



**QUAMBIE**  
**PARK** WAROONA

# STRATEGIC PLAN

2019 - 2029

## Contents

Strategic Process 2019	3
Mission	4
Values	5
Strategic Focus Areas & Key Strategies	6
'3 Horizons'	13
Quambie Park in 2029	14
Next Steps	14



## 01 Strategic Process 2019

- Recognising that the aged care & retirement living sectors were in crisis, with significant challenges facing smaller regional providers, the Board & Executive of Quambie Park undertook a strategic planning exercise in July 2019.
- The process identified the following key strategic/challenges/opportunities facing Quambie Park: maintaining and ensuring quality, enhancing consumer responsiveness, building upon community relationships, business sustainability, and governance and compliance.
- The Strategic Planning process reviewed the current Mission & Values, and developed a Vision for the horizon period through to 2029.
- Based on its core strengths and strong reputation, the Board envisioned a future for Quambie Park as the heart of the regional community, offering a range of support services for older people enabling them to live their chosen lifestyle at home where ever that may be.
- The Board identified 5 strategic focus areas: Service & Quality; Community Engagement; Business Practice; People & Culture; Governance & Leadership for the development of Action Plans to drive Quambie Park towards its desired Vision for the future.



## Mission

Quambie Park seeks to fulfil Tom Corker's legacy by providing outstanding service and support for citizens in the region as they age.

We provide local and broader community members with options to achieve the best level of care to suit their individual needs. Our residential aged care, community home care services and independent living units ensure a safe, secure and desirable environment.

We support people to maintain meaningful lives, delivering genuine opportunities for participation, involvement and independence.





## Values

- Respect: We respect and uphold the dignity of all individuals, their lives, choices and cultures.
- Integrity: We are open, honest, and seek to build trust in our community.
- Empathy: We treat every individual with compassion and understanding of their situation, feelings and motivations.
- Pride: We take pride in our performance as an aged care provider.
- Knowledge: We seek to continually learn, improve and share.
- A "Can Do" attitude: We have a practical and proactive approach to serving our customers.
- To fulfil its Mission, live by its Values and deliver on its Vision for 2029, Quambie Park has established the following Strategic Focus Areas:
  - Service & Quality
  - Community Engagement
  - Business Practice
  - People & Culture
  - Governance & Leadership



01

## Strategic Focus 1 Service & Quality

### Goal

To develop and deliver a suite of services that meet local community needs and wants and provide high quality care and accommodation that are consumer-driven, attain high clinical standards, and meet all compliance requirements.

### Key Strategies

- Establish a process of needs analysis and ongoing review to ensure a sound understanding of relevant community needs and wants
- Continue to recruit and develop high quality clinical staff
- Develop & deploy a staff culture focused on person-centred care and balancing consumer preferences with acceptable risk and business sustainability
- Implement relevant training programs for all management and staff with a strong focus on best practice care, including dementia care
- Continuously improve systems and processes to ensure compliance with the revised Accreditation Standards
- Restructure the Homecare Program and Residential Aged Care Service to ensure Quambie Park can achieve a commercially competitive footing
- Recognise the changing and growing expectations of generational residents, clients and their families and respond with professionalism and empathy.





## 02

# Strategic Focus 2 Community Engagement

### Goal

To maintain and strengthen Quambie Park's engagement with, and relevance to the communities of the Waroona and Peel regions.

### Key Strategies

- Maintain and develop the depth and quality of the relationships of Board Members and staff with the local community and key stakeholders
- Entrench Quambie Park in local community planning processes to optimise opportunities to establish Quambie Park as 'the heart of the Waroona region'
- Continuously liaise with local clubs and community associations to promote the relevance of Quambie Park
- Proactively promote and explain Quambie Park's suite of services and plans for the future to the local community via traditional media, digital communications and holding open days etc.

### Goal

To ensure that Quambie Park remains financially sustainable in the long-term to meet the ongoing and changing needs of the ageing community of the Waroona and Peel regions.

### Key Strategies

- Develop a strong financial governance framework and capability with transparent and disciplined reporting on business performance, including segment reporting
- Establish and maintain a process of monitoring business performance against industry benchmarked KPIs
- Establish a standardized approach to evaluating business cases for new initiatives and reviewing project success on completion
- Pursue growth in EBITDA via improving revenue (e.g. ACFI), responsible cost reduction and optimizing business performance (e.g. managing unspent funds in home care, cost recovery in independent living)
- Innovate to develop new product lines based on existing core competencies and strengths
- Explore opportunities to offer core services to new markets (e.g. into disability and mental health, to local businesses, on a fee-for-service basis)
- Review and potentially restructure the organisation's legal entity to enable a commercially competitive model of business.
- Review Quambie Park's accommodation offerings to ensure marketability and appropriate cost recovery and profitability
- Establish a funded refurbishment and replacement program to ensure existing Independent Living Units are maintained and retain their market value





