



Strategic plan 2009–2012

Our future

We all get older, this is life.

For many people their later years are the best time of their lives.

At Uniting Aged Care Victoria & Tasmania (UACVT) we aim to harness the wisdom and experience that comes with age. We also recognise that some older people need support and assistance.

Our priority is to encourage every person to make their own choices and to support them to access relevant options as they age.

Our Strategic Plan 2009-2012 spells out what we will work on to deliver these directions and to develop our services and resources to meet our goals.

To transform the experiences of ageing we are proposing two major changes to our services:

- > A commitment to a new method of planning and delivering services and developments – engaging local communities, building on local strengths and supporting people to determine their own futures.
- > Approaching the provision of care as a separate service to accommodation – in this way we will deliver our services to wherever people live, and at whatever level they need.

Our services and resources will be geared to assist older Australians to live in their own homes for as long as they want and are able to. We work in partnership with each person, their families, carers, local communities and other providers to determine the appropriate services to meet their needs.

As we work to develop services that meet the new and emerging needs of older people, we need to ensure that they are accessible to the socially and/or economically disadvantaged.

We also see our role as advocating to government and the broader community to ensure that older Australians are celebrated and supported.

We invite you to join us on our journey to transform the experiences of ageing in Victoria and Tasmania.

The Board of UACVT has set long-term directions for the organization. These are based on sound evidence including predictions of the future needs in aged care, research into consumer expectations and an assessment of the environment in which we operate.

These directions are to:

- > **Re-affirm** our commitment, as a Uniting Church agency, to social justice and making an impact on the lives of the vulnerable and disadvantaged.
- > **Re-balance** our service portfolio to provide innovative, cost-effective, responsive and affordable options emphasising active ageing at home.
- > **Provide** leadership, build collegiality and advocate for older people to maximise the difference we can make to the frail and elderly.
- > **Commit** to understanding and responding to the health, social and financial situations, strengths and expectations of older people and their local communities.
- > **Invest** in our people by developing the capabilities, culture and resilience to meet future challenges.
- > **Create** affordable, adaptable and sustainable built environments that minimise our environmental impact and add value to the local community.

Alan Wilkinson Chair

Robyn Batten Executive Director

Our plans

Our Vision will be implemented on a project-by-project basis, with work organised under six strategy areas, commencing with the following initiatives:

1 Functional review and organisational arrangements

- building a high performance organisation capable of delivering innovative and responsive services now and into the future:
- > Ensure consistent job design and functions across the organisation.
- > Develop a performance management system relevant to all staff.

2 Existing services performance

- continually improving the quality and efficiency of all services and striving for best practice quality of service delivery:
- > Establish a new management structure for our Independent Living Units and other housing.
- > Further upgrade information and communication technology.
- > Optimise our ACFI and other funding outcomes.
- > Work with other agencies to develop new services and resources.

3 Workforce development

- developing programs for staff retention, to attract new staff and to develop the skills and expertise that will be required in the future:
- > Design and communicate career pathways for staff.
- > Establish a Registered Training Organisation offering relevant skills development courses.
- > Review our workforce model and apply consistent, evidence-based approaches.

4 Services for the future

investigating and piloting innovative services, processes, and supports that respond to the future needs, expectations and aspirations of local communities:

- > Introduce new community development processes for selected sites and areas.
- > Research and pilot best practice service models in dementia and end-of-life services.
- > Pilot a range of service products that assist people to remain as independent as possible.
- > Pursue opportunities to expand and develop our housing options.
- > Introduce an innovation fund that supports new initiatives across the organisation.

5 Environmentally sustainable and affordable infrastructure

improving our environmental sustainability:

- > Audit and improve the environmental footprint of existing facilities.
- > Review specifications to ensure high environmental standards for all new buildings.
- > Assess existing contracts for their environmental credentials.

6 Property portfolio development

evolving a modern sustainable property portfolio responsive to future needs and different expectations of local communities:

- > Commence a \$300m development program of new facilities and services (including production kitchens and other hotel services).
- > Divest selected properties that cannot be made fit for modern aged care.

To read the complete Strategic Plan 2009 – 2012 visit: www.uacvt.org.au

Our Vision

Uniting Aged Care aspires to transform the experiences of ageing. We will:

Support

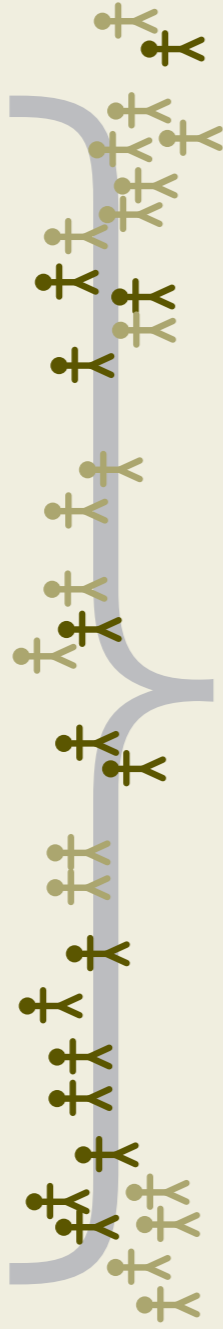
collaborate
With others including service providers, suppliers and stakeholders

involve
People in the design of services and in getting access to the levels of support they need

Older people, their partners, families and carers through integrated services and resources

engage
With local communities to ensure relevant local service choices

advocate
To government, funding and regulatory agencies



our services



Support at home
Enabling people to have independent and active lives



Community services
Facilitating activities of interest and valued interactions



Support for chronic conditions
Promoting evidence-based approaches to wellbeing in ageing



Restorative services
Assisting people regain and maintain their independence



Residential services
Caring for people who need full time support



Palliative care services
Ensuring the right personal environment for people to die with dignity

our resources for independent living



Housing options
Places for people who need or wish to move from their family home



Technology for independence
Aids to support wellbeing and quality of life



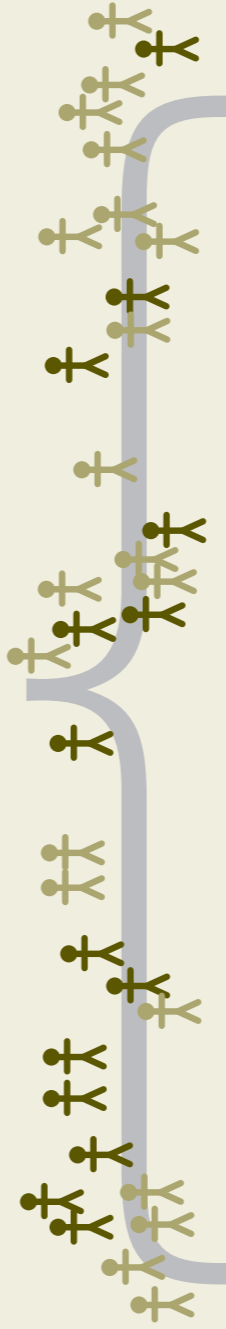
Planning for whole-of-life
Advice that promotes physical, emotional and financial security and wellbeing



Information and self-help guides
Resources that build knowledge and strengthen self management



Communities of interest
Opportunities to connect with families and community



The Uniting Church in Australia Community strengths and aspirations Environmental and financial sustainability Research and evidence

our values

- Faith
- Choice
- Responsiveness
- Participation
- Respect
- Community development
- Social justice and equity
- Stewardship