

Resthaven Customer-Centric Business Transformation



CASE STUDY

Overview

Resthaven Incorporated is a leading aged care provider in South Australia with more than 2,400 employees and 490 volunteers providing support and services across 33 locations.

Resthaven engaged 6 Degrees Consulting to assist in designing an enhanced and seamless customer experience, which would then provide the foundation for a wider business transformation, the 'Ignite Program.'

6 Degrees Consulting met with customers, employees, and volunteers, and worked closely with Richard Hearn CEO and members of the Executive team to develop a comprehensive 'Customer Experience Blueprint.'

This Blueprint is assisting to advance the strategy of the organisation and guide the Ignite Program.

PROFILE OF RESTHAVEN

- 10,000+ customers
- 2,400 employees
- 490 volunteers
- 33 locations
- Established in 1935

The Challenge

Government-initiated reforms in aged care is further empowering customers, providing them with greater choice over the types of care and services they access, how and when those services are delivered and by whom. In recognising this growth in the customer driven and competitive environment, aged care service providers are increasingly tailoring their services to meet the changing demands of customers and increase their satisfaction with the services they receive. As customers and their families embrace their power to choose a provider and tailor their services, it's expected they will continue to seek out those providers delivering a customer experience they value.

There is natural synergy here with Resthaven's history of providing great customer services and its stated purpose: working together to provide outstanding care and support to older people and their carers. Resthaven's 2015-2020 Strategic Plan features a strong focus on engaging existing and potential customers, which shapes the delivery of services.

In 2017, CEO Richard Hearn commissioned the Ignite Business Transformation Program to support the delivery of this strategic focus.



In launching such a significant program, Resthaven identified the need to partner with a consultancy to advance the current Resthaven customer engagement strategies to deliver a customer-centric business transformation program consistent with Resthaven's purpose.

Resthaven initiated discussions with Anthony Butler, Anne Primus, and Helene Egan of 6 Degrees Consulting, and 6 Degrees was engaged by Resthaven to develop a Customer Experience Blueprint to inform Resthaven as a whole and influence the Ignite Program.



SIX DEGREES
CONSULTING

Our Process

6 Degrees partnered with Resthaven and consulted with stakeholders before developing the Customer Experience Blueprint.

“ It was important 6 Degrees had access to the full range of people who make up the Resthaven community. This included stakeholders who have been part of advisory groups we had previously established, customers who live in their homes in the community who receive our support, those living in our residential services, their carers, and our unique customer base in Retirement Living Units.

“ It was imperative we ensured regional customers had their voices heard as part of this process, so we accompanied 6 Degrees to meet them face to face. We wanted to ensure he consultation included a good mix of viewpoints from many people with diverse backgrounds and life experiences.”

*David Norton, Executive Manager
Finance and Corporate Services*

As part of the design, the Executive team and Senior staff of Resthaven worked together to define a vision for the customer experience and this vision was discussed with stakeholders throughout the design process.

Two core groups were established: the Customer Experience Reference Group, and the Customer Working Group.

The Customer Experience Reference Group provided valuable insight into the business, and supported 6 Degrees in working with Resthaven and its customers.

The Customer Working Group comprised 12 customers.

Approximately 120 customers, employees, and volunteers were consulted through 18 focus groups, small meetings, and surveys. The focus groups were designed to engage all members as Resthaven explored what is important for customers, how they want Resthaven to support them throughout their changing lives, and what outcomes they want.

“ From the focus groups 6 Degrees facilitated with the workforce, we’ve discovered a huge synergy between what the workforce thinks is important in working for Resthaven, and what our customers actually want from us; which is really pleasing.

“ Both the workforce and customers said that services and care should be of high quality, involving family was important and the calibre of the workforce was key to meeting customer expectations.”

*Tina Cooper, Executive Manager
Residential Services*





Subsequent to the facilitation of focus groups, previous customer-focused research conducted by Resthaven was analysed to gain further understanding of customer needs and expectations.

These insights were validated with the Customer Experience Reference Group and the Customer Working Group.

In addition, data and feedback from focus groups, prior research from the Customer Experience Reference Group and feedback from the Customer Working Group was cross-referenced and assimilated to construct the Customer Experience Blueprint and design an enhanced, seamless customer experience.

