



STRATEGIC PLAN

2021 - 2025

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Wattle Hill Lodge Inc (trading as Wattle Hill Care), is a not-for-profit organisation providing aged care services and accommodation to Bunbury and surrounding communities. Established in 1963.

The Management of the organization is overseen by a Voluntary Board of Management made up of community members of Bunbury.

- Chairman
- Vice Chairman
- Board Members

VISION

For all residents of Wattle Hill Care to:

- Be able to choose their preferred style of accommodation;
- have access to the care and support they need, and
- be supported in a peaceful and secure environment where they can live creatively and, wherever possible, independently.

MISSION

To provide a high standard of accommodation with comprehensive personalised care for the elderly in a peaceful, secure, loving and happy environment, while respecting the individual residents' beliefs, values, integrity and privacy.

OUR VALUES

Our values are:

- Staff, volunteers, residents and Board Members are Wattle Hill Care's greatest resource. Their contributions are valued; we benefit from the differences in their contributions and from the differences between them as individuals;
- we constantly work to develop trust and cooperation between staff as individuals and groups and to this end place a high priority on good communication within the organisation. This includes the greatest practicable degree of participation of the Board, staff and residents in decision-making;
- we endeavour to ensure our Strategic Plan is clear and responsive to the current needs of the community, resident and staff;
- organisationally we will be characterised by a creative and innovative approach to aged care;
- we strive to ensure that our services are cost effective and efficient, and that practices are environmentally sensitive;
- we recognise our achievements and celebrate successes. We will acknowledge any shortcomings and strive to overcome them.

COMMITMENT TO CONTINUOUS IMPROVEMENT

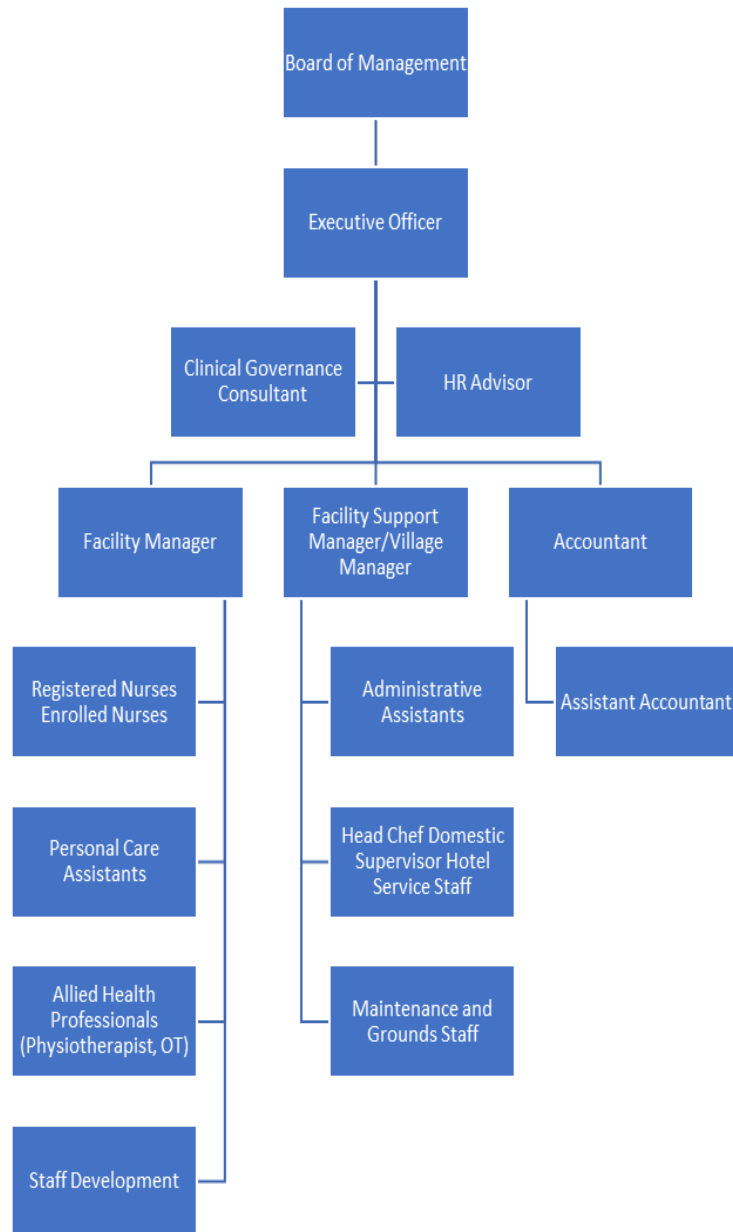
Wattle Hill Care is committed to providing the highest quality of services to our residents. To do this we shall strive to continually improve our services and shall involve our residents and their families, our management committee, our staff and key community people in identifying areas where improvements can be made and in developing strategies to achieve improvements.

