



GOODWIN
THE BETTER LIFE CHOICE

STRATEGIC PLAN 2014-2020

This strategic directions document outlines Goodwin's approach to achieving our vision. We believe our vision is to excel in the provision of innovative, effective and efficient benevolent services, care and accommodation for the aged. Our vision clearly outlines how we, as an aged care provider, will deliver on our commitment to provide the highest level of quality services that we can.

Our strategic direction to 2020 is the result of well considered strategy developed by the Board and Executive to set high goals for Goodwin. We intend to break new ground in service delivery. We will deliver — on our vision, mission and goals — for our clients and their families.

The Goodwin Strategic Plan 2014–2020 reflects the energy and commitment within the organisation with a focus on:

- developing innovative and responsive services models, with our clients being in the 'drivers seat' of care and service delivery.
- building and retaining a culture and workforce that is flexible, dynamic, professional, with staff who love their jobs and see it as a privilege to work with seniors.

- continuing to grow and strengthen our organisation's capacity and capability for growth and innovation.

Providing quality benevolent care is the first priority for all Goodwin activities. In keeping with the demand for more specific care for an ageing population who we expect will have increased clinical care needs, Goodwin will deliver industry leading aged care service models.

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 innovation.

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 client-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 break new ground in service delivery and work towards achieving our vision, mission and goals'

We will continuously review, refine and improve what we do, considering innovative research, trends, staff and client 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. Goodwin staff and volunteers will all work to ensure our clients, and their families and carers, are truly living.

Liesel Wett
Chair



Mission

The business we are in...

- To provide quality services, including care, accommodation, support and assistance for aged people that will enable them to live with dignity and independence, always mindful of their diverse backgrounds, varying spiritual and cultural needs and financial circumstances.
- To consistently meet the needs of residents, clients and their relatives.
- To provide a caring environment which will foster pride, integrity and growth for residents, clients and staff.
- To be adaptable and prepared for creative change in the achievement of this purpose.

Values

The things we hold important

- Providing high quality services and care to our residents and clients
- It is our people who will establish our reputation as a provider of high quality services, care and accommodation to the aged community which focus on the individual's right to be treated with dignity and respect.
- We introduce new initiatives to develop the quality and scope of our services, all our people are encouraged to be innovative and contribute to the constant improvements of our operations.
- We must do the right job, the first time, to the highest quality standards and incorporating best-practice procedures.
- We encourage a high level of teamwork and integration of work and multi-skilling, fostering a positive workplace attitude and use of initiative, mutual understanding and trust.

Vision

What we want...

To be an organisation that excels in the provision of innovative, effective and efficient benevolent services, care and accommodation for the aged.

Goals

1 Excelling in Quality of Care and Services

Quality of care must be the first priority in each Goodwin residential aged care facility, independent living unit and community care service. In keeping with the demand for more specific care for an ageing cohort of residents/clients who have more specific requirements it is essential that Goodwin deliver industry leading aged care services.

Residents and clients will be able to access an integrated range of services across Goodwin that provides pathways which are founded on integrated aged and allied health care service models.

Goodwin will explore opportunities for new service models and develop and implement an ageing-in-place strategy which spans independence to palliative care.



2 Sustainable Growth

We will continue to operate across the ACT and surrounding regions through managed Commonwealth funded growth rounds and continue to develop our brand to explore the possibilities of mergers/acquisitions and managed services.

Growth will be in service-based models with the delivery of a diverse range of care and service options aligned to our core business and consistent with our vision, mission and values. Fee for service models in the community will involve additional suites of services not covered under current funding models. These services will cater for community clients and residents in independent living units in assisting them to remain independent and be able to tap into Goodwin's wellness and rehabilitation centres.



3 Capacity and Capability Building

Rising demand for services and the other challenges we face necessitate an innovative approach to health care delivery. Building on our achievements so far, we will channel our focus and attention to ensure our patients receive safe, high quality, culturally secure care in an environment that delivers a positive experience.

We are committed to continuous improvement and strong relationships amongst our staff, services and other stakeholders. Essential to our journey is the commitment of our staff in an evolving environment. We recognise the valuable team we have and the Strategic Plan outlines our intent to complement our team's skills and diversity through attraction, retention and education strategies in the coming years.



4 Social Obligation

Goodwin will continue to aim to provide high quality services whilst maintaining a flexible approach in order to meet continuous diversities around our clients /residents. We will ensure continuous improvement and ongoing evaluation and assessment to ensure service provision is affordable and effective.



5 Collaborate to Compete

Goodwin will continue to create and enhance partnerships and strategic alliances with Industry organisations, research institutes and universities to include knowledge sharing. Linkages will be developed with agencies and other supports to engage people in their communities.

We will continue to work co-operatively with Government, the health services sector and the aged care sector to contribute to policy agendas and service delivery standards that impact on the lives of older Australians.





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