

2016 - 2020

# Strategic Plan



## Southern Cross Care (Tasmania) Group



Southern Cross Care (Tas) Inc.

and



Mary's Grange Incorporated

# Foreword



The Southern Cross Care (Tasmania) Group, which includes Southern Cross Care (Tas.) Inc. and Mary's Grange Inc., is a not-for-profit organisation and Tasmania's leading aged care provider.

During the last five years there have been significant shifts in government policy relating to the provision of services to the aged. These policy changes have become the basis for a major reform of the whole aged care sector.

In order to maintain our Mission and Vision as a leading provider of services to older persons across Tasmania, Southern Cross Care (Tasmania) Group has identified the key challenges imposed by the reform agenda and developed strategic responses to meet those challenges.

The most significant challenges we face during the next five years are:

- The increased focus on the diverse expectations of the consumer. This includes the type, delivery, location and quality of services provided in residential, home care and retirement villages.
- Increasing competition from other service providers.
- Recruiting and retaining staff in a competitive environment.
- The need to upgrade ageing infrastructure that is no longer attractive to our potential residents and families.
- Taking action to ensure our business systems and practices are sufficiently robust for continuing growth and success.

The Southern Cross (Tasmania) Group has undertaken a number of strategic planning processes over the last two years including a facilitated session with a strategic management consultant. This was then followed by a series of review meetings and consultations involving the Executive Management Team and others. The focus of these meetings and consultations was to fully understand the current aged care reform agenda. The impact of the reform agenda on our various services was then analysed. Finally, four key strategic objectives were identified to incorporate flexible and adaptive approaches to service delivery.

The result is this strategic plan for the period 2016-2020.

As with all strategic plans, this is a high-level strategic document. This plan will help guide the organisation to consolidate and capitalise on the opportunities ahead.

The primary aim of Southern Cross Care (Tasmania) Group is to provide loving care and support of the highest quality to Tasmania's aged citizens. This new strategic plan will assist us to continue to achieve that aim.

**RAY GROOM**

Chairman

*October 24<sup>th</sup> 2016*

## About Southern Cross Care (Tasmania) Group

Southern Cross Care (Tas.) Inc. and Mary's Grange Inc. currently provides care, accommodation and support for more than 2,000 Tasmanians; operates 9 residential aged care facilities, 13 retirement villages, and Home Care services; has approximately 1300 employees; and assets worth in excess of \$300 million.

The organisation has grown to be a leading provider of the aged and Home Care services throughout Tasmania. The organisation is represented in the three regions of Tasmania as follows:

<b>South</b>	<b>Approved Bed Licences</b>	<b>Independent / Supported Living Units</b>	<b>Home Care Packages</b>
<b>A A Lord Retirement Village - West Hobart</b>		90	
<b>Fairway Rise – Lindisfarne</b>	91	104	
<b>Grange Villas</b>		36	
<b>Guilford Young Grove – Sandy Bay</b>	56	38	
<b>Mary's Grange</b>	105		
<b>Rosary Gardens – New Town</b>	141		
<b>Sandown Village – Sandy Bay</b>	60	34	
<b>Saint Canice Lifestyle Village</b>		64	
<b>Taroona Villas – Taroona</b>		13	
<b>Home Care – New Town</b>			52
<b>Home Care – Taroona</b>			28
<b>North</b>			
<b>Ainslie – Launceston/Westbury</b>		70	
<b>Ainslie – Low Head</b>	62	34	30
<b>Glenara Lakes – Youngtown</b>	88	91	
<b>Mount Esk – St Leonards</b>	75	2	
<b>Home Care – Low Head</b>		30	
<b>North West</b>			
<b>Yaraandoo – Somerset</b>	81	10	
<b>Home Care – North West</b>			88
<b>Home Care – King Island</b>			5

The organisation delivers care to in excess of 300 clients under the Veterans' Home Care program, an In-Home Diversional Therapy Services Programme and Dementia Respite Programme, fee for service Home Care and has a Registered Training Organisation located at New Town.

