


Strategic Plan

2020-2025





A photograph of a person standing in a garden. The person is wearing a blue and white checkered shirt and a dark vest. They are looking towards a stone wall and a garden bed filled with green plants and purple flowers. The background shows more greenery and a large plant with long, thin leaves.

This five year plan has been created in consultation with you, your families, your community and your carers. It sets out what is important as an employer and provider of choice, and the steps we must take to retain this privilege.



Iain Weir
Chairman

The changing landscape of our industry brings innovation to the fore

The landscape of our industry continues to change, providing new challenges to deliver the quality service expected of Glenview Community Services. We will grow and extend what we do into the future, employing innovative thinking while maintaining those attributes dear to us.

This strategic plan is intentional. It identifies key goals and will drive what we do, how we do it and when we will do it, thereby setting a pathway in place to an ever-improving model of care. It is not one person's responsibility, but the responsibility of all of us for whom Glenview is our focus. It is a living document designed to be flexible enough to be adaptive to change, while correctly maintaining a focus on those for whom Glenview provides services.

I commend this Strategic Plan, its purpose and its direction, and look forward to celebrating the anticipated achievements that will come from it.



Lucy O'Flaherty
Chief Executive Officer

Bringing our strategic plan to life

As the makeup of our community changes and reflects the vibrant diversity in who we provide care to, and those providing care, the pathway we are setting ourselves must reflect bold and courageous intentions.

This five year strategic plan has been created in consultation with you, your families, your community and your carers. It sets out what is important as an employer and provider of choice, and the steps we must take to retain this privilege.





Purpose *Why We Exist*

To provide holistic quality services to people in need of care and support, enabling them to live life with dignity, independence and wellbeing.

Vision *Our Aspiration*

Life as you define it.





The Glenview Promise

At Glenview, all services and interactions with clients are based on The Promise. The Promise is made to all clients, their families and carers:

The Glenview Experience is more than a place or a service, we treasure the joy of a life well lived.

The Glenview promise of a good life is for now and into the future.

Our Values

Our corporate values provide a framework of behaviours that guide the way we interact with each other, our clients and the community:

