

STRATEGIC PLAN

2022-2025



Your Life, Your Choice, Our Communities

VALUES STATEMENT

Integrity

- I am actively open and transparent in my approach
- I do what I say I will do
- My appearance and dress are professional and reflects my respect for myself, our residents and clients
- I always behave professionally and encourage others to do the same
- I recognise the importance of trust and strive to gain the trust of others
- I take pride in my department, contributing towards maintaining a clean and safe working environment that is litter-free
- I will only utilise my position for the benefit of the organisation and our residents

Community

- I am a team player
- I care about the safety and the well-being of others around me
- I always aim to speak positively and constructively about Peninsula Villages
- I am proud to work at Peninsula Villages and contribute to the communities in which we operate
- I try not to impact on the well-being of others by saying 'its not my job'
- I always seek to enhance Peninsula Villages' reputation

Compassion

- I endeavour to care for and support others
- I am sympathetic to the emotions and feelings of others
- I try to build trust with others
- I show empathy and support to residents and their families at a time of vulnerability
- I strive to address concerns with kindness and consideration
- I do my best to make time for and listen to others

Accountability

- I accept that I have a personal responsibility for the reputation of Peninsula Villages
- I do my job to the best of my ability and accept that everything I do has an impact on the lives of others
- I am responsible for my decisions and actions and don't blame others when things go wrong
- I take an active interest in things being done at Peninsula Villages
- I am open and honest if I make a mistake, I regard this as an opportunity to learn
- I actively listen and communicate honestly with others
- I am accountable for the skills required for my position and undertake appropriate training to maintain these competencies
- I do my best to take action to improve things that are not right and challenge those whose behaviour is not representative of our values
- I have an understanding of the impact on others when my behaviours are not in accordance with Peninsula Villages values

Respect

- I treat others as I would wish to be treated
- I value and accept others differences
- I treat others with sensitivity and dignity
- I always try to challenge those who bully, intimidate, undermine or blame others
- I preserve the privacy and confidentiality of all
- Any information I convey about others and Peninsula Villages is factual and relevant to my role
- I do my best to acknowledge all with eye contact and a greeting
- If visitors need directions or assistance, I will help wherever I can and if feasible I will take them to their destination

Excellence

- I always strive to have a positive attitude and do my best
- I willingly share my ideas and knowledge with others
- I take pride in all that I do
- I encourage others to also achieve their full potential
- I always endeavour to do things right the first time
- I strive towards maintaining the highest standards of safety for residents, employees and visitors in my work environment

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Our purpose is to provide a continuum of care and support for our ageing population and their families in our communities



A MESSAGE FROM OUR CHAIRPERSON AND CEO

Strong strategic planning processes are essential for the progress of any service. This is particularly important at a time of continued change in the provision of aged care services. It is imperative that we identify challenges and opportunities which will enable us to continue to deliver quality services for all our residents and consumers.

Our purpose and values are especially important in our development of a Strategic Plan as they underpin what we want to achieve in the provision of our many services over the next three years. The Plan will be supported by a specific activation plan which will be the result of extensive work by our many dedicated staff within Peninsula Villages.

We have a wonderful history of care and concern developed over many years, but we need to be constantly looking forward. We have quality management, wonderful staff, extraordinary volunteers and a caring Board committed to ensuring excellence in our services and continued growth. In presenting our Strategic Plan I look forward to the continued success of Peninsula Village in the provision of contemporary high-quality services throughout the Central Coast. I have much pleasure in commending the Strategic Plan of Peninsula Villages for 2022 – 2025.



Jan-Maree Tweedie | Chairperson

Rigorous strategic planning and guidance is a fundamental pillar of good governance in an organisation. Effective strategic planning will include a broad scan of the environment in which an organisation operates and includes an assessment of the organisation's internal capabilities.

The process of strategic planning fundamentally sets the agenda for organisational development and reform for the next foreseeable period.

