



10 'superpowers': gratitude, creativity,
authenticity, love, courage, compassion, humour
fun, simplicity and openness.



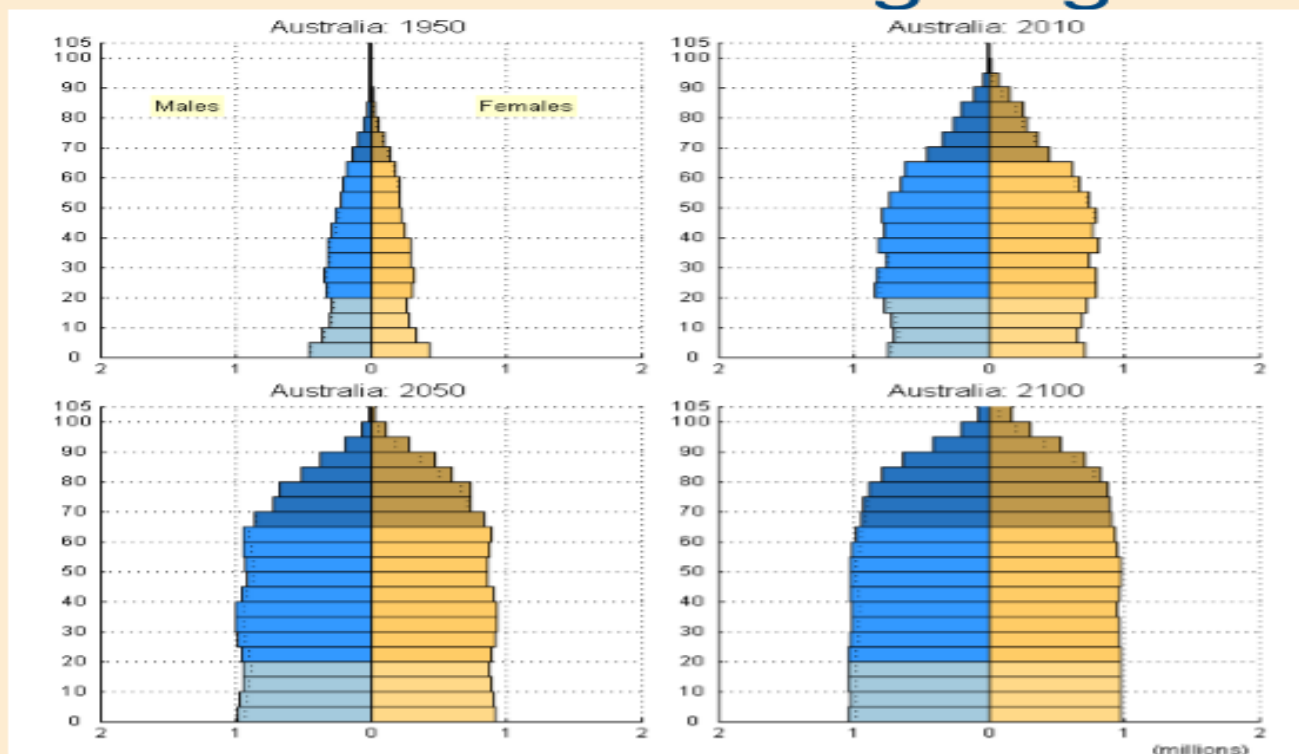
Leigh Place Retirement Housing | Strategic Plan 2017 - 2020

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“The secret of health for both mind and body is not to mourn for the past, worry about the future, or anticipate troubles but to live in the present moment wisely and earnestly.” ~ **Buddha**

Australia is ageing



WHO WE ARE






Our Profile

Leigh Place is a unique aged care service in Roselands where the highest possible level of independent living for each of our residents is encouraged and fully supported. It is a not-for-profit charitable organisation providing outstanding support for those aged members of our community who are seeking assisted living services in a home-like, friendly and comfortable environment.

Our points of difference are many, but in special ways like the accommodation having the look and feel of a residential street, and our community spirit invites family and friends to visit regularly and to participate in the daily lives of our residents.

