

Longreach Home & Community Care Inc.



**Strategic Plan
2016-2019**

About Longreach Home and Community Care.

Longreach Home and Community Care Inc. is funded to provide a range of services to eligible Longreach residents. This funding enables the facilitation of valuable assistance to frail, aged, younger people with disabilities and their carers as well as helping people with special needs to remain living independently in their own homes.

Services currently include domestic assistance, nursing care, social support, transportation, personal care and respite care. Longreach Home and Community Care Inc. is required to operate within guidelines set by the Department of Social Services, Department of Communities, Child Services and Disabilities and Department of Housing and Public Works and validate the allocated funding with a progressive outlook.

Our Purpose

To provide a safe, friendly, competent, sustainable, quality, responsive and valued community care service for our residents of the region.

Vision Statement

To provide a highly regarded, holistic community service that supports the residents of our region to maintain their health and independence throughout their lifespan.

Mission Statement

Longreach Home and Community Care Inc. enhances the independence of the frail aged and younger people with disabilities by providing a co-ordinated, flexible, responsive, timely, Individualised support services to enable them to remain living independently at home.

Principles that guide our effort

- Commitment to service
 - Caring for people through individualised service planning and delivery
 - Respect for the clients and families' right of choice, cultural beliefs and confidentiality.
 - Ongoing commitment to our valued staff team.
- Accountability, Advocacy and Effectiveness
 - Ethical and efficient service delivery and operation
 - Willing to be held accountable to the clients and families we represent.
 - Ensuring compliance and accountability to our funding agencies and stakeholders.
 - Adopting and implementing a cycle of continuous quality improvement
 - Advocating for and representing the interests of our clients
 - Sound risk management practices and appropriate action
- Partnership
 - Collaboration
 - Community
 - A strong, visible, community orientated management committee.
- Sustainability and future growth
 - Robust and honest achievement and futures planning
 - Adjusting to change
 - Maintaining high standards of operation and service delivery
 - Actively seeking growth opportunities

Measures of Success

- Commitment to service:
 - Positive responses from ongoing service implementation feedback data
 - High staffing retention rates
 - Appropriately qualified staff for individual positions

- Accountability, Advocacy and Effectiveness
 - 100% success rate on approval of submitted reports
 - Adoption and implementation of a continuous quality improvement cycle with identified improved outcomes.
 - Identified and actioned advocacy of clients
 - Risk management frameworks adopted and regularly reviewed and actioned.

- Partnership
 - Identified community collaborations in place and working effectively with identified benefits for our clients.
 - A stronger organisational link throughout the community
 - A management committee with a broad range of skills and actively working to strengthen the service through the support of the CEO.

- Sustainability and future growth
 - Identifying and taking advantage of new opportunities for growth
 - Continued, established financial commitment to support the needs of the community
 - Regular documented review of planning documents, operational plan, strategic plan and financial situation.
 - Regular and documented Board meetings with identified outcomes.

Planning for the future

Strong strategic planning processes are essential for the progress of any service. This is particularly important at a time of continued change in the provision of health care services. It is imperative that we not only discern risk, but continue to identify challenges and opportunities which will enable us to continue to deliver high quality services for all of our consumers.

This plan identifies the constant evolution of service delivery, client needs and expectations and those of key stakeholders. Significance is also placed upon the importance of workforce retention, robust governance, operational compliance and service sustainability.

Our Strategic Priorities

- 1. A financially sustainable organisation**
- 2. Skilled workforce retention**
- 3. Adapting to a changing health environment**
- 4. Robust corporate governance principles and practices**
- 5. Progressive operational compliance and standards**

1. A financially sustainable organisation

Longreach Home and Community Care Inc. is funded by the Department of Health, Department of Housing and Public Works and the Department of Communities, Child Safety and Disability Services to provide specific services to eligible clients. The funding guidelines dictate required service outputs and allowable resources with which to operate.

There is currently a justifiable need for these services in Longreach as evidenced by the consistent fulfilment of outputs and the collaborative partnerships with other health service providers in the community.

In line with international trends, the population of Australians over the age of 65 is continuing to rise due to improvements in health care, lifestyle, declining fertility and mortality rates. In the 2013-2014 financial year, the number of Australians aged over 65 increased by 3.6% and by 2021 are expected to account for 18% of the total population.

The remote geographic location of Longreach coupled with the overwhelming preference by the aged population to remain in their own homes for as long as possible is another driving force behind the need to maintain service provision for eligible community members well into the future.

In response to the recent national Aged Care Reform, Longreach Home and Community Care Inc. will be in a position to tender the provision of applicable services to overarching organisations as a local subcontractor, thus maintaining a local workforce and contributing to the sustainability of the organisation.

Stringent fiscal accountability is also imperative to the ongoing viability of the organisation. The Management Committee and Coordinator are committed to accurate and transparent financial administration including reporting and budget forecasting.