The actual process of strategic planning is almost as important as the plan itself, and on this occasion, almost 25 of Peninsula Villages' leaders and senior managers have contributed to its content. This collaborative process has been important, not just because it identifies those things that need to be achieved in the medium-term future, but it helps gain a broader understanding of the rationale behind each of the initiatives and proposals and helps gain consensus that those things indeed need to be done as well as giving a relative priority to each initiative.

The next few years are going to witness continued reforms in aged care across the full spectrum of Peninsula Village's activities. The community and social environment in which Peninsula Village operates will also evolve during that time. There has been a great deal of effort contributed by many to this Strategic Plan and I am confident that in pursuing the various objectives, Peninsula Village will be in a stronger position to continue the provision of innovative programs which result in excellent care and enhanced lifestyles for our residents, consumers and their families.

I look forward to the contribution of our Board, Management Team, Staff, Volunteers and members of the broader Peninsula Villages community in pursuing the objectives and goals outlined in the Strategic Plan. I am confident that their attainment will result in the enhanced wellbeing of the organisation and the people whom we are privileged to serve.



Colin Osborne | Chief Executive Officer

THE PROCESS PLANNING FOR 2025

We have an established history of Strategic Planning and review using a 3-year planning cycle. The process was established some years ago and Strategic Plans were subsequently developed for 2014-2017 and 2017-2020.

The COVID-19 pandemic which commenced at the beginning of 2020, effectively precluded the opportunity for the type of meetings necessary to develop a truly collaborative plan, hence the delay in the compilation of this plan until now.

With the compilation of this plan, we are introducing a revised operational planning and monitoring system which enables incremental progress toward the achievement of strategic objectives to be tracked at both a managerial and Board level.

The early part of 2022 has witnessed the collaboration of our Board and Senior Management Group to identify the strategic objectives for the next three years, and set the organisational agenda for the period of July 2022 – June 2025.

As a prerequisite to identifying initiatives in eight strategic pillars

(consistent with previous Strategic Planning templates) the purpose and values which underpin the way in which Peninsula Villages operates, were reaffirmed with a number of minor revisions.

This document gives a high-level assessment of the broader environment in which we operate, which provides some context for the strategic pillars which have been identified. It also includes an overarching statement for each of the eight Strategic Pillars. Those statements are broad statements of intent, strategy and objective.

This Strategic Plan document is of a high level, strategic nature. Subordinate to the Strategic Plan is a highly detailed Strategic Activation Plan which outlines each initiative, activity and project which will be undertaken to contribute towards attainment of each of the strategic pillars. For any given strategic pillar, there may be a myriad of individual initiatives, activities, tasks or projects that are recorded in the Activation Plan, all of which are targeted at contributing to the attainment of the relevant strategic pillar. The Activation Plan also includes identification of the member of the Executive Leadership

Team who has primary responsibility for implementation of each initiative, action, task or project and a schedule for implementation. The Activation Plan is compiled in a format which allows periodic updating of the status of each action, thereby becoming a cornerstone reporting mechanism by which the management team and the Board are able to monitor progress of implementation.

The Strategic Plan and subsequent Activation Plan has been developed as a result of a facilitated process, including more than 25 of the organisation's senior people. The content of both plans reflects those things that the leaders within the business consider to be essential for the organisation's future growth and wellbeing. There is a high level of consensus that pursuit of the objectives outlined in the Strategic Plan is essential if we are to fulfil our vision of enhancing the lives of ageing people in our community.





GETTING TO KNOW US

OUR PEOPLE

We will have a defining culture founded on the understanding and practical application of our purpose and values. The organisation recognises and acknowledges our staff and volunteers who are dedicated to the care of others. Every day we have the opportunity to touch the lives of our residents and consumers and demonstrate our commitment and dedication.

