



Retirement Living & Seniors Housing – Operational Managers Program

Building brand reputation through skilled management

ACCPA 
Aged & Community Care Providers Association



Connection with a like-minded community, supporting lifestyle choices and maintaining wellness are fundamental drivers for older Australians contemplating accommodation options, such as Retirement Living & Seniors Housing.

Retirement Living & Seniors Housing settings deliver operational and managerial challenges that require skilled, adaptive, and resourceful leaders. The program explores the essential role capabilities that support effective management and the key human skills that support better communication with team members and with older people and their families.

- Learn the essential tools of management that ease the workload, embrace the freedom that planning and execution provides and explore key asset management principles and practices.
- Build resilience by understanding what motivates others, gain awareness of dementia and associated behaviours, and learn how to promote psychological safety and self-care.
- Deliver service excellence and memorable customer experience, manage conflict calmly and resolve disputes and complaints with confidence.



Nine workshop topics across 22 hours of learning



Each module includes three workshops delivered by experts



Targeted towards ACCPA Members and non-Members who provide Retirement Living & Seniors Housing options



Online workshop delivery



CPD Points available



Continuing Professional Development

To maintain professional currency, increase and broaden your knowledge, expertise and competence, the program offers 22 Continuous Professional Development Points (CPD). CPD points reflect both an investment in self and your commitment as leaders and managers. A certificate of your attendance and CPD points achieved will be provided to you for your records.



Essential Tools of Management

Art of Retirement Living Management

Duration: 2.5-hour workshop

Facilitator: Bruce Williams

Workshop Overview:

Contextualised for Retirement Living Operational Managers, this workshop explores the contemporary capabilities required to deliver effective management, in this unique workplace setting.

Learn how to align your daily priorities and actions with key organisational goals whilst maintaining and growing an effective team and learning culture. Delivered in a practical manner, participants are provided post-session resources that will assist in the day-to-day practice of confident management.

Learning Outcomes:

- Manage yourself and others with greater confidence
- Improve communication and relationship-building
- Be an agent for positive change and improvement
- Manage up, down, and sideways more effectively
- Align daily priorities and actions with key organisational goals and aspirations
- Think more clearly and provide the right guidance for team success
- Foster trust and a positive workplace culture for better service delivery

Planning and Execution

Duration: 2 x 2-hour workshops

Facilitator: Bruce Williams

Workshop Overview:

Part 1: Strategic Action and Goal Setting

Strategic actions and goals are essential for achieving personal and professional success. They help you to clarify your vision, focus your efforts, and measure your results. However, creating and implementing strategic actions and goals can be challenging, especially in a complex and dynamic environment. How do you set realistic and relevant goals that align with values and purpose but are also flexible enough to respond to the unexpected? How do you overcome obstacles and distractions that prevent you from taking action? How do you track and evaluate your progress and performance to ensure continuous improvement? And how do you maintain momentum, motivation and your own wellbeing?

In this workshop, you will learn how to create and implement strategic actions and goals that are informed by and aligned with your vision and values. You will also discover some practical tools and tips to plan, track and evaluate progress on meaningful goals. And you'll explore some simple strategies to help you feel a greater sense of satisfaction and personal wellbeing.

Part 2: Priorities, Motivation and Daily Practice

Do you wish you could find more time and energy for the things that matter most? Do you often feel overwhelmed by competing demands and conflicting priorities? Do you wrestle with procrastination or perfectionism? Do you spread yourself too thin, trying to do too many things at once? Do you struggle to say no to people and distractions that eat up your limited time and attention?

In this workshop, you will discover how to identify and prioritise your core values, goals, and activities, and why this alignment matters. You'll learn how to cultivate motivation and consistent daily action, even when you face challenges, distractions, disruptions and setbacks. You'll also explore some effective techniques for creating and maintaining routines or daily practices to support ongoing performance without compromising your personal wellbeing. And you'll be introduced to some simple techniques to help you say no more often and safeguard your valuable time.

