



Community Care TASMANIA

Strategic Plan 2017-2021

The Regional Development Company

Facilitation | Engagement | Strategy | Results

Strategy prepared by:

The Regional Development Company Pty Ltd
PO Box 25, Wangaratta VIC 3676
Phone: 03 5722 2207
Email: rdc.office@regionaldevelopment.com.au
Web: www.regionaldevelopment.com.au



F a c i l i t a t i o n | E n g a g e m e n t | S t r a t e g y | R e s u l t s

Table of Contents

Introduction	2
Context	4
Background.....	4
The current situation	5
Desired future situation	6
Key messages.....	7
Our Vision	8
Our Purpose	8
Strategic Directions	8
One Page Strategic Plan	9
Action Plan	10
Strategic Direction One – Client focussed services	10
Strategic Direction Two – Strong brand and profile	12
Strategic Direction Three – Sustainable financial future	15
Strategic Direction Four – Partnerships and Advocacy.....	17
Strategic Direction Five – Organisational excellence and innovative culture	20
Review Monitoring Process	24

Introduction

This Strategic Plan for Community Care TASMANIA (CCT) builds on prior planning and sets the foundation for enhancing our important role as a community care provider in Tasmania, with a focus on services for aged and disabled people, including those with diverse cultural and linguistic backgrounds.

The Board met and participated in a facilitated Strategic Planning Development session in December 2016. The process included intense consultation with staff and clients, which led to robust and meaningful discussions by the Board and Senior Executive to establish the service's key directions. These directions have considered the views and needs of clients and service providers (our staff), as well as a clear understanding of the changes and challenges affecting our service and our clients.

The Plan outlines the direction for Community Care TASMANIA over the next four years and reflects the need to address several key challenges (outlined in the Strategic Plan).

Our Vision:

Community Care TASMANIA, a specialist in home care across Tasmania.

Our Mission

Provide excellent individualised services that allow consumers of all backgrounds to enjoy richness and quality of life, age with dignity and respect, in a safe environment in their home.

To achieve this vision and mission, our five strategic directions are:

- Client focussed services
- Strong brand and profile
- Sustainable financial future
- Partnerships and advocacy
- Organisational excellence and innovative culture

Successful implementation of this plan over the next four years will require regular monitoring by the service and key stakeholders. In the highly volatile and uncertain times facing the disability and aged care sectors, it is vital that regular reviews of both strategy and risk are conducted. This process is outlined at the conclusion of the Strategic Plan.

To assist the Board of Management the Board encourages feedback both positive and negative and actively seek this feedback. The Board also welcomes diversity in all of its dealings; that is employment of people with a disability. The Board encourages diversity on the Board from both the LGBT, disability and CALD communities.

Core Values of Community Care TASMANIA:

CORE VALUE	ORGANISATIONAL VALUES
Choice and Control	CCT will ensure in all its dealings that the client has choice and control over their care and budget to optimise their independence relating to the supports provided. This includes the right of clients to choose and be involved in care planning and to have the say and control over their own finances.
Rights	CCT will work within the legislative frame work and its own Policies and Procedures ensuring that clients' rights are understood, acknowledged and upheld in every day practice. This includes actively preventing violence, abuse, neglect, exploitation or discrimination.
Respect	CCT will ALWAYS respect the clients' rights and choices, respecting their right to practice their culture, diversity, values, beliefs and autonomy. And CCT supports reflect and protect clients' dignity, their dignity of risk and right to privacy.
Wellness and reablement	CCT will work with the client, their family or advocate for a goal of wellness and reablement.
Empathy	CCT will always work for our clients in an empathetic/sympathetic manner; seeking to understand by active listening and by acting in a kind and considerate manner.
Participation	CCT will ensure the client is empowered to participate by demonstrating choices of care and their implications to budget and other constraints. Supported decision making is offered with relevant information communicated in an appropriate manner, with time to consider options and access to an advocate.
Flexibility	CCT will be flexible in its delivery and change as required for the best outcomes for the client.
Transparency	CCT will work transparently, clearly communicating the provision of supports responsive to clients' needs, and showing all workings of the cost of care and implications of their budget and care contracts.
Quality	CCT will work diligently and progressively through person-centred care to ensure that our care is always of high quality and will seek information from clients so that we may continually strive for excellent service. CCT maintains a thorough complaints procedure for allegations and incidents of violence, abuse, neglect, exploitation or discrimination.
Personalised	CCT will provide personalised care to all of its clients and support clients to engage with their family, friends and chosen community.

