



Tanunda
Lutheran Home Inc.

STRATEGIC PLAN

2017-2018

"Enriching the lives of our older people"



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Enriching the lives of our older people

OUR VISION & VALUES

WE ARE DEDICATED TO MAKING EVERY DAY THE BEST IT CAN BE BY PROVIDING SPIRITUAL AND PHYSICAL CARE IN OUR LOVING CHRISTIAN COMMUNITY.

PHILANTHROPY

We are proud of our genuine acts of KINDNESS, COMPASSION and GENEROSITY.

COLLABORATION

We value TEAM WORK and COHESION through willing PARTICIPATION and honest COMMUNICATION.

PROTECTION

We protect everyone's SAFETY by actively ADVOCATING and REPORTING. We are committed to our DUTY.

CHOICE

We RESPECT all people's right to choose through our actioned AWARENESS of human DIVERSITY and DIGNITY.

PROFESSIONALISM

We represent our Organisation through our PRESENTATION, COMPETENCE and COMMITMENT to our professional DEVELOPMENT.

CUSTOMERS

We value our customers EXPERIENCE and JOURNEY by dedicating ourselves to the provision of exemplary SERVICE to them and their LOVED ONE'S.

POSITIVITY

We take PRIDE in our Organisation and our culture. We nurture our culture through ACKNOWLEDGMENT, GRATITUDE and HAPPINESS.

The Board of Management Tanunda Lutheran Home Inc.

Our strategic goals

To achieve our vision, we work collaboratively and energetically to build an inspirational future for Tanunda Lutheran Home which:

- demonstrates Christian values in action to make what we do extraordinary
- is recognised as an award-winning hub for positive ageing and wellbeing in the Barossa Valley
- provides services that grow and diversify in response to the community's needs
- operates best practice amenities and services which our community aspires to be part of as residents, clients, carers, staff and volunteers

- fosters a customer-centred culture that inspires our staff to do great things for our aged community
- operates a flexible range of business models, including direct service provision, partnerships, facilitation and advocacy to provide connected choices for older people
- develops an enviable reputation as the best place to work; a place where our high standards are matched by the passion and commitment of our staff
- builds positive organisational relationships and networks which add value to our goals
- develops expertise in turning innovations into everyday practice
- continuously improves our governance and performance systems to provide the strategic foundations which underpin our sustainable future.

Our strategic position

Both through our own services and through partnerships and advocacy, we connect people to a broad range of integrated, flexible aged services which they may need over time. We provide services across the Barossa Valley region and our focus is on the core areas of retirement living, home care and residential care. We leverage our Lutheran networks - as well as other partnerships to strengthen our leadership, influence and the quality of our services.

Our strategic approach 2017 – 2018

Our strategic choices are flexible and responsive to changing circumstances. We prioritise our strategic projects and screen them for feasibility using a formal business planning process. Our strategic focus for 2017-2018 is to:

- develop our Christian values in action to make what we do extraordinary
- develop financial sustainability, recovery and a surplus for future service provision
- develop improved business efficiency through computer hardware, clinical & business software and systems
- redevelop the older buildings and amenities through the 27 Bridge Street Master Planning process
- redevelop and grow the mix of retirement, rental and affordable housing
- diversify our services to provide access to in-home care programs
- develop a comprehensive Customer Relationship and Brand awareness model
- achieve operating efficiencies and continue to develop a caring and professional workforce
- evaluate opportunities to acquire other aged services or related business
- position ourselves to confidently manage the national aged services reform agenda
- develop a staged plan to enhance collaborations with the state and National Lutheran aged services networks to leverage the benefits of our shared mission, strengthen our voice to government and support our long-term advocacy



Our strategic business plan 2017 - 2018

Each year we evaluate our strategic outcomes and review the actions which we need to take during the next twelve months to deliver our strategic goals. Implementation of our strategy is managed using an annual strategic business plan, and this is integrated with our annual operational business plan (see page 12). These plans are monitored and evaluated by the Board and staff on a regular basis, ensuring that each strategic project is appropriately resourced and has realistic timeframes.

