

**HEATHERLIE HOMES FOR  
THE AGED:**

**STRATEGIC PLAN**

**2009-2012**

## ***The Strategic Plan***

This strategic plan is for the three year period July 2009 to June 2012. Progress against the plan will be reviewed at annually at the first meeting following the AGM.

## ***Our Mission***

Heatherlie Homes for the Aged seeks to express the Christian concern for aged persons and those with special needs in Warrnambool City and surrounding districts, providing access to independent living units, without regard for race, religion or culture.

Heatherlie Homes is a not-for-profit organisation which:

- Acknowledges that every person has individual physical, psychological, spiritual and quality of life needs;
- Encourages personal independence in activities of daily living and respects each person's rights to privacy, dignity and decision making;
- Promotes leadership and teamwork within the organisation;
- Encourages innovation and initiative;
- Believes all people involved have a contribution to make to realise the shared vision.

## **Goals**

### **Residential Care**

- To provide a facility of a high standard, having regard to the provisions of the Retirement Villages Act 1986
- To encourage residents and their families to participate in activities of daily living and the decisions that affect their lives.

### **Community**

- To support and develop community awareness of the issues affecting older people.
- To cooperate with other service providers for the benefit of the residents of Heatherlie.
- To assist or cooperate with other churches or organisations with similar or complementary objectives.

### **Administration**

- Through cooperation and support between Uniting Care Victoria and Tasmania, members of Heatherlie Council and Church Council of the Uniting Church, Warrnambool, to ensure excellence of service provisions and strict adherence to the Mission Statement.

### **Facilities**

- To ensure that adequate and well maintained facilities are available.
- To maintain a safe and healthy environment.

### **Public Relations**

- To promote an awareness of the Mission and Objectives of Heatherlie Homes for the Aged within the City of Warrnambool and surrounding districts.

### **Finance**

- To develop and maintain efficient and effective financial planning and management to ensure proper stewardship of resources and the sustainability of Heatherlie's assets.

A number of **themes** underpin the strategies of the plan.

- Attention to Governance and compliance issues

- A focus on maintenance of current buildings and facilities.
- Program development to support residents' health and well-being.
- Emphasis on continuous improvement and establishment of quality systems and processes.

The objectives of the plan will be achieved by working with others. Our **key partners** include:

- Warrnambool City Council
- Lyndoch
- Archie Graham Community Centre
- Uniting*Care* Victoria and Tasmania
- Anglican Church community
- St John of God Health Services
- South West Health Care

## Objective 1: Good Governance

GOAL (the desired end)	OUTCOMES (the effects/results of achieving the goal)	STRATEGY (how the goal will be achieved)	ACCOUNT-ABILITY (who will be responsible)	MEASURE (the key result area/s)	TIMEFRAME	RESOURCES & ANY OTHER ISSUES
<ul style="list-style-type: none"> <li>To have a full and effective Board/Council.</li> </ul>	<ul style="list-style-type: none"> <li>Good governance of Heatherlie.</li> </ul>	<ul style="list-style-type: none"> <li>Introduction of a Governance committee</li> </ul>	<ul style="list-style-type: none"> <li>Governance Committee</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly meetings to ensure issues raised by UCV audit – May 2009 are attended to.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing until tasks completed</li> </ul>	Review role of committee on 30/6/2010
		<ul style="list-style-type: none"> <li>Induct and provide support for new Council members.</li> </ul>	<ul style="list-style-type: none"> <li>Council chair</li> <li>Governance Committee</li> </ul>	<ul style="list-style-type: none"> <li>All new Council members inducted and attend governance training.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	
		<ul style="list-style-type: none"> <li>Ensure recruitment of new Board when there are vacancies.</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Succession plan in place.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	