Our staff and volunteers are the most important resource we have in the organisation. There are many challenges facing the human services industry including the ageing population, increasing demand, higher consumer expectations, rising costs, technological advancements in consumer care and increasing complex care needs within the population. We believe by investing in our people we will be able to provide a solid foundation for service delivery.

The rapidly changing environment means that we need to be adaptable and innovative to meet resident and consumer needs. As we grow we will ensure our people have the skills, experience and resources to best meet the needs of our residents and consumers.

The retention of our staff will be critical through flexible work practices, reward and recognition strategies, whilst engaging our staff with our purpose and values. We will continue to explore the opportunities to ensure we are recognised as an employer of choice.



OUR PROFILE

Peninsula Villages is an innovative community and aged care provider. Operating for almost 50 years, we are highly regarded for the quality of care provided by our skilled and caring staff. From the first residents in 1970's, the organisation now cares for more than 290 residents and consumers, employs approximately 350 staff and has a dedicated team of 50 volunteers.

Peninsula Villages (legal entity Peninsula Village Ltd.) is a community owned, not-for-profit organisation operating in the Central Coast. Our core business is to provide a range of services which include:

- Residential Care
- Retirement Living
- Social Housing

This range of services enables residents and consumers to choose care and services that suit their individual needs thereby promoting enhanced levels of wellness, independence and socialisation.

As articulated in this Strategic Plan, it is our vision to build upon our strong brand, reputation and profile within the community in which we operate, which will enable our organisation to meet the demands of the current, and future, generations of older persons. The provision of services is continually monitored to ensure we are meeting the Aged Care Quality Standards and changing expectations of consumers, we strive to provide a unique customer experience within our organisational values that enhances the quality of life of our residents and consumers.

OPPORTUNITIES AND CHALLENGES

AGEING POPULATION

One of our most significant social advances is that we have a population that lives longer. Consistent with international trends, the population of Australians over the age of 65 is continuing to rise both numerically and as a percentage of the total population, due to improvements in health care, lifestyle and declining birth rates. Growth rates of the older segments of the population will accelerate over the coming years, as the baby boomer generation ages. The number of people aged 75 years and over is projected to increase by about 4 million by 2060.

The most striking illustration of ageing is the growth in the population of people surviving past 100 years of age. In 2012, there was roughly one person aged 100 years old or more to every 100 babies born. By 2060, it is projected that there will be around 25 centenarians for every 100 babies born, and with continued small increases in longevity, by 2100, there will be more people aged 100 or more years than babies born in that year. The impact of this generation and their heightened expectations regarding their quality of life and care will have a vast impact on aged care providers. As a well-informed

and educated generation, the Baby Boomers will expect increased levels of consultation and involvement into their ongoing needs as they age.

In planning services for the future, consideration of international trends, national and local trends in service demand, pending changes to industry regulation, regional demographic growth, age of current assets, workforce trends and challenges and technological opportunities need to be considered. As a provider of aged care services, we have the opportunity to support these older people to live healthy and productive lives.

FUTURE WORKFORCE ISSUES

The demand for aged care workers is expected to significantly increase because of the increasing number of older Australians requiring care and support and a relative decline in the availability of informal carers. Peninsula Villages is well aware of how difficult it is to attract and retain workers. These difficulties are expected to intensify due to increasing competition for workers as the overall labour market tightens in response to population ageing and skills shortages. There needs to be





workforce strategies to address these difficulties including paying competitive wages, improving access to education and training, and developing well articulated career paths. Aged care workers will need to be adaptable, given they will need to provide services to an increasingly diverse consumer base in a wide range of settings.

The role of volunteers is vital in improving the quality of life for older people. The potential pool of volunteers is expected to increase in the future as the Baby Boomer generation retires, however there will be competition for these skilled volunteers.

New models of care and the use of assistive technology may reduce labour intensity and alter the skill mix required in the delivery of aged care services, however most technologies adopted will more likely support the workforce.

