



*Murray Mallee*  
AGED CARE GROUP INC.

# STRATEGIC PLAN

## 2018-2021



WE PROVIDE  
SERVICES  
THAT ENABLE PEOPLE  
TO LIVE THE LIFE  
THEY WANT.

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# 1 | A MESSAGE FROM OUR CHAIR & CEO



The Murray Mallee Aged Care Group Inc. (MMACG) has been providing specialised in-home services to South Australian communities since 1994. Our core focus over that time has been to deliver quality, affordable and flexible services to older people, to help them remain in their own homes; and to provide access to social activities and services that contribute to individual and community wellbeing. This remains our core focus, complemented by plans to diversify our business; capitalising on opportunities for growth.

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. We are preparing for proposed changes and will ensure that our operational and financial model is flexible enough to accommodate future changes. 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 of Management. The overwhelming response was that our people are our greatest asset and our clients' needs is of paramount importance. Our strengths as an organisation have also been highlighted including our proven service delivery experience; well established and trusted relationships; strong organisational position and systems; staff capacity and capability; and our solid financial sustainability. Being a relatively small, not-for-profit organisation, we have the flexibility and agility to develop relationships with partner organisations and to reinvest in development of services and activities. Over the last couple of years, we have undertaken significant research, due diligence and planning that has resulted in development of exciting new services that will be implemented in the next three years.

The largest of our planned growth projects is the delivery of an affordable rental accommodation facility for older South Australians. The project will provide low cost housing for older members of the Murray Bridge community and surrounding areas who currently have limited retirement options. This project will not only diversify our income stream but it will also, importantly, help to reduce housing stress for older South Australians and create ongoing regional employment.

In addition to this exciting project, our plans are focused on increasing awareness of our capacity to provide services for older South Australians (particularly to those with special needs). We will explore opportunities for expansion of services into new regional areas as well as increasing client numbers in existing service areas.

We have also identified an opportunity to develop a strong client base in Culturally and Linguistically Diverse (CALD) communities in metropolitan Adelaide and aim to further develop our position within this market. We have engaged specialist staff to work with the Italian community and we are gradually building our staff team and systems to provide services to those communities. Whilst the initial focus is on developing a client base in the Italian community, we are also exploring opportunities to work with other cultural groups in South Australia to assist these communities with services

Another identified growth market is the delivery of services to National Disability Insurance Scheme (NDIS) funding recipients. We are developing our capacity and capability to provide services to people aged eighteen and over and will work with key stakeholders in this sector to facilitate growth.

During the next three years, in line with our growth plans and as part of our evolution as an organisation, we will renew and refresh our relationship with local government. We will look to transition from local government playing a corporate governance role; to development of a mutually beneficial support partnership. We will also review our branding and our governance model to ensure we have the right core elements and frameworks to support delivery of our vision, aims and goals for the next three years.

- **Trevor Kerley** & **Anna Howard**  
Chairman                      CEO

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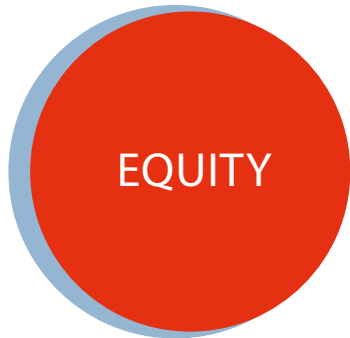
# 2 | OUR PURPOSE

TO PROVIDE SERVICES THAT  
ENABLE PEOPLE TO LIVE THE LIFE  
THEY WANT.

## WE WILL DO THIS BY:

- Listening to our clients and respecting and responding to their needs.
- Connecting clients to the services and people they need, when they need them and at a price they can afford.
- Advocating for our clients and understanding; their cultural needs, values, lifestyles and choices.
- Engaging staff who are respectful, empathetic, trustworthy, caring and nurturing.
- Valuing, listening to and supporting our staff; and matching their skills to our client's needs.
- Not being profit driven, we continually reinvest in delivery of services.

