



Strategic Plan

2024 - 2026

Contents

History2

Vision and Values.....3

Goals5

How do our goals align with the ACQSC Strengthened Standards?7

How will we implement this plan?8



History

Cooinda was established in the 1970s by the Coonabarabran community. More than 50 years on, we proudly remain an independent, not-for-profit community organisation. A board of volunteer directors provides strategic planning and corporate governance for the delivery of a diverse range of high-quality healthcare services for the older person. Day-to-day operations are managed by a team of nursing and support professionals.

Cooinda provides a range of services for the aged, including:

- Commonwealth Home Support Program
- In Home Support Packages
- Retirement Village
- Supported accommodation
- Residential Aged Care



Cooinda is accredited with the Aged Care Quality & Safety Commission. Our processes and systems are designed and implemented to provide the highest level of care possible. We are committed to continuous quality improvement and a safe environment.

Vision and Values

Vision

To be a culturally safe rural provider of respectful, quality aged care services, engaging with our community and enriching the lives of older people.

Values

Dignity

We value all our consumers and show this through our professional, caring manner

Respect

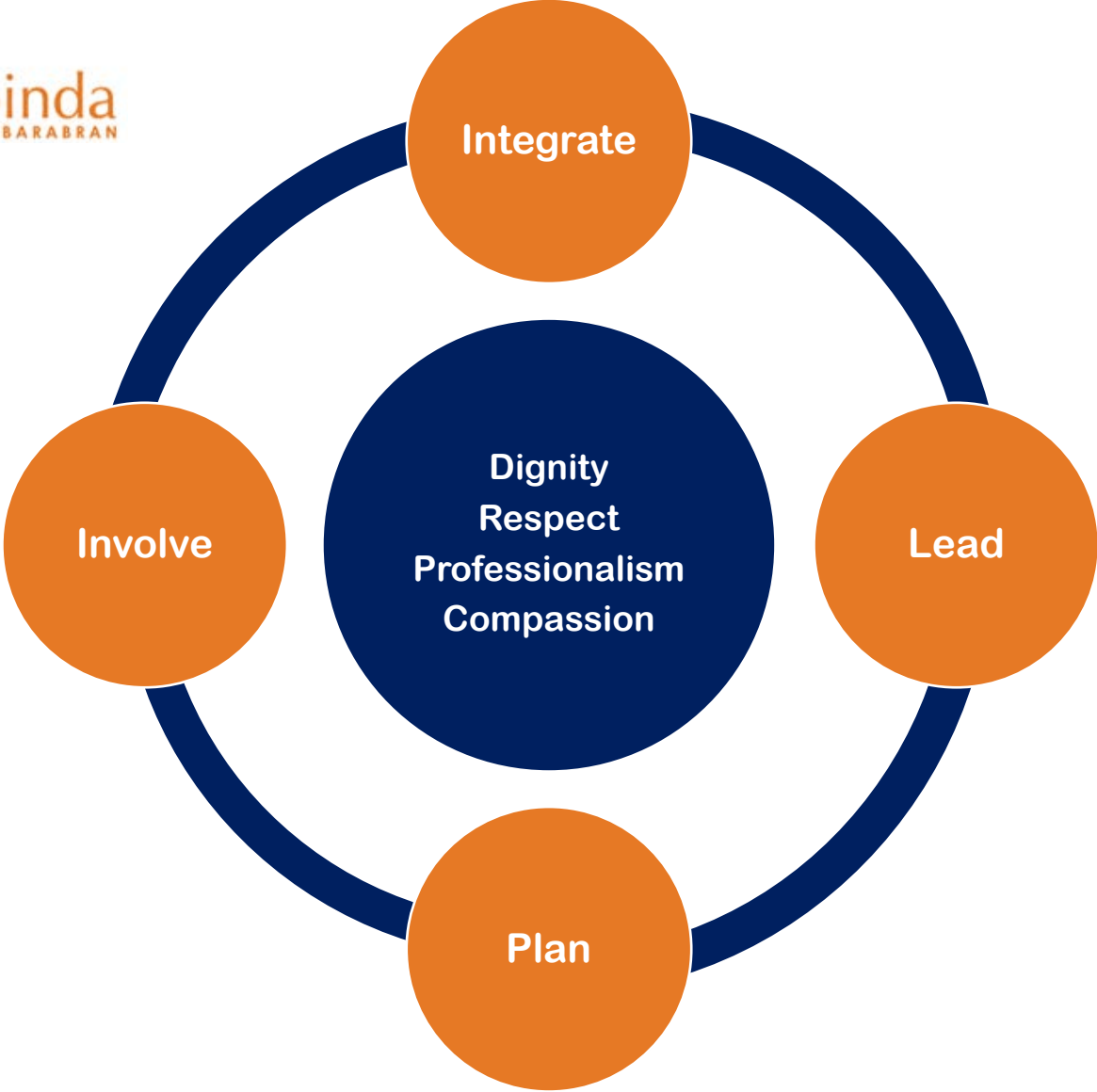
We show our respect through honest and transparent communication