THE AGED CARE REFORMS

The Royal Commission into Aged Care Quality and Safety and the introduction of the universal Aged Care Quality and Safety Standards have had a major impact on the provision of aged care in recent years. The basis of the reforms

prompted by these initiatives was to give Australians more choice when it comes to their own aged care.

The future for aged care is now more consumer directed with the structure of aged care changing, giving the individual a greater level of control over how and where they use their funding. The reforms also consisted of increased funding for Home Care packages as well as changes in the way consumers pay an increasing share for aged care including a greater focus on means testing and less reliance on bonds in residential care.

The reforms have provided and will continue to provide Peninsula Villages with the opportunity to assess our current services and how we deliver them to ensure we are meeting the needs of older people and their families. As an organisation we need to ensure we understand the needs and motivations of consumers, particularly due to the increased levels of consumer choice. The competition for aged care providers will increase significantly, meaning we need higher levels of customer service, responsiveness and the ability to be flexible in service delivery.

Peninsula Villages will continue to prepare and respond to the different

OPPORTUNITIES AND CHALLENGES CONT.

areas within the reforms. This work will continue to evolve and be developed through our strategic planning processes, ensuring that Peninsula Villages positions itself so that our residents and consumers receive the highest quality services.

THE COVID-19 PANDEMIC

In early 2020 the Australian community began to experience the implications of the worldwide COVID-19 pandemic. Whilst the pandemic has impacted almost every aspect of everyday life in the broader community, it has had particularly significant impacts in the health and aged care sectors.

As a result of the pandemic, residents have unfortunately experienced limitations on their access to family, and staff have been required to significantly increase their workload and scope of practice. The changes in processes necessary to contain COVID-19's spread within the aged care sector have been enormous, as has the increase in costs necessary to resource those changes. To date, Peninsula Villages has been successful in minimising the impact of COVID-19 on its resident population, however the relatively high level of

community transmission has impacted on staff availability to a significant degree.

At the time of compiling this Strategic Plan, Peninsula Villages is just over two years into the pandemic. At this stage it is still unclear how the pandemic will play out in the longer term, however it is almost certain that some of the necessary changes implemented as a result of the pandemic will not be reversed in the foreseeable future, if at all.





AGED CARE FUNDING REFORMS

The past few years have seen a number of clear trends emerging in relation to financing of the aged care system, the most significant of which are outlined below:

1. Increased availability of home care packages is enabling people to stay at home for longer, resulting in them entering residential aged care at an older age with an increased level of acuity and complex health conditions than has previously been the case.
2. The average length of stay in residential aged care is declining, prompting more consumers and their families to pay Daily Accommodation Payments as opposed to a Refundable Accommodation Deposit.
3. Indexation of funding streams, particularly from Government, has not kept pace with increases in the costs of providing aged care services, resulting in declining financial viability across the entire aged care sector. Indicative of this being that as at the end of 2021 more than 50% of residential aged care providers across Australia were operating at a loss.
4. In October 2022 the Aged Care Funding Instrument (ACFI) will be replaced by the Australian National Aged Care Classification (AN-ACC) funding model. It is currently uncertain how this funding model will impact on the relationship between costs incurred in supplying compliant services, with the funding received to support such services.
5. The broader future economic outlook will also impact on the aged care sector. Falling unemployment will increase the competition for skilled workers with implications for increased wage costs likely. Increasing interest rates will also have a range of consequences for the sector.
6. The potential for phasing out of Refundable Accommodation Deposits within the next few years will significantly impact on the funds held by aged care providers which will further negatively impact on viability, and impact on reinvestment by way of capital development.

OUR STRATEGIC PILLARS AS WE HEAD TOWARD 2025

PROMOTING LONG TERM FINANCIAL VIABILITY

We will ensure Peninsula Villages is governed and managed in a way which is financially sustainable to guarantee its wellbeing in order that we can continue to provide quality facilities and services to our residents, consumers and families.

