



Strategic Plan 2020 – 2023



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care with dignity

CONTENTS

Our mission	2
Our vision	2
Our values	2
Operating environment	3
Key objectives	4
Objective 1 – Risk mitigation	5
Objective 2 – Financial strength	6
Objective 3 – Market share / expansion.....	7
Objective 4 – Efficient & effective allocation of resources	8
Objective 5 – Industry intelligence	9
Action plan	10
Monitoring plan	12
Period of review	12

OUR MISSION

Dunmunkle Lodge Inc. is committed to providing Aged Care Services that meet the resident's and client's needs.

OUR VISION

Dunmunkle Lodge Inc. will be recognized as a leading rural provider of quality Residential Aged Care Services.

OUR VALUES

- We are committed to continuous quality improvement.
- We recognise our resident's complete needs in order for them to achieve optimal health and well-being.
- We believe that all of our residents are entitled to quality care.
- We are responsive to the needs of all potential residents enquiring entry to Dunmunkle Lodge.

Honesty We show honesty by speaking truthfully, within the boundaries of confidentiality. This is shown in our dealings within Dunmunkle Lodge Inc. and with our residents, consumers and partners by; saying what we mean and meaning what we say, keeping our promises, telling the truth tactfully, providing honest feedback and answers, and admitting to mistakes.

Respect We show respect by speaking and acting with courtesy. We treat others with dignity and use culturally appropriate ways of communicating. This is shown in our dealings within Dunmunkle Lodge Inc. and with our residents, consumers and partners by; treating everyone fairly, communicating so people can understand, listening to others, and seeking and providing feedback.

Integrity We show integrity by honouring our values and the rules of our employment, government and nation. This is shown in our dealings within Dunmunkle Lodge Inc. and with our residents, consumers and partners by; doing the right thing, abiding by the values, standing up for what we believe in, and taking responsibility for our mistakes.

OPERATING ENVIRONMENT

Dunmunkle Lodge Inc. is a 38 bed residential Aged Care service providing 38 Department of Health funded places for both permanent and respite residents. A refurbishment of the facility was completed in September 2012. All bedrooms are single rooms with either a private or shared ensuite. There is a large lounge room that is commonly known as the 'sun room' where residents can enjoy activities seven days a week and beautiful outdoor areas where residents can take scenic walks or just sit outside and enjoy the peace and quiet.

Independent Living Units are provided at Minyip and Murtoa. The Mt Pleasant group in Minyip consists of seven double bedroom units. The Midgley Court units also located at Minyip comprise of one double and three single bedroom units. Concordia Place located in Murtoa consists of four single bedroom units.

KEY OBJECTIVES

1. Risk Mitigation
2. Financial Strength
3. Market Share / Expansion
4. Efficient and Effective Allocation of Resources
5. Industry Intelligence

OBJECTIVE 1 – RISK MITIGATION

Objective

To reduce the overall risk profile of Dunmunkle Lodge Inc.

Key Strategies

- 1.1 Review and update the risk management plan, identifying high risk areas both organisationally and financially, annually and when required.
- 1.2 Develop and introduce tools to manage identified high risk areas.
- 1.3 Staff feedback on risk analysis.
- 1.4 Accountant feedback on risk analysis.
- 1.5 Introduce risk score.
- 1.6 Education of staff to identify and manage risk.
- 1.7 Responsibilities for managing risk as per delegation on the risk management plan.
- 1.8 Monitor and identify any risk as it changes both internally and externally of the organisation through the annual review of risk by the Board of Management.
- 1.9 Chief Executive Officer, Board of Management and the Insurance Company to review current insurance annually and when required.

Performance Indicators

- 1.1 Review risk management plan by end of April 2022.
- 1.2 Staff feedback analysis completed by mid-April 2022.
- 1.3 Graph incidents -
 - Staff incidents
 - Residents incidents
 - Equipment incidents
 - IT incidents
 - Financial indicators

Priority Actions

To identify risk early and adopt mitigation strategies to reduce or eliminate risk.

OBJECTIVE 2 – FINANCIAL STRENGTH

Objective

To improve liquidity and decrease debt of Dunmunkle Lodge Inc.

Key Strategies

- 2.1 Review all overhead expense and reduce where possible.
- 2.2 Dispose of all unproductive assets.
- 2.3 Review accounts receivable levels and time taken to receive payment.
- 2.4 Review accounts payable and increase payment terms.
- 2.5 Increase profitability.
- 2.6 Board of Management Finance Sub-Committee.

Performance Indicators

- 2.1 Current ratio greater than 0.70
- 2.2 Debt ratio of less than 0.50
- 2.3 Gross profit margin of NA
- 2.4 Net profit margin of 2.0%

Priority Actions

Accountant to advise on above

OBJECTIVE 3 – MARKET SHARE

Objective

To identify existing service area and research opportunities to secure agreements

Key Strategies

- 3.1 Review current resident satisfaction.
- 3.2 Develop a marketing plan within our current service area
 - Identify potential new residents
 - Strategies to explore and approach
 - Develop timelines
 - Information regarding Dunmunkle lodge Inc. organisational exposure via local paper, radio, social media.

Performance Indicators

- Occupancy levels
- Waiting List

Priority Actions 2022

- Review resident/family satisfaction by April 2022
- Access ABS for means of future planning for residential waiting list
- Develop a marketing plan within our current service area by April 2022

OBJECTIVE 4 – EFFICIENT & EFFECTIVE ALLOCATION OF RESOURCES

Objective

To improve the efficiency and effectiveness of the allocation of resources through research and investment in technology and improved work practices.