## Objective 2: Policy Development

GOAL (the desired end)	OUTCOMES (the effects/results of achieving the goal)	STRATEGY (how the goal will be achieved)	ACCOUNT-ABILITY (who will be responsible)	MEASURE (the key result area/s)	TIMEFRAME	RESOURCES & ANY OTHER ISSUES
<ul style="list-style-type: none"> <li>To have a clear position on key organisational matters to guide decision making and implementation of services.</li> </ul>	<ul style="list-style-type: none"> <li>Policies reflect the present conditions and intentions of the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>Review all policies on an annual basis.</li> </ul>	<ul style="list-style-type: none"> <li>Council and Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>Policies reviewed and updated annually.</li> </ul>	<ul style="list-style-type: none"> <li>Annual</li> </ul>	Matters added when decided at meetings. Issued OCT NOV
	<ul style="list-style-type: none"> <li>Fees and charges reflect changes in the cost of living.</li> </ul>	<ul style="list-style-type: none"> <li>Review fees/charges on an annual basis in line with the CPI and/or the aged pension.</li> </ul>	<ul style="list-style-type: none"> <li>Council and Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>Policy reviewed and updated annually.</li> </ul>	<ul style="list-style-type: none"> <li>Annual</li> </ul>	NOV DEC ready for JAN
	<ul style="list-style-type: none"> <li>Resident complaints are addressed effectively and in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain a policy and process for responding to resident complaints.</li> </ul>	<ul style="list-style-type: none"> <li>Council and Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>Policy updated annually.</li> </ul>	<ul style="list-style-type: none"> <li>Annual</li> </ul>	In laundries and new residents receive, available on request
	<ul style="list-style-type: none"> <li>Expectations of staff regarding the role in delivering Heatherlie's services is clear.</li> </ul>	<ul style="list-style-type: none"> <li>Review all position descriptions to reflect the requirements of program development.</li> </ul>	<ul style="list-style-type: none"> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>Positions descriptions reviewed and updated.</li> </ul>	<ul style="list-style-type: none"> <li>Annual</li> </ul>	And or as per contract

## Objective 3: Program Development

GOAL (the desired end)	OUTCOMES (the effects/results of achieving the goal)	STRATEGY (how the goal will be achieved)	ACCOUNT-ABILITY (who will be responsible)	MEASURE (the key result area/s)	TIMEFRAME	RESOURCES & ANY OTHER ISSUES
<ul style="list-style-type: none"> <li>To develop programs that support residents.</li> </ul>	<ul style="list-style-type: none"> <li>Residents are encouraged to maintain opportunities to maintain a sense of physical, emotional and spiritual wellbeing.</li> <li>A stronger sense of community between residents of Heatherlie.</li> </ul>	<ul style="list-style-type: none"> <li>Respond to requests from resident groups</li> </ul>	<ul style="list-style-type: none"> <li>Council and coordinator</li> </ul>	<ul style="list-style-type: none"> <li>Programs and activities listed as per annual report</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	Clergy conducts services and provide communion.
	<ul style="list-style-type: none"> <li>Heatherlie properties are used to the maximum benefit of community members.</li> </ul>	<ul style="list-style-type: none"> <li>Investigate options to use vacant units in ways that is consistent with Heatherlie's mission and the R.V.Act.</li> </ul>	<ul style="list-style-type: none"> <li>Council and Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>Options paper developed and decision made.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	In hand
	<ul style="list-style-type: none"> <li>Residents are provided with information on ancillary services to support their independent living</li> </ul>	<ul style="list-style-type: none"> <li>Develop and information pack including ancillary services relevant to the Heatherlie community</li> </ul>	<ul style="list-style-type: none"> <li>Council and Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>Information packs developed and issued</li> </ul>	<ul style="list-style-type: none"> <li>Dec 2010</li> </ul>	Resident initiative and in response to a survey

## Objective 4: Improvement, Innovation and Quality

<b>GOAL</b> (the desired end)	<b>OUTCOMES</b> (the effects/results of achieving the goal)	<b>STRATEGY</b> (how the goal will be achieved)	<b>ACCOUNT-ABILITY</b> (who will be responsible)	<b>MEASURE</b> (the key result area/s)	<b>TIME FRAME</b>	<b>RESOURCES &amp; ANY OTHER ISSUES</b>
<ul style="list-style-type: none"> <li>• To provide high quality services to residents.</li> </ul>	<ul style="list-style-type: none"> <li>• Heatherlie is able to demonstrate that its facilities and services are of an agreed industry standard.</li> </ul>	<ul style="list-style-type: none"> <li>• Investigate requirements for accreditation.</li> </ul>	<ul style="list-style-type: none"> <li>• Council and coordinator.</li> </ul>	<ul style="list-style-type: none"> <li>• Accreditation process investigated.</li> </ul>	<ul style="list-style-type: none"> <li>• Dec 2010</li> </ul>	<ul style="list-style-type: none"> <li>Awaiting paper work from UnitingCare.</li> </ul>
	<ul style="list-style-type: none"> <li>• Improvement in Heatherlie facilities and services by learning from best practice within the industry.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a benchmarking process with other UCA ILUs and industry standards.</li> </ul>	<ul style="list-style-type: none"> <li>• Council and coordinator</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of comparison of Heatherlie's model of service and performance against other providers completed and key findings reported to Council.</li> </ul>	<ul style="list-style-type: none"> <li>• June 2012</li> </ul>	<ul style="list-style-type: none"> <li>Promotions Group Coordinator and Finance aware of local situation and contacts</li> </ul>
	<ul style="list-style-type: none"> <li>• Knowledge of the extent of resident satisfaction with Heatherlie's facilities and services.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct an annual resident's satisfaction survey.</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>• Areas for improvement are identified and an action plan developed and implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• Offered annually at the AGM</li> </ul>	<ul style="list-style-type: none"> <li>Explain at annual meeting</li> </ul>
	<ul style="list-style-type: none"> <li>• Better understanding of the market for Heatherlie's services and any barriers to entry.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain a record on inquiries to determine the reasons for non-entry to Heatherlie.</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>• Inquiries analysed and recommendations for future policy and service development made.</li> </ul>	<ul style="list-style-type: none"> <li>• Annually</li> </ul>	<ul style="list-style-type: none"> <li>Promotions monitor, names and addresses</li> </ul>



