

STRATEGY

2023



OUR VISION

Our ageing community members have the care and support needed to live with purpose and joy

OUR MISSION

Sundale exists to foster connection, purpose, and joy for our older people and help remind them of their many unique skills and abilities.

CONTEXT

Sundale operates aged care centres, retirement villages, in-home care services, an external laundry service and affordable housing.

Each of these segments are subject to considerable change, oversight, competition and cost pressures.

Sundale has met all compliance requirements particularly in aged care, workplace health and safety and as a self-insured workers compensation provider.

Financially the organisation has addressed cost structures and is now strongly focused on growth.

2023 marks 60 years of Sundale providing services primarily to older persons and is a much loved part of the community.

KEY SUCCESS FACTORS

Aged care and ageing in place sectors are undergoing significant change. As Sundale adapts and responds to this transformational change it is important to maintain focus on our critical success factors which are to:

- Ensure systems, processes and practices support full and timely receipt of government funding
- Maintain and increase capability of our team members to meet increasingly high standards of care expected from the community and government regulators
- Adopt a portfolio management view of Sundale's assets to ensure all are engaged to best and highest use
- Redevelop ageing assets and associated business models to meet the expectations of, and opportunities presented by Baby Boomers

OBJECTIVES

- Breakeven financial performance by 30 June 2025
- Mandatory training targets are met and exceeded
- Future service model for independent living and in-home care is finalised by 30 June 2024
- Data required to manage organisational performance, provide insights and meet regulatory compliance requirements is available in readily accessible formats

STRATEGIC RISKS

The Board has identified and monitors:

- Cybersecurity - breach of information system security resulting in data loss
- Business continuity threatened by disaster event
- Recurrent annual operating losses impact ability to fund development projects
- Increased cost and scarcity of essential construction goods and service affecting the approved expansion projects
- Ageing infrastructure across portfolio
- Inability to attract and retain team members due to sector workforce shortages, particularly to enable regulatory requirements to be achieved
- Board and executive capability to deliver required growth given instability
- Possible gaps in policies and procedures gaps may result in Sundale being non-compliant with legislation
- Ineffective care including clinical care resulting in unplanned serious injury or death
- Industrial action: negotiation of Enterprise Agreement in current industrial relations landscape could lead to strike action.

STRATEGIES

FINANCIAL SUSTAINABILITY

- Maintain systems, processes and capability to align services and funding
- Grow in-home care profitably focusing on market share in Sundale villages and within immediate catchment
- Develop business and service models for new care centre and retirement living developments

IMPLEMENT CLINICAL GOVERNANCE FRAMEWORK

- Introduce systems evident in other sub-acute care settings
- Receive accreditation for in-home care service

CUSTOMER-CENTRED ORGANISATION

- Implement Older Person Engagement and Participation Framework
- Systematise 'this is YOUR home' ethos
- Review existing and expand service offering based on gaps and demand

CAPABLE AND ENGAGED WORKFORCE

- Develop attraction and retention strategy
- Develop employee value proposition
- Increase understanding of the importance of training

DATA DRIVEN

- Implement performance reporting framework
- Use data to create customer insights
- Improve availability of data for decision-making