



# ‘Application of the Business Excellence Framework – Thriving Today and Tomorrow’

Cynthia Payne - CEO





# OBJECTIVES OF SESSION

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Provide participants with  
an entry level understanding  
of the Australian Business  
Excellence Framework

SummitCare as a case  
study in application

Results achieved

If time permits

- Strategy Mapping using BSC
- Scoretrak to track measurement



# OVERVIEW

.....  
ABEF = Australian  
Business Excellence  
Framework 2011

## WHAT IS THE ABEF?

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“ It is an integrated leadership and management system that describes the elements essential to organizations sustaining high levels of performance.”



# GLOBAL CONTEXT-GEM

Dedicated to Sustainable Excellence





# International Context



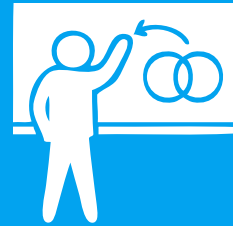
# WHY YOU WOULD WANT TO USE IT?

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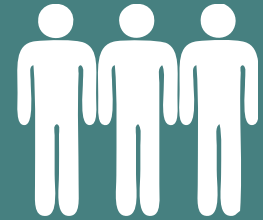
If your agenda  
is to assess  
and improve:



Leadership



Strategy & Planning



People



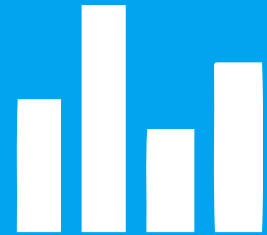
Info & Knowledge



Safety, Service Delivery



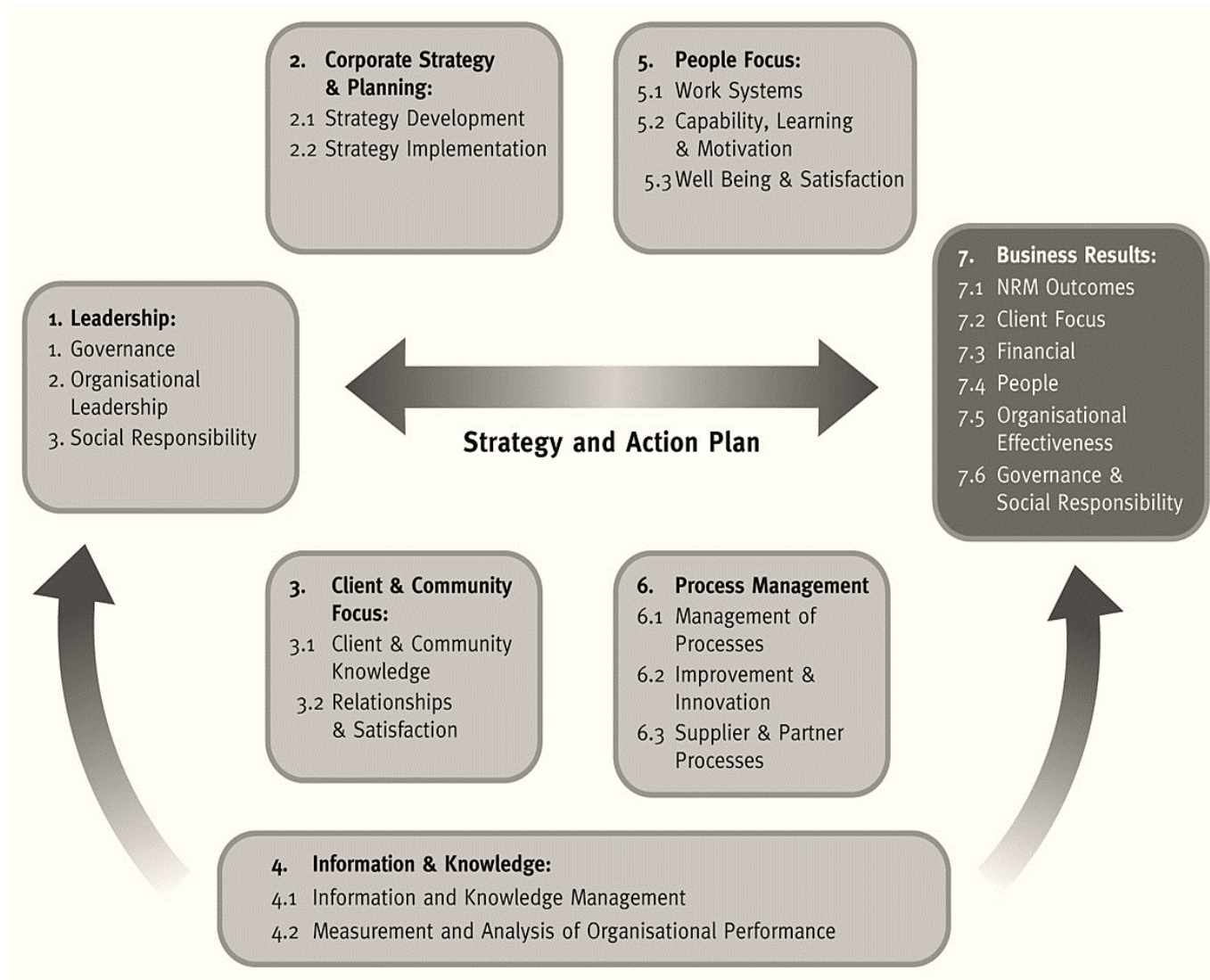
Product Quality



Bottom Line Results



# OPE MODEL FOR NRM SECTOR




## WHAT IS THE AIM OF ABEF?

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“ It is to create an environment for aligned continuous improvement at all levels of the organisation, a leadership focus on sustainable performance and the organisation’s improved capability to deliver desirable outcomes.”

This environment can be described as:

A close-up photograph of a person's eye, focusing on the eyelashes and a blue contact lens. The eye is looking slightly upwards and to the left. The background is blurred, showing skin tones.