Strategic Business Plan

2017-2018

Strategic Key Result Areas	Actions	Who	Target Date	Scheduled Evaluation Date
1. Develop our Christian values in action to make what we do extraordinary				
	<ul style="list-style-type: none"> Develop the TLH staff education process to include an understanding of spirituality and the Lutheran perspective 	Board & Chaplain	Jun 2018	Jan 2018

<p>2. Develop financial recovery, sustainability, and surplus</p> <ul style="list-style-type: none"> • Develop CRM • Develop ICT • Increase Income • Decrease Expenses • Investigate an Investment Strategy • Business Intelligence 	<ul style="list-style-type: none"> • Review all Operational processes to identify & obtain budget savings and develop an Action Plan approved by the Board • Develop communication to ensure the reason behind the Finance strategy is understood • Provide support and guidance to the Executive Team to enact the strategy • Liaise with the Lutheran Church Regional Office • Monitor all new Expenditure • Monitor all forms of Income • Review business cases as presented • Develop a form of Business Intelligence process • Review & monitor use of Agency staff • Review allied health contractual arrangements & services • Add Investment Strategy to TLH Board & Finance Committee Agenda • Maximise the ACFI return - 10 percent increase 	<p>CEO</p> <p>CEO</p> <p>Board</p> <p>Board</p> <p>Board & CEO</p> <p>Board & CEO</p> <p>Board & CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p> <p>Board & CEO</p> <p>CEO</p>	<p>Jun 2018</p> <p>Jun 2018</p> <p>On going</p> <p>On going</p> <p>Dec 2017</p> <p>Dec 2017</p> <p>Jan 2018</p> <p>On going</p>	<p>Dec 2017</p> <p>Dec 2017</p> <p>Dec 2017</p> <p>Dec 2017</p> <p>Oct 2017</p> <p>Dec 2017</p> <p>Jan 2018</p>
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<p>3. Redevelop older buildings and amenities</p> <ul style="list-style-type: none"> • Develop the 27 Bridge Street Master Plan process to replace all ageing buildings on the site. 	<ul style="list-style-type: none"> • Understand and document TLH's specific position in the ILU market - (location, products, price points) • Board Building Committee (BBC) to monitor development process • Monitor approval process of the 27 Bridge Street Master Plan with local Council & the State Government Authority • Communicate plans with the Lutheran Church Regional Office • Communicate plans with local & state political stakeholders • Develop Cashflow strategies • Develop Resident Management Strategies • Develop & research demolition processes of unused buildings – Zerk & Steicke Wings 	<p>CEO</p> <p>Board & CEO</p> <p>CEO Board</p> <p>Board & CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p>	<p>On going</p> <p>On going</p> <p>On going</p> <p>On going</p> <p>On going</p> <p>Jun 2018</p> <p>Jun 2018</p> <p>Dec 2017</p>	<p>Jan 2018</p> <p>Jan 2018</p> <p>Jan 2018</p> <p>Jan 2018</p> <p>Jan 2018</p> <p>Jan 2018</p> <p>Dec 2017</p> <p>Dec 2017</p> <p>Sept 2017</p>
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<p>4. Redevelop and grow Retirement Housing (ILUs)</p> <ul style="list-style-type: none"> • Monitor progress of all major projects via the TLH Board Building Committee (BBC) • Complete the development of the 27 Bridge Street Master Planning process as finances dictate • Commence construction on the Langmeil Road Project • Commence construction on the Schaedel Street Project • Commence the planning process for the Angaston Project 	<ul style="list-style-type: none"> • Board Building Committee (BBC) meeting monthly • Communicate plans with the Lutheran Regional Church Office • Communicate plans with local & state political stakeholders • Develop Cashflow strategies • Present completed plans to the BBC and then the TLH Board for approval • Monitor Council DA process for the Stage One of the 27 Bridge Street Master Plan • Monitor Council DA process for the Schaedel Street Project • Monitor the lease arrangements for the Angaston Land Project. • Commence the design & planning and Council DA process for the Angaston Land Project. • Commence the design phase of the new Residential Aged Care Facility using best practice models in design 	<p>Board & CEO</p> <p>CEO & Board</p> <p>Board & CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p>	<p>On going</p> <p>On going</p> <p>On going</p> <p>On going</p> <p>On going</p> <p>Sept 2017</p> <p>Sept 2017</p> <p>Jun 2018</p> <p>2018</p> <p>2018</p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p>Sept 2017</p> <p>Sept 2017</p> <p>Dec 2017</p> <p>Dec 2017</p> <p>Jan 2018</p>
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5. Diversify to provide access to in Home Care (CDC Model) TLH <ul style="list-style-type: none"> • Develop a business case researching range of options - establishing a needs analysis, gap analysis and options. • Consider a Fee for Service Model for In-Home Care within TLH Independent Living • Consider Contracting or Purchasing Home Care Services 	<ul style="list-style-type: none"> • Research in-house or contracted model options 	CEO	On going	Dec 2017
6. Establish effective regional alliances <ul style="list-style-type: none"> • Maintain an open communication process with all aged care related businesses in the Barossa 	<ul style="list-style-type: none"> • Attend regional meetings, training and conferences as scheduled 	CEO	On going	
7. Develop a comprehensive Customer Relationship Model and Brand Awareness model <ul style="list-style-type: none"> • Develop a data base • 	<ul style="list-style-type: none"> • Development of a client / customer Data Base • 	CEO	On going	

