

Te Ara Institute

Village Management

Professional Development Programme

People - Passion - Professionalism



Te Ara Institute
A DCM and RVA Collaboration



Photo: 1st Te Ara Masterclass, Tauranga, June 2022

2023 Programme Brochure

New Zealand's Comprehensive Professional
Development Programme for Retirement Village &
Head Office Management



DCM Institute
An investment in your future

Te Ara Institute - An Investment in your future

Gain a *competitive edge* with industry leading PD, resources and experts

Building The Village Management of Tomorrow

Internationally the retirement sector is experiencing a resurgence in consumer interest as populations age and tomorrow's residents seek more sophisticated communities and support models.

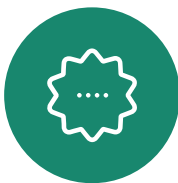
Demand for professional village management with required sector training and qualifications is reaching new levels.

Comprehensive, Ongoing Professional Development

Te Ara Village Management Professional Development is unique and integrated. It's specifically designed by retirement village industry professionals at the DCM Institute and the RVA to provide learning support for village management professionals. The programme builds competence, and facilitates access to ongoing peer support for people working in the retirement village sector.

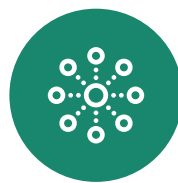
Te Ara gives its learners the opportunity to:

- Build skills and new knowledge via industry focused ongoing learning
- Connect and learn with peers and industry specialists via online forums and face-to-face events
- Confidently and successfully navigate the evolving complexities of village management and compliance



Build Operational Excellence

Equip your team to deliver regulatory compliant and best practice operations



Develop Business Strength

Deliver strong business growth through continuous improvement



Achieve Professional Development

Personal growth and ongoing compliance through upskilling



Why Investing in Village Management is important for operators



Establishing and maintaining communication and respect for residents by village staff is an important part of delivering satisfaction in the village.



Australian surveys show that 51% of village managers enter and leave the sector within three years, largely due to lack of support.



The recruitment impact and cost of a new village manager is more than 50% of their salary (Chandler MacLeod, Sept 2018)



Ongoing professional development programmes recognise the value of staff, builds the strength of the business, and communicates to residents the operator's commitment to their wellbeing.



The ongoing **value of the village asset** is directly related to the skills, regulatory strength and professional performance of Village Management.



Ongoing access to retirement village sector expert resources contributes to regulatory compliance, efficiently delivers changes in legislation, and focuses on marketing and sales cycles and techniques.



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Photo: Te Ara Alumni, The Sterling, Kaiapoi staff at the RVA's 202 Conference

Introducing six *foundation* topics

Developed specifically to establish a solid foundation of village management competence and confidence, the six foundation topics are recognised by the Te Ara Ahunga Ora Retirement Commission, the Retirement Villages Residents Association and Operators as essential learnings.

Foundation Topics	Video support	Topic tools and resources
1. Resident wellbeing <i>Recognise the importance of a customer-centric service model</i>	Interviews with experienced village managers	Resident satisfaction survey templates
2. Resident Committees <i>Understand the role of resident committees in a village and how to support and engage them</i>	Interviews with the Retirement Commission, village manager and resident committee member	Resident committees guides and forms
3. The Customer Experience <i>Understand how the customer experience from initial enquiry to departure can impact all aspects of the business</i>	Interview with Peter Carr, Past President RVRA NZ	Target market identification tool
4. Complaint Management <i>How to develop and implement a robust complaint and dispute management process</i>	Interviews with: <ul style="list-style-type: none"> • Lawyer on the CoP legal requirements • Retirement Commission on their monitoring process • Mediator on the value of good mediation 	Complaint Management tools
5. Annual general meetings <i>Conduct informative, engaging and effective AGMs with your residents</i>	Managing the AGM process	AGM pack
6. Time management <i>Managing competing priorities, identify strategies and activities to achieve more when time is scarce</i>	Time management boundaries	Time management tools

The full professional development library

When learners enrol in the full professional development programme they gain access to the 6 foundation topics and all topics released in 2022 alongside the monthly 2023 releases.

