



## STRATEGIC PLAN 2008 – 2011

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## Our Achievements 2007 - 2008

### The Journey So Far

SummitCare's journey of transformational change continues, and to provide some structure to those achievements it is important to first appreciate SummitCare's Strategic framework to provide some parameters around what has in fact been achieved.

The first key underpinning notion is that sustainability and indeed long term viability, for our organisation, has been driven off a 'balanced score card approach' which recognises that management must place effort across the scorecard and not solely in the areas of financial cost control. The underpinning theory of the framework very much supports the notion that when used in organisations appropriately, long term sustainability is assured.

### Our Scorecard

In the scorecard SummitCare recognises eighteen (18) objectives having been fleshed out from Theme and Perspective. This tailoring of the scorecard better reflects the needs for a 'service based' organisation that ultimately recognises staff, residents and relatives as key stakeholders.

		Perspective	Theme	Objectives	
Working together to provide peace of mind	External	Financial	Business Sustainability	Stewardship - Income Management	
				Stewardship - Cost Management	
				Stewardship - Asset Management	
		Residents / Relatives	Residents are our main focus	Satisfy current Residents/Relatives	
	Future Resident/Relative Appeal				
	Internal	Business / Quality Processes	Government Relationships	Effective Relationships	
				Compliance	
			People are our greatest asset	Recruiting and Retaining Good People	
				Recognition of Our People	
				Looking after Our People	
				Pursuit of Excellence	
			Quality Management	Evidence of Excellence	
				Improve Market Positioning	
				Strategic Alliances	
			Partnerships	Learning Organisation	Strategic Competencies and Skills
					Individual and Team Development
					Resident Focused Culture
	Strong and Responsive Leadership				
Learning & Growth	Learning Organisation	Strategic Competencies and Skills			
		Individual and Team Development			
		Resident Focused Culture			
		Strong and Responsive Leadership			

The challenge to management, and the organisation's governance system, is to ensure application of 4 key **mechanisms** to ensure appropriate focus and hence ensuring overall strategic goals are achieved. These mechanisms are:

1. The organisation structure must support implementation and the regular review of position descriptions to ensure '**position**' focus. This therefore means that Position Descriptions must be reviewed each time there is substantial shift in strategy focus and the organisations structure (organisational chart) must always remain reflective of that direction. In terms of performance management the link is to ensure quarterly reviews of all key positions to ensure positions are delivering desired outcomes and if not provided feedback to correct 'focus'. Inherent in 'position' focus is the key underpinning assumption of 'Living Our Culture' and all roles providing leadership to ensure the residents positive experience of care & service.
2. The working in groups (WiG) program must ensure appropriate '**collaborative team**' focus and these are evaluated annually to seek feedback on member perceptions of 'effectiveness'. This is necessary to ensure that where work groups are formed the Terms of Reference (ToR) and agreements on deliverables link back to overall strategy and minimises the ever prevailing risk that 'teams' lose sight of correct focus and end up deliberating on the non-material.
3. The Plan for Continuous Improvement (PCI) identifies incremental change with clear accountabilities, driven off the organisations quality management system, for deliverables that enable a '**system**' focus. The SummitCare quality management system has been designed

to exceed to requirements of minimal compliance (i.e. aged care standards) but also is benchmarked against the Australian Business Excellence framework (ABEF). The true test is that continuous improvement is having regard for the issues that are material and link back to 'Core' Business.

4. The Strategic Project / Centre Business Plan framework, utilised primarily by Leadership team and Executive Managers, enables the development of Projects that involve various team members and stakeholders to position the organisation forward enhancing its '**strategic**' focus. Underpinning this mechanism is the key accountability that business plans are approved and have been checked to link back to overall strategic direction and that Project Plans are in fact delivering the outcome anticipated.

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## Our Achievements

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### 1. Business Sustainability- Stewardship- Income Management

#### 1.1 ACFI

The Federal Government identified that the previous funding system known as RCS was fully reviewed and in March this year the new ACFI system came into place. For SummitCare this major structural change meant that we needed to review the current care management system, identify system improvements and develop up an education and implementation strategy to minimise risk and uncertainty with the new system. The newly defined role- Group Manager- Care Services commenced in late 2007 as a direct response to focussing more clearly on 'core business' being our care management system and how our staff transact care to residents based on individual assessed care needs.

In March 2008 the organisation went live, as is all residential aged care services around Australia and we are midway using the new system to assess resident with.

#### 1.2 Prudential and Bond Management

In March 2008 the federal government made changes to the pensioner supplement provisions which meant we needed to organisationally review bond levels. Only St Mary's Gardens and Jamison Gardens have approved places for low care but with pre-1997 beds Canley Vale Nursing Home has responded to local demand by admitting a few residents with a low care ACAT. In each and every year the organisation meets prudential compliance requirements which helps give absolute assurance to residents and their families about the organisations financial management systems and controls.