Sustainability	The Board of Management (BOM) and Management will work to ensure organisational sustainability of financial, legislative and regulatory responsibilities through quality assurance including consumer engagement.
Continual improvement	CCT pledges to work consistently on learning how we can improve and to document, plan, act and make reviews on that advice. This includes the management of quality, information and risks.
Integrity	Integrity is a personal quality of fairness that we all aspire to. Having integrity means doing the right thing in a reliable way. It's a personality trait that we admire, since it means a person has a moral compass that doesn't waver.
Honesty	CCT staff behave with honesty and personal integrity in every action we take.

Context

Background

Community Care TASMANIA has over 26 years of history caring for people in the community through the provision of home care services for aged and disabled people, including people with diverse cultural and linguistic backgrounds.

We are a not for profit service focused on delivering our services with the utmost respect for, and sensitivity to individual needs, creating better lives for all our clients. We help people stay at home – happy and well connected. Across the state, Community Care TASMANIA continues to be the specialists in providing services to aged CALD communities.

During the last few years, significant changes have occurred for CCT:

- Community Care TASMANIA has evolved from Community Care NESB
- Service provision has continued to expand across the state (north, northwest, south)
- There has been a doubling of clients between 2015 and 2016, with 450 clients receiving government supported home care services, in addition to full fee paying clients receiving Dial an Angel services, and over 100 individuals participating in wellness and connectivity programs funded through external sources
- Significant financial turnaround has been enabled through increased service delivery, leveraging external contracts and funding, provision of full fee paying market based services, innovation, and focus on longer term financial sustainability
- We have purchased our own larger premises in Launceston
- Accreditation continues to be achieved at high standard (last government audit was fully compliant at the highest level, with no recommendations for improvement)
- Partnerships with key organisations continue to be critical and valued.

External changes impacting on CCT (and the aged and disability care sector) are:

- Continuation of Federal government aged care reforms
- NDIS rollout
- Consumer driven choice of care
- Competition between Service Providers for each CDC consumer
- Disruptive potential of new entrants to the market and new technologies they utilize

R:\BOM\Strategic plan 2016\Community Care Tasmania - Strategic Plan (v6) .docx

Reputation and brand recognition, innovation and quality will be essential to navigate these changes and build on the current strengths and specialisation of Community Care TASMANIA.

The current situation

The current situation analysis was drawn from clients, staff, and board members.

Strengths

- Focus on clients and individual, quality care
- Unique, specialised services for CALD clients
- Stable and loyal client and staff base
- Strong financial position which allows and supports innovation in the future

Clients and staff reflected on what is most valued about CCT and its services:

- Surety of care for the future with strong and trusted branding
- Dependability
- Trusted
- Competent and professional staff – field and office
- Ethics and integrity – living and working to principles
- Pride in the work

- Individual care
- Feeling included
- Tailor made services for individual clients and carers – from a broad range of choice
- Continued reassessment of needs
- Local services

- Innovative approach

Clients and staff were also asked to consider what should be kept and built upon:

- Focus on individual quality care with continued reassessment of needs
- Focus on clients and customer services
- Ability to customise services to meet client needs
- Individual care plans including social care plan
- Maintain CALD workers and specialising in CALD care
- Innovation
- Being proactive in meeting government changes early
- Social support services and connections with the CCT community as well as the broad range of in-home services
- Caring trained staff
- Positive reputation

Challenges

These challenges were identified by staff, clients, and board members:

- Consumer directed care – where consumer owns that package
- Consumers able to source care from other sources while CCT might manage package and funds

