



## Taking You from Front Line Manager to CEO

### Hotel Services Management in Healthcare

#### Introduction

Welcome to the 2010 *Hotel Services Management* workshop, provided by John Coxon & Associates. Our philosophy is to offer professional development to managers in the health sector and non-profit sector, in line with our experiences working with these organisations. We work with managers to develop leadership capacity and management capabilities through advice, coaching and professional development opportunities.

*Hotel Services Management* is facilitated by Ian Peters. Ian is a consultant providing advice in areas of health quality management and occupational health & safety. Ian previously managed the hotel facilities at Portland Health in Victoria and has also been involved in a variety of project management roles in Local Government. Ian brings his experiences, and case studies relevant to the sector you work in, to this program.

This information kit provides you with details on the program, material covered, how the program will be delivered, dates, times and locations. You will be advised of the workshop venue upon receipt of your registration form.

This workshop has been designed to provide those responsible for hotel services, laundry services and environmental services with practical strategies designed to help you provide effective management of people and resources while ensuring high quality service delivery at the lowest practical cost.

#### The emerging environment

The image of hotel services, including environmental, maintenance and laundry services is often bound up in their operating environment. Tucked away in the basement or the back end of any health facilities and taken for granted by everyone, management, staff and patients, these services are critical to the operation of any health related organisation yet not often viewed by others as being anything more than a cost centre. The key is to understand actual costs as well as the value of these services and how they contribute towards stakeholder satisfaction.

Increasingly those responsible for managing hotel services in hospitals and aged care will experience shortages of labour as Baby Boomers move out of the workplace and younger workers choose from many different employment options. Strategies for attracting and more importantly retaining staff will become critical.

Hotel services are at the heart of risk management and occupational health and safety. Services impact upon the wellbeing of both staff and patients. Having in place appropriate risk management strategies and best practices is critical to organisational effectiveness.

Increasingly the option of 'tourist medicine' and access to private hospital services, as well as the potential for increased primary health care, *outside the hospital facility*, means that patients in both public and private hospitals are questioning the quality of the service they receive. Hospital management need to understand that patients today judge their facility not only on the quality of medical care but also the service quality in areas of food, cleanliness, hygiene and facilities. Aged care facilities are not exempt at an influx of well travelled Baby

P O Box 5083 Koroit Street  
Warrnambool, Victoria 3280  
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Boomers enter aged care with a new emphasis on service and quality based upon their prior experiences.

It is likely the hospital and aged care facility of the future will move towards a more customer-centric, service model in line with the expectations of patients.

### **The research**

Research conducted by the Federal University of Brazil (*Hurdles at work: perception of hospital food handlers, 2008*) found that improvement in staff motivation could be achieved by improvements in working conditions, management showing appreciation and respect through supervision, training and performance appraisal.

New York Hospital, a not-for-profit provider, collaborates with the Pierre Hotel, a five star provider, to develop effective customer service and service delivery strategies at all levels of hotel management. As a result costs are reduced, service delivery improves and customer satisfaction increases.

### **The program**

Throughout the program Ian will introduce a variety of contemporary management frameworks and models from *Professor Henry Mintzberg*, the *McKinsey Group* and *Richard Hames*. In addition participants will be introduced to a model for customer service that links effective customer service with continuous improvement through the detection and prevention of problems during the service delivery process to a range of different customer groups. A variety of management strategies will be introduced throughout the day with a focus on building collaborative relationships and being able to view hospital hotel services in a holistic manner. Participants will be introduced to practical management strategies including budgeting, cost containment, preparing a business case and cost/benefit analysis as well as a process of performance management.

### **Program methodology**

This program is specifically for those in a supervisory role rather than a senior management role. Participants will be presented with a series of management frameworks and models, engage in a number of small group discussions around various management strategies, share their own experiences and learn from the experiences of others.

Participants can expect to have their current thinking on management challenged as contemporary models are introduced and discussed in work groups.

The aim of this program is to shift how people in a front line management role think about management; from doing the work themselves to building relationships with a variety of stakeholder groups that get work done and to understanding that effective management is achieved through collaborative relationships. At the same time we want to encourage those participating to view their role in a more holistic manner by considering aspects such as customer service, how work is performed, operational efficiencies and overall productivity.