OBJECTIVES

Wattle Hill Care has five key objectives that drive our services.

1. Providing residents with high quality accommodation.
2. Supporting residents to ensure they have control over their lives and are involved in all decisions which affect them.
3. Maintaining the links between residents, their family and the wider community.
4. Integration of the service as part of the local community.
5. Ensuring all members of the community has equal access to our services based on their relative need.

ORGANISATION STRUCTURE



The Board of Management undertakes their role through:

- Board of Management meetings which include an agenda and minutes.
- Establishing an annual budget and monitoring the budget on a monthly basis.
- Monitoring accreditation and certification requirements.
- Monitoring legislative and regulatory compliance matters as they apply to all aspects of the business.

Role of the Executive Team

- To oversee the day-to-day operations and to ensure regulatory compliance is maintained.
- To report on service operations.
- To report on potential noncompliance issues.
- To provide and report on financial performance.
- To provide guidelines with regards to financial management.
- To provide financial controls that meet audit, statutory and prudential compliance.

Wattle Hill Care employs the following disciplines of staff to support service delivery:

- Executive Officer
- Facility Manager
- Facility Support Manager
- Finance Manager
- Accountant
- Clinical Staff
- Maintenance/Gardener Workers
- Volunteer Support Workers
- Cooks
- Domestic
- Carers
- Occupational Therapist
- Lifestyle Coordinator
- OT Assistance
- Administration staff

Role of the Facility Manager

- Responsible for the day-to-day management of the Aged Care Facility.

Role of the Facility Support Manager

- Responsible for the management of the Village and non-clinical related services on the site.

GOVERNANCE

There are significant changes occurring in the management and governance of not-for-profit organisations. The focus is on increasing the intellectual and knowledge capital required for survival. Wattle Hill Care is committed to the ongoing strategic investment in the Board and management capacity and has specifically built this into its planning processes.

VIABILITY

There is an increasing concern within the Aged Care Industry regarding the financial sustainability of organisations. Funding bodies are now paying greater attention to the financial management and the capacity of organisation to remain financially viable. A key element in Wattle Hill Care's planning is to develop and maintain a reporting system that provides accurate financial information in a timely manner thus enabling the Board of Management to make informed decisions.

TEN KEY OBJECTIVES FOR IDENTIFIED BY THE BOARD OF MANAGEMENT

- Continuing to provide high quality care.
- Maintaining a modern facility.
- Addressing current and future need in the community.
- Providing superior, secure, alternative accommodation at a reasonable cost.
- Operating with a suitable surplus to retain financial viability.
- Maintaining a community-based organisation.
- Maintaining certification standards.
- Developing care to meet the changing care needs in the community.
- Offering a range of accommodation options.
- Staying in touch with the local community to retain the strong reputation in the community.

STRENGTH AND WEAKNESS

Community based and supported

- Debt free with strong financial reserves.
- Investment made in infrastructure.
- Recognised in local community as delivering superior services by well quality staff.
- High standard of care.
- Good Location.
- Not-for-Profit status.
- Cost of independent living units when benchmarked against competitor's product.
- Experienced and good management.
- Robust quality systems.

Challenges and weaknesses

- Remaining financially viable to enable the delivery of high-quality care.
- Remaining a small community-based facility.
- Sourcing capital for redevelopment.
- Attracting the right mix of experience for the Board of Management to lead the organisation forward.
- Increasing costs of operation.
- Updating IT software to meet changing requirements.
- Recruiting quality staff to Bunbury.
- Meeting regulatory compliance/accreditation.
- Preparing for the New Aged Care Reforms in 2025

Capitalising on strengths and addressing weakness

- Develop the Village to meet the needs of changing consumer expectations.
- Access expert knowledge to better plan for the future.
- Develop a business plan for redevelopment that may include a New Care Facility.
- Prepare a succession plan in order to “target” recruit the most appropriate skill mix to lead Wattle Hill Care strategic direction.
- Identify alternative sources for recurrent funding.

STRATEGIC OBJECTIVES FOR 2023 - 2025

Wattle Hill Care is committed to providing the very best of services to elderly people in Bunbury and the surrounding district. In order to meet the issues and challenges of our environment four strategic objectives have been identified for the period 2023 – 2025. These are not in any specific order as each is equally significant in its own sphere.

- **Leadership and Influence.**
- **Quality Services.**
- **Governance and Management.**
- **Financial Viability.**

Informing operations are identified strategies in each financial year to support the 4 key objectives. Over the term of this plan the strategies may change as the aged care environment alters and additional strategies may be added to meet the changing needs of the service and aged care arena per se.

