

Item No: 18.1
Subject: ALWYNDOR STRATEGIC PLAN 2020-23
Date: 24 November 2020
Written By: Beth Davidson-Park
General Manager, Alwyndor

SUMMARY

Alwyndor’s Strategic Plan 2020-23 (the Plan) has been accepted by the Alwyndor Management Committee (AMC) and is presented to Council for approval. The Plan has been prepared through a thorough process of business analysis, environmental scanning (local, national and global) and engagement with clients, residents, families and friends, as well as our employees.

RECOMMENDATION

1. That Council approves the Alwyndor Strategic Plan 2020-23.

RETAIN IN CONFIDENCE - Section 91(7) Order

2. That having considered Agenda Item 18.1 Alwyndor Strategic Plan 2020-23 in confidence under Section 90(2) and (3)(d) of the *Local Government Act 1999*, the Council, pursuant to Section 91(7) of that Act orders that the Alwyndor Strategic Plan 2020-23 be retained in confidence for a period of 12 months or until the plan is approved by Council.
-

COMMUNITY PLAN

Community: Building a healthy, active and resilient community
Community: Fostering an engaged and contributing community
Culture: Providing customer-centred services
Culture: Enabling high performance
Culture: Supporting excellent, efficient operations

STATUTORY PROVISIONS

Aged Care Quality and Safety Standards

BACKGROUND

Alwyndor's Strategic Plan 2020-23 (the Plan) has been prepared through a thorough process of business analysis, environmental scanning (local, national and global) and engagement with clients, residents, families and friends, as well as our employees.

A workshop was held on 7 July 2020 to inform elected members of the status of the draft Plan and receive feedback in regard to the proposed themes and objectives as well as year one actions (noting these also informed the 2020-21 budget). The AMC have been engaged at each stage of the process to develop the Plan.

The Plan will be acknowledged as a part of the City of Holdfast Strategic Plan.

The Plan has now been accepted by the Alwyndor Management Committee (AMC) and is presented to Council for approval.

A summary for public release is currently being drafted and will be made available to members upon completion.

The Plan forms Attachment 1 to this report.

REPORT

The Strategic Plan 2020-23 has been prepared to guide Alwyndor's service delivery and business development through a time when there is a heightened focus on aged care as well as being a time of significant reform and change for the sector.

The Plan is structured with four Strategic Themes:

- Customer experience
- Sustainability
- Growth
- Connecting Communities.

These themes are supported by five Corporate Enablers:

- Digital and Technology
- Marketing and Communications
- People and Culture
- Budget management and reporting
- Partnering.

We are confident that the Plan enables Alwyndor to focus on maintaining current services and accreditation, being sure to continue our high standards of quality, whilst managing growth in a way which is financially and environmentally sustainable.

In summary the Plan focuses on ensuring exceptional experiences at every point of Alwyndor contact. It continues our approach of connecting with communities by including people in the

development of our programs and services and ensuring we deliver services that matter and have the greatest impact on the lives of the people we work with and sets a vision to empower the people in our communities to live healthy, engaged and fulfilled lives.

BUDGET

The draft Plan informed the 2020-21 budget and implementation of the Plan will inform future budgets and the 10-year financial plan through the annual review and update process.

CONFIDENTIAL

Attachment 1





Strategic Plan

2020-23

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Kim Cheater, Chair



Beth Davidson-Park, General Manager

Message from the Chair and General Manager

On behalf of the Alwyndor Management Committee it is our pleasure to present the Alwyndor Strategic Plan 2020-23.

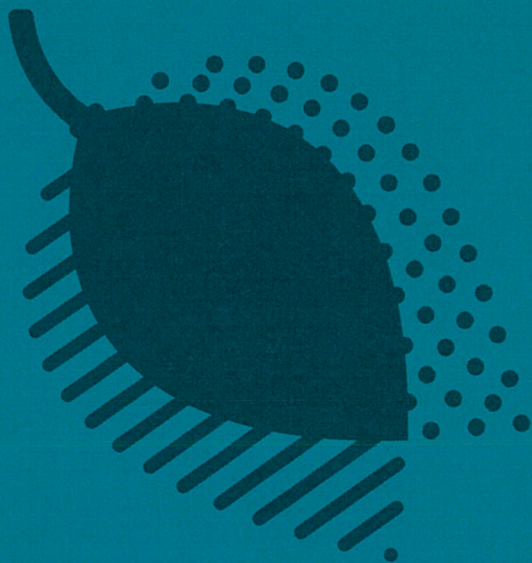
Alwyndor has a history of community connections and is valued and respected by the communities of Holdfast Bay and surrounding areas. The services we provide continue the vision of our benefactor, Dorothy Cheater and are strategically aligned with the goals of the City of Holdfast Bay.

Aged Care has grown in size and complexity since inception of post war Alwyndor. As a sector, Aged Care has evolved through many reviews and reforms and, most recently, a Royal Commission which is ongoing as we finalise our Strategic Plan. All of this change has been focused on improving the quality of, and access to, services for older Australians. For Alwyndor, this includes offering more support and care at home enabling people to live where they choose for as long as they choose. We have developed our therapy and wellness services to ensure strength and fitness as well as offering social opportunities which tackle loneliness and isolation in our communities. And we offer ease of access to residential care and recognise and support carers.