Philosophy

The philosophy of the Board, management and staff of Leigh Place Retirement Housing is to reflect the ideals of the Leigh Place Vision by striving to ensure at all times that:

-  Leigh Place provides a high standard of home-like accommodation, care and services to the residents
-  Each resident has the right to be assisted to maintain their optimum physical and mental health and social well-being.
-  Each resident has the same rights as any member of the community in all aspects, regardless of origin, gender, culture or religious beliefs.
-  Each resident's individuality and independence is respected and maintained.
-  Affordable accommodation is available to those from our community on lower incomes

We strive to achieve this by the development of policies, procedures and practices designed to fulfill these ideals in a pleasant, caring environment

We welcome all relatives, friends and visitors and encourage their continuing involvement in assisting Leigh Place to achieve these ideals.

We will manage Leigh Place with integrity and the highest ethical standards, while acting in a socially responsible manner with particular emphasis on the well-being of our Residents and all stakeholders including the communities we serve. When we are fully engaged, we connect with, laugh with, and uplift the lives of our Residents.

Our Vision

- be a leading provider of innovative and quality Living aged care services
- Be a leader in Resident experience, clinical outcomes, operational efficiency, innovative quality aged care services

Our Mission

Leigh Place is a not for profit organisation committed to the realisation of everyone's right to affordable, accessible, and appropriate Living and aged care services. We aim to serve and improve the quality of life of our residents.

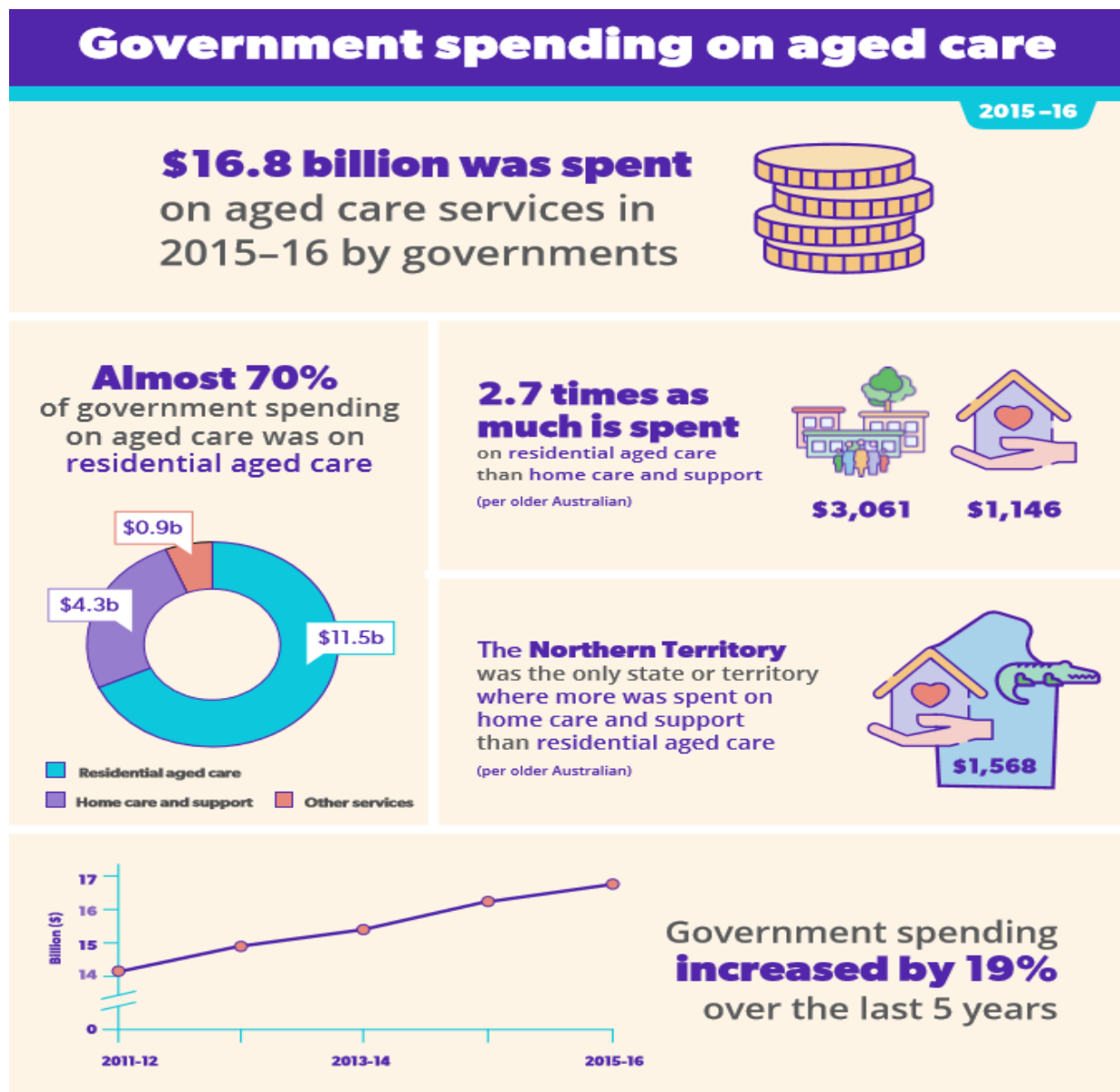
We will work to provide quality Living and secure aged care services in a home-like environment that maximises people's opportunities for independence