Professionalism

We demonstrate our professionalism through ongoing patience, sensitivity, positivity and our loving attitude to our consumers which is supported by an ongoing drive to improve our services

Compassion

Our compassion motivates us to go that ‘extra mile’ to meet the physical, mental and emotional needs of our consumers



Goals

Goal 1 | Integrate

Provide an integrated aged care service from the earliest requirements of support in the home to advance-needs in residential care

Strategic directions

- a) Ensure all services work as a cohesive unit to deliver safe and high-quality care.
- b) Explore innovations to maximise in-home support options.
- c) Ensure resource allocation and financial stewardship reflects sustainable development of integrated services from the home to advanced needs accommodation.

Goal 2 | Lead

Profile our integrated and innovative services as a leader in aged care services so we are attractive to the community, our staff, and our funders

Strategic directions

- a) Work actively with external groups including schools to improve links to the community and to profile Cooinda activities.
- b) As a cohesive and integrated service ensure a consistent message is conveyed to the media, community, state and funder.
- c) Develop leadership in financial stewardship and resource allocation.

Goal 3 | Plan

Plan strategically to ensure our services are delivered through high standards and modern facilities supported by outstanding systems and staff

Strategic directions

- a) Develop infrastructure plan and funding models to increase, update and replace facilities in a planned manner.
- b) Explore all opportunities to become a rural 'employer of choice'.
- c) Work to ensure that the new aged care standards provide the minimum platform for our services across all areas and in particular in-home support.

Goal 4 | Involve

Involve our consumers, their families and carers in planning and delivering our services to the highest quality possible.

Strategic directions

- a) Establish stakeholder engagement groups and actively engage or support the community such as through the local council, churches or regional organisations to be involved.
- b) Actively explore options and suggestions recommended by the stakeholder.
- c) Actively involve staff at all levels with consumer feedback and planning.

How do our goals align with the ACQSC Strengthened Standards?



ACQSC Strengthened Standards (July 2024)

	Goal 1 Integrate	Goal 2 Lead	Goal 3 Plan	Goal 4 Involve
1. The Person	✓	✓	✓	✓
2. The Organisation	✓	✓	✓	✓
3. The Care and Services	✓	✓		
4. The Environment	✓	✓	✓	
5. Clinical Care	✓			
6. Food and Nutrition	✓			✓
7. The Residential Community	✓	✓	✓	✓

How will we implement this plan?