At Alwyndor we are committed to offering the very best quality of care and service, choice and control. We choose our employees based on the values of Wellbeing, respect, Courage, Accountability and Excellence. Working to these values is a requirement of all employees and this means offering quality care and responsive support so that everyone who uses our services can live well and age well.

Our Strategic Plan focuses on ensuring exceptional experiences at every point of Alwyndor contact. This continues the tradition of connecting with communities by including people in the development of our programs and services and ensuring we deliver services that matter and have the greatest impact on the lives of the people we work with. Growth of our services is also a focus of our planning and we aim to manage growth in a way which is financially and environmentally sustainable, being sure to continue our high standards of quality.

We are proud of the vision we have set for Alwyndor and excited about the possibilities our Strategic Plan offers as we continue the tradition that is Alwyndor empowering the people in our communities to live healthy, engaged and fulfilled lives.



About Alwyndor

History

The Alwyndor property was bequeathed to the (now) City of Holdfast Bay by Dorothy Cheater who grew up on her parents' Dunrobin Road property, to be known later as Alwyndor.

The family home was built in 1901 and was first named Alandale when the Riddle's oldest son Alfred Alan died at the age of 5 in 1907, the same year that Dorothy was born. The Riddle's second son, Wynne, died in 1928 after which his parents renamed the property Alwyndor, taking the first part of each child's name – Alan, Wynne and Dorothy.

During this period the extensive grounds contained a working dairy, vineyards and a substantial orchard. The property was closely linked to the social fabric of the immediate district, being the venue for numerous weddings and other celebrations, community picnics and fêtes.

Dorothy cared for her parents at Alwyndor until their deaths in 1942 and, then converted

Alwyndor into a convalescent and rest home for returning World War II servicemen and the aged. Dorothy married Stephen Cheater who created a beautiful garden for her at Alwyndor. It was during this period that the original family home became known as Cheater House, still used today by Alwyndor.

Dorothy passed away at Alwyndor in 1988.

The operation of Alwyndor is underpinned by the terms of the Dorothy Cheater Trust, which binds the City of Holdfast Bay to the ongoing provision of aged care accommodation and services in perpetuity. It is valued as an important part of what local government can do for its communities.

Purpose

'Alwyndor empowers the people in our communities to live healthy, engaged and fulfilling lives.'





Wellbeing
Respect
Courage
Accountability
Excellence

Values

Alwyndor's values reflect the desired culture, principles and behaviours of staff.

Value	Description	Behaviours
Wellbeing	<ul style="list-style-type: none"> The wellbeing of our clients and residents is our top priority and we advocate for every member of our communities. Our own wellbeing and the wellbeing of our teammates is important, so we can care for others. 	<ul style="list-style-type: none"> We treat customers with kindness and understanding. We raise issues on behalf of customers who need assistance. We ask for help when needed and encourage our teammates to do the same.
Respect	<ul style="list-style-type: none"> We embrace the diversity in our customers and staff, creating an inclusive environment where people feel safe and valued. We communicate respectfully and constructively, working together professionally to achieve common goals. 	<ul style="list-style-type: none"> We speak to customers and teammates in a polite and professional way. We adapt our work approach to suit the different needs of customers. We listen to other teammates views and experience and make informed decisions.
Courage	<ul style="list-style-type: none"> We actively seek opportunities to improve services through innovation and engage clients and residents in program and service design. 	<ul style="list-style-type: none"> We listen to feedback, identify and deliver ideas for improvement and communicate these. We adapt quickly to service design improvements.
Accountability	<ul style="list-style-type: none"> We work with customers openly, honestly and sincerely. We take pride in our jobs and ownership for identifying and resolving issues. 	<ul style="list-style-type: none"> We clearly define the commitments we make, ensuring our promises are understood by the person we make that promise to. We do not lie, stretch the truth, or withhold information from a peer, customer, or manager. We take responsibility for the consequences of our actions, if we make a mistake, we acknowledge it and seek to rectify it.
Excellence	<ul style="list-style-type: none"> We drive and deliver a consistently excellent, customer-focused experience. We are empowered to be, and do, our best, while celebrating our achievements. 	<ul style="list-style-type: none"> We undertake all tasks to the best of our abilities. We undertake training and professional development to increase our skills. We empower teammates by teaching them new skills and sharing our knowledge.

Achievements

Customer Experience

Alwyndor conducted three Customer Satisfaction Surveys in early 2020 for Residential, Support at Home and Therapy and Wellness Services. The Residential survey had an overall satisfaction rating of 4.5 out of 5, in particular residents were very impressed with the way Alwyndor is handling the COVID-19 restrictions. The Support at Home survey showed clients were very positive about Alwyndor support staff, describing them as helpful, friendly and respectful. The suitability of services, value for money and benefit to clients also scored very highly. The Therapy and Wellness survey showed similar results for suitability of services, value for money and benefits to clients. In addition, clients stated they trusted Alwyndor as a provider and were able to participate in decision making about their services. Areas for improvement that have been identified included resident meals, communication of service changes and additional group classes. These comments have been incorporated into the themes and goals of the Strategic Plan.

Accreditation

Alwyndor successfully obtained Residential Accreditation for three years from November 2019 to November 2022. Community services accreditation was successfully achieved in 2018 for three years until 2021.