#### 1.3 Improvement to Corporate Governance

In 2007 the organisation recruited a well qualified accountant to join the group in the role as Financial Controller. This important role means that Summit's preparation for growth is shored to ensure that systems and processes are reviewed, strengthened and controlled to reduce risk and ensure compliance. As part of this organisational structure review the new defined General manager- Operations role also came into being. All Executive Managers now directly report to this position providing a very specific focus on enhancements to operations. By effective management and governance the organisation can work through constraints to ensure appropriate budgeting, cash flow and capital deployment.

2008 sees the first time that Executive Managers embark on a business planning process to recognise that each Centre has its own unique drivers to which it must respond. The General Manager-Operations plays a key leadership role in championing those business plans and providing the necessary discipline in implementing them effectively.

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### 2. Business Sustainability- Stewardship- Cost Management

#### 2.1 Supplier Management

Despite clear requirements the Australian government has failed to properly address capital development in high care. Indexation remains a major political issue yet to be resolved and the resultant impact onto SummitCare is that income (fees and subsidies) has not been kept in line with inflation, and general

increases in real costs. One major driver for additional costs has been in the area of Staff and Labour and therefore we have no alternative but to make sure that in our Supplier management strategy reviews of major suppliers balances quality and Cost to make sure that the organisation is leveraging its buying capacity.

The role of the Manager -Procurement and Projects has been key to the renegotiation of many major supply agreements. SummitCare is proud of the working relationships established and emphasis the notion of strategic alliances/partnerships in all those new relationship. Major reviews of note include:

- Pharmacy review- Due to the retirement of the previous supply SummitCare tendered and awarded the agreement to the Vitamin warehouse who successfully managed the transition with minimal affect to residents and families.
- ARV Laundry- ARV Laundry services currently provides and outsourced service to Nyora Gardens, Jamison Gardens, St Mary's Gardens and Canley Vale. The number of complaints has reduced to almost nil and our standard approach of providing a fee for service labelling system means resident's items, on the largest part, return after being processed.
- IBS- Innovative Building Solutions commenced full management of all eight centres for contract maintenance. During this time major improvements have occurred in the areas of preventative maintenance and reactive maintenance.
- MedClean- provides to seven centres a full cleaning arrangement. This relationship now some 14 years has matured to a very high level of respect. MedClean ensure that all of Summit centres sustain its image of always being clean and well presented.
- Cleanaway is becoming a leader in the medical waste industry and now manages all of our waste requirements from general to liquid waste. We managed to save 33% due to negotiating our agreement.
- Ashpoint Pty Ltd - provides us with strategic and sound operational advice regarding our IT solutions. 2007 saw the implementation of an IT platform (stage 3) that saves users time in its effectiveness and user friendliness, total downtime has been less than a day in the 12 months it has been running for.
- Huntleigh - extensive investigation into electric beds and care equipment has been undertaken to increase the effectiveness of group purchasing with the resident in mind. All beds in the group have been placed on a 10 year replacement schedule which is a great improvement in resident care and lifestyle.
- Jasol - ongoing efforts to streamlining chemicals used on site continues by continually investigate the effectiveness and grade of chemicals being used so it is safe for all staff, resident and visitors.
- Hartmann- identified as preferred supplier for Continence and wound care. As part of the supply agreement Hartmann provides a comprehensive education program to ensure our staff access the latest knowledge and skills in these areas.
- Bunzl- in 2008 Bunzl was awarded the paper and plastics tender for the group. The outcome being achieved included better price and higher quality products.
- EBOS- in 2008 EBOS was successful in attaining the clinical and medical equipment supply agreement for the group.

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### **3. Business Sustainability - Stewardship- Asset Management**

#### **3.1 Building Redevelopment Plan**

SummitCare has embarked on a major master building redevelop plan. Of note both Elizabeth Drive and Liverpool have undergone construction work to redress certification requirements. The Elizabeth Drive program is very substantial and due to conclude in the second quarter of 2008. The precursor achievement though was successfully achieving a DA and then awarding the building works contract to Grindleys Construction. Liverpool upgrade to showers and toilets will conclude in August 2008 rendering it fully compliant to these 2008 requirements.

In 2004-5 SummitCare commenced the major journey of a new development in Wallsend. This new state of the art 142 bed service will provide an important service in both high and low care. Due to open in

November 2008 Sugarloaf Gardens will be the flag shift for new building design. Summit has worked strategically with Grindleys and Boffa Robertson Group in the design and construct planning of this new service.

In June 2007 SummitCare- with an overall strategy of growth and development purchased a significant land holding in Baulkham Hills and work is midway in concept design for a 165 bed service which will provide high, low, extra service and adult day care. A new approach beyond that to residential care only. We recognise that as people aged and have the option for services at home a need arises for many to have day services.