Learning Outcomes:

- Align your vision and values with valid actions
- Improve clarity and focus
- Create an agile and accountable strategic doing cycle
- Understand and make better use of KPIs and OKRs
- Set achievable and meaningful goals
- Reduce overwhelm and prioritise like a pro
- Create sustainable daily habits and rituals to support your performance and wellbeing equally
- Maximise ROI for your precious time and energy
- Tame your calendar and leverage your time
- Feel good about what you're not doing

Asset Management

Duration: 1.5-hour workshop

Facilitators: Bruce Tustin and Peter Hall

Workshop Overview:

The Fundamentals of Asset Management is designed to inform managers of the advantages in applying an asset management approach including risk mitigation, commercial benefits, cost savings and operational efficiencies.

The NSW Government changes to the Retirement Villages Act, now require a 10-year Asset Management Plan to be kept up to date and refreshed in 3 years, from 1 July 2022. (The Retirement Villages Amendment (Asset Management Plans) Regulation 2021).

While other states and territories do not have this legislated requirement, it is noted this legislative approach may be replicated in other states and territories. This workshop will inform and enable operators to prepare for legislative changes and to take advantage of the cost benefits in asset planning.

Learning Outcomes:

- Understand the practicalities of asset management, and the 4 principles of asset management (optimising maintenance and renewal, developing accurate long-term strategies and sustaining long term performance)
- Examine key tools to manage assets more effectively
- Learn how leasing priorities enhance value
- Learn how to resolve regulatory liabilities and address other issues that may arise
- Explore the commercial benefits and cost savings





Module 2

Building Resilience and Understanding Others

The Empathy Advantage: Self-awareness and Social Skills

Duration: 2-hour workshop

Facilitator: Bruce Williams

Workshop Overview:

Being able to recognise, understand and manage emotional states, both our own and other people's, gives us real leverage when it comes to working well with others, managing stress, making effective decisions, and taking consistent meaningful action. This is the empathy advantage. A potent mix of self-awareness, self-management, social awareness, and social skills. It's the ability to compassionately manage our own emotional profile and maintain equilibrium and confidence in the face of an often complex, uncertain and ambiguous professional or social environment.

The empathy advantage enables us to communicate more clearly and enrich relationships through honest, respectful discussion. We can approach sensitive issues with greater confidence and skill and provide the right encouragement for action and change. We can respond calmly and effectively in emotionally charged circumstances and become a more authentic leader with a genuine balance of empathy and assertiveness.

Learning Outcomes:

- Cultivate a positive, growth-mindset
- More successfully identify and navigate what people are feeling
- Improve awareness of personal strengths and limitations
- Increase self-confidence and self-acceptance
- More comfortably let go of mistakes as learning opportunities
- Help ourselves and others accept and embrace change

- Develop a stronger sense of curiosity, particularly for other people
- Deploy our empathy and concern for others in practical ways
- Boost the quality of our listening skills
- Better understand why we do things and how they impact other people

Understanding Dementia

Duration: 2-hour workshop

Facilitator: Dementia Australia

Workshop Overview:

Retirement Living accommodation is designed for people over 55 years of age, with the majority of residents entering in their early-to-late 70s, and the average age of a resident being 81 years. It is feasible that during this time, some residents will develop a form of dementia.

This workshop provides an overview of dementia, including signs and symptoms, causes, and an understanding of how dementia affects the brain and behaviour. You will be encouraged to reflect on your interaction with older people who may have signs and behaviours associated with dementia and consider ways this knowledge can translate into person-centred support for people living with dementia.

Learning Outcomes:

- Knowledge of the complexity of dementia, including prevalence, risks, types of dementia, how the brain works, and signs of dementia
- Greater understanding of the importance of a person-centred approach to dementia support, including communication approach, choice and decision making
- Increased knowledge of the resources and services available for support for people living with dementia



Psychological Safety and Self Care

Duration: 2-hour workshop

Facilitator: Bruce Williams

Workshop Overview:

Psychological safety is the absence of harm and/or threat to mental health and wellbeing that an employee might experience in the workplace. Self-care is a conscious act people take in order to promote their own physical, mental, and emotional health. Psychological safety can assist with self-care and wellbeing by creating a positive workplace culture that supports employees' needs, values, and strengths. A psychologically safe workplace can foster communication and collaboration, positive role-modelling, problem solving and conflict management, safety and security, fairness, and integrity among employees. These factors can help employees feel respected and valued, empowered to perform at their best and contribute more effectively to the organisation's goals and client service outcomes.