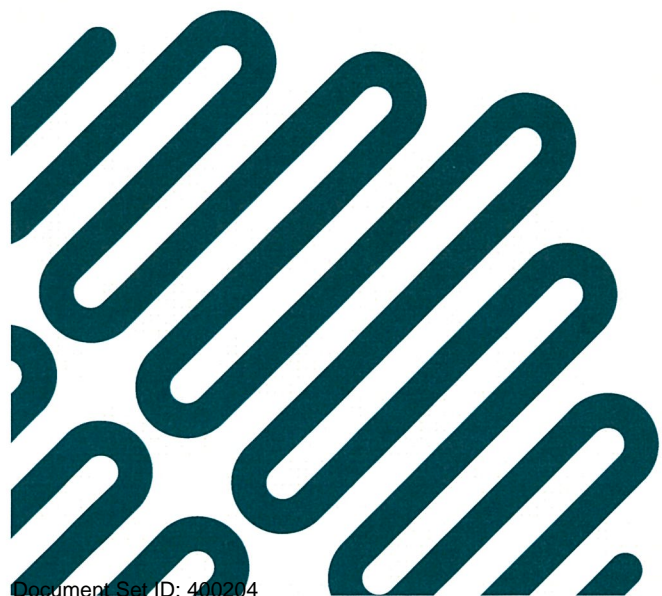
People and Culture

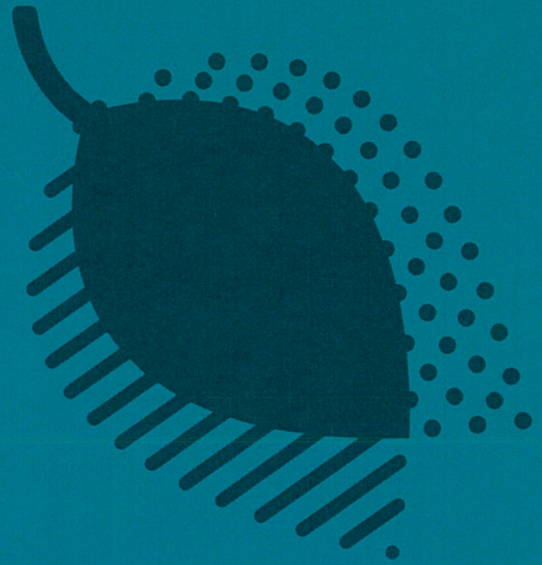
During 2020 Alwyndor revised its leadership team and restructured its residential staffing model. The 2019 People and Culture Survey showed a significant improvement in employee engagement from the 2018 survey. 72% felt very optimistic about the organisation's future, and employees are very positive and proactive with a 'Can Do' attitude. The organisation moved from a culture of 'consolidation' in 2018 to a culture of 'success' in 2019.

Enterprise Agreement 2019-22 was successfully supported by the 80.7% of staff who voted on it, with a high participation rate of 72.7% of staff choosing to vote. With a quantum of 2% per annum employees committed to a program of continuous improvement.

Growth

Growth actions have already been achieved in the area of Home Support in accordance with the Home Support Services Business Plan 2017-18. Due to the opportunities in the deregulation of Home Care Packages the areas serviced have been expanded. The availability of suitable support workers currently living in the expanded areas was investigated and the relevant suburbs added to Alwyndor's listing on the Aged Care Portal. Since the expansion of service areas the number of Home Care Packages held has risen 50% from 135 to 203 in 2020. Further growth actions in expanding community service offerings are discussed further in this plan.





Building the Strategy



Background

The Strategic Plan (the Plan) has been developed using information from the desk top research data and engagements with Alwyndor stakeholders, and the City of Holdfast Bay Social Needs Assessment. These sources outline:

- an analysis of the external environment and market position of Alwyndor
- an internal SWOT analysis of Alwyndor
- the needs and wishes of the stakeholders
- areas for potential growth
- demographics of the local communities
- identification of target markets.

The industry move to a customer driven market has been a paradigm shift for the Aged Care Sector. In short, the change has put the customer in the driver's seat and raised the bar beyond that of clinical compliance. Providers must now demonstrate and consistently deliver a high level of customer service and choice.

The next challenge is positioning Alwyndor to meet the expectations of a new era of Aged Care Customer - Baby Boomers.

Customer experience can no longer be perceived as optional, or only the responsibility of frontline teams, it requires a focus by all employees in every service to ensure Alwyndor can deliver on our purpose: empowering the people in our communities to live healthy, engaged and fulfilled lives.

Work to inform this strategy has included a stakeholder analysis, current environmental impacts and market forces as well assessment of current capacity and capabilities along with opportunities for development.

Consultation and Engagement

Consultation and engagement are vital parts of the Stakeholder Theory Framework to ensure that the Plan is developed to meet the needs of the stakeholders. The Plan was developed in conjunction with key stakeholders using the following consultation, engagement and/or analysis methods:

	Method	Subjects
Alwyndor Management Committee (AMC)	<ul style="list-style-type: none"> Presented strategic information during formation of the plan at various Strategic Workshops and AMC Meetings for commenting and recommendation. 	<ul style="list-style-type: none"> Strategic framework Purpose statement Themes and objectives Actions - priorities and measures
Stakeholder	Method	Subjects
Council	<ul style="list-style-type: none"> Workshop with Council July 2020 - discussion and feedback regarding the draft strategy. 	<ul style="list-style-type: none"> Alignment with CoHB strategic plan Shared technology and marketing resources Transfer of CHSP services from CoHB to Alwyndor Brand refresh Strategic Framework
Customers	<ul style="list-style-type: none"> Resident's Satisfaction Survey June 2020 Healthy Living Client Satisfaction Survey March 2020 Home Support Client Satisfaction Survey March 2020 Involvement in Marketing and Communications Strategy meeting Strategic Plan information posters September 2020 	<ul style="list-style-type: none"> Quality of food Support for customer independence Improvement of customers' health Variety and quality of services offered Quality of service environment Quality and competence of staff Recommendations for improvement
Workforce	<ul style="list-style-type: none"> Development of Customer Personas Developed Customer Journey Map Multiple Executive Team Strategic Planning meetings Strategic Plan information posters for workforce consultation September 2020 	<ul style="list-style-type: none"> Customer goals, needs, expectations and motivations Touch points for customer engagement Pain points in service delivery Strategic framework Purpose statement Themes and objectives Actions - priorities and measures
Community	<ul style="list-style-type: none"> CHB Social Needs Assessment Report Home Support Services Business Plan 2017-18 	<ul style="list-style-type: none"> Population demographics and projections Quality of Life Community Survey Growth areas for services required/requested Current services and gap analysis
Competitors	<ul style="list-style-type: none"> Marketing and Communications Strategy Strategic Directions: Background paper 	<ul style="list-style-type: none"> Market analysis Competitor analysis Market positioning Financial position SWOT and PESTEL analysis
State and Federal Government	<ul style="list-style-type: none"> Strategic Directions: Background paper Residential Accreditation Nov 2019 Home Support Services and Allied Health Accreditation 2018 Royal Commission publications Aged Care Quality Standards introduced in July 2019 	<ul style="list-style-type: none"> Regulatory changes Continuous improvement of quality standards at Alwyndor Potential funding model changes
Partners	<ul style="list-style-type: none"> Strategic Directions: Background paper 	<ul style="list-style-type: none"> Identification of current and future partnership opportunities

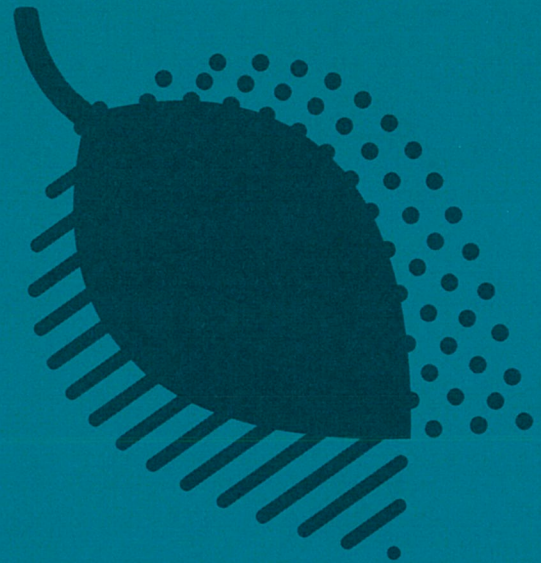
Stakeholder Theory Framework

The Plan is based on the Stakeholder Theory Framework of Strategic Management, which acknowledges the interconnected relationships between an organisation and its stakeholders. Stakeholder Theory is particularly relevant to not for profit organisations that see their purpose as adding value to the lives of their customers, employees and the community as a whole, rather than being profit driven.

Strategic Plan Implementation

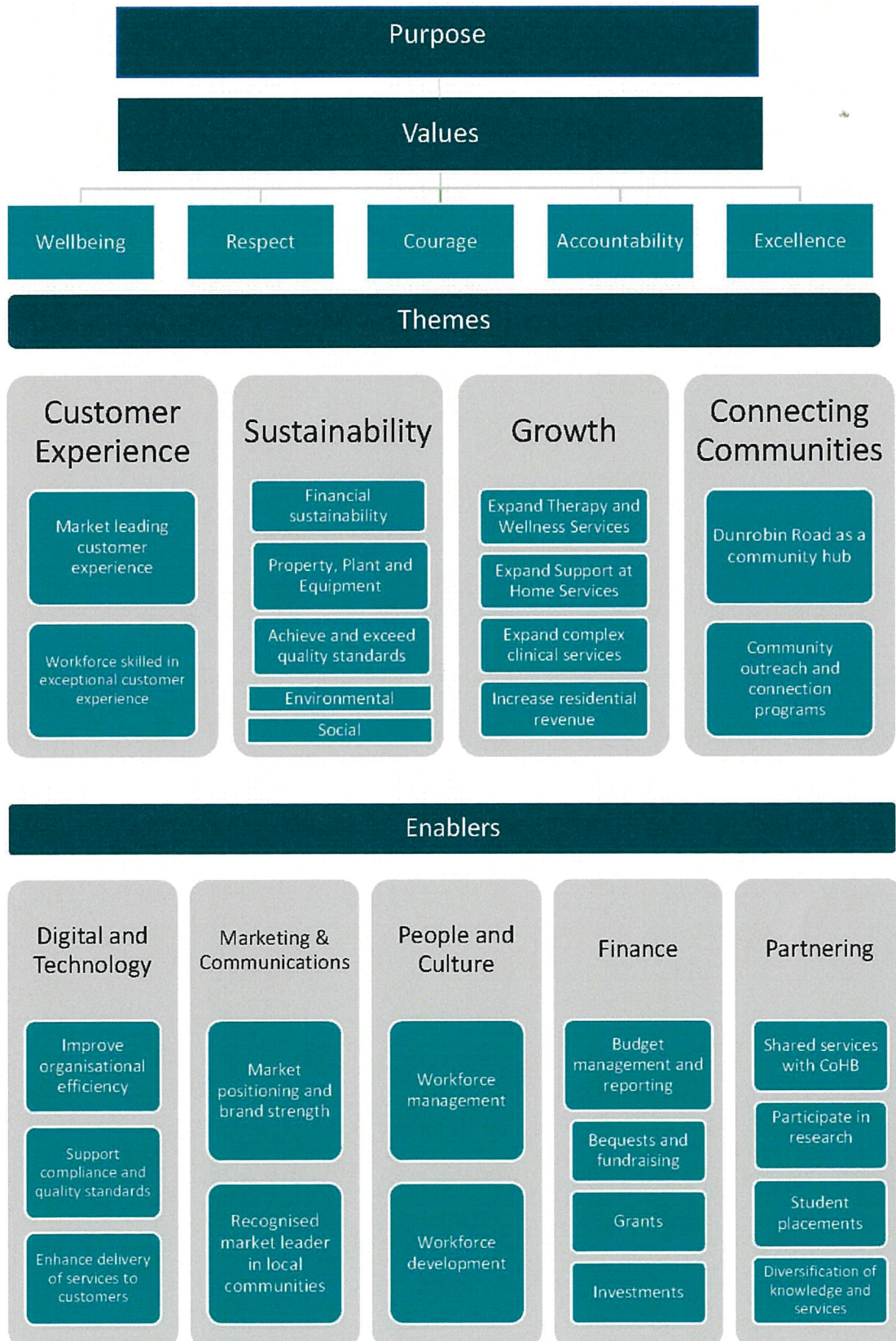
The Plan will be implemented through a series of Operational Plan, Policies and Projects which will flow to Actions and Goals.



