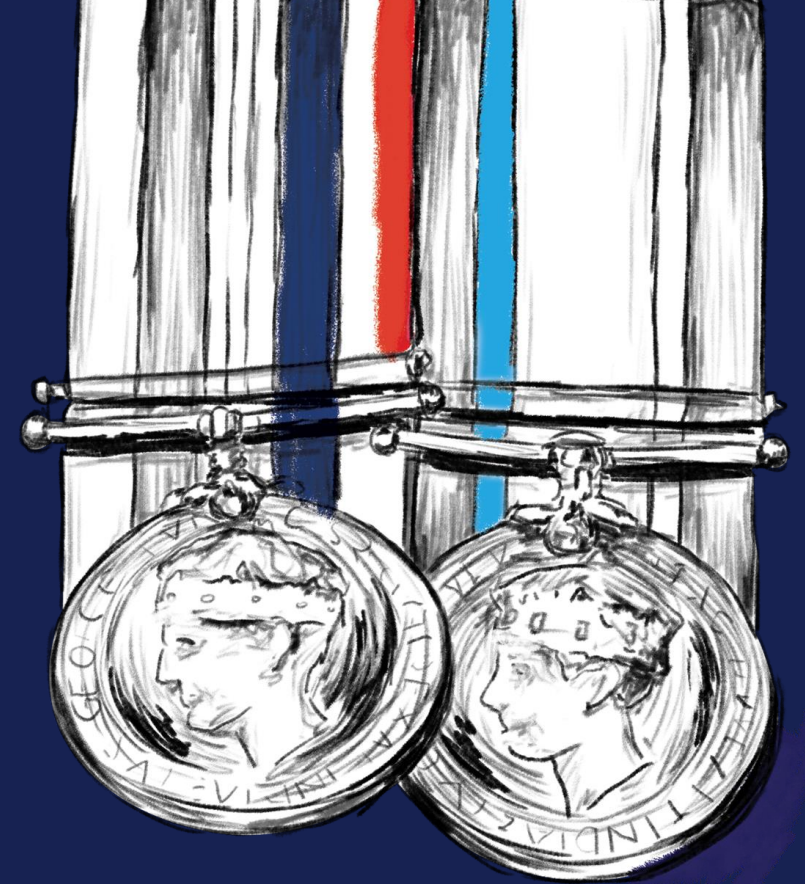# UKG Healthcare
Executive Summit 2023

Honouring
your service

RSL
LifeCare

Our Story & Who We Are

- ❖ **111-year proud history**: established as a Veteran homelessness service in 1912 on Bare Island
- ❖ Now a large aged care provider in NSW & ACT with 3,700 staff
- ❖ Current portfolio:
  - **29 residential aged care facilities** - 2,200 beds
  - **27 retirement villages** - 2,400 independent living units (over 3,000 residents)
  - **15 home care offices** - 2,000+ clients
  - **Expanding Veteran services** - 4 Veteran wellbeing centres, and services on 9 ADF establishments

Nicki Young – Chief Operating Officer

❖ COO since March 2022
- Joined Jan 2020 as GM Veteran Services to re-establish charitable arm post Enquiry

❖ About me:
- 32 years as a Registered Nurse
- Served 21 years in permanent ADF and continue to serve as Active Reservist
- Contract and Services Manager at Medibank for ADF Garrison Contract
- Director of Nursing, International Health and Medical Services, delivering contract for Department of Home Affairs to the Immigration and Detention network in Australia, Christmas Island, and Nauru
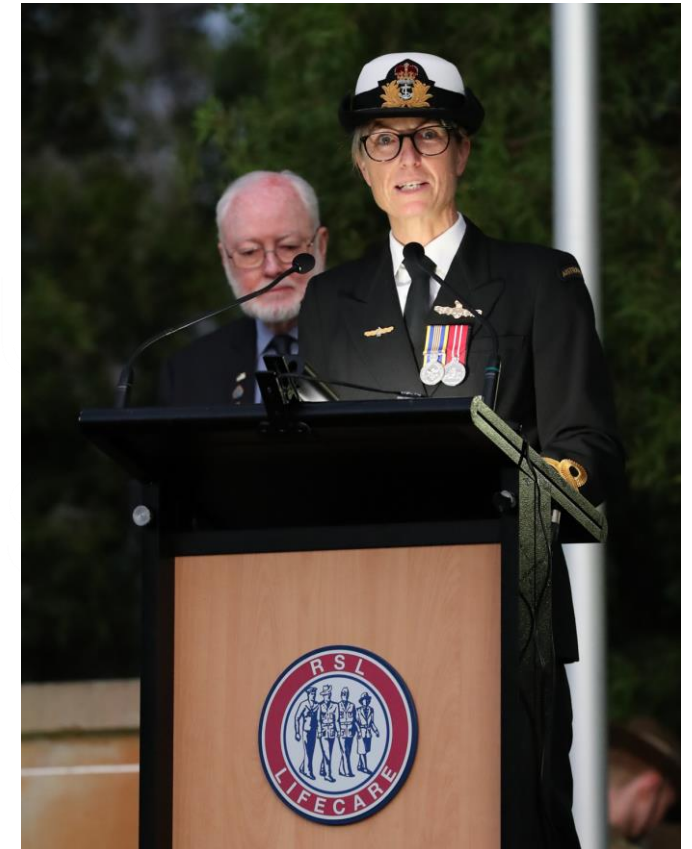
Project Management Support – The Key to Success

