

# Planning for Future Sustainability

Merging!  
What made us do it?



# Planning for Future Sustainability

## Setting the Scene

### Keystone Community Solutions

- \$5.06 M income
  - DSS, HACC and FACS Funding
- 62 staff
- 100 volunteers
- Contractors
- 1200 clients
- 2 Community centres and a factory unit

# Planning for Future Sustainability

Keeping my ear to the ground



# Planning for Future Sustainability

- Aged Care Reforms
- NDIS
- Consumer Directed Care
- My Aged Care
- Regionalisation/state-wide funding models
- Open market
- No block funding after 2015
- Workforce shortages

# Planning for Future Sustainability

## The Questions

- How would we survive without block funding?
- How would we train and support staff?
- How would we be competitive in an open market?
- How would we pay for administration?
- Can we keep community services locally based?
- Volunteers a crucial part of service delivery. How would we sustain them?
- Who are we here for?

# Planning for Future Sustainability

## Starting the Conversations

- Building relationships with other providers
- Talking openly of concerns about sustainability
- Strategic planning
- Bringing the Boards together to start the conversation.
- Engage a consultant to facilitate looking at options
- Agreed on the important issues

# Planning for Future Sustainability

## Working towards a common goal

- The boards and CEOs formed a working party
- Lots of meetings and discussions
- A merger plan was developed
- A Project a Manager was engaged
- Due diligence process
- Staff were kept informed along the way
- Lots of meetings and discussions
- A Merger Agreement was signed
- The implementation took 15 months from when the working party formed

# Planning for Future Sustainability

## Other Experience

- Merging 2 community transport organisations
  - One larger, one smaller
  - Transport for NSW
  - CEOs worked closely together with a Project Manager
  - Open discussion lead to agreement on the CEO of the merged organisation.



# Planning for Future Sustainability

## Learnings

- What's the benefit to clients?
- Be sure that all stakeholders are on the same page
- Be open and honest from the beginning
- Maintain the CEOs relationship
- Support for the CEOs
- Keep staff informed all the way
- Keep funding bodies informed all the way

# Planning for Future Sustainability

**Consider all the options**