### **3.2 IT Stage 3 and 4**

Today the organisation boasts a wide area network that delivers each site access to internet and servers which distribute key information such as our document control system. With over 90 email users SummitCare heavily relies on this platform for the general work of the organisation. Each Centre has standard hardware and software using most recent editions of Microsoft Office. In 2008 SummitCare rolls out additional hardware upgrades and commences transition to nurse stations being kitted up with PCs.

Separately the organisation is identifying software solutions that will greatly assist our operations and Stage 5 will most likely look at proprietary software solutions.

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## **4. Residents are Main Focus- Satisfy Current Resident/Relatives**

### **4.1 Summit Star Program**

The Summit Star Program is now in its third year of implementation. The organisation each month receives nominations for staff in one of three categories:

1. Excellence in Care & Service
2. Living Our Culture
3. Leadership in Action

Nominations are received from residents, relatives and staff for staff who are witnessed to work above and beyond the minimum. This important initiative has meant we have a regular feedback loop for great news stories which are then featured in Summit news- the organisation bi-monthly newsletter. In October this year annual category winners will be **recognised** at a major event held at our St Mary's Gardens Centre.

### **4.2 Complaints and Feedback systems**

The organisation strives to have highly transparent and open feedback systems. The Group Manager- for Quality & Compliance ensures at a senior leadership team level that residents and their families can freely raise concerns and have them successfully resolved. On occasion resident choose to use an external agency and our Organisation strives to work professionally and collaboratively in the full vain of customer service and resolution of concerns with the ultimate goal of preventing system or people issues.

Statistics used to monitor negative feedback show that SummitCare is able to respond quickly and effectively where a problem has arisen and that this feedback is used to ensure ongoing continuous improvement.

All Centres have in place post admission surveys and regular holding of surveys to gain feedback form residents on their satisfaction with a range of matters. All centres have successfully held annual planning days where residents and relatives have the opportunity to help plan changes at the Centre, influence menu planning, budget planning and general operations.

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## **5. Residents are Main Focus- Future Resident/Relative Appeal**

### **5.1 Shopper logic mystery shoppers**

SummitCare is committed to feedback about how new customers see the care and service offerings. To help our centres gain feedback about the enquiry for new admission process we regularly use the services

of mystery shoppers to gain feedback about the environment, customer services and provision of important information. In all Centres this process has helped to ensure improvements to residents and families which ultimately help us to ensure occupancy rates which enable us to remain sustainable.

### **5.2 Website Redesign**

We are well aware that our customers- residents and families are becoming more IT savvy and therefore it has been important that we see the website as an organics ever changing and adjusting tool in which we profile critical information. Our employee section sees regular prospective staff seek application for employment and relatives in the process of identifying a suitable accommodation service contact us. The face of our organisation is well represented with many pictures of managers, staff, residents and their families. The availability of Summit News also helps to enhance our communication to other stakeholders.

### **5.3 Re-Branding Project**

We operated under The Summit Health Care brand positioning for the past 11 years. Prior to this the organisation was known as the Wohl Management Group. As part of this planned review it was necessary for us to consider whether or not this name clearly positioned the organisation appropriately in the minds of our key stakeholders and customers for the future. After deliberation of Directors and the Leadership team a decision has been made to re-position the organisation as SummitCare (Australia). As part of this re-branding a new logo will be launched in October 2008 along with a new colour scheme.

The new logo moves the organisation away from the traditional pyramid to that of a rolling hill with multi-dimensional colours reflecting the symbolism of change and diversity. The gold trim in the centre links us to the past where the original company name was linked to a gold trim. Gold and mountains reflecting being at the top and of 'gold standard' are critical to our unique proposition. We see that our Vision- Working Together to Provide Peace of Mind continues to be relevant as well as the credo "we are people providing care and service to people"

The re-branding project will see the introduction of new signage and updates to all print material in which the brand message is conveyed. Yet another way in which we demonstrate our long term commitment to the Industry and those we serve.

### **5.2 Building Plan**

The building plan rates a second mention under this objective as it is clear that buildings must continue to be enhanced in alignment to the customers requirements. The building plan for Summit will, over 10 years, deliver care in single and twin accommodation across all centres. Today some Centres still provide accommodation in 4 beds rooms, and although not an issue for compliance is clearly a market driven enhancement required to attract future residents.

Frenchman's Lodge and Phillip House are the oldest buildings in the group and we are midway in implementing refurbishment plan that will upgrade bathrooms and communal space and implement a new interior design plan. Summits working relations with Caroline Hjorth design has been important as she helps us come up with design and colour schemes that are contemporary but appreciated by residents. In 2008 Nyora Gardens has had final refurbishments to a large communal dining and lounge space which includes full replacement of all furniture and fittings. The same is to be concluded at Jamison Gardens and we are in the process of finalising plans for St Mary's Gardens, Canley vale, Phillip House and Frenchman's Lodge.