A Summative Report was developed providing Resthaven with a summary of the Blueprint, the business capabilities required to deliver the customer experience, and initiatives for consideration and endorsement.

The Summative Report demonstrated alignment between Resthaven's Strategic Plan and the initiatives proposed.

“ Feedback from customers shows they want to be respected, want services to be delivered at the agreed time, and they want to feel they are being supported in their dealings with Resthaven. Resthaven's 2017 Employee Climate Survey underlined how these align from an organisational perspective – our workforce values are foundational to delivering what our customers want.”

*Des Itsines, Executive Manager
People and Culture*

CONSULTATION AT A GLANCE

- 18 focus groups with 120 people (including 84 customers and 36 members of the workforce)
- 25+ hours of conversations
- 2,500 contributions recorded
- 64 prior reports analysed

The Results

Through this work, Resthaven now has a shared vision of the customer experience and this is supported by the Customer Experience Blueprint.

Resthaven's vision for the customer experience is:

'Resthaven responds seamlessly and efficiently to provide a personalised customer experience which enables customers to be highly satisfied with their interactions with Resthaven.'

The Blueprint defines the experience customers have indicated they want, what is important for them, how they want Resthaven to work with them, what will maximise customer engagement, and areas where technology can be used to support it.

'Recommendations from the Blueprint mean we look at things and ask: what's next? How can we continue working to improve our technology, processes and alignment to keep the focus on people who are our customers.'

*Sue McKechnie, Executive Manager
Community Services*

Resthaven now has a deeper understanding of its customers and the ways its teams can work collaboratively to deliver a seamless and outstanding customer experience.

'We have a refreshed focus on who our customers are as people, and we have used this work with 6 Degrees, to have legitimate synergy with the Ignite Business Transformation Program to inform the broader strategic direction of Resthaven, and in how we engage with both existing – and potential – customers.'

Richard Hearn, Chief Executive Officer

The Blueprint has been valuable for the Ignite Program and enables alignment between Program activities and the Customer Experience Vision. The Blueprint defines the Six Facets identified in Figure 1.