Excellence

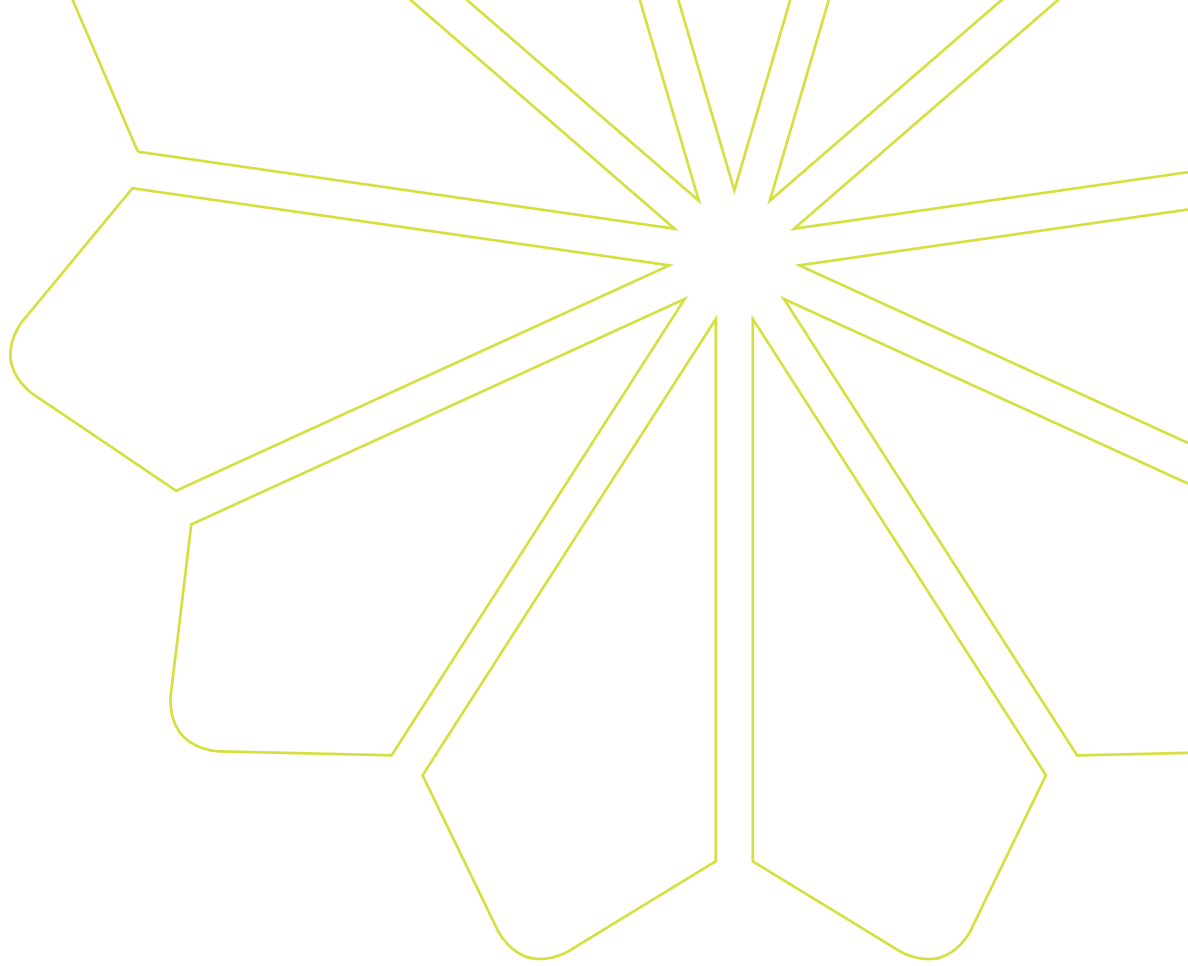
We will...

- take the extra step willingly
- constantly implement better ways to do things
- be accountable for our development of skills and knowledge
- seek the best solutions for our clients, families, carers and ourselves.

Integrity

We will...

- ensure clients' dignity and choice is respected
- be honest and transparent in all our dealings
- be accountable for our actions
- promote a culture of safe, inclusive and quality care services.



Equality

We will...

- put the person at the centre of everything we do
- value, accept and embrace differences
- not, in any circumstances diminish or undermine another's efforts
- not, in any circumstances harass, bully or discriminate against anyone.

Respect

We will...

- maintain individual dignity when working with clients
- be constructive in our approach to one another
- be courteous in all our interactions and make time for people
- recognise others for their contribution.

