



# Building a people-first organisation in a time of *change*

A case study: How MiCare is strengthening culture, leadership and employee experience

## About MiCare

MiCare is a not-for-profit aged care and community services organisation supporting older people from culturally and linguistically diverse communities to live meaningful, dignified lives. Across residential care, home care and community programs, MiCare’s work is grounded in respect for culture, individuality and connection.

MiCare delivers its services through a highly diverse workforce with strong ties to the communities it serves, shaping how the organisation approaches leadership, culture and employee experience.

*“They want to be inclusive of everybody, which is great. I think that really sets them apart.”*

– Hayley Simpson, Team Leader

Insync partners with MiCare to support the organisation in listening to its people, strengthening culture, and building leadership capability. This case study draws on the positive shift we have observed over the years in MiCare’s employee engagement and alignment survey, as well as interviews with MiCare employees and leaders.

## The context: leading through reform and transition

MiCare is operating in a period of big changes in the industry. Major aged care reforms, including the transition to new Support at Home arrangements and changes to the Aged Care Act, are placing significant operational and emotional pressure on organisations and their people.

At the same time, MiCare has navigated a leadership transition, with a long-standing CEO stepping aside and a new executive team shaping the organisation’s next chapter.

Together, these forces create a clear risk: that reform pressure, change fatigue and leadership transition could erode trust, fragment culture and disengage a workforce already under strain.

Instead, MiCare uses this moment to deliberately recommit to its people and strengthen clarity, trust and connection across the organisation. That recommitment shows up in how leaders prioritise visibility, approachability and time with their people.

**At a time when many aged care providers are experiencing declining engagement, MiCare continues to maintain an upward trajectory in employee alignment and engagement over many years.**

increased employee alignment by

**6 %**

in 2025

increased employee engagement by

**2 %**

in 2025

*“I want people to feel as though they can talk to me about anything, not just about work.”*

– Penni Michael, CEO

## What it takes to put people first

Across interviews, employees consistently describe a culture shaped not by slogans or policies, but by daily leadership behaviours. Senior leaders are visible, approachable and willing to listen.

One team leader contrasts MiCare with previous organisations where they “couldn’t even tell you who the CEO is,” noting that at MiCare, leaders are known and accessible. That visibility at the executive level creates psychological safety for managers, who pass that support on to their teams.

Leaders speak about intentionally elevating people’s expertise at the executive table, shifting from transactional processes to a more transformational, human-centred approach.

**“Employees just want to be heard and listened to. If there are people who are available, approachable and responsive, then being listened to is really easy to do.”**

– Tess McGrath, General Manager

Listening alone, however, is not enough. Employees consistently point to the importance of follow-through, seeing issues acknowledged, communicated and acted on over time. Insync’s employee engagement and alignment survey helps MiCare identify where leadership behaviours build trust and where greater consistency is needed.

Flexibility is a defining feature of MiCare’s culture. Leaders prioritise people over rigid policy, approving leave at short notice, redistributing workloads, and proactively checking in on wellbeing.



## The employee experience when leadership intent is real

**“You’re always supported. It’s not like you’re on your own.”**

– Sandy Kaur, Care Partner

For employees, these leadership choices translate into a tangible day-to-day experience. Staff across roles describe feeling valued, recognised, and genuinely cared for as people.

Care partners and team leaders describe being encouraged to ask for help without fear of judgement. Even when solutions are not immediate, employees value knowing concerns will be taken seriously.

Many employees say MiCare’s culture is most visible during moments of personal difficulty, when wellbeing is prioritised over productivity. These moments reinforce trust and loyalty across teams.

## Evidence of impact

These experiences are reflected in measurable improvements across MiCare’s employee feedback. Favourable responses to the statement “Our Executive Management Team go out of their way to acknowledge and thank people for their contribution” increased by 12 percentage points year-on-year. Perceptions of the effectiveness of reward and recognition programs also strengthened significantly, rising from 48% to 61% in 2025.

More broadly, employee sentiment reflects a strong and positive culture.

**3 out of 4**

say they feel proud to work at MiCare

**7 out of 10**

would recommend it as a good place to work

These results reinforce that MiCare’s focus on leadership visibility, listening and recognition is translating into a more engaged and committed workforce.

## Five lessons from MiCare's journey

MiCare's experience offers clear insights for organisations navigating reform and leadership transition.

1

### Executive behaviour sets the tone

Visible, honest leadership builds trust that cascades through the organisation.

2

### Flexibility builds loyalty

Treating people like humans, not resources, creates commitment that policy alone cannot.

3

### Listening must lead to action

Closing the loop matters, even when change takes time.

4

### Recognition doesn't have to be complex

Consistent appreciation reinforces purpose and pride.

5

### Diversity is a strength when it is truly embraced

Inclusive cultures strengthen both employee experience and client care.

## A shared commitment to people

MiCare's story shows that listening well and acting on what you hear are not "ideal" or "nice-to-have" actions for an organisation — particularly during industry-wide reform. They are actions that build leadership capability.

In a sector facing ongoing uncertainty, MiCare's focus on people has created stability, trust and strong engagement. Insync is proud to support MiCare by helping translate employee insight into practical, human-centred leadership action.

## Want to build a people-first culture?

Insync helps organisations navigate change, strengthen leadership, and improve the employee experience by combining robust insights with practical, evidence-based action.

If you're facing reform, growth or cultural transformation, learn how Insync can support your leaders and teams to thrive.



## About Insync

Insync partners with organisations to strengthen leadership, culture and employee experience through evidence-based insights and practical action. By combining deep expertise in employee research with a clear understanding of organisational dynamics, Insync helps leaders make informed decisions that drive engagement, alignment and performance. From navigating change to building high-performing cultures, Insync works alongside clients to turn employee feedback into meaningful, measurable impact.



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