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CASE STUDY

Aged & Disability Care

2017

CHANGE SERVICES

Change Strategy

Change Analysis

Organisation Design

Communications & Engagement

Facilitation & Leadership

Development

CASE STUDY

Post M&A
Redesign
Restructure
Scale Up
Facilitation

OPPORTUNITY

This health services company is a family-owned business providing in-home care to older Australians and people with a disability to live independently. In 2013, the company acquired one of its main competitors and overnight went from being a dual-state, 400 employee operation, to a national provider with 2000 employees. This earned them a 2% market share and they became the largest private, for-profit provider of in-home care in Australia. 18 months post the acquisition and merger, the company was further disrupted by wide sweeping government-lead legislative changes. This drove the business in a new direction to right-size, scale, and transition from a government-lead to consumer-lead organisation. The company was not set up to capitalise on these changes even though aged care was the globally fastest growing industry.

CHANGE STRATEGY

Emma Frazer was asked to work with the company over more than 3 years, on completing its transformation strategy. This transformation strategy identified the requirement to:

- Redesign its operating model.
- Restructure the business for both scale and consumer-directed services.
- Improve the capability of its people to be customer centric and commercially-astute.
- Overhaul the HR function – which had principally been established to an administrative and support function.

As a 'people-to-people' business a strategic *People and Culture* function was the key architect and driver of the change. They needed to ensure that their employees held the right skills at the right time and in the right location. Furthermore, they needed the tools and equipment to safely service, surprise and delight their customers. Additionally, the introduction of a strategic sales and marketing strategy and customer experience process was needed to encourage prospective customers to engage with the company.



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CONSULTANCY

Principal Consultant, Emma Frazer was engaged to deliver the following;

- Company business model redesign – Introduced x2 c-suite roles and respective functions
- Redesign of operations nationally. From general staff to customer-facing functions, including the introduction of front-line leaders, and specialist clinical departments.
- Strategy and Project Management of Company leadership including capability framework, assessment, and training design.
- Lead the development of company learning strategy.
- Project Management of company employee engagement and culture surveys.
- Realigned the people priorities / strategic initiatives to drive productivity and close culture gaps.
- Responsible for growth and maturity of learning function - included DD acquisition for LMS procured panel of learning providers,
- Ensured capability development of in-house facilitators and leaders. Sponsored the curriculum framework and development, Sponsored and lead numerous company-wide training roll outs ranging from clinical, customer experience, safety & compliance,
- Responsible for the growth and maturity of HR service centre - including contract administration, on-boarding and induction, leave management, case management, employee terminations and exits.

RESULTS

Key members of the leadership team and Emma Frazer were successful in the transformation of the company's operating model. The structure was successfully implemented to its intended design, thus improving the customer touch points, quality of experience, and consistency of service. The new processes and talent capability contributed to customer satisfaction and employee engagement scores stabilising. This indicated that the shortfalls in leadership capabilities and culture gaps around customer service, experience and sales were greatly reduced.



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