This service delivery structure is based on a philosophy that the needs of people in our care are of paramount importance.

# Mission

To demonstrate the love of Christ by providing a range of aged care services which meet the needs of people in our Tasmanian community.

# Vision

To be recognised as a leading provider of aged care services and an employer of choice in Tasmania.

# Values

In the Spirit of Christ and in the tradition of the Catholic Faith, we value:

## *Compassion*

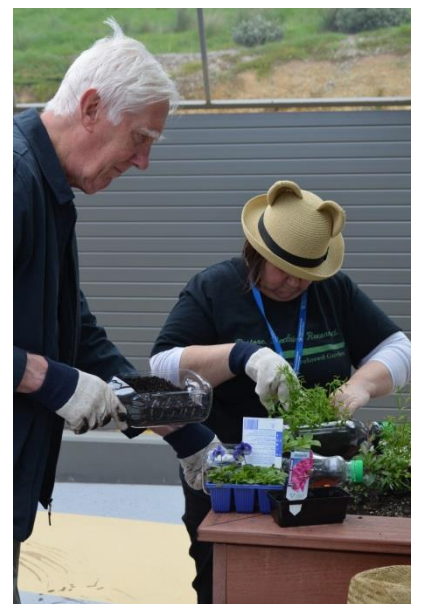
- We respond willingly and positively to help meet the needs of those around us.
- We promote a sense of belonging and community.
- We demonstrate and foster empathy and sensitivity towards residents, clients, their families, our colleagues and the whole community.

## *Integrity*

- We look for the good in all people and recognise the contribution of each individual as we work together.
- We demonstrate honesty and trustworthiness in all that we do.
- We are conscientious and ethical in our decision making and take responsibility for our own actions.

## *Respect*

- We believe in the sanctity of life and that each life is unique and has special individual worth and dignity.
- We recognise and respect individuality and diversity
- We treat all people with courtesy and respect regardless of gender, ethnic background, religious belief or economic circumstances.
- We manage our resources wisely to minimise the impact on the environment.



# Key Strategic Objectives

In meeting the future challenges and consumer expectations we will:

1. *continue to provide quality care and services*
2. *retain and grow our workforce both paid and unpaid*
3. *ensure our business performance and infrastructure is at optimal level*
4. *manage our business and finances so that we remain competitive and successful*

## Action Pathways to meet the Key Strategic Objectives

### Strategic Objective 1: To continue to provide quality care and services.

The Southern Cross Care (Tasmania) Group will provide an expanding range of services for older Tasmanian residents that are consumer focused by:

- Engaging and maintaining strong relationships with residents and clients to ensure we understand their needs.
- Continually seeking innovation in the services we offer to ensure they are responsive to consumer requests.
- Ensuring residents and clients can seamlessly progress through and across our services.
- Utilising available global research to assist us to anticipate future service needs.



### Strategic Objective 2: To retain and grow our workforce both paid and unpaid

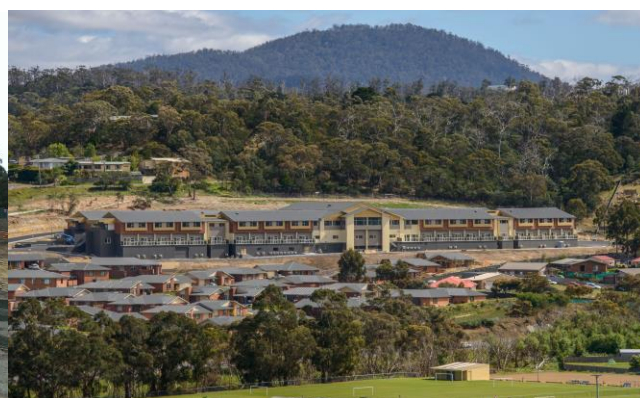
The Southern Cross Care (Tasmania) Group will actively promote the opportunities available to our employees and volunteers by:

- Using innovation in the way we recruit, retain and recognise employees and volunteers.
- Developing our staff and volunteers to embrace an innovative “can do” approach to the changing environment they work in.
- Promoting diverse and rewarding career options.
- Taking positive steps to recognise the commitment and dedication of our staff and volunteers.
- Developing strong relationships with other health care providers to complement our services.