We aim to be **the best** in the eyes of our Residents , their families, employees and other stakeholders

The best", we mean by being engaged with residents, maintaining the best infrastructure, the best people and the best ideas.

Slogan / Motto

Empathy – originality – integrity – courage



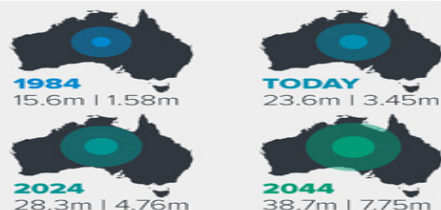
"Your mind is like a garden. If you plant seeds of love, compassion, truth and integrity, then you reap the rewards. If you choose not to plant anything, then weeds will overrun your garden; the weeds of hate, anger, negative thoughts and actions." ~ **Barry Gottlieb**



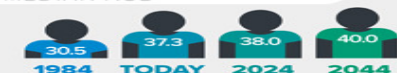
THE AGED CARE PUZZLE

DEMAND VS SUPPLY

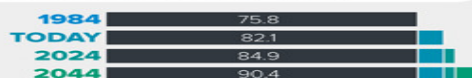
GROWING POPULATION AUSTRALIAN 65+ POPULATION



AGEING SOCIETY MEDIAN AGE



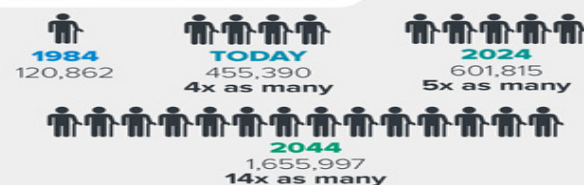
INCREASED LONGEVITY LIFE EXPECTANCY AT BIRTH



POPULATION PYRAMIDS AGE VS. POPULATION (THOUSANDS)



85+ POPULATION

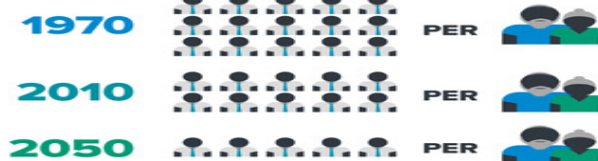


LETTERS FROM THE QUEEN No. OF AUSTRALIANS TURNING 100 (CALENDAR YR)



*The year Queen Elizabeth II became sovereign

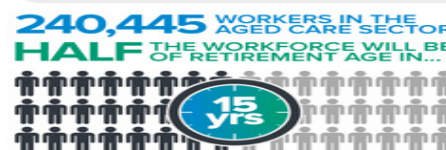
DECLINING WORKFORCE RATIO RATIO OF WORKERS : RETIRED COUPLE



AGEING WORKERS MEDIAN AGE IN WORKFORCE SECTORS



MASS RETIREMENT RETIRED AGED CARE WORKFORCE



THIS EQUATES TO...



MASS RECRUITMENT

+ TO KEEP THE CURRENT RATIO OF AGED CARE WORKERS TO PEOPLE AGED 85+
WE NEED **77,976** WORKERS IN THE NEXT 10 YEARS

THIS EQUATES TO...

