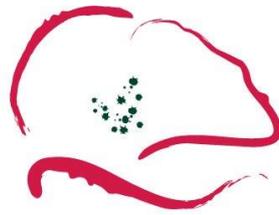


Together Tomorrow



Acknowledge the past.
Plan the future.



VASEY RSL CARE
STRATEGIC PLAN 2015-2018

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A Message from the Chairman and CEO

On behalf of the Board of Vasey RSL Care Ltd we are pleased to present our Strategic Plan for 2015-2018.

The three-year plan is designed to direct and guide the executive and staff of Vasey RSL Care achieve excellence in delivering aged care to the ex-service community and war widows, who are our primary stakeholders and clients. We are proud of the role we play within the ex-service community and the service we provide to veterans, war widows and their families.

As an expression of our vision of “Saluting excellence in aged care” Vasey RSL Care has in the course of a decade established itself as a strong, unique and proud organisation that passionately and consistently meets its vision and mission. Vasey RSL Care has a deep understanding of Australia’s veteran community, dating back to World War I.

We remain committed to our heritage of serving those men and women who served our country and sacrificed on our behalf and for the generations who will come after us. We aim to support and care for veterans and their families through the most challenging period of their lives.

The Strategic Plan for 2015-2018 will sustain our award-winning workplace culture of innovation and best practice. The plan recognises the dedication of our staff and our determination to build sustainable infrastructure to meet the future challenges of caring for a population that is living longer, in better health

and only experiencing age-related illnesses when they are much older than previous generations.

The plan moves on from our intensive research initiative, *Together Tomorrow*, which canvassed the perceptions and opinions of five key stakeholder groups and enabled Vasey RSL Care to formulate a suite of strategies to consolidate our brand, strengthen community connections around our facilities and maximise engagement with potential residents, health services and ex-service organisations.

In the period covered by this Strategic Plan, we intend to further strengthen our connections with the veteran community. In realising the objectives of the plan, Vasey RSL Care will be positioned as the provider of choice for the ex-service community. We will be able to differentiate our services and our values within the aged care sector, and strategically attract staff and clients to build a sustainable business into the future.

As key elements of this plan are delivered we look forward to sharing our progress with you and keeping you up to date in our newsletters, our website and through social media.

The Hon Michael J R MacKellar AM
Board Chairman

Janna Voloshin
Chief Executive Officer

Our Vision

Excellence in care for the
ex-service community



Our Mission

We provide high quality, sustainable accommodation and service options that facilitate mutual support, and meet the needs for security and dignity of the ex-service community.



Success Measures

What should Success look like?

Indicators

Fulfilling our mission

% of ex-service community

Quality and safety of care

Clinical and operational performance measures

Residents satisfied with services / staff

Satisfaction surveys
Feedback/Complaints

Funding optimised by need

Government funding level

Services are in demand

Residential occupancy and community packages uptake

Staff happy working with us

Satisfaction
Retention

Suitable,
compliant accommodation

Aged care certification compliant,
Building code of Australia compliant,
environmentally sustainable buildings,
occupancy permits, compliance with
essential safety measures, Occupational
Health and Safety compliant

Quality compliant services

Accreditation

Our Organisation

Locations

Vasey RSL Care services and accommodation are located in the metropolitan area, except for independent living units at Geelong. The corporate office is located at 172 Burwood Road, Hawthorn in Melbourne. Our residential sites are located in Brighton, Brighton East, Bundoora, Frankston South, and Ivanhoe. Our independent living units are located in Beaumaris, Cheltenham, Croydon, Frankston South, Geelong, Hawthorn, Ivanhoe and Reservoir. We provide community services to clients in the Southern, Northern and Eastern metropolitan regions.

A place where people want to work, Vasey RSL Care attracts staff of high quality and with high standards of care. Each staff member is valued for their contribution to an environment that is supportive, friendly and welcoming of all who enter through our doors.

Working for Vasey RSL Care means being part of history.

