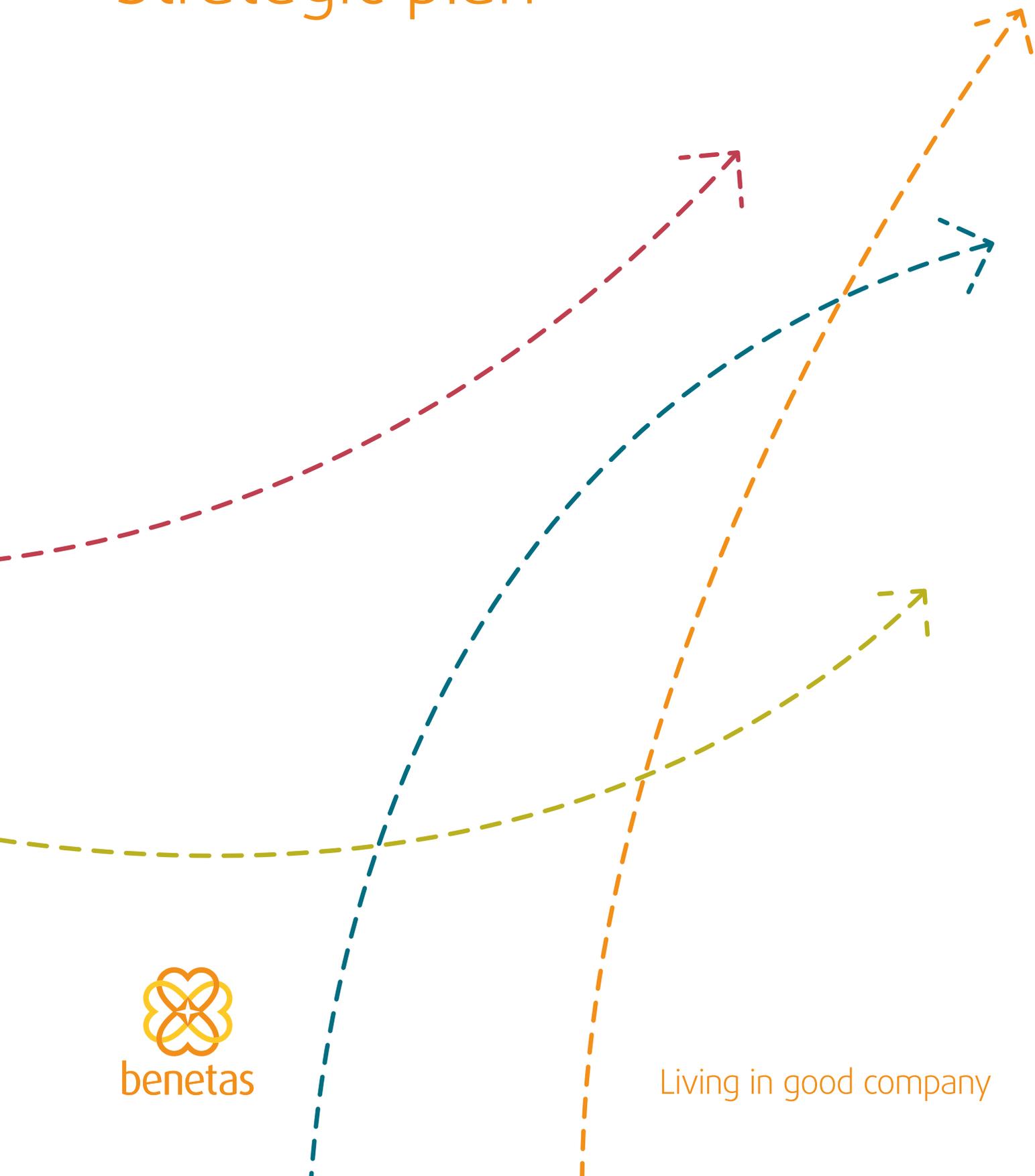


Towards 2019 Five-year Strategic plan



Living in good company

Our vision

A positive, fulfilling experience of ageing where everyone has the opportunity to age well in communities of choice and support.

Our mission

We will provide older Victorians, their families and carers with a full range of quality community-based services and residential facilities.



Our values

Respect

We take the time to understand and value each person and respect their choices.

Community

We strive to build strong relationships and communities of interest among all stakeholders by working together in an open, involving way.

Spirit

We build a positive, energetic culture dedicated to creating fulfilling life experiences for older people.

Responsibility

We act with integrity toward our clients, their families and carers, our supporters and the broader Anglican community.

