



Waratah Respite Centre (Mid North Coast) Inc

Trading as

Waratah Respite Services



Strategic Plan 2017-2022

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Executive Summary

Legislative Framework

Waratah Respite Centre (Mid North Coast) Inc trading as Waratah Respite Services was incorporated in 1997 under the NSW Associations Incorporations Act 1984 and is a not-for-profit organisation.

Our History

Waratah Respite Services has a long and proud history of providing a combination of flexible respite care for people who are frail aged, people with memory loss and younger adults with disabilities.

The Waratah Respite Centre was first opened in 1987 as an Adult Day Care Centre in Azalea Ave Coffs Harbour. In 1991 the service relocated to the current location at 22 Earl Street Coffs Harbour which was built with Home & Community Care (HACC) funding.

In 1993 funding was procured through the National Respite for Carers Program (NRCP) to provide evening respite for carers of adults with disabilities.

In 1994 following extensive community lobbying and fundraising our six (6) bed Maureen Guthrie Cottage was opened to provide carers overnight respite.

Over the years a unique service model has evolved, and this model provides significant health and social benefits for the community of Coffs Harbour and surrounds as it offers an intervention for the premature admission to permanent residential care.

Our Service

Waratah Respite Services delivers flexible planned respite activities which allow carers to take a break from their usual caring activities. The support that we provide will meet the Home Support Programme objectives of providing short term or on-going support to frail older people (65yrs+ and 50yrs+ for Aboriginal & Torres Strait Islander people) to maximise their independence at home and in the community for as long as they choose or are able to.

Our centre based group programs assist to maintain the activities of daily living, promote independence and individuality and enhance social and community connectivity.

Waratah Respite Services also provides carers and their loved ones with the additional option for flexible short stay overnight respite in our six (6) bed Maureen Guthrie Cottage.

All day and evening respite clients are provided with a two course meal that meets the recommended dietary intake for HACC meals and transport is provided for eligible participants.

The service focus is on person centred care; ensuring individual choice is acknowledged, respected and accommodated in the development of individual care and activity plans.

Our Strengths

- High degree of consumer satisfaction and reputable brand
- Flexible, unique, integrated model of care
- Fully accredited provider against three Acts & Standards
- Sound governance, experienced and committed management committee
- Experienced staff with roles & responsibilities defined
- Delegated powers with separation of duties
- Qualified staff, continuing education & skill enhancement
- Cyclic performance management and review of policy & procedures
- Complaints, incident & hazard management systems
- Annual auditing and cyclic auditing and consumer satisfaction surveys
- Responsive to government changes and expected outcomes
- Monitoring of professional qualifications, current registrations and police checks
- Volunteer workforce to supplement quality care
- Individual care & support planning
- Continuous improvement focus across all business streams

Our Opportunities

- To focus on core business of aged care and explore extension of overnight respite
- To consider restructuring service
- To improve marketing and promotion to differentiate our service
- To undertake research to determine needs & motivations of new consumers
- To expand services in-home and provide a continuum of “respite” care
- To apply for funds to target support for dementia clientele
- To engage a workplace relation specialist in HR & WH&S to write policy & procedures and employment contracts and provide 24/7 employment relations advice
- To analyse the pros & cons of moving from an EBA to the Social, Community, Home Care & Disability Industry Award (consolidated modern award)
- To develop tools to more effectively manage client safety & emergencies



Our Vision

A community where carers can choose to maintain their loved ones at home for as long as practicable and desirable through the availability of a range of flexible, person-centred respite options.

Our Mission

To be leaders in flexible respite options; assisting carers and the person they care for to enjoy the best possible quality of life.