Staffing

Service Types

Vasey RSL Care delivers a range of award-winning aged care to the ex-service community and older Australians. We provide Commonwealth-funded residential aged care for veterans and war widows in five facilities across Melbourne. We provide entry-level support services (allied health and therapy services) to assist older people to live independently at home and in the community and deliver consumer directed Home Care Packages. We provide independent living accommodation for members of the ex-service community who are financially disadvantaged.

Demand for our Services

With Australia's ageing population, increased life expectancy and longevity, there are growing demands for aged care in our nation. Australia's aged care sector is under pressure to meet this growing demand while at the same time facing significant recruitment and workforce challenges with half of the current aged care workforce reaching retirement age in the next 15 years

The information below is informed by general population data. As per Department of Veteran Affairs statistics, the veteran population is currently declining.

- Current life expectancy is 80 for males and 84 for females; life expectancy if you are 65 now is 84 for males and 87 for females (*ABS, Jan 2012*)
- In 2014, 15% of the Aust. population was over 65 and 1.9% over 85 years. By 2032 it is predicted that around 24% will be over 65 and 7-8% will be over 85 years. (*2013-14 Report on the Operation of The Aged Care Act, p3 and ABS, Pop projections in Australia, 2012*)
- The use of aged care services: (*2013-14 Report on the Operation of The Aged Care Act, p5*)
 - over 231,500 people accessed permanent residential care;
 - over 83,100 people accessed home care packages;
 - over 23,500 people accessed transition care; and
 - over 775,900 people aged 65 years and over (50 years and over for Indigenous Australians) accessed Home and Community Care (HACC) services.
- 298,000 Australians live with dementia in 2011; 400,000 by 2020. Among Australians aged 85 and over, 3 in 10 (30%) live with dementia. (*Dementia in Australia, AIHW 2012*)
- There are a decreasing number of veterans receiving aged care support, from 27,132 down to 24,678.
- Currently there are 5 people working for every person over the age of 65 yrs. This is expected to be less than 3 people working in 2025 and only 2 people in 2050. (*Australia's Future Tax System, Retirement Living Consultation paper, Chapter 6, 2008*)
- The government sets supply. Currently it is 113 places per 1000 people over 70 years. This will increase to 125 by 2021-22, expecting up to 45 places to be community. (*2013-14 Report on the Operation of The Aged Care Act, p6*)
- Average length of stay was 2.8 yrs – 2.1 yrs for males and 3.2 yrs for females. (*AIHW, RAC Stats 2010-2011*)

Our Demand Characteristics

Dementia:

- We anticipate that over 40% of the people we care for will be living with dementia by the end of this decade

Complex care:

- People come to care later and are more frail
- Palliative care increasingly sought
- Chronic conditions, often multiple
- Greater frailty, less mobility

Mental health:

- Ex-service personnel conditions are responses to life threats (Post – traumatic stress disorder, anxiety, depression)
- Mental health of ex-service personnel impacts on family members

Dependents of veterans:

- There is a cohort of veterans who have children with disabilities that require support

What Sets us Apart: Our Identity and Value

Vasey RSL Care provides award-winning aged care to the ex-service community and older Australians.

Our staff feel a great sense of respect for the people in our care and it shows in their empathy and the quality of their work. Across independent living, community and residential aged care, Vasey RSL Care consistently delivers services of high quality.

From a significant history, we have continued a proud tradition of welcoming all who need care. Today, we are a growing and sustainable organisation, re-investing every dollar in our people, equipment and services, and embracing advances in care.

At Vasey RSL Care, we salute excellence.



Our Promise to our Residents and Service Users

- *Care:* We provide support that is compassionate and warm
- *Traditional values:* We stand for something that's both patriotic and Australian
- *Security:* We do our utmost to ensure safety, predictability, punctuality and attention to detail
- *Camaraderie:* We welcome and accept you, and encourage you to connect and share
- *Dignity:* We foster respect for all



Strategic Priorities

STRATEGIC OBJECTIVE 1

Good quality, value-for-money, fit for purpose accommodation and services

- Accommodation mix
- Contemporary standards
- Compliance
- Technology

STRATEGIC OBJECTIVE 2

Innovative, integrated, viable, person-centred, ex-service community specific service models

