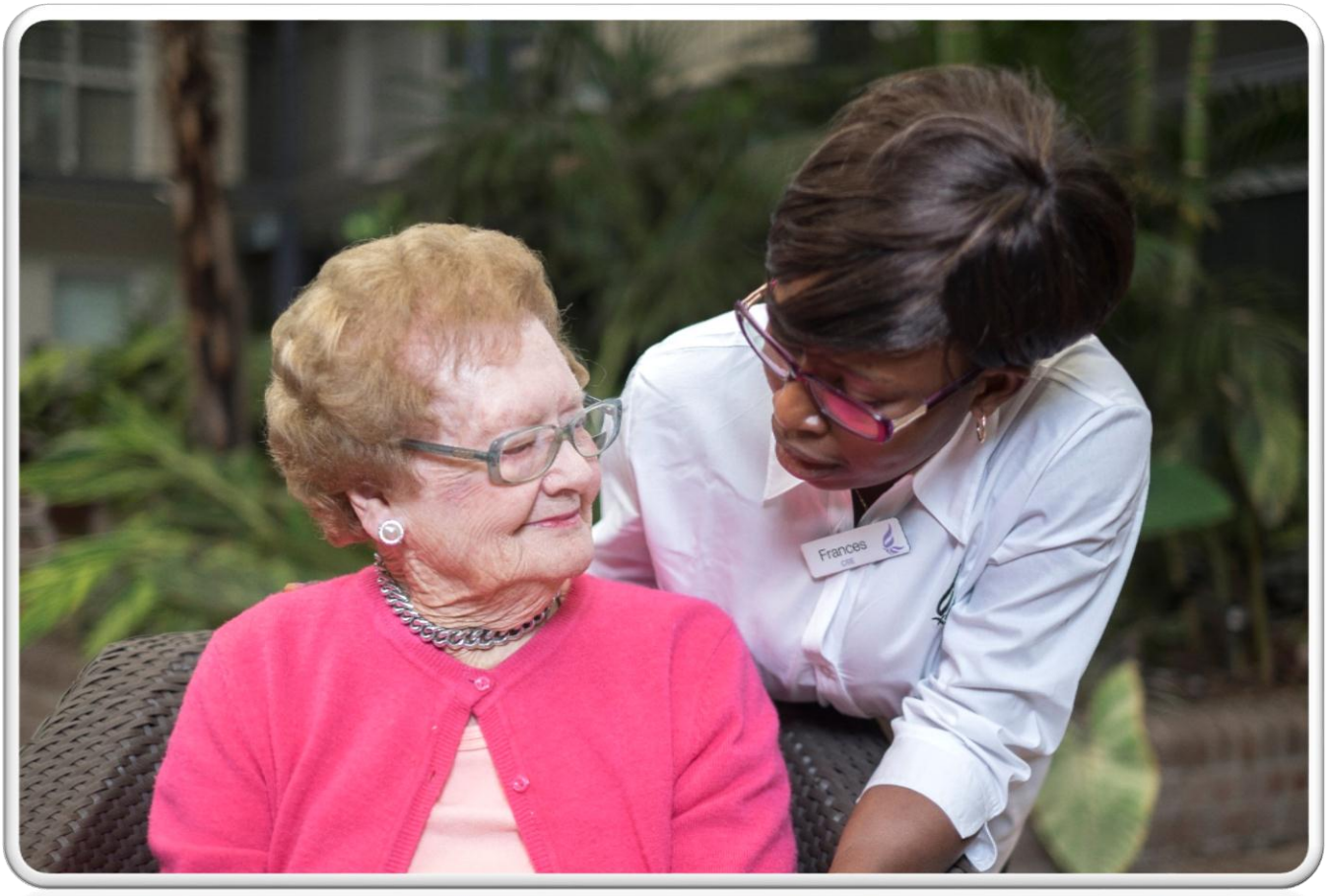
Presbyterian Aged Care

PAC Strategic Plan 2016-2020



Foreword

Earlier this year, Presbyterian Aged Care NSW & ACT (PAC) reopened Pitt Wood House, Ashfield. In so many ways it summarises the evolution of the aged care ministry for the Presbyterian Church of Australia in New South Wales, as we strive to put people at the centre of all we do.

Pitt Wood House opened as an aged care home for older women in 1942, following more than a decade of planning by dedicated women and men in the Church.