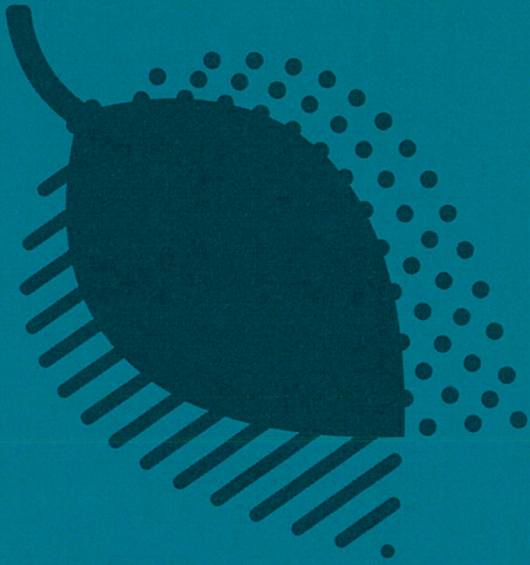


Strategic Plan 2020-23

Strategic Framework



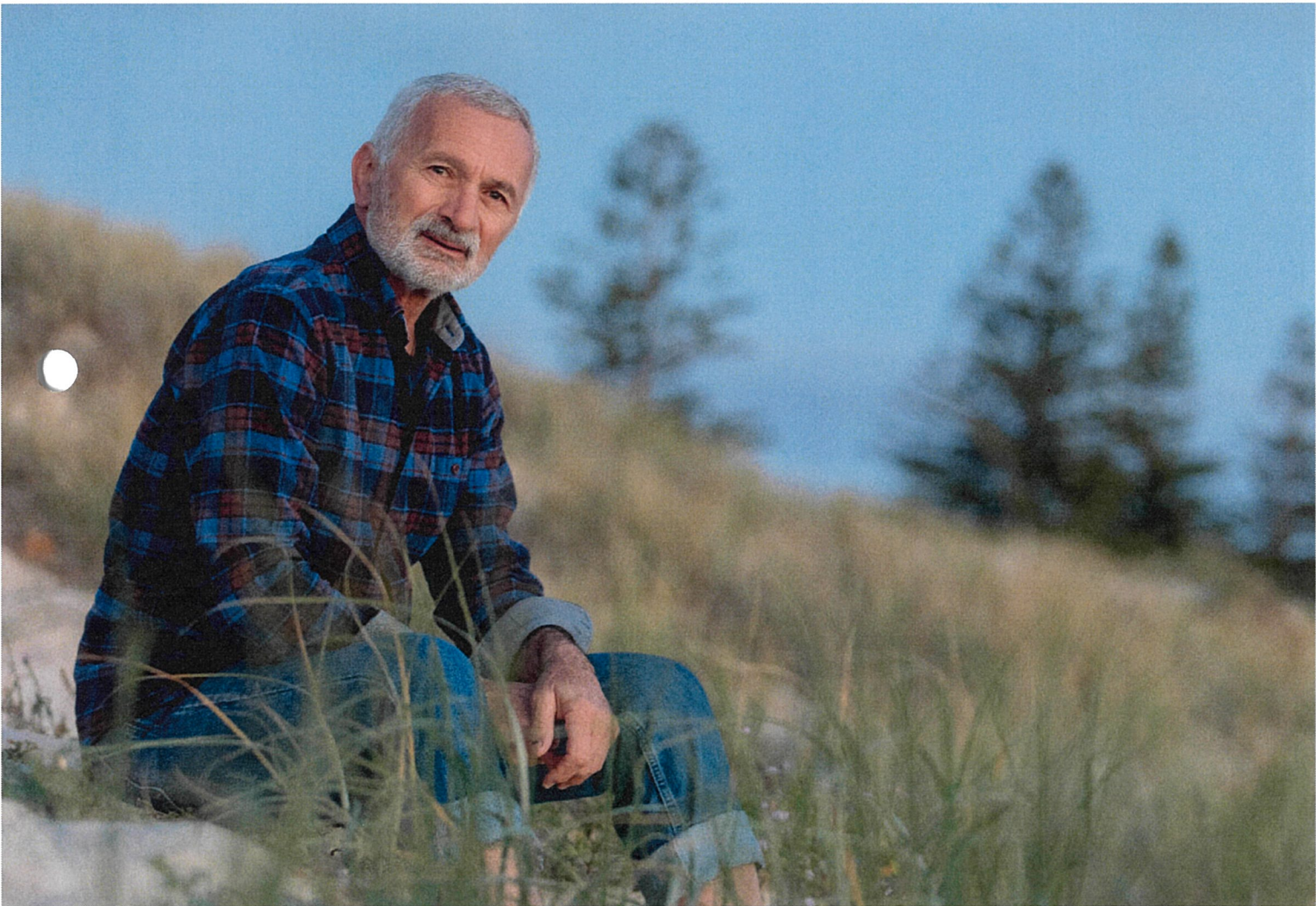




Themes

Customer Experience

Objective	Measure
Market leading customer experience	<ul style="list-style-type: none">• Customers stay with Alwyndor throughout their levels of need/ acuity i.e. continuum of care is a Customer Experience goal.• Outcome areas to be defined through the customer pathway and multiple customer metrics, and benchmarks, where possible, are used to determine customer satisfaction levels as appropriate to the service(s) they are experiencing. To be developed as a part of the Customer Experience Plan.
Workforce skilled in exceptional customer experience	<ul style="list-style-type: none">• All staff undertake targeted training and can demonstrate an understanding and application of exceptional customer service.• Customers express high levels of satisfaction, through defined customer metrics, with our services including feeling valued and heard by our employees. To be developed as a part of the Customer Experience Plan.





Year 1	Action
Market leading customer experience	• Develop Customer Experience Plan.
	• Implement new residential care staff model for improved service quality.
	• Improve care equipment for residential restorative care.
	• Purchase advanced Therapy and Wellness Services equipment to increase services and utilisation of treatment room.
	• Implement enhanced dining experiences.
	• Develop HCP Fee Waiver Policy.
Workforce skilled in exceptional customer experience	• Upskill staff in engagement, assessment, on-boarding, sales and marketing.
	• Develop Customer Journey Methodology.

Year 2/3	Action
Market leading customer experience	• Implement Customer Experience Plan.
	• Investigate equipment rental program for community clients.
	• Investigate NDIS.
	• Investigate Dept Veterans' Affairs Home Care Funding.
Workforce skilled in exceptional customer experience	• Develop targeted customer service training.
	• Develop hospitality training for carers.
	• Implement customer service training.
	• Implement hospitality training for carers.

Sustainability

Objective	Measure
Financial Sustainability	<ul style="list-style-type: none"> • A Long Term Financial Plan (LTFP) which demonstrates financial independence is in place and reviewed annually. • An annual budget, informed by the LTFP, enables the Strategic Plan. • A suite of KPIs is maintained to include measures commonly used within the aged care industry which can be easily benchmarked and general financial sustainability measures as outlined in the Alwyndor KPI document that informs the Quarterly Performance Report.