### **5.3 Water Recycling Grants**

In 2007 SummitCare was successful in achieving over 150K worth of Community Water grants to install rain water harvesting systems at Nyora Garden St Mary's Gardens and Jamison Gardens. This initiative is part of the Strategic Project SummitCare as good corporate citizen. We recognise that our residents, families and staff are all becoming more aware about climate change and Australia long drought. This is one small way in which we are working towards a low negative impact on the environment.

## **6. Government Relationships - Effective Relationships**

SummitCare prides its self on highly professional and collaborative relationship with major regulatory and statutory bodies. Organisations that Summit considers to be of strategic significance include (but not limited to)

- The Department of Health & Ageing, including CIS
- The Aged Care Standards & Accreditation Agency
- Work Cover
- Local Council and Fire authorities
- Food Authorities
- Public Health
- Area Health Services and NSW Health

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## **7. Government Relationships - Compliance**

### **7.1 Accreditation**

All eight centres maintained full compliance to regulatory compliance and Jamison Gardens and St Marys Gardens underwent the third round for Accreditation and was again awarded a full 3 years. Our remaining six services will also undergo this thorough process across the 2009 year.

### **7.2 Approved Provider Status**

The organisation delivers care across eight centres and is recognised by the Department of Health and Ageing as six registered Approved Providers. In all instances our status remains fully compliant providing reassurance to our residents that we exceed minimum requirements. Each year we submit prudential statement, certification reporting, staff training statement, complete annual aged care surveys.

### **7.3 Occupational Health & Safety**

The OHS & RM Forum has worked hard to ensure that our injury rates are reduced and that our OHS systems are continually reviewed to remain compliant and effective. From time to time all providers receive visits by Workcover inspectors and our centres have maintained compliant status.

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## **8. People are our Greatest Asset- Recruiting and Retaining Good People**

### **8.1 Management Development Program**

The organisation has a number of individuals being supported with a mentoring and coaching plan and we have invested in numerous programs for development in leadership and management. The inaugural member of the fast track program was formally appointed to an executive manager position. Carla Valencia having only graduated from University as a registered Nurse in 2003 today is executive Manager of a centre that delivers care and service to 98 residents.

### **8.2 Employee Referral Program**

In 2008 the organisation launched its inaugural Employee referral program headed up by Executive Manager- Carla Valencia. Seen as a way in which staff can receive a benefit to referring individual for employment in what is a well regarded issue. Workforce development and retention is the single largest issue for all Aged Care Providers as you cannot sustainably provide care if we don't have either sufficient or skills individuals.

## **9. People are our Greatest Asset - Recognition of Our People**

### **9.1 Annual Recognition Events**

It is now very much a tradition in the organisation to hold our annual recognition event. Held in September/October each year we take time out to celebrate significant employment anniversaries. Category winners for Summit Star awards as well as the giving of certificates for staff who have undergone qualifications in management, leisure and lifestyle and aged care work. IN 2008 a new program is part through completion of the finance program which targets training at our administration personnel.

### **9.2 Jan Wang wins ACAA-NSW Award**

Jan Wang our new grad RN employed at Canley Vale was nominated for the ACAA NSW annual award for the NAMPAC Conference. This award enabled Jan to attend the conference as a full delegate and also included conference accommodation.

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## **10. People are our Greatest Asset - Looking After our People**

### **10.1 Healthy Heart Week 2007**

In 2006 the OHS Forum started its awareness campaign with red Apple day; an endorsed day which profiles bowel cancer, known to affect women and men at highest risk in their 40s and 50s. We recognise that a large proportion of our staff fall into those categories and feel a genuine need to help staff take ownership of their own wellbeing.

The 2007 initiative of Health Heart week saw the introduction of a program running the entire week with games, massages, competitions, education and pamphlets. Each centre tailored an individual approach and staff embraced the program with enthusiasm

### **10.2 Wellbeing Week 2008**

The theme for 2008's health awareness week was chosen to impact on a larger proportion of staff, as a range of issues were covered, ranging from physical health to mental health. This week prompted staff to examine all aspects of their lifestyle and perhaps adopt a change to improve their overall wellbeing. The benefits from this week have an impact on both staff and residents, as a healthier and happier workforce mean better provision of care, and a more positive environment. This year, a greater number of activities were run during the week, including laughter workshops, yoga, financial information sessions and competitions. 5 minute massages returned by popular demand.

### **10.3 OHS Management and Injury rates**

The OHS Forum- meeting bi-monthly, continues to make major headway in instilling an injury prevention culture within the organisation. The organisation, through the work of the Forum, now boasts major reductions in injury rates and premiums across all eight centres. In November 2008 SummitCare has organised an independent review of our systems and processes by KLRM services. The Forum will consider this feedback to determine program of works for 2009.