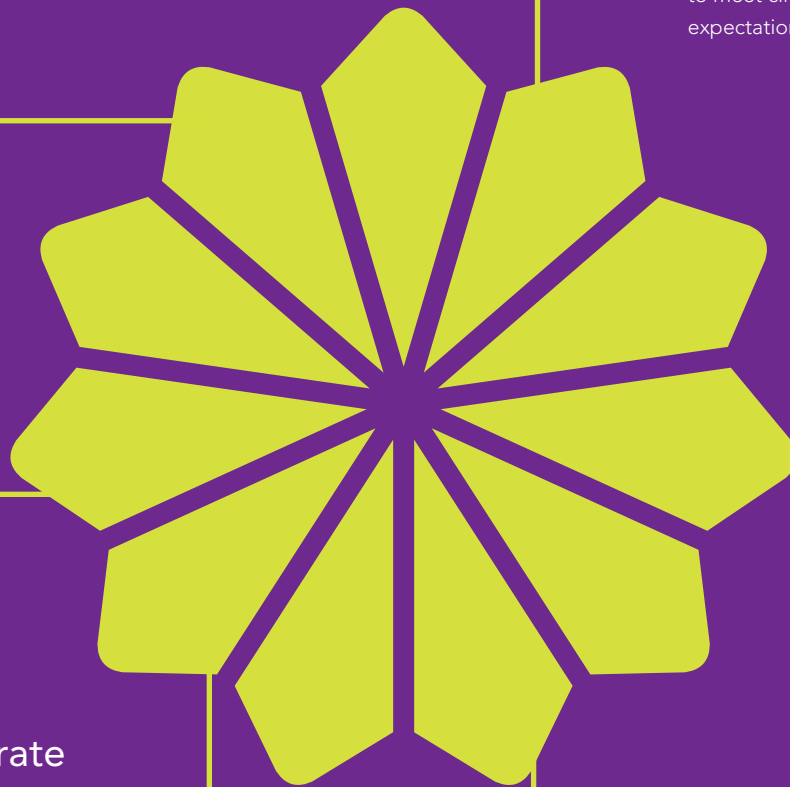
Our Strategic Goals

1 Advancing Dementia Care

We will support the dignity, autonomy and life of people living with dementia.

2 Enhancing Service Design and Delivery

We will enhance and grow the right types of services in the best ways, to meet clients' needs, choices and expectations.



5 Leveraging Our Corporate Capabilities

We will strengthen our governance and business intelligence to ensure Glenview is agile, vibrant and responsive to market conditions.

4 Integrating Technology

We will embrace technology as a means of improving operational efficiency and enhancing the client experience.

3 Investing in Our People

We will foster a culture that is vibrant, innovative and collaborative to make Glenview a great place to work and volunteer.

1

Advancing Dementia Care

We will support the dignity, autonomy and life of people living with dementia.

Strategic Context

The number of people living with dementia in Australia is rapidly increasing, causing greater demand for care and support in both community and residential care settings. Glenview strongly believes that with the right supports and services it is possible to live well with dementia.

Glenview will advance its dementia care models through the provision of alternative residential, lifestyle and care options.

Expected Outcomes

- A purpose-built village, Korongee, opens by 2021 for people living with dementia promoting enablement, wellness and inclusion.
- Staff have the skills, competency, capacity and excellence to deliver quality dementia care across all settings.
- Glenview maintains its position as a sector leader, valued partner and contributor to industry research and innovation.

2

Enhancing Service Design and Delivery

We will enhance and grow the right types of services in the best ways, to meet clients' needs, choices and expectations.

Strategic Context

Australia is experiencing an ageing demographic shift defined by age-structural change and increased longevity. There will be increased demand for aged care services that support higher dependency and complex care needs.

Glenview will enable clients to exercise greater choice over the types of services they access, how and when those services are delivered and by whom.

Expected Outcomes

- A mix of new service offerings designed and delivered to meet clients' needs and expectations.
- Expansion of home care and disability services in new geographical regions.
- Home care, respite, day centre and independent living services promote client independence, increased community participation and the opportunity to build meaningful relationships.
- Clients empowered to communicate their compliments, complaints, needs and wants.



3

Investing in Our People

We will foster a culture that is vibrant, innovative and collaborative to make Glenview a great place to work and volunteer.

