

Strategic Plan 2017-2020

Froniditha Care

94 Springs Road, Clayton South 3169

T: 03 9552 4100

F: 03 9552 4139

E: info@froniditha.org

W: www.fronidithacare.org.au



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Message from the President

The aged care service sector involves the care and wellbeing of some of the most vulnerable in our community. At Fronditha Care, it is our opinion that it is an honour to look after those that have given so much to their community and to the country.

Fronditha Care is a pre-eminent aged care provider, responding to the needs of elderly from CALD backgrounds in Australia. We are proud to deliver the highest quality culturally appropriate care in the aged care services sector.

In achieving our strategic vision, adhering to our values, and all we do, Fronditha Care strives to improve the quality of life for our elderly.

Nick Thodos
President



Acknowledgements

This Strategic Plan has been produced through the combined efforts of the Directors, the Chief Executive Officer and the Senior Executive of Fronditha Care.

Fronditha Care would like to thank all those involved for their contributions.

About Fronditha Care

Fronditha Care commenced its journey in 1977. As a provider of high quality services, and in partnership with the Greek community in Australia it has responded to the needs of the elderly through the delivery of culturally appropriate services.

The Bounty of Care Philosophy

Our belief in the 'Bounty of Care' is what makes Fronditha Care so special. Whether it is the love and care for our elders, the respect and value we have for our colleagues or the joy and connection we celebrate with our communities, it's instilled in everything we do

For us, Fronditha literally means a 'Bounty of Care'. It's not just a slogan. Rooted in our heritage and culture, it reminds us of the rewards that come from caring. It flows from us through our elders to their families into our community and the industry. It means more than providing a greater amount of care; rather, it's a belief that care invested brings a bounty to the individual and the community



Our Vision

To continue to be leader in the provision of residential and community aged care services in Australia.



Our Mission

Promoting the wellbeing of older people by:

- Excellence in care, support and lifestyle
- Providing care which is consistent with people's linguistic and cultural identity



Our Values

Respect

It is a fundamental human right. The cornerstone of everything we are. By understanding and appreciating individual cultural, spiritual and emotional needs, we build deeper, more meaningful relationships

Do right

Ethically, socially and financially we hold ourselves to higher standards. Do right is our mantra. It guides us to always do what's best for our elders, our company and our community. Open, honest and fair we work together to be exemplary, never compromising our beliefs



Values (cont'd)

Bring joy

Life's moments must be cherished, celebrated and enjoyed. Through rituals, gestures and events we continue to bring optimism, light and joy striving everyday to create dear memories. We realise the importance of these magic moments on everyone's wellbeing

Inspire better

Everyday is an exciting learning experience that makes us better. We continually explore ways to improve our services and advance quality of care to our elders, their families and our community

Major Plans

- Expand and rebuild facility at Clayton South to meet community demand: 1st stage achieved. 2nd stage commenced. 3rd stage to be initiated.
- Acquire and establish new Head Office
- Expand provision of Home Care Packages (currently 155, there will be 180 by end of 2018. The service to be established in NSW by 2019.)
- Undertake feasibility study for the Thornbury land
- Rebuild the St Albans facility

Major Plans (cont'd)

- Pursue acquisition and development for future expansion in nursing home beds. Expand from 456 beds to 684 beds by 2020. Target of 1000 beds by 2025 (500 CALD Beds)
- Prioritise to establish aged care residential facilities in Canterbury, NSW and Mornington Peninsula, Victoria. Additionally, 30 beds in St Albans, and 30 in Templestowe.
- Increase number of Independent Living Units at St Albans
- Expand into the NDIS

The Four Strategic Priorities

Strategic Priority 1 - *Excel in the provision of resident and client focused, culturally appropriate care*

Strategic Priority 2 - *Lead as an employer of first choice and support staff to lead in the provision of quality professional care and enjoy job satisfaction*

Strategic Priority 3 - *Encourage and procure partnerships in the community that promote support, quality care and lifestyle for our elderly*

Strategic Priority 4 - *Build a sustainable future for Fronditha Care, for its people, its services, its finances and physical resources*



1. Excel in the provision of resident and client focused, culturally appropriate care

In 2017-2020 we will:

- Prepare for the expansion of Home Care Packages post 27 February 2017. The aim is 180 in Victoria by end of 2018
- Establish HCP services in Sydney NSW early 2019
- Purchase/acquire 228 new bed licenses
- Purchase non-aged care income generating property/ventures
- Prepare for re-accreditation for all residential care facilities
- Undertake a staged refurbishment of Templestowe
- Process for accreditation commences with Templestowe in November 2017
- Commonwealth Home Support Program - explore funding opportunities as the reforms to amalgamate CHSP and HCP rolls out over the next 3 years
- Introduce in-home smart home sensor systems for wider applications
- Commence the rebuilding of St Albans by October 2017

2. Lead as an employer of first choice and support staff to lead in the provision of quality professional care and enjoy job satisfaction

In 2017-2020 we will:

- Expand cultural and language training to all non-Greek staff
- Continue to recruit caring and appropriately qualified Greek speaking staff locally and from overseas
- Continue to monitor WorkCover claims and reduce premiums
- Expand training opportunities for all staff and promote scholarships to train Greek-speaking personal care staff to enrolled nurses
- Ensure that all residential facilities and all programs are maintained at the highest standard and all the necessary equipment is purchased and installed for use by staff
- Negotiate an affordable Enterprise Agreement with the ANMF and HWU for the period 2017-20
- Technology will be introduced to our CS division in early 2017 where again all the Community Services employees will be issued with logins to remotely attend training as required.

3. Encourage and procure partnerships in the community that promote support, quality care and lifestyle for our elderly

In 2017-2020 we will:

- Host fundraising radiothons in 2018 and 2020
- Host a fundraising Gala Dinner in 2019
- Increase presence in all community festivals
- Engage directly with presentations and regular newsletters to Greek elderly associations
- Continue to implement the 2017-2020 communication plan
- Expand our public engagement and communications strategy in Sydney NSW

4. Build a sustainable future for Fronditha Care, for its people, its services, its finances and physical resources

In 2017-2020 we will:

- Develop and implement growth strategies and alternative revenue streams, through capital and sustainable investments.
- Maintain sufficient liquidity to meet all prudential requirements.
- Expand fundraising activities to increase revenue.
- Manage effective capital allocation by maintaining a seven year financial plan incorporating forecasted revenue and projected expenditure levels.
- Maintain budgeted surplus results for the next three years while anticipating lower levels of government income.
- Prepare funding applications to increase revenue and develop new services.
- Maintain a mixture of loan facilities and cash deposits to implement the major plans identified in this Plan.