This workshop will introduce you to the key principles of psychological safety, why they are important, and how they promote personal wellbeing and a positive workplace experience. You will learn how a psychologically safe workplace helps you with learning and development, recognition and feedback, autonomy and flexibility, work-life balance, and feeling more confident and resilient. You will also discover simple tips and tools to help you better cope with usual stressors of life and work and improve your own personal sense of health and wellbeing.

Learning Outcomes:

- Understand the core attributes of psychological safety, why they are important and how they contribute to personal wellbeing
- What does the absence of psychological safety look like?
- How to promote and support psychological safety
- Actionable steps to improve self-care and personal wellbeing





Service Delivery for Positive Outcomes

Service Excellence and Customer Experience

Duration: 2-hour workshop

Facilitator: Bruce Williams

Workshop Overview:

Customer service is any action that helps customers with their problems, questions, and needs. It is usually a reactive and single touchpoint between a customer and our organisation. Customer experience is the overall perception and feeling that customers have about our organisation. It is influenced by all the interactions and touchpoints that customers have with us, including customer service. Customer service is what we do. Customer experience is how people feel about what we do.

Service Excellence and Customer Experience will help you to better understand the mindset and key skills that are the hallmarks of great customer service. You will learn why responsive communication, active listening, cognitive empathy, collaborative trouble-shooting and creative problem-solving are powerful ways to enhance service delivery and boost customer satisfaction. This module will equip you with practical tips and tools to help you create positive and lasting impressions with your customers and build stronger, more positive customer relationships.

Learning Outcomes:

- Foster a customer-centric mindset
- Understand the core skills for excellent customer service
- Understand the significance of the customer's experience and why this matters
- See every customer interaction as an opportunity to enhance customer experience
- Communicate in ways that improve customer outcomes, engagement, and satisfaction
- Build trust to deepen relationships and promote customer loyalty

Complaints Investigation

Duration: 2-hour session

Facilitator: Diane Herr

Workshop Overview:

This workshop offers a process for complaints investigation and resolution. Case studies will be used to demonstrate a best practice approach with references to approved provider responsibilities and practical skills in applying a streamlined complaints investigation approach.

Learning Outcomes:

- Types of complaints – communication, living environment, fees and charges in retirement living agreements.
- Applying a solution-focused framework to deal with complaints
- Identify the primary tools or components of an investigation – conciliation, investigation, service provider resolutions and mediation.
- Learn key elements that enable complaints to be resolved –confidentiality, effective communication, active questioning, natural justice principles and an equitable and fair approach for all parties.
- The principles of effective complaints documentation.

Managing Conflicts and Disputes

Duration: 2 x 2-hour workshop

Facilitator: Bruce Williams

Workshop Overview:

This 2-part workshop will equip participants with a thorough understanding of conflict dynamics to increase confidence to apply practical strategies and tools to manage disputes and navigate conflict to peaceful resolution. Blending relevant contemporary theory, simple to apply strategies and real-world examples, the session will enable workers to reduce stress, resolve conflict, and communicate with confidence and clarity.

At the end of the workshop participants will be able:

- To better understand the conflict dynamics that operate between parties
- To proactively address disputes and provide effective feedback including performance conversations.
- To apply self-care strategies and maintain personal wellbeing in times of stress.

Part 1: Conflict Dynamics

A thorough understanding of conflict dynamics allows people to choose wisely the best strategy and to walk confidently through appropriate steps to resolution. It enables those involved to navigate with grace and skill the tensions and misunderstandings that are often unavoidable in care-giving services. Especially those where consideration must also be given to broader social and emotional impacts on families and support networks. This module unpacks the common elements of conflict, causes and contexts, why and how it occurs, and simple ways to use the moment as an opportunity for relationship building.

