

Proposition Statement

This is your home – All our residents are in a safe environment, content and cared for.

Our Purpose

To provide aged care as defined in the *Aged Care Act 1997 (Cth)* within the boundaries of the Shire of Burdekin in the State of Queensland and to promote the welfare of aged persons within the Shire of the Burdekin

Our Mission

Working together to provide excellence in care – Everyday

Our Values

- Our Duty of Care to our residents
- Respect for our roles and each other
- Effective use of resources

Our Environment

- We operate in the Aged Care Industry Sector,
- Aged care is funded by the Federal Government who are actively seeking more co-contribution from the public for the services they use,
- We are very heavily regulated and that bureaucracy doesn't meld easily with commercial business endeavour,
- Our Society was established as a benevolent membership society 40 years ago,
- Cash flow and funding has become very difficult to sustain and in June 2018 we are counted among the 50% of services nationally that are not making a profit,
- Regardless "not for profit" groups are being made accountable for their governance and operation – we must run profitably and with good governance,
- That tension is amplified when doing business in a remote location,
- Our costs have increased faster than funding,
- We struggle to acquire key labour resources, and need to draw from overseas applicants,
- The broader local community demographic has changed as well. It is getting older on average and the Burdekin has not increased its population in decades thereby increasing the percentage of aged in our Community,
- The volunteer capital the Society drew on so heavily at its inception was its Membership. That Membership was used to drive management, services, companionship and building programs. Comparative volunteer support has dried up, just as it has for large sections of the local Community.

Membership relevance has developed as a major issue that the Society is attempting to address,

- Buildings built 20-40 years earlier are no longer fit for the purpose of meeting current high demand for acute aged care service to those experiencing greater immobility, chronic disease and significant cognitive impairment,
- The Society has reached the point where the majority of building stock needs to be knocked down. Without the new building LBHA simply cannot achieve productivity gains or required resident amenity.

Our Accountabilities

- Our service operation is governed by the *Aged Act 1997 (Cth)*,
- Our facilities and service must
 - Be fully accredited to the required standards
 - Adhere to performance guidelines specified for funding claims
 - Meet building standards and code demanded at all levels of government – Local, State and Federal
 - Pass regular Food Accreditation
 - Pass regular Account auditing
 - Be available for scrutiny by Government Departments with and without notice
- Our Society is bound to continuous improvement and actively seeks feedback from our many stakeholders for their view on our performance in services of care, environment and deliverables - be they tangible (food, care products, laundry etc.) or intangible (manner, tone, empathy, consistency, simply how you feel)

- Our Society must disclose to stakeholders our financial position and attempt inclusiveness in decision making affecting strategic direction and its implementation
- Our Society must account for its practices and the wellbeing of all staff
- Our Society actively engages in EB and a myriad of related work place and practice review and reform

Strategic Risks and Challenges

- To maintain our optimism and shared sense of purpose to the care of residents with our members, Board and employees alike,
- We are not the "Not for Profit" stereotype: We need to be prepared to make business decisions, respect our core business and maintain profitability,
- We need to adapt our resources for the present need and craft our development to meet anticipated needs,
- Our response to Dementia and we will continue to evolve with the aim to grow and quantify our expertise,
- Old buildings in Ayr are no longer fit for purpose and are draining our resources and growth potential. They must be replaced in a plan that matches measured growth,
- We will need to redefine our position in the local community,
- We will need to revitalise/modernise our membership,
- We will need to continue to reinvigorate training for our people and reach out to prospective employees in programs with local schools, employment agents and strategic partners from home and abroad.

OUR STRATEGIC OBJECTIVES

We will focus on six strategic objectives that support the Lower Burdekin Home for the Aged Society's priorities for the Burdekin

OBJECTIVE ONE

To ensure the Society's programs and processes have as a primary aim the happiness of each individual resident

STRATEGIES

- Promote shared commitment from staff, volunteers and contractors in service to our residents,
- Build in time to the daily work routine for more companionship with our residents,
- To craft an environment and meaningful activity that ultimately respects our residents and that our place of work is their home.

OBJECTIVE TWO

To maintain compliance with the accreditation standards

STRATEGIES

- The resident is our #1 priority and it is essential we demonstrate that to Government and community
- Attention to quality within the Society's services, infrastructure and activity,
- Consistency in the application of Governance, Continuous Improvement and Training,
- Certification of practice where appropriate above and beyond Accreditation in the pursuit of excellence.

OBJECTIVE THREE

To attract and retain adequate levels of suitably trained and contented staff

STRATEGIES

- Awareness of competitor activity in related labour markets, formulation of Enterprise Agreements and their implementation with the support of the relevant Unions,
- Continual review of employment flexibility within current roles,
- Continue with implementation of wellness strategies, to build Staff confidence through training and acknowledgement of employee milestones and success through acknowledgement,
- Encourage self-improvement and collective endeavour.

OBJECTIVE FOUR

To ensure that the Society maintains viability as a sound economic unit

STRATEGIES

- Attention to core business function as a residential aged care provider,
- Regular review of accounting performance, and ensure in the ACFI process we are being paid correctly for the work we are doing,
- Engage stakeholders in good policy development, consistent implementation and continual improvement,
- Actively seek out collaboration and merger opportunities with other providers and **other strategies including strategic sale to ensure the longevity of the service**

OBJECTIVE FIVE

To promote interaction between community and the Society

STRATEGIES

- To be honest with the Community – LBHA is struggling financially,
- Build communication platforms and positive relations with our membership,
- Maintain our profile in community through interaction with our various stakeholders, Local Council, aged services providers and community volunteer groups.

OBJECTIVE SIX

To rebuild and grow

STRATEGIES

- Major new building infrastructure in Ayr that supports further services consolidation,
- Continue to develop a service of excellence in for delivery of residential dementia aged care,
- Implement entry into Home Care
- Identify and repurpose building into low care aged community housing