## Objective 5: Resourcing facilities and programs

<b>GOAL</b> (the desired end)	<b>OUTCOMES</b> (the effects/results of achieving the goal)	<b>STRATEGY</b> (how the goal will be achieved)	<b>ACCOUNT-ABILITY</b> (who will be responsible)	<b>MEASURE</b> (the key result area/s)	<b>TIMEFRAME</b>	<b>RESOURCES &amp; ANY OTHER ISSUES</b>
<ul style="list-style-type: none"> <li>• To ensure that facilities and programs are maintained at a high quality.</li> </ul>	<ul style="list-style-type: none"> <li>• Facilities meet government regulations, industry standards and resident expectations.</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake planned maintenance of all buildings and facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Council and coordinator</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance requirements identified, documented and completed according to an agreed schedule.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing.</li> </ul>	Adequate provision in 3 year budget

## Objective 6: Financial management

<b>GOAL</b> (the desired end)	<b>OUTCOMES</b> (the effects/results of achieving the goal)	<b>STRATEGY</b> (how the goal will be achieved)	<b>ACCOUNT-ABILITY</b> (who will be responsible)	<b>MEASURE</b> (the key result area/s)	<b>TIMEFRAME</b>	<b>RESOURCES &amp; ANY OTHER ISSUES</b>
<ul style="list-style-type: none"> <li>• To ensure that Heatherlie has the financial capacity to resource high quality services and facilities on a long term basis.</li> </ul>	<ul style="list-style-type: none"> <li>• Income and reserves are maintained or increased.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a three year financial management plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Council.</li> </ul>	<ul style="list-style-type: none"> <li>• 3 year plan is developed and implemented.</li> <li>• Quarterly meetings of Finance Committee</li> </ul>	<ul style="list-style-type: none"> <li>• June 2010</li> </ul>	Finance committee to progressively develop elements of 3 year budget including projections for ingoings and fees

## Objective 7: Public Relations

<b>GOAL</b> (the desired end)	<b>OUTCOMES</b> (the effects/results of achieving the goal)	<b>STRATEGY</b> (how the goal will be achieved)	<b>ACCOUNT-ABILITY</b> (who will be responsible)	<b>MEASURE</b> (the key result area/s)	<b>TIMEFRAME</b>	<b>RESOURCES &amp; ANY OTHER ISSUES</b>
<ul style="list-style-type: none"> <li>To develop and maintain a high profile for Heatherlie within the community and a positive relationship with a range of community stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Heatherlie is well-known and regarded widely in the Warnambool community and surrounding districts.</li> </ul>	<ul style="list-style-type: none"> <li>Maintain an ongoing Public Relations and Promotions Sub-Committee.</li> </ul>	<ul style="list-style-type: none"> <li>Heatherlie Council</li> </ul>	<ul style="list-style-type: none"> <li>Four monthly Meetings of the Sub-Committee held. (3 each year)</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing.</li> </ul>	
	<ul style="list-style-type: none"> <li>Public access to information about the Heatherlie's mission, values and services.</li> </ul>	<ul style="list-style-type: none"> <li>Develop the Heatherlie website.</li> </ul>	<ul style="list-style-type: none"> <li>Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>Number of hits on website.</li> </ul>	<ul style="list-style-type: none"> <li>Website live during 2010</li> </ul>	Budget provision
<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Develop a promotions kit</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Promotions Committee</li> </ul>	<ul style="list-style-type: none"> <li>Kit developed</li> </ul>	<ul style="list-style-type: none"> <li>June 2010</li> </ul>	
<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Strong links between Heatherlie and the broader community.</li> </ul>	<ul style="list-style-type: none"> <li>Develop events at Heatherlie that engage and involve members of the Warnambool community.</li> </ul>	<ul style="list-style-type: none"> <li>Coordinator and residents.</li> </ul>	<ul style="list-style-type: none"> <li>At least one new community event implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	