<ul style="list-style-type: none"> • Customer Relationship • Use of Social Media • Update TLH Web Site 	<ul style="list-style-type: none"> • Active promotion of TLH culture & services in various forms of media • Monitor Facebook & LinkedIn • Complete the updating of the TLH Web Site to meet current information • Develop and manage a Strategic Relationship Matrix • Manage Key competitors • Develop TLH marketing material for the congregations and staff groups • Develop a Regional Newsletter to all current church congregations 	<p>CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p>	<p>On going</p> <p>On going</p> <p>Sept 2017</p> <p>On going</p> <p>On going</p> <p>On going</p> <p>Jun 2018</p>	
<p>8. Evaluate acquisition & business opportunities</p> <ul style="list-style-type: none"> • Monitor Land & business acquisition process 	<ul style="list-style-type: none"> • Monitor regional data provided by D Timms • Research opportunity to purchase the land in Angaston from the Bowls Club & Barossa Council • Develop processes for Residential Aged Care Facility (RACF) & ILUs Fee for Service • Continue discussions regarding Luther Court with the South Australian Housing Trust (SAHT) 	<p>CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p>	<p>On going</p> <p>On going</p> <p>On going</p>	

<p>9. Manage the national reform agenda</p> <ul style="list-style-type: none"> • Provide 1/4ly Stewart Brown reports to TLH Board • Inform TLH Board on Commonwealth Home Support Program (CHSP) updates • Keep the TLH Board informed of aged care & Retirement Village (RV) industry changes • Review Competitor Analysis data 	<ul style="list-style-type: none"> • Monthly CEO report • Special reports as information is received provided to Board Members • Understand, document and promote TLH's competitive point of difference 	<p>CEO</p> <p>CEO</p> <p>Board & CEO</p>	<p>On going</p>	
<p>10. Develop Lutheran network opportunities</p> <ul style="list-style-type: none"> • Attend CEO meetings of the Lutheran Church aged care organisations • Monitor & assist TLH position paper - looking into - advocacy, information sharing, local support, operational and tactical issues – benchmarking • LCA Governance development 	<ul style="list-style-type: none"> • As per Lutheran CEOs meeting schedule • As per TLH Chairperson's meeting schedule for Lutheran Aged Care • Participate in the national LCA Governance discussions during 2017/18 • Advertise in the LCA Magazine – The Lutheran 	<p>CEO</p> <p>Board</p> <p>Board & CEO</p> <p>CEO</p>	<p>On going</p> <p>On going</p> <p>Dec 2017</p>	



Our operational business plan 2017 - 2018

Achieving our strategic goals is dependent on strong operational systems and performance results. Each year we set an action plan to strengthen our organisational capabilities which are the essential enablers of our strategic success. The current operational priorities have been identified as quality management, business systems, workforce capability and culture, and financial profitability.

Operational Business Plan

2017-2018

Operational Key Result Areas	Actions	Who	Target Date	Scheduled Evaluation Date
1. Governance and Leadership <ul style="list-style-type: none"> TLH Board Governance Policies 	<ul style="list-style-type: none"> All TLH Governance Policies are reviewed as scheduled and changes adopted by the TLH Board 	CEO	Jun 2018	Dec 2017

