

GOOD SHEPHERD LODGE LTD



GOOD SHEPHERD
LODGE

Strategic Plan

2022-2027



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Caring for you

every step of the way.

What we believe in:



Our Purpose

To provide excellence in care and services to seniors in our community.



Our Vision

To be the Aged Care services provider of choice in Mackay and Whitsundays communities.



Our Mission

Provide individualised quality of care and service that is tailored to the needs of our clients, aligned to our Christian values and delivered by our warm, friendly and trusted care team.



Our Values

- + Inclusiveness
- + Integrity
- + Compassion & Respect
- + Flexibility & Adaptability
- + Innovation

Looking forward

The Aged Care Sector is facing increased scrutiny and interest since the Royal Commission into Aged care Quality and Safety in Australia challenged providers to look at their services and consider whether they are providing the best possible care to people as they age.

Like most other service providers, we are looking to the future and taking into consideration what makes us unique, what we do well, and identifying opportunities to make us better. We aim to be the provider of choice within the communities in which we operate and ensure we deliver the highest quality of services. We want to have uncompromising quality in everything we do.

This strategic plan outlines where we will focus our attention for the next 5 years. This is not a detailed plan, but a guide to the priority areas where we will focus our attention and inform our strategic decision making.

This is a living document that will be reviewed regularly by our people and the Board.



Note from the Chairman

Over the past 5 years the aged care sector has undergone significant change. The aged care Royal Commission has identified many significant challenges ahead for our sector. With a new extension to our residential care offering due in 2022, our rapidly growing home care offering and a refined allied health service we have a redefined vision for the future.

At Good Shepherd Lodge Ltd, while the last few years have challenged us we are focused on delivering exceptional care. We don't seek merely to meet the Royal Commission recommendations, we will exceed them.

This 5-year plan is our vision as to how we go forward over the next 5 years and re-define our service offering to the senior's community in Mackay.

Developed in conjunction with our stakeholders, we believe that our Strategic Plan 2022-2027 has been developed to meet those challenges head on.

Please take the opportunity to read this short version of the plan and provide us with any feedback. At Good Shepherd Lodge Ltd we aim to be inclusive and engaged with you our local community.



Damian Carroll
Chair

Our Strategic Priorities

The aged care sector has undergone significant reforms in the last five years and further reforms will be implemented by the Commonwealth Government over the next three years. The new standards mandate a shift away from traditional models of care and require a dramatic transformation of organisational processes to prioritise and demonstrate quality of care and quality of life.

We are also aware of the current and imminent pressures on attracting and retaining a skilled workforce and will ensure that we have suitable plans, partnerships and programs in place to deliver a stable and sustainable workforce.

In preparing this Strategic Plan, we consulted with our corporate and field staff and with our Board. The overwhelming response was that our people are our greatest asset and our client’s needs are of paramount importance. The process has also allowed Good Shepherd Lodge Ltd to identify what is working and what needs attention. The following four priorities have been identified:

- 1. Reinvesting in staff
- 2. Leveraging technical innovation
- 3. Becoming more financially sustainable
- 4. Refurbishing and expanding facilities
- 5. Ensuring our strategies align to our values and provide positive social impact



Innovation

Developing innovative services, leveraging technology where possible that support our financial viability and align with our mission.

Realisation of new revenue sources by improving product value and delivering new services in a more efficient manner.

How will we do this?

Utilise the Technology Grant to develop and enhance the current systems and processes at Good Shepherd Lodge Ltd. The Grant will enable the enhancement of the nurse call system (facility compliance with monitoring, reporting and care contact hours) and implementation fo wearable technology, assisting in the identification of at-risk residents.



Expand existing technologies to improve customer experience



Improve compliance, medication and resident preference tracking



Develop a Digital Strategy



Resident clothing tracking infrastructure

How will we know we are succeeding?

- Nurse call system
- Improved compliance associated with managing residents' diet, meal preference and medication
- Clothing tracking chips
- Improved communications
- Monitoring care contact hours
- Wearable technology



Workforce

Recruit and retain the right people who can be developed and aligned to our mission and services.

How will we do this?

Utilising the Innovation and Technology grant, implement new workforce systems. The system will replace several current systems and will provide an improved user experience and visibility for all staff.



Implement new HR, Rostering and Payroll systems



Develop a Regional Recruitment Strategy



Develop and implement an Employee Value Proposition



Succession Planning for highly skilled roles.

How will we know we are succeeding?

- Improved employee satisfaction
- Reduction in overtime
- Reduction in turnover
- Quicker time to recruit
- Expanded workforce
- Longer tenures



Sustainability

Implement a longer term financial planning process that can manage future financial risk and uncertainty, whilst continuing to deliver high quality care and services. Strengthening the Group's financial position is essential in realising many of the strategic initiatives and reducing financial risks.

How will we do this?

Improve the financial position of the group through a combination of strong governance, balanced initiatives and through a combination of additional projects.



Evaluate innovative financial solutions that align with Good Shepherd Lodge Ltd, Vision and Mission



Implement a strategy to manage the shift in RAD/DAP mix and transition to supported positions.



Manage core debt with construction phasing



Build strong relationships with Financial Service providers

How will we know we are succeeding?

- Strengthening of the group's net asset position
- Reduction in the group's core debt, and management of contingent liabilities
- Balancing the group's RAD position, in line with the supported resident position
- Ensuring compliance with ACFR requirements and industry changes



Expansion

Expansion supported through innovation, delivery of economies of scale and enhancing our impact on provision of care and support services in the local Mackay/Whitsundays community.

How will we do this?

Utilise the infrastructure Grant for key footprint expansion and rectifications on major facilities, and also for upgrading the rostering, HR and finance systems. Pursue a variety of opportunities for growth while ensuring the support systems are in place for an increased workforce.



Expand and rectify facilities and obtain accreditation



Increase occupancy through improved sales and marketing



Explore partnerships and merger and acquisition opportunities



Review potential for growth with Allied Health and Community Services business



Develop strategy to implement changes to achieve Aged Care Star rating

How will we know we are succeeding?

- Completion of Kerrisdale Gardens expansion by Feb '23
- Successful accreditation following fit out, recruitment and roster set up
- Completion of Good Shepherd Lodge rectification works by Dec '22
- 90% occupancy in Kerrisdale Gardens and Good Shepherd Lodge by June '23
- Reduction in overhead costs as a percentage of gross revenue
- Growth of Allied Health and community services business
- Implementation of star rating by Jan '23



Social Impact

Ensure our strategies align with our Vision, Mission and Values; providing a broad and positive impact to our stakeholders.

How will we do this?

Develop a Strategy to support the provision of Christian services across Kerrisdale Gardens and Good Shepherd Lodge and community services, in line with the Good Shepherd overarching mission and vision, and linkage to the North Queensland Anglican Diocese.



Succession planning and continuity of Spiritual support



Improved engagement with the local parishes



Utilisation of technology to deliver services across Good Shepherd facilities

How will we know we are succeeding?

- Implementation of a succession plan and strategy, delivering continuity of spiritual support across all facilities
- Greater levels of engagement across the multiple parishes within Mackay and surrounds
- Delivery of the weekly service via video conference, alternating between sites



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