Ideal for both new and established village professionals, the Te Ara Institute delivers a rich and expanding library of key topics, policies and online tools, video sessions with guest expert speakers, up to three professional development days each year, and networking events and support.

Te Ara - Professional Development Topics released in 2022



1. The Vacancy Pipeline and Refurbishments

Understand the vacancy pipeline and strategies to assist with managing refurbishments



2. The Sales Process

Understand the importance of a sound sales process that includes engagement with the operational team, tools to ensure a positive customer experience, and compliance with legislation. Includes the re-licensing process.



3. Content Marketing

Create resident communications that are clear, effective and engage residents as ambassadors for their village and your brand.



4. Intentional Leadership #1

The first of three webinars with an introduction to leadership and how to develop a leadership mindset.



5. Intentional Leadership #2

Better understand interpersonal dynamics and learn how to adapt your Leadership Style to trigger an opportunity response, rather than a threat response when dealing with others.



6. Intentional Leadership #3

Explore where our time is going and whether we are working on what matters, to determine if we are just Busy or actually Productive. Learn how to prioritise for purpose!



7. Decisions, Directives and Guardianship

Share insights into innovation at the end of life, formalising decisions as part of advance care planning and how we can support our teams at difficult times.



8. Sponsorship

How you can use sponsorship to attract more potential residents, provide unique 'money-can't-buy' experiences and how this can help win the hearts and minds of those you serve.

All modules deliver Continuing Professional Development (CPD) points.

Six Foundation Topics	\$600
12 Month Professional Development Programme	\$1,400*
Year Two Membership And Ongoing	\$2,000* p.a. +GST

Learners can upgrade from a Foundation enrolment to the full Professional Development programme at any stage for an additional \$1,400. *Includes complimentary face-to-face training days and interactive world-class learning portal.

Due to our partnership with DCMI, Te Ara learner enrolments are non-refundable in most instances, but can be transferred to a different member of staff if they have not yet been activated by the learner.

Village professionals are recognised for their *career investment*

Ongoing professional development

The ongoing Te Ara professional development programme is designed to support and expand the competency of village and head office management staff in a dynamic sector. Operational and regulatory knowledge is supported with evolving topics keeping pace with a fast changing industry.

Monthly themes and in-depth topic explorations are released, are curated to meet the specific obligations for legislation and regulations to ensure professional development members remain current in their skills and knowledge.

Te Ara - Professional Development Topics for release in 2023*

1. Event Planning

Identify what makes a great event and the strategies used to develop, conduct and manage successful events.

2. Aging 101

Fascinating scientific facts around the ageing process, helps you in your day-to-day work and dispels many myths around ageing.

3. Valuations

Understand the methods of valuation for Retirement Villages, the legislated obligations and the operational decisions that can impact the value of the village.

4. Financial Management

Identify the financial management components required to meet legislative compliance and understand the importance of sound financial accountability for residents.

5. Health and Safety in a Village

Understand the requirements for effective H&S management in a village; requirements around residents' units and common areas (such as the blokes' shed and other "risk" areas), roles and duties of a PCBU.

6. Social Media Marketing

Judi Carr, Director, Content Republic, shares the golden rule of social media marketing - to EDUCATE first & SELL second.

7. Insurance

Understand the insurance requirements of Retirement Villages, the cover needed for your village and insurance jargon, so you can effectively compare policies.

8. Sustainability

Understand the importance of building sustainable practices into your village, from a management and staff approach to encouraging residents to consider how they can live in a more sustainable manner.

9. Privacy

Delve into the importance of privacy in the village from a legal stand point and discuss what happens when there is a privacy breach.

10. Managing Difficult Conversations

How to mediate challenging conversations with residents using examples from villages.

11. Independent Living and Care

The HDC dissect the boundaries between ILU and care.

