

Strategic Plan

2010 - 2013

The Selwyn
Foundation



Chair's Foreword



Mrs Kay Hawk
Chair
The Selwyn Foundation Trust Board

The Selwyn Foundation has inherited a wonderful legacy of service and resources, of which our current Board has guardianship. We are very aware of our responsibility to continue to provide the quality of care required by our Mission, in spite of current challenging political and economic times, government underfunding and an ageing population.

Strategic thinking and planning is an important way that the Board and Selwyn managers can ensure we are flexible enough to respond to changing situations and proactively seek new opportunities to diversify and adapt to changing needs. We are proud of our unique success as a not-for-profit provider and seek to become a magnet organisation that attracts top quality staff and volunteers who really care.

A handwritten signature in black ink that reads "Kay Hawk". The signature is written in a cursive style.

Mrs Kay Hawk
Chair
The Selwyn Foundation Trust Board

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The Selwyn Foundation’s Strategic Plan is a living document. As such, it is designed to be responsive to new challenges and opportunities as they arise, enabling us to assess and adjust its direction in our changing environment.



Introduction

The Selwyn Foundation has a strong reputation in the provision of care for the elderly in New Zealand over the last sixty years. Over the last ten years, it has expanded both regionally and nationally and has also developed a wider range of services.

In New Zealand, there are very rapid changes in the care of the elderly and, if the Foundation is to build on its past achievements, it must take into account the following major happenings:

- ◆ The changing nature of the needs of the elderly in New Zealand.
- ◆ The continually changing Government health policies/financing concerning services for the elderly.
- ◆ The Selwyn Foundation's ability to achieve its mission in providing quality Christian care and the support of the elderly.
- ◆ The involvement of District Health Boards (DHBs) and their increasing role and differences across New Zealand in the funding and delivery of aged care services.
- ◆ The ability to be able to focus on future types of services for the elderly that will mean changing concepts, ideas, principles and services to meet the impending "Baby Boomer" generation.

Why a Strategic Plan?

The Selwyn Foundation began serious strategic planning over the last ten years and, over the last four years, has looked at differing scenario plans while diversifying the range and scope of its service delivery. It has also involved its stakeholder, the Church, and has endeavoured to engage many people while developing a vision for The Selwyn Foundation's future.

The assumptions behind the Strategic Plan are very important, namely that the future is dynamic and changeable and therefore decisions made will ensure the Foundation's ability to respond to changes in the environment in which it works. The Selwyn Foundation has determined what the organisation wishes to be in the future and has outlined a plan of how it will get there.