- Ensure astute operational and financial management of the Independent Living Units, as a significant organisational asset base
- Maintain and improve – to ‘best practice’ – the organisation’s governance, risk management, quality and compliance systems, policies and processes
- Strengthen corporate leadership – set to meet new challenges through organisational learning, growth and transformation strategies (Outcomes: committed organisational culture; increased productivity; staff feel ‘backed’; less burnout). Garner commitment – put a stake in the ground regarding what we will change in the future in terms of deliverables and impact
- Grow our evidence base and ensure we measure what we value: develop measures to ensure the Board and Management can gauge how well the business is running, and whether services fully meet customer requirements
- Continuously improve organisational and decision support tools and technology
- Ensure genuine and visible leadership involvement in business improvement initiatives (Board and Management); celebrate successes
- Diversify and/or expand the range of products and services offered under both the Home Care Program and Residential Aged Care Services.



04

## Strategic Focus 4 People & Culture

### Goal

To ensure that Quambie Park has access to an adequate supply of suitably trained workers operating within an organisational culture that emphasises consumer responsiveness, teamwork and sustainable business practice.

### Key Strategies

- Develop & deploy a participative culture change program focused on person-centred care, balancing consumer preferences with acceptable risk and sustainable business practice
- Maintain a comprehensive system of HR policies and procedures
- Develop a workforce plan to ensure an adequate supply of suitably trained staff
- Maintain and enhance a learning and development program that is focused on adherence to clinical standards, customer-service, cultural sensitivity, continuous improvement and sustainable business practice
- Foster our status as an Employer of Choice
- Provide and promote knowledge acquisition, innovation, and continuous learning and teaching/mentoring opportunities
- Regularly assess and foster positive corporate culture, employee satisfaction and morale.





05

## Strategic Focus 5 Governance & Leadership

### Goal

To establish and maintain high quality governance and leadership practice and processes.

### Key Strategies

- Institute a formal program for Board performance review & Board succession
- Implement an in-house Board training program focused on broad governance requirements and specific understanding of aged care governance requirements and accountabilities
- Implement a revised approach to the Board Agenda and the Board Pack to increase scrutiny of organisational performance and to facilitate an appropriate focus on strategic and key issues at Board level
- Develop and establish an agreed set of expectations for performance of Board Member duties
- Develop an approach to increasing Board Member visibility
- Maintain the top level organisational structure to ensure that the CEO has appropriately skilled senior staff in the organisation.

## Strengths

- Strong reputation, credibility and proven track record based on outstanding service, high-level care and excellent staff
- Sound Governance and unity of purpose
- A significant asset base
- High level of resident and client satisfaction
- Points of difference in our 'one stop shop' and 'rural lifestyle'
- Suite of service and supports



## Improvements Required

- Community resource and the meeting of community demand
- Embrace change
- Review and improve business unit costing
- Good reputation due to over-servicing
- Increase our marketing and promotion
- IT adaptability



## Opportunities

- Retain 100% occupancy of residential aged care facility
- Maintain home care and expand
- Community Hub
- Diversify:
  - Veterans
  - Secure respite
  - Interim Hospital Packages
  - Transition Care Program
  - aged care respite
  - youth mental health and disability
  - adult disability
  - alternate use for ILUs (e.g. respite centre)
- Promote current home care approach as best practice
- Promote outside region
- Invest outside of Waroona
- Promote market price advantage
- Form and/or maintain relationships with key stakeholders
- Funding and grant opportunities
- Growth of evidence base



## Threats

- Competitive tender process (ACAR)
- Influx of new operators
- Demand
- Compete with a new and different market (e.g. 'lifestyle' villages)





## 3 Horizons

### Horizon 1

- Repositioning Culture
- Financial Sustainability
- Organisational Structure Review

**FY 2020/21**

### Horizon 2

- IT
- Diversity
- Sustainability

**FY 2021/22**

### Horizon 3

- Growth and Development
- Community Engagement
- Governance

**FY 2022/23**

# Strategic Plan - 2019 to 2029

<p><b>Who we Are</b></p> <p><b>Our Mission</b></p> <p><b>Our Values</b></p> <p><b>Our Vision</b></p>	<p><b>Where we're Heading</b></p> <p><b>Our Future Focus</b></p> <p><b>Strategic Planning</b> To understand the strategic context and set positive future directions.</p> <p><b>Governance and Leadership</b> To establish and maintain high quality governance and leadership practice and processes.</p> <p><b>Service Development</b> To expand the scope and scale of services to meet existing and emerging needs.</p> <p><b>Community Engagement</b> To maintain and strengthen our engagement in communities.</p> <p><b>Quality and Operational Excellence</b> To deliver high quality support with a focus on best practice dementia care, attain high clinical standards and meet all compliance requirements.</p> <p><b>Business Sustainability</b> To ensure our long-term financial sustainability.</p>	<p><b>What we're working on</b></p> <p><b>Our Services</b></p> <ul style="list-style-type: none"> <li>• Residential Care</li> <li>• Home Care</li> <li>• Retirement and Independent Living</li> <li>• Extra Services</li> </ul> <p><b>Our Priorities</b></p> <ul style="list-style-type: none"> <li>• Excellence in Care</li> <li>• Governance</li> <li>• Service expansion &amp; development</li> </ul>
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## Next Steps: Commenced