***The RVA reserves the right to vary module release schedule as required**

\$2,000 investment includes up to 3 x forums and masterclasses

Including **Understanding Village Finances** with Bill McDonald, Real Living Group, and Richard Spong, Covenant Trustee Services.

Join us on 3 March 2023 at the Novotel Ellerslie, 72/112 Green Lane East, Ellerslie, Auckland

Register at <https://www.retirementvillages.org.nz/Site/Events/>

Building stronger Professionals

Bringing structure to personal development, the Te Ara Institute village management programme provides a collegiate, entertaining and flexible platform to invest in career and core competencies.

Confidence is gained by knowing that course content and structure has been developed by experienced village professionals, and having a local, regional and national network of other participants to share and learn. Competency recognition is delivered by the sector's only CPD points programme.

The below photos illustrate the individual learners' online dashboard.

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DCM INSTITUTE TRANSCRIPT

Antonia Norris

Print Transcript | Export Transcript CSV

Course Name	Certificate Issue Date	Learner Name	Operator	Points
Resident Committees	May 21, 2020	Antonia Norris	DCM Media	20
Compliance	February 06, 2020	Antonia Norris	DCM Media	20
Termination and Compliance	February 06, 2020	Antonia Norris	DCM Media	20
Total:				60

In Progress 2 | **Completed 3** | Bookmarks | Certifications 4

Termination and Compliance Topic [View Topic](#)

Understand the compliance areas when residents prepare to leave a village.

TOTAL HOURS	PASSED ASSESSMENTS	COMPLETE	POINTS
0.1	✓ 1 / 1	100%	★ 20

In Progress 2 | **Completed 3** | Bookmarks | Certifications 4

Termination and Compliance

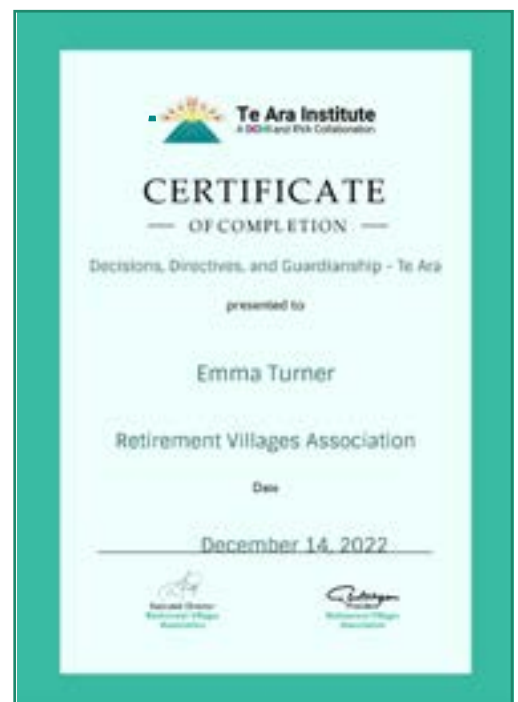
TOTAL HOURS	PASSED ASSESSMENTS	COMPLETE	POINTS
0.1	✓ 1 / 1	100%	★ 20

Compliance

TOTAL HOURS	PASSED ASSESSMENTS	COMPLETE	POINTS
0.6	✓ 1 / 1	100%	★ 20

Resident Committees

TOTAL HOURS	PASSED ASSESSMENTS	COMPLETE	POINTS
0.1	✓ 1 / 1	100%	★ 20



Building stronger Operators

Participation in the Te Ara Institute Professional Development programme delivers Operators a comprehensive professional training, compliance and support resource.

In one programme Operators are assured staff have access to a full library of policies, are updated with evolving regulations, have access to leading peer advice and their training activity is captured for recognition and regulatory compliance. We recommend that operators implement an annual CPD target (e.g. 120 CPD points) for staff to encourage long-term learning



The Sales Process / The Sales Process

1. The Selling Process

A sales process is the framework the sales team should follow to nurture a prospect through the sales funnel from enquiry to residency.

Just like the broad offerings available across the Retirement Living sector, the approach to how sales are undertaken and managed are vast and varied.