# OUTWARD LOOKING AND STRATEGIC UNDERSTANDING OF THE OPERATING ENVIRONMENT



STRONG FOCUS ON  
**ADAPTABILITY**

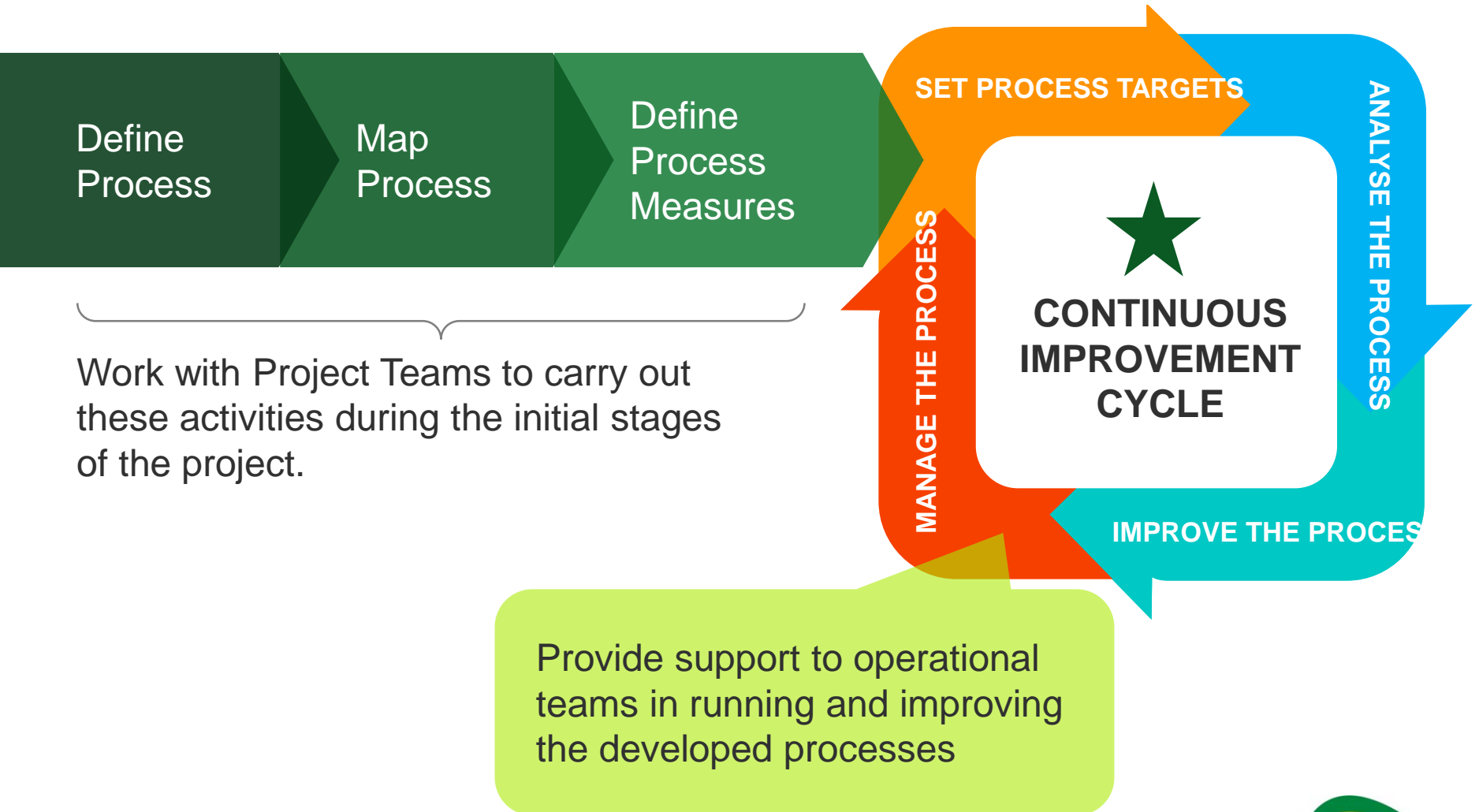




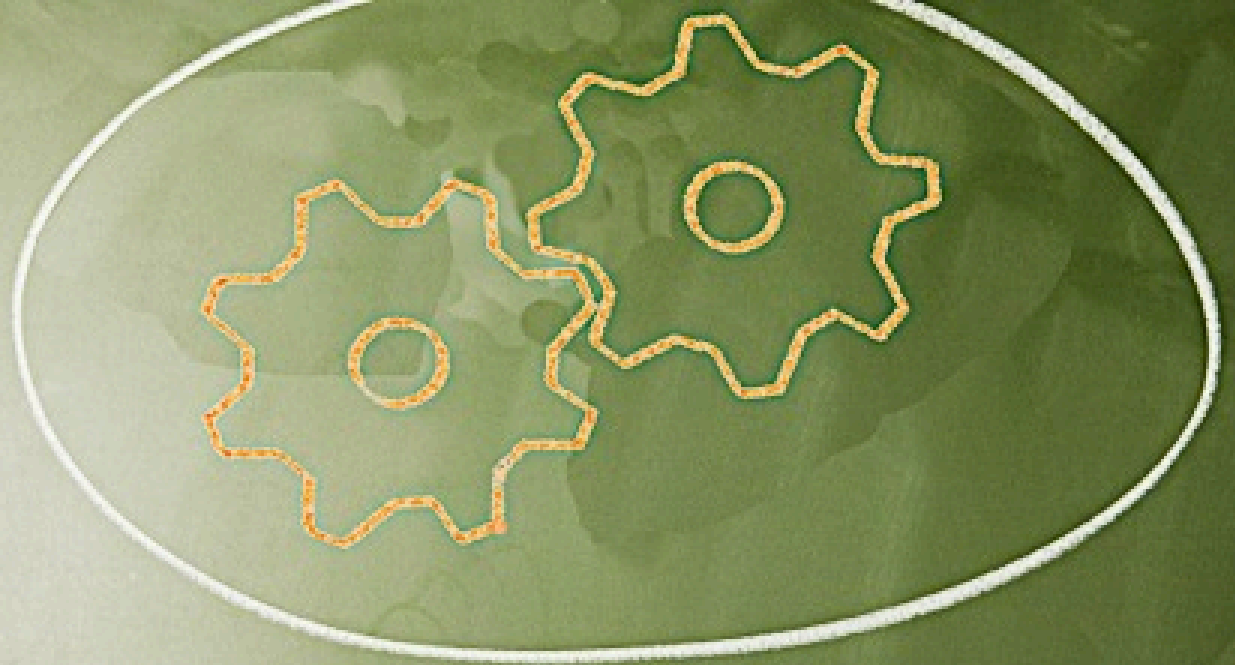
# UNDERSTANDING CURRENT AND FUTURE NEEDS

