

2023 & BEYOND

# STRATEGIC PLAN

Fairview Aged Care and  
Health Care Services



[www.fairviewvillage.com.au](http://www.fairviewvillage.com.au)

FairView  
VILLAGE

# Principal Purpose

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Provide benevolent, charitable and not-for-profit relief to people in need, by: promoting lifestyle, accommodation and living standards for older persons in our community; and

Providing accommodation, facilities, assistance and related services to assist in the relief of poverty, sickness, suffering, distress, misfortune, destitution, disability, disadvantage or helplessness.

## VISION

Fairview, Your Life, Your Choice, Our Commitment.

## MISSION

Working with you to enhance your health, wellbeing and lifestyle.

## PRODUCT

Fairview Village provides a range of services to senior members of the community including:

- Residential living
- Independent Living Units & Apartments
- Home Care packages

## OVERALL INDUSTRY

Aged care provides support for older people to help them with everyday living and other needs.

- There are many different types of aged care services available, and many are government-funded for eligible people.
- Government-funded aged care services include in-home care (care in your home), residential care in aged care (nursing) homes and short-term care such as respite care.
- Government-funded aged care services must meet quality standards and government inspections.

## LEADERSHIP

Fairview Village is run and operated by .....

## FUTURE PLANS

The aged care taskforce shows that home care is the future of aged care. In 2022, for the first time, there were more recipients of home care than in residential aged care.

Over the next 20 years an average annual increase of 44,000 participants is forecast each year, totalling almost 2 million older people using home care by 2042, compared with around 1 million currently.

To meet this demand, the home care sector will need to be financially stable and administratively efficient.

# Our Values



Fairview Village Limited has developed a set of values that will guide the behavior of all members, residents, employees and stakeholders associated with the Village.



## Inclusive

Actively seek input from all members and stakeholders, respect for diversity.



## Innovative

Challenge existing 'norms' to ensure the Village evolves in the right direction, welcome and encourage new ideas.



## Accountable

Deliver on promises; to be transparent in all actions and take ownership. Engage with our communities. Provide multiple effective communication streams.



## Integrity

Build relationships based on loyalty, trust and honesty, display strong ethics in all situations.

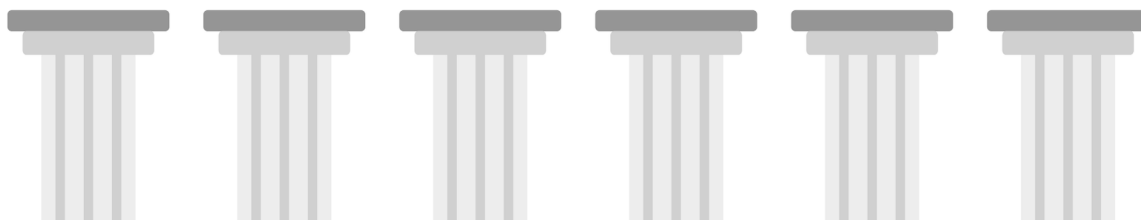


## Cooperative

Be considerate and supportive in all transactions, apply a team-orientated approach to all decision making, apply mutual benefits test.

# 6 Strategic Pillars

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## FINANCE & ASSET MANAGEMENT

*Ensure the Village's financial sustainability by annual delivery of operational surpluses to grow cash reserves and retire debt.*

- Deliver the cash surpluses as required to meet the Village's 5-year capital expenditure and cashflow plans, so as the projects, investments and debt requirement obligations are met.
- Deliver the capital expenditure projects as stated in the 5-year capital plan.
- Asset management – upgrade and ensure Residential Aged Care Facility is fit for purpose. Determine “right size” of facility.
- Sale excess land to assist with future capital works. Determine “right size” of independent living units.
- Maximise government funding streams.
- Investigate alternative funding streams, for example Fairview Foundation.
- Investigate options for reducing back-office operations without undermining Village operations.
- Ensure capital liquidity requirements are met.
- Assess individual capital purchases to determine most appropriate funding mechanism (cash, loans or lease) depending on current finance costs.
- Establish a remuneration committee.
- Review of delegations.
- CAPEX.
- Enhance the residence.
- OHS to be included as part of monthly reporting.

## GOVERNANCE

*Implement best practice governance and regularly review its effectiveness to drive performance improvement, compliance and social responsibility.*

- Continue to develop and maintain the Village’s strategic plan, vision and mission statement, including values and strategic pillars that underpin the plan.
- Prepare and implement 5-year capital expenditure and cashflow plans.
- Ensure the Board’s skill mix is an effective combination of the necessary skills and expertise that will deliver on the strategic pillars and key actions.
- Deliver compliance of all of the Village’s statutory and legal obligations.
- Effectively communicate the strategic direction and purpose of the Village to stakeholders.
- Annual review of each segment of the governance structure (Board, Committees and Working Groups).
- Undertake annual review of constitution.
- Maintain key personal information.

## VILLAGE OPERATIONS

*Enhance and develop the Village to reflect current care and lifestyle approaches.*

- Update Information Technology hardware and software and review outcomes in six months.
- Develop Fairview “journey”. Ensure marketing and activities reflect pathway of continuum of care.
- Establish effective feedback mechanisms for residents, family and staff.
- Grow and expand Home Care.
- Investigate and establish alternative models of housing for the elderly.
- Establish Village as a “Dementia Friendly Village”.



## RESIDENT & CLIENT EXPERIENCE

*Strive for excellence in enhancing resident/client and family experience, value for money, benefits and services.*

- Promote a culture of “Ageing Well”.
- Assist our and prospective clients to live the best they can. Assist clients even if we cannot provide the care they require.
- Streamline entry to Village. Been seen as “experts” in navigating the “aged care system”.
- Review model of care – integrated care.
- Develop and implement stakeholder feedback mechanisms.
- Redesign website.

## PEOPLE & CULTURE

*Develop a high-performance employee culture that delivers on these strategic pillars and reflects the Village values.*

- Undertake organisational review of management structure and reporting responsibilities.
- Update staff position descriptions.
- Develop KPI’s for monthly People and Culture reporting.
- Establish organisational wide performance management system.
- Recruitment and retention.
- Continuity of staff.

## COMMUNITY

*Build a community-based brand that is valued, supported and appreciated within the local community as a significant contributor.*

- Establish and maintain internal stakeholder feedback mechanism. Establish Fairview Voice.
- Establish and maintain external stakeholder involvement. Establish Fairview Foundation.
- Investigate partnerships with aged care friendly companies.
- Increase community engagement.

# Expected Outcomes

*An organisation that is differentiated from our competitors as one that promotes the concept of “Ageing Well” and will always go the extra mile to help clients, family and friends.*

*A respected contributor to the Greater Warragul community. A flexible organisation that will adapt to our changing client’s expectations and demands.*