+ A RECRUITMENT GOAL OF **650/MONTH**
+ REPLACING THE RETIRING STAFF

GROWING NEED

IN THE NEXT 30 YEARS AUSTRALIA WILL HAVE
+1,200,000 MORE PEOPLE AGED 85+
THE AVERAGE OLDER AUSTRALIAN WILL LIVE
5 YRS LONGER THAN TODAY
THIS EQUATES TO...
AN EXTRA **6,000,000** YEARS OF CARE

SPONSORED BY



INFOGRAPHIC BY

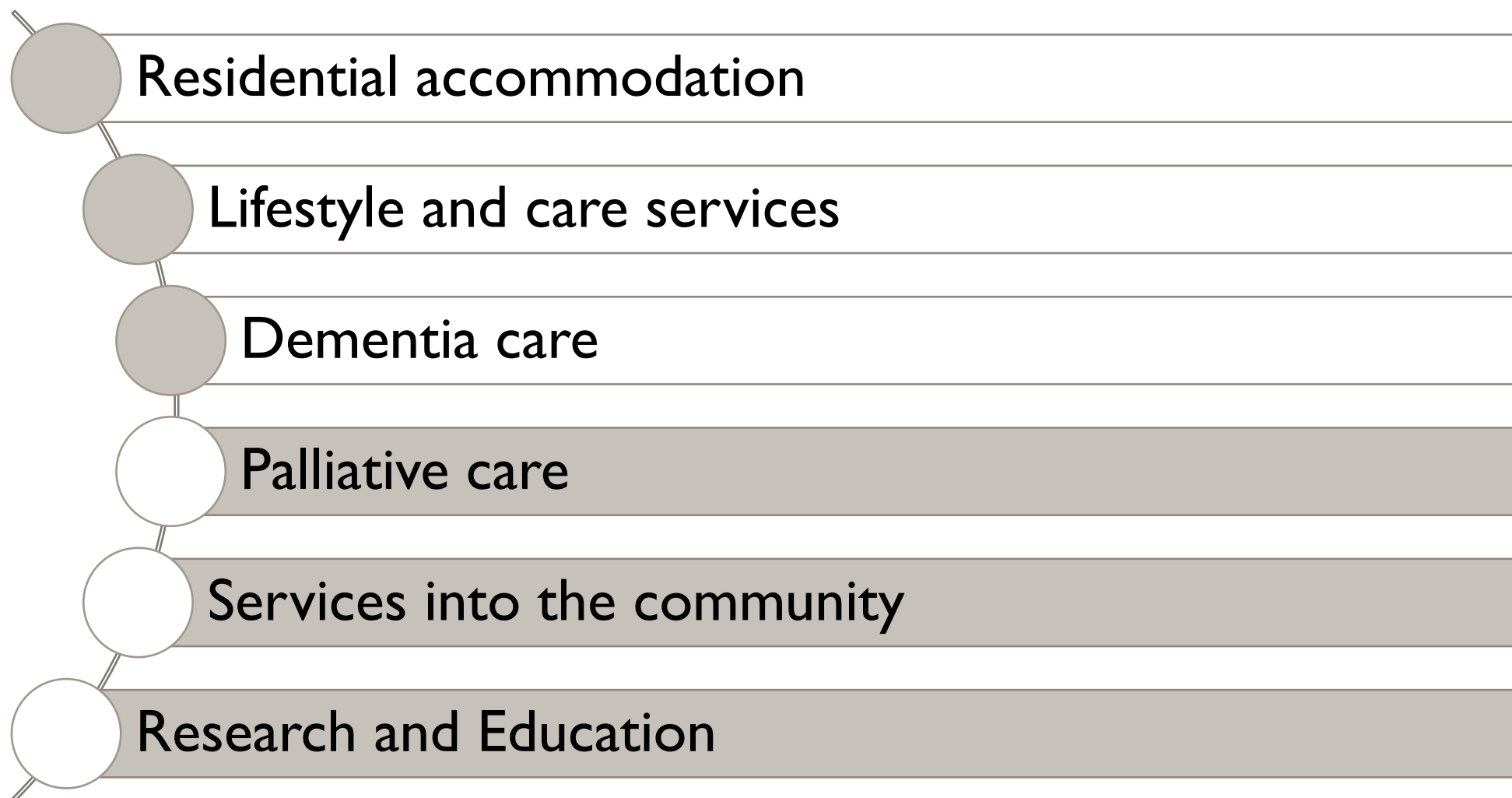


POWERED BY



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Source: ABS, McCrindle

Core Services today and into the future



CURRENT AND FUTURE OPERATING ENVIRONMENT

Ageing population

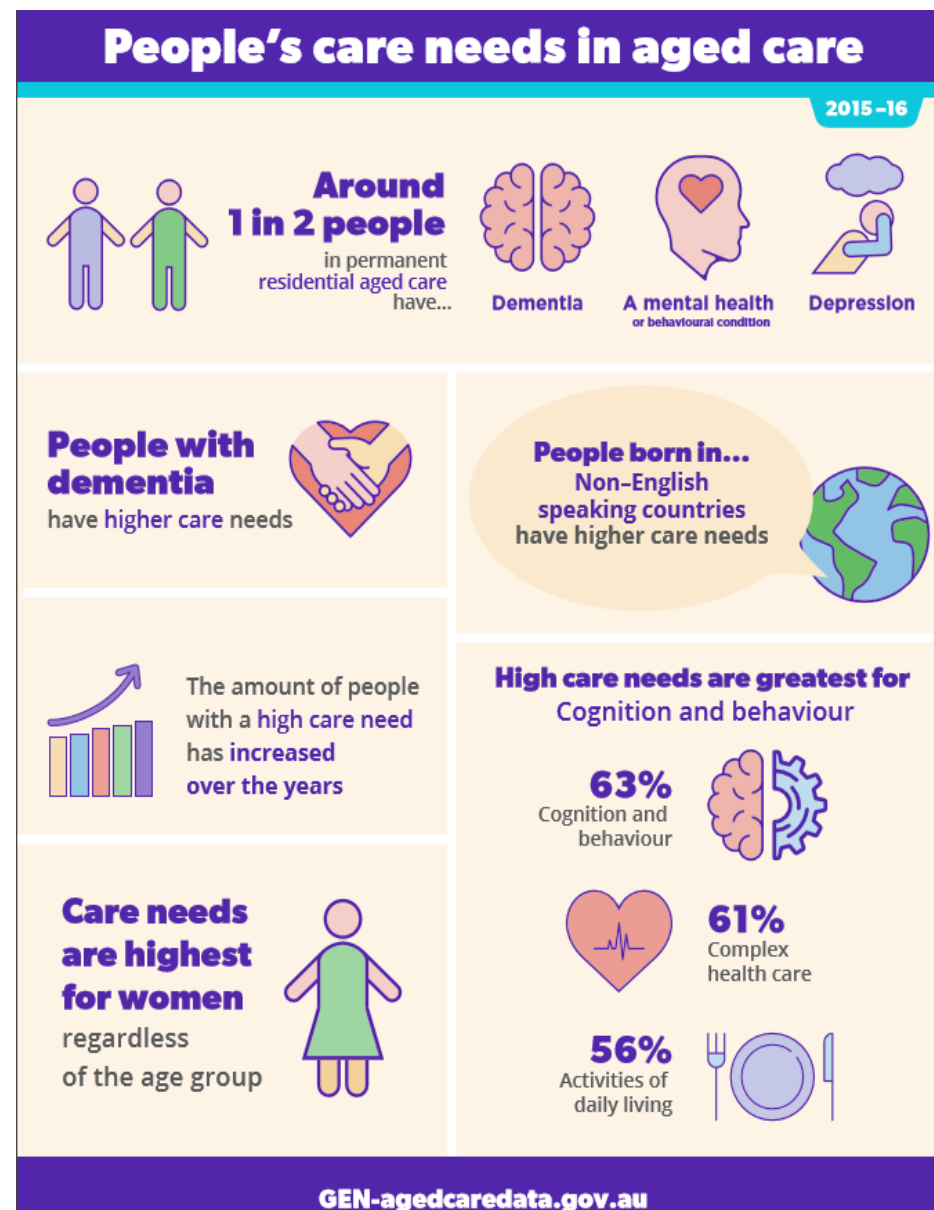
As is the case internationally, Australia is going to be facing growing social and economic consequences of an ageing population including the rising cost of health and other services to a growing number of people over the age of 85 and the declining proportion of persons actively participating in the workforce.

In 1974-75 the proportion of Australians aged over 85 represented less than 1% of the population, or around 80,000 people. In 2044-55, it is projected that 4.9% of the population, or nearly 2 million Australians will be aged 85 and over. The retirement of the baby-boomer generation is looming.

There will be fewer people of traditional working age compared with the very young and elderly. This trend is already starting to appear with the number of people aged between 15 and 64 for every person aged 65 and over having fallen from 7.3 people in 1974-75 to and estimated 4.5 people today. By 2054-55 this ratio is projected to nearly halve again to 2.7 people.