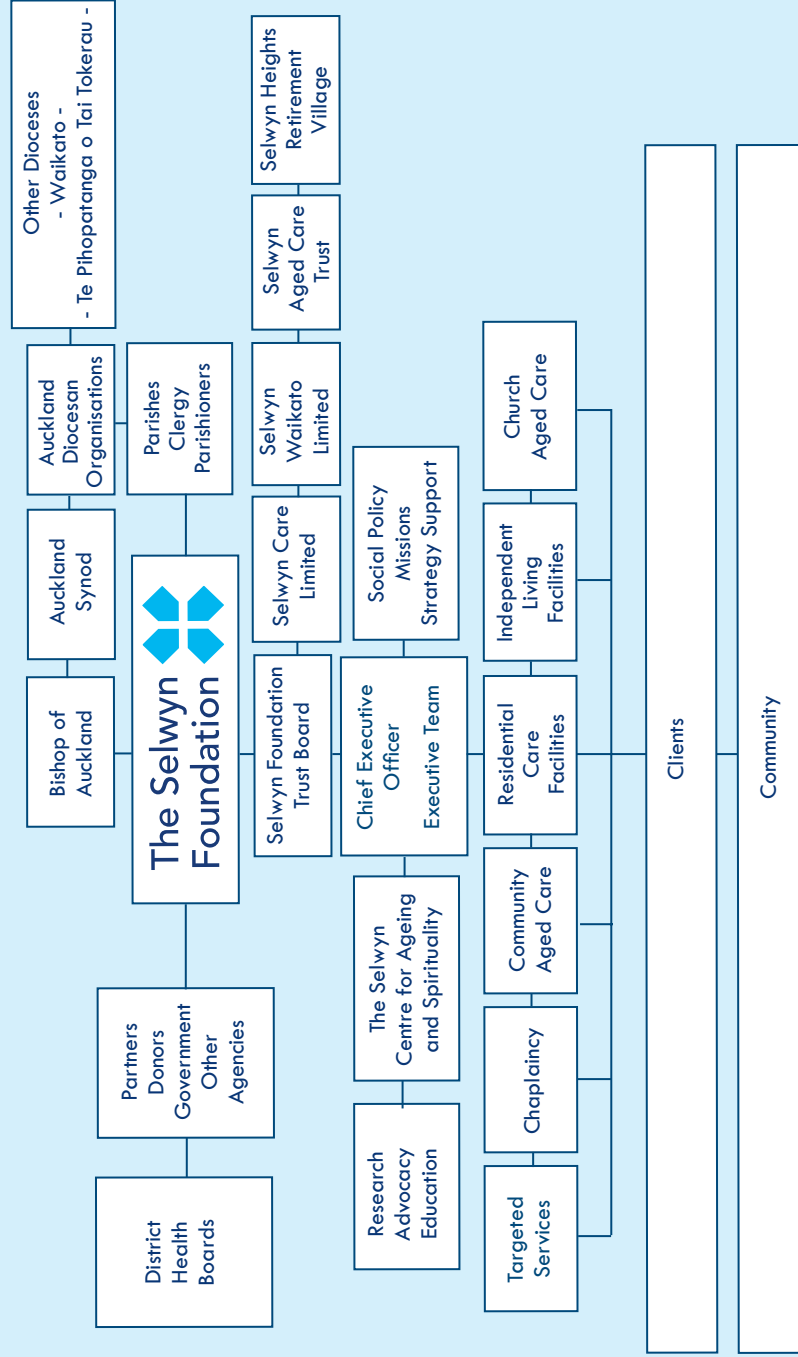
Developing a New Strategic Plan

The Selwyn Foundation has developed this new Strategic Plan so it can identify and move towards the desired goals and objectives that it sees over the next few years. The planning process has enabled stakeholders to consider the key principles and beliefs that make up the Foundation's Mission and Vision. The Board recognised the plan needed to be comprehensive and inclusive. It also needed to be aware of the changing social environment in which the Foundation acts and determines what kind of work will be delivered.

Implementation

The Strategic Plan will be implemented through annual Business Plans which the Board will sign off on. These Business Plans will focus on the Key Performance Indicators required around each of the Strategic Goals.

The Selwyn Foundation Stakeholders Chart



Mission

“To provide quality Christian care and support for the elderly.”

Vision

“To be an outstanding provider of quality aged care.”

Philosophy

1. Aged care is an essential component of Christian mission.
2. Christian faith and love is reflected in the quality of care.
3. Every individual is equal before God and worthy of the highest quality of individual care.
4. Care should embrace the spiritual, physical, social and emotional needs of the whole person. Carers should be encouraged in all these spheres.
5. Services should be delivered in a way that enhances the wellness of each person.

Values

1. To encourage autonomy, good health and a safe environment based on Christian principles of unconditional love and service to others.
2. To promote a sense of community and companionship for residents and staff.
3. To provide a balanced community offering affordable care.
4. To offer unconditional love and service to others.
5. To respect the independence, individuality, dignity and ethnicity of all residents.

The Selwyn Foundation's Environment

For a new Strategic Plan to be successful, dynamic and guide the organisation into the future, five priorities will need to be held in balance. These are:

1. Meeting the needs of present and future elderly.
2. Defining the Foundation's Mission priorities.
3. Fulfilling, determining, accepting Government policies and funding in relation to New Zealand Ageing in Place and District Health Boards' funding and service delivery strategies.
4. Ensuring the long-term financial viability of the organisation.
5. The impending requirement to focus on providing services for increasing numbers of dementia dependent older people.

Critical Success Factors Relating to the Current Strategic Plan

1 Age Profile

The age profile of the population is continuing to increase dramatically and includes those who can and want to look after themselves and those who have different needs, placing a requirement for providing a continuum of flexible care options with particular focus on the 85+ age group.

2 Technology

Medical and health technologies and services focusing on the frail and disabled will continue to be needed and developed, and will impact on the type and scope of care we provide.

3 Government Policy/Financing

Government will be reluctant to put increased resources into residential and rest home accommodation, but will have as a priority the provision of support in the community.

4 Working in Partnership

Effectively engaging with the Anglican community, and other providers to help meet the care needs of the elderly, both rich and poor, and those with diverse ethnic backgrounds.

5 Existing Building and Housing

Extensive planning around services for the elderly and building requirement needed are vital for the future. The Selwyn Foundation Board must also test its decisions for future development against its Mission Statement and the needs of future generations of elderly people.