Barbora Muzikant

ACCELR8
PROJECT MANAGEMENT CONSULTANTS

PROJECT MANAGEMENT EXCELLENCE

- Project, program, and change management leader - shifting organisational culture and capability while building strong leaders and high-performance teams
- Decades of global operational delivery and advice - leading major transformations, strategic alignment, and sustainable success
- My vision: people are at the heart of everything - **projects are built for people, by people**
- Years of experience with UKG Dimensions projects

Check out our website at www.bmprojectmanagement.com.au or find me on LinkedIn and connect.

Setting the Scene - External

| Increasing government regulations | Unsophisticated sector catching up post Royal Commission | Immature rostering practices and principles |

| Compliance reporting reliant on accurate and timely data | Aged workforce
Language barriers
Digitisation challenges | Need for education
Centralisation and standardisation |

Setting the Scene - Internal

New rostering system (RITEQ) rolled out mid-2021

Selection of new system under compressed timeline

Change fatigue: digitisation, new leadership

Advised end of life January 2023
Needed to implement new system

Already in process of implementing another 6 systems

Change management crucial
Create energy & excitement
Use of all internal resources

The Perfect Partnership - Why UKG

UKG
Our purpose is people

- Committed and professional team
- Proven implementation success in large organisations with similar needs
- Scheduling that ensures safe, compliant, and effective rostering practices
- Timely, accurate, and sophisticated reporting
- User-friendly
- Mobile app functionality
- Ability to closely monitor labour and cost controls
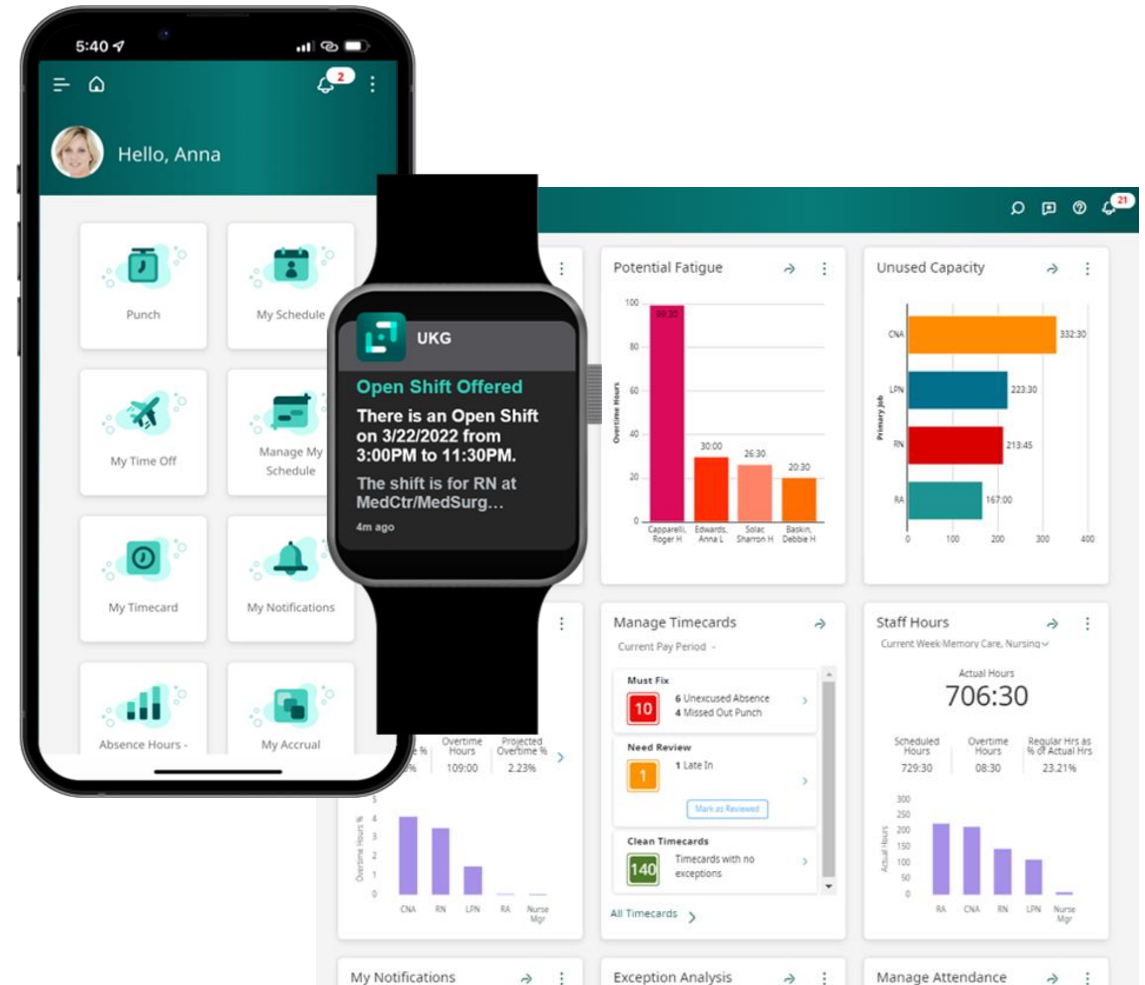
The Challenge – Timeline (Overview)
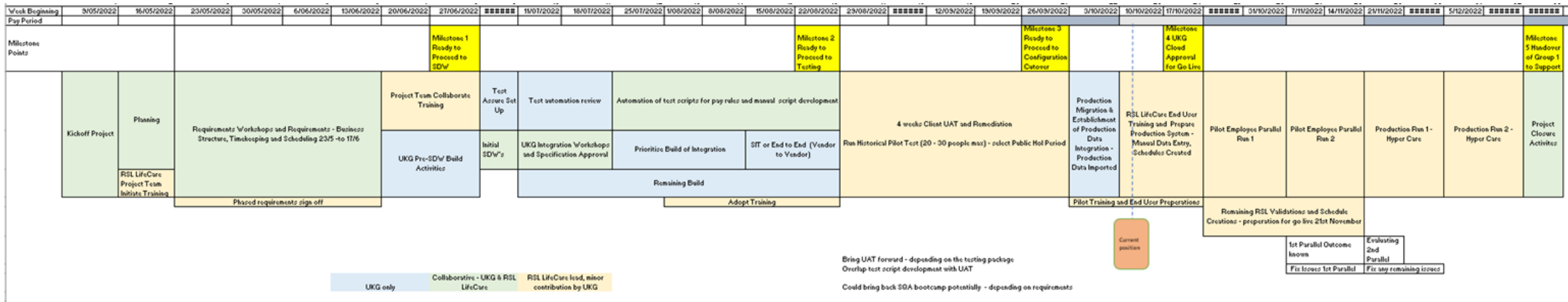
1. **February** - notified Riteq not supported beyond Jan 2023
2. **March** - went to market and RFP
3. **April** - signed contract with UKG
4. **April** - COO appointed as Executive Sponsor
5. **April** - Project Manager interview process
6. **May 9th** – kicked off with Project Manager (Barb)
7. **May 12th** - project kick off meeting
8. **Mid-November** - UKG Dimensions go live!

