Strategic Plan

for the

Southern Fleurieu Positive Ageing Taskforce

2010 - 2019

Prepared by the Southern Fleurieu Positive Ageing Taskforce

April 7, 2010

Contents

Background

In the first quarter of 2010, members of the Southern Fleurieu Positive Ageing Taskforce developed a strategic plan for the next ten years for the Taskforce. The process consisted of a review during which stakeholders were interviewed about the role, effectiveness and impact of the Taskforce. The Report of the Taskforce Review was presented to members at the first of two half-day workshops which also included presentations on and discussion of *Background Papers 1: Environmental Scan and 2: Taskforce History* prepared by Lisa Sparrow. See Appendix 1 for the list of workshop participants and Appendix 2 for key considerations from the environmental scan.

The second workshop focussed on the vision and principles that frame the work of the Taskforce and mapping the role and strategic directions. While retaining a long term vision for the next 10 years the focus was the key roles and issues for the next 5 years.

This document summarizes the decisions that were made. It captures a vision for the well-being of older adults in the region, the mission of the Taskforce and the principles that underpin its values. This strategic plan, which builds on the work of previous plans, was distributed to all members for review and feedback before being finalized. The strategic plan is expected to provide a framework for the Strategic Planner as well as the Taskforce. It is hoped that this Taskforce strategic plan both complements and respects the plans of member agencies and thereby contributes to effective collaboration in Southern Fleurieu.

Vision

Older adults have enjoyable, purposeful and healthy lives, are valued and included in the community and have access to a choice of high quality, appropriate services.

Mission

- To be a knowledgeable voice for the sector that monitors and anticipates needs in a changing environment. This will be achieved by consulting and engaging consumers and by research, analysis of data and sharing of information.

- To support collaboration and networks that result in effective and seamless services provided by an appropriately qualified workforce.

- To advocate with and for consumers to encourage self-management and empowerment that lead to improved health outcomes and social connectedness.

- To work together with local, State and Commonwealth government for policies and practices that promote positive outcomes for older persons in the Southern Fleurieu.

Principles

The Positive Ageing Taskforce supports the following principles for service planning, development and delivery:

- Focus on wellness through early intervention, health promotion, education, illness prevention and the promotion of independence

- Social inclusion of older people and their active engagement in community

- Participatory processes in planning for the provision of appropriate social infrastructure such as flexible housing, transportation and the built environment

- Interventions that demonstrate flexibility and respect rights, quality of life, self-determination and include rehabilitation and on-going support

- Being consumer, carer and community driven to enable consumer and carer empowerment and choice

- Coordination in and between sectors to provide a continuum of opportunities

- Respect for diversity

- Staff and volunteers are valued for their skills, knowledge and experience

- Innovation and inspiring organisational leadership

Consumer Participation

The Taskforce believes that older adults are an underutilized valuable resource that should be actively involved in the leadership, planning, development and delivery of health and community services. This will appropriately share the responsibility as well as empower older adults with information and engage their interest in purposeful volunteering, being included, valued, and socially connected in the community.

Strategies

On behalf of and with older people, the role of the Southern Fleurieu Positive Ageing Taskforce is to understand issues, support coordination of service delivery and collaboration of service providers, and advocate for quality services for older people in the Southern Fleurieu.

Three strategies will guide the work of the Taskforce over the next decade.

1. Working with consumers, increase understanding of issues that relate to the well being of older people in the Southern Fleurieu.

2. Support coordination of service delivery and collaboration of service providers for the well being of older people in the Southern Fleurieu.

3. Advocate for quality services for older people in the Southern Fleurieu.

Work plan

Strategy 1: Working with consumers, increase understanding of issues that relate to the well being of older people in the Southern Fleurieu

By this we mean being aware of trends and policies at all levels as well as regional service gaps, identifying, investigating and gathering information including conducting research to increase understanding and knowledge, and communicating findings.