**HOW WELL DO YOU KNOW YOUR CUSTOMER?**

# BUSINESS PROCESSES







# SYSTEMS THINKING

# STRUCTURE OF ABEF

Nine Principles of  
Business Excellence

Seven Categories

Sixteen Sub categories/items

Assessment Based on ADRI

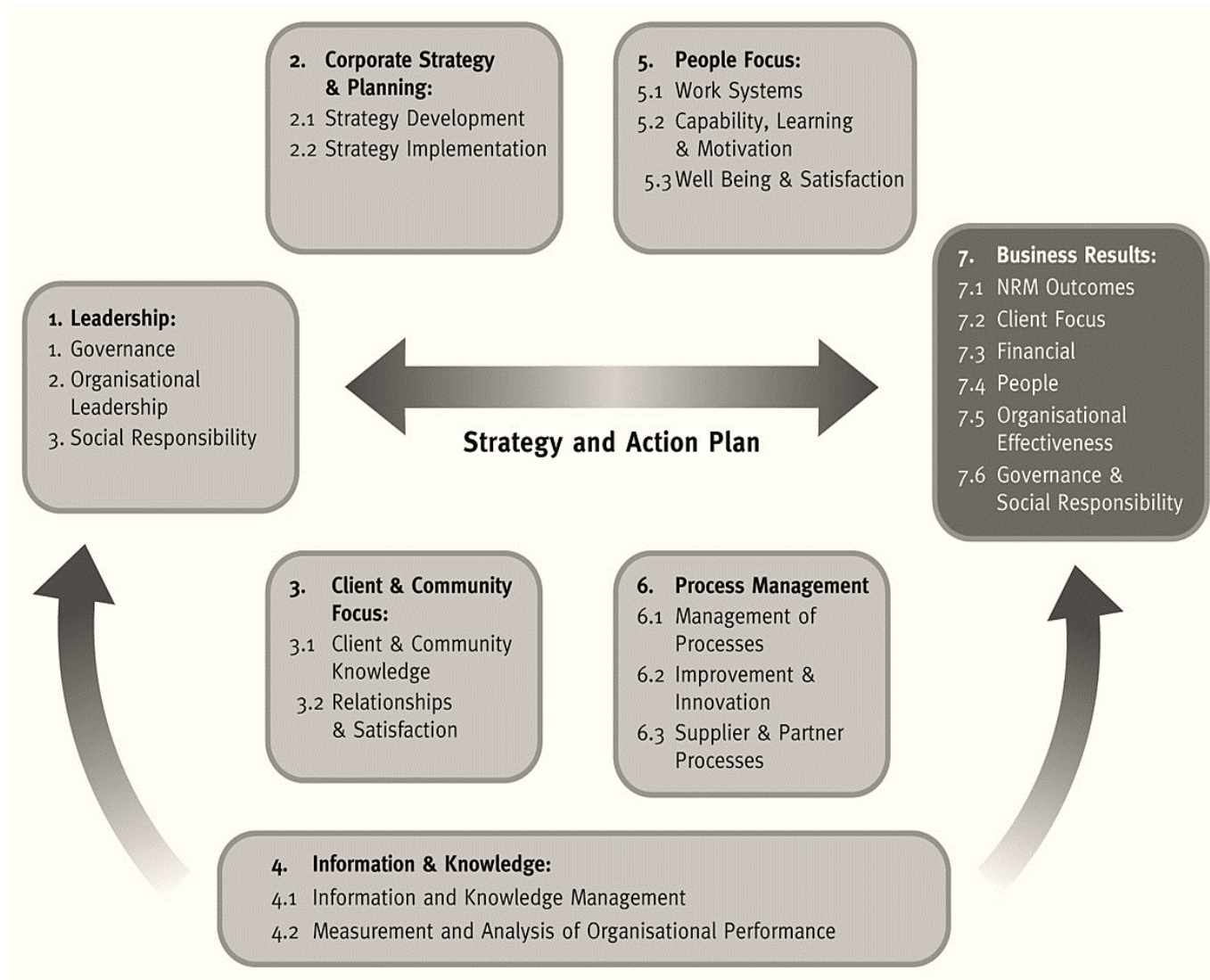
Approach, Deployment, Results & Improvement