At the core of our professional development programs is adult, peer learning. We do not facilitate workshops by simply reciting from power point slides. The facilitator will introduce topics and engage individuals and groups in discussion and group exercises. It is envisaged those participating will bring to the table their experiences and issues and seek to leave with a range of ideas they may try, based upon the combined experiences of others in the program.

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### Program delivery and outcomes

*Hotel Services Management* is being offered throughout Australia during 2010. Each event will be restricted to a maximum of 25 people to ensure maximum benefit from the discussion process.

Participants can expect to:

- ✓ Gain an understanding of contemporary management strategies and practices
- ✓ Develop a framework for customer service which is linked to continuous improvement
- ✓ Map relationships between hotel services and other parts of their organisation
- ✓ Shift their thinking from being supervisors to understanding a broad management role and responsibilities
- ✓ Develop a framework for maximising performance through a process of best practices, coaching, feedback and supervision

During 2010 *Hotel Services Management* will be held in Melbourne, Sydney, Brisbane, Adelaide and Perth.

Following this program you can expect to –

- Have developed advanced management thinking and competencies
- Be able to build collaborative relationships designed to improve customer service
- Be able to identify the root cause of issues and implement appropriate solutions
- View hotel services from a business perspective where the focus is on containing costs and maximising performance through developing potential

### Workshop Contents

- Leadership & Management Models
- Building collaborative relationships
- Service delivery through the eyes of the customer
- Operational Efficiencies
- A business perspective
- Performance management

### Brief outline of topics

*Leadership & Management Models.* The workplace is changing. Our future managers will face increasing labour shortages and difficulty attracting and retaining staff. This will require a more consultative and collaborative set of management competencies than has been required in the past twenty or so years. In this session we introduce the latest leadership and management frameworks from research conducted at leading business universities and by international management consultancies.

*Building Collaborative Relationships.* Even in the more prosaic workplace activities the day of the individualist is gone – thankfully. The emerging environment will demand managers be able to form collaborative relationships with multiple stakeholder groups – this will be the key to both customer service and organisational effectiveness. In this session we will examine the value of individual contributions, what is expected of you by various stakeholder groups and the impact of hotel services upon other functions in your organisation.

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*Service Delivery through the Eyes of the Customer.* In any health provider, hotel services have multiple customers, including staff, patients, residents and family. At the heart of customer service is the creation of an unforgettable customer experience. In this session we will identify a customer service framework and model, look at fundamental principles and methods of detection and prevention of service problems and the development of a systematic process of customer service built around understanding the multiple needs of multiple stakeholder groups.

*Operational Efficiencies.* In this session we look at a range of practical strategies for maximising operational effectiveness through the three core tenants of cost containment, workplace design and productivity. We examine areas of potential waste and cost and we identify strategies for reducing workplace stress.

*A Business Perspective.* This is an important aspect of learning for supervisors. Many feel this is the domain of the senior executives. We beg to differ. We believe that the front line manager or supervisor is a hands-on person, able to provide constructive input into decisions. For this to occur the supervisor needs to develop a fundamental understanding of budgeting processes, financial management, costs and how to make a business case for ongoing investment.

*Performance Management.* Finally we wrap up the day with a session devoted to developing potential and performance amongst those in your work group. Here we introduce a range of fundamental management practices including providing feedback, coaching for performance, supervision and conducting performance appraisals. As a manager you can know every technical aspect of hotel management yet if you cannot understand and implement the ideas developed during this final session you can expect your management career to be short-lived!

### Workshop locations

**Melbourne.** February 23<sup>rd</sup> and June 15<sup>th</sup>. *Metropole Hotel Apartments, 44 Brunswick Street, Fitzroy Melbourne*

**Sydney.** April 21<sup>st</sup> and August 12<sup>th</sup>. *North Sydney Harbourview Hotel, 17 Blue Street, North Sydney*

**Brisbane.** May 14<sup>th</sup>. *Stamford Plaza Brisbane Hotel. Cnr Edward & Margaret Streets, Brisbane*

**Adelaide.** July 19<sup>th</sup>. *Stamford Plaza Adelaide Hotel. 150 North Terrace, Adelaide*

**Perth.** September 10<sup>th</sup>. *Citigate Perth Hotel. 707 Wellington Street, Perth*

### Payment of fee

Full workshop fee is \$350.00pp excluding GST. Registration must be made using the registration form. This form is available for download from our website or by emailing a request for a copy. Your employer will be invoiced upon receipt of the registration form. Included within your registration fee are the comprehensive resource material, workshop, morning/afternoon tea, post program feedback and review.