The Challenge – Timeline (Technical)

1. **May** – project kick off
2. **June** - requirements
3. **July/August** – build/unit testing
4. **September** – UAT (user acceptance training), face to face training (facility & admin managers)

5. **October** - cutover
6. **October/November** – validation tasks & PROD setup
7. **November 21st** - UKG Dimensions go live!
8. **December 19th** – project closure

Collaboration – The "One Team" Approach

Collaboration – The "One Team" Approach

- From kick off, it was a "one team" approach
- Commitment to succeed from CEO down
- Engagement from key business stakeholders
- Collaboratively reviewed and built all pay rules
- Support for "how" and "why" we do things in Dimensions
- Communication and change campaign:
  - Utilised peers as "actors" to facilitate buy in
  - Amplified employee self-service and mobile solution benefits
  - 2-day face to face training session
  - Multiple re-education and online instructor-led training sessions

Bringing Fun to Change

Lessons Learned

Issues faced in lead up to go live with unforeseen product limitations

Discovered significant data integrity issues in separate HR system

Biggest risk: reliance on single source SMEs for scheduling and timekeeper

Planning of leave: lost critical vendor resources before go live and during hypercare

Value of using mobile app over clocks

Lessons Learned…for Success!

It all comes down to PEOPLE!

Stay focused: constant connection to the 'why'

Committed, positive, and collaborative project sponsors on both sides

Don't let perfection get in the way of progress

Skilled project resources focused on getting tasks done

Support from top down

Celebrating all wins along the way and at the end

- **Ongoing training and education**: reviewing of user adoption survey
- **Evolving change management**: it doesn't end at the end of the project
- **Leveraging analytics**: giving eyes into the business to monitor behaviours
- Introduction of a workforce planner to **optimise rostering principles**
- **Focusing on scheduling practices** and culture/routine of every day
- **Develop reports** that drive excellence in business practices (AN-ACC)
- Optimise functionality with **mobile app**
- Work on **capturing agency** easily and accurately
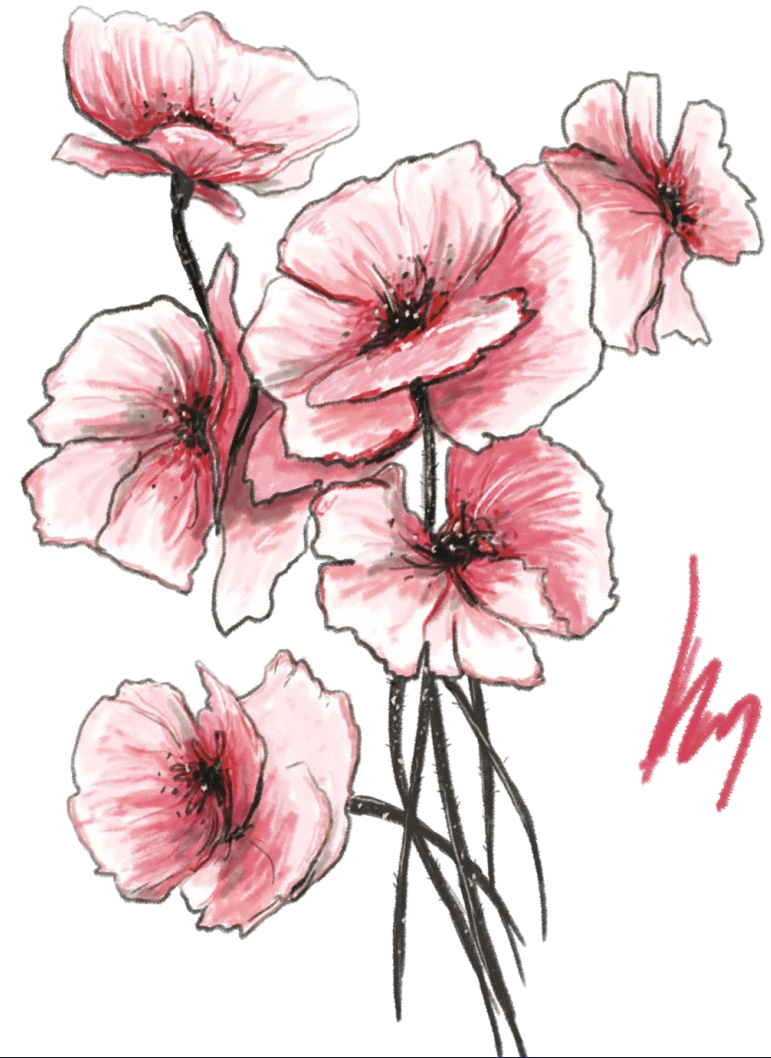
The Journey Continues

Questions?

Honouring **your** service

RSL **Life**Care