

# CASE STUDY

**Market:** NDIS early childhood provider

**Company size:** 27 employees (fte)

**Clients:** 400+

**Approach:** Culture & leadership transformation

## PHASE 1



# ITS GOOD PEOPLE WHO MAKE A SUCCESSFUL TRANSFORMATION

## OVERVIEW

A small to medium-sized, regional NDIS provider, which provides early childhood intervention services, had several financial and operational problems limiting its success.

Staff were struggling with buy-in and acceptance of the NDIS model (dealing with terms such as billable hours and plan completion). The CEO was overwhelmed by the amount of work required for positive change and worried they could be facing voluntary administration.

## CORE ISSUES

### FINANCIAL STABILITY

Due to the financial and operational issues, the organisation was close to tapping into its financial reserves to cover day-to-day running expenses.

### STAFF ENGAGEMENT

The CEO wanted the team to be more engaged with making change and to understand the personal, organisational and community impacts of not changing.

*"Our positive culture becomes your positive culture."*

### David Hubbard

Director/CFO

CINCH Finance & Operations

[www.cinchfinance.com.au](http://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 that we discussed with staff so they could see first-hand how they could impact the sustainability of the organisation.

### OPERATIONAL PLANNING

We worked with the management team to develop a detailed operational action plan which identified accountabilities and key milestones.

### 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.

### BUSINESS REVIEW

We pulled together information on all the key organisational drivers and provided a summary of their current financial state.

### SAVINGS

With our specialist knowledge of the NDIS we worked with the frontline team on areas of efficiency which reduced their administration time and found the right mix of staff hours and efficiencies to service more people with the existing workforce.

### ONGOING SUPPORT

We provided ongoing Leadership Coaching to support the 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.

### NEW SYSTEMS

We set up new automated software for both the finance and administration teams to boost operational efficiency.

## RESULTS

14X

RETURN ON INVESTMENT

157+

INCREASE IN NUMBER OF CHILDREN SUPPORTED

*"We've been working with CINCH for many years in preparation for NDIS. David and his team have supported us through the transition and helped us better understand the drivers of financial stability. With their help, we've seen a shift in our management approach and been able to create more opportunities to support children and their families."*

General Manager  
ECI Provider



## OUTCOMES

- ✓ Within weeks all key organisational drivers increased.
- ✓ The client achieved their budget targets and is now making a sustainable surplus
- ✓ Staff engagement has increased and the senior leadership team are continuing professional development.
- ✓ Decision making from the General Manager to Administration is now planned rather than reactive
- ✓ The client is exploring growth opportunities, diversification and adding services, which are not fully-funded under the NDIS.

*"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.

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## 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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