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Thriving through change

*Creating a shared vision
And a shaRed futurE.*

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- Someone called Patty Loveless once said:
- *“Mama whispered softly, time will ease your pain, life is about changing and nothing ever stays the same!”*

**CHANGE
OR DIE**

**CHANGE
OR DIE**

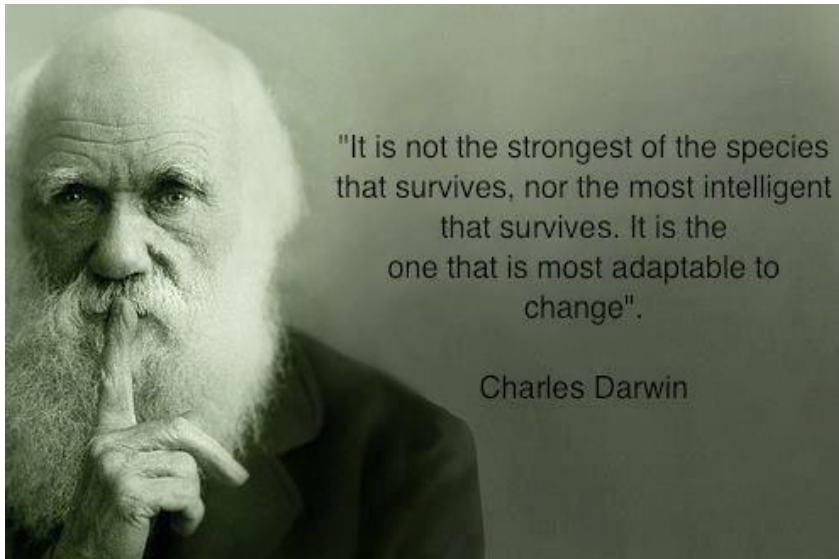
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Be the change

- Change is an ***ever present*** part of life. We live, we die.
- ***Embrace*** change, face it, it is inevitable.



"It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change".

Charles Darwin

- ***Thriving*** through change, can be highly motivating

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Visionary Organisations

- Want to create something of value.
- *A **vision of the future***
- Where they want to be.
- It leverages around ***core values***
- Informs “***how*** will we act on a day to day basis” to see the vision lived out.”
- It becomes the ***leverage for change*** and is a ***motivating force***, a trend bender.

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Without Vision

- Americans once thought seeing trains would send them mad.
- Germans thought trains travelling at 25kms /hr would cause nose bleeds.
- Experts thought iron ships would not float.
- Farmers thought iron ploughs would poison the land.



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No vision: no progress

- Imagine if others had ***no vision*** and we were stuck in that way of thinking.
- We have to learn to ***think outside the box*** and ***paint outside the lines*** to be able to create a future in aged care that is ***different, challenging and cost effective.***

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3 Part Process

- Vision is essential to survival.
- We often believe too little instead of too much
 - **CREATE THE VISION**
 - **SHARE THE VISION**
 - **LIVE THE VISION**
- It is the start of a journey together.



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What inspires VISION

- Spawned by FAITH
- Sustained by HOPE
- Sparked by IMAGINATION
- Created by INSIGHT
- Deeper than a DREAM
- Broader than an IDEA
- My father used to always say “Janice you are full of good ideas”
How true but an idea is just an idea unless it is acted upon and formalised, write it down and make it plain.

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Pictures and not words

- I prefer pictures, we think in pictures.
- Statements don't usually engage people.
- Pictures are powerful because they use the ***heart and not the head.***
- Pictures can ***unlock energy and passion.***
- Feelings come out to play and ignite something .
- Pictures are easy to remember.

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BaptistCare *Shared visions*

- Not a vision statement.
- It is not a goal or plan.
- It is a picture, symbol or an acronym that says a thousand words.
- The “***what***” is created : a picture of the future.
- The “***why***” unites and holds each person accountable.

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Creating Shared Visions

- Everyone can be a part of it and embrace it.
- In the Emirates “ ***Healthcare for a Lifetime: generation to generation***”



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- Uniting Care NSW : acronym ***INSPIRE***: inspired care, enriching lives together.
- BaptistCare NSW &ACT : acronym ***RESPECT***: *Care you can trust.*

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Powerful shared visions

- In NZ “ ***Unlocking life and community potential*** ”
 - Everyone on the team was given a key.



- In BaptistCare Sydney West team “***OTHERS***”
 - Our Team Helps Everyone Realise Success.
 - We made dice with the letters of others on them.



- It is easier than you might think, gets everyone on the same page, brings ***unity of purpose*** and everyone can be held accountable to it.
- The danger : once you have it everyone expects you to live up to it.

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BaptistCare *The journey*

- Change is a journey that requires a ***transition from one place to another.***
- Often it will require ***crossing stormy seas*** to get there.
- Both ***thinking and behaviour*** have to change as well as ***practice.***
- Short term pain for long term gain.

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BaptistCare *A Successful crossing*

- You have to know where you are ***beginning*** and where you are ***going***.
- Our **assumptions** plan our route but only as we know it.
- We often take off with vigor.
- Then when we hit tough times, rocky roads and storms we want to give up.

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The people are important

- Not only the clients and their families but *staff* too.
- Happy staff, happy clients has been my experience.
- My personal philosophy has been “*Take care of the people and the business will take care of itself : IN BALANCE* of course.
- If you don't take the staff along with you and communicate the **vision** they will never embrace it and it will never become part of the day to day practice.
- You may as well be *taking a walk in the park* by yourself if there are no people following the leader and sharing the vision.