## AUSTRALIAN BUSINESS EXCELLENCE FRAMEWORK 2011



# OPE MODEL FOR NRM SECTOR





# CASE STUDY

SummitCare

# OUR WORLD IN 2014

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- Redirection of funding to user pays-consumers directing
- Reducing funding from Government
- Increased user costs for accommodation
- Reassessed income and asset assessment
- Constrained growth through licensing
- Central aged care portal for consumers- new ways for referral
- Quality monitoring for home care and residential aged under one government office



# THE LAST TEN YEARS

## 2002

### **WORKING TOGETHER TO PROVIDE PEACE OF MIND**

- Revenue 37M AuD
- Occupancy rates averaged 85%
- Service Centres -8 (740 places)
- Complaint driven, compliance issues
- High staff turnover >30% annually
- Workers compensation premium 1.6M (4.32% revenue)
- Agency use > 1 M

## 2015

### **WARMTH WORTH WELLBEING**

- Revenue 82M AuD (52% increase)
- Occupancy rates average 98%
- Service Centres-9 (885 places)
- Little to no complaints
- Staff turnover 5-11%
- Workers compensation premium 900K Value added = 3.2%
- Agency use \$400K (Value Added = 600K)

# THE IMPORTANCE OF A STRONG BRAND



**SUMMIT  
HEALTH CARE**

2004



2014

# OUR RECOGNITION

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2014

Gold Winner  
Australian Business  
Excellence Awards

2013

TAFE WSI  
Enterprise Training  
Program Winner

2012

Gold winner  
Score 681/1000  
(2011 Framework)

2011

Australian Process  
Excellence Award  
Feedback system

2011

Australian Better  
Practice Award- Staff  
Retention, Recognition  
and Training Award

2010

Employer of Choice  
Award (LASA)

2009

Silver Winner  
Score 637/1000  
(2007 Framework)



# STRATEGIC DIRECTION

.....  
How We Achieve Our Success



## Vision

By striving for excellence in all that we do, SummitCare is professional, respectful and supportive in caring for our aged community as if they were our family.

## Credo

We are people providing care & service to people.

## Purpose

To enable wellbeing, all day every day, for people requiring aged care.

## Values = WORTH

**Welcoming**

**Obliging**

**Respectful**

**Teamwork**

**Honest**



## Our Strategic Goals

### Customers

Our residents are our main focus. We negotiate and advocate care & lifestyle choices with residents and their families to deliver on our promise: providing wellbeing.

