

ECCQ Diversicare Strategic Plan

2015 – 2020

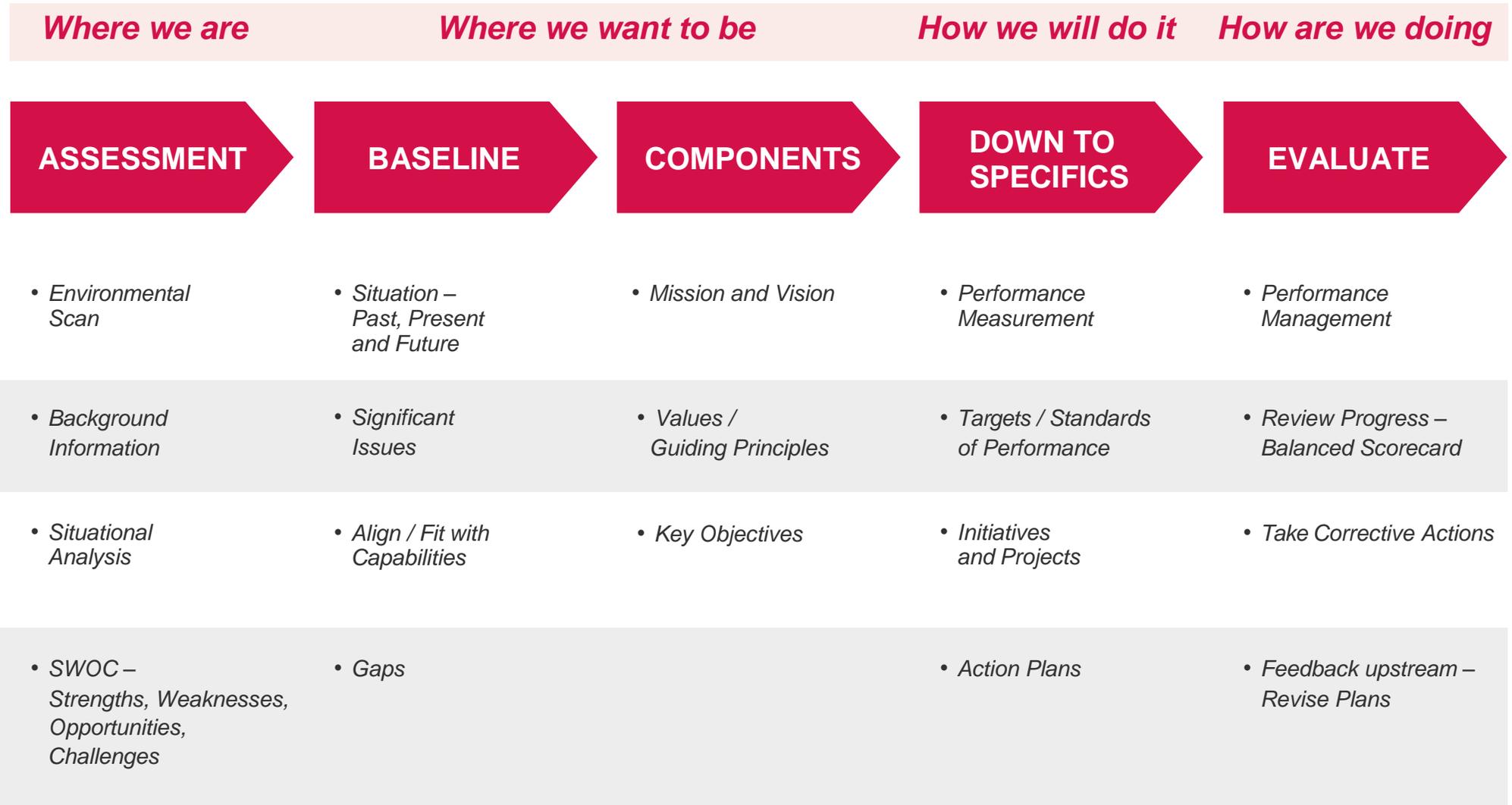


Ethnic Communities
Council of Queensland



Strategy Development Process

The following strategy development process was successfully conducted.