Property, Plant and Equipment	<ul style="list-style-type: none"> • Assets and equipment are proactively maintained in an effective manner consistent with the Asset Management Plan. • Customer metrics targets are achieved in the areas of property, plant and equipment quality. To be developed as a part of the Customer Experience Plan.
Achieve and exceed quality standards	<ul style="list-style-type: none"> • Alwyndor maintains full accreditation with the Aged Care Quality and Safety Commission standards for all services. • Alwyndor maintains the 4 point Service Compliance Rating on My Aged Care website.
Environmental	<ul style="list-style-type: none"> • Reduction in our environmental footprint. To be developed as a part of an Environmental Management Plan. • Environmental practices align with and complement City of Holdfast Bay Environment Plan.
Social	<ul style="list-style-type: none"> • Implement programs that demonstrate Alwyndor’s commitment to diversity and inclusion. • Increase the number of programs and activities that enhance social roles for the local community, including marginalised groups and those at risk.



Year 1	Action
Financial Sustainability	<ul style="list-style-type: none"> • Review recommendations from the Royal Commission on Aged Care. • Develop and implement an organisational Pricing Strategy. • Increase HCP management fees in line with market. • Review contract management and procurement procedures. • Review opportunities for additional funding sources, i.e. bequests, fundraising etc.
Property, Plant and Equipment	<ul style="list-style-type: none"> • Develop an Asset Management Plan.
Achieve and exceed quality standards	<ul style="list-style-type: none"> • Maintain accreditation for all services. • Continuously review performance against standards. • Develop methodology to collect, monitor and respond to customer and workforce feedback and commence implementation. • Develop Quality Management Framework. • Initiate regime of competitor quality analysis.
Environmental	<ul style="list-style-type: none"> • Increase use of renewable energy sources. • Investigate and commence planning of appropriate waste management practices.
Social	<ul style="list-style-type: none"> • Commence review for development of Reconciliation Action Plan. • Develop methodology to review services against cultural needs of customers.