Our Values

At Waratah Respite Services we value & promote:

- supporting individuality, choice and “quality of life” decisions
- person centred care targeted to individual needs
- active engagement of families/carers
- a culturally appropriate service
- acting at all times in the best interests of the service user
- equity of access
- a safe and reliable service
- flexibility
- compliance with regulatory requirements
- professionalism

Expected Service Outcomes

As an approved and accredited provider of residential care Waratah Respite Services will continue to provide short term overnight respite services to the target groups in accordance with the Accountability Principles 2014, made under section 96-1 of the Aged Care Act 1997 and the Quality Agency Principles 2013, made under section 53 of the Australian Aged Care Quality Agency Act 2013.

As an accredited provider of centre based social support Waratah Respite Services will also continue to provide services to the target groups in accordance with the conditions specified by the Department of Health (DoH) Commonwealth Home Support Programme (CHSP) by:

- a) participating in the cyclic review audit to meet the four (4) standards and forty four (44) outcomes required to retain accreditation status under the Aged Care Act.
- b) participating in the cyclic review audit to meet the three (3) standards and eighteen (18) outcomes required to retain its accreditation status under the Home and Community Care Act.
- c) providing flexible short term overnight respite to a high standard.
- d) providing high-quality social support to the target groups that maximises their independence at home and in the community for as long as they choose or are able to do so.