Now, seventy three years later, Pitt Wood House has been transformed to be a centre for community care services, attracting older people from across Sydney's Inner West to a range of day therapy programs and specialised social support for people experiencing dementia. Services are coordinated, using the latest technologies, to older people in their homes across the region. And the heritage building is surrounded by a brand new retirement village and supported by PAC's largest residential aged care home in New South Wales across the street.

The Presbyterian Church is committed to caring for older people across New South Wales and the Australian Capital Territory. This Strategic Plan reaffirms the integral link between the services provided by PAC and the broader Presbyterian Church and its congregations.

The aged care sector is undergoing some of the most fundamental reforms in a generation, driven by a government commitment to give older people more choice and control over their services. As our population ages, governments are also seeking to put more emphasis on financial contributions from older people themselves.

The Plan is based on a commitment to growing the services we provide for older people and their carers and diversifying to ensure a viable and sustainable organisation into the future. It sets our broad strategic directions for the 5 years from 2016 to 2020.

The Strategic Plan was developed with input from workshops (independently facilitated by Randstad) of the PAC Committee, Executive Management Team, Managers and key staff during 2015, taking into account the new government directions for aged care reform, as well as the achievements and challenges remaining after the previous Plan.

We commend the Strategic Plan to you. The PAC Committee and Management look forward to working with our residents, clients, their families and our staff and volunteers to make it happen.

Rev Bruce Christian
Convener
PAC Committee

Paul Sadler
Chief Executive Officer

December 2015

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Introduction

The 2016-2020 PAC Strategic Plan is set against a backdrop of significant demographic and policy changes.

Demography
Australia has an ageing population and chronic diseases such as dementia are forecast to grow exponentially in the next decades. People are significantly older when they enter retirement housing and residential aged care than in previous years. Most older people wish to, and do, remain in their own homes.

The proportion of working age people is due to decline relative to the number of people of retirement age, which will place increasing pressure on our workforce. Already key staff positions, such as Registered Nurses (RNs), can be difficult to fill at some of our services. The increasing complexity of care needs of our residents and clients means our staff need higher levels of skills and education.

Policy
The Federal Government released its *Living Longer, Living Better* aged care reform package in April 2012. The package marked a major shift towards home care, to some extent at the cost of residential care (both in terms of a cut to ACFI funding and a reduction in the planning ratio for residential care). Some of the major opportunities for PAC were:

- Doubling of Home Care packages
- Growth in other home support programs, including stronger focus on reablement
- Continued growth (at a lower rate) in residential care places
- Ability to charge refundable accommodation deposits for all levels of residential care
- Improved government accommodation supplement for new or substantially refurbished residential care buildings
- Ability to extend, and charge for, optional extra services to residential care residents
- Expansion of consumer directed care to all Home Care Packages.

The Coalition Federal Government has largely supported the directions of the *Living Longer, Living Better* aged care reform package. In May 2015, the Government announced a timetable for further reform initiatives, including:

- Consolidation of residential and home care standards into a single set of aged care standards
- In 2017, removing Home Care Package allocations from approved providers and assigning them directly to individual consumers
- In mid 2018, consolidating the Home Care Package and Commonwealth Home Support Programs into an Integrated Care at Home program
- Developing a roadmap for future aged care reform over the next 5-10 years that will include extension of consumer-directed care to residential aged care.

Implications for PAC
PAC is committed to providing accommodation and care services which meet older people's needs and to expanding our services to more older people and their carers. PAC is seeking to grow our operations (residential care, community care and seniors housing), but we will do so only where these opportunities are consistent with PAC mission and values, build upon existing service infrastructure or target identified growth areas, strengthen relationships with local congregations and are financially viable.

PAC recognises that growth in quality and standards is as important as growth in size, and that growth is not desired for its own sake, but to enable PAC to provide the services and models of care it chooses to meet older people's needs.

PAC is already changing. In just the last three years since our 2013 Strategic Plan, community care has grown to become 43% of the client base, although it is only 10% of our revenue. Proportionately, 45% of PAC's client base and 84% of our revenue are in residential aged care; these proportions have fallen from 60% and 90% respectively three years ago. ILUs make up 12% of clients, but only about 6% of revenue.