**Quality**  
**People**  
**Leadership**  
**Resources**

# VALUES DRIVEN BEHAVIOUR



## Welcoming

Be welcoming at all times to consumers and guests

W

## Obliging

Be obliging and willing to learn

O

## Respectful

Be respectful

R

## Team Work

Demonstrate teamwork with colleagues

T

## Honesty

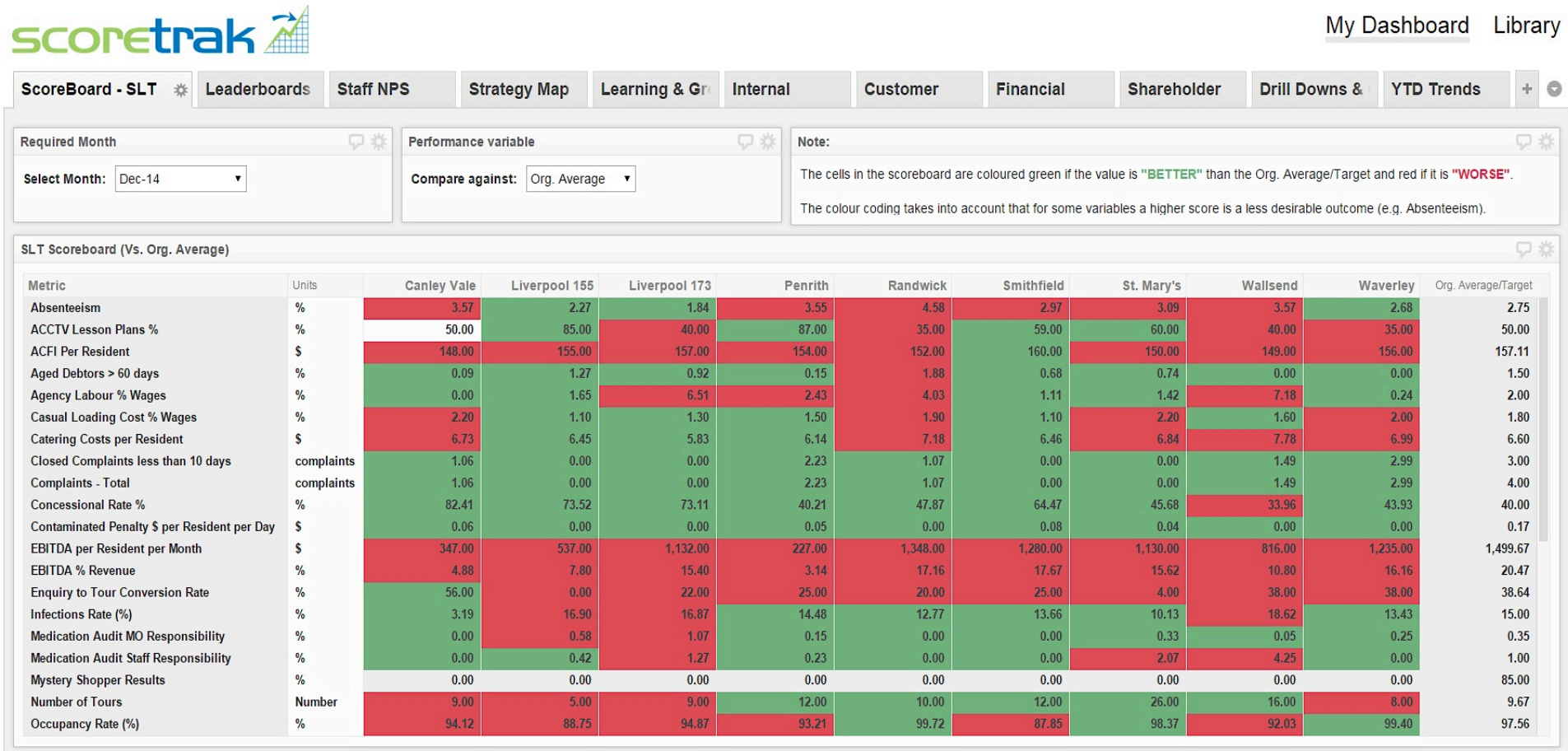
Be honest with yourself, consumers and colleagues

