



Strategic Plan

2021 ——— 2026



“We enable the lifestyle choices of older residents to maximise their health, wellbeing and enjoyment of life”

WE ARE LATROBE VALLEY VILLAGE

OUR HOMELIKE ENVIRONMENT

Latrobe Valley Village provides genuine care and service with strong support for those transitioning into care.

Here's what residents and families love about our organisation:

... great location, great setting, modern facilities and always improving...

... (we like most) the friendliness of staff and the quality of food and accommodation...

... my mother was there a number of years. The staff were AMAZINGLY good to her and our family ...

... excellent resident-based care, professional and committed staff...

... caring is paramount with this team...



OUR INDEPENDENT LIVING UNITS (ILUs)

With a spacious community feel our ILUs are located within our 5-hectare grounds and gardens where there's plenty of room to move.

Orana senior citizens club is onsite and the close proximity of the ILUs to the residential facility provides peace of mind and immediate support for health and age-related challenges as they arise.

ILU residents can choose to join residents of the care facility at community events, concerts and other social activities and use onsite services such as hairdressing and the "corner store".

And when the time is right, transitioning from the ILUs to the residential facility minimises change impact and disruption to the life of the resident.

OUR STAFFING RATIOS

Our staffing ratios are amongst the highest in the industry leading to a greater standard of care for our residents.

WE REINVEST IN OUR PEOPLE, FACILITIES AND COMMUNITY

Our profits are returned to our community through continued reinvestment in our buildings, equipment and staffing levels to support our exemplary service.

This means of course our business success supports those who utilise and operate our facilities.

We remain committed to community ownership and to improving our operations to grow our business in an increasingly competitive industry sector.



A MESSAGE FROM OUR CHAIR AND CEO

We extend a warm welcome to Latrobe Valley Village.

Latrobe Valley Village has provided specialised care services to elderly residents of the Latrobe Valley for over 38 years.

Our core focus during that time has been to deliver quality, affordable and flexible services to older people, and to provide access to social activities and services that contribute to individual and community wellbeing.

The aged care sector has undergone significant reforms recently and further changes will be implemented by the Commonwealth Government over the coming years.

This strategy enables us to adapt quickly to the proposed changes and will ensure we remain strong as the sector reforms.

Latrobe Valley Village's Board and Executive co-developed this Strategic Plan through deep consultation and co-design with our community, staff and key external stakeholders.

We're extremely confident we've identified the focus areas that will support and enable our organisation's strategic growth to continue to serve, and remain heavily connected to, the people of our region.

Our previous focus on upgrading our facilities and developing strong financials created a cornerstone for the future of our organisation and we can face the future challenges of sector reform with a great deal of optimism.

We recently completed a facility upgrade program and every resident is now housed in modern, spacious accommodation with individual ensuites.

We are an employer of choice for our region, with 30 staff due for long service leave and 15 are approaching that milestone, a testament to our provision of a supportive work environment to keep staff attrition at low levels.

We're incredibly proud of our ability to partner with like-minded organisations in our region, in particular our transitional care program with Latrobe Regional Hospital (LRH) in which we provide 5 beds to LRH patients to complete their rehabilitation before they transition back home or into care.

We've significantly improved our organisational governance practices through the implementation of a new governance system in line with the aged care act.

Latrobe Valley Village's strengths were highlighted and validated through feedback from our residents, families and those within the Latrobe Valley and surrounds who helped us identify what we do well, and areas we can improve.

During the next five years, in line with our growth plans and as part of the natural evolution of our organisation, we will explore opportunities to support our elderly citizens to stay in their homes as long as possible.

We're continuing to focus on attracting, developing and retaining a friendly, skilled and experienced workforce to augment the exemplary level of care our community knows us for and expects.

We'll keep building trusted relationships, embracing the opportunities our successful partnerships provide and will explore other potential mutual alignments with renewed focus.

We've spoken at length with our staff to understand how we can better support and improve their work, ensuring all our people are enabled with the tools, training and resources they need to do their job well and build their careers.

We have much to be grateful for and deeply acknowledge the hard work of our people, the resilience of our residents, and the support of our community.

We present Latrobe Valley Village's Strategic Plan to 2026.

This plan, along with our commitment to the task ahead will continue to enable the lifestyle choices of older residents to maximise their health, wellbeing and enjoyment of life.



Laurie Watters
Board Chair



Tom Hayes
Chief Executive
Officer





OUR ORGANISATION

Latrobe Valley Village (LVV) is a not-for-profit community-based organisation providing quality aged care, accommodation and services to the Latrobe Valley community and its surrounding areas.

LVV primarily supports the Newborough and Moe areas with a strong connection to its local community.

Situated on five acres of lawns and garden, LVV offers 96 residential beds in its recently renovated care facility and caters to individuals housed in 53 independent living units.

We pride ourselves on our reputation and brand as a dynamic and friendly organisation.

Our residents tell us they're well looked after, and their families say our management and staff are "brilliant", experienced and always available to help in any way they can.

Our community tells us we're friendly, connected and our facilities are clean and well-kept.

Our people say we're accountable, empathetic and a great place to work.

Our partnerships program connects us to other like-minded community providers to expand our network and drive organisational efficiency that helps us invest more into resident care.

Our facilities upgrade program keeps our residents comfortable and ensures our modern, homelike environment supports the work we do.

OUR FUTURE

Enabling the lifestyle choices of older residents to maximise their health, wellbeing and enjoyment of life begins with a strong community connection.