PAC employs around 700 staff at Central Office in Surry Hills and across our directly-managed services. St Andrew's Village, Canberra employs around 130 staff.

Our 2015 employee engagement survey received feedback from 301 staff, with representation from every service and head office. Overall, the results showed a highly motivated and engaged staff group, who are committed to their work with older people. The feedback showed areas we can improve, including ensuring clarity about people's roles (e.g. by supporting people with the right resources and clear job roles) and making sure the culture of the workplace is healthy (e.g. by managing employee performance fairly and promptly where needed). We are seeking a culture of respect for each other, based on our values as an organisation.

We have over 100 volunteers with the majority aged over 65 years old. Most commonly, our volunteers work in recreation programs and friendly visiting, but we use volunteers for a wide range of roles including pastoral care and conduct of religious services.

Progress to Date

Since 2013, we made considerable progress in key areas. These include:

- Completing a major redevelopment at the Pitt Wood House site, Ashfield, including opening our first new retirement village in over fifteen years and creating our first community care centre.
- Commencing The Terraces project at the Scottish Hospital site, Paddington, at $143 million the biggest single project in the history of PAC.
- Completing other building projects such as installation of fire sprinklers in 8 NSW residential care buildings and refurbishing the nursing home levels at PAC Ashfield.
- Continuing growth of our community care programs, now worth over $6 million per annum.
- Implementing many key initiatives from our Information and Communications Technology (ICT) Strategy, such as a new wide area network infrastructure across all sites, installation of WiFi at all our residential care services and implementation of MedSig, LeeCare and (partly) Procura software systems.

The New Plan

In the light of these major external factors and our current internal position, the decision was taken to set a new Strategic Plan, rather than just renew the former Plan. The 2016-2020 PAC Strategic Plan focuses on the:

1. Right Plan – having the right plan to meet the needs of older people now and into the future
2. Right People – having the right staff and volunteers
3. Right Relationships – having the right relationships to achieve our goals *(a new objective)*
4. Right Systems – having the right systems to support our people
5. Right Finances – having the right financial base to fund our operations

Given the fluctuating environment in which we are working, the Strategic Plan is not set in stone, never to change. Rather, it is a living document which we regularly review.

PAC Mission

To provide care and accommodation for older people, with a commitment to excellence inspired by the life and teachings of the Lord Jesus Christ.

Values

Presbyterian Aged Care values:

- **The dignity and worth of every person created in God's image,**
- **Showing compassion and love by caring for and nurturing the whole person – physical, social, emotional and spiritual,**
- **Supporting community life, where people can live together in harmony, safety and security,**
- **Acting justly and fairly, ensuring equity of access to care and accommodation, including for those in poverty or need,**
- **Honesty and ethical behaviour,**
- **Good stewardship of the resources that are our responsibility, and**
- **Our staff and volunteers, supporting them to develop their skills and achieve satisfaction in serving others.**

Strategy Summary

Broad Strategy	Objective	Focus Area
1. To grow and diversify our services in the context of values based on the teachings of the Lord Jesus Christ and to be a witness to God's love in the world. 2. To make sure we have the right people to provide the best quality care and accommodation services possible. 3. To have the right relationships to help us achieve our goals. 4. To have the right systems in place to support provision of quality care. 5. To have the right finances to achieve our goals.	*Right Plan for meeting older people's needs*	• Grow and diversify PAC residential, community and seniors housing services through a planned Service Growth Strategy. • Refresh existing sites and develop new service models where needed. • Strengthen our service quality and responsiveness to consumer needs through the PAC Care Strategy. • Promote PAC's reputation and 'brand'.
	Right People	• Recruit the right mix of people to the PAC Committee. • Develop leaders • Strengthen our human resource (HR) and staff education systems. • Target professional skills. • Expand opportunities for volunteering.
	Right Relationships	• Build robust partnerships within the Presbyterian Church network. • Develop and implement a stakeholder engagement strategy. • Foster strong industry partnerships.
	Right Systems	• Improving efficiency of residential care processes. • Improving efficiency of community care & ILU processes. • Improving efficiency of administrative and financial systems. • Implement the ICT Strategy. • Manage key business risks proactively.
	Right Finances	• Develop a rolling five-year financial plan for PAC, including careful cash flow management of new developments. • A rigorous focus on service viability and competitiveness. • Take opportunities to maximize our revenue. • Maintain an active asset management and maintenance strategy.

