Sandra Foote

Specialist Consultant

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www.anchorexcellence.com

Gold Coast QLD · Available Australia-wide



Qualifications & Training

Bachelor of Business
HR & Business Management · Griffith University

Associate Diploma of Business (Accounting)
Gold Coast Institute of TAFE

Foundations for Managing Risk in Aged Care
Aged Care Standards and Accreditation Agency

PRINCE2 Agile Practitioner & P3O Foundation
Yellowhouse

Anchor Excellence

Sandra Foote is an aged care risk, governance and program delivery specialist with more than 30 years' experience across residential aged care, operational transformation and multi-site service delivery. Sandra partners directly with executive and leadership teams to identify and mitigate risk, bridging strategy and everyday operations so that risk frameworks and change programs translate into practical, sustainable outcomes.

Sandra has led the commissioning of six greenfield residential aged care developments (approx. 769 places, est. $220M+ capital investment), managed the integration of 15 acquired homes, and delivered enterprise system implementations across 17 homes. A calm, steady and trusted advisor, Sandra builds confidence and capability in teams so improvements last well beyond the engagement.

Core Consulting Capabilities

- Risk identification, mitigation and management
- Executive and board advisory
- Strategy-to-operations delivery
- Post-acquisition integration
- Audit, WHS and incident risk management
- RAID management and executive reporting
- Stakeholder engagement
- Governance and regulatory compliance
- Program, project and PMO leadership
- Residential aged care commissioning
- Multi-site operational leadership
- ICT-enabled change and system implementation
- Change adoption and transition to business-as-usual
- Workforce leadership and capability building

Experience

Respect Group

Program Manager (National)
Jul 2024 – Jan 2026

- Reported to the CEO, leading national support of a portfolio spanning residential aged care, home care and retirement living (c.$2M operational budget, 4 direct reports).
- Partnered with operational leaders and site teams to manage risk and keep services safe, compliant and running smoothly.
- Managed integration risk across 15 acquired residential aged care homes, maintaining continuity of care and stable operations throughout.
- Led workforce rostering standardisation across 27 homes.
- Established a national PMO and governance framework to strengthen project delivery, reporting and risk oversight.

Independent Consulting

Aged Care Consultant
Dec 2022 – Jun 2024

- Supported a Queensland aged care provider with service readiness, operational risk management and team coordination across residential services.
- Led the operational commissioning of a new 102-bed residential aged care facility, from service readiness through to first resident admission.
- Managed a c.$1.5M operational commissioning budget.
- Designed and implemented a Household Model of Care to improve resident experience.

McKenzie Aged Care Group · 2009 – 2022

Group Manager – ICT Projects & Services Feb 2022 – Nov 2022
Ran day-to-day ICT services and the ICT roadmap (7 direct reports), acting as General Manager, ICT for three months. Delivered a Visitor Management Solution across all 18 homes and offices, and the Epicor upgrade enabling AN-ACC claiming and reducing funding compliance risk.

Group PMO Manager Oct 2018 – Feb 2022
Established and led the Group PMO and Project Risk Register, embedding risk mitigation into project methodology, governance and reporting. Maintained delivery continuity through COVID-19, commissioned a new 136-place facility, and acted as Service Delivery Manager (Customer Service) for eight months.

Corporate Project Manager Oct 2015 – Oct 2018
Delivered corporate projects end-to-end across HR, WHS, Finance, Quality, ACFI and Sales & Marketing. Introduced three costed, nutritionally assessed corporate menus and a Corporate Food Safety Program, and commissioned a 136-bed facility.

Facility Operations Manager – The Terraces 2009 – Oct 2015
Full operational accountability for a 151-bed facility ($13M budget, 8 direct reports), including non-clinical risk, audit and legislative compliance, sustaining full accreditation throughout. Won a Better Practice Award for the Bridging Generations Program, and was seconded as Commissioning Manager for CapellaBay (124 beds) and Acting Regional Operations Manager.

Earlier Roles

Business Manager · Hill View Aged Care

Assistant Manager · Hill View Aged Care

Regional Secretary · Blue Nursing Service, Gold Coast/Tweed

Community & Voluntary Roles

Volunteer Lifesaver & Bronze Medallion · Southport Surf Life Saving Club (2023)

President · Rotary Club of Southport North (2007–2008)

Vice President · Multicultural Communities Council Gold Coast (2007–2008)