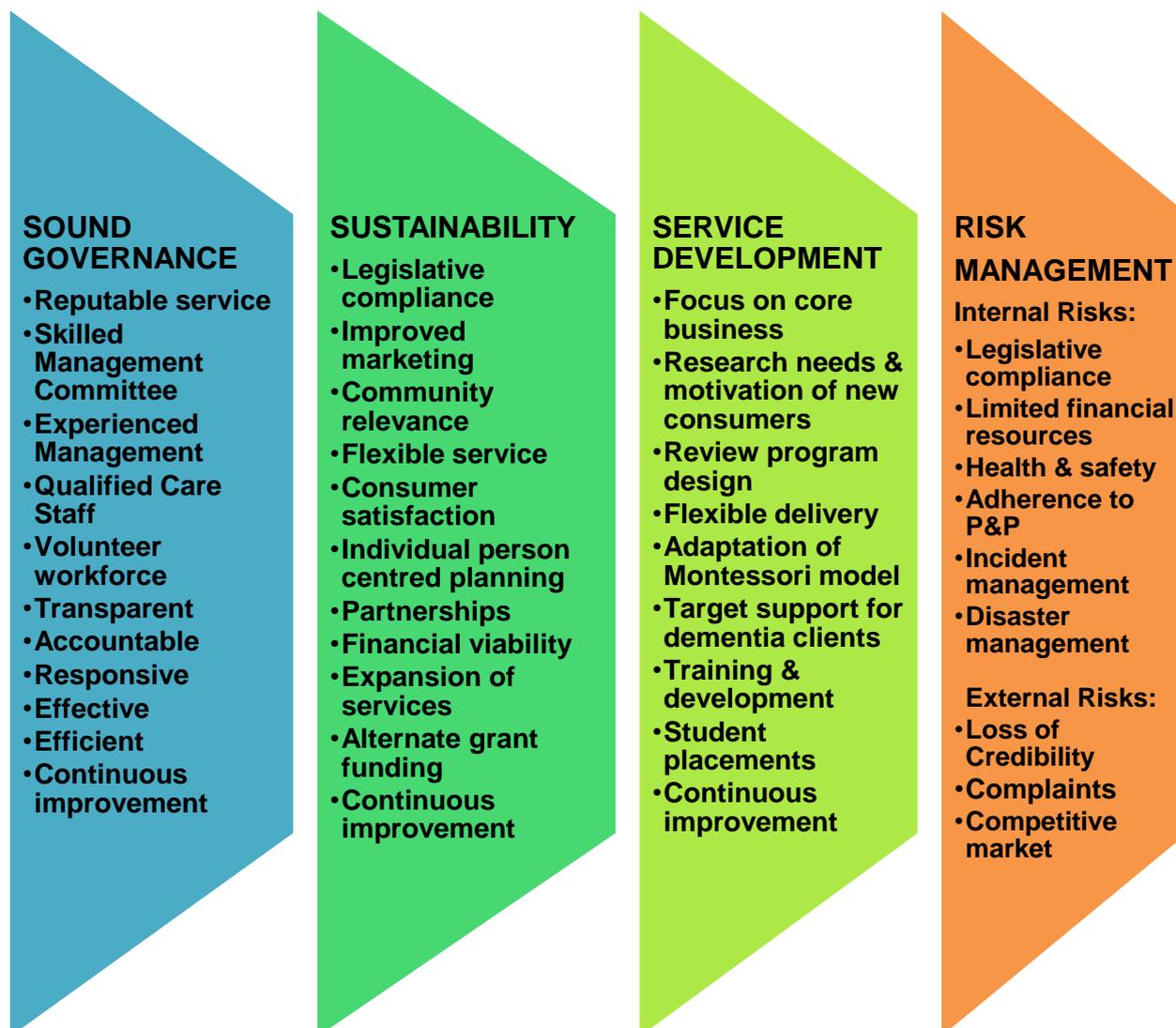
Expected Staff Outcomes

Waratah Respite Services Code of Conduct & Ethical Behaviour sets down the minimum standards and obligations for Waratah Respite Services personnel.

All workers (staff, volunteers & students) are expected to observe the highest standards of conduct and perform their duties with efficiency, fairness, impartiality, integrity and honesty and behave at all times in an ethical and collegial manner and

- e) provide services in a respectful, non-judgmental and confidential manner
- f) provide a service where service users are safe, engaged and happy
- g) provide a service where carers are satisfied and confident with the care
- h) work as a team and be inclusive and supportive of each other
- i) commit to maintaining the skills required to provide quality care and enhance or develop skills to meet emerging care needs

Key Strategic Directions 2017-2022



Key Performance Indicators 2017-2022

Succession Planning

Waratah Respite Services acknowledges the sustainable delivery of services requires a governance, management and staffing profile robust enough to tolerate key personnel changes. Waratah will therefore develop a succession plan that enables service continuity and provides for a smooth transition to lessen the likelihood of disruption to operations.

Enhancing the Reputation of Waratah Respite Services

We will create a strong brand in the broader community based on the quality and uniqueness of our services, the environment we provide to service users and carers by ensuring that our actions reflect the values of Waratah Respite Services and that the governance of the organisation meets the highest standards.

Meeting the Expectations of the Next Generation of Aged Care Consumers

Waratah Respite Services recognises that generational change will be accompanied by revised expectations of those to whom we provide care and services. We will continually monitor and revise our services, and the way in which we operate, to ensure that the care and support services we provide meets those expectations.

Responding to Community Needs and Consumer Expectations

We will ensure we provide flexible services and proactively revise existing service models and develop new ones that meet the expectations of service users and carers based on fact, data, research and feedback

Service Growth

As the demand for flexible respite rises and a consumer driven market evolves Waratah Respite Services will be proactively explore opportunities to grow the business in both centre based and overnight respite provision.

Risk Management

We will strengthen our risk management framework to ensure risk management is part of our culture, philosophy, business processes and practices.

External Reporting

We will strive to meet the following performance indicators required by our major funders.

1. number of clients assisted
2. number of events / service instances delivered
3. % of participants from priority target groups / communities
4. % of clients achieving improved independence, participation and well-being
5. % of clients achieving individual goals of independence, participation and well-being
6. nature of the service instances
7. client contributions collected

