

Better Board Conference 2019
Effective CEO/Board Relationships

Valerie Lyons – FAICD, FCPA, FGIA
Non-Executive Director

- “God grant me the serenity to accept the things I cannot change, courage to change the things I can, and the wisdom to know the difference.”
 - Serenity Prayer
Reinhold Niebuhr
Theologian- Philosopher



Due Diligence – Pre & post appointment. Three Fundamental Interrelated tests for alignment to enable “Effective CEO/Board relationships”!

1) Culture

Organisational Values
Board Chair style
Board Dynamics
Adaptive CEO style
Transparency in communications
Mutual Respect, Trust & Tolerance

2) Strategy

Established – CEO Entry point
Clarity of Strategy
Clear deliverables
Understand Board risk appetite
Long term planning (Property)
Access to capital resources

3) Structure

Management or a Governance Board
Decision making points & processes
-Committee, Board or a higher authority
(ICT Platform, Capital development)
CEO Reporting Lines

1) CULTURE

SCCV -CEO 1997- 2007

Q'S TO Consider

- Traditional Male Board Dynamics
- Transitioning from a management to a governance Board

CEO Strategies Applied

- Mutual respect & trust established
- Open communications – The weekly phone call with the Board Chair
- Strategy & Structural changes advanced



First female CEO

For the first time since its inception, years ago, Southern Cross Victoria Care has appointed a woman to its position of Chief Executive Officer following the retirement of Joe Parsons.

Mrs Valerie Lyons has also gained the distinction of being the first female Chief Executive Officer in the history of Southern Cross Health Australia. She has more than eight years experience in aged care, which includes her experience as the Finance Manager at Southern Cross Victoria Aged Care, and her former position at the Villa Maria Society in Bend.

Mrs Lyons has a strong vision for continued growth of Southern Cross Victoria Aged Care, and her skill strategic planning, human resource management and knowledge of the aged care restructuring process ensure that the future direction of the organisation is in good hands.



Southern Cross Care (SCC) is a progressive, not-for-profit organisation committed to caring for the people of the Southern Cross. It is one of the largest providers of aged care services in Australia. With 200 staff and 100 retirement aged care beds, SCC is a primary focus. Business development is a priority, according to Valerie Lyons.

"We need to be commercial"

Retirement aged care services are not the best to create or have expanded their services to a continuum of care strategies offering retirement home-based aged care services as well as retirement living options. This provides older people with choice and the opportunity to maintain their lifestyle living in their individual needs and preferences.

We also promote wellbeing and independence. And the value of setting dignity and autonomy in retirement. The New Aged Care reform will be in the year 2010 help focus on the best retirement living in retirement living.

People will want to live in their own homes or nearby aged care. We need to deliver care that gives it the advantage of living in a community with things a retirement advantage. It is more efficient to support care in a retirement village than individual care in better more aged care facilities.