H

# HOW WE ACHIEVE OUR SUCCESS

## Balanced Scorecard

“A framework that translates an organisations strategy into a set of objectives and measures and aligns the organisation to them through its planning and control processes”



## Operational Excellence

## Sustainability and Growth

### Shareholder

S1: Enhance  
Return on Capital

S2: Improve  
profitability

S3: Drive new revenue  
and profit growth

### Financial Perspective

F1: Lead stewardship  
Income management

F2: Lead stewardship  
Cost management

F3: Lead stewardship  
Asset management

F4: Lead stewardship  
Good corporate citizen

### Customer Perspective

C1: Delight current  
customers

C2: Deepen future  
customer appeal

### Internal Perspective

People are our greatest asset

I1: Looking after our people

I2: Recognition of our people

I3: Right people, right time, right mix

I4: Recruit and retain good people

Excellence & Innovation

I5: Pursue excellence in order that  
we deliver evidence of excellence

I6: Innovate and deliver strategic  
process improvement

I7: Always exceed compliance

Lead the Market

I8: Partner driven strategic alliances

I9: Focussed stakeholder  
management

I10: Develop new  
customer solutions

### Learning and Growth Perspective

L1: Individual and  
team development

L2: W.O.R.T.H –  
Living our values

L3: Strategic  
competencies and skills

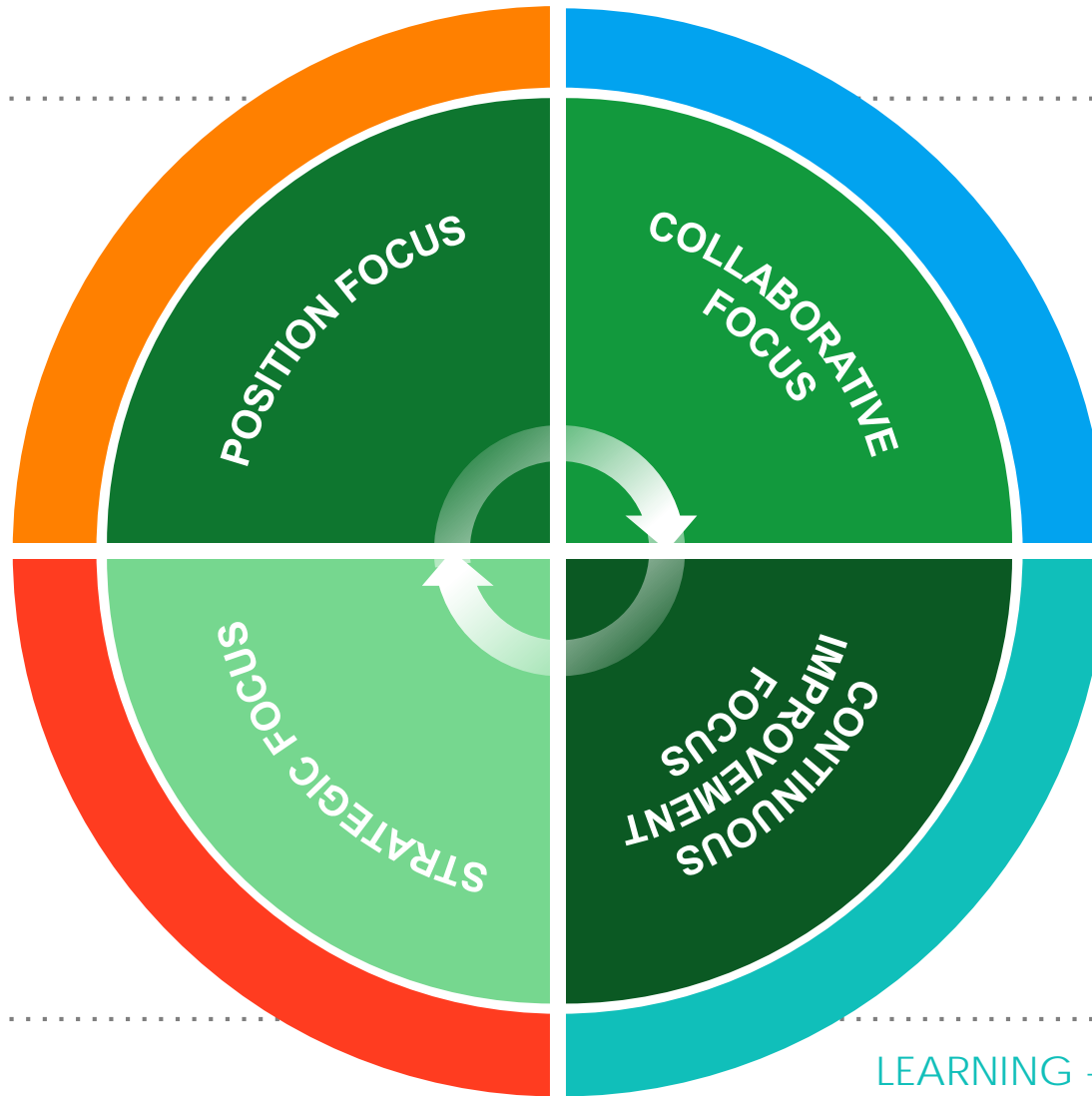
L4: Customer focused  
culture – consumers  
are our main focus

