



# Abel Tasman Aged Care Strategic Plan

2019



# Development context (Market, consumer and competitive environment)

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## Our industry is facing a period of rapid growth & transformation

A rapidly aging population coupled with extensive industry reform is changing the manner in which aged care is delivered, managed and remunerated.

- The Governments reforms have changed the manner in which aged care is funded and delivered with emphasis on;
  - Providing expanded services to support people to remain at home/age-in-place
  - Delivery of CDC providing customers with greater control over how and when care is delivered
  - Increased funding (and ratios) for Home care packages, greater means testing and lower reliance on bonds in residential aged care.
  - New Quality standards for consumers
- The emergence of a new generation of consumers who have greater expectations and are empowered, requires an increased focus on consultation with consumers and carers.
  - Our location will see a higher proportion of demand on accommodation and services from people without or with low assets
  - Entry will see older and frailer consumers in both residential and home care.
  - With consumer/family expectations our resources will need to be cost effective and sustainable.

# Development Context (Market, Consumer and Competitive Environment)

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## A new consumer is emerging

- Australia's ageing population means a greater number and a higher proportion of consumers will require aged care in the future with more complex care needs, more specifically;
  - The prevalence of the aged living with chronic disease, dementia and disabilities will escalate
  - The proportion of the aged from CALD backgrounds will increase significantly
  - The number of 'very old' Australians (85+) with longevity dramatically increasing – care will be delivered later and for a shorter period
- A new generation of consumers (and influencers) who are more demanding and empowered requires an increased focus on brand, image and reputation, more specifically;
  - An increase in ATV's organisation profile & communications
  - Utilise technology in care delivery and for consumers private use
  - Broadening of ATV reach & influence
  - Greater importance on the presentation and quality of our village environment and accommodation
  - Be transparent and accountable

# Development Context (Market, Consumer and Competitive Environment)

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## Our ageing, multicultural environment

- Abel Tasman operate within one of the most culturally diverse communities within NSW. Only 42% of all occupants are Australian born
- The 70+ population within the Abel Tasman catchment is forecast to grow by 62% by 2028 which will significantly impact the current bed provision ratio and result in bed shortage within a catchment. This increased population is expected to contain very high numbers of CALD seniors who will require an environment which is sensitive their unique cultural needs.
- A review of competitive facilities within the catchment has identified that of the 18 facilities there are only three CALD specific communities in ACDMA Aged Hostel in Canley Vale, Ruby Manor in Carramar and Abel Tasman Village.
- There is a significant opportunity to position ATV as the local leader and expert in CALD care delivery and for all identified strategic pillars to leverage this positioning and purpose.

# Strategic Framework (Organisational Objectives & Direction)

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## Organisational Imperatives

1. Ensuring ATV's strategic direction is forged in the context of;
  - Responsiveness to consumer demand patterns
  - Government policies and reform
  - Maintaining regulatory obligations
  - An intensely competitive environment
2. Ensuring ATV retains its founding purpose, values, its proud Dutch heritage and "CALD" focus
  - Optimise independence and enhance physical, emotional, cultural, social and spiritual support for the aged in our care
  - Maintain its 'boutique' operating principles through its planned growth
3. Ensuring ATV retain its high standards of care delivery
  - Through applying continuous improvement, staff training, corrective actions, review, health and safety principles, monitoring and ensuring resource availability
4. Ensuring the long-term financial viability of ATV
5. Maintaining its commitment and responsibilities to its consumers, staff, members and associated stakeholders
6. Further develop a qualified, autonomous staff willing to work in a consultative and cooperative partnership with consumers and stakeholders
7. Ensuring that the brand profile of ATV is well articulated and market differentiated

# Strategic Considerations

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## Brand Values & Direction

**Our Purpose**  
*Why do we exist?*

To provide optimal care to older people

**Our Values**  
*What truths underlie our business?*

Our Values include human dignity, integrity, quality, transparency, accountability and professionalism

**Our Vision**  
*What does our future look like?*

To be provider of choice that is highly regarded in the community

**Our Positioning**  
*What will we be famous for?*

A boutique quality aged care provider embracing cultural diversity. Friendly, approachable and responsive management team and staff.

**Our Promise**  
*What phrase captures it all?*

A Culture Of Care