

SAVF Silversig

Chairman's AGM Report: 2020

It was my privilege to lead a team of extraordinary people during one of the most challenging times in recent history. In this report, you will see how the team not only made it possible for SAVF Silversig to survive but how they enable this facility to excel and thrive.

Vision

The SAVF Silversig Service Management team has the vision to help write a unique story for SAVF Silversig. As a team we want SAVF Silversig to write a story filled with inspiration, character, resilience, determination, excellence, and vision. As part of our vision we want to ensure that within three years, SAVF Silversig becomes a flagship facility, a facility that sets the trends for frail and elderly care. We strive to build an extraordinary future for SAVF Silversig, in an unpredictable world.

We will achieve this by living and breathing our core values of Passion, Purpose, Resilience, Determination, and Excellence. We aim to get buy-in for this vision from volunteers, staff, sponsors, donors, residents, and service providers. As a team, we aim to build something much larger than ourselves and to actively changing the lives we touch.

One of our first aims was to take unnecessary pressure of our staff so that they could focus on what they do best. To do this effectively we had to evaluate the entire environment the SAVF Silversig functions in and identify pressure points. Some of these included financial pressure, a lack of resources, poor service delivery from vendors and a lack of team synergy.

The service management assists the management team of SAVF Silversig on an ongoing basis to develop their people, create team synergy as well as giving advice when it comes to bringing quality people on board. We believe that if we change the narrative of how we interact with each other, we will be able to write a new story for SAVF Silversig. Therefore, we are focused on developing a strong bond between people within but also outside the facility. As a team, we are developing a new narrative within SAVF Silversig, a narrative that will flow outward into the public domain to tell a new story of "our" vision, passion, and journey.

The creation of a healthy work environment for the staff of SAVF Silversig is critical in the process of transforming SAVF Silversig into a trendsetting facility. We envision an environment where people are valued for their uniqueness and where people can develop their full potential. We place a high premium on creativity because it is the creativity of our people that will help us to be exceptional in future. For our people to be creative we have to remove the fear of failure and create a safe work environment where our people can excel within the values of our vision. We aim to design an environment where our workforce is safe, happy, and fulfilled, we inevitably create an environment where our resident will receive exceptional service and where they can flourish in their golden years. We also aim to

create a quality environment where our residents can feel safe, valued, and live with dignity while enjoying life to the fullest.

Through our “Work Smarter not Harder” approach we assisted the facility management team to cut back on unnecessary and fruitless expenditure, enormous debtor accounts and to be able to do business more efficiently and effectively. This was achieved by bringing quality service providers and cost-effective products, onboard. This strategy also alleviated the pressure on our staff because in doing so we ensured our staff are supplied with the tools they need to execute their roles, effectively. Our “Work smart” approach made a difference when it came to addressing the legacy of financial challenges, SAVF Silversig faced. We assisted the management team to focus their attention and effort to where it made the biggest difference. By making use of the Pareto principle (80/20 principle) energy and effort were focussed to where it added the most value.

With the assistance of Neethling Brain Instruments (NBI) we assisted the management team to understand the building block of an effective team. By focussing on team dynamics, we moved a step closer to our goal of becoming exceptional in service delivery. By understanding that a team comprising of diverse thinking people, is a strong team, we create space for uniqueness, creativity, individual thinking, and vision. It is of critical importance to us that everyone has a voice and be heard. Therefore, open communication channels and an open-door policy is not negotiable. This strategy assists us to identify challenges earlier and to also come up with creative solutions in shorter timeframes.

During the first year of our three-year journey, we focused on communicating our vision and strategy to the SAVF Silversig management team. During this year we also aimed for financial stability and a unified team. The second-year, we will focus on getting buy-in from staff as well as moving into a financial growth phase. In the second year we will also focus on our brand, marketing, and our image in the public domain. The third-year we will ensure that our residents not only understand our strategy and vision but also reap its benefits of exceptional service. In the third year we After our three-year journey, we want the facility not only to survive but they thrive. As a trendsetting facility, we would like to share our success story, strategy, and vision with others.