<ul style="list-style-type: none"> • Review of TLH Constitution • TLH policies • KPIs are developed & reported • TLH Organisational Chart • Workforce Plan • Not sure what this means • Succession Plan • Training Plan 	<ul style="list-style-type: none"> • Changes made to be confirmed by Lutheran Church Regional Office • TLH Policies reviewed as per monthly schedule • KPI reporting via CEOs Report occurs monthly • The Organisational Chart is updated to reflect current staffing • To be discussed / completed • To be discussed / completed • To be discussed / completed 	CEO CEO CEO CEO CEO CEO CEO	Jun 2018 Jun 2018 On going On going On going	Jan 2018 Jan 2018
2. Quality Management <ul style="list-style-type: none"> • Accreditation • Work Health & Safety (WHS) 	<ul style="list-style-type: none"> • QA software purchased & operational • Continuous Improvement (CI) Action plan updated • Audit schedule monitored & maintained • Staff Injury rate reduce by 10 percent • WHS & Return to Work (RTW) software operational 	CEO CEO CEO CEO CEO	Jun 2018 On going On going Jun 2018 TBC	Dec 2017 Monthly Monthly Dec 2017

<ul style="list-style-type: none"> • Resident Satisfaction • Staff Engagement • Clinical outcomes 	<ul style="list-style-type: none"> • Results of two Resident surveys per annum showing improvement by 5 percent • Results of two staff surveys improved by 10 percent • Results of Clinical audits improved by 5 percent 	CEO	Jun 2018	Dec 2017
3. Business Systems				
<ul style="list-style-type: none"> • ACFI Processes • Occupancy • IT Systems upgrade • Marketing & Customer focus • Business Intelligence 	<ul style="list-style-type: none"> • ACFI processes are sustainable and ensure revenue assurance. An increase of 10% • Monitoring processes & software used to meet 98% occupancy rates • Complete Stage 3 of the IT Master Plan – Replace telephone system, resident call system and consider the Server environment. • Outsource IT Help Desk processes • Increase the circulation of the Tit Tat – review the content • Maybe consider 2 different communication models – TitTat plus a higher quality newsletter • Purchase & Install BI software 	CEO	Jun 2018	Monthly
		CEO	Jun 2018	Monthly
		CEO	Jun 2018	Jan 2018
		CEO	Dec 2017	Oct 2017
		CEO	On going	
		CEO	Oct 2017	Sept 2017

<ul style="list-style-type: none"> Allied Health Care Model - physiotherapy, CHSP, podiatry & Day Care Centre 	<ul style="list-style-type: none"> Identify training courses for staff to attend - 75 percent of staff attendance at training sessions involving customer service models 	CEO	On going	Jan 2018
	<ul style="list-style-type: none"> Identify training courses for staff to attend - 75 percent of staff attendance at training sessions involving ACFI, clinical & management models 	CEO	On going	Jan 2018
	<ul style="list-style-type: none"> Develop a customer data base - 1,000 names recorded 	CEO		
	<ul style="list-style-type: none"> All TLH Executives have access to Business Intelligence (KPIs / Benchmarking) tools/software 	CEO	Dec 2017	Oct 2017
	<ul style="list-style-type: none"> Development of KPIs to measure effectiveness of the revised allied health care model contract 	CEO	Jun 2018	Feb 2018
	<ul style="list-style-type: none"> Develop reports to reflect outcomes of the Allied Health Care business 	CEO	Jan 2018	Feb 2018
	<ul style="list-style-type: none"> Increase attendance in all Allied Health programmes by 5% 		Jun 2018	Mar 2018

4. Workforce capability & culture				
<ul style="list-style-type: none"> • Rosters 	<ul style="list-style-type: none"> • Purchase & install Rostering software – Time Target • A roster with over 95 percent of shifts allocated to permanent staff is maintained • A casual staff pool is maintained & utilised in all areas - use of casual shifts monitored • Staff Personal Leave is monitored - staff counselled as trends appear - sick leave is less than 3 percent across the organisation 	CEO	Oct 2017	Oct 2017
		CEO	Dec 2017	Monthly
		CEO	On going	Monthly
		CEO	On going	Monthly
<ul style="list-style-type: none"> • Recruitment 	<ul style="list-style-type: none"> • The use of Agency staff has been reduced to less than \$10,000 per month • The recruitment of staff process is streamlined and is cost effective - costs to be identified • TLH Staff turnover is less than 15 percent per annum 	CEO	Jun 2018	Monthly
		CEO	On going	
		CEO	On going	Monthly
<ul style="list-style-type: none"> • Training 	<ul style="list-style-type: none"> • Staff training has a 15 percent increase in attendance. • A yearly staff training schedule is maintained 	CEO	Jun 2018	Feb 2018
		CEO	Jun 2018	Feb 2018