# 3 | OUR VALUES

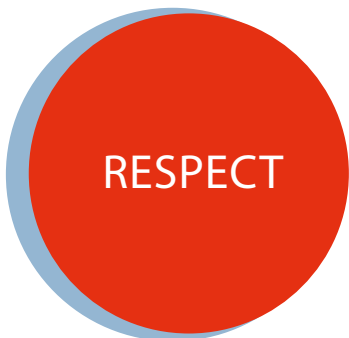


## WE TREAT EVERYONE ACCORDING TO THEIR NEEDS.

Everyone is valued equally.  
We strive for equity of access to quality services.  
We are inclusive and authentic.

## WE TAKE OWNERSHIP OF OUR ACTIONS AND BEHAVE RESPONSIBLY.

We take seriously our responsibilities to our clients, our staff, our communities, and funders.  
We go 'above and beyond' to meet our clients' needs.  
We operate honestly and transparently; and we deliver what we promise.



## WE RESPECT OUR CLIENTS, OUR COMMUNITIES, AND EACH OTHER.

We treat each other with respect and take pride in what we do.  
We respect our clients and their needs, values, cultures and lifestyle choices.  
We respect our staff and their efforts; and invest in their success.

## WE WORK TOGETHER TO DELIVER QUALITY, AFFORDABLE, AND RELIABLE SERVICES.

We support each other to provide services that our clients trust and rely on.  
We have fun at work and enjoy what we do.  
We think and act positively and communicate well.



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## 4 | OUR VISION

To be trusted and valued by our clients and their families; and to be a leading provider of services to older South Australians.

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## OUR AIMS | 5

To be financially sustainable, efficient and maintain good governance

To deliver the right services at the right time, at the right price and by the right people

To go 'above and beyond' our clients' expectations

To be an employer of choice and have a dedicated team of qualified, caring, friendly and committed staff who enjoy delivering quality services

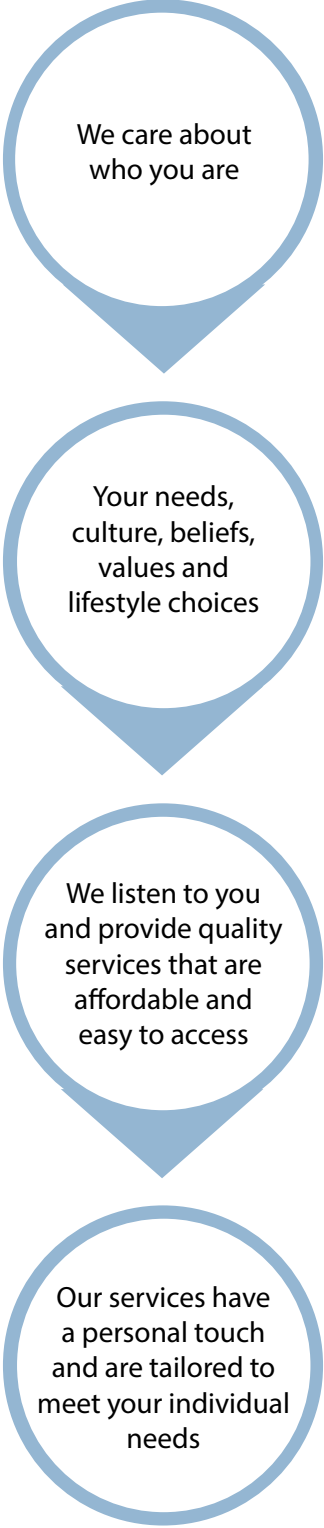
To be inclusive of all cultures, values, backgrounds, needs and lifestyles

To maintain and enhance our valuable reputation as a service provider



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# OUR VALUE PROPOSITION



We care about  
who you are

Your needs,  
culture, beliefs,  
values and  
lifestyle choices

We listen to you  
and provide quality  
services that are  
affordable and  
easy to access

Our services have  
a personal touch  
and are tailored to  
meet your individual  
needs



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# 7 | OUR SERVICES

## **Consumer Directed Care Home Care Packages Level 1 - Level 4**

Individually tailored Home Care Packages - services include:  
**Personal care:** help with showering, dressing, mobility, meal preparation, eating and fitting sensory communication aids