### **10.4 Smoking Survey 2008**

Smoking in designated places at work is a well known and growing issue that many organisations are slowly trying to address. We have all heard about the issues relating to passive smoking and Mosman is a well know example where a council has made the entire suburb in specified areas as smoke free. The OHS & Risk Management Forum for Summit has been trying to inform an appropriate policy position. The subject is looked at from two ways- that of staff and that of residents.

In April 2008 to assist inform policy development, Summit commissioned a smoking survey using funding received from our workers compensation insurer QBE. The Australian Catholic University Professor Tracey Macdonald examined the attitudes of staff towards smoking. If you are interested to see the full report and graphs with all the results from the survey go to our website and link to the 'news' section.

It is very apparent from the results of the survey that as an organisation we will consider a stepped approach to smoking in the workplace. The draft policy position will be tabled for discussion at our OHS meeting in October 2008.

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## **11. Quality Management - Pursuit of Excellence**

### ***11.1 Australian Business Excellence Framework***

The organisations mature quality management system was developed in 2004 benchmarked against the Australian Business Excellence Framework. The trademark, Performance Measures Matrix (PMM) takes a whole of business approach to quality. Each centre undergoes internal review process to help provide the necessary check to support local leadership teams and staff in making sure that we continue to meet compliance requirements but more importantly helps us to continually improve process and systems.

The PMM is a uniquely transparent tool that shows accountability from CEO down for various measures and targets. The annual performance appraisal monitors individual accountability and through the work of the group manager- Quality and Accountability with our centre quality Coordinators means that information is analysed and process improvement assured.

### ***12.1 HACCP and new Food regulations***

The NSW Food Authority is working towards a start date of August 2008 for new Food Standards. Summit with the work of our catering Forum and Consultant Dietician has reviewed and implemented a food safety plan which is being implemented and audited to ensure compliance. The ultimate goal of these new food standards is to make sure that food preparation and handling controls any risk of food borne illness resulting in either poor practice or contamination.

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## **12. Quality Management - Evidence of Excellence**

### ***12.1 External Benchmarking***

Summit has been a member of the QPS external benchmarking program for a period in excess of 6 years. This program enables all centres to receive comparison data on particular indicators compared to our own centres and a large sample from across Australia. External benchmarking provides important robust analysis to make sure that our care delivery systems and process continue to operate at established best practice. It also means that we can monitor trends and react appropriately should an area need to be improved.

### ***12.2 Enhancements to Document Control Systems***

The Project officer operating out of Head Office is accountable as Document Controller. All documents, be they policies, procedures or forms, go through stringent quality control processes. In 2008 these previously cumbersome manuals were made available to each centre in soft copy PDF format meaning that each computer user has direct and online access to the current version. The document control system is highly dynamic and it is a real operating challenge to ensure the most current version is available for use.

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## **13. Quality Management- Improve Market Positioning**

We recognise that by ensuring compliance we protect our most important asset- Our reputation. We envisage that as the industry grows to reflect the aging population, Providers of care will be more at risk for non-conformance because competing for competent and capable staff will become more challenging. We accept that by having robust systems and process we will not only attract residents with our deliver on our promise approach, but staff will feel confident that they are being supported to provide excellent care because we ensure latest technology, processes or systems.

By having such a strong and robust system and methodology we give professionals ( both internal and external) the confidence that we deliver care and service without compromise to their professional obligations.

## **14. Partnerships - Strategic Alliances**

### **14.1 Canley Vale Community**

Canley Vale has long established itself as a Centre that provides care to the local In-do Chinese cluster. This relationship goes back to the early 90s when we took in our first resident from a non-English Speaking Background and thus was born, the cluster.

The cluster has now expanded to nearly 50% of the total numbers of beds at Canley Vale. In the ensuing years, changes have been made to diets, activities and practices to provide for our cluster and to make Canley Vale feel more like home to these residents. We provide an Asian option at lunch and dinner time and celebrate all the major cultural events such as Chinese New Year and the Moon Festival. The last 2 years running, we have had the local Lion Dance troupe come in to perform the traditional Lion and Dragon Dance which is a common sight during Chinese New Year for our residents. These occasions are very much enjoyed by the residents and often than not, families will also join in the celebrations at the facility. This activity allowed our residents to reminisce of their past and be able to indulge in what is familiar to them.

In assisting our cluster residents meet their spiritual needs, a blessed Shrine room was set up with the assistance of the local temple and services are conducted every Thursday by a Buddhist Master. This room is heavily used outside of the service times as well. We are also fortunate to have Reverend Bui, the local Anglican Pastor come to the facility to provide Anglican Church Services in both English and Vietnamese.

We now also provide a translated copy of the weekly activities to all our residents and their families to ensure they do not miss out on them.