Joint Leadership Statement

The ECCQ Diversicare statement of values highlights our commitment to assisting our consumers to maintain a healthy lifestyle and remain living independently while still being connected to their families, friends and community.

Research highlights the importance of certain factors in ageing well such as the consumer having choice and control over their care services, strong social relationships, feeling valued and recognised and being treated with dignity and respect.

These factors are particularly important for people from culturally and linguistically diverse (CALD) backgrounds to continue living independently in their own home; remaining involved in the community and enjoying their life as they always have. We believe our commitment to independence and connectedness is part of what has ensured ECCQ Diversicare's success to date and will assist it to remain relevant into the future of CALD consumer choice.

The purpose of this Strategic Plan is to ensure we remain a leading CALD service delivery organisation that is sustainable into the future.

In 2015 – 2020, ECCQ Diversicare is facing new and emerging challenges including rising costs resulting in largely static Government funding, larger and increasingly sophisticated competitors, evolving community needs both regional, rural and remote and rising consumer expectations. However, these challenges also present ECCQ Diversicare with significant opportunities to improve its services to consumers and to renew and reinvent itself as the provider of choice for community services for CALD and other consumers in Queensland and beyond.

Our Strategic Plan 2015 – 2020 demonstrates our determination to face every challenge and capitalise fully on every opportunity.

We commend ECCQ Diversicare's 2015 – 2020 Strategic Plan to our employees, consumers and business partners and look forward to working with all of you to achieve our objectives over the next five years.



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Executive Summary

Diversicare is the community care division of the Ethnic Communities Council of Queensland (ECCQ) specialising in supporting and delivering services to people from culturally and linguistically diverse (CALD) backgrounds. Our services are funded by the Commonwealth and State Governments. Diversicare has seven office sites throughout South East Queensland and has up to 300 employees including permanent and casual staff and volunteers.

Diversicare provides individually planned and coordinated packages of community care services that are designed to meet the non-complex and complex care needs of older people who are living in the community. Diversicare promotes and delivers high quality of care; assists recipients to enjoy the same rights as all other people in the community; ensures that care is accessible and affordable for all recipients; plans effective delivery of collaborative care services and ensures that it is targeted towards people and areas with the greatest needs; monitors and reviews consumer changing support needs.

Diversicare also delivers education, training and information services to other service providers to improve their capacity to provide culturally appropriate support and care to people from multicultural backgrounds. This service also provides information to multicultural communities about how to maintain their independence by accessing the services that are available to them in the community and also information on how to navigate the MyAgedCare website.

Current Service Delivery and potential future service delivery:

- Currently service provider of 335 Home Care Packages (levels 1, 2, 3 & 4) in 5 regional areas of Queensland.
- Successfully obtained brokerage from other agencies to provide the high needs/ care for the consumer and plan to expand these services state-wide.
- Have identified a need for CHSP and HCP (all levels) for multicultural consumers, in all areas, for future funding submissions.
- Deliver education, information and training services to communities on services available for multicultural consumers.
- Develop resources for multicultural communities and service providers e.g. DVDs on chronic health issues in several languages.

ECCQ Diversicare's vision is to be a strong leader, innovator and consumer centered for multicultural people in the community. Our consumers will make informed choices about their lifestyle and feel supported, empowered and valued by being part of their community.

The rapidly changing environment of aged care brings with it inevitable challenges both now and into the future. These challenges include the ageing population with increased expectations from upcoming ageing generations, the shift in government funding from block funding to consumer directed care and the competitiveness of the market place. These challenges will open up new opportunities for ECCQ Diversicare to explore partnerships with like-minded organisations to create improved solutions for our consumers.



Environmental Analysis

Internal Environment

Internal Assessment

Organisational assets, resources, people, culture, systems, partnerships, suppliers, etc. Organisational assets (people, information, technology, and facilities) were identified and the authority and responsibility for these assets established.

The organisational assets were identified, prioritised, documented and inventoried. An important aspect of our services is that they are “fueled” by assets – the raw materials that we need to operate.