1 Right Plan for meeting older people's needs

1.1 Strategy Statement

Have the right plan to meet the needs of older people now and into the future.

PAC is committed to providing accommodation and care services which meet older people's needs and to expanding our services to more older people and their carers.

For 2016-2020, we are aiming to achieve a mix of around two thirds of PAC revenue / aged care places coming from residential aged care and around one third from community care and independent living units. This would see PAC grow to around 1,000 residential care places, 500 independent living units (ILUs) and community care revenue of $15 million over the medium term. Our Service Growth & Site Development Strategy will be revised and new targets set. The current strategy includes:

- Focus on development of existing sites as multi-purpose sites including residential care, community care and seniors housing (aiming for four to six in the next 5 years including Ashfield, Canberra, Paddington and Stockton; achieving this at Gosford and Thornleigh depends on funding availability);
- Focus funding applications (especially in community care) on achieving a suite of services from low to high care;
- Expand into new geographic regions via community care or partnerships;
- Expand our services through existing and planned developments, increased private (user pays) services and funding applications over the next 5 years.

Our medium-term goal is to ensure PAC achieves a size and diversity of service offerings, which ensure both organisational viability and responsiveness to changing consumer demand patterns and government policies in the longer term. A mixture of government-funded and privately-funded (user pays) services also reduces exposure to the whims of government policy changes.

Our Service Growth & Site Development Strategy operates in conjunction with the PAC Equity of Access Policy. Under this policy, PAC is aiming to achieve equity, among other things, by:

1. Meeting minimum government concessional access requirements in all funded services;
2. Aiming for a minimum of 10% of independent living units (ILUs) to affordable housing across the PAC-owned ILU portfolio; and
3. Targeting new funding applications which support development of aged and community care programs for disadvantaged people where these fit with the overall PAC Strategic Plan.

People At Centre: the PAC Care Strategy, incorporating our philosophy of care and preferred models of care delivery, was finalised in October 2014. The Care Strategy sets the following priorities:

- Strong pastoral care support;
- Building a continuum of care and accommodation;
- Incorporating person-centred care and consumer-directed care into our mainstream service models;
- Embedding an enablement focus into care delivery;
- Strengthening service models for palliative and end of life care, and complex health care support in both residential and home care settings;
- Ensuring services are appropriate for culturally and linguistically diverse communities;
- Expanding our dementia and psychogeriatric expertise; and
- Building intergenerational communities.

PAC Managers identified strengthening service models for palliative and end of life care, and complex health care support in both residential and home care settings, and expanding our dementia and psychogeriatric expertise as the top priorities.

1.2 Focus Areas

These following priority focus areas will inform action plans to achieve this strategy:

- Grow and diversify PAC residential, community and seniors housing services through a planned Service Growth Strategy.
- Refresh existing sites and develop new service models where needed.
- Strengthen our service quality and responsiveness to consumer needs through a PAC Care Strategy.
- Promote PAC's reputation and 'brand' – public profile, Christian values, high quality care and accommodation.

1.3 Measures of Success

- Achievement of targets for growth in client numbers and revenue.
- Achievement of targets for equity of access.
- Improvement in client satisfaction survey results.

1.4 Action Plan

	Focus Area	Action	Accountability	By When
1.1	Grow and diversify PAC services	Revise Service Growth & Site Development Strategy in light of 2017-18 government reforms and Paddington approval, including partnership / acquisition strategy.	PAC Committee, EMT	August 2016
		Implement The Terraces at Paddington redevelopment plan.	EMT	Nov 2015 – January 2019
		Finalise and implement plan for refurbishment and expansion of Thornleigh residential care.	EMT / Project Managers	Feb 2016 – March 2018
		Confirm options and implement Gosford expansion and redevelopment.	EMT / Project Managers	2017 - 2020
		Apply for home care and home support growth funding.	EMT	As required
		Support marketing and operate ILUs at Christ College, Burwood	EMT / Project Managers	2016

