

CASE STUDY

Market: NDIS early childhood provider & early childhood care

Company size: 70 employees

Clients: 268

Approach: Revenue growth opportunities

PHASE 8



ITS GOOD PEOPLE WHO MAKE A SUCCESSFUL TRANSFORMATION

OVERVIEW

A small to medium-sized, NDIS provider in a regional area on the South Coast, had financial and operational issues including a long waitlist.

The area had few experienced NDIS providers, challenging times to retain qualified staff in the area and a growth in the number of NDIS customers since the NDIS. The CEO was consumed by the amount of work required for positive change and worried they were not financially sustainable.

CORE ISSUES

LIMITED RESOURCES – GROWING WAITLIST

Since the start of the NDIS the clients NDIS waitlist had increased. People had approved plans however the client's frontline staff were transitioning to the NDIS and were challenges with new technology, new way of thinking and operating under the NDIS.

The client had a great reputation in the area however their waitlist was growing and if they didn't find a way to meet the demand, we expected the demand to find alternative providers for service.

The CEO wanted the team to be supported through the change and engaged to understand the personal, organisational and community impacts of meeting the demand with existing resources.

"Our positive culture becomes your positive culture."

David Hubbard

Director/CFO

CINCH Finance & Operations

www.cinchfinance.com.au



APPROACH

IDENTIFYING BARRIERS

We started working with the CEO and management team to understand their barriers to change and their current mindset.

FINANCIAL MODELLING

We prepared macro-level financial models and discussed utilization with staff so they could see first-hand how they impact the waitlist of the organisation.

OPERATIONAL PLANNING

We worked with the management team and did time and motion studies to understand where improvements could be made and how to transition staff.

TARGET SETTING

Individual targets were set for every staff member connecting outcomes with the operational plan, and we were able to provide feedback on the data collected.

STAFF Q&A SESSIONS

We engaged with the teams and facilitated sessions where the plan was presented to staff. They asked questions and raised concerns.

REVIEW WAITLIST

We used the current waitlist as a base and tracked staff against key drivers and provided a summary of their progress.

REVENUE GROWTH

We worked with the frontline team on areas of efficiency and reduced administration time, finding the right mix of staff hours and efficiencies we were able to service more people with the existing workforce.

ONGOING SUPPORT

We provided ongoing analysis of the progress and financial impact of the changes which supported a change in operations and culture which helped turn the organization around.

LEADERSHIP COACHING

We ran individual coaching sessions with the management team and implemented a staff survey to gather feedback. We also developed a staff leadership program.

MONITORING & REPORTING

We set up special reports which provided the finance and frontline teams information which helped them track the progress of reducing the waitlist.

RESULTS

18%

INCREASE IN STAFF UTILISATION

122+

INCREASE IN NUMBER OF CHILDREN SUPPORTED

" We needed someone who could help us turn things around financially. We also wanted to maintain our culture of supporting families and keep staff morale high through all the changes. Within a few months we had made significant changes, we had clarity behind the numbers, performance improved, and the Board had increased confidence ...and staff were engaged in the process"

CEO
Early Childhood Integration <12Yrs



OUTCOMES

- ✓ Within weeks key organisational drivers were reviewed and frontline staff aware of the impact and changes of reducing the waitlist.
- ✓ The client achieved revenue growth by reducing their waitlist
- ✓ Staff engagement increased through the senior leadership team coaching and are continuing with the professional development.
- ✓ Decision making by the General Manager is planned rather than reactive
- ✓ The client has reduced the waitlist and is tracking staff utilization so as more staff are employed to take advantage of growth opportunities.
- ✓ The client is working on strategic planning involving, diversification, adding new services and continuing to deliver quality services to their community.

"It surprises me the number of organisations who do not invest in the culture particularly when there are times of change. We have observed organisations leverage culture and turn an organisation around."

David Hubbard

Founding Director, CINCH Finance & Operations.
www.cinchfinance.com.au

ABOUT CINCH FINANCE & OPERATIONS

We are Non-Profit Business Transformation Specialists servicing the disability, community housing and aged care sectors.

We have a process which covers everything from business review, understanding unit costs, assistance with NDIS claiming, leadership coaching and change management to boardroom level reporting, analysis and continuous improvement projects.

We understand your business as a trusted adviser and strive to help you help more people with your current resource capacity and bring potential to your organisation.

We engage stakeholders to participate in the transformation and achieve the ultimate reward of delivering quality services and helping more people in the community.



Contact us today

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