In the years following the establishment of the cluster, we have formed close ties and key relationships with community partners and received tremendous support from CALD, CPP-Chinese and CPP-Vietnamese groups. Volunteers have given their precious time to provide entertainment for our residents and to assist in bridging the cultural barrier. As we continue to progress, we hope to solidify these bonds and continue to be able to provide the care as we have to our cluster residents.

### **14.2 Nyora Gardens Italian Community**

Nyora Gardens Italian Cluster has gone through many changes and today still has a number of residents with this background. The Centres works hard to make sure that there are activities and menus which help keep Italian traditions alive.

### **14.3 GP Divisions**

Each centre Manager has previously had an important relationship with the local GP Division and GP Panel. Sadly in 2008 the federal Government made a decision to cease funding for the GP Panels. Summit recognises the important role GP make to care management for residents and we continue to foster strategic working relationships.

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## **15. Learning Organisation- Strategic Competencies & Skills**

### **15.1 Education and Training Funding Initiatives**

SummitCare identified through the strategic planning process that there were skill deficits in our staff related to the changing resident mix across all facilities in the group. Learning and development opportunities were investigated and SummitCare, in partnership with TAFE Western Sydney Institute, was successful in obtaining grant funding to offer staff the opportunity to extend and develop their skills. Funding for full and part courses was obtained through the Better Skills Better Practice Initiative; the Skills Shortage Program and the Mature Workers Support Program. These grants allowed SummitCare to offer the following:

- Certificate IV Frontline Management
- Certificate IV Workplace Assessment and Training (9 units of 13 course units)
- Certificate III Financial Services

- Certificate IV Aged Care Work
- Certificate IV Leisure and Lifestyle (Aged Care)

### **15.2 WELL Program funding**

SummitCare has a staffing profile that reflects contemporary Australian society - multicultural and ethnically diverse. Summit recognised that for some staff the opportunity to extend or develop their workplace communication skills would increase their confidence in communicating with both residents, families and other staff. Summit, in partnership with TAFE Western Sydney Institute, was successful in obtaining a grant from the Department of Education, Employment and Training to run the Workplace English Language and Literacy (WELL) program in all 8 sites. The grant allowed the program to operate for 3 hours per week for 42 weeks. The program offered staff assistance with interpersonal skills, oral communication and cultural awareness workshops to help employees improve their customer service skills. The program consisted of:

#### Communication Workshops

- customer service
- interactive communication
- cultural awareness
- work team communication
- writing skills for aged care

#### Tutorial sessions

- writing reports (HACCP)
- writing effective progress notes
- computer basics
- reading charts

Over 300 staff have participated in the program.

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## **16. Learning Organisation- Individual & team development**

### **16.1 TMS profiling**

SummitCare has as one component of its Mission statement 'we strive through **teamwork and effective communication** to achieve negotiated and agreed care outcomes.' To assist Centre managers in developing highly effective local leadership teams Summit profiles team members so that their work preferences can be mapped against the other members of the leadership team. The TMS (Team management Systems) profile gives individuals comprehensive feedback on their strengths and weaknesses as team members. Summit has facilitated TMS profiles for local leadership team members in all 8 facilities; all members of the Working in Groups Forums, that is RAO Forum, Education & Quality Coordinators Forum, Physiotherapy Aide Forum; and all members of the Leadership Team and Directors. The TMS profile allows staff to understand and appreciate difference and to work towards ensuring Summit has highly effective and efficient teams operating in all areas of the business

### **16.2 Education and training investment**

SummitCare specifies within the Balanced Scorecard the necessity to attract, retain and recognise good people as part of sound business practice. The organisation is committed to ensuring that all staff have access to educational and training opportunities, either through the provision of educational programs at each site or assisting staff in attending conferences and workshops off site. Summit have policies that assist employees with the costs for work-related education programs, attendance at conferences and workshops. In the 2007/2008 financial year Summit supported 120 staff by releasing them to attend nationally accredited courses during their normal work hours. During the same period Summit supported 30 staff on traineeships to gain qualifications in Financial Services, care delivery and hotel services (catering services). This investment in our people demonstrates the organisations' commitment to recognise and reward staff and to ensure they are able, through increased knowledge and skills, to improve the standard of care and service delivery to our residents.

## 17. Learning Organisation- Resident Focussed Culture

### 17.1 Leadership in Action

The leadership team centrally and in each centre know only too well how critical a resident focussed culture is to ensure that the 'experience' of care is of the best standard. Much of the work in our Centres occurs in the privacy of resident bedrooms and bathrooms and it behoves every one in the organisation to ensure that residents receive the care negotiated in care plans and delivered in a respectful and caring manner. The organisations 'zero tolerance to abuse of any kind' meant that it was a simple transition to implement mandatory reporting. It has been our practice to report any allegations of abuse to the Police so when the Minister for Ageing released new legislation requiring Police checks and mandatory reporting we were able to ensure compliance with a minimum of impact. In every instance of a reported allegation of abuse the matter has been fully investigated, reported to authorities and acted on appropriately. There is no place in SummitCare for any individual who does not uphold the organisations values to deliver exceptional care and service to those we serve.

