



**THE RSL CARE WA
RETIREMENT &
AGED CARE ASSOCIATION
INCORPORATED**

**STRATEGIC PLAN
2017 - 2022**

TABLE OF CONTENTS

INTRODUCTION – WHO WE ARE	3
OUR AIM	3
OUR VISION.....	4
OUR VALUES	4
GOVERNANCE.....	4
STRATEGIC DIRECTION	5
MONITORING AND EVALUATION FRAMEWORK.....	5
STRATEGIC OBJECTIVES – YEAR 2017 - 2022	6
BUSINESS PLANNING CYCLE.....	7

INTRODUCTION – WHO WE ARE

RSL Care WA Retirement and Aged Care Association Incorporated¹ (RACA) is a registered charity established as part of the restructure of The RSL WA State Branch in 2002. RACA was formerly known as the RSL War Veterans' Homes with aged care facilities at Menora, Mandurah and Geraldton.

RACA trades under the name of RSL Care WA and provides services to older Australians in four core business areas:-

- Residential Aged Care
- Retirement Village Living
- Community Care
- Management Services

This plan is a continuation of RACA's philosophy to support and provide for the community, by further expansion and development of services that meet the wider ageing community within the metropolitan and rural areas. A key component of our service delivery during the next five years will focus on the growth of residential aged care services, community aged care services, retirement villages and management services to businesses operating in the same sphere.

The plan provides:

- Board members with a clear overview of how RACA is meeting its charter as the needs of the elderly in the general community change.
- Board members with an overarching framework for making strategic choices about future growth and development opportunities.
- Executive management team members with a framework for the achievement of subsequent business outcomes for the organisation.
- Service managers and staff with a clear direction on which they can further develop action plans at a local level.
- Clients with information about how RACA is responding to their expressed needs for future services.
- Stakeholders with clarity as to our intentions and commitments.

OUR AIM

The principal aim is to operate and maintain all land and business assets related to retirement and aged care activities effectively and responsibly. RACA will be operated in such a way as to provide our clientele with service and facilities of excellence whilst ensuring a sustainable future for all our stakeholders, and the aged community.

¹ RACA

OUR VISION

RSL Care WA is the first preference for the provision of innovative quality community and residential aged care and independent retirement living options to the general community, including ex-service men and women and their dependents in Western Australia.

OUR MISSION

As a registered charity, RSL Care WA provides accessible options across the full continuum of care for the aged in the general community, including ex-service men and women and their dependents.

OUR VALUES

At RACA we value:

Caring, Trust, Respect, Openness, Honesty, Integrity, Fairness and Compassion.

GOVERNANCE

There are significant changes occurring in the management and governance of charitable and not for profit organisations. The focus is on increasing the intellectual and knowledge capital required for survival. RACA is committed to the ongoing strategic investment in Board and management capacity and have specifically built this into its planning processes. There is a rapid increase in information technology (IT) utilisation in health and aged care with increased interconnectivity to external providers and a move to real time paperless communication across Australasia. This requires RACA to continuously improve its IT capacity and sophistication, to be able to deliver services in an efficient and effective manner.

There is an increasing concern within the Aged Care Industry with respect to the financial sustainability of organisations. Funding bodies are now paying greater attention to the financial management and capacity of organisations. A key element in our planning is to expand in a financially responsible and responsive manner. To provide to all our stakeholders an accurate financial plan and reporting system that is delivered in a timely and responsive manner.

STRATEGIC DIRECTION

In order to meet the issues and challenges of our environment five Strategic goals have been identified for the period 2017 – 2022. These are not in any specific order as each is equally significant in its own sphere.

- **Leadership and Influence**
- **Services**
- **Service Quality**
- **Governance and Management**
- **Organisational Capability**

Linked with each objective are identified goals and broad strategies to support the goal.

MONITORING AND EVALUATION FRAMEWORK

A Corporate Plan is developed to support the identified goals of the strategic plan and includes a range of strategies :-

- Services growth
- Information technology
- Advertising and Marketing
- Training plan
- A client service plan with targets and numbers and outcomes to be achieved
- A capital works and asset management plan (including cash flows)
- A financial plan (including cash flows)
- A set of performance indicators that reflect identified strategic and corporate plans
- A risk management strategy

It is the responsibility of the Managing Director and Chief Executive Officer supported by senior staff to meet the stated objectives in the Corporate Plan to enable the strategic objectives to be met.