Because of these challenges, the continued support of health and residential services by government at today's funding levels is likely to become unsustainable. Australian Government expenditure on aged care has nearly quadrupled since 1975 and it is expected to nearly double again as a share of the economy by 2055.

Policy has begun a rapid shift to a more competitive and consumer driven market place that will be underpinned by a user-pay based system where government will provide a safety net for those without the means to pay. This type of system is likely to be more attractive to the for-profit sector and there has already been significant growth in this sector in both the newly 'deregulated' home care package market as well as encouragement for the for-profit providers in the way that aged care places have been allocated.



Current and Likely Future Impacts of Reform

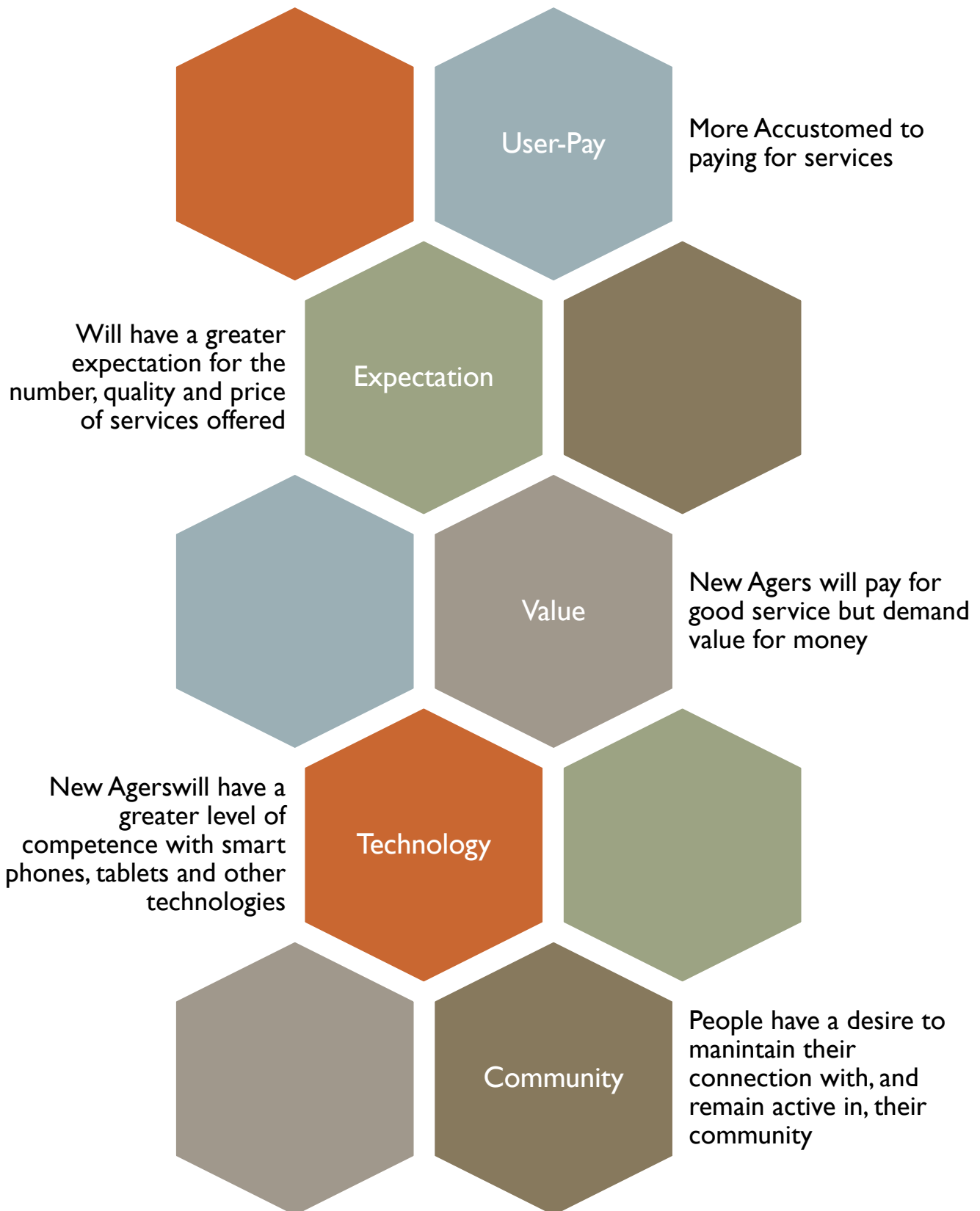
There are a number of impacts that are already occurring or are likely to occur as a result of the reform process including:

- Greater level of competition from new entrants, particularly from the for-profit sector
- Further consolidation of aged care providers
- Integration of services across traditional business units (Seniors housing, residential care and home / community care)
- Formation of partnerships and alliance to more effectively and efficiently deliver services
- Greater consumer choice in the type and price of services
- Increased cost pressures because of changes to the funding instrument in residential care and increased competition in home care
- Workforce will be a defining issue for quality, performance, scope and service delivery however there will be increasing competition for workers due to the lower workforce participation rates and the growth in not only the Aged Care Sectors but providers will be competing with the Health and Disability sectors which will also be growing

"I have not failed. I've simply discovered 10,000 ways that don't work." ~ Thomas Alva Edison (1847 – 1931)

Impact of Generational Change / Diversity -

✓ The Baby-Boomer (New Ager 1946 and 1964)



STRATEGIC PLANNING

Strategic planning is an organic process. The plan is something that continually evolves and is built on what has been developed in the past. This document builds on the Strategic Plan 2014 – 2017 and many of the strategic objectives outlined in that document continue to underpin the strategic direction for the next three years to 2020. Many of the goals that were outlined in that document have now been completed.

The following goals and key outcomes are based on the need for Leigh Place to adapt to the changing operating environment and to meet the challenges and opportunities that are likely to arise.

Leigh Place is able to move forward with an extremely strong financial position and the goals that are outlined in the strategic plan have been developed with a view to maintaining and building on that strong financial position and performance through:

- ✓ Building on current revenue streams to achieve revenue growth and maintain financial stability
 - Offering a greater choice in services to existing and new residents
 - All strategic decisions on what services should be offered and how they will be delivered should be evidence based
 - Ensuring that any new services are viable and are offered in an efficient and cost-effective manner
 - Investigate the use of partnerships and strategic alliances for service offering, growth and service delivery
- ✓ Using emerging technologies wherever possible to obtain a technology dividend through greater efficiencies in service delivery while offering greater choice
- ✓ Develop the skills of the existing workforce and ensure they are ready to meet the needs of the residents and the services being offered in a flexible and cost-effective manner

Strategic Planning Workshop - 16 June 2017

Discussion outcomes

Three (3) key strategic initiatives for the future (KPI's):-

- Revenue Management (service / delivery)
- Supply / Demand – initiatives to maintain choice
- Workforce (flexibility / career path)



GOALS AND KEY OUTCOMES FOR 2017 – 2020

REVENUE GROWTH & FINANCIAL STABILITY

- Complete Skinner Avenue Project
- Maintain and build on current financial performance
- Strategic decisions should be evidenced based
 - Undertake market research with existing and prospective residents on the type of services desired
 - Always assess viability of services being offered
 - Assess the best method for delivery of services
- Increase the choice of services to residents
 - Build a viable model for delivering palliative care services
 - Build on existing dementia care services
 - Investigate delivering services into surrounding community
- Investigate partnerships and strategic alliances with other service providers for service delivery and income growth
- Develop a marketing strategy incorporating website, intranet and social media

TECHNOLOGY DIVIDEND

- Develop a program of continual renewal and review of existing and future technologies
- Ensure that technologies are aligned with the strategic direction of the organisation and assist in:
 - Revenue growth
 - Efficient and safe work practices
 - Resident service provision and choice
- Assess whether applications should be cloud based or 'in-house'
- Ensure that all data is secure

WORKFORCE DEVELOPMENT

- Examine current skills mix
- Upskill workforce to provide additional services as required
- Increase level of flexibility in the workforce as choice of services to residents and others increase
- Put in place programs to attract younger workers
- Continue to develop plans for workforce development within the organisation

PERSON CENTERED CARE

- improve the experience people have of care and help them feel more satisfied
- encourage people to lead a more healthy lifestyle, such as exercising or eating healthily
- encourage people to be more involved in decisions about their care so they get services and support that are appropriate for their needs
- impact on people's health outcomes, such as their blood pressure
- reduce how often people use services. This may in turn reduce the overall cost of care.
- improve how confident and satisfied professionals themselves feel about the care provided

THE CHALLENGE OF DEMAND

Australia as an ageing nation

Australia is experiencing a baby boom, with births exceeding 315,000 a year, as well as an increasingly ageing population.

