



Creating a Sustainable and Resilient Community Aged Care Organisation – Surviving Major Organisational Reform

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Overview

- Quick update on the formation of MDC
- What does being a sustainable and resilient organisation mean?
- Key initiatives aimed at resilience and sustainability
- What would we have done differently
- Questions

Background

Update on the formation of MDC

- MDC formed in July 2002 from Eastern, Western, Southern and Northern Domiciliary Care services and TAACS
- Support link joined in July 2003
- Key aims of amalgamation was to gain consistency of eligibility, intake and service delivery; clarification of role and function and service, clarify service priorities; equity of distribution of resources; reduce complexity.

MDC – The organisation

- 650 FTE (950 staff members)
- Includes business units; Therapy Solutions, Manual Handling Australia and Domiciliary Equipment Service (DES)
- 12,000 active clients each month; 48,000 occasions of service each month
- 500,000 home visits each year
- 1100 ACAT assessments each month
- 450 new clients into MDC each month
- 20,000 pieces of equipment on loan
- \$45M budget (not including business units)
- Range of services including Allied Health, Service Coordination, Personal Care, Home Help, Medical Services, Equipment Provision, Home Modifications, Palliative Care, Rehab, Health Promotion/Early Intervention, Dementia Specific, AACAT.

What does being a sustainable and resilient organisation mean?

Sustainability in an organisation

- More than triple bottom line; financial, social and environmental accountability and responsibility
- Meeting the needs of the present without compromising the needs of the future
- Being clear about role and function, now and in future – what are we here for?
- Clear shared vision and purpose
- Prepare for the future
- Strategy based organisation
- Learning organisation



Sustainability

Kaplan and Norton – Balanced Scorecard

- Financial – how accountable are we financially
- Customer – what do our customers want and how accountable to them are we
- Internal Processes – are we continually improving the way we do our work
- Learning and Growth – are we renewing for continual growth
- Emphasis on maximising performance
- Linked backed to building organisational strategy

Organisational Resilience

- Leadership – knowledge and competence, credible actions, flexible style, external focus, listen to employees and customers
- Communication and Openness – communication of goals, trust
- Commitment and Motivation – Employees having a stake, investment in employees
- Flexibility – adaptability to change

Singapore Institute of Management

- Risk Management – identify & manage current and future

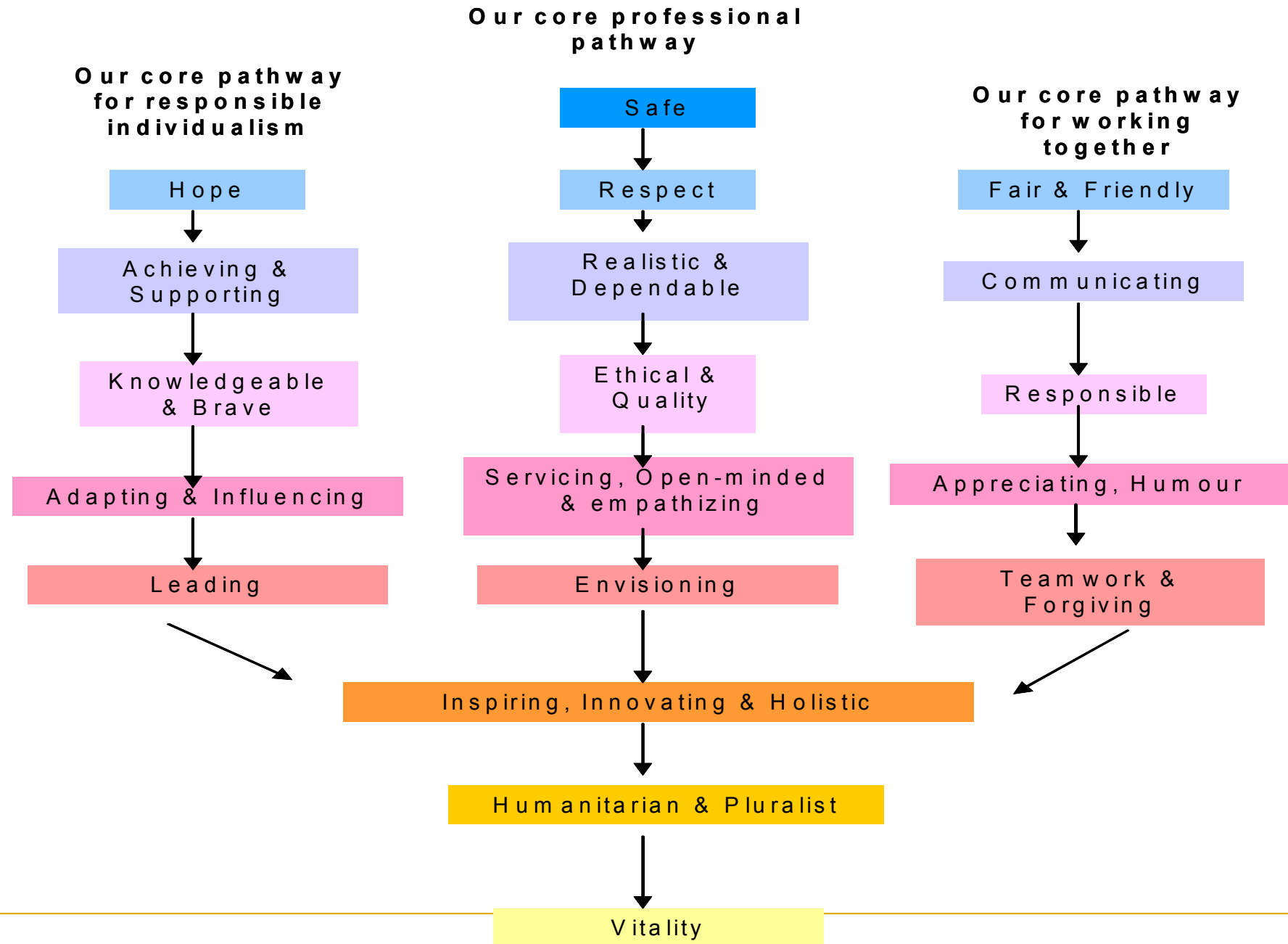
What has MDC done to create sustainability and resilience

- Clarify role and function
- Strategic Planning – up for review
- Service model that will be consistent with future government initiatives
- Investment in leadership – training and education, coaching
- Investment in staff – staff development unit, EAP, scholarships for training
- Created senior management structure that allows focus on strategic issues

What has MDC done cont.

- Built strong Governance
- Service Planning – future needs of target group
- Workforce Planning – includes recruitment and retention strategy and review of job design and function
- Facilities planning
- Strategies for consumer participation, CALD and ATSI service delivery
- Information management and infrastructure
- Building external relationships and alliances

MDC Values



What would we do differently if we did it again?

- More work on role and function and service planning prior to final amalgamation
- More time for detailed planning and process design before implementing new service model
- Greater emphasis on external relationships
- Strategy for consumer participation earlier
- Review of senior management structure earlier to encourage stronger delegations at operational level and executive focus to be more strategic

QUESTIONS?