2) STRATEGY

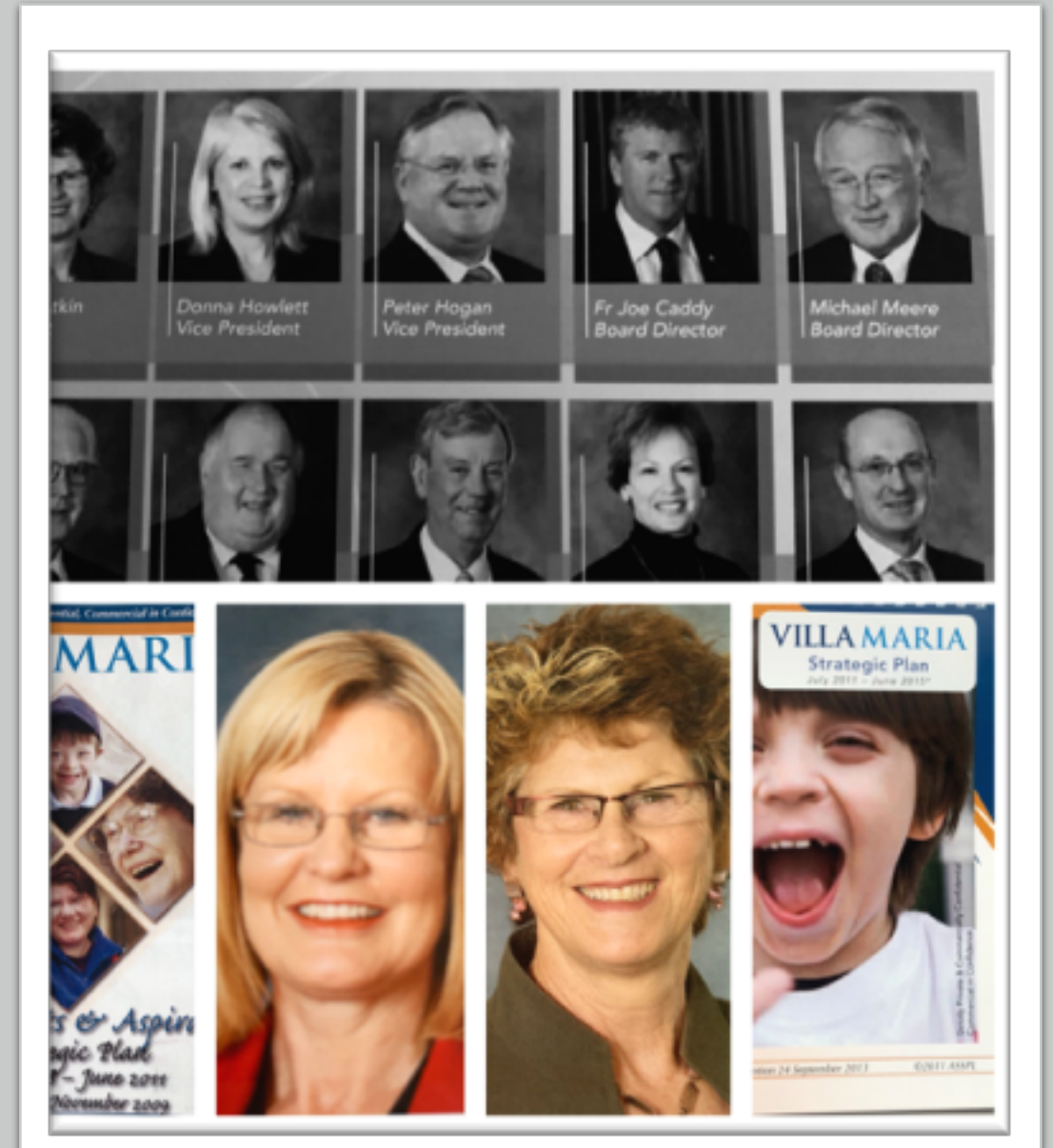
VMS - CEO – 2007-2014

Q'S TO Consider

- Alignment of strategic intent
- Current strategy e.g. YPINH Implications
- Risk appetite of Board
- Scale needed for sustainability

CEO Strategies Applied

- Engagement of Executive & Board in Strategic Plan Development
- Capability Platform – investment commitment made



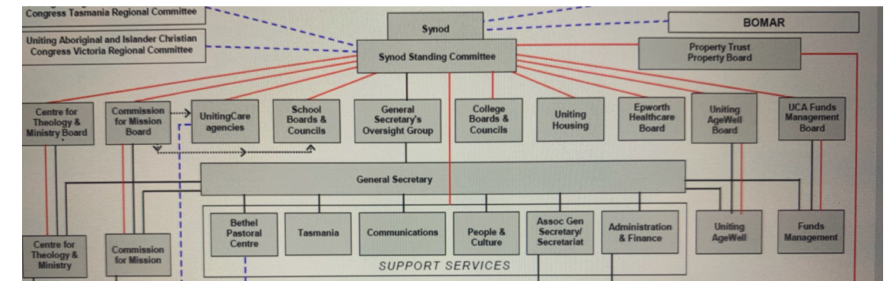
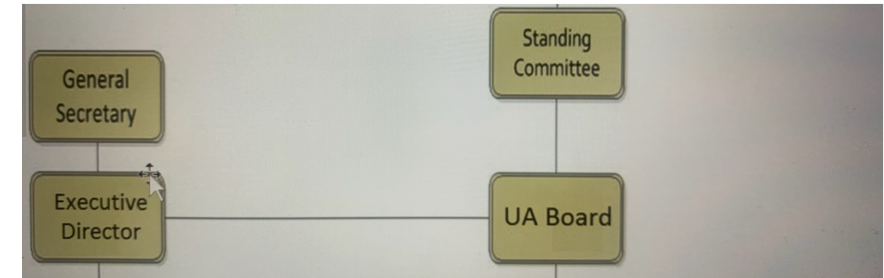
3) STRUCTURE – UA - ED/CEO – 2015- 2016

Q'S TO Consider

- Unincorporated Entity – Agency of the UC Vic /Tas - Synod
- Two reporting lines – Board Chair UA Board & Synod General Secretary
- A member of the UA Executive & the Synod Leadership team

CEO Strategies Applied

- Sought change on Organisational structure



Mutual values and goals

Three Fundamental Interrelated tests for alignment to enable
“Effective CEO/Board relationships”!

Culture

Strategy

Structure