

Naracoorte Home for the Aged Inc

Strategic Plan

2010
to
2020

Longridge is a local community organisation where all profits and tax deductible donations improve facilities and services for our residents.



OUR MISSION

***To deliver best practice aged care services
supporting individual residents' rights, dignity and
care needs.***

OUR VISION

Is, to continue to be

A recognised leader in aged care

Objectives and Strategies

To achieve our vision and mission The Board has identified the following key objectives for the planning period. Each objective will be supported by a range of strategies.

The Longridge management team and staff will develop action plans to implement these objectives and strategies. They will regularly report to the Board on progress in key areas.

Each twelve to eighteen months the Board and Management will review the objectives and strategies and adjust them, as needed, to respond to any emerging issues that impact Longridge.

The order in which any objective or strategy is placed in this plan is not a reflection of its priority. Not all strategies will commence immediately. The Management of Longridge, together with the Board will, on an ongoing basis, review and prioritize strategies.

Changing with the times

Longridge has a long history of responding to the needs of the aging community in the Naracoorte area.

Longridge provides a mix of:

1. Hostel accommodation housing residents with higher levels of care.
2. Rental units where members of the Longridge community are tenants.
3. Equity units where people paid a lump sum to acquire the right to occupy an equity in a unit.

The Board of Longridge recognises that scarce resources should be targeted to the greatest level of future demand. A range of government programs help the aged stay at home longer, often until they become so frail that their needs are at high levels by the time they enter residential care. The increased incidence of residents with dementia or memory issues requires security to be a major consideration in future planning.

The Board therefore sees the **Hostel** as a high need area requiring investment in time and resources, subject to government funding allocations for future development.

In the future the **rental units** will be preferably made available to pensioners seventy (70) years of age and over who qualify for rent assistance and for whom their previous rental accommodation is no longer appropriate. (Special circumstances outside the 70+ years age limitations will be at the discretion of the Board.)

The **Equity units** will generally be for people over seventy years of age (or exceptional circumstances for those < 70 years old at the discretion of the Board) who want to stay within the local community and access a wide range of services provided by Longridge (on a fee for service basis), including community, recreational and social functions.

The profile of residents in all parts of the community will change in the next ten years to reflect the needs of the aged members of the local community.

Our Key Objectives are:-

1. To retain and recruit appropriately skilled employees.
2. To provide a safe comfortable environment.
3. To adhere to the Charter of Residents' Rights and Responsibilities in all care and services.
4. To provide effective and accountable leadership and management.
5. To generate funds to maintain financial viability and build Longridge's assets.
6. To maintain and develop systems to ensure Regulatory Compliance.
7. To promote the advantages of Longridge.

OBJECTIVE 1

Retain and recruit appropriately skilled employees

In support of this objective the following strategies will be introduced and promoted.

1. Sound recruitment practices offering opportunities for the best applicants to gain employment – regardless of age, race or gender.
2. Effective selection and recruitment processes reviewed regularly to ensure trained and competent staff meet current organisational needs.
3. Minimise organisational risk of key personnel resignations by an effective staff development program providing opportunities for promotion and staff multi-skilling.
4. Family friendly employment policies and facilities attracting and retaining appropriate staff.
5. Access government support apprenticeships and traineeship schemes to maximize staff skilling at minimal expense.
6. Maximise opportunities for volunteer participation and build ongoing relationships between volunteers and Longridge.
7. Develop and maintain programs to recognise the value of all staff, volunteers and the community.
8. Develop consultatively consistent industrial awards / agreements providing staff with fair pay and working conditions.

OBJECTIVE 2

To provide a safe comfortable environment

In support of this objective the following strategies will be introduced and promoted.

1. Management of an organization-wide Risk Management Program (via OHSandW and Continuous Improvement Programs) identifying and prioritizing actions to minimize risk.
2. Grounds and landscaping providing residents with an aesthetically pleasing environment within the parameters of environmentally sustainable principles.
3. Ensure all unit development and refurbishment recognizes the special needs of the aged and the equipment required to support their independence.
4. Provision of access pathways throughout the grounds to provide residents and others with ease of access and safe mobilization.
5. Ongoing review of security to provide a safe environment for residents and property.
6. Commitment to the safety of all stakeholders through the timely implementation of required equipment, ongoing maintenance and timely replacement if required.
7. Continued accreditation through Standards and Accreditation Agency and Retirement Villages Association
8. Commitment to organization-wide staff training programs ensuring appropriately trained and skilled staff deliver high quality services for all residents.

OBJECTIVE 3

Adhere to the Charter of Residents' Rights and Responsibilities in all care and services

In support of this objective the following strategies will be introduced and promoted.

1. In consultation with community service providers and the ACAT the use of sound assessment systems identifying residents current and ongoing needs to ensure appropriate residency in the ILUs.
2. Develop services that support ILU residents to remain in their own units as long as possible. (Meals, Laundry, co ordinate extra care providers, GP visits on site, Podiatry on site, Hairdresser on site.)
3. To develop a 'Community House' concept recognizing the increased incidence of and special needs of the dementia residents.
4. Informed consent in the entry / orientation processes by providing sound information, consultation and documentation systems.
5. Organisational commitment to achieving ongoing accreditation and improvements of both the hostel and ILUs.
6. Policy and Procedures defining the standards of care delivery and meeting best practice guidelines.

OBJECTIVE 4

Effective and accountable leadership and management

In support of this objective the following strategies will be introduced and promoted.

1. Review and develop a current and relevant Constitution defining the structure, role and purpose of Longridge.
2. Ongoing review of the Board of Governance structure ensuring members are equipped with the skills required to maintain the governance role.
3. Develop recruitment processes for Board of Governance members.
4. Ongoing review and development Longridge senior management structure to meet changing industry expectations.
5. Ongoing education and development of Board and management roles to maintain their currency to meet standards of regulatory compliance and reporting.
6. Sound systems of performance management recognizing excellence and identifying opportunities for improvement.
7. Current and concise Job Descriptions and Duty Statements defining the various management / department roles.
8. Develop and foster recruitment and retention of the Longridge volunteers program.

OBJECTIVE 5

Generate funds to maintain financial viability and build Longridge's assets

In support of this objective the following strategies will be introduced and promoted.

1. Maximise subsidies for hostel residents.
2. Maximise opportunities for development via access to grants funding.
3. Monitor and achieve financial regulatory compliance.
4. Investments achieving continued growth and underpinning financial strength.
5. Ongoing staged development of Longridge site achieved within annual funding
6. Presentation of and compliance to annual budget projections.
7. Generated surplus funds supporting ongoing development.
8. Foster good working relationships with financial stake-holders

OBJECTIVE 6

Maintain and develop systems to ensure Regulatory Compliance

In support of this objective the following strategies will be introduced and promoted.

1. Ongoing hostel accreditation .
2. Achieve and maintain ongoing Retirement Village Accreditation for ILUs.
3. Ongoing compliance to Occupational Health Safety & Welfare (OHS&W), Workcover and all other statutory obligations.
4. Compliance to Department of Health and Aging audit processes.

OBJECTIVE 7

To promote the advantages of Longridge

In support of this objective the following strategies will be introduced and promoted.

1. Define Longridge vision as delivering care and support through the stages of aging.
2. Promote Longridge profile to the community.
3. Promote Longridge profile within the region.
4. Foster and develop relationships with prominent service providers.
5. Promote Longridge profile within the industry by participation in industry forums and programs.