Our community includes the people in our care, other service providers, our staff and our care partners.

As part of our organisation-wide strategic review we undertook a program of interviews, workshops, seminars and consultations to ask how our community thinks we can

continue to improve outcomes for our residents, staff and care partners.

This strategic plan for the future articulates our ambitious goals for the next five years and builds on the hard work we've completed to date.

Our strategic goals reflect a combination of our community's voice and changes to the external environment that may affect our ability to deliver our services.



OUR STRATEGIC PLANNING CONSULTATION PROCESS

To deliver this strategic plan we:





OUR PURPOSE

We exist to provide a friendly homelike environment for our residents and a supportive and productive workplace for our staff.

OUR VISION

Our vision is to provide a full range of high-quality, specialised aged care services to enable lifestyle choices to older residents of the Gippsland region to maximise their health, wellbeing and enjoyment of life as they age.

OUR VALUES

INTEGRITY

We are honest to ourselves and adhere to the organisation's values

RESPECT

We treat others as we wish to be treated



OUR MISSION

We will continue to provide quality care in a safe, homelike environment to the Latrobe Valley community that respects each resident's values and allows for individual lifestyles.

EXCELLENCE
We strive to do our best

TRUST
We do what we say

PARTNERSHIP
We work together as a team

EMPATHY
We care with warmth and kindness



OUR STRATEGIC DIRECTIONS

CARING FOR OUR CUSTOMERS

Goals	Objectives
<p>Ensure LVV’s service offerings meet the current and future care needs of its community</p>	<ul style="list-style-type: none"> • Develop and utilise engagement channels to identify community care needs and expectations • Provide the opportunity for continuous improvement • Use data and analytics to identify needs and improve service offerings and delivery • Develop and maintain programs to leverage volunteer effort • Proactively engage with community groups to improve visibility of LVV’s services • Maintain minimum occupancy level at above 95% • Improve engagement between ILU occupants and residents • Review resident activity offerings • Review and maintain “home-like” quality care environment and high resident satisfaction levels
<p>Maintain and improve LVV’s reputation as the care provider of choice for the Latrobe Valley region</p>	



CARING FOR OUR PEOPLE

Goals	Objectives
Retain our reputation as being the care employer of choice in the Latrobe Valley Region	<ul style="list-style-type: none"> • Maintain a culture where all staff are valued and respected • Develop annual staff satisfaction surveys leading to appropriate follow-up actions • Determine the feasibility of providing childcare options for staff (and potentially general public) • Ensure the opportunities for flexible work arrangements are available • Provide staff with feedback mechanisms to ensure communications channels to management are sustained • Provide ongoing training and development to support individual career growth • Ensure workloads support the delivery of quality care and maintain job satisfaction
Develop and execute a HR plan to attract, develop and retain quality staff	

ORGANISATIONAL SUSTAINABILITY

Goals	Objectives
Ensure LVV is viable and sustainable	<ul style="list-style-type: none"> • Improve revenue streams • Minimise LVV's environmental impact • Ensure strong relationships with funding bodies to keep up to date with opportunities • Explore NDIS opportunities • Develop and maintain partnerships to achieve economies of scale, efficiencies and streamlining • Ensure assets are procured and disposed of according to the asset lifecycle • Allocate finance for infrastructure upgrades • Ensure equipment purchases are fit-for-purpose
Maintain quality infrastructure and equipment	

BEING COMPETITIVE

Goals	Objectives
Maintain and build our brand	<ul style="list-style-type: none"> Review our marketing strategy, set future intent and design and implement a new marketing strategy Review our brand identity and refresh Undertake market research and future feasibility for assisted living units Undertake cost/benefit analysis of increasing services to our ILUs Explore viability of additional services (e.g. childcare, kinder, after school care, adult day care for dementia) Explore partnership opportunities to identify potential and mutual benefits with aligned organisations
Leverage our core capabilities to lead to a competitive advantage	

GOVERNANCE AND OPERATIONS

Goals	Objectives
Maintain the integrity and standards of good governance organisation-wide as a not-for-profit community organisation	<ul style="list-style-type: none"> Ensure effective risk management, quality management and clinical and organisational governance systems are in place Ensure the board composition reflects a balanced representation of the LVV community and has the correct balance of skills and experience Ensure reporting mechanisms are in place to meet and exceed legislative requirements Optimise processes and systems to drive organisational efficiencies and effectiveness Implement systems that ensure compliance and accreditation is maintained to required standards and continuously improved Undertake regular reviews Ensure current staffing levels and leadership structure supports and improves the delivery of high levels of care Ensure roles are defined and understood with clear accountabilities and responsibilities
Our operations meet the needs of our stakeholders (plans, policies, processes, technology)	
Our organisation structure supports our operational requirements	

OUR COMMITMENT

The Latrobe Valley Village Strategic Plan to 2026 is our commitment to the Latrobe Valley community to continue to provide our residents with the best level of care possible.

We are the leading care provider in the Latrobe Valley, offering the best possible care experience, a friendly and engaged workforce, effective leadership, and a strong connection to the community and region.

Our governance, accountability and supportive team-based approach is set to drive execution of the plan to ensure deliver for our community and we continue to be an employer of choice for our people.

Our established positive workplace culture supports a workforce that is engaged, empowered and capable to meet the future challenges of a complex and evolving sector.

Latrobe Valley Village sincerely thanks all those who contributed to the development of this strategic plan, and we look forward to reporting on its progress.



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