2. Skilled workforce retention

Longreach Home and Community Care Inc. currently holds high staff retention rates which reflects the commitment by staff and satisfaction with the organisation as an employer. We believe that by continuing to invest in our staff, we will be able to maintain a solid foundation for employment and service delivery.

Sourcing skilled replacement staff in the future poses several challenges for Longreach Home and Community Care Inc. including the potential need to employ from outside the local resident workforce and attract and retain those employees in a remote location.

An ageing population with more diverse and complex needs and preferences will also increase the demand for qualified staff across the nation and highlights the necessity to ensure that staff conform with the requirements of their registered body and operate within their scope of practice.

Workforce strategies to address these difficulties include competitive salary packages, advocating to funding bodies, improving local access to education and training, effective human resource management and developing well articulated career paths.

Ongoing collaboration with other organisations in the region has enabled staff to frequently access valuable training and upskilling opportunities which alternatively would have been extremely costly and required them to travel long distances to attend.

3. Adapting to a changing health environment

Since 2012, reforms to healthcare including aged care have been progressively implemented across Australia with the aim of providing a more sustainable, affordable healthcare system to support the future demands of a growing population.

Streamlined access to entry-level support services for older people and their carers has been achieved through the implementation of the Commonwealth Home Support Program in July 2015 which included the consolidation of all Commonwealth HACC program services and the introduction of the My Aged Care online portal directing providers, assessors and consumers to a central location for data and information.

The aged care reforms intend to increase choice and flexibility for home based care and support, improve means testing, reduce regulatory restraints and introduce price capping for fees. So far this has impacted Longreach Home and Community Care Inc. through the reallocation of funding for regional client assessment and the introduction of new guidelines for service delivery including changes to fee structures.

Continued changes will require Longreach Home and Community Care Inc. to stay abreast of reform guidelines and adapt operational practices to conform within the scope of our funding. Under the transition to the Commonwealth Home Support Program, Longreach Home and Community Care Inc. is now the local provider of the National Respite For Carers Program and is also auspiced for the Home Assist Secure Program. This will ultimately enable more streamlined assistance to eligible residents and increase the capacity of the organisation to fulfil the needs of the local community.

Under the governance of the National Disability Insurance Agency, the National Disability Insurance Scheme (NDIS) will commence in Queensland in July 2016 and progressively rollout over the next three years. This program will assist people aged under 65 with permanent and significant disabilities to access and tailor their supports and it is expected that there will be a local affiliation with Longreach Home and Community Care Inc. as an existing disability service provider.

4. Robust corporate governance principles and practices.

Sound leadership and corporate governance is fundamental to the success and longevity of any organisation. Longreach Home and Community Care Inc. is headed by a Management Committee who are responsible for our rules, relationships, policies, systems and processes. This team of local professionals and community members are committed to the values and principles of Longreach Home and Community Care Inc. and are ultimately accountable to our funders, consumers and stakeholders.

The Australian Securities Council regularly issues comprehensive guidelines for corporate governance including recommendations for Australian businesses. It is the continued intention of the Management Committee to remain well informed and abide by these current principles which include the following:

- ✓ Lay solid foundations for robust management
- ✓ Structure the management committee to add value
- ✓ Act ethically and responsibly
- ✓ Promote integrity in all reporting
- ✓ Respect the rights of staff, consumers and stakeholders
- ✓ Recognise and manage risk

The Management Committee will also maintain regular revision of operational policies and procedures, current industry legislation including human resources, workplace health and safety, best practice and continue to encourage collaborative partnerships with other health service providers in the region.

Reviews conducted by the Department of Social Services provide opportunity for feedback to the Management Committee regarding operational performance and quality improvement. A recently reformed organisational constitution together with solid strategic and operational plans demonstrates that Longreach Home and Community Care Inc. has in place a clearly documented forward moving pathway.

5. Progressive operational compliance and standards

In addition to premium corporate governance, Longreach Home and Community Care Inc. will require contemporary systems in order to deliver consistent, high quality services. We will continue to invest in resources and technology which enhance our capacity, are user friendly and fulfil our operational needs.

The efficiency, security and reliability of electronic data including internet access for email and uploads to the My Aged Care portal, the compilation and storage of reporting and financial documents, client and MDS information will be of utmost priority. Hardware support and servicing will continue to be provided off site locally.

Longreach Home and Community Care Inc. acknowledges the importance of maintaining a safe and enjoyable working environment for our staff through stringent workplace health and safety measures, effective human resource support and professionally equipped workspaces.

We value feedback from our clients, staff, stakeholders and funding bodies and strive to achieve optimal outcomes in line with the Community Care Common Standards and Quality Indicators for Aged Care as well as industry awards, contractual agreements and regulatory guidelines.

Moving forward

As we follow these strategic priorities, we remember that we are committed to respect the inherent dignity of each person, particularly people who are marginalised, and driven by the desire to build the capacity of individuals and the Longreach community.