

HEATHERLIE HOMES
Warrnambool

STRATEGIC PLAN
for sites at Koroit Street and Christ Church Close
2011-2014

Heatherlie Homes Strategic Plan for 2011 to 2014

The Strategic Plan

This strategic plan is for the three year period July 2011 to June 2014. Progress against the plan will be reviewed regularly and annually at the first meeting of Heatherlie Council following the AGM.

Our Mission

Heatherlie Homes 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 or people with manageable difficulties.
- To cooperate with other service providers for the benefit of the residents of Heatherlie Homes.
- 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 residential environment for independent living.

Public Relations

- To promote an awareness of the Mission and Objectives of Heatherlie Homes 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
- Forward planning of additional capital works projects
- To plan for and provide additional garages and/or parking spaces to meet the needs of residents
- To undertake a feasibility study of other sites for expansion of Heatherlie Homes
- 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.
- Consideration of future independent living accommodation needs within the sub-regional area.

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

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

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"> • To have a full and effective Council. | <ul style="list-style-type: none"> • Good governance of Heatherlie. | <ul style="list-style-type: none"> • Continuation of regular meetings of the Governance committee | <ul style="list-style-type: none"> • Governance Committee | <ul style="list-style-type: none"> • Quarterly meetings to ensure issues raised by UCV audit – Sept 2011 are attended to. | <ul style="list-style-type: none"> • Ongoing | Review role of Governance committee on 30/6/2012 |
| | | <ul style="list-style-type: none"> • Induct and provide support for new Council members. | <ul style="list-style-type: none"> • Council chair • Governance Committee | <ul style="list-style-type: none"> • All new Council members inducted and attend governance training. | <ul style="list-style-type: none"> • Ongoing | |
| | | <ul style="list-style-type: none"> • Ensure recruitment of new Council members when there are vacancies. | <ul style="list-style-type: none"> • Heatherlie Council | <ul style="list-style-type: none"> • Succession plan in place. | <ul style="list-style-type: none"> • Ongoing | |

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"> To have a clear position on key organisational matters to guide decision making and implementation of services. | <ul style="list-style-type: none"> Policies reflect the present conditions and intentions of Heatherlie Homes. | <ul style="list-style-type: none"> Review all policies on an annual basis and maintain policy manual. | <ul style="list-style-type: none"> Council and Executive Officer | <ul style="list-style-type: none"> Policies reviewed and updated annually. | <ul style="list-style-type: none"> Annual | Policy decisions added to Manual when decided at meetings. Issued for review OCT NOV |
| | <ul style="list-style-type: none"> Fees, charges and ingoings reflect changes in the cost of living with at least an annual review | <ul style="list-style-type: none"> Review fees/charges on an annual basis in line with the CPI and/or the aged pension. | <ul style="list-style-type: none"> Council and Executive Officer | <ul style="list-style-type: none"> Policy reviewed and updated annually. Fees and ingoing adjustments determined and implemented in January each year | <ul style="list-style-type: none"> October using September quarter CPI figures Implemented in January of each year. Notification to residents in November each year | |
| | <ul style="list-style-type: none"> Resident complaints are addressed effectively and in a timely manner. | <ul style="list-style-type: none"> Maintain a policy and process for responding to resident complaints. | <ul style="list-style-type: none"> Council and Executive Officer | <ul style="list-style-type: none"> Policy updated and reviewed annually. | <ul style="list-style-type: none"> Annual | Policy displayed in laundries and given to new residents receive, available on request |
| | <ul style="list-style-type: none"> Clear expectations of staff regarding their role in delivering Heatherlie's services | <ul style="list-style-type: none"> Review all position descriptions to reflect the accountability requirements of program | <ul style="list-style-type: none"> Council | <ul style="list-style-type: none"> Position descriptions reviewed and updated at least annually | <ul style="list-style-type: none"> Annual | As per employment contracts for staff. |

Heatherlie Homes Strategic Plan for 2011 to 2014

| | | | | | | |
|--|--|--|--|--|--|--|
| | | development, at annual staff reviews | | | | |
|--|--|--|--|--|--|--|

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"> • To develop programs that support residents. | <ul style="list-style-type: none"> • Residents are encouraged to maintain opportunities to maintain a sense of physical, emotional and spiritual wellbeing. • A stronger sense of community between all residents of Heatherlie. | <ul style="list-style-type: none"> • Respond to requests from resident groups | <ul style="list-style-type: none"> • Council and Executive Officer | <ul style="list-style-type: none"> • Programs and activities listed as per annual report | <ul style="list-style-type: none"> • Ongoing | Meeting areas available for religious services, observances |
| | <ul style="list-style-type: none"> • Heatherlie properties are used to the maximum benefit of community members. | <ul style="list-style-type: none"> • Investigate options to use vacant units in ways that is consistent with Heatherlie's mission and the R.V.Act. | <ul style="list-style-type: none"> • Council and Executive Officer | <ul style="list-style-type: none"> • Options paper developed and decision made. | <ul style="list-style-type: none"> • Ongoing | In hand |
| | <ul style="list-style-type: none"> • Residents are provided with information on ancillary services to support their independent living | <ul style="list-style-type: none"> • Develop an information pack including ancillary services relevant to the Heatherlie community | <ul style="list-style-type: none"> • Council and Executive Officer | <ul style="list-style-type: none"> • Information packs developed and issued | <ul style="list-style-type: none"> • Dec 2012 | Resident initiative and in response to an annual survey of all residents. |