Our future

This strategic directions document outlines our approach to achieving our vision of a positive, fulfilling experience of ageing. It also lays out how we, as an aged care provider, will deliver on our commitment of offering the highest level of customer service that we possibly can.

Our belief is for an inclusive society that values and respects its older citizens. Our strategic direction towards 2019 is the result of a thoughtful and measured process by the Board and Executive to set new goals for Benetas, in which we will break new ground in service delivery and work towards achieving vision and goals. Through the achievement of these goals we will ensure that Benetas will be the preferred choice for Victoria's older people and their families.

We will be known for our focus on our customers, expertise in dementia and culturally appropriate approach. We will also be able to support people of all ages through our in-home nursing services.

As a leading advocate in promoting the voice of older people we will influence policy, models of care and funding for aged care services nationally.

We will be recognised as an organisation committed to research; translating our research findings into innovative evidence-based practice. Our research will focus on benefiting the quality of life of all older people, or on assisting the workforce to deliver more effective, quality service.

Strong and viable partnerships with Anglican parishes and communities will continue to reinforce our Anglican heritage.

The importance of organisational sustainability has not been overlooked. Our strategic direction is forged in the context of an intensely competitive environment and significant regulatory reform. Through improved customer-focus, quality and financial performance and through an increase in the scale of our residential and community care services we will achieve sustainability.



We will continuously review, refine and improve what we do, considering research, trends, staff and customer feedback to ensure we deliver on our vision while remaining financially viable.

Our strategic direction will guide our workforce in how we assist older people to live happy, healthy lives. Benetas staff and volunteers are all working to ensure our clients, and their families and carers, are truly living in good company.

Benetas is committed to making our vision a reality.

A handwritten signature in black ink, appearing to read 'John McKenzie'.

John McKenzie
Chairman

A handwritten signature in black ink, appearing to read 'Sandra Hills'.

Sandra Hills
Chief Executive Officer

Benetas will be with
me on my journey.



This means that anyone who comes to Benetas looking for support, from a little to a lot, will be offered the highest level of customer service.

We know that the decision to seek aged care services can be a difficult one and that trying to understand the aged care maze can be overwhelming.

Benetas recognises this, and is committed to guiding people through their journey, so they feel supported, have the right information, and know the avenues to find out more if they need too.

Benetas is committed to supporting Victorians to have a fulfilling ageing experience. To achieve this, we promise to:

- guide our customers through the transition to aged-care and deliver high-quality services simply and seamlessly.
- consistently deliver a broad range of best quality aged-care facilities and services.
- invest in our workforce to ensure they are highly skilled, trained and engaged to meet the needs of our clients.
- continue to put back into the community what we generate to improve the ageing experience for all.

Benetas Service Commitment

The Benetas Service Commitment outlines our promise to our customers — that we will offer them outstanding levels of customer service that they won't find anywhere else; resulting in a positive, fulfilling experience.

To realise our vision of a positive, fulfilling experience of ageing where everyone has the opportunity to age well in communities of choice and respect we will commit purposefully to the needs and wants of every client.

We will...

Listen to each person's story and ensure that their individual needs are at the heart of what we do.

Build long term relationships with our clients, introducing individuals to our services as early as possible and supporting them and their family throughout their chosen journey.

Sustain an organisational culture that supports those important client relationships, reflects our vision, mission and values of respect, responsibility, community and spirit, and supports our people.

Provide the support, tools and technology required for our people to deliver best quality services at all levels of the organisation.

Embed a quality framework that allows us to continuously review, refine and improve what we do, to ensure we can fulfil our commitment to provide great care.

Our Commitment in action

To put the Benetas Service Commitment into action, we promise that we will always put our clients at the heart of everything that we do. We are dedicated to continuously improving our customers' experiences throughout the aged care journey and we will achieve our goals through the following areas.

Our priorities for the Service Commitment are:

1. increase accessibility to advice and information about ageing and aged care.
2. improve the first experience for all Benetas customers at our Customer Centre, physical buildings, face to face with staff or website.
3. provide transition support to all Benetas customers through the key stages of aged care (transition into, out of or between care).
4. implement a customer voice program that allows all customers to provide feedback and input into our services and facilities.
5. build brand awareness to help future customers connect with Benetas, existing customers understand our services and strengthen pride within our workforce.
6. align the Benetas workforce with the customer experience vision including: role design, structure, recruitment, rewards and recognition programs, and training and education programs.
7. identify opportunities to improve the customers' experience of existing services and facilities to ensure they align with our Best Quality Facilities and Services Framework.
8. identify opportunities to expand service offerings to respond to changing customer needs.



What this means for our people

For our customers

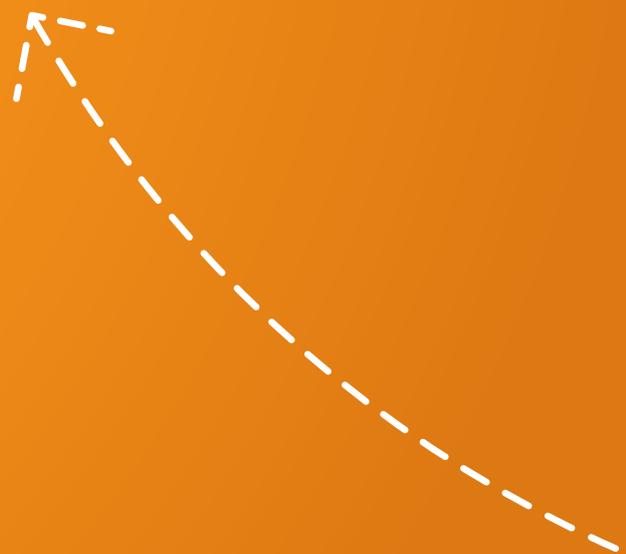
Our customers are the reason that Benetas exists. We are dedicated to providing each customer with the support they require. People who access Benetas services will:

- be in control.
- be recognised and respected.
- have a sense of security.
- have confidence in Benetas' competence.
- experience high-quality services of their choice which will support physical, emotional, spiritual and social needs.
- have a sense of belonging and being valued for who they are and their contributions.
- be supported to maintain their identity and independence.
- be secure in the knowledge that Benetas will listen to each person's story and ensure that their needs are at the heart of everything we do.

For our staff

Our staff are the backbone of our organisation. Without them, we would not be able to provide the quality services we do. Staff working at Benetas will experience:

- a sense of achievement, knowing that their work is making a difference to the quality of life of older people and their families.
- the feeling that their work is valued and that their efforts receive real recognition by the organisation.
- feeling part of a team and that their values and aspirations are in accord with those of the organisation.
- working within a supportive and challenging environment which offers opportunities for further learning and development.
- secure conditions of employment free from bullying and unwarranted censure and rebuke.



How we'll grow our services

Home Care services

Our objectives

Deliver a positive and respectful experience of ageing in the community, supported by an integrated and customer-focused service model

What we will look like in 2019

- Excellent customer service and a one stop shop for tailored, flexible access to all Benetas services
- Integrated state-wide community aged care services that offer continuity of care
- State-wide in-home care with a variety of service options
- Extensive service options for respite care
- Partnerships with local government authorities and rural communities provide extended service delivery and support

What we are doing to get there

- Identifying service needs across Victoria
- Trialling new and innovative models of care that respect diversity and different needs
- Expanding our in-home service and offering Consumer Directed Care packages
- Tendering for new respite services
- Developing our local government relationships and links in rural communities

How we will measure our success

- Services demonstrate quality, choice and value for money for customers
- Services grow by 10% per year

Residential services

Our objectives

Improve care and modernise residential facilities to deliver a positive, respectful client experience of living and dying

What we will look like in 2019

- Modern and contemporary facilities that are hubs within the communities we have a presence in and meet the needs of our clients
- Extensive range of services in our residential facilities such as high care, palliative, dementia and transition care
- Clients and families actively participate and contribute to our service development and delivery
- Services focus on prevention and enablement

What we are doing to get there

- A detailed ten-year plan to regenerate our residential building stock through redevelopment, expansion or disposal
- Exploring needs and new models of care that respect diversity and different needs within residential settings
- Developing a consumer participation model to engage clients and families in our service development and delivery

How we will measure our success

- At least 190 aged care beds redeveloped
- Services meet quality and customer expectations within a sustainable business model

Housing options

Our objectives

Consider opportunities to expand housing for older people who are self funded and those who are socially or economically disadvantaged

What we will look like in 2019

- Modern, contemporary housing models to meet the changing needs of older Victorians
- Buildings that are sensitive to the environment and energy efficient
- A full range of in-home service delivery options
- Clients and families actively participate in building design

What we are doing to get there

- A detailed ten-year plan to regenerate our housing stock through redevelopment, expansion, or disposal
- Exploring needs and new models for housing
- Developing consumer participation models to engage clients and their families in building design

How we will measure our success

- Create and implement a long term, strategic and sustainable model for all Benetas 'Independent Living Unit' villages
- Develop the remaining stages at the Dalkeith Heights Retirement Village, which will grow the village from the current 74 units to approximately 150 units over the next five (plus) years

Tools we'll use to support growth

Research and advocacy

Our objectives

Build our evidence base and be a leading advocate for older people

What we will look like in 2019

- Innovative, evidence-based programs and activities across all our services
- Evidence from our research, combined with our experience, influences public policy and the industry to enable people to have a positive ageing experience
- Known as a voice for older people, including the disadvantaged, we speak widely and with authority in the media and actively support industry campaigns

What we are doing to get there

- Pursuing research opportunities in partnership with research institutions
- Actively participating in government and industry enquiries and working to inform aged care policy development and service delivery
- Generating media coverage, supporting industry campaigns and holding advocacy events about issues affecting older people
- Sharing our knowledge and experiences with peak bodies and the industry

How we will measure our success

- Recognised as a leading voice on issues relating to ageing
- A research program that drives innovation and evidence-based improvements in care

Organisational development

Our objectives

Develop organisational capabilities and systems that support improved customer focus, service quality and financial performance

What we will look like in 2019

- A highly skilled, client focused and talented workforce who love their jobs
- Strong support from volunteers who enrich our clients' lives
- Flexible and sensitive management approach to attract and retain quality staff

What we are doing to get there

- Developing and implementing a Workforce Plan to respond to the workforce challenges facing the industry
- Reframing our volunteering program to support community engagement and social inclusion
- Investing in leadership development
- Focusing on training and education opportunities for our workforce
- Implementing a new approach to attracting and retaining our staff

How we will measure our success

- A financially sustainable model of support service delivery
- Staff and volunteer retention
- Provide ongoing skills development and training for all staff

Technology

Our objectives

Invest in innovative technologies to support our staff and improve clients' lives as well as business performance

What we will look like in 2019

- Our modern IT technologies enhance the lives of our clients, improve their health outcomes and support a productive and efficient workforce
- Excellent systems infrastructure supports growth of our business

What we are doing to get there

- Investing in Blue Sky Technologies
- Reviewing our finance and business systems
- Focusing on system infrastructure enhancement
- Developing an IT plan to increase the independence of our clients and maximise the efficiency of our staff

How we will measure our success

- Corporate processes align with new finance and business systems and improve efficiency and service levels
- Technology assists clients in their own homes

Our services and locations

Support Office

- ① Hawthorn East

Benetas Customer Centre

- ② Mitcham

Residential aged care facilities

- ③ Broughton Hall — Camberwell
50 low care and 30 high care places including a 10 place dementia-specific unit
- ④ Colton Close — Glenroy
58 low care and 92 high care places including a 29 place dementia-specific unit
- ⑤ Corowa Court — Mornington
45 low care and 15 transitional care places and a 12 place dementia-specific unit
- ⑥ Dalkeith Hostel — Traralgon
54 places — ageing in place
- ⑦ Dowell Court — Ivanhoe East
44 low care places
- ⑧ Gladswood Lodge — Brunswick West
51 low care places
- ⑨ Hazelwood House — Churchill
38 low care places including a dementia-specific unit
- ⑩ Lovell House — Caulfield North
40 low care places
- ⑪ St George's — Altona Meadows
64 low care and 60 high care places
- ⑫ St John's Park — Mooroolbark
20 low care places
- ⑬ St Paul's Court — Frankston
50 low care places
- ⑭ St Laurence Court — Eaglehawk
67 low care places
- ⑮ St Laurence Court — Kangaroo Flat
50 low care places

Respite centres

- ⑯ Bateman House — Williamstown
- ⑰ City of Melbourne
Planned Activity Group — Carlton
- ⑱ Hurlingham Day Centre — Brighton East
- ④ Kilby House — Glenroy

Satellite respite services

- ⑭ St Laurence Court Day Program — Bendigo
- ⑲ Epping Social Support Group — Epping
- ⑳ Springvale Day Program — Springvale
- ⑫ St John's Park Day Program — Mooroolbark
- ㉑ Sunshine Day Program — Sunshine

Independent Living Units

- ㉒ Paddington Court/
Archbishop Head — Hughesdale
13 units
- ㉓ St Catherine's Court — Caulfield South
9 units
- ⑳ St James Village — Pakenham
18 units
- ⑫ St John's Park — Mooroolbark
66 units
- ⑭ St Laurence Court — Eaglehawk
83 units
- ㉓ Trinity Court — Caulfield South
11 units

Retirement living

- ⑥ Dalkeith Heights
Independent Living — Traralgon
74 units

Home Care offices

- Eastern — Mitcham
202 Home Care Packages
- Southern — Caulfield North and Frankston
224 Home Care Packages
- Northern — Braybrook
74 Home Care Packages
- Western — Braybrook
137 Home Care Packages
- Hume — Mooroopna
60 Home Care Packages
- Loddon Mallee — Mooroopna
20 Home Care Packages
- Grampians — Horsham
40 Home Care Packages
- Gippsland — Lakes Entrance, Wonthaggi and Traralgon
80 Home Care Packages
- Benetas at Home — Mitcham
Over 1,400 clients each year