The sales process must meet the legal obligations of the operator, such as providing transparent and accurate disclosure statements and completed contract terms.

In addition, the sale could be for a unit under resale or a villa being sold off the plan or a new development.

When developing the steps of the sales process, best practice suggests a well-documented and balanced approach, which considers (and fulfills) the customer's needs and the obligations of the operator, is imperative.

The sales process should include:

- Clearly defined customer engagement strategies
- Checklists and verification points to ensure compliance obligations are met
- Detailed and structured guides for activities such as the initial sales interview and contract sign-off
- Documents, material and contracts that are consistent and accurate

While not exhaustive the following steps provide some of the key elements of the sales process.

"Most people think 'selling' is the same as 'talking'. But the most effective salespeople know that listening is the most important part of their job." - Roy Birkel

LESSONS

- 01. MASTERCLASS
 - Masterclass Overview
- 02. PRIORITISE FOR PURPOSE
 - Prioritise for Purpose
 - The 7 Big Rocks
 - Self Assessments
- 03. MASTERCLASS PRESENTATION
 - Prioritise for Purpose
 - Intentional Leadership Slides
- 04. POST WORK MASTERCLASS #3

NOTES

SUPPORT SIGN OUT

MY PROFESSIONAL DEVELOPMENT



The dashboard displays several modules with progress indicators:

- Introduction to the Retirement Living Sector (100%)
- Introduction to the Retirement Living Sector (100%)
- Introduction to the Retirement Living Sector (100%)
- Introduction to the Retirement Living Sector (100%)
- Introduction to the Retirement Living Sector (100%)
- Introduction to the Retirement Living Sector (100%)
- Introduction to the Retirement Living Sector (100%)
- Introduction to the Retirement Living Sector (100%)

Operators have access to a current One Stop resource

Supportive comments from RVA Stakeholders



Jane Wrightson
Retirement Commissioner

We at Te Ara Ahunga Ora Retirement Commission know that providing effective training and professional development for retirement village managers and staff is crucial. The Retirement Villages Code of Practice specifically sets out that staff should be appropriately qualified and experienced for their role and the responsibilities they are expected to carry out.

The Code of Practice also requires that operators provide ongoing training and supervision to make sure that staff competence is achieved and maintained. We are really pleased to see the RVA rolling out the Te Ara professional development programme, and know that both staff and village residents will benefit from increased and systematic training and upskilling.



Brian Peat
President, Retirement Villages Residents Association

The Retirement Village Residents' Association congratulates the RVA on launching their continual training initiative. It has been apparent for some time that the differing levels of management capabilities and experiences in New Zealand villages has been detrimental to the needs of residents.

RVResidents believes it is vital that all managers are exposed to regular resident-focused training. Interpersonal and Leadership skills are vital ingredients. We see training specific to the retirement village sector as necessary for the success of any village.



Ongoing operational effectiveness, increased staff and resident engagement, and village success.



- Reduced staff turnover
- Reduced recruitment costs
- Clear career pathways
- Peer support opportunities

“An investment in *knowledge* pays the best interest.”

Benjamin Franklin



Graham Wilkinson
President Retirement Villages Association

New Zealand's retirement village and aged care industry continues to be world renowned, experiencing increasing levels of high demand. That's testament to the professionalism and quality of care provided to residents by our staff and managers.

Every village resident is an advocate for our industry, provided they are treated fairly, efficiently and have their issues properly addressed.

Whether it be residents' wellbeing and experiences, complaint management, or pastoral care - managers and staff can create true win-win outcomes. These areas and many others are where the RVA's Te Ara programme can make a real difference.

The RVA has worked hard to identify and implement a successful programme, and I highly recommend it to all those seeking to increase their industry knowledge and competencies.

Once a village has been built, the single biggest factor in its long-term success revolves around reputation. Staff and managers play such a crucial role in our reputation for excellence, and together we continue to strive to be the best we can be.