Strategies 2017-2022

Year	Sound Governance Key Performance Indicators	Strategies
1-5	Committee, Staff & Volunteers	Be proactive, identify avenues and opportunities to showcase the organisation and include Committee membership & volunteering opportunities in all presentations
1-5		Canvass networks and maintain a list of potential candidates
1		Revise recruitment practices to include emphasis on soft skills, collaboration
1-5		Continue to support and encourage staff development & training
1-5		Value and acknowledge a staff members commitment to skill enhancement
1		Identify experienced preceptors to induct new staff
1-5		Match volunteers skills, provide meaningful work & acknowledge their contribution
1	Succession Planning	Undertake a skills gap analysis for critical positions within the structure
1		Develop a succession plan linked to the business needs identified in the strategic plan
1-5		Market the achievements of Waratah and the benefits of giving back
1-5		Identify and offer governance development opportunities to Committee members
1-5		Cultivate potential leaders within the organisation
1-5		Continue to support and encourage staff development & training
1-5	Effective Communication	Prioritise teamwork and build the capacity of staff and volunteers
1	Internal:	Capacity building of communications skills for staff
1		Capacity building of documentation in aged care skills for staff
1-5		Circulate an abridged version of Management Committee Meeting Minutes
1		Develop tools to more effectively communicate procedures for high risk situations
1-2	External:	Develop a media & marketing strategy and highlight location of service
1-5		Target our audience through print, television and social media mediums
1-5		Maintain and foster mutually beneficial networks
1-2		Identify avenues and opportunities to showcase the organisation
1-2		Revise promotional material and remove reference to disability programs
1-5		Formally acknowledge the contributions of donors and champions of our cause

Year	Sustainability Key Performance Indicators	Strategies
1-5	Community relevance	In a consumer driven market ensure flexibility and choice in service and program design
1-5		Ensure care and activity planning meets individual needs and inform carers of achievements
1-5		Manage concerns / issues /complaints in a timely manner
1-5		Publish an annual report against expected service outcomes, highlight achievements
1-5	Enhance our reputation	Look for opportunities for community engagement ie expos, interagency meetings etc
1-2		Improve marketing and promotion to increase awareness & differentiate the service
1-5		Consistently deliver quality care, adhere to standards set down by the organisation
1-5		Capitalise on established relationships ie personal and professional
1-5		Maintain and foster mutually beneficial professional networks
1-2	Meet expectations of the next generation of aged care consumers	Survey new and existing service users re expectations and conduct research to determine the needs and motivations of existing and new consumers
1-2		Develop a media & marketing strategy that differentiates our service
1	Focus on services for the aged and cease providing disability services	Develop a communication strategy to inform service users & the community of cessation of service
1		Develop an exit strategy and support clients to transition to alternate providers
1-3	Investigate opportunities to increase revenue	Maintain cottage occupancy target of 75% + consistently, increase client numbers in the social support program and collect 15% contribution
1-5		Review the client fee schedule annually
1-3		Develop milestones and monitor contributions to meet gradual 15% requirement
1-5		Explore alternate funding sources ie GrantsLink, Philanthropic Societies
1-5		Manage debtors effectively
1-5		Advertise the opportunity to donate and bequeath funds
1-2		Explore options to increase allocation of overnight respite beds
1-5	Responsible fiscal management	Plan, monitor and manage income and expenditure in order to meet objectives
1-5		Develop annual business plans to align with annual budgets
1-5		Delegate power to incur debt only through an instrument of delegation
1-5		Regularly monitor debtors and accrued leave balances
1-5		Monitor and manage service delivery hours against funded hours
1-5		Develop a 5yr sinking fund forecast/plan for R&M and asset replacement
1-5	Expand in-home respite services	Utilise undelivered CRCS hours to provide in-home short term day respite
1-3		Explore options for package provision, continuum of respite care model