**Support Services:** help with laundry, house cleaning, gardening, basic home maintenance, home modifications (related to care needs), and transport to help with shopping, visiting doctors or attending social activities

**Clinical Care:** nursing, allied health and other therapies

**Other Services:** remote monitoring technology and assistive technology; devices that assist mobility, communication and personal safety

## **Seniors Educational Programs**

Technology classes for seniors

**iPad Classes:** Six-week program focused on older community members to encourage familiarisation with digital technology; covering all aspects of iPad use.

**Ongoing iPad Support:** 'Drop in' groups for older people who own an iPad and are looking for further assistance.

## **Social Day Activity Programs**

Commonwealth Home Support Program funded socialisation programs:

**Kaleidescape:** A centre-based social, community, day activity program for frail aged people (65 years and over), living in their own homes; aiming to rekindle old friendships and encourage new and lasting companionship.

**Keeping Energetic Seniors Social:** A centre-based social group for senior community members who are at risk of social isolation.

**Al Mio Club:** A centre-based social group for senior community members who are at risk of social isolation in the metropolitan area.

## **Home Maintenance and Home Modifications; and Individual Social Support**

Commonwealth Home Support Program funding for provision of home maintenance, home modifications services and individual social support.

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## **Affordable Rental Accommodation**

Low cost residential care units; providing quality, affordable rental accommodation for seniors 55 plus.

**Benefits include:** No buy-in costs; no expensive up-front fees (minimal once only unit preparation fee)  
No hidden costs, just one rental fee (residents responsible for utilities)  
No complicated leases or contracts  
No asset tests  
No exit fees  
The security of on-site managers; three meals a day provided, weekly laundry service for linen and use of communal areas

# 8 | GOALS OUTCOMES & STRATEGIES

**Goal 1:** Provide services that are affordable, easy to access, high quality and have a personal touch

## **Outcomes:**

- Clients get what they need, when they need it; services are tailored to their individual physical, mental, cultural and geographic needs. We have long term, loyal, satisfied and happy clients.
- We have a stable, suitably skilled, qualified, competent and happy team of staff; and we are regarded as an employer of choice.
- Our staff share our values and are committed to delivering on our value proposition.

## **Strategies:**

- 1.1 Develop and implement a Workforce Development Plan that addresses current and emerging workforce gaps (skills, capacity, availability); staff and volunteer attraction and retention strategies; training and development; and establishment of collaborative partnerships
- 1.2 Engage with job agencies, training organisations and Regional Development Australia organisations to address identified workforce needs including development of partnerships with local National Disability Insurance Scheme (NDIS) service providers to attract, recruit, train and retain staff in key areas
- 1.3 Incorporate organisational values into staff training, communication and development programs
- 1.4 Improve client communication and information capture mechanisms to:
  - Improve the quality and consistency of information available to help clients make choices about the care and services they need and to provide a pathway to match services to client needs;
  - Ensure that client needs are understood and met in a timely manner; and to a service delivery level that delivers on our value proposition
- 1.5 Develop and build alliances and relationships with key stakeholders to ensure that clients needs are met; including allied health, transport and other community care organisations and service providers

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## **Goal 2:** Increase our client base in South Australia and develop new client markets

### **Outcomes:**

- New client markets are established in new geographic areas
- Client numbers in existing service areas are increased and we are recognised as a preferred supplier
- New client markets are established in special needs areas including Culturally & Linguistically Diverse (CALD) communities and NDIS clients

### **Strategies:**

- 2.1 Develop and implement an effective annual Marketing & Promotions Plan
- 2.2 Develop and implement an effective Stakeholder / Key Influencer Communication & Engagement Plan including identification and management of key partnerships and stakeholder relationships
- 2.3 Investigate opportunities to provide Home Care services to eligible NDIS recipients under an NDIS service agreement
- 2.4 Establish a cohort of CALD clients in the Italian community in metropolitan Adelaide
- 2.5 Document a framework and business model for future delivery of services to other CALD cultural groups and investigate opportunities for expansion of service delivery
- 2.6 Establish a business model for provision of assistance to other CALD cultural groups in metropolitan Adelaide to assist them to deliver services to their communities