STRATEGIES - 2021/2025

Leadership and Influence

- Explore options to develop appropriate relationships with key stakeholders in the Bunbury community to inform future strategies for expansion and sustainability.
- Identify if there is a need to diversify the current service delivery profile to include services into non-traditional markets such as the disability sector.

Quality Services

- Engage external consultant to undertake an option appraisal to determine future growth opportunities for the site including diversification and expansion of service delivery profile.
- Identify key priority areas for expansion and growth following option appraisal.
- Maintain accreditation status.

Governance and Management

- Ensure regulatory and prudential compliance is maintained across all areas including Retirement Village Code of Practice.
- Provide professional development activity for membership of the Board in their fiduciary and governance responsibilities to better inform decision making.
- Develop site master plan for use in future expansion projects.
- Develop workforce plan to inform future growth and development needs.

Financial Viability

- Perform an asset stock take to determine the critical physical assets that need to be modified/expanded in the immediate future to ensure efficacy in operations.
- Identify potential land to purchase for growth and expansion within the City of Bunbury.

2021- 2025

Leadership and Influence

- Maintain position in community as an independent Board of Management.

Quality Services

- Progress areas expansion and growth identified in option appraisal.
- Maintain accreditation status.

Governance and Management

- Ensure regulatory and prudential compliance is maintained across all areas including Retirement Village Code of Practice.

Financial Viability

- Maintain income growth to ensure fiscal viability
- Develop business model that would facilitate growth into the next 10 years to ensure financial sustainability

LONGER TERM PRIORITIES

- Explore the possibilities to expand village with multi storey units/ apartments.
- Explore the possibilities to develop land purchased in 2021 opposite Wattle Hill.

MONITORING AND EVALUATION FRAMEWORK

On an annual basis the annual Strategic Plan is reviewed and modified as appropriate to ensure the relevancy of the goals identified in the planning cycle. Modifications may occur and a range of strategies developed to meet those goals including:

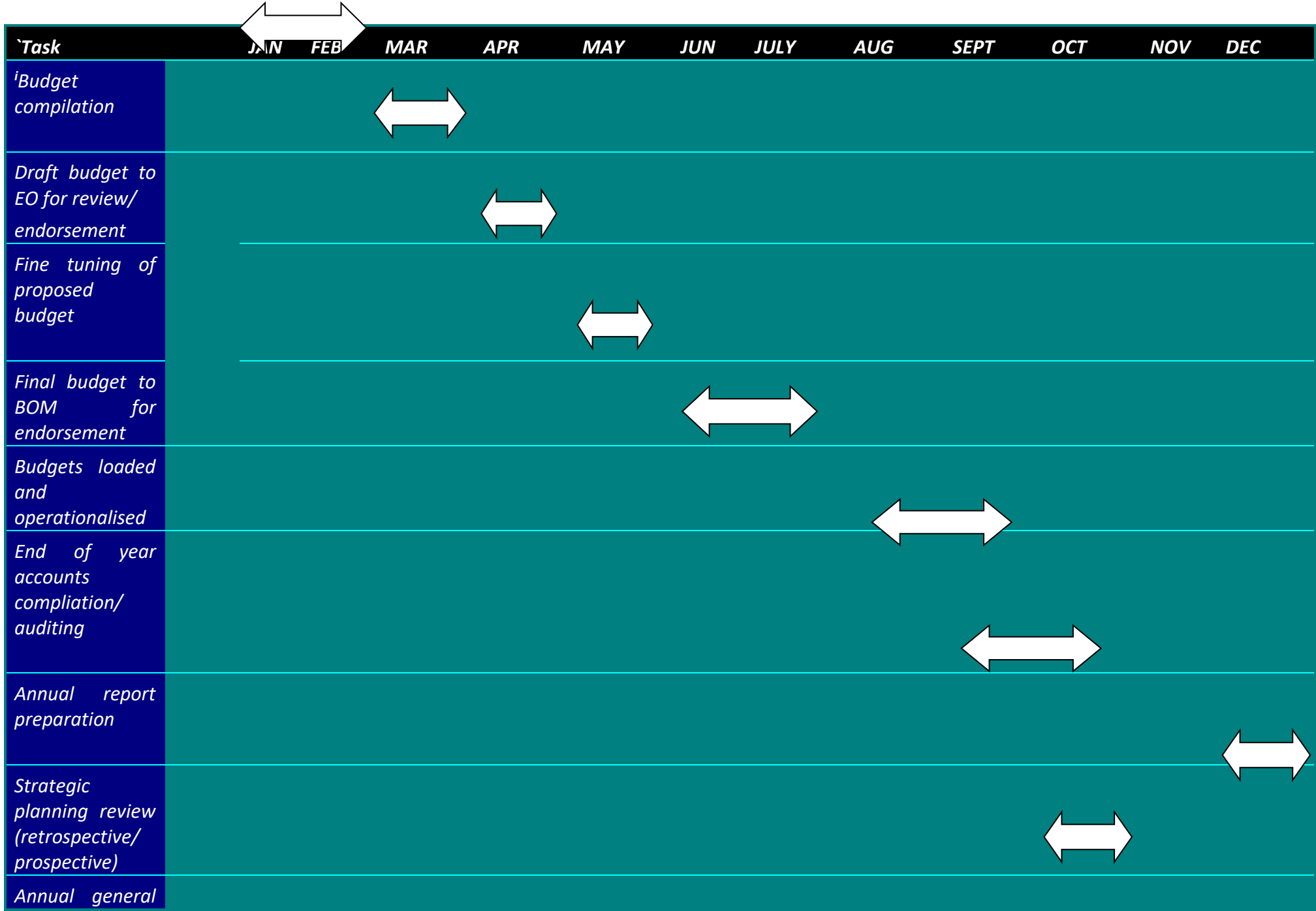
- Services growth
- Information technology
- Marketing
- Training plan
- Capital works plan
- A financial plan
- A set of performance indicators that reflect identified strategic plans
- A risk management strategy