- ✓ The over 65s make up 15% of our population today, and forecasts project that this cohort will make up 17% in 2024, and by 2044,
- ✓ 1 in 5 Australians (20%) will be aged over 65.

Australia's population pyramids visually show the growth of our ageing population, and in 2044 our population pyramid will become inverted with the number of over 60s outnumbering the under 18s for the first time.

Our median age is also increasing

- ✓ three decades ago the median age of an Australian was 30.5, today it is 37.3 and in 2044 it is projected to be 40.
- ✓ The over 85s, where there is an even greater need for aged care services, are growing at an even faster rate than the over 65s.
- ✓ In 1984 there were 120,862 Australians aged over 85, today there are 4 times as many, and in 2044 there will be 14 times as many.
- ✓ Not only are there more older people in our nation but Australians are living longer than ever before.
- ✓ Life expectancy at birth in 1984 was 75.8, whereas today it exceeds 80 for a male and 84 for a female. In 2044, it is projected to be 90.4.

Health advancements are increasing longevity

The primary enabler of this increased and ongoing longevity gain has been the health system rather than individual behaviour.

Life expectancy increases will continue because of improved medical technologies, public health infrastructure, better public health measures, new and improved medical interventions and the improved survivability rates of major illnesses and cancers.

The health system is also what will keep us living longer in the future. With Australians living longer than ever before, there will be an increasing need for procedures and medical intervention, and a growing expectation from the public that these services will continue to be provided.

- ✓ A decade ago, dementia and Alzheimer's disease were the 6th largest causes of death in Australia, accounting for 4,364 deaths in 2002.
- ✓ Today they are the 3rd leading causes of death with the number of deaths having more than doubled to 9,864.
- ✓ Over the same period of time, deaths due to the first and second causes of deaths (heart disease and brain disease) have been decreasing. If today's current trend continues over the next decade, by 2021 dementia and Alzheimer's disease will be the leading cause of death in Australia.

With little change in the retirement age and an increase in longevity, the retirement years have increased and the years for which supported care is needed has also increased. Not only is our population larger, our population is also living longer.

Exponential growth of centenarians will keep the Queen busy

In 1952, the year that Queen Elizabeth II became sovereign, 40 letters of congratulations would need to have been written for Australians turning 100. This year, 2,643 Australians will turn 100 and in 30 years the number of congratulatory letters written to Australians turning 100 will increase to 18,567 in the year 2044.

THE CHALLENGE OF SUPPLY

Not only is there an increasing demand on the services provided by the aged care sector with the growing number of over 85s, there is also a workforce supply challenge.

Ratio of Workers to Retirees Declining

The ageing population will place greater demands for productivity on the labour force. In 1970, for every couple of retirement age there were 15 people in the working age population, by 2010 there were just 10 people of working age for every couple of retirement age, and this is projected to decline to just 5 people of working age for every couple at retirement age by 2050.

An Ageing Workforce

Along with our ageing population, we also have an ageing workforce. Today the median age of an Australian is 37.3 and the median age of a worker is 40. However this varies across sectors – for example, the median age in the retail sector is 33.4, finance 37.3, construction 38.5, health 41.1, education 42.1. However in the aged care sector this ageing is even more pronounced – the median age for a residential direct care worker is 48 and community direct care workers is 50 years which makes it the sector with the highest median age of an employee.

Impending retirements

Because of the high median age of an employee in the aged care sector, half of the aged care workforce will be of retirement age in 15 years. There are 240,445 workers in the aged care sector, so this equates to an average of 8,015 retirements per year for the next 15 years, which averages to 668 farewell lunches per month.

If we are to keep the current ratio of aged care workers to people aged over 85 in our nation, we need to add 77,976 workers in the next 10 years, which equates to recruiting 650 new workers per month, in addition to replacing the 668 retiring staff per month.

A Growing Need

In the next 30 years Australia will see an unprecedented rate of growth of the over 85s in our nation. In 2044 there will be 1.2 million more people aged over 85 than there are today, and the average older Australian will live 5 years longer than today which equates to adding 6 million more years of care just for the increased number of over 85s and just to manage their increased life expectancy.