Key Action Areas	Activities	Timeframe	Projected Outcomes
Roles			
Increase knowledge and awareness	▪ Maintain awareness of health promotion, social inclusion and new models of care ▪ Conduct research, and collect and disseminate information on trends, service gaps and resources	Ongoing As required	Community members and service providers are informed
Determine regional impact of policies and initiatives	▪ Maintain awareness of Commonwealth and State reforms, policies and initiatives ▪ Monitor Country Health SA directives ▪ Monitor trends including changing technology; regionally, nationally and internationally	Ongoing	A regionally relevant response
Acquire resources for Taskforce and relevant member initiatives	▪ Retain HACC funding and keep abreast of service gaps for HACC rounds ▪ Resource Taskforce objectives, good practice models and transferable tools and resources, including dissemination of relevant information in and outside region	As required	Relevant initiatives are resourced
Issues			
Wellness and social inclusion	▪ Monitor advances in early intervention and illness prevention	Ongoing	
Managing a growing and ageing population	▪ Monitor growth, including tourists and visitors ▪ Maintain strategic focus on overarching issues ▪ Explore the diversity of needs and services to identify appropriate model ▪ Support service improvement, service standards, and innovation	Ongoing	A planned approach to the needs of the population
Structure & processes			
Engage Strategic Planner	▪ Retain City of Victor Harbor auspice of project and housing the position ▪ Develop job description of roles and responsibilities ▪ Enhance Executive role to support Strategic Planner	Ongoing 2010 2010-11	Staff leadership in place and supported
Prioritize roles and issues to ensure sufficient capacity to respond	▪ Consider the broader picture, be dynamic, flexible and open to new and changing issues while maintaining focus ▪ Institute consistent chair position ▪ Promote culture of questioning practices and testing concepts	Ongoing	Vibrant and stable resource to strengthen community and services

Strategy 2: Support coordination of service delivery and collaboration of service providers for the well being of older people in the Southern Fleurieu. By this we mean assisting networking, encouraging linkages, and supporting resource and information sharing among service providers and older people using services.

Key Action Areas	Activities	Timeframe	Projected Outcomes
Roles			
Maintain communication and relationships	▪ Welcome and orient new staff and assist linkages ▪ Maintain comprehensive email distribution list ▪ Distribute newsletter ▪ Support organizations to build relationships & work together	Ongoing	Excellent collaboration
Respond to Commonwealth and State policies and initiatives through advocacy and lobbying	▪ Engage government representatives in meetings ▪ Research and prepare responses	Ongoing and at key times	Effective regional response
Bring the consumer perspective to issues	▪ Identify ways to engage local older adults and bring consumer perspective	2010-2011	Older adults are engaged and influential
Address inter-sectoral initiatives that affect all organizations	▪ Support members to initiate services and ensure service continuity by the appropriate agencies	Ongoing	Appropriate service options
Issues			
Identify service objectives and the right service mix for the region in light of increasing demands and limited resources	▪ Make recommendations to address gaps and avoid duplication	Ongoing	Appropriate service options
Structure and processes			
Ensure meetings are valuable	▪ Determine effective processes including effective discussion, cross disciplinary thinking and use of plain language ▪ Maintain transparency and openness in problem solving ▪ Plan annually	Ongoing Annually	Effective work and recommendations
Ensure diversity of membership and attendance across all service providers, e.g. health, housing, transport, government	▪ Structure agenda to attract key people in relation to topics including people from outside the region ▪ Manage competition among diverse services	In relation to focus of meetings	Relevant results

Strategy 3: Advocate for high quality services for older people in the Southern Fleurieu

By this we mean communicating with and informing decision makers. This might be directly or through others who have the responsibility or connections.

Key Action Areas	Activities	Timeframe	Projected Outcomes
Roles			
Regional contact point for consultation and representation	▪ Make combined regional responses ▪ Maintain communication with decision makers	Ongoing	A credible voice for Southern Fleurieu services for older adults
Advocate with State and Commonwealth partners	▪ Advocate into state-wide processes ▪ Evaluate outcomes	In a timely way to emerging initiatives	An effective voice for Southern Fleurieu regional services for older adults
Support the nurture and piloting of innovative programs	▪ Support inter-sectoral relevant initiatives	Ongoing and when gaps are identified	Effective cross sectoral collaboration
Issues			
Managing rapid growth of the ageing population	▪ Respond to changes to policy and resources	Ongoing	Maintenance of services in a changing environment
Workforce planning	▪ Ensure needs are coordinated ▪ Develop an inventory of relevant regional capacity and skills ▪ Advocate for attracting talent to the region ▪ Advocate for training	Ongoing	A qualified adequate workforce
Structure and processes			
Build on Taskforce credibility and profile	▪ Document good practices ▪ Evaluate annually	Ongoing Annually	Community awareness of the Taskforce
Acknowledge achievements	▪ Celebrate successes ▪ Report outcomes	Quarterly and annually	Regular recognition and evaluation

Appendix 1   Strategic Planning Workshop Participants

Nineteen Taskforce members participated in one or both of the Strategic Planning Workshops held in March 2010.