### **Goal 3:** Strengthen existing and develop new, revenue streams that improve our financial sustainability

#### **Outcomes:**

- An affordable accommodation rental income revenue stream is established
- Revenue from existing service income types is increased via expansion of services and activities
- Funding sources are diversified

#### **Strategies:**

- 3.1 Successfully deliver the Murray Bridge affordable rental accommodation project including establishment of a framework and business model for sustainable operation and financial management
- 3.2 Establish and document a model for future affordable rental accommodation developments, including: project site identification, investment, design and project management
- 3.3 Capitalise on increasing interest in digital technology from older people to increase activity, source funding and deliver programs
- 3.4 Grow and diversify revenue streams through development / accessing complementary services e.g. full fee recovery private services ('top up' on packages and packages for self-funded retirees)
- 3.5 Engage, support and train Support Workers in key skills areas that facilitate a broadening of service delivery including meeting disability, mental health, indigenous, CALD and dementia client needs
- 3.6 Develop relationships and identify new opportunities for delivery of contract services on behalf of other service providers
- 3.7 Engage with key community groups and identified stakeholders to create partnerships and develop and deliver new social and educational activities to meet community needs, increase awareness of our core services and create a point of difference in the marketplace

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**Goal 4:** Establish a new brand identity and corporate profile that supports our plans for growth

**Outcomes:**

- Establishment of a clear point of difference and unique selling proposition in the marketplace
- Implementation of a brand identity that honours our past and supports future growth
- Increased brand awareness in key target client markets and with key stakeholders and influencers
- Greater target client and key stakeholder / influencer understanding of the breadth of services we provide and values of our organisation

**Strategies:**

- 4.1 Undertake a rebranding exercise that delivers a brand identity and supporting promotional mechanisms that deliver on the value proposition and engages our target clients, key stakeholders and influencers
- 4.2 Review and upgrade core marketing tools and communication mechanisms to differentiate us in the marketplace and reflect our purpose, vision, values and value proposition
- 4.3 Continue to strengthen our profile at a local, state and national level
- 4.4 Strengthen relationships with key stakeholders and influencers including Government (Commonwealth, State and Local), peak industry bodies (State and National) and other local service provider networks

## **Goal 5:** Review our governance model in line with our plans for growth

### **Outcomes:**

- A diverse Board of Management membership and skills base
- A constitution that reflects good governance, meets legislative requirements and supports our future growth

### **Strategies:**

- 5.1 Work with existing stakeholders to review and refresh our relationship with local government; with a focus on evolving from local government being a funder and corporate governance partner; to being a support partner in identifying, planning for and meeting community needs
- 5.2 Develop a Board skills matrix that supports best practice governance outcomes and provides strategic leadership and support to the organisation in line with growth strategies
- 5.3 Develop a Board performance evaluation framework (timing and scope) and Board Member training and development program
- 5.4 Review and update the constitution to reflect future branding (and naming) changes, changes to the relationship with local government, changes required to facilitate future growth plans, and a general review in line with current best practice and legislative requirements

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## **Goal 6:** Prepare for future changes to the Aged Care sector

### **Outcomes:**

- We are flexible, nimble and well prepared to manage the impacts of and capitalise on continued sector reform including legislative, regulatory and funding model changes
- We continue to provide sustainable, quality services for a growing and diverse cohort of older people

### **Strategies:**

- 6.1 Build on opportunities arising out of reforms and changing consumer expectations
- 6.2 Maximise referrals from 'My Aged Care' website and from identified key influencers
- 6.3 Continue to monitor, prepare for and implement changes as required to meet changing legislative, regulatory and funding requirements flowing from the ongoing Aged Care Reform process
- 6.4 Prepare for imminent changes that will result from the 2017 Aged Care Legislated Review supported recommendations and future requirements of a Single Aged Care Quality Framework