	Focus Area	Action	Accountability	By When
		Identify opportunities for business development partnerships or expansion	Business Planning & Projects Sub-Committee	2016-2020
1.2	Refresh existing sites and develop new service models where needed	Review and implement upgrades at existing sites, incorporating: - Refurbish and/or implement high care models at residential aged care facilities - Schedule of ILU upgrades at resident turnover - Review and upgrade of community care offices Determine criteria and options for site consolidation or divestment. Identify and implement new service models, e.g. affordable housing	PAC Committee, EMT Business Planning & Projects Sub-Committee, EMT Business Planning & Projects Sub-Committee, EMT	2015-17 As required January 2017 August 2016 2017-2020
1.3	Strengthen our service quality and responsiveness to consumer needs	Implement *People At Centre: PAC Care Strategy*. - Priority areas - Other areas	EMT	2016 2017-2020
1.4	Promote PAC's reputation and brand	Develop and implement PAC marketing plan, including social media strategy.	EMT	July 2016

2 Right People

2.1 Strategy Statement

Have the right staff and volunteers recruited, trained, supported and retained, in the right numbers and with the right skills to provide high quality care and accommodation services.

PAC's most valuable assets are our staff and volunteers. Without them, we cannot provide a single hour of support to the older people who rely on our care.

Our leadership is provided by the volunteers on the PAC Committee, our Executive Management Team and Facility/Program Managers.

We have core elements of a workforce strategy in place, including a market leading enterprise agreement, suite of HR policies and procedures, staff and volunteer recognition program and Employee Assistance Program (EAP).

Our next task is to ensure that we have a flow of people engagement strategies from when we first identify people and they become aware of us, right through to their departure through resignation or retirement. This will include using our economies of scale, smart talent acquisition practices, effective communication and engagement strategies, consistent performance management and reward processes and having a strong employer brand.

Our broad strategic directions can be summarised as follows:

- Recruit the right mix of people to the PAC Committee, balancing the need for Presbyterian Church ownership with expertise in business and aged care management.
- Develop our leaders, including the Executive Management Team and our service Managers.
- Strengthen our human resource (HR) and staff education systems in light of looming workforce shortages due to changing population demographics, including strategic and innovative approaches to attracting and retaining staff.
- Ensure key organisational positions, such as RNs, allied health and pastoral care, are targeted in new strategies.
- Expand opportunities for volunteering, including with Presbyterian churches.

2.2 Focus Areas

These following priority focus areas will inform action plans to achieve this strategy:

- Recruit the right people to the PAC Committee.
- Develop leaders, including EMT and Facility/Program Managers.
- Strengthen HR and staff education systems.
- Target priority professional skills, such as RNs, allied health and pastoral care.
- Expand opportunities for volunteering, including with Presbyterian churches.

2.3 Measures of Success

- PAC Committee membership reflects desired skills.
- Achievement of targets for staff turnover.
- Improvement in staff engagement survey results.
- Increased numbers of volunteers

2.4 Action Plan

	Focus Areas	Action	Accountability	By When
2.1	Recruit the right people to the PAC Committee	Develop skills matrix for PAC Committee membership to ensure the Committee has the skills and experience required to support PAC achieve our strategic objectives. Recruit PAC Committee members based on the matrix.	PAC Committee	April 2016 Annually before General Assembly
2.2	Develop leaders	Confirm the management structure required to deliver the revised Strategic Plan. Develop and implement leadership development program for PAC management, including EMT and Facility/Program Managers.	CEO, EMT EMT	June 2016 August 2017
2.3	Strengthen HR and staff education systems	Complete review of HR systems and implement key recommendations including: - Revise job descriptions and develop role clarity matrices for all key positions - Develop online HR portal - Refine performance management systems - Review and improve staff recognition systems - Expand opportunities to share resources across residential and home care. Implement staff education programs to assist transition to *People At Centre* goal of person-centred, not task-focussed, care. Negotiate and implement new PAC Enterprise Agreement to improve staff wages and conditions.	EMT EMT EMT	March 2016 September 2016 December 2016 2017 2016-17 2016-17 2017
2.4	Target priority professional skills	Implement RN and allied health graduate programs in concert with local universities. Recruit new staff with expertise in dementia and palliative care. Support and implement pastoral care training modules in conjunction with Aged Care Channel and Pastoral and Spiritual Care of Older People.	EMT EMT EMT, Senior Chaplain	2016-18 2016-2020 2016-17

2.5	Expand opportunities for volunteering	Review volunteering positions across all services and implement strategies to promote volunteer positions, including with Presbyterian churches.	EMT	2017

3 Right Relationships

3.1 Strategy Statement

Have the right relationships to achieve our goals.