Objective 4: Improvement, Innovation and Quality

| 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) | TIME FRAME | RESOURCES & ANY OTHER ISSUES |
|--|--|--|--|---|---|--|
| <ul style="list-style-type: none"> To provide high quality services to residents. | <ul style="list-style-type: none"> Heatherlie is able to demonstrate that its facilities and services are of an agreed industry standard. | <ul style="list-style-type: none"> Investigate any requirements to achieve accreditation. | <ul style="list-style-type: none"> Council and Executive Officer. | <ul style="list-style-type: none"> Accreditation process investigated, implemented and achieved. | <ul style="list-style-type: none"> Dec 2012 | |
| | <ul style="list-style-type: none"> Improvement in Heatherlie facilities and services by learning from best practice within the industry. | <ul style="list-style-type: none"> Use the Annual UCA audit as the benchmarking process with other UCA ILUs and industry standards. | <ul style="list-style-type: none"> Council and Executive Officer. | <ul style="list-style-type: none"> Analysis of Heatherlie's model of service and performance. key findings reported to Council. | <ul style="list-style-type: none"> June 2012 | All convenors and members of relevant committees to be aware of local situation and contacts |
| | <ul style="list-style-type: none"> Knowledge of the extent of resident satisfaction with Heatherlie's facilities and services. | <ul style="list-style-type: none"> Conduct an annual residents' satisfaction survey. List as agenda item each Council meeting if necessary | <ul style="list-style-type: none"> Executive Officer | <ul style="list-style-type: none"> Areas for improvement are identified and an action plan developed and implemented. | <ul style="list-style-type: none"> Offered annually at the AGM | Explain at annual meeting |
| | <ul style="list-style-type: none"> Better understanding of the market for Heatherlie's services and any barriers to entry. | <ul style="list-style-type: none"> Maintain a record of inquiries to determine the reasons for non-entry to Heatherlie. | <ul style="list-style-type: none"> Executive Officer | <ul style="list-style-type: none"> Enquiries analysed and recommendations for future policy and service development made. | <ul style="list-style-type: none"> Annually | Promotions monitor, filing of applications. |

Objective 5: Resourcing facilities and programs

| 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"> • To ensure that facilities and programs are maintained at a high quality. | <ul style="list-style-type: none"> • Facilities meet government regulations, industry standards and resident expectations. | <ul style="list-style-type: none"> • Undertake planned maintenance of all buildings and facilities. | <ul style="list-style-type: none"> • Council and Executive Officer | <ul style="list-style-type: none"> • Maintenance requirements identified, documented and completed according to an agreed schedule. | <ul style="list-style-type: none"> • Ongoing. | <ul style="list-style-type: none"> • Adequate provision in 3 year budget |

Objective 6: Financial management

| 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"> • To ensure that Heatherlie has the financial capacity to resource high quality services and facilities on a long term basis. | <ul style="list-style-type: none"> • Income and reserves are maintained or increased. | <ul style="list-style-type: none"> • Develop a three year financial management plan. | <ul style="list-style-type: none"> • Council. | <ul style="list-style-type: none"> • 3 year plan is developed and implemented. • Quarterly meetings of Finance Committee | <ul style="list-style-type: none"> • June 2012 | Finance committee to progressively develop elements of 3 year budget including projections for ingoings and fees |

Objective 7: Public Relations

| 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"> To develop and maintain a high profile for Heatherlie within the community and a positive relationship with a range of community stakeholders. | <ul style="list-style-type: none"> Heatherlie is well-known and regarded widely in the Warnambool community and surrounding districts. | <ul style="list-style-type: none"> Maintain an ongoing Public Relations and Promotions Sub-Committee. | <ul style="list-style-type: none"> Heatherlie Council | <ul style="list-style-type: none"> Four monthly Meetings of the Sub-Committee held. (3 each year) | <ul style="list-style-type: none"> Ongoing. | Promotions Committee |
| | <ul style="list-style-type: none"> Public access to information about the Heatherlie's mission, values and services. | <ul style="list-style-type: none"> Maintain the Heatherlie website. | <ul style="list-style-type: none"> Executive Officer | <ul style="list-style-type: none"> Number of hits on website. | <ul style="list-style-type: none"> Ongoing | Budget provision |
| | <ul style="list-style-type: none"> Review the promotions kit | | <ul style="list-style-type: none"> Promotions Committee | <ul style="list-style-type: none"> Existing kit reviewed. | <ul style="list-style-type: none"> June 2012 | |
| | <ul style="list-style-type: none"> Strong links between Heatherlie and the broader community. | <ul style="list-style-type: none"> Develop events at Heatherlie that engage and involve members of the Warnambool community. | <ul style="list-style-type: none"> Executive Officer and residents. | <ul style="list-style-type: none"> At least one new community event implemented. | <ul style="list-style-type: none"> Ongoing | |

Objective 8: Forward Planning – of additional capital works projects

| 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"> To ensure that future needs are monitored and facilities are planned and provided to meet identified needs. | <ul style="list-style-type: none"> New potential facilities are listed and prioritised Sites approved Capital works budgets determined Detailed designs prepared and costed Construction tenders sought and contracts awarded New assets commissioned for use | <ul style="list-style-type: none"> List potential projects Confirm needs assessment Undertake detailed feasibility study including siting, planning, costing issues | <ul style="list-style-type: none"> Heatherlie Council | <ul style="list-style-type: none"> Completion of construction in accordance with budget, timeframe and allocated uses. | | <ul style="list-style-type: none"> Adequate capital works provisions in 3 year budget. |
| <p>NOTE: Current projects under consideration:</p> <ol style="list-style-type: none"> Provision of an additional garages and/or parking spaces at Koroit Street Port Fairy Uniting Church land – two-bedroom unit development Opportunities for more two-bedroom units at Koroit Street | | | | | | |