### 17.2 Our Culture

In 2008 we have revised the statement now well known as 'Our Culture'. We demonstrate full commitment of walking the talk by linking 'Our Culture' to the Summit Star program- to gain feedback from peers and residents, it forms the basis of one component of annual appraisal for all staff and is the reason why so many staff continue to work at SummitCare for many years. After now some 5 years of working with Our Culture staff will relate to new staff that this is the 'Summit Way'.

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## 18. Learning Organisation- Strong & Responsive Leadership

### 18.1 Management Development

Each leadership team is provided opportunity for learning and development that focuses' on developing management competence. Opportunities for mentoring and coaching are identified in a case by case approach so that each individual feels supported to develop in context to their professional and personal needs. The organisation boasts training in a number of areas- too numerous to mention here -but ultimately is key in ensuring that SummitCare is in good hands.

### 18.2 AIM Corporate Membership

Now in its third year Summit Corporate membership delivers professional members to an internationally recognised organisation. Each Manager receives new letters, journals and access to training programs. The online access library means that if Managers need to research current theories and practice in any area they have that access at a finger tip.

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## 2008 - 2011 Strategic Plan Overview

### Strategic Environment

*Overview of development for 2008-11 Strategic Plan*

#### Working Together

"Working together to provide peace of mind", SummitCare's vision, means something different to everyone involved in the organisation.

To a Registered Nurse it might mean discussing a resident's care needs with a relative, or simply having a chat with visitors. To catering staff, this statement could mean making sure each resident's meal is served the way they like it; to an AIN it could be referring issues to the RN so that the continuum of care is not lost.

For SummitCare's management team, this vision is at the forefront of business, and *working together* really comes into play.

The leadership team and executive managers come together once a month to discuss operational and strategic issues of the organisation. This meeting gives executive managers a chance to share their experiences and challenges. It provides a unique forum where the leadership team can collaborate with executive managers on strategic projects; utilising the practical knowledge and experience of the EMs, teamed with the strategic drive of the leadership team.

Through consultation with this team and the SummitCare Leadership Team, the organisation's strategic plan has been updated for 2008-11.

## **The Future of Aged Care**

### *Significance of the SWOT process*

To prepare the 2008-11 Strategic Plan, the leadership team (Comprising CEO, GM-O, GM-CS, GM-QC, MPP, FC and PO) considered a strategic description of a 'future' aged care organisation that delivers outstanding residential aged care services. The team then individually and collectively considered the strengths, weaknesses, opportunities and threats of this new world organisation against their perceptions of where the organisation is currently delivering services.

Through a process of prioritization the team then allocated a fit against organizational systems to ensure adequate follow through.

Strategic projects are categorised into five focus areas: Residents, Quality, Resources, Leadership and People.

This year's strategic plan captures current projects such as commissioning of the new centre in Wallsend and renovations in each centre. Continuing initiatives include stage four of the IT rollout, and SummitCare as a good corporate citizen. New projects cover areas such as the recruitment process, payroll systems, customer service, branding and medication systems.

To the leadership and management teams of SummitCare, the vision of "Working together to provide peace of mind" means taking initiatives to improve the care of residents. Sometimes it is hard to see the connection when concerns such as finances and recruitment get in the way. But, far from being distractions, the management team views these things as opportunities to improve on the care of residents, providing peace of mind to them and their loved ones.

## **Outcomes and Implications**

### *Working in Groups, Organisational Structure, Corporate Plan for Continuous Improvement, Strategic Projects*

As we commence a new stage in SummitCare's development, our strategic framework was reviewed to reflect new strategic goals, but continuing the vision of "Working together to provide peace of mind". Our working in groups, organisational structure, corporate plan for continuous improvement, and schedule of strategic projects were also updated to reflect an organisation facing new challenges & opportunities, in a strikingly different political and environmental climate.

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## **Strategic Framework**

### **Our Vision**

Working together to provide peace of mind

### **Our Credo**

We are people providing care and service to people

### **Our Purpose**

To provide, all day every day, exceptional and sensitive care and service to people requiring residential aged care.

## **Our Goals**

### **Residents**

To ensure our residents are the main focus in all that we do. We negotiate and advocate care and individual style of living choices with residents and their families to deliver on our promise - providing peace of mind.

### **Quality**

To ensure quality processes underpin every part of our service so that it permeates every aspect of our organisation

### **People**

That SummitCare is a great employer where staff

- Live the Vision, Values and Culture
- Feel valued and supported
- Are enabled to grow and develop professionally and personally
- Are engaged and accountable for what they do

### **Resources**

To execute well planned strategies that maximise our capacity to respond to changing demands and remain a competitive and viable provider of aged care services.