Key Strategies

- 4.1 Allocation of appropriate staffing levels
- 4.2 Decrease number of casual staff – increase permanent staffing numbers
- 4.3 Staff education
- 4.4 Encourage and support staff to upgrade qualifications and skills
- 4.5 Review IT resident assessment tool program annually

Performance Indicators

- 4.1 Income / wages
- 4.2 Percentage of staff educated through online/in-house education
- 4.3 Percentage of staff upgrading qualifications/skills
- 4.4 Proficiency of staff using IT program
- 4.5 Increase in care recipients ACFI

Priority Actions

- Review current staffing skill set/competencies
- Communication with aged care services re programs
- Investigating IT programs to meet organization requirements to change from paper-based assessments/documentation
- Ongoing education of staff
- Number of staff upgrading qualifications

OBJECTIVE 5 – INDUSTRY INTELLIGENCE

Objective

To ensure Dunmunkle Lodge Inc keeps the most up to date intelligence on industry and government direction and compliance requirements.

Key Strategies

- 5.1 Maintain current networks and involvement in industry groups, ie Leading Aged Services Australia (LASA)
- 5.2 Continue to liaise with other aged care facilities to remain up to date with industry technologies and improvements

Performance Indicators

- 5.1 Involvement in aged care industry groups
- 5.2 Network meetings with similar aged care facilities on ongoing basis

Priority Actions 2022

- Involvement in industry groups
- Increased Networking and communication with similar aged care facilities

OBJECTIVE 6 – CLINICAL GOVERNANCE

Objective

To provide exceptional clinical care to all residents at Dunmunkle Lodge in line with best practice and the Aged Care Quality Standards.

Key Strategies

- 6.1 Upskill staff and enhance clinical practice in line with best practice principles
- 6.2 Hire more qualified staff
- 6.3 Create a strong resident focused culture
- 6.4 Build strong consumer partnerships
- 6.5 Maintain and mitigate clinical risks

Performance Indicators

- 6.1 Consumer feedback
- 6.2 Graph hospital transfers and admissions
- 6.3 Staff retention and satisfaction surveys
- 6.4 Annual appraisals to review individual practice
- 6.5 Individual performance improvement plans
- 6.6 Anti-microbial stewardship
- 6.7 Incident reports
- 6.8 Wound charts
- 6.9 Pressure injuries

Priority Actions

Mandatory training and upskilling staff

STRATEGIC PLAN – ACTION PLAN 2021-2022

Objective	Strategy	Responsibility	Time	Outcome
1. Risk mitigation	1.1 Review and update risk management plan to identify high risk areas	BOM/CEO	Annually by 30 th June	Table at July Board meeting for review
	1.2 Develop and introduce tools to manage identified high risk areas	BOM/CEO	Annually by 30 th June	Ongoing discussion with BOM
	1.3 Staff feedback on risk analysis	Executive team	Annually June 30th	
	1.4 Review the risk score	CEO/Executive team	Annually	Incorporated in the Business Continuity Plan
	1.5 Education of staff to identify and manage risk	Managers	Annually	OH&S committee to advise
	1.6 Monitor and identify risk as it changes within the organisation	CEO/Executive team	Monthly	
	1.7 Review of current insurance ensuring increases meet the organisation requirements	BOM/CEO	Annually	
2. Financial strength	2.1 Review all overhead expense and reduce where possible	External Accountant /BOM/CEO/BM	In progress/ongoing	
	2.2 Dispose of all unproductive assets	CEO/BOM External Accountant	Annually	
	2.3 Review accounts receivable levels and time taken to receive payment	External Accountant / CEO/BM	Monthly Monthly	AASB to monitor

	2.4	Review accounts payable and increase payment terms	External Accountant /CEO/BM	Ongoing	Reviewed monthly at finance meetings
	2.5	Increase profitability	CEO/ Executive		
3. Market share / expansion	3.1	Review current resident and family satisfaction	Administration/Executive team	MOA Audits	
	3.2	Access to ABS for ageing statistics	CEO/Executive team	As Required	
	3.3	Develop a marketing plan within our current service area (Organisational exposure via local paper, radio, social media has commenced)	BOM/CEO	Ongoing	
4. Efficient & effective allocation of resources	4.1	Allocation and rostering of appropriate staffing levels	CEO/ Managers	Ongoing	
	4.2	Decrease number of casual staff – increase permanent staffing numbers	CEO/ Managers	Ongoing	
	4.3	Staff education	CEO/ Managers	Ongoing	
	4.4	Encourage and support staff to upgrade qualifications and skills	CEO/ Managers	Ongoing	
	4.5	Investigate IT resident assessment tool program	CEO/Clinical Care Manager	Introduced	
5. Industry intelligence	5.1	Maintain current networks and involvement in industry groups	BOM /CEO/ Managers	Ongoing	
			BOM/CEO/ Managers	Ongoing	

	5.2 Continue to liaise with similar aged care facilities re technologies and improvements			
6.1 Clinical Governance	6.1 Upskill staff and enhance clinical practice in line with best practice principles	Clinical Care Manager	Ongoing	
	6.2 Recruit more qualified staff	Clinical Care Manager	Ongoing/ needs basis	
	6.3 Create a strong resident focused culture	CEO/ BOM/ Managers	Ongoing	
	6.4 Build strong consumer partnerships	CEO/ BOM/ Managers	Ongoing	
	6.5 Maintain and mitigate clinical risks	Clinical Care Manager	Ongoing	

MONITORING PLAN

- Monthly meetings to review performance indicators Chief Executive Officer / Executive team
 - Review
 - Corrective action if required
 - Identify other areas
 - Actions for improvement
- Provide feedback to staff

PERIOD OF REVIEW

Dunmunkle Lodge Inc. Strategic Plan is to be reviewed in the following;

- Annually by Chief Executive Officer/Board of Management at the completion each financial year
- If and when any major changes take place in the Aged Care industry or to Dunmunkle Lodge Inc.