



Leadership and Culture



Australian Government
Aged Care Quality and
Safety Commission



"The language of those charged with stewarding this system into a new era is peppered with a mixture of resolve to address the issues but also exasperation at the prospect of the scale and complexity of a pathway forward. Some of the greatest minds in policy, law and society have grappled with the seeming immovability of a deeply complex system."

KATHY HILYARD, THE ROLE OF LEADERS IN TRANSFORMING THE AGED CARE SYSTEM



BOARD AS STEWARD:

To care and take responsibility for something entrusted into your care

The leaders the sector need share a common goal to innovate, collaborate and transform the sector with consumers at the heart of these endeavours.

Governing body members and executives in aged care wear many hats, which will be subject to changed based on the operating environment and challenges faced at any given moment in time.

The Leadership and Culture capability dimension speaks to the role that governing body members and executives play in stewarding sector transformation. In stewardship role, governing bodies take a long-term perspective, creating solid foundations and building on these to develop capabilities that make their service resilient to crisis.

Through their interactions with consumers, their families, staff and ecosystem of care, well stewarded organisations gain the contextual intelligence and relationships to act as a constructive force in the community, fulfilling their obligation to deliver safe and high-quality care to our most vulnerable population. To achieve this, governing bodies must consider their impact on society, not just achieving its stated purpose, but the totality of operations and how these evolve over time. Governing body members must be willing to sacrifice short term benefits, for some long-term gain for all.

The work of reimagining the aged care system begins by believing the system can reform itself, it can be better.

In a desired aged care system, Governing body members and executives must re-imagine their place in the system and transform their organisations to live up to a more ambitious purpose.

To achieve this, leaders will need to challenge their own mindsets and behaviours and make a switch from competitive rivals to partners in networks and ecosystems of care.

This also requires that we challenge conventional ideas of management. Executives will need to move away from their individual areas of responsibility and work together as a team to shape the organisations future and steer a clear path towards it.



How to tell if your leadership team is leading

Consider the following questions to judge the extent to which your team is “leading” the reform for your organisation. You may be surprised by the answers. Some teams find that half their time is spent in unproductive, unstrategic patterns. More significantly, they realise they are not dedicating their energies toward the transformation that will position them for future success.

How much of your Board/Exec team time is spent running/dealing with day to day business, versus shaping the future?

How much of your time is spent following a fixed agenda and papers vs shaping and driving the strategic agenda?

How often do your strategic discussions lead you to make hard choices about the future of your organisation?

When you spend time on strategy, do you focus on the external environment, consumers and on bold reform choices that your organisation must make?

How much time do you spend reviewing actions after the fact versus proactively shaping actions and direction?

How often do you ask people to come back with more-detailed proposals for new initiatives or internal changes, how often is this a function of your team not having the energy or vision to be decisive?

How often do you spend time debating who is responsible for solving an issue, rather than addressing it?

How often do you explore issues and seek out evidence relating to the gap between your vision and purpose and the realities of what is happening “on the ground”?

How well do you and other members of your exec team/Board work together on issues (collective efforts vs individual tasking)?

How well do you know your colleagues on the exec team/Board? Do you get the feeling they care about your success, and do you care about theirs? How confident are you that your aspirations are aligned with your organisation’s stated purpose?

Notes



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Links and resources

The links and resources below provide additional details and supports to assist you to strengthen this capability ahead of the commencement of your formal learning pathway:

Additional Resources:



Useful videos TO WATCH

- [YouTube video on the difference between change management and change leadership](#)
- [Talk: 5 ways to lead in an era of constant change](#)



Useful articles TO READ

- [The role of leadership in transforming aged care - KPMG Australia \(home.kpmg\)](#)
- [How can we raise cultural standards in health and aged care? \(companydirectors.com.au\)](#)
- [High Performance in Disruption](#)



Useful clips to LISTEN TO

- [Leading Change up against your limits](#)
- [What Happens Next?: On Purpose: an interview with KPMG's Richard Boele on Apple Podcasts](#)
- [Take on Board: Meaghan Dwyer on the challenges and opportunities of collective leadership on Apple Podcasts](#)
- [What Happens Next?: Sustainability & ESG: A business imperative on Apple Podcasts](#)