STRATEGIC OBJECTIVES – YEAR 2017 - 2022

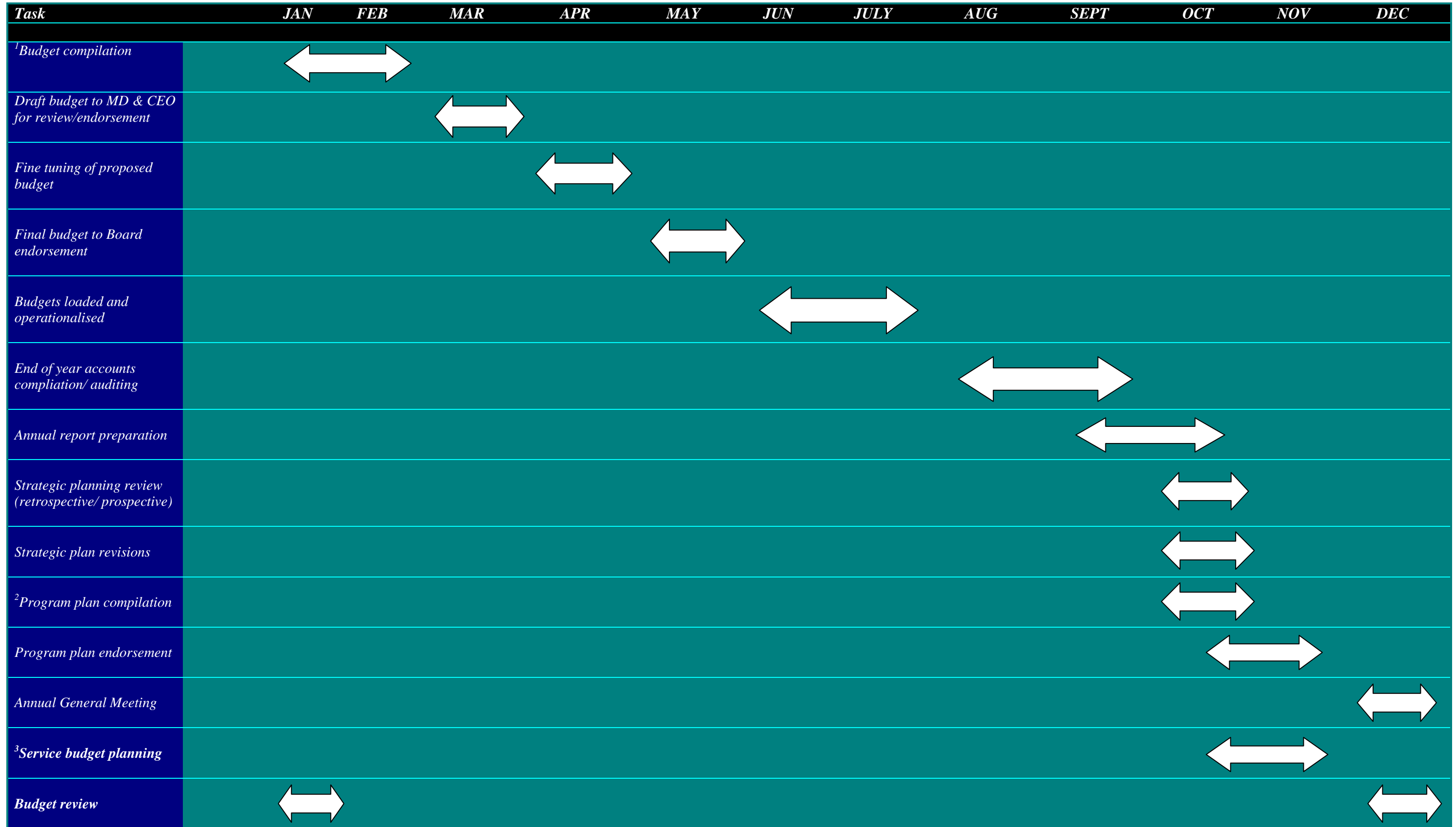
<p>OBJECTIVE 1 <u>Leadership & Influence</u> Recognised leader in health and aged care service delivery, and retirement living options.</p> <p>Strong working relationships with the Australasian aged care and retirement industries</p> <p>Influence key decision makers & policies that impact on our clients</p>	<p>OBJECTIVE 2 <u>Services</u> Expanding the range & delivery of housing and aged care services to assist our target groups to live a healthy & full life in their preferred environment</p>	<p>OBJECTIVE 3 <u>Service Quality</u> Provide services of value to our clients & stakeholders</p> <p>Achieve organisational service quality benchmarks above industry benchmarks</p>	<p>OBJECTIVE 4 <u>Governance & Management</u> Deliver accountable & ethical governance</p> <p>Optimise management capability</p>	<p>OBJECTIVE 5 <u>Organisational Capability</u> Increase capacity to maximise growth & service development with fiscal responsibility & sustainability</p> <p>Recruit skilled knowledgeable staff to support all areas of business</p>
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STRATEGIES

OBJECTIVE 1	OBJECTIVE 2	OBJECTIVE 3	OBJECTIVE 4	OBJECTIVE 5
Develop innovative solutions in aged care & industry specific services by networking with other agencies & service bodies	Give emphasis to development and expansion of community based services	Focus on continuous improvement in service delivery outcomes	Develop clear set of responsibilities' & delegations to demonstrate sound leadership & fiduciary responsibility	Use endorsed financial practises to responsibly grow the business
Develop a culture that focuses on evidenced based research & development activities	Provide services to meet different levels of financial & social circumstances	Provide flexible models of care to meet changing needs	Recruit knowledgeable Board members with necessary & relevant skills to provide strong leadership & active participation	Strategically invest in appropriate technology to support informed business decisions & quality care outcomes
Achieve efficiencies & fill gaps in services through industry consultations	Broaden range of services based upon evidence of priority needs analysis	Australian Aged Care Quality Agency Reviews	Deliver Board members & executive staff with the appropriate level of industry specific orientation to support informed decision making	Increase intellectual & knowledge capital by attracting, developing & retaining a skilled workforce
Influence policies of Government & peak bodies to seek better outcomes for all our clients (locally & federally)	Evaluate & pursue appropriate business opportunities as they arise.		Review & update executive management structure & function to support best practice management & leadership	Continue to develop a learning environment
	Explore joint venture opportunities			
	Raise public profile by utilising an appropriate advertising and marketing strategy		Optimise the living environment & standards of facilities by prudent & appropriate asset management	

BUSINESS PLANNING CYCLE



KEY : MD and CEO – Managing Director and Chief Executive Officer

¹ Cannot be completed until facility budget planning completed (previous December)

² Template for program plan to be prepared for utilisation by Service Managers

³ To incorporate revised organisational objectives identified in strategic plan/program plan