- Ex-service needs
- Service continuum
- Complex needs
- Innovation

STRATEGIC ENABLERS

Renowned for

- Contemporary practices and monitoring
- Marketing
- Positioning
- Community awareness
- Reputation as employer

Financial sustainability

- Cost-benefit analysis
- Optimised funding
- Optimised occupancy
- Prudent investment

Workforce

- Attract and retain
- Leadership
- Capabilities
- Safety and improvement
- Training

Stakeholder relationships

- Partnering for mutual benefit
- Strengthened presence

Adaptability

- Environmental change
- Best practice
- Risk management

Objectives

We achieve the above strategies most effectively by being an organisation that:

- has a deservedly high repute
- is financially sustainable
- has a capable workforce
- is welcomed as a partner
- is adaptable to change

Strategic Objective	Strategic Actions (2015 - 2018)
<p>Good quality, value-for-money, fit for purpose accommodation and services</p>	<ul style="list-style-type: none"> • Identify mix of accommodation suitable for the long-term and make these attractive for the ex-service community • Upgrade and maintain properties to ensure contemporary standards and comfort • Ensure buildings are compliant with the level of service offered • Make available appropriate technology and equipment to improve service delivery and to allow flexibility for future growth • Offer rental / fee schedules that balance affordability for clients and business sustainability for the organisation
<p>Innovative, integrated, viable, person-centred, ex-service specific service models</p>	<ul style="list-style-type: none"> • Develop service offers that are specific to the distinctive needs of the ex-service community • Develop an integrated continuum of service (independent living, community care and residential care) for clients with increasing levels of need over time • Offer person-centred and flexible care for those with complex needs, including dementia • Offer increased home care services to people with high care needs, in more geographical areas • Investigate innovative solutions to extend and improve services • Extend use of IT to support efficiency and innovation • Commit to evidence-based practice across all service provision • Investigate ways to meet current and future needs of ex-service community (e.g. disability, family members, housing) • Offer services that address needs of individuals for purpose and wellbeing

Enablers

Enabler	Strategic Actions (2015 - 2018)
Renowned, in-demand provider	<ul style="list-style-type: none"> • Review research about the ex-service community, track ex-service population data, and monitor reach and uptake of our services amongst the ex-service community • Market directly to the identified (ex-service) community (including community organisations who interact with veterans in need) as well as the general community (<i>Integrated Marketing & Communications Strategy 2013</i>) • Position the organisation as an exemplar in service provision through media, best practice presentations, award nominations and participation in industry bodies • Build awareness of VRSLC mission and values in the general community and amongst younger generations • Promote VRSLC to potential staff as an exceptional employer (<i>Staff Value Proposition</i>)
Financially sustainable	<ul style="list-style-type: none"> • Diligently and prudently invest organisational assets • Plan asset divestments to realise best return • Rigorously conduct cost-benefit analysis of new initiatives and continuous evaluation of current projects and practices • Optimise residential aged care and community funding • Optimise residential and ILU occupancy and community service uptake to ensure viability
Satisfied and caring workforce	<ul style="list-style-type: none"> • Attract and retain exceptional leaders, staff and volunteers • Develop the capabilities of staff in leadership roles and ensure succession • Extend capability of direct service staff to assure excellence in service delivery in line with culture and values of our organisation • Build a work environment where staff are engaged in safe practices and take ownership and initiative for service improvement
Partnerships / relationships / stakeholders	<ul style="list-style-type: none"> • Seek out and develop partnerships based on mutual benefit with: <ul style="list-style-type: none"> - Ex-service organisations - Training providers - Service providers (medical / allied health etc) - Funders / purchasers / commissioners of services • Strengthen our presence by engaging with: <ul style="list-style-type: none"> - Peer and auspice organisations - National and state-based ex-service / veterans' forums
Adaptable and flexible organisation	<ul style="list-style-type: none"> • Flexibly respond to environmental changes such as government policy, or the changing (generational) needs of ex-service community • Learn from and incorporate national and international best practice and exemplars • Develop risk management approaches that enable rapid response to service and commercial crises