PAC needs to have the right relationships with a range of key stakeholders in order to achieve our Strategic Plan goals.

Firstly, aged care is a primarily a relationships business. It is about having good relationships with the older people we house and care for, with their families and friends, and with our staff and volunteers who care for them.

Secondly, we cannot achieve everything we want to do for older people by ourselves. Good strategic partnerships are essential, both within the Presbyterian Church and externally with our suppliers, industry colleagues, governments and other stakeholders.

Our broad strategic directions can be summarised as follows:

- Building robust partnerships across the various ministries and entities within the Presbyterian Church network, for the benefit of PAC's mission with older people and the work of the gospel.
- Having a clear stakeholder engagement strategy, which clarifies how we communicate with our internal stakeholders, and with our suppliers, industry colleagues and governments.
- Fostering strong partnerships across the not-for-profit aged care industry, so that our voice to government and the community is clear, and so that we take full advantage of the business opportunities that collaboration with our industry colleagues present.

3.2 Focus Area

These broad strategies should inform action plans for each of the following priority focus areas:

- Building robust partnerships within the Presbyterian Church network.
- Developing and implementing a stakeholder engagement strategy.
- Fostering strong industry partnerships.

3.3 Measures of Success

- Improvement in staff engagement survey results.
- Number of partnerships and resultant benefits to PAC mission.

3.4 Action Plan

	Focus Areas	Action	Accountability	By When
3.1	Building robust partnerships within the Presbyterian Church network	Confirm approach to respond to General Assembly policy regarding recruitment of active Protestants. Review options for collaboration with Presbyterian Social Services. Develop and implement a strategy for closer integration with NSW and ACT congregational aged care services, including: - Systems integration and joint venture opportunities with St Andrew's Village, Canberra - Options for PAC management of NSW congregational ILUs. Support for National Presbyterian Aged Care Network, including: - Examination of interstate systems integration or joint ventures.	PAC Committee, EMT	April 2016 June 2016 August 2016 2016-17 2017-18 2016-17
3.2	Developing and implementing a stakeholder engagement strategy	Develop stakeholder engagement strategy, including internal and external stakeholders, with a particular emphasis on achieving *People At Centre* goals.	PAC Committee, EMT	December 2016
3.3	Fostering strong industry partnerships	Development of a business development plan as a subset of the Service Growth Strategy, focussed on joint venture and acquisition opportunities. Maintain active involvement in not-for-profit aged care industry, including via Aged & Community Services Australia and National Aged Care Alliance.	PAC Committee, EMT	August 2016 Ongoing

4 Right Systems

4.1 Strategy Statement

Have the right systems to support our people to provide the best possible care and accommodation services.

Over the past 13 years, PAC has developed robust internal systems including refined policies and procedures and benchmarking processes. These have received positive feedback from external agencies, such as the Aged Care Quality Agency.

The PAC Committee approved an Information and Communications Technology (ICT) Strategy in 2012. Since then, we have implemented many key initiatives, such as a new wide area network infrastructure across all sites, installation of WiFi at all our residential care services and implementation of MedSig, LeeCare and (partly) Procura software systems.

However, there is always more we can do to provide systems which help our staff and volunteers to provide the best possible care and accommodation they can. Our broad strategic directions can be summarised as follows:

- Improving efficiency of residential care processes to enable the right care to be delivered to residents in the most efficient manner possible.
- Improving efficiency of community care & ILU processes to enable the right care to be delivered to clients in the most efficient manner possible, and to support ILU residents promptly and accurately.
- Improving efficiency of administrative and financial systems, so that PAC is as productive as possible and we understand our business well.
- Implementing the ICT Strategy to ensure the best outcomes for older people and their families, as well as the productivity of our staff and volunteers.
- Ensuring that PAC understands the key risks to our business and is proactively managing them.

4.2 Focus Area

These following priority focus areas will inform action plans to achieve this strategy:

- Improving efficiency of residential care processes.
- Improving efficiency of community care & ILU processes.
- Improving efficiency of administrative and financial systems.
- Implementing the ICT Strategy.
- Managing key business risks proactively.

4.3 Measures of Success

- Improvement in staff engagement survey results.
- Improvement in client satisfaction survey results.
- Key business risks identified and managed effectively.