Goal 1: Integrate			
Provide an integrated aged care service from the earliest requirements of support in the home to advance-needs residential care			
Strategic direction	How will we do it?	What will we do?	How will we measure?
(a) Ensure all services work as a cohesive unit to deliver safe and high-quality care.	Common approach to key areas such as IT, clinical records underpinned by agreed all-of-operational plans.	Report to Board on implementation of the IT related system improvements	CEO monthly report to Board Readiness for government reforms
	Common organisational policies and procedures covering all service areas are audited regularly	Review Compicare documents regularly	Outcome of Compicare review noted in Quality Advisory Body report to Board
	Compliance against Aged Care Quality & Safety Standards reported to Board regularly	Internal Department Audit Program Rolling program of standard review / audit approved by Quality Care Body and Board. Audits undertaken and present results to staff and senior committees	Outcomes of Audits reported through to Quality Advisory Body and on to Board Circulate outcomes of audits for staff and consumers to view
	Establishing Consumer Advisory Body	Invite consumers and their representatives to participate in the meeting.	Meetings successfully undertaken and outcomes presented to Board

Goal 1: Integrate			
Provide an integrated aged care service from the earliest requirements of support in the home to advance-needs residential care			
Strategic direction	How will we do it?	What will we do?	How will we measure?
	Bring increased and enhanced focus to food and nutrition across all facilities	Consider food services staff attending external education Engage a nutrition and hydration specialist to review the consumer's menu	Reports received from participants Annual report and menu appraisal from specialist nutritionist Consumer food and dining experience survey
	Consumer representation on organisational committees	Consumer representative appointed to the Quality Care Advisory Body Consumer involvement in Food, Nutrition and Dining Focus Group	Meeting minutes Feedback and actions from focus group Resident experience survey results
(b) Explore innovations to maximise in-home support options	Establish strategic review on in-home support delivery and integration	Establish a working group to explore future options for in-home support services	Recommendations from working group
(c) Ensure resource allocation and financial stewardship reflects sustainable development of integrated services from the home to advanced needs accommodation	Review of home-based care to also include financial review and ways to improve interface coordination between home / community / advanced needs accommodation	Identify reviewers and undertake state-based benchmarking such as Stewart Brown comparisons	Benchmark results

Goal 2: Lead			
Profile our integrated and innovative services as a leader in aged care services so we are attractive to the community, our staff and our funders			
Strategic direction	How will we do it?	What will we do?	How will we measure?
a) Work actively with external groups including schools to improve links to the community and to profile Cooinda activities	Encourage and invite interaction with local groups into areas of the organisation particularly via Consumer Advisory Body and Quality Care Advisory Body.	Ongoing links with schools, disability groups, Indigenous groups identified and provide input into Consumer Advisory Body and Quality Care Advisory Body.	Minutes of Consumer Advisory Body meetings Communication, participation and site visits from schools, disability groups and Indigenous groups
b) As a cohesive and integrated service ensure a consistent message is conveyed to the media, community, state and funder	Establish regular communication program between Board and the local community	In addition to AGM the Board endeavour to provide ongoing discussion and advice into regional newspapers, community health groups and other identified stakeholders	Articles in the local media Social media activity Newsletters Networking participation
c) Develop leadership in financial stewardship and resource allocation	Identify further income / budget initiatives to achieve balanced outcomes	Planning for 'Retirement accommodation' (Lodge) effectively managed to budget with design principles to include cost effective maintenance over the building life Apply for grants and funding for capital works	Redevelopment of the Lodge building within budget and capital funding Success of grant application outcomes

Goal 3: Plan			
Plan strategically to ensure our services are delivered through high standard and modern facilities supported by outstanding systems and staff			
Strategic direction	How will we do it?	What will we do?	How will we measure?
(a) Develop infrastructure plan and funding models to increase, update and replace facilities in a planned manner.	Ensure annual budgets include capital replacement	Capital replacement identified over 10 years and budgeting for upgrades / replacement allowed in all budgeting. Maintain Retirement Village Asset Management Plan	Approval of capital replacement budget at Board level Asset Management Plan is completed as per schedule Internal and external audit and assessment results
	Identify and apply for relevant grants and additional funding	Ongoing review of possible funding streams including Philanthropy Grants, Government Grants and possible partnering with other regional stakeholders	Applications for funding grants
	Continue master-planning to ensure effective development of residential care and retirement accommodation (Lodge)	Overall master planning of site updated after each significant capital development	Approval of master plan at Board level
(b) Explore all opportunities to become a rural 'employer of choice'	Review employee benefits and acknowledgement ensuring they meet industry standard and higher	Undertake a review of pay and conditions (internally or externally). Present findings and opportunities to Board	Board endorses recommended pay rate review findings