Jeremy Nicoll
Chief Executive Officer, Arvida

Arvida has always understood the importance of ongoing professional training for our village managers and other key staff. We were delighted when the RVA signed up with DCMI to introduce a comprehensive professional development programme designed for kiwi villages, and I've asked our village staff to make sure they sign up to the programme.

I'm pleased that many of the topics have a resident focus. The six Foundation topics, in particular, are great in that regard! But of course the Te Ara programme is far more than that, and we're looking forward to tackling the technical topics (such as village insurance) as well as the personal development ones, like the three Intentional Leadership webinars.

I'm very happy to endorse the programme and recommend RVA members sign up as soon as possible!



Suzi Cadigan
Village General Manager, The Sterling Kaiapoi

In a rapidly growing industry where we are trying to recruit and more importantly retain staff, to meet the demands, and to keep competitive in the labour market investing in your team is a major key to ensuring you attract and retain your staff. Your main resource.

When people are looking to working for a company, they are now looking at what benefits and development opportunities you will offer, it's not all about the salary. They want to know they will be provided with the tools, and an environment that values them and wants them to succeed. By investing in professional development this gives you the edge and enables the team you have invested in the ability to be empowered to do their roles as effectively as possible and deliver informed exceptional service to the residents we have entrusted to them.

At The Sterling, our Sales and Operations team are all undertaking The Te Ara Course as we have found it ticks all the boxes – it is industry relevant, unlike any other course, it concentrates on the areas our teams need for their daily day to day tasks, the information is up to date with current legislation, and it has a great range of resources and industry support. As a manager, it is great to see them all talking about, and applying what they have learnt through the course, whether its upskilling, or learning something new, everyone has got something out of it, and we continuously improve. They particularly love seeing one of their suggestions from the course being applied to our day-to-day tasks.

And after all, at the end of the day, we all want a happy, engaged, and skilled team, who love coming to work and working for us - which in turn generates growth and success for the business, happy residents, and employee ambassadors.

Te Ara Institute and DCM Institute - Sector experts committed to building knowledge



Maggie Owens
Chair, RVA Education Committee, CMInstD

Maggie has held various positions in the sector over the last 26 years and provided operational advice as an industry consultant which was particularly important to members during the changes brought about by the new legislation in 2007 and 2008.

Having worked for both small and large organisations in the sector, Maggie understands the importance of representing the wide range of village offerings under the RVA banner and feels it is important for the RVA to represent operators on all issues that relate to the operation of their businesses, maximising opportunities to influence politicians and government officials to gain good outcomes for the operators and in turn, their residents.



John Collyns
Executive Director, RVA

John was appointed RVA Executive Director in October 2007 and brings a wealth of knowledge and experience about the retirement village sector both in New Zealand and overseas. He works closely with a wide variety of stakeholders Parliament, government agencies, resident advocates and the media.



James Wiltshire
Executive Commercial Director, DCM Institute

James Wiltshire is an experienced executive with a deep understanding of the seniors living sector. For more than two decades, he has brought a resident-focused approach to establishing, enhancing and transforming retirement communities for some of Australia's leading owners and operators. James holds a Masters Degree in Commerce and Economics from UNSW and is a past committee member of the NSW Retirement Living Council (RLC).



Roxy D'Silva
Executive Director, DCM Institute

Roxy brings 20 years' experience in professional development and leadership training across multiple service sectors, including aged care and home care. This includes leading transformational culture shift and capability, implementing contemporary blended learning - eLearning and face-to-face – and strategic learning interventions.



Christopher Baynes
Director, DCM Group

A leading commentator, marketing and business advisor, Chris brings 15 years retirement village experience and customer focused insights into the role of Village Management.

We look forward to hearing from you

Contact:

John Collyns

Executive Director - RVA

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Register your interest or find out more:

<https://tearainstitute.co.nz>

[https://www.retirementvillages.org.nz/Site/
industry/rva_education/](https://www.retirementvillages.org.nz/Site/industry/rva_education/)

Retirement Villages Association

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