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Effective Communication

- Improve ***communication***.
- Have ***open disclosure*** and be honest.
- Think about matching staff who speak the same language with clients.
- Ethnic specific foods and décor .
- Partnering with cultural groups to get it right.

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SWTA STRATEGY

- **Start**
- **Where**
- **They**
- **Are**
- **Not where you are.**
- **Don't argue or try to persuade :**LISTEN****
- **Then ask questions about the proposed change.**

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Cultural shift

- We have all seen staff cultures where the staff drive everything.
- And we have all seen where the residents demands are just not achievable. They always say they need more staff.
- Getting the **balance** right is critical.
- Residents have rights and responsibilities.
- Staff have rights but they also have responsibilities.
- Everyone seems to know their rights, we need to **ensure they also understand their responsibilities.**



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Levels of influence

PHYSICAL (me)	Making a name for ourselves (striving)	BODY
RELATIONSHIPS (us)	Making a difference (teams working together)	SOUL
GOD (HIM)	Making history (With God all things are possible)	SPIRIT

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Changes to Culture

- *Changed demographics* in this country demand we change our way of thinking and service delivery.
- We have to be smart and *learn about other cultures* and how they want to be cared for.
- Cultures who traditionally would not place their loved ones into care are now doing so, we must adapt and change.
- There is a lot we can do to improve.

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*A promise to learn a
commitment to act.*

- Professor Berwick from NHS in the UK says “In the end, **organisational culture** will trump rules, standards and control strategies every single time.
- Achieving a vastly safer service will depend far more on **major organisational cultural change** than on any regulatory regime.”



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Maintaining the balance

- Everything in this world is ***intricately balanced***.
- The air we breathe, the blood running through our veins, the water we drink.
- Get it out of balance and illness follows.
- Organisations can become unhealthy if they do not maintain a ***balance between their mission and financial viability***.
- All mission and no attention to profitability can lead to financial ruin.
- All attention to business, no mission can be equally destructive.

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BaptistCare *All business and no mission.*

- One Christian organisation went so far down the business model and so far away from their mission that they employed a CEO who openly professed to be an atheist and general managers from non health backgrounds.
- They sold off all the assets and after more than one hundred years of service the organisation exited.

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All mission and no profit

- A private missionary hospital that certainly held up their mission.
- Run by a bunch of very nice missionaries.
- Had very little business structure.
- ALMOST lost everything after being the pioneering hospital in the country for 40 years.



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Models of Care

- Medical, disease focused, traditional , old school need to go.
- Task focused, labour intensive and ineffective for aged care.
- We are getting residents with much higher acuity but we have to learn to care for them as if they were in their own home and not a hospital.
- We can learn from community services.
- Develop the model around the resident.
- That can change from person to person.

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Person Centred

- Of course we all know the term but what does it really mean?
- *Respect , dignity, equality and appreciation.*
- *Listen* to their stories :document them, they are important.
- *Listen* to their fears, successes, hurts and disappointments, frustrations, sadness and anger.
- You may not be able to do anything but just taking time, being attentive , listening and caring may well be enough.

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Culture of safety

- We have to create a culture where it is OK to ***speak up*** and ***raise concerns*** and it is not seen as a problem.
- A culture where residents and families can feel ***secure*** in leaving their loved ones with us.
- Where staff find it ***safe to work*** and not be injured.
- Where we are ***risk wise*** and not ***risk averse***.
- Risk aversion will stifle creativity.
- Proactively identify risks and mitigate the risk and minimise the risk of harm.

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BaptistCare *Culture of satisfaction,*

- You may not be able to meet all the demands but at least try.
- If you have satisfied the most difficult customer then you have satisfied everyone.
- I know one service that always answers ***“YES , we can”*** to all requests and then goes about finding out how to deliver.

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Culture of competence.

- The highest cost is poor outcomes for the residents.
- Don't ignore warning signs.
- Be alert and proactive.
- Be problem solvers, focused on ***solutions*** and not the problem.
- Work with ***clients and their families as partners*** , we don't know best. Often the carers do. I learned that in Paeds to listen to the mothers, they knew their kids.
- They need to have confidence that we know what we are doing.

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Quality of life

- Becomes paramount and how well we help people ***live out their last days*** is the key.
- Most are there to ***live until they die.***
- That has to be our most important role.
- We have a privilege and not many other professions do.

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Creating a shared future

- Shared futures will be created by those who *embrace change*.
- Those who are *passionate* about what they do.
- The road ahead is clear and the future is bright for aged care services.
- You may ask why?
- Because *we are in it* and *we care*,

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BaptistCare *THE FUTURE*

- May not be **SAFE**
- May not be **PREDICTABLE**
- It is the **UNKNOWN**
- But it is **OURS TO CREATE**
- After all we will be the recipients of the services, certainly I will before many of you.
- *I would like to get it right.*

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BaptistCare *No looking back*

- We need to stop looking in the *rear view mirror*, it is very *small* for a reason.



- The *windscreen* in front however is very wide, also for a good reason.



- We will create a *shared future together*.

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BaptistCare *It starts with you!*

- Be the change!
- Is the glass half empty or half full?
- Do you see the old hag or the beautiful young lady?

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Visual perceptions

FIVE: MANAGING THE PROCESS OF
ORGANISATIONAL BEHAVIOUR



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STORY of the twin boys

Thankyou for the opportunity!

Thankyou for listening.

Any questions or comments???

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