- Increased accountability and transparency, especially with CDC
- Increased need for individual budgets that are volatile (with aging clients who's needs are constantly changing)
- Speed of growth, increase in baby boomers, influence of new/more sophisticated clients
- Continual upwards pressure on costs
- Continual downward pressure to reduce cost of care
- More/new entrants into the market
- New entrants into the market are doing things differently and with smart technology
- Expectation that more work is performed with less money
- Increase in higher demands from clients
- Government expectation consumer will pay for care when able
- Ability to move packages (portability)
- Maintaining service quality at the individual client level (expectations, communication)
- Government policy and funding changes – eg aged care reforms and NDIS
- Increased competition from other service providers – providers actively and aggressively marketing for clients.
- Profile and recognition/awareness of service particularly in a client directed service environment
- Merging of CHSP and HACC into CDC packages in 2019
- Restrictions/limitations imposed by ICARE Software

Opportunities

- MAC
- Increase in baby boomers
- NDIS growth
- Growth in CDC packages
- Portability of CDC packages
- Build on strong partnership and referral base – great service record and market acceptance
- Continued service innovations – identifying niches and gaps in marketing and branding that other services are not providing (eg care services tailored for baby boomers, embracing other diverse groups (LGBTI), IT CareHub)
- Brand recognition to encourage greater awareness and take up of services
- Promotion of all services including Dial an Angel
- Positioning/building on Regional Assessment Service
- Technology/innovation to: (1) Capitalise and to extend services (2) Decrease costs (3) Increase clients (4) increase choice and control by client
- Continuing to source external funds for supported services and wellness programs – to lead early
- Market and promote the good work we do by client testimonials

Desired future situation

- Provide the best possible personalised care to our clients to help them maintain independence
- Strong brand and profile – confident and clear about our points of difference
- A premier service of choice in Tasmania for employees and clients
- Reputation maintained through high level accreditation, consistent quality service experience, and demonstrated through increased service demand and delivery
- Innovation to provide services tailored to our clients' needs, source funds, increase competitiveness and maintain financial sustainability
- Staff development and professionalism, supported by clear policies and procedures

Key messages

Board discussions following the situation analysis highlighted:

- The work of Community Care TASMANIA is highly valued
- CALD client focus is a significant point of difference for CCT (along with quality personalised care and services)
- Change is inevitable and the Board of CCT is prepared to be ahead of the curve of change (innovative, proactive, early adopters)
- Innovation is vital, coupled with the need to understand and manage the risks of innovation for the service
- There is strong support for diversifying income streams and keeping sound financial reserves as a buffer against the uncertain impacts of pending changes, as well as for reinvestment in services

The following Strategy results from consideration of the current position, challenges and desired future. The strategies developed have been designed to:

- build on the current strengths and unique positioning of CCT
- consider the changing operating environment, and proactively position CCT at the forefront of the changes
- manage future growth AND maintain a clear focus on the best possible personalised care for existing and future clients
- develop a sound financial base that enables organisational stability, continued quality care to clients, and profit reinvestment to enable the achievement of our vision and mission
- develop the organisational capacity to continue to provide high quality service to clients, and meet the future challenges through innovative thinking and solutions

Our Vision



Community Care TASMANIA, is a recognized and appreciated specialist in home care provision across Tasmania



Our vision for the future means that Community Care TASMANIA will need to:

- stay at the forefront of care provision through a culture of innovation and excellence
- increase our client base across Tasmania
- be an active advocate for making home based care the option of choice for Tasmania's population (aged, disabled, palliative)
- remain the primary choice of home care services for people in Tasmania with diverse cultural and linguistic backgrounds
- to be an employer of choice for staff

Our Purpose

We exist to:



Provide excellent individualised services that allow our clients of all backgrounds to enjoy richness and quality of life, age with dignity and respect, and age in a safe environment in their own homes.