Year 2/3	Action
Financial Sustainability	• Review investment options.
	• Develop Financial Management Framework.
	• Implement Financial Management Framework.
	• Maintain unspent HCP funds under national benchmark.
Property, Plant and Equipment	• Implement an Asset Management Plan.
Achieve and exceed quality standards	• Maintain accreditation.
	• Continuously review performance against standards.
	• Implement Quality Management Framework.
Environmental	• Increase use of electronic record keeping, reduce paper-based forms.
	• Develop Environmental Management Plan.
	• Implement appropriate waste management practices.
	• Investigate grey water options.
	• Review the usage and effectiveness of existing rainwater tank.
Social	• Develop and implement Reconciliation Action Plan.
	• Rainbow Tick accreditation.
	• Develop personal care diversity training program for staff.
	• Implement personal care diversity training program for staff.
	• White Ribbon accreditation.
	• Develop strategies to enhance individual social health domains linked to PERMA methodology.
	• Increase number of culturally diverse and appropriate services for customers.

Growth

Objective	Measure
Expand Therapy and Wellness Services	<ul style="list-style-type: none"> • Clients report and/or are assessed as having experienced improved quality of life as an outcome of our services. • Services are expanded in response to customer goals and needs, 4 additional groups. • Increased revenue from therapy services. • increased revenue private clients.
Expand Support at Home Services	<ul style="list-style-type: none"> • Annual growth targets are achieved. • Services are expanded in response to customer goals and needs.
Expand complex clinical services	<ul style="list-style-type: none"> • Increased levels of acuity are managed in both client homes and in residential care. • Client and Resident wishes are articulated through Advanced Care Directives.
Increase residential revenue	<ul style="list-style-type: none"> • Achieve the annual targets for revenue detailed in the budget and LTFP.



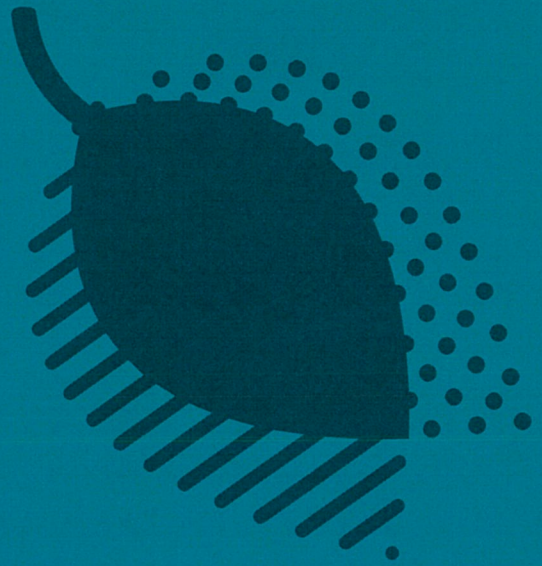
Year 1	Action
Expand Therapy and Wellness Services	<ul style="list-style-type: none"> • Transition of CoHB CHSP clients. • Utilise virtual reality equipment for in therapy services. • Increase group programs. • Increase in therapist availability by reducing administration and introducing more efficient procedures. • Day Respite service to be introduced. • CHSP: decrease in outputs negotiated to increase availability for private clients.
Expand Support at Home Services	<ul style="list-style-type: none"> • Home Care Support packages client growth. • Partner with other adjacent council areas to complement services. • Increase number and type of HCP services provided in house. • Home Care TCP growth.
Expand complex clinical services	<ul style="list-style-type: none"> • Increase capacity to meet diverse needs of clients and potential clients who are transitioning into care (respite>permanent>palliative). • Develop wellbeing model of restorative care for enhanced quality of life. • Training of Home Care Clinical Nurses and Support Workers in palliative care. • Provide relevant training and skills to ensure infection control expertise .
Increase residential revenue	<ul style="list-style-type: none"> • ACFI increase to \$180 per day by Jan 2021. • Additional service fees to be introduced. • Room price increase.
Year 2/3	Action
Expand Therapy and Wellness Services	<ul style="list-style-type: none"> • Expand Gym session offerings to Residents • Extend therapy together with customer care, to include weekend hours • Refine and promote Day Respite services • Introduce enhanced services i.e. 'spa' treatments such as manicures, facials etc
Expand Support at Home Services	<ul style="list-style-type: none"> • Home Care Support packages client growth • Increase Community, TCP and grow private services
Expand complex clinical services	<ul style="list-style-type: none"> • Expand CNs scope of practice in residential care • Implement Wellbeing model of care
Increase residential revenue	<ul style="list-style-type: none"> • Increase number of residents paying additional service fees • Increase number of residents paying new room prices

Connecting Communities

Objective	Measure
Dunrobin Road as a community hub	<ul style="list-style-type: none"> • Customer and community feedback that Dunrobin Rd is seen as a vibrant place to be. To be developed as a part of the Customer Experience Plan. • Increase the number of programs and activities that enhance social roles for the local community, including marginalised groups and those at risk.
Community outreach and connection programs	<ul style="list-style-type: none"> • Alwyndor makes a contribution to the social capital of our communities. • Clients stay at home for as long as they wish.