A service cannot accomplish its mission unless there are:

- people to operate and monitor the service
- information and data to feed the process and to be produced by the service
- technology to automate and support the service
- facilities in which to perform the service

People & Resources

Consumers

Consumers come first – to focus on our consumers’ support requirements and preferences in defining our competitive advantage and to be known as the trusted partner for supporting consumers with the individualised re-ablement and enablement services tailored for each person.

Staff

Our people make it happen – to focus on our culture, organisation, people and human resources systems as the foundation of our competitive advantage and to be known as the trusted employer for supporting multicultural, culturally and linguistically diverse (CALD) consumers with the right service at the right time that is flexible and tailored to the individual consumer.

Stakeholders

Stakeholders can assist and support us – to focus on influencing the attitudes, decisions and actions of our stakeholders to strengthen our competitive advantage and to be known as the trusted brand for supporting multicultural, CALD consumers with individualised support services.

Business performance

Business success builds our future – to focus on expanding geographically throughout Queensland and nationally, growing scale in systems, assets and capability to deliver our competitive advantage and be known as the trusted provider for supporting multicultural, CALD consumers with individualised support services.

Systems

Our ICT systems support us to deliver timely and flexible quality support – to focus and concentrate on improving direct care services by spending more time with our consumers ‘Face to Face’ and much less time on administrative tasks. Increased efficiency of having instant access to consumer files improves the delivery of support and care by our Home Support staff. The management system allows the Home Support staff and the consumer to work together to create a goal oriented care plan that is aimed at improving quality of life. Our systems allow us to centralise regional administration processes that has resulted in efficiencies, reduction in travel time and service delivery costs.

The implementation of our mobile solutions for all staff ‘in the field’ has proven to reduce time spent in the office and increased time spent with the consumer. Through improved functionality of our systems it has allowed us to enable more secure data storage and enhanced our risk strategy. The Home Support staff can apply this technology easily and record their ‘day to day’ activities in real time that is recorded for the purposes of electronic time sheets and travel time.

External Environment

External Assessment

Marketplace, competitors, social trends, technology, regulatory environment, economic cycles, etc.

Planned market research currently underway in July/Aug 2015

Quantitative data being collated from:

- Consumers
- Diversicare Consumer Focus Group
- DSS & Dept. of Communities QLD
- Peak body: LASA Q
- ISO Accreditation agency - IHCA

S.W.O.C . Analysis

DIVERSICARE STRENGTHS

- Strong reputation of providing high quality services to our clients
- Strong reputation in the Queensland Aged Care Sector
- 25 years of experience providing CALD community care services
- Strong leadership
- Our commitment to continuous improvement
- Long term loyalty of staff and clients
- The passion and commitment of our staff and volunteers
- A pool of bi-lingual and bi-cultural staff
- Qualified and experienced bi-lingual and bi-cultural team
- Receptive staff willing to upgrade their skills
- Low turnover of operational staff
- Diversity/Multiculturalism
- Excellent retention of employees
- On-going accreditation – we meet and exceed the minimum standards
- The Ethnic Community Council Queensland's (ECCQ) Deductible Gift Recipient (DGR), Public
- Benevolent Institute (PBI) and Not-for-Profit (NFP) Status
- Improving business practices and our critical systems (HR, ICT, Finance and Leadership/Management)
- Leading diversity/multicultural community care organisation
- Knowledge of varied cultures – consumers and others
- Networking – active members of Government and Community networks
- Training and Information services
- Diverse activities/respite services
- Diversity of resources
- Offices throughout Queensland

- Work in collaboration with other service providers
- Listening organisation
- Strong branding
- Innovation
- Support to residential facilities
- Strong number of clients

DIVERSICARE WEAKNESSES

- Limit of technological skills and abilities from our staff
- Diversicare's ageing workforce; a number of experienced staff are approaching retirement age. Age of staff – 80% over 45
- 85% of our overall revenue is derived from two government funded programs



Strategic Plan

Vision

Queensland's premier provider of culturally appropriate community care. We respond to the community's changing needs and collaborate with government and non- government sectors to ensure all Queenslanders have access to culturally appropriate community care.

Mission

ECCQ Diversicare will deliver, or ensure access to, high quality, innovative community care services that will ensure a wellness and re-ablement model of care that will enrich the lives of our consumers.



