GOVERNING FOR RESILIENCE

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Fi Mercer
Founder, Governance Evaluator

Kerri Rivett
CEO, Royal Freemasons Ltd
Board Member, LASA
Today's Presenters

Fi Mercer
Founder & CEO
Governance Evaluator

Kerri Rivett
CEO
Royal Freemasons Ltd
Heightened Governance Focus

More than one million elderly receive aged care services in Australia. By 2050 this will increase to 3.5 million in an environment of:

- Public Scrutiny
- Multiple inquiries
- Increasing regulation
- Increasing acuity
- Decreasing funding
A Struggling Industry

Aged care front and centre in public eye in Victoria.

Pandemic has accelerated and enhanced the pre-Covid 19 Aged Care issues;

- Workforce, “A Matter of Care” Sept 2018
  - 14 Strategic Actions
- Sustainability/Funding
  - 60% of Aged Care Providers making a loss Increases to 75% in regional and Remote Australia
- Quality and Safety
  - Is compliance quality
- Sustainable effective Governance
- Outcomes Royal Commission March 2021 and COVID 19
A Delicate Balance

What are we dealing with on a daily basis:
• Public Scrutiny
• Managing Media
• Balancing act between safety, care and sustainability (Safety vs Insolvency)
• Managing risk without resources and staff
• This is a Game Changer
DEFINITION OF RESILIENCE
PIVOT, ADAPT AND THRIVE
Definition of Resilient Governance

Resilience

*Is the capacity of communities in complex socio-ecological systems to learn, cope, adapt, and transform in the face of shocks and stresses.*
Definition of Resilient Governance

• Pivot, Adapt and Thrive
• Defining and understanding the new normal
  • Reworking culture – remote
  • Leadership
• Consumer behaviour
• Recovery planning
  • Board Risk, Infrastructure, IT (TED)

• Stay operationally resilient and explore what this means in practice

Ref: Bouncing back from adversity in the time of Covid-19, Governance Institute, 2020
Ref: Adding value to Governance in Aged Care, Governance Institute 2020
Pivot, Adapt and Thrive

Strategies:
• Don’t panic or catastrophise
• Be present, rise and fall with the tide
• Engage with staff
• Check and manage risks proactively
  • Leaders need to be more assertive, recognise risks
  • Need to be proactive not reactive
  • Manage the daily balance of $’s and safety
  • React and adapt (Assess plan, implement and evaluate)
• Continually define the new normal
WHAT DO WE NEED TO DO TO ENSURE RESILIENT GOVERNANCE?
**Be an Owl and a Sparrow**

Directors and Senior Executives need to:

- Understand all aspects of the business whilst being strategic

Combination of:

- Understanding the risks
  - Clinical, People, Financial, Quality & Reputation
  - Get into the weeds, BUT not getting stuck
- Understanding today, adapting to build for tomorrow
- Blue Sky Thinking - Strategic Planning.
- There are no one-size-fits all solutions
Stop - rethink - opportunity for blue sky thinking

Don’t stop making time to plan:

Example:

- Strategy Occupancy – will drop further but are there opportunities
- Resilience means we need to think about what we need to rethink in our business to be here in the future
Strong conversations - don't offend or take offense

• Directors and executives need to have strong conversations without taking it personally
• Never assume anything
• Be open to possibilities
Decisions must be made

Agility:

• Make decisions on best information available, evaluate and be prepared to make a different decision
• Meeting last till decisions made
• Don’t blame and don’t get stuck – move on
• Learn to ‘unlearn’
• Culture of continuous review and development
• Maslow’s hierarchy of needs
Lead a culture of agility

• Leaders need to lead
• Lead from the top and role model culture
• Don't stop assessing, improving, and developing capabilities as individual directors and board (team)
• Rolling iterative strategic planning through:
  • Scenario planning: regular review as environment changes, whilst also understanding long term strategy for complete changes of practice – i.e. what will aged care be:
    • Covid-19 is here for minimum two years – impact at least 5-10 years
    • Being agile and pandemic friendly
• Reaching a new normal
Drivers for good governance
Post-pandemic world

• Lead role model from the top, be relentless on Vision and Purpose
• Focus on planning but don’t over invest in the plan
• Hybrid (Duo) activities and outcomes is the norm:
  • Strategy and operations
• Respond and adapt quickly “learn to unlearn”
• Make decisions but be ok to make new ones if wrong
• Can’t go to board meeting without reading your papers

“Procrastination is not our friend”
QUESTIONS
How we can help you

Give away – copy of webinar
• We will send you a free video of this webinar and a link to the podcast episode
• Links for the mentioned articles will be supplied as well

Book a governance conversation
• Contact us directly to speak with a governance expert about how the Governance Evaluator program and services can be tailored to suit your organisations needs
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Governance Evaluator

solutions@governanceevaluator.com
0488 525 460
www.governanceevalutor.com
THANK YOU