Strategic Directions

We will achieve our Vision and Mission through:

1. **Client focussed services**
Continuing to provide tailored, appropriate individualised care services for our current and future clients
2. **Strong brand and profile**
Increasing CCT brand recognition and profile to ensure potential clients and their carers are aware of our services and can easily purchase appropriate care
3. **Sustainable financial future**
Developing a sound financial base that enables organisational stability, continued quality care to clients, and profit reinvestment to enable the achievement of our vision and mission
4. **Partnerships and advocacy**
Continuing to partner with key organisations to provide better services to our clients, advocate on behalf of home based care services, and increase referrals
5. **Organisational excellence, and innovative culture**
Developing CCT's organisational capacity to continue to provide high quality service to clients, and meet the future challenges through innovative thinking and strategic planning

STRATEGIC PRIORITIES

Vision: *Community Care TASMANIA is a recognised and appreciated specialist in home care provision across Tasmania.*

Mission: *Provide excellent individualised services that allow our clients of all backgrounds to enjoy richness and quality of life, age with dignity and respect in a safe environment within their own home.*

Strategic Focus:

Growth	People	Leadership	Systems, Processes and Communication
<p>Goal:</p> <p>CCT grows and expands to meet client need</p>	<p>Goal:</p> <p>Our client outcomes focus and values framework informs our work</p>	<p>Goal:</p> <p>CCT is the leader in the aged care and disability sector</p>	<p>Goal:</p> <p>Our systems support our work and enhance the services we provide to our clients</p>
<p>Objectives:</p> <ul style="list-style-type: none"> ▪ We will have a space big enough to accommodate staffing requirements, with adequate expansion capability and to expand our offerings; training, palliative care, respite. ▪ Our staff cohort will be big enough to meet client need ▪ Growth in service offerings ▪ Grow client numbers ▪ Increased and diversified income streams ▪ Budget and cash flow models ▪ Consideration of regional sites ▪ 	<p>Objectives:</p> <p>Clients:</p> <ul style="list-style-type: none"> ▪ Trustworthy, reliable and responsive to meet client and family need ▪ Improve rostering, complaints, and communication with clients ▪ Build on client and family engagement ▪ Implement software to ensure clients/family expend their homecare package ▪ Capitalise on new IT capability <p>Staff:</p> <ul style="list-style-type: none"> ▪ Enhance a learning culture ▪ Align values ▪ Staff training is a priority ▪ Invest in our Support Workers ▪ Employer of Choice ▪ Continuous Improvement ▪ Keep our good people <p>Partnerships:</p> <ul style="list-style-type: none"> ▪ Continue, and develop mutually beneficial relationships with stakeholders 	<p>Objectives:</p> <ul style="list-style-type: none"> ▪ Maintain our caring and giving culture ▪ Develop leaders within the organisation ▪ Maintain our strong brand ▪ Grow our profile as the preferred provider ▪ Facilitate and support innovation ▪ Maintain a customer focus ▪ Ensure customer satisfaction: <ul style="list-style-type: none"> ○ Staff ○ Clients ○ Suppliers ▪ Our staff and clients are our ambassadors 	<p>Objectives:</p> <ul style="list-style-type: none"> ▪ Data informs our decisions ▪ Invest in mentoring and supporting the use of our systems ▪ Develop consistent HR processes ▪ Commit to invest in, and roll out IT systems ▪ Invest in HR and IT human resources ▪ Ensure all business systems are lean, reliable and simple ▪ Review existing communication strategies and seek to improve secure systems

Operational Plan

The following pages detail the strategies required to achieve the objectives of Community Care TASMANIA and indicates responsibilities and timelines for each strategy.