Strategic Objectives 2015 – 2020

The Federal regulatory aged care reform agenda presents an opportunity for Diversicare to build on its strengths and successes and to enhance its ability to deliver services that can be personalised at the right place and at the right time for its consumers and grow and diversify in its businesses.

The agenda is to work towards a consumer-directed care model in a more open, deregulated and competitive marketplace.

“Competition amongst providers, in a system where consumers can exercise choice leads to a more dynamic system, with enhanced incentives for greater efficiency, innovation and quality. A more flexible system would also enable providers to increase the range and scope of their services, freeing them from the current highly regulated, risk adverse scheme” – Productivity Commission (2011).

To adapt to this changing environment, we have identified the following strategic objectives, to be carried out over a five-year horizon from 2015 –2020.

Strategic Priorities 2015–2020

To focus our activities on disciplined implementation, we have identified the following pledges:

- Optimise the operating performance of our services across Commonwealth Home Support Program, Home Care Package Program Information Education & Training and Brokerage services.
- NDIS funding opportunities.
- Improve the capital efficiency in our build and technological environments.
- Grow the number of consumers being supported to improve their quality of life through ECCQ Diversicare's continuum of integrated care services.
- Introduction of new business ventures.
- Develop service provision and education nationally and overseas.
- Set up of a Diversicare Private division for delivery of education and services (to complement the current Private Premier Services division for in home services).
- ECCQ Diversicare Telehealth set up for CALD consumers with a telehealth hub at head office.

Strategic Risks

STRATEGIES TO MINIMISE OR MITIGATE RISK

Funding and Finance

The inability to fund our vision and strategically manage our finances – we don't adhere to our agreed financial planning and forecasts.

1. Develop, implement and rigorously monitor a Strategic Financial Plan, annual budgets and projected cash flows
2. Ensure regular monthly financial reporting to the committee
3. Continued financial training and education of key personnel

Key Personnel / Leaders

Loss of key skilled and experienced personnel and committee members.

Leadership Program – Vision/Clarity to include:

1. Develop ECCQ Diversicare Management Committee Succession Plan
2. Develop a Succession Plan for the General Manager and Leadership Team
3. Establish the Board Directors' - Review, Recruitment and Remuneration Sub-Committee
4. Revise, update and review the Leadership Team employment contracts, position description, and delegation schedule and performance measures
5. Revise and update recruitment and retention strategies for key leadership staff.

Government Contracts

Loss of major government contract.

1. Ensure successful compliance audits
2. Meet or exceed all contractual requirements
3. Ensure quality control and consistency of service delivery
4. Establish and maintain strong/credible working relationships with government representatives
5. Review the Quality Plan annually

Service Reputation

Loss of service reputation resulting in a reduction of consumers.

1. Review the Code of Conduct policy for all personnel as needed
2. Ensure employment contracts reflect expectations of service standards for all consumers
3. Develop and implement a robust reporting/survey processes to monitor service standards

Strategic Risks

Systems

Failure of our key systems.

1. Ensure all key systems are revised updated to keep pace for the growth and expansion of ECCQ Diversicare.
2. Ensure Diversicare has developed and implemented the following systems Governance System; Strategic Planning System; Financial System; Quality Management System; Risk Management System; Performance Management System; Information, Communication & Technology System.
3. Back-up system protocols are in place for all critical data storage & or 'cloud' implementation.

Planning Failure

Failure to sequentially and logically plan and implement the ECCQ Diversicare Strategic Plan.

1. Establish status reporting processes for the Leadership Team and all direct care staff
2. Annual monitoring of the Strategic Plan by the Committee
3. Annual review of the strategic plan by the Leadership Team and Management Committee

Government Funding

Changes in funding arrangements from State and Commonwealth governments leading to a reduction of revenue.

1. Closely monitor the State and Commonwealth policy framework.
2. Where possible advocate for improved contractual arrangements for State and Commonwealth departments
3. Re-structure service provision if and when required

Industry Competition / Industry Consolidation

Failure to understand and plan for our future marketplace position in an environment of industry consolidation.

