

Benchmarking Partnerships

Connecting Best Practices,
People & Ideas



SummitCare (Australia), winner silver – 2009 Australian Business Excellence Awards

Leadership development case study

SummitCare (Australia) is a provider of aged care services across the Sydney metropolitan area with recent growth in regional Hunter Region. It is a privately owned business which has been operating for over 40 years and specialises in the provision of high and low level residential aged care.

Currently operating at 900 places of care its annual revenue is set to move to 57 Million in the 2010 budget period. In 2009 it finished construction and commissioning of a new 142 place service which caters for high low and extra service – a new market for SummitCare.

SummitCare now employs 1000 people across the nine geographic sites. Of critical importance to the Business Excellence Journey has been the deployment of a multiple level focus on building a solid **leadership** capability.

As insight to the study tour participants will gain a greater appreciation of;

1. Deployment of a flat matrix management structure with an emphasis on a solid leadership team structure- why does this work, what processes support it and hear what each leadership team member brings to the table to make it all genuinely effective.
2. Use of Hogan Assessments and Team Management System profiling for both high performance team development and individual personal and professional development at all levels within the organisation. How these assessments are used from recruitment through to individual performance support and also career planning.
3. Insight into the 'Summit Way' culture which pervades every level of the organisation and is measured by customer and staff feedback
4. Use of balanced score card with a strong emphasis on 'principled' based leadership philosophies fully integrated to local business plans and strategic positioning of the organisation for the long term. How the Summit Star recognition program continues the message of 'leadership in action'
5. Use of a model – Working in groups - to enable genuine collaboration across a multi-site organisation and why this is so critical for genuine operational efficiency and effectiveness
6. Use of the organisations unique ' performance measures matrix' which enables a whole of business and highly transparent focus to the full ABEP starting with the CEO and translating through the entire organisation to every part of core process.