Year 1	Action
Dunrobin Road as a Community Hub	<ul style="list-style-type: none"> • Expansion of café offerings and open hours. • Investigate need for liquor license.
Develop community outreach and connection programs	

Year 2/3	Action
Dunrobin Road as a Community Hub	<ul style="list-style-type: none"> • Develop and promote commercial activities i.e. open garden scheme, high tea in the garden, garden as a venue (weddings, Arts SA, SALA, Fringe). • Increase intergenerational activities.
Develop community outreach and connection programs	<ul style="list-style-type: none"> • Investigate opportunities for residents to volunteer in the community. • Investigate holiday options for residents and home support clients. • Dinner parties at Alwyndor with Residents and Home Support clients with entertainment. • Grow volunteer program.



Enablers



Digital & Technology

	Year 1	Year 2/3
Improve organisational efficiency	<ul style="list-style-type: none"> Develop Digital and Technology Plan. Increase use of portable electronic record keeping, to reduce double handling of data. 	<ul style="list-style-type: none"> O365 and system training for support staff (i.e. admin, finance, coordinators, therapy). Review and refresh internal procedures.
Support compliance and quality standards	<ul style="list-style-type: none"> Employ part time documentation nurse. 	<ul style="list-style-type: none"> Investigate and implement auditing software. Investigate Property, Plant and Equipment Management software.
Enhance delivery of services	<ul style="list-style-type: none"> Purchase IPADS for Homecare, Therapy and Wellness visits. 	<ul style="list-style-type: none"> Implementation of assistive technology. Investigate electronic booking systems.

Marketing & Communications

	Year 1	Year 2/3
Market positioning and brand strength	<ul style="list-style-type: none"> • Implement Marketing and Branding Strategy. • Branding 2 vehicles and co-brand 3 COHB vehicles. 	<ul style="list-style-type: none"> • Investigate sponsorship opportunities. • Presence at public events e.g. council. • Market private services, user pay, Private Health, EPC, GP referrals. • Customer Care Team to market additional services. • Marketing and promotion of community accessible services. • Referral reward program for the therapy clients to increase private revenue. • Partnering with community groups.
Recognised market leader in local communities		<ul style="list-style-type: none"> • Partner with councils to provide information sessions to CHSP and HCP eligible clients 3 session per year. • Partner with clients (goal-based care and services). • Investigate sponsorship opportunities.

People & Culture

	Year 1	Year 2/3
Workforce Management	<ul style="list-style-type: none"> • Identify suitable training opportunities for clinical leadership. • Develop leadership training program for management. • Maintain a total annual employee turnover under 22%. • Maintain organisational agency usage under 5%. 	<ul style="list-style-type: none"> • Leadership group development program • Workforce plan for 2021 • Develop clinical performance development reviews to be conducted by CNs • Identify correct ratio of permanent/casual employees to ensure scalability of work force • Employ Therapy and Wellness staff with additional therapy skills • Update employment request and approval process • Revisit and rebuild onboarding tool
Workforce Development	<ul style="list-style-type: none"> • Establish diversity and inclusion committee. • Maintain 100% compliance against training and qualification requirements, align with people's roles and responsibilities. • Hold Annual Dorothy Cheater Awards. • Develop health and wellbeing program that uses internal allied health employees. 	<ul style="list-style-type: none"> • Improve internal face-to-face training delivery to reduce external cost • Outsource trainers to competitors to generate income • Commence succession planning strategy for Care Worker and Home Support Workers

Finance

	Year 1	Year 2/3
Budget Management and Reporting	<ul style="list-style-type: none"> Review purchasing module within finance system. Increase expenditure report for management including trends, exceptions etc.. Update resident accounts showing additional services. 	<ul style="list-style-type: none"> Investigate options for management to view live budgeting information to assist with decision making. Develop customised automated reporting for each department area. Review reporting transparency. Review finance systems as part of the Digital and Technology Plan.
Bequests and fundraising	<ul style="list-style-type: none"> Increase marketing and communications around bequests. 	<ul style="list-style-type: none"> Introduce fundraising initiatives and annual plans.
Grants	<ul style="list-style-type: none"> Monitor and review new grant opportunities as they arise. 	<ul style="list-style-type: none"> Monitor and review new grant opportunities as they arise.
Investment	<ul style="list-style-type: none"> Perform review of investment options. 	<ul style="list-style-type: none"> Perform annual investment review.

Partnering

	Year 1	Year 2/3
Share services with City of Holdfast Bay	<ul style="list-style-type: none"> Increase communications with council when services are due for review. Identify common ground areas and opportunities to share resources. 	<ul style="list-style-type: none"> Utilise staff across both Alwyndor and CoHB where appropriate. Partner with councils to provide information sessions to CHSP and HCP eligible clients – 3 per year. Information stalls at public events.
Participate in research		<ul style="list-style-type: none"> Partner with another organisation for mentoring in palliative care in the home 3 x CNs.
Student Placements	<ul style="list-style-type: none"> Partner with universities and RTOs for student placements and ongoing recruitment opportunities. 	
Diversification of knowledge and services	<ul style="list-style-type: none"> Work with peak bodies to ensure up to date information and to contribute to sector wide issues. Engage with external service providers/stakeholders to provide additional services. 	<ul style="list-style-type: none"> Become involved with more industry forums. Partner with arts organisations. Partnering with local businesses. Initiative industry forums. Partners with other organisations to share knowledge around use of technology and internal procedures. Increase awareness of what volunteers can provide to the organisation and wider community. Partnering with childcare/schools. Investigate partnerships with other volunteer organisations.