4.4 Action Plan

	Focus Areas	Action	Accountability	By When
4.1	Improving efficiency of residential care processes	Develop and implement interfaces between resident management and medication administration systems in residential care, and with other systems e.g. HR, rostering and finance.	EMT, IT Manager	June 2016
4.2	Improving efficiency of community care & ILU processes	Complete implementation of rostering and client management systems in home care - Interfaces with HR, rostering and finance systems - Mobility solution Determine and implement resident management system for ILUs.	EMT, IT Manager	 January 2016 March 2016 2016
4.3	Improving efficiency of administrative and financial systems	Review payroll management systems and implement identified improvements. Review and introduce if necessary new financial management software. Develop and implement document management system and intranet. Develop business analytics capacity.	EMT, IT Manager	 2016 December 2017 2019
4.4	Implementing the ICT Strategy	Complete review of ICT Strategy. Review ICT governance and resourcing and revise as required. Develop and implement HR system improvements (see item 2.3). Upgrade WiFi to allow resident access.	ICT Steering Committee	February 2016 September 2016 2016-2018 June 2018
4.5	Managing key business risks proactively	Develop a risk register and implement regular monitoring.	Governance & Risk Sub-Committee, EMT	June 2016

5 Right Finances

5.1 Strategy Statement

Have the right finances to ensure service viability and support planned growth.

Aged care is now a significant business for the Presbyterian Church in NSW and the ACT.

In 2015, PAC has annual revenue of $52 million and assets worth over $100 million. Including St Andrew's Village Canberra and the congregational ILUs increases the annual revenue base to $63.5 million. Redeveloping PAC's existing sites (including Paddington) in the next 5 years will cost around $170 million.

PAC must also comply with government regulatory and accounting requirements, such as prudential obligations for refundable accommodation deposits.

Government funding changes in residential aged care, home care packages and home support will place pressure on our financial position, so PAC will need to manage its services prudently in coming years. At the same time, there are opportunities for service growth through new funding which will need to be evaluated.

PAC will develop a robust financial plan to achieve our major new developments in a cash flow positive manner, while maintaining quality in our existing services. Our financial plan will recognise the value of diversifying our revenue sources, so we are less reliant on residential aged care

Our broad strategic directions can be summarised as follows:

- Developing a rolling five-year financial plan for PAC, including careful cash flow management of new developments.
- A rigorous focus on service viability and competitiveness, including prompt corrective action if needed and regular review of our prices.
- Taking opportunities to maximize our revenue, including through active management of accommodation payments and new funding opportunities.
- Maintaining an active asset management and maintenance strategy for all PAC buildings.

5.2 Focus Areas

These following priority focus areas will inform action plans to achieve this strategy:

- Developing a rolling five-year financial plan for PAC, including careful cash flow management of new developments.
- A rigorous focus on service viability and competitiveness.
- Taking opportunities to maximize our revenue.
- Maintaining an active asset management and maintenance strategy for all PAC buildings.

5.3 Measures of Success

- Achievement of revenue targets.
- Performance to budget.
- Managing cash and debt effectively.

5.4 Action Plan

	Focus Area	Action	Accountability	By When
5.1	Developing a rolling five-year financial plan	Review annually our five-year financial plan, including cash flow management of new developments. Identify a capacity to support service innovation.	CFO, PAC Committee	Annually June June 2016
5.2	Ensure service viability and competitiveness	Maintain and improve efficiency by regularly reviewing service budgets and performance. Implement efficiency improvements where identified. Regular (at least annual) reviews of the competitiveness of service prices. Review corporate purchasing process and implement opportunities for additional efficiencies.	EMT, Managers EMT, Managers EMT, Contracts Manager	Ongoing Annually June and as required December 2016
5.3	Maximise revenue	Develop and monitor revenue targets for each residential care facility for accommodation payments, AFCI and occupancy. Develop plan for implementation of individual consumer funding in home care packages. Develop plan for private / optional service charging in residential care. Identify and apply for new funding opportunities which complement PAC's growth and care strategies.	PAC Committee, EMT EMT EMT EMT	June 2016 Ongoing February 2017 June 2016 As required
5.4	Maintain active asset management and maintenance strategy	Activate LeeCare maintenance module.	EMT	July 2016