Strategic Direction One – Client focussed services

Goal: Continue to provide tailored, appropriate individualised care services for our current and future clients

Desired outcomes:

- Flexible, valued and innovative services
- Client focussed services – care plans and social plans developed to suit each individual client and their carer
- CALD clients have specialised services that understand their needs and specific challenges
- We understand our clients, and use their feedback to continually improve our services
- Clients and families can communicate with CCT using a variety of means (traditional and IT)
- Accuracy and transparency leads to increase in client satisfaction

Benefits: The potential benefits for undertaking the nominated strategies and actions will be:

- New services tailored for new clients (additional clients for existing services, new clients for new products)
- Flexible services to respond to changing client needs
- Understanding of clients' needs is used to develop new products
- Clients continue their loyalty to CCT services and staff
- Accurate reporting to clients on CDC packages

Continue to provide tailored, appropriate individualised care services for our current and future clients					
	Objectives		Strategies	Responsibility	Timeframe
1.1	Client Directed Care model is refined to ensure client understanding, transparency and quality services	1.1.1	Review and refine delivery of CDC model including develop a register of systemic issues and service improvement responses	CEO and staff	Monthly post February 2017 Quarterly from 2017-18 FY
		1.1.2	HACC and CHSP clients are informed of changes and ways in which they can	CEO and staff	Ongoing

Continue to provide tailored, appropriate individualised care services for our current and future clients					
	Objectives		Strategies	Responsibility	Timeframe
			transition to CDC packages		
		1.1.3	Clients and their families are educated on the CDC statements and care plans	CEO and staff	Ongoing
		1.1.4	CCT software systems support individual packages, accuracy and transparency	CEO and staff	Ongoing
1.2	Existing clients made aware of ability to streamline all external services through CCT	1.2.1	Where multiple services are delivered by various agencies to the same client, staff will support and inform existing clients of ways in which they can package their services under CCT and or support their needs and report appropriately	CEO and staff	Ongoing
		1.2.2	Staff training is provided to ensure consistency of information and processes for developing tailored packages (including front line staff, Case Managers and care assessors)	CEO and staff	Ongoing (initial training roll-out before 2017-2018 FY)
1.3	CALD services and clients remain our niche service – and we are known as the premier service provider	1.3.1	Continue to focus on building CALD client base through partnerships, RAS, targeted promotion	CEO and staff	Ongoing
		1.3.2	Promote CCT services through TASMANIA's multicultural access points (MAP); Multicultural Council of TASMANIA & others	CEO	Ongoing (as part of Marketing Strategy)
1.4	Clients and carers can communicate with CCT effectively	1.4.1	the New Common Care Standards 1 – 8 drive CCT staff and services	CEO	Ongoing
		1.4.2	Regular client surveys are continued, analysed and used to inform continual improvement and new services/product development	CEO	Ongoing
		1.4.3	Client service information is provided in numerous languages reflecting client base	CEO	Ongoing

Continue to provide tailored, appropriate individualised care services for our current and future clients					
	Objectives		Strategies	Responsibility	Timeframe
			(both printed and online) if appropriate		
		1.5	Software systems are adequate to support these objectives	CEO	Ongoing
1.5	IT System Support, accuracy & transparency to CDC clients				

Strategic Direction Two – Strong brand and profile

Goal: Increase brand recognition and profile to ensure potential clients and their carers are aware of our services and can easily purchase appropriate care

Desired outcomes:

- Marketing campaigns attract additional clients and increased demand for services
- Our point of difference – delivering tailored services to clients of diverse CALD backgrounds – is well recognised
- CCT is well known and highly regarded across Tasmania

Benefits: The potential benefits for undertaking the nominated strategies and actions will be:

- Increased brand recognition and awareness may lead to increased requests for services
- New services can be tailored to gaps and opportunities identified in market research

Increase brand recognition and profile to ensure potential clients and their carers are aware of our services and can easily purchase appropriate care					
	Objectives		Strategies	Responsibility	Timeframe
2.1	Marketing Strategy implemented	2.1.1	Review marketing plan in relation to competitor positioning and resource appropriately up to 10% of overall budget.	CEO	2017-2018