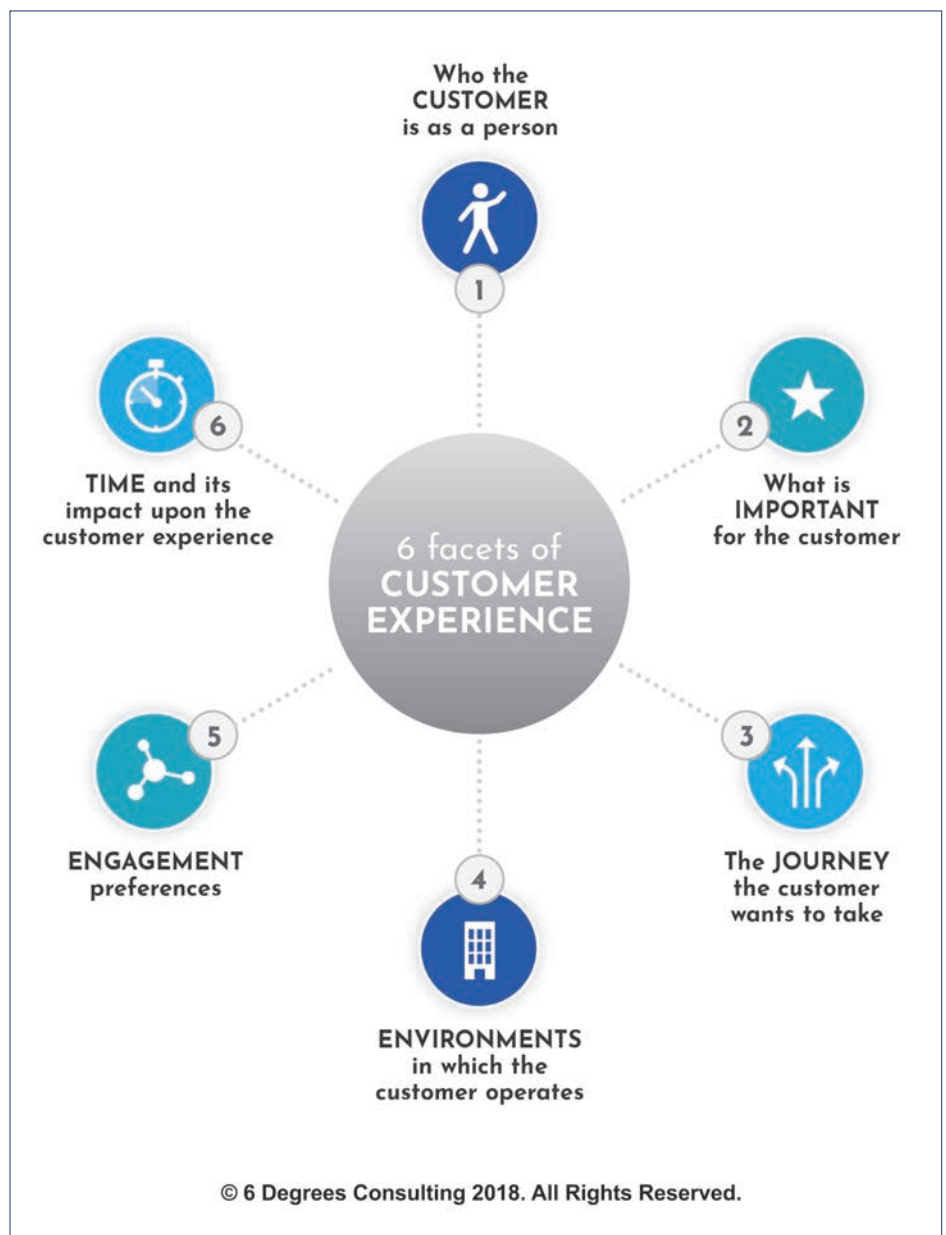


Figure 1.

Several recommended initiatives identified in this work have commenced, including customer-focused initiatives to complement not only the Ignite Program, but actively support Resthaven's continued focus on the customer.

A new Customer Experience Working Group drives the planning and monitors programs against the Blueprint.

" The Customer Experience Working Group is a multi-disciplinary employee team that reports to the Executive Team, so this will lead to actions and ideas being tabled at a high-level within Resthaven."

Wendy Morey, Executive Manager Workforce Development and Governance

6 Degrees' Contribution

6 Degrees has worked with Resthaven to define a customer experience that will enable Resthaven to enhance the experience it provides to customers and deliver seamless support.

A major business transformation such as the Ignite Program is a significant investment for many stakeholders, and the enhanced customer experience is being used to guide the realisation of business outcomes.

" 6 Degrees didn't come in and offer pre-packaged ideas to change what we do. Instead they asked us: what do your customers need and how do they want Resthaven to work with them?"

" Customers reminded us that they want support through transitions, a workforce which is friendly, caring, competent and informed and that the culture of the organisation was fundamental to all this."

Wendy Morey, Executive Manager Workforce Development and Governance

6 Degrees is inspired to see what Resthaven will achieve – using the enhanced customer experience as a foundation. Resthaven and 6 Degrees are now partnering to implement outstanding business capabilities required to deliver the enhanced customer experience.

" 6 Degrees allowed us to start this process with a reconfirmation about our customer-centric culture, and to be open to new learnings about how we can best be of service to people."

David Norton, Executive Manager Finance and Corporate Services





The Future

Embracing genuine business transformation is a challenge for any organisation, and the work with 6 Degrees would not have been possible without the commitment and energy of the Resthaven community.

In-line with the customer-centric focus, the Customer Experience Working Group is working in parallel with the Ignite Program team.

The Working Group is bringing together insights from the Blueprint, recently-completed customer engagement research, and results of the 2017 Employee Climate Survey to inform a communications plan for Resthaven.

Customer-centric transformations from the partnership between Resthaven and 6 Degrees puts the organisation in an enviable position moving forward.

“ Not only are the customer experience responses now different from 10 years ago, but we know they will be different in another 10 years. We need to be nimble as the market is changing, and that’s why we are inviting customers into the centre of our transformation.”

*Richard Hearn,
Chief Executive Officer*