### Early Bird Payment

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Those submitting their registration form six weeks or more prior to a scheduled workshop date qualify for an early bird fee of \$295 pp exc gst.

### Group Discount

Where three or more people register from a single organisation to attend the same workshop a further group discount of 10% will be applied to either the early bird payment or the full payment.

### Benefits

There are a number of benefits to be gained from participating in this program, including:

- You taking personal responsibility for your actions and outcomes
- Being able to reduce the level of workplace stress and conflict
- Being able to contain costs through waste reduction and improved efficiencies
- Becoming capable of contributing to the decision making process
- Enjoying your work more

### Return on Investment

As a front line manager or supervisor you will become more effective and others will want to work with you as they see you develop and implement collaborative workplace strategies. This will lead to a more enjoyable workplace where people feel valued and are willing to contribute beyond simply coming to work and doing their job. You will have developed advanced management strategies and skills and will have shifted in how you view the role and responsibilities of management through your understanding of what others expect of you.



### Your program facilitator

This program is being facilitated by Ian Peters. Ian is a registered nurse who has managed hotel services at Portland District Health. Ian has also been involved in the development and implementation of OHS strategies and processes at Portland Health. Ian is principal consultant at Ian Peters & Associates, a consultancy established to provide guidance and advice to health providers and non-profits in occupational health and safety. Ian is an experienced facilitator and workplace trainer having been involved in the development and facilitation of numerous in-house and external, development programs. Ian is an experienced project manager and has been involved, working with Local Government in this capacity and has also been involved with the Salvation Army in Community Development role where he gained experience in building collaborative community relationships and partnerships. Ian is an associate consultant working with John Coxon & Associates (JC&A). Ian brings a broad range of experiences to this workshop and is able to supplement your own experiences and the frameworks and models he will introduce with his own case studies and experiences.

John Coxon & Associates specialise in developing the potential of front line managers in the health sector, aged care sector and the non-government, not-for-profit sector. We achieve this through providing expert guidance and advice on management issues, coaching managers, mentoring and customised professional development.

### Cancellation

Registrations cancelled four weeks or more prior to the workshop will be refunded in full. Registrations cancelled within four weeks of the workshop will incur a 25% (\$87 exc gst) cancellation fee. Substitutes can be made. Those that choose to register and not attend will not receive a refund or a credit.

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Post your registration form to either –

John Coxon & Associates P O Box 5083 Koroit Street Warrnambool, 3280 Victoria Australia	John Coxon & Associates P O Box 90656, Victoria Street West Auckland 1142 New Zealand
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Alternatively you may scan and email your registration form.

### **Contacts**

For further information please contact

John Coxon

Telephone +61 03 5561 2228 or mobile 0427 390 376

### **My Personal Guarantee**

If following the workshop you believe there has been no benefit to you I will refund the entire fee. No questions asked. This is my promise to you.

*John Coxon*

*Principal Consultant*

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### Coach Yourself Program 2010 Registration Form

**Please print or type** (copy and use separate form for each person)

Mr/Ms/Miss/Mrs: \_\_\_\_\_

Position or Title: \_\_\_\_\_

Email Address: \_\_\_\_\_

Organisation: \_\_\_\_\_

Postal Address: \_\_\_\_\_

Suburb/City: \_\_\_\_\_

State: \_\_\_\_\_ Country \_\_\_\_\_ Postcode: \_\_\_\_\_

Telephone: \_\_\_\_\_ Mobile: \_\_\_\_\_

Name of approving manager: \_\_\_\_\_ P/O # \_\_\_\_\_

Venue/date of workshop you plan to attend: \_\_\_\_\_

Should your employer be paying please do not send payment, your organization will be sent an invoice. Program fee is \$350.00pp exc gst. Register six weeks prior to a scheduled date and pay early bird fee of \$295.00 exc gst A further group discount of 10% applies when three or more people, from the same organization attend the same workshop.

Have you completed your registration form yet? If so, thank you. Please reserve the workshop date in your diary now. Program places are restricted.

Post this registration form back to John Coxon & Associates at the address below or email form to [admin@johncoxon.com.au](mailto:admin@johncoxon.com.au)

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