L5: Strong and  
responsive leadership



FINANCIAL

CUSTOMER



INTERNAL

LEARNING + DEVELOPMENT

Solid Focus



DELIGHTED  
CUSTOMERS

Happy and  
Engaged Staff



# OUR CORE PROCESS— THE CUSTOMER JOURNEY







**YOUR  
WELLBEING  
DELIVERY**





# SUMMITCARE'S QUALITY FRAMEWORK

FOCUS

**RESIDENTS**  
are our main focus

EVIDENCE

## RESULTS

Feedback

Process Analysis= end to end redesign  
Organisational Performance Tracking- Scoretrak  
Performance Measures Matrix- Internal Review  
Outcomes from internal/external process benchmarking

ENABLERS

## INFO + ANALYSIS

Audits/Surveys  
Reporting Structure  
Committee Structure  
Performance Appraisals  
Performance Agreements  
Comments and Complaints  
Internal/External Benchmarking  
Root Cause Analysis

## STRATEGY + PLANNING

2013-2016  
Strategic Plan  
Addressing entire  
Strategy Map

## PROCESSES + SERVICES

Quality Management  
System (Manuals)  
Improvement Logs  
and Action Requests  
Non Conformance  
Investigations  
Risk Management

## PEOPLE

Position Descriptions  
Employee Involvement  
Education and Training  
Communication Channels  
Performance Management  
Recognition and Satisfaction  
Occupational Health and Safety

DRIVER

## LEADERSHIP

WORTH Living our Values  
Vision. Mission. Values  
Delegation Schedule  
Organisational Structure  
SummitCare's 'Working in Groups'  
Risk Register

# SUMMITCARE'S 7 SUCCESS FACTORS

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1



Leadership  
from the top

2

Made the  
investment –  
got the  
payback

3

Measured  
(only) what  
mattered

4

Bonded  
teams with  
targets

5

Use data  
to solve real  
problems

6

Performance  
'conversations'

7

Company  
Awards



## OUTCOMES FROM ALL OF THIS WORK?

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- Continue to exceed Accreditation requirements
- Year on year improvement on relatives telephone survey results
- Improved Occupancy (greater than industry best practice)—97%
- Completely re-engineered Feedback management systems—recognized as Australian Best practice
- Reduced Agency Costs,
- Reduced staff overtime and casual loading (50% > 6 months)
- Continence product cost \$ 1.31, Budget is \$1.50 = 12.7% value add
- Debt 212K /13M = 1.63%
- Reduced contaminated linen (staff practice initiative)
- Increased revenue
- Reduced workers compensation premium- below tariif by 25%
- Very Happy Shareholder!!

# QUESTIONS OR CONTACT ME

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