Increase brand recognition and profile to ensure potential clients and their carers are aware of our services and can easily purchase appropriate care					
	Objectives		Strategies	Responsibility	Timeframe
		2.1.2	Implement media spend as per marketing plan; complement with online marketing (social media, story based, personal recommendations)	CEO	2017-2018 Ongoing
		2.1.3	Celebrate successes, and showcase the organisation through media stories, online stories and social events	CEO	2017-2018 Ongoing
		2.1.4	Participate in aged care support service awareness raising events and activities	CEO	2017-2018 Ongoing
2.2	Website current with service and contact information (pitched to enable consumers to select CCT services)	2.2.1	Update website using findings from marketing plan review	CEO	Ongoing
		2.2.2	Monitor website traffic and conversion to calls/enquiries to service	CEO	Ongoing
2.3	Dial an Angel targeted marketing results in increased uptake (by 20% per annum on 2016 base)	2.3.1	Use existing Dial an Angel customer feedback about how they found out about the service, service satisfaction, likelihood to recommend service to others	CEO	2017-2018
		2.3.2	Tailor marketing based on customer feedback	CEO	2017-ongoing
		2.3.3	Develop specific social media approach to regularly promote this service (tied into social marketing media algorithms eg on Facebook)	CEO	2017-ongoing
2.4	Community TASMANIA Marketing mobile office	2.3.4	Develop a mobile office that can be used across Tasmania, especially in rural and remote regions to promote services and allow time with case managers from new or prospective clients.	CEO	2017-2018

Increase brand recognition and profile to ensure potential clients and their carers are aware of our services and can easily purchase appropriate care					
	Objectives		Strategies	Responsibility	Timeframe
2.5	New services are tailored to target client markets	2.5.1	new services designed to meet new client markets (consider approach to develop and market pilot services)	CEO	2018-2019

Strategic Direction Three – Sustainable financial future

Goal: Develop a sound financial base that enables organisational stability, continued quality care to clients, and profit reinvestment to enable the achievement of our vision and mission

Desired outcomes:

- Annual profitability maintained with sound balance sheet position
- Determined amount of savings as buffer against funding insecurity
- Planned reinvestment
- Ability to plan for, and ride through, funding changes in aged care and disability services

Benefits: The potential benefits for undertaking the nominated strategies and actions will be:

- Organisational flexibility to ride out the anticipated changes to funding
- Ability to continue to provide quality care for clients
- Increased investment in staff, staff training and care assessments
- Meet new challenges and be an early adopter of innovative technology to provide an edge.

Develop sound financial base					
	Objectives		Strategies	Responsibility	Timeframe
3.1	Increased diversified funding income	3.1.2	Determine current market price tolerance for full fee paying services and contract services	CEO	2017-18 FY
		3.1.3	Actively promote Dial an Angel to increase by 20% per annum in turnover (from 2015-16 base)	CEO	Annually
		3.1.4	Continue to deliver contracting services and attract further contracting services	CEO	2017-18 Ongoing
		3.1.5	Continue to source funding from philanthropic and government sources for project based work (eg Community Connections)	CEO	2017-18 Ongoing
		3.2.1	Determine amount of 'buffer' required to ride through the current service funding changes	Board	2017-18 First quarter

Develop sound financial base					
	Objectives		Strategies	Responsibility	Timeframe
3.2	Financial returns to provide buffer as funding changes occur	3.2.2	Continually monitor cost of service delivery – looking for efficiencies without compromising quality of services to clients	CEO	Ongoing
		3.3.1	Determine clear and realistic unit pricing (understanding cost of service delivery and packaging)	CEO (for Board approval)	Prior to 2017-18 FY
3.3	Target financial indicators in use	3.3.2	Develop agreed set of target financial indicators for continual monitoring	CEO and Board	Prior to 2017-18 FY
		3.4.1	Develop annual budgets with clearly stated assumptions about levels of funding income, anticipated client numbers and service mix, external funding sources (see suggested layout of assumptions in Appendix)	CEO (for Board approval)	Each FY Adjust assumptions after quarterly review of financial scenarios
3.4	Budgets and cash flow models	3.4.2	Ensure spare capital is generating maximum benefit to the organisation.	CEO (for Board approval)	Ongoing

Strategic Direction Four – Partnerships and Advocacy

Goal: Continue to partner with key organisations to provide better services to our clients, advocate on behalf of home based care services, and increase referrals

Desired outcomes:

- Partnerships continue to provide referrals for CCT services
- Partnerships enable greater advocacy for service provision to our clients – considering their holistic needs
- CCT services and plans are aligned with government directions, and the strategic directions of key partners
- New partnerships are developed to better position CCT and its services to meet the needs of more clients

Benefits: The potential benefits for undertaking the nominated strategies and actions will be:

- Increased leverage from multiple organisations and voices to overcome confusion within the new system, and ensure better service delivery to our clients
- CCT is confident that strategies and directions are compliant with government directions, and that strategies are complementary to key partners
- Increased referrals, client numbers and service delivery
- Client needs are catered for during transition to other forms of care (or to end of life)
- Additional income sources for CCT

Continue to partner with key organisations to provide better services to our clients, advocate on behalf of home based care services, and increase referrals					
	Objectives		Strategies	Responsibility	Timeframe
4.1	Work with partners (including Aged and Community Services Tasmania) to identify systemic service issues affecting clients and advocate for solutions	4.1.1	Monitor feedback and experience from staff and clients to ascertain concerns and patterns that reveal systemic issues	CEO and Board	Ongoing
		4.1.2	Develop advocacy priorities and communicate to key partners (Advocacy Plan)	CEO and Board	Annually
		4.1.3	Support key partners to develop positive solutions for clients and advocate for appropriate system changes	CEO and Board	As required

Continue to partner with key organisations to provide better services to our clients, advocate on behalf of home based care services, and increase referrals					
	Objectives		Strategies	Responsibility	Timeframe
4.2	Promote CCT and referral pathways with partners	4.2.1	Meet with CEOs of each of the key partner agencies to continue to foster sound working and mutually beneficial, client focussed referral relationships	CEO/Senior Case Management staff	Annually
		4.2.2	Determine any barriers or concerns with current referrals process; agree joint plan to overcome barriers	CEO/Senior Case Management staff	Annually
		4.2.3	Regularly communicate statistics on referral numbers and client outcomes	CEO/Senior Case Management staff	Annually
4.3	Clients and families nominate CCT to provide services based on relationships with CCT partners	4.3.1	Clarify and promote how clients may ask for CCT as preferred service provider	CEO	2017-2018
		4.3.2	Clearly outline how to ask for CCT services on website and in promotional material	CEO	2107-2018
4.4	My Aged Care portal becomes significant source of client referrals	4.3.1	Continue to build relationship with My Aged Care assessors – enabling them to understand the range and quality of services delivered by CCT	CEO	2017-2018
		4.3.2	Keep updated database to track client referrals and recommendations back to source	CEO	2017-2018
		4.3.3	Annually review source of referrals with Board to establish patters and opportunities	CEO	2018 Annually
		4.3.4	Use MAC to market services as appropriate	CEO and Board	2018 Annually

Continue to partner with key organisations to provide better services to our clients, advocate on behalf of home based care services, and increase referrals					
	Objectives		Strategies	Responsibility	Timeframe
4.5	Attendance at significant Aged Care Events	4.5.1	CCT attendance and participation as warranted	CEO and staff	annually

Strategic Direction Five – Organisational excellence and innovative culture

Goal: Develop CCT’s organisational capacity to continue to provide high quality service to clients, and meet the future challenges through innovative thinking and solutions

Desired outcomes:

- Board clearly sets strategic direction and risk appetite for CCT and then encourages and enables organisational and individual capacity to manage the service efficiently, effectively and to the satisfaction of our clients and workers
- All staff deliver professional services, communicate well and effectively with clients, and take part in training
- CCT develops and encourages an innovation culture designed to respond quickly to market opportunities and redesign work for greater efficiencies without compromising quality client services
- Policies and procedures support staff, quality and compliance
- Risk management profile determined (to allow for innovation culture) and management procedures in place
- CCT provides a place and culture of excellence, growing, training and mentoring teams to deliver excellent service to both internal and external clients.