Year	Service Development Key Performance Indicators	Strategies
1-5	Respond to community needs and changes in government policy	Analyse data on the needs and motivations of both existing and new consumers and be flexible and responsive in service design and delivery to meet consumer expectations
1-5		Analyse and action consumer feedback as required
1-5		Revise systems/documents to accord with expected outcomes and standards
1-5	Focus on core business and meet consumers expectations	Based on fact, data, feedback and research improve our information management, ensure potential & current service users are provided information in an appropriate format that aids service choices
1-5	Consistently meet Aged Care & HACC standards to retain approved provider status	Meet the performance indicators required by major funders. Measure and report on achievement of goals, improved independence, wellbeing and participation
1-5		Be proactive, revise and/or develop service models that meet expectations of users
1-3		Explore activity options to increase the engagement of male participants
1-2		Imbed cultural & LGBTI inclusive practices into service provision
1		Refine admission assessment tools to better identify associated risks
1-5		Provide quality care, consistently in accordance with established policy & procedures
1-5	Implement a social program that balances variety and familiarity	Ensure flexibility and choice and care /activity planning meets individual needs and continuously monitor service provision to identify areas for improvement.
1-2		Adopt a Montessori model for all diagnosed dementia sufferers who require familiarity
1		Refine the leisure planning tool
1-5		Negotiate strength based roles for inclusion in support plans
1		Consider restructure of service days to cater for specific care and support needs
1-5		Conduct quarterly client meetings to illicit feedback and activity ideas
1-5		Review and revise support plans when a person's capacity increases or decreases
1-5		Routinely review support plans 6 monthly in consultation with clients /carers
1-5		Ensure activity planning reflects WRS expected outcomes of improvement in flexibility and range of movement, memory and problem solving, health promotion and education, social inclusion, and cultural diversity
1-2	Expand in-home respite services	Identify funding to expand service and/or manage flexible respite packages, provide a continuum of care
1-3		Widely market the change and build the new business
1-2		Develop a suite of policy & procedures pertinent to the service
1-5	Environment	Foster a supportive, fun and interactive environment
1-5		Prioritise freedom of choice but plan to manage risks
1-5		Continuously refresh and improve the living environment and surrounds

Year	Risk Management Key Performance Indicators	Strategies
1-2	Strengthen our risk management framework and ensure risk management is part of our culture, philosophy, business processes and practices.	Adopt a risk management tool that identifies level of risk and prioritises the actions required eg Risk Management Australian Standard AS/NZS 4360. Develop a risk management plan that anticipates risks and articulates strategies to eliminate or mitigate risks in consultation with WH&S Committee, Team Leaders & the Management Committee. Assign responsibility to monitor and report.
1-2		Review current risk management systems and policy and procedures
1-5		Continue internal auditing, benchmark outcomes and action as required
1-2		Build capacity to more effectively manage after hours incidents
1-2		Build capacity to more effectively plan and facilitate activities
1		Engage a workplace relation specialist to write policy and procedures, employment contracts and provide 24/7 employment relations advice to meet legal and regulatory compliance
1-5		Maintain a continuous improvement focus
1-5	Compete effectively in a strong local market place	Provide quality care consistently and in accordance with accreditation standards
1-5		Develop a media & marketing strategy that differentiates our service, produce annual reports against expected service outcomes, highlight achievements and circulate the report widely
1-5		Target our audience through print, television and social media mediums
1-5		Respond appropriately and timely to consumer complaints and grievances
1-5		Continuously refresh and improve the living environment and surrounds
1-5	Strengthen & enhance Management Committee membership	Identify and provide development opportunities for Management Committee members
1-5	Become an employer of choice	Continue to support ongoing education & skill enhancement, recognise and value contributions of committee personnel, staff, volunteers and students
1-5		Manage staff performance, provide feedback, implement improvement plans
1-5		Ongoing student placement arrangements with training organisations assists to ready the future workforce whilst supplementing coverage
1-5		Conduct annual staff competency assessments for essential clinical skills
1-5	Workplace Health & Safety	Cyclic repairs & maintenance & replacement of equipment, training as required
1-5		Regular in-service training on work place health and safety subjects
1-5		Respond appropriately and timely to incident and hazard reports
1-5		Allocate appropriate time for the WH&S Committee to meet and conduct business
1-5		Leadership Group to meet fortnightly to discuss / action issues of concern
1-5		Monthly incident reporting to the Management Committee

Waratah Respite Services

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