



Twilight

AGED CARE

STRATEGIC PLAN

2016-2019

OUR VISION

Twilight Aged Care is a preferred provider of quality care services in our communities.

OUR MISSION

To provide quality integrated care services and accommodation in our communities.

OUR VALUES

The values on which we operate are:

Respect



Compassion



Integrity



Commitment



FORWARD

The Twilight Aged Care Strategic Plan 2016 - 19 provides the strategic initiatives and direction for the organisation over the next three years.

This strategy represents the vision of the Board to become a preferred provider of quality care services in our community. The plan ensures that as an organisation we are all clear on where we are headed, what we need to do and how we will know when we have achieved our goals.

The Twilight Aged Care Board and management are committed to this plan which is built on four key platforms:

Our model of care – encouraging enablement and independence of our residents;
Our business – ensuring efficiency and value for our consumers;
Our people – committing to a skilled workforce who are able to deliver contemporary models of care based on best practice; and
Our communities – developing services and strategic partnerships that support and enable those living in our communities.

Lesley Jordan
Chief Executive Officer

KEY RESULT AREAS

Twilight Aged Care is committed to achieving four key result areas by 2019 as follows:

1

FOCUS ON OUR FINANCE IMPERATIVES AND STRENGTHEN OUR ORGANISATION

Twilight Aged Care will ensure it is a financially viable and sustainable organisation through the implementation of financial plans, budgets, disciplines and targets that can continue to fund its future

KPIs

- Meet or exceed all financial ratios, targets and budgets
- Detailed service costings developed and approved
- Cumulative trends and results of annual profit and loss, cashflow and balance sheet statements

2

ENHANCE OUR FACILITIES

Twilight Aged Care will continue to renovate, refurbish, grow and expand its residential care and retirement living facilities using vigorous application of contemporary project management and business case assessment

KPIs

- Master site plans approved and implemented
- Renovation, refurbishment and/or new building projects are delivered on time, within budget and to required specifications
- Cumulative results and trends of annual profit and loss and balance sheet statements

3

DEVELOP OUR PEOPLE AND OUR SERVICE MODEL

Continual investment in the development of its people: the board, management, staff and volunteers in an environment of support and accountability ensuring the right structures with the right people delivering our unique service model

KPIs

- Twilight Aged Care service model approved and implemented
- Operational structure revised, approved and implemented
- Cumulative results and trends of annual management and staff performance appraisals
- Cumulative results and trends of annual residents satisfaction surveys

4

BROADEN OUR IMPACT

Twilight Aged Care will continue to logically and sequentially grow its aged care services through partnerships and alliances that will result in a diversity of services from Home Care, Retirement Living to Residential Care

KPIs

- Number and value of partnerships and alliances
- Home Care services established
- Expansion of service range from Home Care through to End of Life Care
- Cumulative results and trends of annual profit and loss and balance sheet payments