Benefits: The potential benefits for undertaking the nominated strategies and actions will be:

- CCT remains competitive and premier service of choice
- CCT is recognised as a great place to work
- Strategic planning and risk mitigation safely navigate CCT through external industry changes
- New products, services and service delivery are developed through innovative thinking
- CCT is at the forefront of change and is prepared to adopt and adapt early

Develop CCT’s organisational capacity to continue to provide high quality service to clients, and meet the future challenges through innovative thinking and solutions					
	Objectives		Strategies	Responsibility	Timeframe
5.1	Remain compliant with all relevant legislation and quality standards	5.1.1	Keep up to date with government policy, funding and relevant legislation	CEO and Board	Ongoing
		5.1.2	Maintain compliance database	CEO (report exceptions to Board)	Ongoing

Develop CCT's organisational capacity to continue to provide high quality service to clients, and meet the future challenges through innovative thinking and solutions					
	Objectives		Strategies	Responsibility	Timeframe
		5.1.3	Maintain (as far as possible) Audit-ready standards	CEO	Ongoing
5.2	CareHub in place and fully operational	5.2.1	Complete CareHub implementation	CEO	2017-2018
		5.2.2	Keep dual systems in place until confidence in CareHub use increases by both staff and clients	CEO	2017-2018
		5.2.3	Continue to monitor online service hubs from other organisations to keep abreast of innovations/potential updates	CEO	Ongoing
5.3	Increase in skills and excellence of delivery standards	5.3.1	Annual training program which enables all staff (including field staff) access to training (with budget allocation to support)	CEO	Annually
		5.3.2	For compulsory, knowledge based training, consider online access with tests/quizzes (able to be accessed away from office)	CEO	2018-2019
		5.3.3	Training focus on standardised care procedures/quality; CDC; communications with clients about packaging services and options; WHS	CEO	Ongoing
		5.3.4	Staff training is delivered and increases confidence, skills and consistency in service delivery	CEO	Ongoing
5.4	Communication with staff is enhanced	5.4.1	Investigate ways to bring together support staff to increase awareness, communication, sharing of knowledge and best practice	CEO	Quarterly

Develop CCT's organisational capacity to continue to provide high quality service to clients, and meet the future challenges through innovative thinking and solutions					
	Objectives		Strategies	Responsibility	Timeframe
		5.4.2	Regular, consistent and clear communication with staff about practice changes, wins, input by staff into innovation culture	CEO	Ongoing
		5.4.3	Maintain staff surveys and provide feedback and improvements as necessary	CEO	Annually
		5.4.4	Relevant updated policies and procedures to be sighted and signed by staff	CEO	Annually
5.5	Workforce matches service delivery demands	5.5.1	Review budget scenarios (item 3.4.2) and determine appropriate workforce to match each scenario	CEO	2017-2018
		5.5.2	Determine required core staff (with consistent hours), as well as flexible staff to meet demands	CEO	2017-2018
5.6	Innovation culture is maintained, enhanced and developed	5.6.1	Senior staff and board undertake appropriate training	CEO	2017-2018
		5.6.2	Policies and procedures are reviewed to encourage innovation at all levels of CCT	CEO	Ongoing (as regular reviews occur)
5.7	Risk appetite established and sound risk governance in place	5.7.1	Key risks determined by Board. Determination of likelihood and consequence - maintain register and mitigation procedures - Resource appropriately	Board, and CEO	Annually

Develop CCT's organisational capacity to continue to provide high quality service to clients, and meet the future challenges through innovative thinking and solutions					
	Objectives		Strategies	Responsibility	Timeframe
		5.7.2	Risk appetite determined, with clear examples – particularly taking into account the strong focus on innovation	Board, and CEO	Annually
		5.7.3	Risk Strategy (including mitigations) developed based on Board risk assessment and appetite	CEO (for Board approval)	Annually

Review Monitoring Process

Community Care TASMANIA will undertake a review and monitoring process to continually update and refresh this Strategic Plan.

Monitoring will involve tracking of the progress of actions regularly through Board meetings and in communication with key stakeholders, as well as measurement and refinement of Key Performance Indicators.

To update the plan the following steps will be undertaken:



