




Strategic Plan

FY23 - FY25

Community Home Care Incorporated
(trading as Belong at Home)





Belong at Home

Be happy at home



Our Key Message



Our Region

Belong at Home services the South West of Western Australia from 6 hub cities/ towns that each host a Belong office. Each hub also services surrounding spoke towns.



Hubs with Belong Offices

Bridgetown
Bunbury
Busselton
Collie
Donnybrook
Margaret River



Local people, local offices, local outcomes

We seek solutions to remove barriers, we
“think outside the square”



We offer a range of services across the
continuum of home care

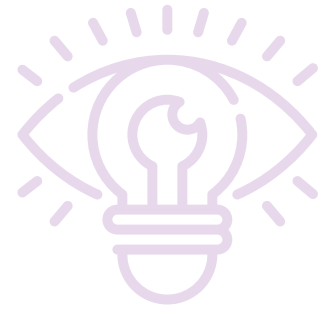
We have a long and steady
history of serving our area



Our Difference

Our Mission

Belong at Home's mission is to provide care, assistance and support to **older people** in the **South West** area, to enable individuals to remain in their own home and enjoy maximum **independence**.



To be **trusted** and **valued** by our clients, their families and communities, providing the services and supports to remain **independent** and **connected**.

Our Vision

Respect ~ We seek an inclusive and welcoming environment. We promote empathy and care for ourselves and others.

Integrity ~ We act with fairness and honesty. We are accountable for our actions.

Personal Approach ~ We embrace individuality, choice and preferences. Our clients are center to our organisation.

Commitment to Continuous Improvement ~ We embrace innovation and quality. We listen, learn and seek out improvements.

Our Values + Behaviours



Our Core Services



Lifestyle & Wellness Supports (activity, connection with people & community)



Wellbeing Supports (mental wellness, spiritual & cultural)



Specialised Supports (palliative approach, dementia, allied health)



Care Supports (personal care, nursing)



Home Supports (home & yard services)



Enabling Supports (transport, meals, shopping)



Strategic
growth
areas

1

Our Clients, their families & our communities

The people & communities that we serve

2

Team Belong

Our staff & volunteers

3

Our Business Model

Business systems, financial viability and sustainability

4

Governance & Compliance

All systems & processes including risk, quality, compliance, technology and governance

5

Brand & Marketing

Our brand, who we are, what we do and how we communicate it



Our Strategic Priorities

Our Clients, their families & our communities

The people & communities that we serve



Strategic Outcomes:

- We will place customers at the centre of service design and delivery.
- We will deliver innovative, affordable value-for-money outcomes.
- Clients get what they need, when they need it; services are tailored to their individual physical, mental, cultural and geographic needs. We have long term, loyal, satisfied and happy clients.

Measures:

1.1 We will meet and exceed benchmark in Net Promoter Scores (NPS) for consumer (Clients & Family) satisfaction

1.2 We will expand our services with a focus in lifestyle & wellness, wellbeing and specialised supports. These services will experience 15% annual growth in volume.

1.3 We will research, identify and implement new integrated client management software to improve client communication and information capture mechanisms to:

- Improve the quality and consistency of information available to help clients make choices about the care and services they need and to provide a pathway to match services to client needs;
- Ensure that client needs are understood and delivered in a timely manner; and to a service delivery level and consistency that delivers on our mission & vision

Team Belong

Our staff & volunteers

2

Strategic Outcomes:

- We will recruit, retain and develop a values-based and diverse workforce.
- We will promote a culture of inspired, inquisitive and capable people.

Measures:

2.1 We will incorporate our organisational values into recruitment, training, communication and development programs

2.2 We will develop and implement a Workforce Development Plan that addresses current and emerging workforce gaps (skills, capacity, availability); staff and volunteer attraction and retention strategies; training and development; and establishment of collaborative partnerships

2.3 We will develop Succession and Contingency Plans to ensure we develop and promote our talented team internally

2.4 We will develop and commit to a Training Matrix and Plan that supports Belong at Home to deliver on Strategic Outcomes, committing to a minimum of 1% of income to training/ development

2.5 We will initiate annual workforce satisfaction and engagement surveys, achieving a minimum of benchmark in the employee Net Promoter Score (eNPS)

Our Business Model

Business systems, financial viability and sustainability

3

Strategic Outcomes:

- We will grow. While we will not actively seek mergers or acquisitions, we will consider opportunities as they present.
- We will maximise existing funding and create efficiencies
- We will diversify income sources, identifying and optimising non-Government funded options

Measures:

3.1 We will review, clarify and develop our service delivery model, 65% of Government income will be from Home Care Packages.

3.2 We will seek 10% growth of client numbers annually within our existing regions, within 100kms of existing hubs.

3.3 We will reduce unspent funds in Home Care Packages, increasing our average package utilisation percentage to 85%

3.4 We will research, identify and implement new integrated Finance Software

3.5 We will research, identify and implement new integrated Business to Government (B2G) enabled Client Management Software

3.6 We will develop a "hub" feasibility tool to assess feasibility and viability of existing and future/ potential new hubs, incorporating industry benchmarking

Governance & Compliance

All systems & processes including risk, quality, compliance, technology and governance

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Strategic Outcomes:

- Organisational risk management will identify, analyse, and control risk
- Quality and compliance will be achieved without significant non-conformance
- Consistent accounting and other financial practices are employed
- Technology will be modern, integrated, fit-for-purpose to achieve maximum efficiency whilst reducing duplication and controlling risk
- A robust governance framework will be developed, setting direction (through strategy and policy), monitoring performance and controls, and evaluating outcomes

Measures:

4.1 We will develop and implement a future supported Technology Roadmap

4.2 We will build and maintain an effective governance infrastructure inclusive of Board Member recruitment, skills assessment, development and management

4.3 We will review and develop an updated, robust Constitution for member approval prior to implementation

4.4 We will develop, implement and maintain risk, quality and compliance registers within fit-for-purpose software

Brand & Marketing

Our brand, who we are, what we do and how we communicate it

5

Strategic Outcomes:

- The organisation will achieve and maintain clear and identifiable brand identity and image
- We will deliver a high-value, best practice and effective marketing plan
- The organisation will develop and maintain strategic partnerships

Measures:

5.1 We will develop and implement an effective annual Marketing & Promotions Plan

5.2 We will develop and implement an effective Stakeholder / Key Influencer

Communication & Engagement Plan including identification and management of key partnerships and stakeholder relationships

5.3 We will re-brand the organisation, identifying and implementing a new "brand" in the form of a simple, unique trading name. Belong at Home will be identified as the organisation's legal name.

5.4 We will identify and formalise strategic partnerships that align to our Strategic Plan

5.5 We will achieve a 5:1 ROI on our brand and marketing strategy

5.6 We will develop and implement a mechanism to capture referral process and measure enquiry to conversion rate with a target of 50% by end of FY25



Belong
at Home

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