1. Understand and monitor the big picture of the aged care industry, competitive
2. forces and therein the emerging opportunities, ideas and initiatives ensure governance and operational systems are appropriate for partnership, merger or amalgamation opportunities

Strategic Risks

Employment Practices

Poor employment practices lead to industrial risk.

1. Develop and implement operational policies for the recruitment, retention and termination of personnel.
2. Maintain appropriate insurance coverage for the organisation, its directors and officers.
3. Initiate external audits and reporting to monitor employment practices.

Fraud

Lack of controls leading to fraudulent activities.

1. Develop and implement appropriate governance policies.
2. Ensure all internal financial controls are approved and regularly monitored by the Risk & Finance Committee.
3. Maintain external auditing of the financial system.



Strategic Development Options

ECCQ Diversicare has three strategic options:

Option One

Grow and develop on our own.

Option Two

Strategic partnerships and alliances.

Option Three

Mergers and amalgamations.

ECCQ Diversicare's preferred strategic development options are:

Option One

Grow and develop the organisation on our own.

Option Two

Consider partnership or alliance opportunities that will deliver more enhanced, more diverse services and value and benefit to both organisations.

Option Three

Opportunities for growth through mergers and amalgamations is not considered an option at this time.

The key characteristics and components that will define Diversicare by 2020 will include:

Clients from Culturally and Linguistically Diverse (CALD) backgrounds

Our CALD consumers will continue to access consumer choice, quality, flexible and reliable community care services

Bi-Lingual Bi-Cultural Staff

A highly skilled, bi-lingual and bi-cultural workforce able to exceed the needs and expectations of our clients

Service Development Service Growth

ECCQ Diversicare will have a continuum of care that includes CHSP, HCP, Premier Services and brokerage and provide education and information services to CALD communities and aged care services (PICAC, MAS), and have expanded services in the disability sector.

Financial Sustainability

Continue to robustly minimise costs, increase revenue and secure a surplus that will enable ECCQ Diversicare to:

- Invest in further development of leadership/management and direct care staff.
- Grow existing community services and develop new services.
- Fund the continual development of our ICT upgrades and implementations.

Contemporary Quality Systems

Contemporary organisational and operational systems (e.g. Governance, Consumer Management, ICT, HR, Finance and Risk Management) will enable the Board, leadership / management and direct care staff to access and use up to date, relevant data, information and knowledge to undertake their work.

Employer of Choice

ECCQ Diversicare will be an employer of choice for the CALD workforce.

State Provider

Continue commitment to state-wide education and information services to CALD communities and aged care service providers. ECCQ Diversicare will be a significant provider in Queensland and beyond.

Acknowledged & Recognised

The ECCQ Diversicare brand will be widely acknowledged and recognised within the communities they support for its innovative, wellness and re-ablement, flexible community services.

Networks & Partnerships

ECCQ Diversicare will continue to expand its network and strengthen its range of strategic relationships and partnerships to ensure they deliver mutual value and benefit to all parties.

