



SUNDALE

CREATING COMMUNITIES SINCE 1963

STRATEGIC PLAN

2019/2024



A MESSAGE FROM THE BOARD CHAIR

We have a new leadership team and we are looking to renew our focus to Sundale 2.0.

Dear Sundale,

The aged care sector is facing increased scrutiny and interest and the Royal Commission into Aged Care Quality and Safety in Australia has challenged providers to look at their services and consider whether they are providing the best possible care to people as they age. We are all living longer and ageing is more than just retiring to a care facility. Growing older should be valued and we are inspired everyday by the people of Sundale. We want to be at the forefront of aged care service providers. We want to innovate and create, we want to be the provider of choice for consumers and families and we want to have services that we would all be thrilled to access, where people live in a caring and supportive community.

Like many organisations we have had significant change in the past year. We have a new leadership team and we are looking to renew our focus to Sundale 2.0. We decided it was time to refresh our strategic plan. In prior years we have asked the Board and Management team to develop a plan that guides the people of Sundale.

This time the Board and Management decided to bring a new approach to our strategic planning. We engaged an organisation to consult broadly across our teams to understand what we do well, what we could do differently and to help us define where we want to go in the future. We have engaged with over 300 staff,

volunteers and consumers through workshops, surveys and conversations. We want to acknowledge everyone who took the time to participate in these sessions. We were excited to see how many passionate and dedicated people we have within Sundale. We are proud of our legacy and we are delighted to now have the opportunity to grow and bring our vision to life in the coming years.

Please take the time to read this plan and reflect upon how you can help us make this plan a reality. We have had over 50 years of being there for people and we look forward to being able to plan for the next 50. We want to innovate, create and contribute to living life to the full. Age is just a number, we want to deliver services that exceed expectations. We are passionate about supporting people to age with dignity and respect so that they can continue to lead full and happy lives as part of a caring and supportive community. We believe that our services are responsive and can adapt to be there for you at every stage of your life.

We look forward to the future with you, the people of Sundale.

Regards,

John Woodward
Board Chair, Sundale Ltd

A MESSAGE FROM OUR CHIEF EXECUTIVE OFFICER

Caring for older Australians is an issue of national importance and is too important not to get right.



Dear Sundale,

Caring for older Australians is an issue of national importance and is too important not to get right.

It's essential older Australians can access exceptional services, not just today, but into the future.

To make this vision a reality, Sundale is investing considerable time and resources to ensure it remains a provider of choice and continues to support the residents and clients in its care, irrespective of their needs or circumstance.

To assist with strategic planning, Sundale recently conducted an independent review, evaluating the quality of care being provided which allowed residents, staff, volunteers and clients to share their valuable thoughts and insight.

The process allowed Sundale to identify what's working and what needs attention, including the following four priorities.

- A focus on the replacement of assets;
- An improved structure to cater for the changing needs of clinical care
- The refurbishment of facilities, and
- Reinvesting in staff.

Pleasingly, the review re-energised the entire workforce and brought about a renewed focus on excellence in clinical care, which complements the new Single Aged Care Quality Framework and Standards which come into force in July.

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.

I'm delighted to report Sundale is absolutely leading the way and is on track to implement the new standards.

We're also investigating ways of being more flexible so we can tailor care and support to better meet the needs of our residents.

For the past 56 years Sundale has been supporting the Sunshine Coast community. I'm confident the steps the business is currently taking to reevaluate its purpose, strategic focus and values will provide an exceptional foundation for the next half-century and allow Australians to access the support and care they deserve.

Regards,

Danielle Mackenzie
Chief Executive Officer, Sundale



OUR STRATEGIC PLAN

Our road to 2024.

We have a long history and we are proud of the services which we provide to the communities in which we operate. Like all service providers, we want to look to the future and understand what makes us unique, what we do really well and the opportunities that we have to be better. This strategic plan sets out how we want to do this across a range of focus areas. We want to be the provider of choice in the communities in which we operate, we want to deliver the highest quality of services. We want to have uncompromising quality in everything we do. We know that now more than ever before, getting this right is critical. At Sundale, we are not doing this to meet the minimum standards, we are doing this because it is our philosophy and what we believe.

This strategic planning document outlines where Sundale will focus its attention for the next five years. This is not a detailed operational plan that sets out how we will do our work everyday. Instead it should be considered a guide to the priority areas where we will focus our attention. This document should also inform our strategic decision making. It will be the guiding force behind what we do every day. This is a living document that will be reviewed regularly by our people and the governing board.

Our strategic direction to 2024 is the result of a well considered strategy developed in collaboration with the Board, the Leadership Team, our staff, our volunteers and people we provide services to. We wanted to develop a meaningful plan that articulates our purpose and the values that are important to us.

Over a period of extensive consultation we sought to understand what Sundale does well, the things we could do better, and where we should be investing our energy.

We believe that this plan ensures that as an organisation we are all clear on:

- Where we are going and why we do what we do, our purpose,
- What we need to achieve, the strategic focus areas, and;
- Why we do it, our values.

OUR PURPOSE, VISION AND VALUES

Accountability, Dignity, Respect and Choice.

