



South Eastern Community Care
Strategic Plan

2014 - 2020

South Eastern Nursing and Home Care
Association Inc



South Eastern Nursing & Home Care
Association Inc. operates under the name

South Eastern Community Care (SECC)

57 Cole Street
Sorell, Tas 7172

Ph: 03 6269 1200

Fax: 03 6269 1208

Email: mail@secommunitycare.com.au

Website: www.secommunitycare.com.au

Servicing
SOUTHERN TASMANIA



Vision – Our Preferred Future

In 2020 South Eastern Community Care will be:

A leading service provider

Helping our communities enjoy the life they want to live

Values Statement

In our work we will:

Value and respect individual rights and diversity

And be:

- Open and honest
- Proactive, embracing change
- A positive participant in all our communities

The term “our communities” in our vision and values statement includes clients, employees, townships, funding bodies and partners.

Future directions and associated strategic outcomes

The outcomes we will pursue to achieve our preferred future:

Future Direction (1) Future proof our business

Government policy and consumer demand in our industry is going through significant change and to be viable our organisation needs to respond and work differently. Organisational culture will need to positively embrace change within a supportive and flexible working environment. Our board, employees and volunteers will need new skills and attributes to manage, grow and contribute to the organisation. Training is a priority. Across the industry service providers are becoming bigger and to be competitive we need to become stronger at a state level through collaborative partnerships with organisations that share our vision and values. Future financial security will depend on diversified income sources and cost management.

We will work on the following strategic outcomes to future proof our business:

- 1(i) A workplace with dignity, meaning and community
- 1(ii) A skilled workforce
- 1(iii) Leading and responsible Governance
- 1(iv) Funding diversity and security
- 1(v) Strength through partnerships



Future direction (2) Build our reputation

Our reputation is a reflection of our behaviour. The people in the communities we serve need to know who we are, the services we provide and how we do it. Marketing will require a unified profile and identity. We need to be active at an industry level seeking opportunities to learn and build our leadership reputation. Strong community presence will help build our client base. We need to be prepared to voice the wishes of our communities so people are able to enjoy the life they want to live.

We will work on the following strategic outcomes to build our reputation:

- 2(i) People know who are, what we provide and how we do it
- 2(ii) Unified profile and identity
- 2(iii) Active industry participant
- 2(iv) Advocate for our communities

Future direction (3) A well managed organisation

Our organisation structure, roles and boundaries must help us work together as a unified team. Attracting and keeping “can do” employees and volunteers will require innovative and flexible workforce planning and management. Information and knowledge about our business needs to be openly shared with our people and communities so everyone is well informed. Key performance measures will help show if we are achieving our strategic outcomes. Policies, processes and systems should support our work and information technology must provide accurate data and be easily accessed.

We will work on the following strategic outcomes to be a well-managed organisation:

- 3(i) Unified organizational structure
- 3(ii) Informed workforce, clients and families
- 3(iii) Innovative workforce planning
- 3(iv) Policies, processes and systems that support our work

Future direction (4) A contemporary service model

To be a preferred provider we will need a comprehensive suite of services to meet diverse consumer directed care needs coupled with appropriate, timely, flexible service delivery. To be leaders in our industry we need to be innovative and actively participating in research opportunities.

We will work on the following strategic outcomes to provide a contemporary service model:

- 4(i) Responsive and diverse services
- 4(ii) Preferred provider
- 4(iii) Research innovation and explore new ideas

Managing our performance

What gets measured gets managed. Performance measures fall into three categories

- How much did we do? Measures of output.
- How well did we do it? Measures of efficiency.
- Is anyone better off? Measures that show we have made a difference to our clients.

Refining our performance measurement system is a work in progress but the following measures provide a beginning point.



Measure*	Comment
Future proofing our business	
Staff & Client satisfaction	Survey results, feedback,
Completion of an organisation training plan	Ongoing, regular review
Records of training undertaken	
Grant funding achieved	
Funding achieved from different sources	
Board skills mix defined	
Board positions- succession planning	Membership of Association
Outcomes from partnerships	
Budget management	Inputs/outputs, targets, cashflow
Build our reputation	
Staff & Client satisfaction	Survey results, feedback
Client base	Referrals, time to respond
Government & Brokerage relationships	
Industry contribution	
Evidence of recognition	Aged / Community Awards, students
Effective lobbying	Open and transparent
A well managed organisation	
Workforce Management	Employee retention, vacancies, workforce
Relationship & Communication management	performance management
Staff & Client satisfaction	Survey results , feedback
Workplace Health and Safety data	Incidents, maintenance, asset mgt
Work performance variance incidents	Customer complaints
IT data accuracy and timeliness	
Budget	Inputs/outputs, targets, cashflow
A contemporary service model	
Research and Education participation	
New and effective service delivery	Responsiveness
Market share	
Client health & wellbeing measures	

*Measures of these performance indicators may be numerical in nature, or descriptive and will be drilled down further through the Business Plan and associated documentation.

