



Leigh Place

Strategic Plan
2021-2024

Aged Care Services

Leighplace.com.au

Message from the Chairman

Over the next 5-10 years, population ageing and growing diversity among older people - in terms of their care needs, preferences, and affluence - are expected to pose a few challenges to Australia's aged care system. These include:

- A significant increase in demand - those aged over 85 are now the main users of aged care services, and their numbers are expected to increase at least four-fold. The changing pattern of disease among the aged is expected to increase the proportion of frail older people with more complex care needs
- an increased preference for independent living arrangements supported by community care, and a desire for greater autonomy and choice in aged care services generally
- The challenge will be trying to secure a significant expansion in the aged care workforce at a time of 'aged induced' tightening of the labour market, accentuated by competing demands from the acute care sector.
- The challenge of growing a skilled aged care workforce to care for the growing ageing population.

The policy implications of these prospective challenges are broad ranging and complex and are layered over increased regulatory and compliance requirements, increased competition, and Resident/Community expectations. Many providers have difficulty working through the challenges of maintaining resident wellbeing, the Aged Care Standards and complex funding models to continuously deliver more with less, particularly within the more universal complexity of living through the Covid-19 pandemic.

The challenge for Government includes the development of an improved framework for aged care, including:

- assessing the potential for unbundling residential care (that is, accommodation, everyday living, and personal care costs) to better reflect the underlying costs of these services and enable better targeting of public subsidies to those most in need.
- considering the feasibility of introducing 'consumer-centred' care arrangements to enhance the potential for older people to influence the nature and scope of the services they receive
- looking at ways of improving responsiveness in aged care education and training arrangements and extending scopes of practice to overcome inefficiencies and inflexibilities in the workforce.
- Pressures on government revenue which will limit the ability of governments to support growth in demand and the cost-of-service provision.

Leigh Place Aged Care (LPAC) is well positioned to address these challenges, with a Board balancing strategic development, compliance, risk management, and staff who are dedicated to the care and wellbeing of our residents. LPAC's Resident-focused approach to clinical service guarantees our residents the best experience and health outcomes, now and in the future, however we have some specific factors that need to be addressed in order to maintain and improve the quality of our service. More than ever LPAC will need to ensure that all resident beds are used optimally.

The ageing of the healthcare workforce will impact heavily, with several of our most experienced and long serving staff nearing retirement. LPAC's staff are its most valuable resource, and the board recognises that we will need even stronger staff engagement and committed leadership. Our workforce must become even more productive if we are to meet growing demand with high quality care in a very tight financial environment. This is a challenging concept to the clinical workforce which rightly sees itself as very committed and already very hard working.

The future of aged care will be powered by better tools and better resource management. We aim to have a fully integrated and digital aged care system that combines health monitoring, smart caring and proactive health technologies.

LPAC's Board has determined that the organisation's resources will be directed towards the delivery of outcomes as desired by individual residents now and in the future, and these will be supported by initiatives in the key areas of

- Sustainable growth
- Culture and Transformation
- Strengthening of Core Service Delivery
- Governance

Raad Richards
Chairman



About Leigh Place Aged Care

Leigh Place Aged Care is a not-for-profit residential aged-care provider in Roselands, offering assisted living and high care in a supportive and secure community, with all the comforts of home.

The Board, management and staff of Leigh Place Aged Care strive to provide an excellent standard of care to our residents by

- Providing a high standard of home-like accommodation, care, and services
- Assisting every resident to maintain their optimum physical and mental health and social well-being.
- Respecting and upholding the rights of each resident regardless of origin, gender, culture or religious beliefs.
- Maintaining and respecting the individuality and independence of each resident.
- Provision of affordable accommodation to all members of our community

Our Vision




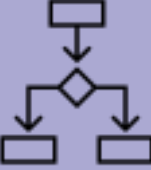
To be a leader in innovative, quality aged-care services that maximise each resident's opportunity to live as independently as possible.

Our Mission

Leigh Place is committed to pursuing excellence in the provision of service to older people

Our Values

Our commitment to our residents is guided by the key pillars of CARE, COMPASSION, COMMUNITY and CHOICE.

	<p>Care</p>	<p>We provide quality aged-care services in a home-like environment. We acknowledge that our staff are our best asset, and their skills and commitment drive our purpose and vision.</p>
	<p>Compassion</p>	<p>We provide a compassionate and sympathetic approach that is reflected in our open, responsive communications with our residents</p>
	<p>Community</p>	<p>We welcome and value the involvement of residents, family and staff in all aspects of life at Leigh Place. Wider community and volunteer involvement is encouraged</p>
	<p>Choice</p>	<p>We actively promote consumer-directed care, and the equality, choice and life opportunities of each resident.</p>

Key Result Areas and Strategic Priorities (2021-2024)

<p>1. <u>Sustainable Growth</u> Ensure all future development results in increased value to LPAC</p>	<p>2. <u>People and Culture</u> Be the employer of choice in our community with a positive employment brand</p>	<p>3. <u>Strengthen Core Service Delivery</u> Meet and exceed the Standards of Care expected by government, residents, and communities</p>	<p>4. <u>Governance</u> Continuously improve service quality and value, build capacity and manage risk.</p>
<p>1.1 Determine the best path forward for LPAC through supported accommodation, retirement living, affordable housing or residential care</p>	<p>2.1 Develop a workforce plan to attract, develop and retain the best people to deliver quality care to residents now and in the future</p>	<p>3.1 Explore and implement appropriate assistive technologies, system upgrades and productivity platforms</p>	<p>4.1 Develop and Align resources to organisational objectives and industry standards</p>
<p>1.2 Deliver the development plan for LPAC, including project plan and investment strategy</p>	<p>2.2 Develop a talent pipeline by providing aged care training for new entrants to industry</p>	<p>3.2 Sustain current operations through the property development, ensuring resident and staff environments are maintained in comfortable amenities</p>	<p>4.2 Anticipate and prepare for increased service demand and complexity of issues, resulting from changing demographics and policy reforms.</p>
<p>1.3 Develop and implement a marketing and community engagement strategy to attract potential residents to ensure facilities are fully utilised</p>	<p>2.3 Create a strong culture of teamwork and respect and engagement to drive transformational change in LPAC.</p>	<p>3.3 Maintain and optimise operational excellence through continuous process and policy improvement</p>	<p>4.3 Effective Management of organisational risk.</p>