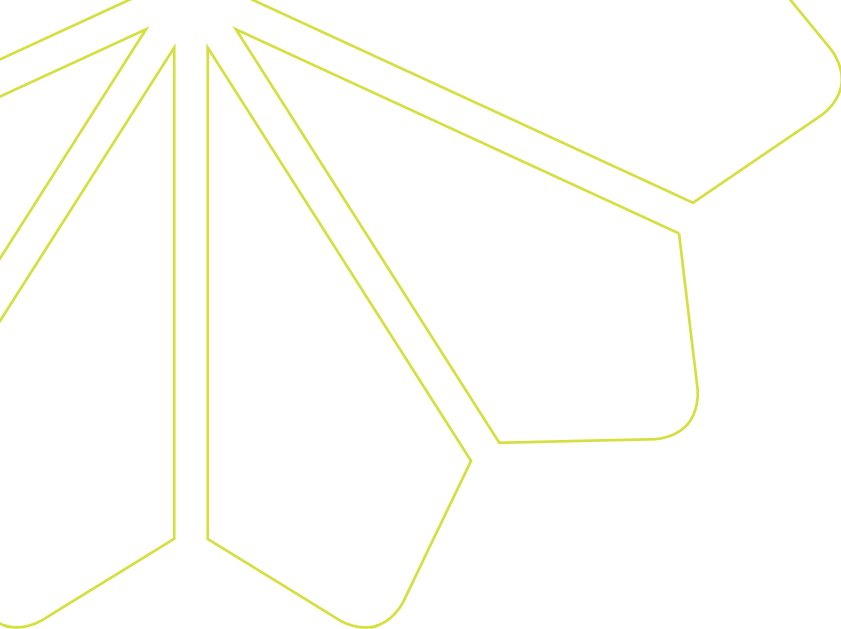
Strategic Context

Between now and 2050 there will be relatively fewer people of working age to support the increasing number of older Australians. Competition for skilled, qualified and experienced staff will impact health services throughout Australia.

Glenview will take a fresh approach to workforce planning, including the creation of new roles, dedicated career pathways and increased leadership and development opportunities.

Expected Outcomes

- Workforce profiling assists with forecasting staffing needs.
- Attraction and retention of staff is based on the philosophy of 'recruit for kindness and train for excellence'.
- Staff are confident and capable individuals who align with and uphold our values.
- Our work environments are safe and enjoyable places for our people to work and volunteer.



4

Integrating Technology

We will embrace technology as a means of improving operational efficiency and enhancing the client experience.

Strategic Context

Technological advances have benefited our world in immeasurable ways, improving interconnectivity, access to information, communications, workflows, efficiencies and the client experience.

Glenview will use technology to help augment the workforce and improve operational efficiency and quality of life for clients.

Expected Outcomes

- Clients can access telehealth services, wearable devices and assistive technologies to enhance their safety, health and wellbeing.
- Staff can work more efficiently with increased technological connectivity, reporting capabilities and data security protections.
- Staff possess the skills and competency to use technology in an efficient and responsible manner.

5

Leveraging Our Corporate Capabilities

We will strengthen our governance and business intelligence to ensure Glenview is agile, vibrant and responsive to market conditions.

Strategic Context

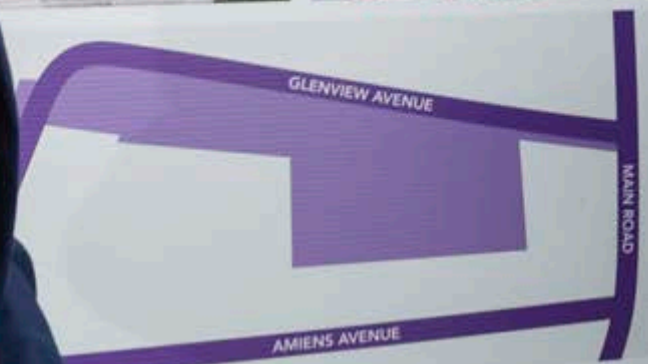
The Australian Government's aged care system is in transition as it moves towards a consumer-driven and market-based system. It is undergoing changes in quality standards, funding design and regulations whilst growing rapidly at the same time.

Glenview will keep pace with industry change by way of self-assessment, understanding market conditions and being clear about its core business and how best to meet client needs.

Expected Outcomes

- Strengthened governance and business intelligence ensures enough revenue generated to sustain day-to-day operations, capital requirements and future aspirations.
- Selected assets repurposed to meet the future needs of the organisation.
- Social media broadens our reach in the community and strengthens our advocacy efforts.
- Glenview's sectorial, corporate and community relationships are valued, diverse and strong.

We will enhance and grow the right types of services in the best ways, to meet clients' needs, choices and expectations.







2-10 Windsor Street,
Glenorchy Tasmania 7010

P (03) 6277 8800

F (03) 6277 8881

admin@glenview.org.au

www.glenview.org.au