OUR PURPOSE

Sundale empowers its residents and care recipients to live the life they choose, within a caring and supportive community.

Sundale offers a range of stimulating and engaging lifestyle activities and services including continuum of care at its Retirement Communities and Care Centres.

If you're happy and feel supported in a community, the last thing you want is to move when your needs change.

Sundale can provide additional care, meals and assistance in your home, if and when you need it.

All of Sundale's services focus on providing comprehensive high-quality care, underpinned by dignity, choice and the desire to maximise its residents and care recipients' independence.

OUR VISION

Sundale has been part of the Sunshine Coast community since 1963 and is extremely proud of its heritage and strong foundations.

Sundale will always honour its past, but is focused in a new, modern future so it can cater to the evolving needs of the community for decades to come.

To make this vision a reality, Sundale will continue to be agile and explore retirement and lifestyle options through the prism of future needs, including technology and amenity.

Sundale is committed to being there for its residents and care recipients when they need us and is focused on developing innovative service models which create meaningful communities.

OUR VALUES

Sundale's values underpin its purpose and reflect the standard of care you can expect at Sundale. Sundale is committed to:

ACCOUNTABILITY

Sundale takes responsibility for the trust you place in us.

DIGNITY, RESPECT AND CHOICE

Sundale understands that you and your family, friends and health professionals are the best people to help you make decisions.

Sundale will spend time getting to know, to better understand what matters most.

MAKE A DIFFERENCE

Sundale strives to make a difference in people's lives every single day.

OUR APPROACH TO PLANNING

Our purpose informs our strategy and the way we are creating a sustainable Sundale.

OUR PURPOSE

In designing our strategic plan we had the opportunity to ensure that our purpose and reason for being was relevant, considering the diverse range of services we provide.

Our purpose informs our strategy and the way we are creating a sustainable Sundale.

OUR FOCUS AREAS

We have identified four focus areas which are critical to our vision for the future.

- Consumers, families and communities
- Our people, leadership and culture
- Core business
- Partnerships and new ways of working

OUR FOUNDATIONS

We have identified safety and quality, and our need to reflect the diversity of our community as stand alone focus areas. We believe that every focus area is underpinned by our unwavering commitment to safety and quality in everything we do and our desire to build communities that are inclusive and representative of society. We believe that the Aged Care Quality Standards are a minimum set of expectations for aged care services and we seek to exceed these in everything we do.

Our commitment to embracing the diversity of our community and being inclusive means that our planning takes into account the broad mosaic of our ever-changing community. We aim to provide an environment that is welcoming, safe, and free from discrimination and stigma for all.



THE QUALITY CARE STANDARDS



Sundale is committed to providing high quality safe reliable care for when individuals need it in their life. Sundale is focused on providing services that exceed expectations. The eight aged care quality standards below detail the way service providers plan for and deliver services. We do this not to achieve accreditation but to ensure every person is treated with dignity and respect, and is supported to make choices about the way they live.

1. CONSUMER DIGNITY & CHOICE

We support you with the choices you make about your care and your personal and social life. At Sundale, we embrace the identity, culture and diversity of all people.

Sundale will ensure that the organisation has a culture of inclusion and respect for consumers; and to exercise choice and independence; and respect consumers privacy.

2. ONGOING ASSESSMENT

We provide safe, high quality care to all individuals. We take seriously the trust that you have placed in us to look after you or your loved one. Sundale will undertake initial and ongoing assessment and planning for care and services in partnership with the consumer. Assessment and planning has a focus on optimising health and well-being in accordance with the consumers' needs, goals and preferences.

3. PERSONAL & CLINICAL CARE

We provide and deliver safe and effective personal care, clinical care, or both personal care and clinical care, in accordance with the consumer's needs, goals and preferences to optimise health and well-being.

4. SERVICES & SUPPORTS

We provide safe, effective services and supports for daily living that optimise the consumer's independence, health, well-being and quality of life.

Our comprehensive range of services enable all individuals to optimise their independence, health, well-being and quality of life.

5. ORGANISATION'S SERVICE ENVIRONMENT

We provide safe and comfortable service environment that promotes the consumer's independence, function and enjoyment.

6. FEEDBACK & COMPLAINTS

We listen. Our ongoing consumer, staff and community engagement enables us to continuously improve the quality of care and services we provide. We regularly seek input and feedback from consumers, carers the workforce and others and uses the input and feedback to inform continuous improvements for individual consumers and the whole organisation.

7. HUMAN RESOURCES

We care. We understand that people are our greatest asset. We ensure we have a workforce that is sufficient, and is skilled and qualified to provide safe, respectful and quality care and services.

8. ORGANISATIONAL GOVERNANCE

Sundale's governing body is accountable for the delivery of safe and quality care and services.

OUR FOUNDATIONS

We provide safe, high quality care to all individuals.

SAFETY & QUALITY

Strategic statement

We provide safe, high quality care to all individuals. We take seriously the trust that you have placed in us to look after you or your loved ones. The safety of everyone in our community is paramount and we make no apologies for taking a strong stance that quality, safe care is the pillar of everything we do. We seek to not only provide safe, reliable care, but also to delight and deliver excellence in all of our services.