Execution and Challenges

The main challenges we had to address in the past year:

Selling our vision - Instil a belief in our people that SAVF Silversig will be an exceptional and trendsetting facility. If our people believe in this vision, they will live it. When our people start living this vision, success will come naturally. The change will come organically because people believe in themselves, their ability as well as trusting their colleagues.

Staff shortage and attrition – It is our vision to make SAVF Silversig the preferred employer. We want people to work at our SAVF Silversig because they want to be part of an exceptional team that is writing an extraordinary story. They need to be able to find a

quality of employment at SAVF Silversig that money cannot buy. We achieve this by focusing on three elements: Team dynamics, Creativity and Shared Vision.

Perception management – In the public eye, we want to portray SAVE Silversig as an extraordinary facility where people find dignity, joy, and quality of life. To achieve this, we have to live it and make it physically happen. This first step, therefore, is to deliver exceptional service and in so doing write our new story. The second part is to get our story in the public domain through effective and targeted marketing, word of mouth success stories and by sharing our success stories with other facilities and organisations.

Fundraising – Traditional fundraising efforts were compromised by the Covid-19 lockdown. The service management team and the SAVF Silversig management team work closely together to create smaller fundraising activities. By doing this we were able to generate a much-needed cash injection. These new projects were not only smaller in size but were faster to plan, took fewer resources to execute and the return on investment was exceptional. I must commend the team for their agility. They quickly found the ideal format for fundraising in the Covid-19 year. Our partners, sponsors and donors were exceptional and supported us every step of the way. They alleviated the pressure on our staff and as a result, our staff could focus on giving quality care to our residents. What our team could not source they designed and made themselves. This “Can do” attitude by the team is a personification of our vision.

Covid-19 – The pandemic was the perfect opportunity to unify our team around a shared vision and values. We had to cut through red tape and perform exceptionally at a fast pace and under continuous pressure. We had to be agile and adaptable to make the best use of new opportunities. In my opinion, Covid-19 was the challenge we needed to show that we can write an exceptional story. While Covid-19 damaged and ruined lots of organisations, Covid-19 laid the foundation for our next chapter. We were able to deliver excellence while most organisations were sinking. From the other AGM reports, you will see that not only did SAVF Silversig survive in the Covid-19 year but we excelled by delivering every single one of our goals and going so far as to achieve even unintended goals. We streamlined and became effective. Each challenge forced us out of our comfort zone, and we had to be creative and exemplary in our approach and execution.

The Future

How did SAVF Silversig excel in a time when the world was in crisis? We have an extraordinary team and it was a mighty team effort. We have a team of people comprising of the Service Management, the SAVF Silversig management team, SAVF Silversig staff, the SAVF, service providers, supporters, sponsors, donors, residents, and their families. Without the enormous effort, the dedication, and the exceptional attitude of one and all of these wonderful people, we would not have been able to write this exceptional story. This year was truly a story filled with vision, passion, and purpose,

During this year we have gained the much-needed momentum to implement our three-year vision. In the coming year, we will focus on the SAVF Silversig staff (our people) and bring quality to their careers and lives. We want to ensure that we use all our resources and creativity to make sure that their lives are impacted tangibly and positively. This requires that we have to think “out the box” when it comes to the traditional narrative around employment. As the service management team, we will focus our effort on assisting the SAVF and the SAVF Silversig management to make SAVF Silversig the preferred place of employment.

For our residents, we want to deliver three things: Peace of mind, Dignity and Quality of living. We will achieve this by ensuring that SAVF Silversig excels financially, gives excellent service, and have an emotional intelligent outlook on life, business, and careers.

We are looking forward to the future because today we are designing a future filled with hope for all of our people.

Lourens Botha