577 Level 2 Home Care Packages

+ 260 Level 4 Home Care Packages

837 Home Care packages

1,400 Benetas at Home personal and home care assistance clients each year

210 Day respite clients per week

828 Overnight and permanent residential care places

274 Independent Living Units

11,490 Hours of in-home nursing services per year

Benetas services allow people to enjoy fulfilling lives in their own homes or in a Benetas home. Our services are located throughout Melbourne and regional Victoria, reaching more than 4,000 older people each year.

Residential services

Our 13 aged care homes offer a welcoming, home-like environment and an enriching quality of life through social outings, activities, engagement with the local community and our person-centred model of care.

We cater to all levels of care as well as overnight respite and dementia-specific care. Our largest facility is home to 150 residents, while the smallest has 20 places.

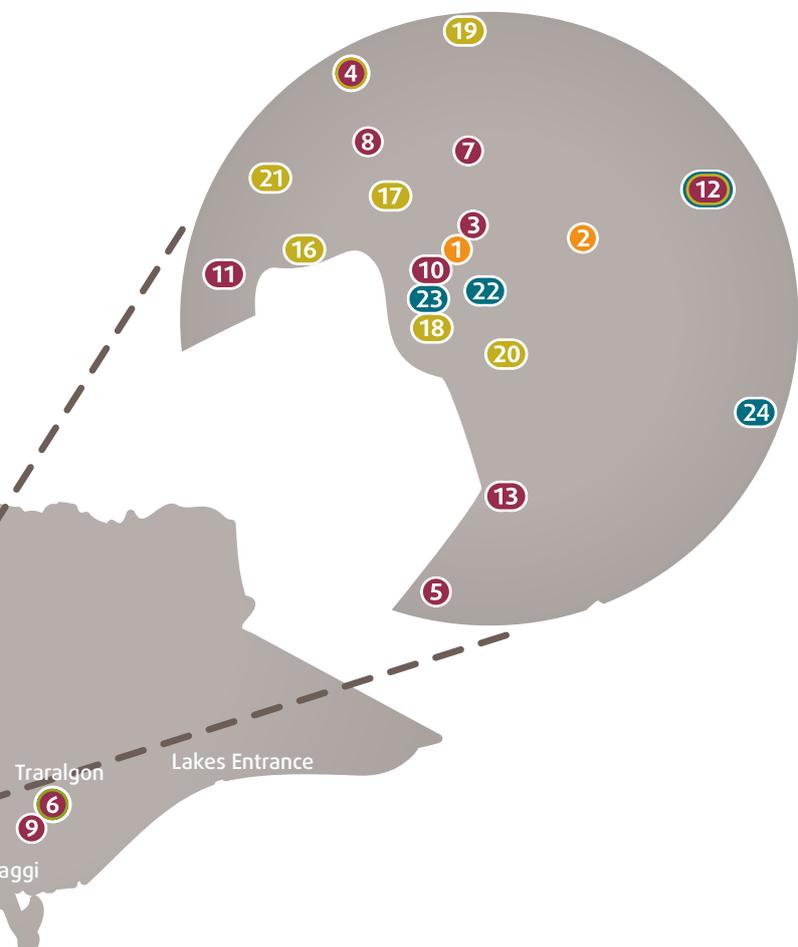
Home care services

For our clients living at home, our services range from low level support right through to assistance for people living with dementia. Whether it is meal preparation, personal or nursing care, domestic assistance or transport, our community services options ensure our clients maintain their independence and live at home as long as possible.

Our services include government-funded Home Care Packages, our direct care service which has no waiting list and our Memory Loss and Dementia Service. We also have nursing support services that offer in-home clinical care to people of all ages. Whether you are recovering from a recent operation or illness and need specialised treatment or have longer term clinical needs, our in-home nursing team can assist. Day respite centres and satellite respite programs also provide support to families and carers.

Independent living

Benetas has been providing housing for older people for more than sixty years. Today our Independent Living Units continue to offer accommodation to older people. In 2012, we expanded into retirement living, when Dalkeith Heights Independent Living – a retirement village located in Traralgon, Gippsland – became part of our suite of services.



Benetas Customer Centre

📞 1300 23 63 82

✉ customercentre@benetas.com.au



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Trading as Benetas ABN 60082451992

Founded by the Anglican Diocese of Melbourne in 1948