Goal 3: Plan			
Plan strategically to ensure our services are delivered through high standard and modern facilities supported by outstanding systems and staff			
Strategic direction	How will we do it?	What will we do?	How will we measure?
	People and Culture reporting to Board regularly to include staff turnover, sick leave, workcover, leave accrual, education and training, student placements	Continue to monitor key parameters, particularly turn-over and cost of recruitment	Regular workforce reports received with Board papers
	Linkages with education and training organisations are enhanced at both regional and state levels	Enhance educational opportunities both locally and state based Develop strong relationships with RTOs of choice	Memorandum of Understanding or Agreements with educational agencies Success and completion of training
(c) Work to ensure that the new aged care standards provide the minimum platform for our services across all areas and in particular in-home support	Apply the Strengthened Aged Care Quality and Safety Standards throughout the organisation.	Educational programs reviewed with a two-year approach agreed by the Board and Senior staff.	Accreditation reviews and self-assessment
	Successful outcomes from ACQSC Support visits and Accreditation	First year of two-year program funded and rolled out.	Results of reviews
	Provide ongoing education for all staff about Safe and Quality care and in particular how services should be integrated	Review of ongoing program to involve Board members, Executive and all staff groups. Safe and Quality care, effective integration, and staff safety to be emphasised.	Success of training plans and results

Goal 4: Involve			
Involve our consumers, their families and carers in planning and delivering the services delivered by our staff to the highest quality possible.			
Strategic direction	How will we do it?	What will we do?	How will we measure?
(a) Establish stakeholder engagement groups and actively engage or support the community such as through the local council, churches or regional organisations to be involved	Refer Goal 1(d); Goal 2 (b),(c),(d)	Refer Goal 1(d); Goal 2 (b),(c),(d)	Refer Goal 1(d); Goal 2 (b),(c),(d)
	Sponsor and provide representation in local events	Actively present to local community / stakeholder groups about integrated service provision with emphasis on home-based care	Success in involvement and attendance in community groups and events
	Gain ongoing involvement in understanding and monitoring safe and high-quality care	Obtain representation from the various groups to be involved with senior committees at Cooinda (e.g. Consumer Advisory Body and Quality Care Advisory Body)	Meeting minutes, feedback and actions
	Develop Board briefing papers relating to improvements and recommendations from consumer groups and stakeholders	Senior staff to prepare and present Board briefing papers from their areas of responsibility	Continuous Improvement Plan results

Goal 4: Involve			
Involve our consumers, their families and carers in planning and delivering the services delivered by our staff to the highest quality possible.			
Strategic direction	How will we do it?	What will we do?	How will we measure?
(b) Actively explore options and suggestions recommended by the stakeholder groups to develop the concepts and identify funding.	Ensure representation by management and interested staff on industry related groups to stay abreast of opportunities available for the organisation	Attend industry webinars, seminars and events Involvement in industry working groups Engage with other local providers to establish regional networking Stay abreast of current industry knowledge and advances	Feedback and suggested improvements Report to Board on involvement and engagement Completed focus education sessions on learnings Demonstrated staff implementation of knowledge
(c) Actively involve staff at all levels with consumer feedback and planning	Involve staff groups with feedback from Board meetings, discussions from Consumer Advisory Body and Quality Care Body.	Encourage interested staff members to be involved with review and committee activities Aim to have discussion group of issues quarterly	Membership participation of committee meetings Meeting minutes Staff survey results