### **Leadership**

That SummitCare leaders, through situational leadership

- Live the Vision, Values and Culture and are passionate about what we do
- Ensure effective corporate and clinical governance
- Apply judgement and make sound decisions
- Effectively collaborate and are good role models
- Enable others to achieve role outcomes

## **Our Values**

We value

- Respectful relationships
- Honesty
- Ethical decision making
- Positive participation in team work
- Effective leadership

## **Our Culture**

We do what we say we will do

We work to continuously improve all that we do and strive to achieve our goals

We are a learning organisation

We celebrate frequently and appropriately

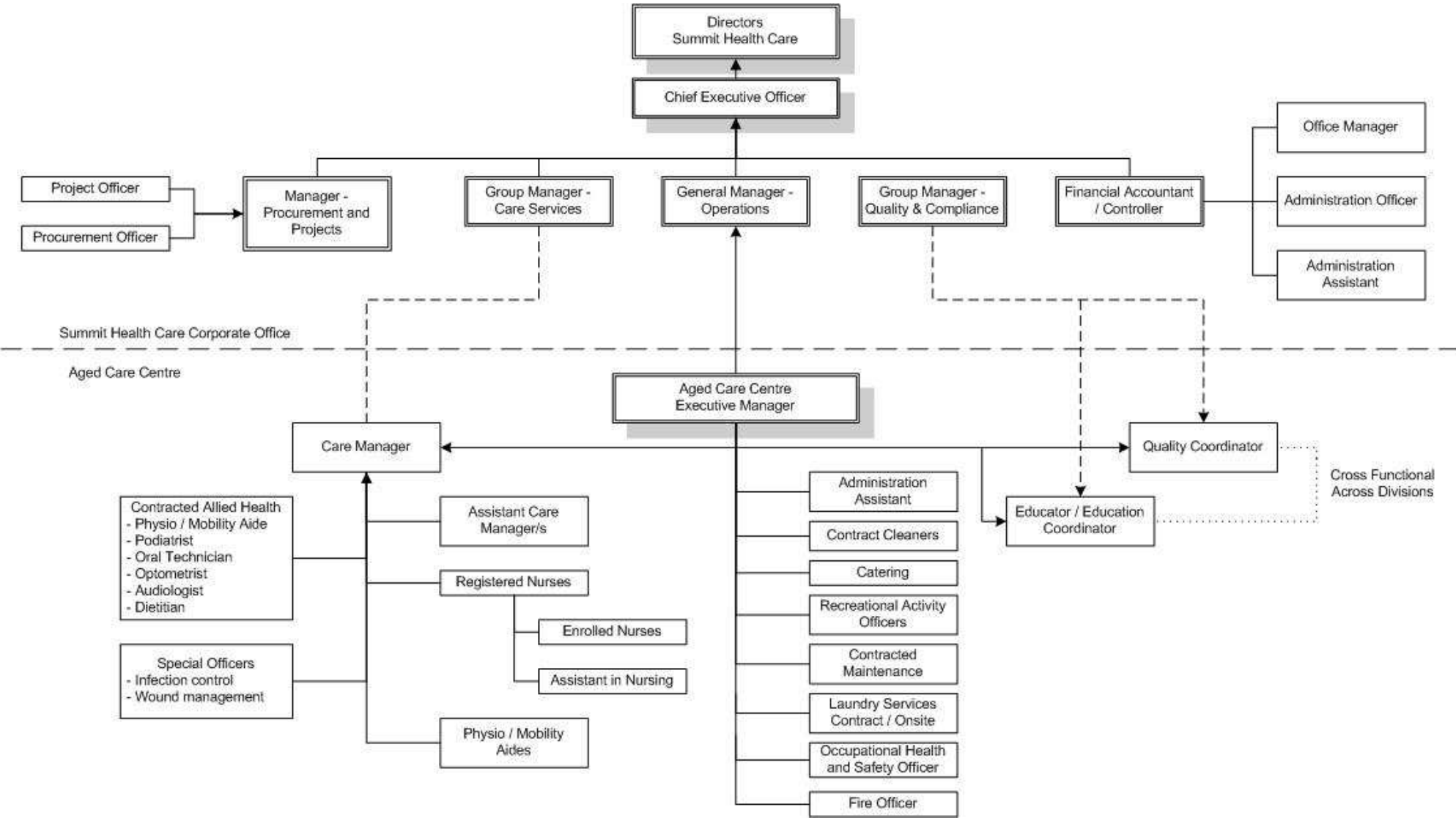
We are committed to a safe, enjoyable and quality workplace

We build teams which positively impact our day to day challenges and foster innovation





# Corporate Organisational Chart



## Working in Groups Structure