## Strategic Objective 3: To ensure our business performance and infrastructure is at optimal level

- Strengthening our forward planning processes to ensure long term financial viability.
- Continuing involvement in peer group organisations to maximise opportunities to influence government policy for the benefit of residents and clients.
- Carefully considering opportunities for ongoing sustainable growth of our business.
- Undertaking planning and building works so that our facilities and villages meet and exceed contemporary consumer expectations.



## Strategic Objective 4: Manage our business and finances so that we remain competitive and successful.

The Southern Cross Care (Tasmania) Group will further strengthen our organisation to ensure our success in a competitive, consumer driven marketplace by:

- Providing services that enhance the quality of life of our residents and clients.
- Seeking innovative solutions to the constantly changing needs of our Home Care clients.
- Developing and expanding the diversity of services to residents in our retirement villages.
- Reviewing our organisational structures to ensure they can deliver services that align with changing consumer preferences.
- Having an increased presence in the wider community through the marketing of our brand, selective sponsorship and support of community activities.
- Embracing the use of technology to optimise efficient business practices.



# The Value of this Strategic Plan

This Strategic Plan will guide the decision-making processes of the organisation at both Board and Management levels in the period 2016-2020.

The Plan has involved extensive consultation with Board members, Management and Staff of the organisation and also with representatives of our residents and service consumers. The Plan has been formally endorsed by the Board.

In accordance with normal practice it does not set out detailed actions or proposals. However, over the next five years, detailed policies and actions will be directed by this Plan. It will provide the organisation with a sense of purpose and direction and will help indicate how we should respond to future challenges.

This Strategic Plan will be reviewed and updated from time to time as required.





# Southern Cross Care (Tas.) Inc. and Mary's Grange Inc.



**Network of facilities and services throughout Tasmania**

**AA Lord Retirement**

Village

West Hobart

Independent/Supported living

**Ainslie Launceston**

Independent/ Supported living

**Ainslie Low Head**

Independent/Supported living

Residential Care

Respite

**Ainslie Westbury**

Independent/Supported living

**Fairway Rise**

Lindisfarne

Dementia Care

Independent/ Supported living

Residential Care

Respite

**Glenara Lakes**

Young Town

Dementia Care

Independent/Supported living

Residential Care

Respite

**Guilford Young Grove**

Sandy Bay

Independent/Supported living

Residential Care

Respite

**Mary's Grange**

Taroona

Independent/Supported Living

Residential Care

Respite

**Mount Esk**

St Leonards

Residential Care

Respite

**Rosary Gardens**

New Town

Dementia Care

Residential Care

Respite

**Saint Canice Lifestyle**

Village

Sandy Bay

Independent/Supported living

**Sandown Village**

Sandy Bay

Independent/ Supported living

Residential Care

Respite

**Taroona Villa Units**

Independent Supported living

**Yaarandoo**

Somerset

Independent/Supported living

Residential Care

Respite

The Southern Cross Care (Tasmania) Group provides Tasmania's most comprehensive range of facilities and services to the Tasmanian aged care industry.



## Home Care

Southern Cross Care (Tasmania) Group provides home care services in the South, North and North West of Tasmania.

- Home Care South
  - New Town
  - Taroona
- Home Care North
  - Low Head
- Home Care North West
  - Somerset
  - Devonport
  - King Island

For specific location information call  
South: (03) 6214 9714 North: (03) 6343 0240  
[www.southerncrosscaretas.org.au](http://www.southerncrosscaretas.org.au)

*Founded and sponsored by the Knights of the Southern Cross*