ENHANCING THE CUSTOMER EXPERIENCE

We will seek to provide care and services to all of our residents, consumers and families and will interact with them in a way that is reflective of our values with the aim of enhancing each individual's quality of life. Peninsula Villages 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 facilities, care and services we provide meet those expectations.

INVESTING IN A WORKFORCE THAT MEETS OUR ICCARE VALUES

We will have training, monitoring and succession planning processes in place to ensure we have the qualifications, skills and experience to provide care and services to our residents and consumers which are contemporary, and of excellent quality.

ACHIEVING ROBUST GOVERNANCE

We will ensure the governance and management of Peninsula Villages satisfies the highest standards of compliance, integrity and contemporary practice with a view to ensuring that the purpose for which Peninsula Villages was established is upheld and the objectives outlined in this Strategic Plan are achieved.



EXPLOITING EXISTING AND EMERGING TECHNOLOGY

We will invest in equipment and technology which enhances our capacity to provide services to residents and consumers. We will use these systems to streamline service delivery and improve the experience of our residents and consumers.

EXPANDING THE RANGE OF SERVICES WE OFFER

We will interact with our residents, consumers, families and the broader community to develop new services and products which address the needs, wants and expectations of potential customers. We will ensure we proactively revise existing service models and develop new ones which meet the expectations of residents, consumers and their families based on fact, data, research and feedback.

EXPANDING OUR STRONG BRAND AND REPUTATION

We will create a strong Peninsula Villages brand in the broader community based on the quality of care, services and the environment we provide to residents, consumers and families by ensuring that our actions reflect the values of Peninsula Villages and that the governance of the organisation meets the highest standards.

BUILDING PROPERTY INFRASTRUCTURE FOR THE FUTURE

We will continually reinvest in the capital fabric of Peninsula Villages to ensure our services provide an environment conducive to excellent care and enhancing the lifestyles of our residents and consumers whilst also promoting the delivery of care and services by our staff that are contemporary and safe.



OUR SERVICES

Peninsula Villages aims to provide excellent care and enhanced lifestyles to seniors whether that be in their own home or in a Peninsula Villages community. Our services are located throughout the Central Coast, reaching almost 500 people at any one time.

RESIDENTIAL CARE SERVICES

Our three residential aged care homes offer a high quality of care within a comfortable and welcoming environment. We cater to all levels of care as well as overnight respite and dementia-specific care.

Staff take great pride in offering a person-centred approach to care management that embraces participation of the resident and family as experts in their own care. Unique to Peninsula Villages is the role of the Care Partner. Located within each of our residential care homes, this role provides practical and emotional support to our residents and families, both during the admissions process and on an ongoing basis.

Residents are able to access Peninsula Villages' Wellbeing programmes which include intergenerational activities, technology programmes, live concerts and entertainment, bus outings, bingo / housie, music therapy, Church and Pastoral Care visits and exercise programmes.



RETIREMENT LIVING AND SOCIAL HOUSING

Peninsula Villages has been providing a variety of housing options to seniors for more than 40 years. Our four retirement living villages and senior's social housing complex offer seniors a community style, independent living arrangement which provides security, support and a maintained home. Some of the many benefits of retirement living include:

- No maintenance of property and grounds
- Being able to 'lock and leave' for travel
- Social interaction with like-minded and similar aged people
- Regular social activities
- 24-hour emergency call system
- Availability of community facilities
- The ability to access Peninsula Villages' other services if needed





OUR LOCATIONS

ADMINISTRATION AND CUSTOMER SERVICE CENTRE

91 Pozieres Avenue, Umina Beach

RESIDENTIAL AGED CARE HOMES

91 Pozieres Ave, Umina Beach

Pozieres House

Don Leggett House

Pam Palmer House

RETIREMENT LIVING

Peninsula Village

Umina Beach

Cooinda Village

Umina Beach

Ambleside Village

Morriset

AFFORDABLE LIVING

Springwood Village

Ettalong Beach



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