It is the responsibility of the Board of Management supported by senior staff to meet the stated objectives in the Strategic Plan.

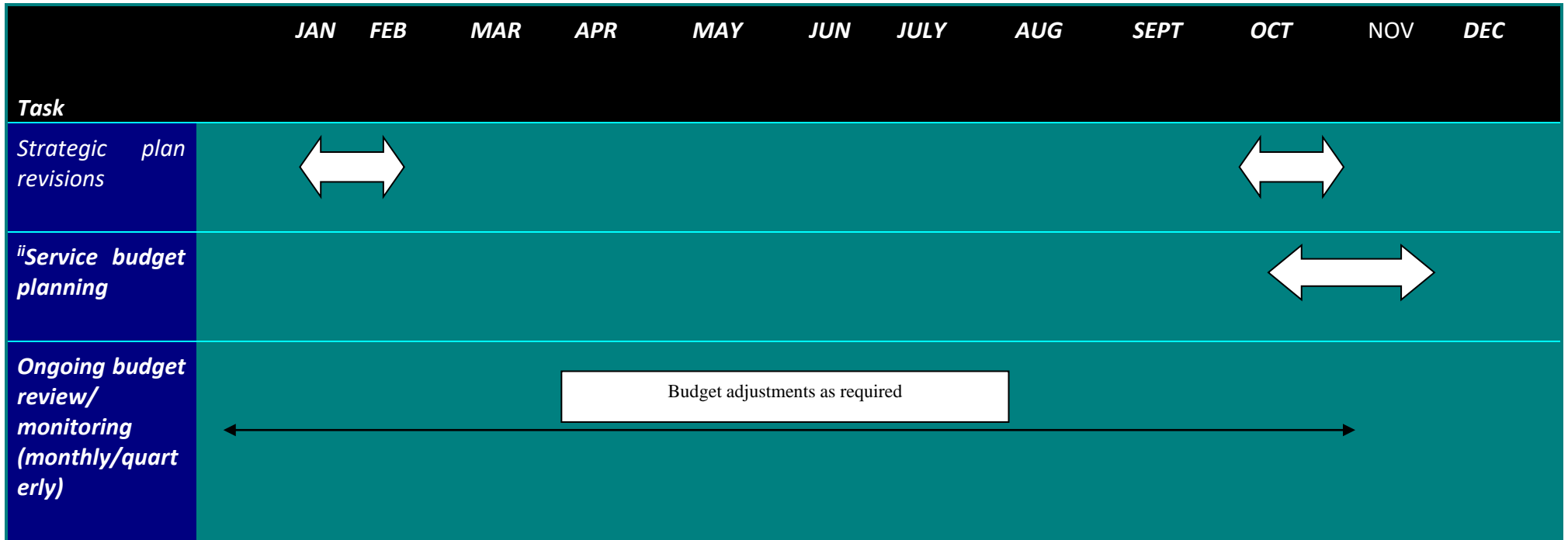
IMPLEMENTING AND MONITORING OUR STRATEGIC PRIORITIES

The Wattle Hill Care Board of Management is responsible for implementing and monitoring the strategic priorities. This is achieved through:

- an annual planning meeting involving the Board of Management together with key personnel involved in the management of the service;
- setting priorities and developing an action plan of tasks to be undertaken, who will undertake them and resources required to achieve identified priority;
- monthly reports from the Executive Team on progress of any priorities where tasks are allocated.



meeting



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

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