Participants	Organizations	3/3/10	15/3/10
Margaret Annells	Calvary Silver Circle/Silver Circle Training Instructor	✓	✓
Elspeth Brown	ECH	✓	
Glenys Brown	Caring Neighbourhood Project	✓	✓
Debbie Burton	Southern Cross Care		✓
Joe Byrne	Southern Fleurieu Health Service	✓	✓
Jenn Cole	Alexandrina Council	✓	✓
Jennie Commane	Carers SA – S.E. Country Commonwealth Respite and Carelink Centre	✓	✓
Jill Cooper	South Coast District Hospital	✓	
Lynette Cullen	Office for the Ageing	✓	✓
Maureen Edwards	Regional Development Australia	✓	
Anita Greening	ACH	✓	✓
Heather James	ECH		✓
Bronwyn Macey	Resthaven	✓	✓
Terry Mangelsford	Carers SA – S.E. Country Commonwealth Respite and Carelink Centre	✓	✓
Janice Moon	Southern Fleurieu Health Service	✓	✓
Mark Oliphant	City of Victor Harbor	✓	✓
Mark Schlein	Fleurieu Careers	✓	
Elizabeth Shephard	Aged Care Assessment Team, Southern Fleurieu Health Service	✓	
Leann Symonds	Fleurieu Families		✓
Jonquil Eyre	Facilitator	✓	✓

Appendix 2   Key Considerations from Environmental Scan

The following summary of the key environmental considerations for the work of the Southern Fleurieu Positive Ageing Taskforce, are drawn from *Background Paper 1: Environmental Scan,* prepared by Lisa Sparrow, November 2009.

Service demand

There will be a significant increase in the number of people aged 70 plus in the Fleurieu. People are expected to be healthier and live longer, but many people will be living with one or more chronic conditions including dementia. This will increase the complexity and demands on care. There will be a shift from institutional to community care with an increased reliance on informal care. However, there will be fewer people to provide informal care as more women work and there are changes in the structure of families. There will be an increase in culturally and linguistically diverse older adults.

Workforce

Projections for staff requirements reveal gaps which are accentuated by the ageing and shrinking workforce. There is a poor distribution of skills at a time when the need is for higher skills to work with complex clients. There is an increased desire in the sector for part time work. Recruitment and retention strategies need constant attention, as do education and training.

Policy

Resources will be diverted away from more expensive care options to care in the community. There will be more comprehensive multi-disciplinary primary health care services. There are changing policy directions including a commitment to ageing in place. *The Way Forward* advocates access points which may have an impact on eligibility and assessment criteria. Common service standards, requirements for quality reporting and accountability, a national planning framework and the introduction of electronic client records will affect services. The Health and Hospitals Reform Commission addresses assessment processes related to community care packages.

Service Delivery

Funding for aged care will continue to be stretched. Resources will be targeted to levels of service. There will be an increased presence of private sector providers along with government and non-government ones. Increased consumer expectations are projected with growing interest in directing their own care. Consumers will expect choice, innovation and responsiveness to their demands.

Approaches to Care

New approaches and practices are expected to focus on empowerment, access and equity, with a model of care focussed on independence rather than on needs and dependence. Early intervention, illness prevention and re-ablement will be the focus. The line between health and aged care will continue to blur with attempts to avoid hospitalization, improve effective discharge planning, bridge acute and aged care, focus on rehabilitation and optimise functional capacity as well as putting in place end of life care.

Technology

Technology including online information and advice will be used by consumers and providers to monitor and manage health and is expected to result in reduced hospital and pharmacy use. Electronic health records will enable coordination by health care teams. Safety technologies will enhance crisis detection and home safety such as managing appliances. The internet will be used more for social connectedness and to reduce isolation.

Social Planning

Community infrastructure will need to change including housing design that addresses security, accessibility, affordability and location in relation to services. Housing costs including rents are expected to rise increasing housing stress and homelessness. Residents of rural and remote communities who have complex requirements will access services in metropolitan areas. The increasing demands will have a local economic impact as well as create opportunities.