Priority activities

- Meet and exceed the Quality Care Standards.
- Provide ongoing training and development in 'the Sundale way' for all team members and volunteers.
- Undertake reviews of all incidents in a timely nature.
- Provide monthly updates to all team members on any incident reviews and share lessons learned.
- Develop policies, procedures and guidelines that focus on the provision of high quality safe care.
- Develop and communicate a leadership culture transformation program.

DIVERSITY & INCLUSION

Strategic statement

We believe that the identity, culture and diversity of our community should be embraced. We are committed to creating welcoming and inclusive communities. This includes the development of diversity and inclusion plans that will ensure we can communicate our intention for everyone to understand how they can have a home where they belong at Sundale.

Priority activities

- Develop detailed plans to ensure we create and foster diverse communities.
- Engage consumers in a culturally safe, supportive environment that allows them to participate as active partners, as well as articulate their individual preferences.
- Engage with the local community to understand what culturally significant events occur, and ensure individuals have access to participate.
- We value freedom of action, religion and speech. We demonstrate this in the way we commit to social justice and human rights.
- We are committed to valuing the diversity of our communities.



OUR FOCUS

AREAS

OUR FOCUS AREAS

Sundale is committed to providing the best care informed by evidence-based practice and research.

CONSUMERS, FAMILIES AND COMMUNITIES

Strategic statement

Sundale is committed to providing the best care informed by evidence-based practice and research. We are committed to continuing to invest heavily in the development of staff to ensure that our people are empowered to provide care that makes a difference in the lives of our consumers every day. We are clear that it is not just our frontline staff who impact the experience of our consumers. Everyone in the Sundale community understands how they contribute to the experience of our consumers. We understand our consumers span home care, residential aged care and rental accommodation.

Priority activities

- Develop models of care linked to the consumer directed care framework and funding
- Continue to self assess against the Aged Care Standards to meet accreditation
- Implement the Charter of Aged Care Rights for our residents
- Continue to develop services that reflect our consumers, including those not in the aged care sector
- Communicate the schedule and process for capital improvements
- Ongoing consumer and community engagement
- Integration of dementia care
- Explore models of care for transition house
- Identify opportunities to allow potential residents to try services and facilities
- Continue to develop consumer representation on committees

OUR PEOPLE, LEADERSHIP AND CULTURE

Strategic statement

We understand that our people are our greatest asset. We know that opportunities for learning and development are important for our staff and we need to be better at articulating what development opportunities exist for the people that work and volunteer in our communities. Sundale has a new leadership team and we are looking at opportunities for succession planning within our businesses. It is a great privilege to work with people who turn up to work everyday to make a difference in the lives of others. We want to build a culture where our staff are proud to tell people about their role in contributing to the Sundale community.

Priority activities

- Develop tools for our people that provide updates on aged care reform, consumer directed care packages and the changes to the Quality Care Standards (QCS)
- Communicate what the Charter of Aged Care Rights means for the way we work
- Conduct a skills gap analysis across our workforce to identify succession planning, development opportunities and training needs
- Develop a strategy for recruitment, retention, training and development of volunteers
- Develop a people strategy that includes a staff member network or people council
- Continue to engage with representatives of the workforce and community

OUR FOCUS AREAS

CORE BUSINESS

Strategic statement

We provide high quality care through our residential care centres, retirement communities and in-home care. We also have a range of other businesses that support the work we do for consumers. We are focused on making sure our business performs well to ensure our future prosperity and sustainability. With the current challenges in the aged care sector, Sundale is committed to ensuring that it has a focus on providing high quality aged care services.

Priority activities

- Undertake a facilities review of the environment for our consumers
- Develop a plan for maintenance of the facilities including minor and major upgrades and investment in the ILUs
- Communicate timelines for all projects and ensure that we provide advice to residents and at consumer forums
- Deliver the best possible care experience for Sundale, by undertaking a core business review to understand what we do well and the things that divert our attention
- Build finance capability through recruitment or progression, to better understand costs and return on investments
- Ensure organisational alignment to land banking and strategic investments for the business
- Optimise ICT in order to provide a more seamless experience for consumers and our people
- Prioritise options to grow revenue streams by understanding value add extras

PARTNERSHIP AND NEW WAYS OF WORKING

Strategic statement

Sundale is building strong relationships and partnerships with leading institutions and peak bodies. We value the contribution that research plays in the aged care sector. We are evaluating the options we have to develop new ways of working to develop models of care that meet the needs of our consumers now and into the future. Our workforce is changing too, we need to respond to more flexible ways of working that meet the needs of our people

Priority activities

- Agree appetite to partner/collaborate/information share amongst peers
- Establish alliance of shared interest amongst peer organisations
- Identify partnership opportunities with academic institutions, Registered Training Organisation's(RTOs) and peak bodies
- Conduct a review of systems and processes that impact responsiveness and decision making
- Review our diverse business models including rental accommodation, child care and laundry and seek to understand how these partnerships enhance the offerings available in our aged care business