Results

Summary of the Ranked Key Performance Indicators (KPIs)

Baptcare - Overall Scores



■ % Favourable
■ % Unfavourable
 % Neutral
■ % Don't Know / Not Applicable



'Putting the Customer Second'
Practical Initiatives



- Staff Turnover
- Employee Satisfaction etc
- Industry Awards etc
 - 3 Awards for Better Practice In Aged Care
 - Federal Minister's Award for Excellence
 - Victorian Children's Charity Award

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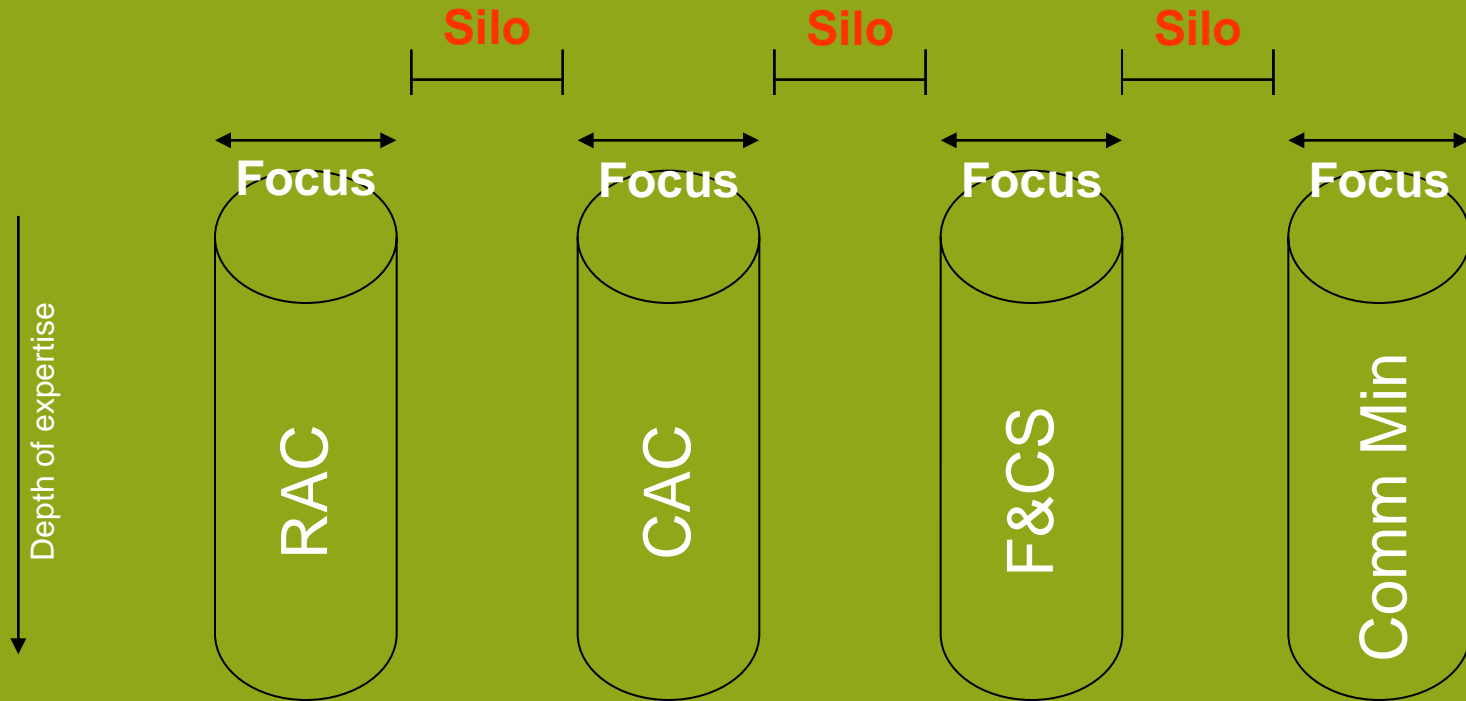


Celebrating **65 years**
of bringing care to life

**Igniting the flame
of human vitality**

Thank You

Baptcare organisational design



Integration of systems