Part 2: Conflict Conversations

A deeper understanding of conflict dynamics enables people to have more confident conversations. They use open, genuine dialogue to build trust and are able to stay curious, calm, and courageous under pressure. This module introduces simple strategies for self-awareness and self-management as well as a number of easy to use, solution-focussed, conversation frames. You'll learn how to use active listening, body language and silence to create space for better understanding and shared perspective. And you'll discover simple tips to help you confidently handle complaints, disputes, feedback, and negotiations.

Learning Outcomes:

Part 1: Conflict Dynamics:

- Understand why conflict is a good problem to have
- Discern more easily the common types and causes for conflict
- Recognise and respond effectively to various conflict engagement styles
- Differentiate between levels and phases of conflict or disputes
- Consider unconscious bias and CALD (Culturally & Linguistically Diverse) needs
- Choose the most effective management approach
- Be more comfortable with uncomfortable conversations
- Improve assertiveness and navigate challenging issues with confidence
- Embrace productive tension with a growth mindset
- Avoid escalation and respond to aggressive or inappropriate behaviour
- Approach conflict as an opportunity for improved clarity, alignment, and service quality

Part 2: Conflict Conversations:

- Confront complex issues with confidence and skill
- Maintain psychological safety and open up space for important conversations
- Enrich relationships through honest, respectful discussion
- Use a simple 4-step framework for feedback conversations
- Know when to course-correct, when to coach and when to cheer people on
- Reduce stress and stay calm under pressure
- Use empathy and curiosity to adapt and find new solutions
- Use creativity and humour to maintain perspective, flexibility, and wellbeing
- Use simple negotiation skills to convert conflict into positive communication



Facilitators



Bruce Williams

Bruce Williams loves to help people understand how other people tick so they can work together with less stress and more “yes!” With a focus on leadership, communication and team dynamics, Bruce has been delivering adult education, coaching and professional development programs for over 4 decades. He is an accomplished speaker and facilitator with an engaging and humorous presentation style.

In addition to managing his own business, Bruce is Judging Chair for the Sunshine Coast Business Awards and a part-time academic with the University of the Sunshine Coast. He is founder and spokesperson for the USC Starfish Program raising funds to support low SES students in higher education. Bruce also mentors young entrepreneurs in The DeLorean Project and Generation Innovation.



Bruce Tustin

Bruce Tustin, CEO of 4Links has 30 years’ experience in the wealth technology sector, Bruce founded Oasis Asset Management in 2000, which became one of the largest superannuation platforms in Australia. Bruce is passionate about developing 4Links into a global player in the supply chain technology space. He brings many years’ experience as a successful entrepreneur, with a proven ability to deploy new technology to optimise corporate performance.



Peter Hall

Peter has over 20 years’ experience in procurement software development. Over the past 15 years Peter’s company Decisionmax has developed solutions for corporate clients across a range of sectors: Health, Aged Care, Mining, Defence, and NSW Police. Peter formed 4Links with Bruce Tustin to focus on a completely new system design and strategic direction.



Diane Herr

Diane Herr is a Registered Nurse with over 25 years’ experience in the aged care sector, 15 of those as an Aged Care Consultant. Diane has broad and extensive knowledge and applies these skills and expertise across both clinical and operational areas. These include compliance monitoring, pre and post accreditation support, investigations, training and mentoring, which she weaves into consultancies undertaken, to ensure staff are supported to effectively perform their roles. Diane has a passion to impart knowledge and build capacity within Organisations, to ensure they have the knowledge and skills to provide the optimal level of care and service to their consumers.

Dementia Australia

Dementia Australia is the leading national provider of dementia education. Their highly skilled team has extensive experience in a wide range of areas, facilitating learning experiences which touch, move and inspire participants to transform their practice. Informed by current research and contemporary practice, their comprehensive suite of education forms part of an integrated learning pathway incorporating both accredited and non-accredited courses delivered face to face, as well as online.

Their offerings reflect over 30 years practice and leadership in the area of dementia education.