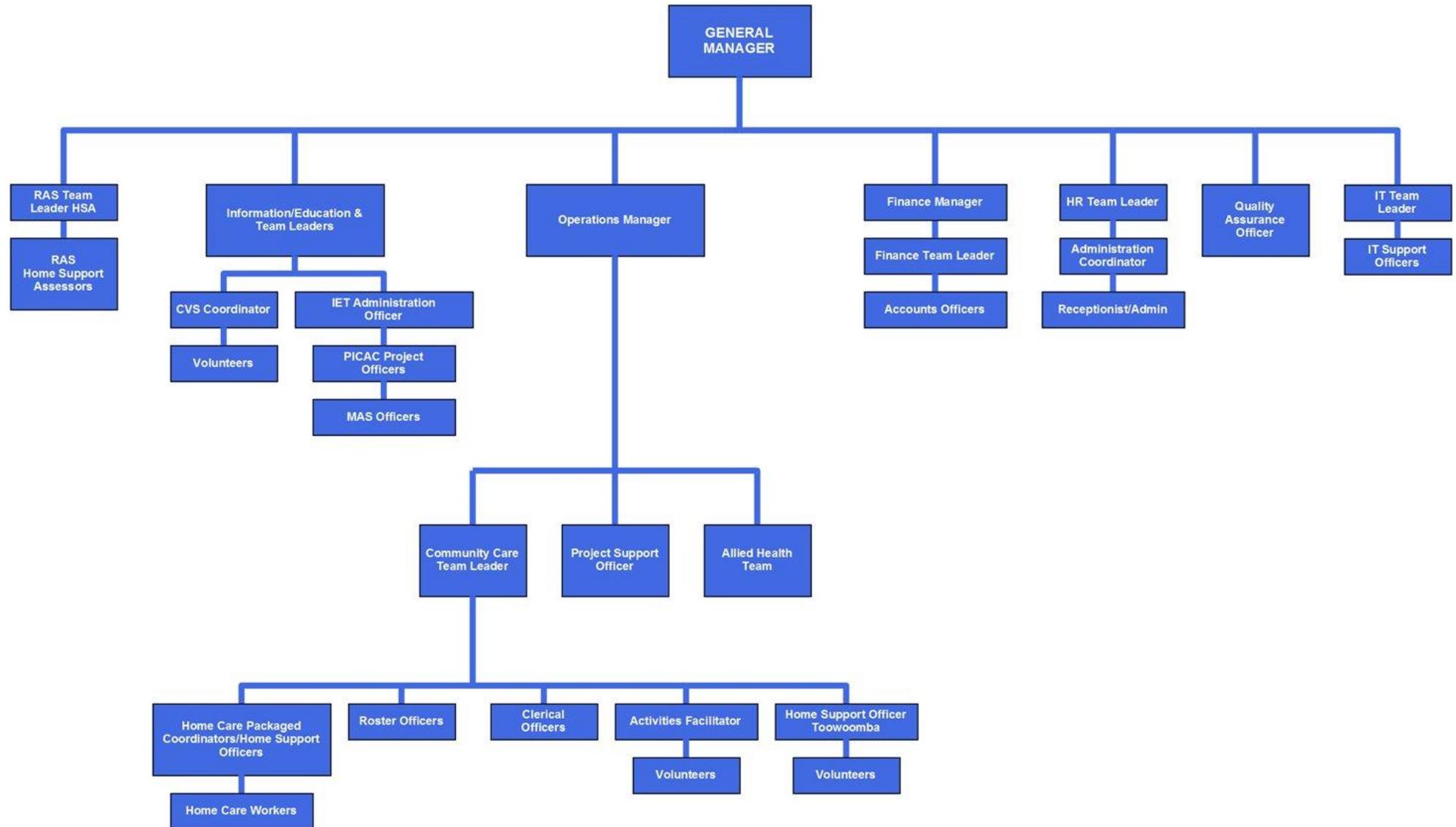
Environmental, Economic & Social

Ensuring ECCQ Diversicare is an economically, environmentally and socially sustainable organisation.

Diversicare Organisation

ECCQ BOARD

Diversicare Management Committee



Summary

Since its humble beginning with one paid employee and six volunteers, ECCQ Diversicare has enjoyed the generous support of a number of important ethnic communities, including, amongst many others, the Dutch, Croatian, Polish, Vietnamese, German, and (former) Yugoslavian communities.

Today Diversicare employs over 300 staff and provides a range of services to over 1,200 clients across more than 50 different cultural and ethnic backgrounds in South East Queensland.

While proud of its history of success as a support service provider, ECCQ Diversicare has extended its operations into public education and information and today runs hundreds of promotional and education sessions each year across the state, assisting Queensland's residential and community aged care operators to provide culturally appropriate care.

ECCQ Diversicare has successfully grown over the past 26 years expanding its geographical coverage and operational offices across the state.

Our Strategic Plan demonstrates our determination to face every challenge and capitalise fully on every opportunity and grow and diversify our business.

We commend Diversicare's 2015 – 2020 Strategic Plan to our staff, consumers and business partners and look forward to working with all of you to achieve our objectives over the next five years.

The Strategic Plan is endorsed by ECCQ Diversicare's Board of Directors



ECCQ wholly owns and operates
Diversicare