<ul style="list-style-type: none"> • Spiritual Care Model 	<ul style="list-style-type: none"> • Encouragement of student placements & Traineeships is increased by 10% working with RDA & TAFE 	CEO	On going	
	<ul style="list-style-type: none"> • TLH Spiritual Care Model KPIs are measured and reported to the TLH Board 	CEO	On going	Monthly
<ul style="list-style-type: none"> • Wellness Clinic Model 	<ul style="list-style-type: none"> • Develop Grief & Loss programmes for residents & family members 	CEO	Jun 2018	Mar 2018
<ul style="list-style-type: none"> • Volunteer Management 	<ul style="list-style-type: none"> • A Wellness Clinic Model to be developed involving Allied Health & Staff WHS assessments 	CEO	Jun 2018	Mar 2018
	<ul style="list-style-type: none"> • Increase in the number of Volunteers by 10 percent. 	CEO	Jun 2018	Mar 2018
	<ul style="list-style-type: none"> • Mandatory Education of Volunteers 	CEO	Jun 2018	Mar 2018
	<ul style="list-style-type: none"> • Encourage community groups to meet at TLH and involve TLH residents in the activities 	CEO	On going	
	<ul style="list-style-type: none"> • Increase resident visitor programmes – monitor attendance 	CEO	On going	
5. Financial sustainability, recovery & profit				
<ul style="list-style-type: none"> • Benchmarking 	<ul style="list-style-type: none"> • Achieve the Level 2 average benchmark result as a minimum 	CEO	Jun 2018	Mar 2018

<ul style="list-style-type: none"> • Budget • Investment strategy • ILU Financial Statements • Building Projects 	<ul style="list-style-type: none"> • Complete the 2017/18 budget process 	CEO	Sept 2017	
	<ul style="list-style-type: none"> • Maintain Budget within 5 percent of variances 	CEO	Jun 2018	Jan 2018
	<ul style="list-style-type: none"> • Establish a 5 percent positive operational budget for the RACF business 	CEO	Jun 2018	Mar 2018
	<ul style="list-style-type: none"> • Review & establish best practice for 40% concessional ratio process. 	Board & CEO	On going	
	<ul style="list-style-type: none"> • Review the ILU Contracts to reduce the number of options – update contracts to meet current RV Legislation & Regulations 	CEO	Jun 2018	Dec 2017
	<ul style="list-style-type: none"> • Meet with Lutheran Church of Australia SA/NT District to discuss future finance requirements 	Board & CEO	Dec 2017	
	<ul style="list-style-type: none"> • Establish an Investment Strategy with the Board Finance Committee and the Board - meeting the required ROI 	Board & CEO	On going	
	<ul style="list-style-type: none"> • ILU Financial Statements to be presented to the ILU Annual General Meeting 	CEO	Nov 2017	
	<ul style="list-style-type: none"> • Establish a 5 percent positive operational budget for the ILU business 	CEO	Jun 2018	Jan 2018
	<ul style="list-style-type: none"> • Attain a 10 percent positive ROI on all ILU construction projects 	CEO	Jun 2018	Jun 2018
<ul style="list-style-type: none"> • 27 Bridge Street Master Planning project is on Budget & schedule subject to finances 	CEO	Jun 2018	Monthly	

<ul style="list-style-type: none"> • Customer Relationship Model and Brand Awareness model 	<ul style="list-style-type: none"> • Review demolition of Zerk & Steicke Wings • Schaedel Street Master Planning Project is on budget & schedule • Stage One of 27 Bridge Street Master Plan Project is on budget & schedule • Stage Two of 27 Bridge Street – the RACF – commence planning process • Angaston project planning is on schedule • Plan & conduct “Ground Breaking Ceremonies on 27 Bridge Street & Schaedel Street • Research & develop models of “Affordable – Low Cost Housing” • Research & develop model of rental ILUs • Research & develop cost effective marketing strategy and material 	<p>CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p> <p>CEO</p>	<p>Dec 2017</p> <p>Jun 2018</p> <p>Jun 2018</p> <p>Jun 2018</p> <p>Jun 2018</p> <p>Sept 2017</p> <p>On going</p> <p>On going</p> <p>On going</p>	<p>Jan 2018</p> <p>Monthly</p> <p>Monthly</p> <p>Mar 2018</p> <p>Mar 2018</p> <p></p> <p></p> <p>Monthly</p>
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