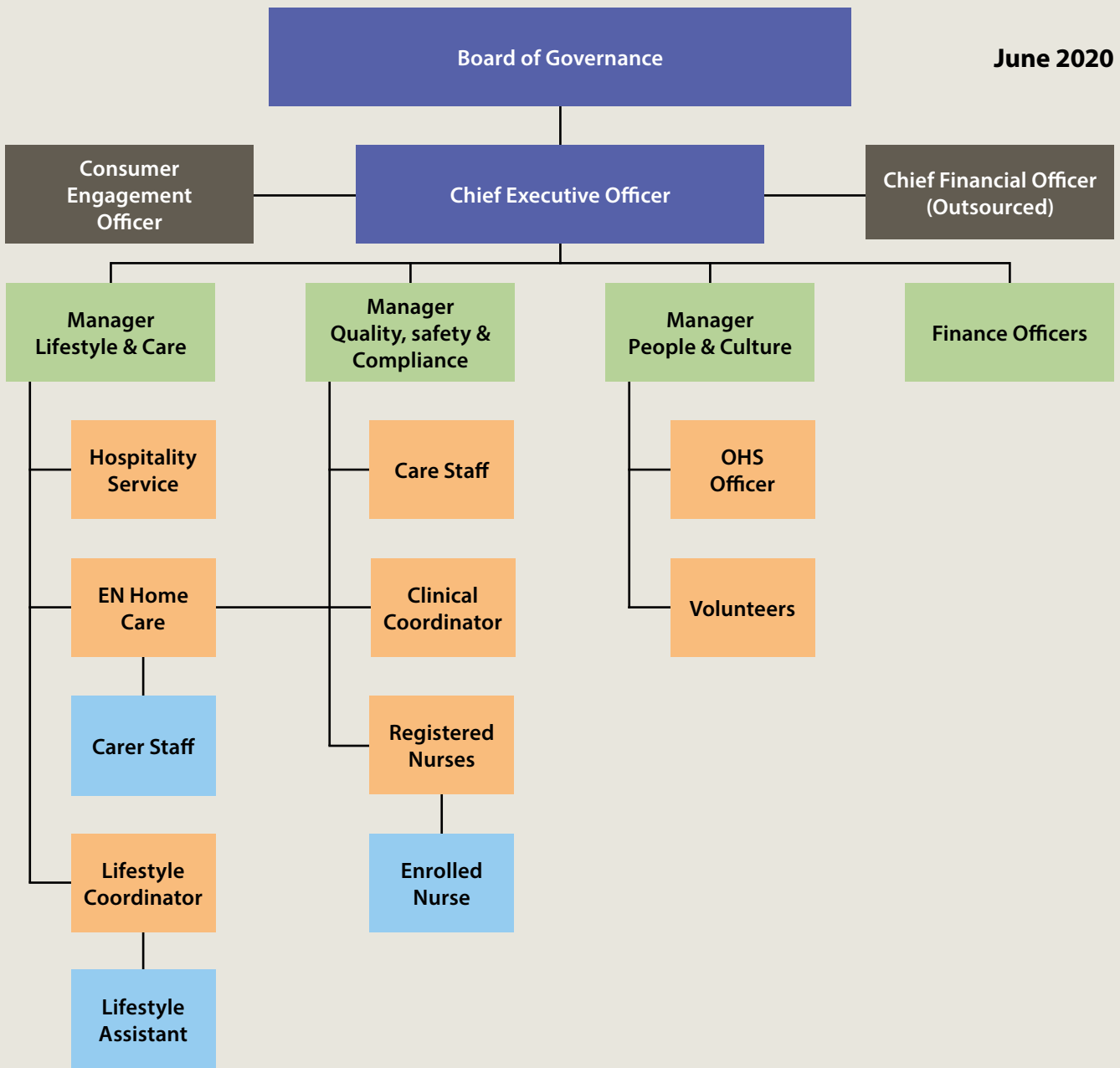
- The '3 Horizons' to stage the actions
- Development of an action plan to implement the strategies under each of the Strategic Priority areas:

1. Service & Quality
2. Community Engagement
3. Business Practice
4. People & Culture
5. Governance & Leadership



# Organisational Structure

June 2020





# QUAMBIE PARK WAROONA

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