



Case Study

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Culture transformation to capitalise on a changing legislative environment

Background

A future-fit operating model should help you move faster, change direction more easily, make smarter use of data, and deploy the capabilities and talent you need, where they can make the biggest improvement to performance. The reality for our client was that their operating model did none of these things.

This family-owned business provides in-home care to older Australians and people living with disability to live independently. Through natural growth and significant acquisitions, they grew overnight to a national provider with 2000 staff, earning 2% market share and becoming the largest private, for-profit provider of in-home care in Australia.

What We Found

In the face of coming to grips with rapid growth, sweeping legislative changes were introduced; driving the business in a new direction to transition from a government-controlled industry to one of consumer-directed care. The business was not set up, nor culturally aligned, to capitalise on these changes and opportunities.

Employees were under-skilled, functions were short staffed, processes and governance were largely missing - relying on the goodwill, good judgement, or knowledge of employees to facilitate care, diagnose clinical needs, or schedule services appropriately. High customer and staff turnover, and a low pipeline of prospective staff and customers (due to blockages in the recruitment, sales and on-boarding cycles), painted a reactive, dysfunctional and sometimes hostile working environment. Customers were deeply and directly impacted by all of this - the simple act of missing or being late for a customer's scheduled service could result in a person waiting to be taken to the toilet, have a shower, or a meal. Together with already low margins, the case for change was clear.



What We Did

A strategic People and Culture function was deployed to be the key architects and drivers of the change. This involved:

- Redesigning the business operating model; introducing customer experience, marketing, sales capability, as well as frontline leadership to service delivery operations
- Restructuring the business for both scale and consumer directed services,
- Improve the capability of its people to be customer-centric and commercially-astute
- Overhauling the HR function – which had principally been established to an administrative and support function to scale recruitment, learning, and engagement
- Defining the right culture required to win, measuring culture gaps, and realigning strategic priorities to close the productivity and culture gaps

Changing the culture directly correlated to commercial success and enhanced brand reputation.

Outcomes

- ✓ Maintained market position
- ✓ Addressed shortfalls in service demand
- ✓ Stabilised employee engagement statistics
- ✓ Consistent and predictable customer satisfaction metrics
- ✓ Operational management and leadership became less reactive and the demand for 'management under crisis' was diminished
- ✓ Enhanced ability to attract and appoint new staff, in line with demand

Think we'd make a great team?
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