6 Future Services Required in Aged Care

Future service delivery will be predicated on five main areas. These are:

- (a) Increase in the growth of retirement villages based on user pays.
- (b) More resources and services being available to people within their homes (based on the Government policy of Ageing in Place).
- (c) Growth in alternative housing options (rentals).
- (d) Changing demands for residential services.
- (e) Providing sustainable services for those with dementia.

7 Balancing Priorities

The Selwyn Foundation is under continuing pressure to manage its affairs to ensure long-term financial viability. There will need to be balance established between charitable and business aspects of the Foundation's work.

The Selwyn Foundation will not be able to meet all needs and, therefore, will have to balance competing priorities by focusing on what it can do well and seeking innovative solutions to ensure the Mission of the Foundation is carried forward into the future.

Organisational Culture

The Selwyn Way

Christian faith Care Independence Wellness

The “Selwyn Way” underpins how the Foundation does things. In the context of its Mission, we hold the following as essential to our operational environment.

Elements

Christian faith

Definition:

The understanding and affirmation of the meaning of the life, teaching, death and resurrection of Jesus Christ.

Action:

- Reflecting the love of God in every aspect of our work.
- Encouraging the elderly on their faith journey.
- Encouraging all with Christian faith to share.
- Presenting the faith in positive ways.
- Ensuring all know the central role of Christian faith in The Selwyn Foundation’s work.

Care

Definition:

Through respect and dignity, we show God’s love in action.

Action:

- Employing staff who can work within the Mission Statement.
- Acknowledging the uniqueness of each person.
- Providing respect and compassion for those requiring care.
- Providing a complete continuum of care for the older adult.
- Providing quality care to all who come to The Selwyn Foundation.

Independence

Definition:

Enabling and supporting each resident to make choices about their life.

Action:

- Living a life with dignity.
- Providing a range of choices for residents.
- Residents achieving their full potential.

Wellness

Definition:

An ability of each person to live fully within their capabilities.

Action:

- Enabling and supporting residents to express values and beliefs.
- Having access to spiritual and cultural resources.
- Living in a safe environment.
- Having opportunities to meet with, and support, each other.
- Enabling participation in activities.

Strategic Goals 2010 – 2013

Goal 1 - Flexibility

'To have flexibility in the provision of quality aged care services so The Selwyn Foundation can respond in a timely manner to changes in our health, demographic, political and economic environment.'

Strategies

- To have a sustainable development process to grow business at all times.
- To carry out regular reviews of all services provided.
- In planning and designing facilities, flexibility is to be incorporated to allow alternative uses wherever possible.
- To be able to provide new services to the elderly not currently being contemplated.
- To ensure financial flexibility and viability and to be proactive in providing new services for future generations.

Key Performance Indicators

- Flexible and viable services are delivered at all times.

Flexibility
McElroy Apartments at
Selwyn Heights - meeting new
expectations in residential care.



Goal 2 - Grow, Develop, Diversify, Partner

'To grow, develop, diversify and partner the range of services and care provided to older New Zealanders through innovation and technology.'

Strategies

- Technology and innovation are to be adopted wherever possible in The Selwyn Foundation's services and be fully integrated.
- The Selwyn Foundation will at all times use the best quality, cutting edge technology available in the provision of services.
- The technology to be used must be financially viable, operationally acceptable and deliver a superior outcome in the care of the elderly.
- When deciding on services to be provided by the Foundation, priority is to be given where diversification is needed.
- Partnerships will be considered when they offer special opportunities.

Key Performance Indicators

- Technologies adopted and used by The Selwyn Foundation will deliver better quality aged care services.



Diversity

Bishop Buckle Hospital - an additional facility at Selwyn Park, an established site.

Goal 3 - Research, Education, Spirituality, Consultancy

'To be a facilitator of research, education and spirituality and a major provider of consultant services to the New Zealand Aged Care Sector.'

Strategies

- The Selwyn Foundation will commission and use research as appropriate to the needs of the elderly and the services required.
- The Selwyn Foundation will provide resource and support the needs of the aged care not-for-profit sector, especially the Christian community.
- The Selwyn Foundation will promote at all times Spirituality in Ageing in all its work and services.
- The Selwyn Centre for ageing and spirituality will promote education, spirituality and advocacy for and with the elderly.

Key Performance Indicators

- The Foundation's work through The Selwyn Centre for Ageing and Spirituality research and consultation services will be used, accepted and operationalised.

Research

Discovering the material and spiritual needs of older people to promote better services and advocacy.



Goal 4 - Service Enhancement

'To enhance the range of services that support the care of the elderly in the community.'

Strategies

- We will consult with health providers, Government and DHBs to strengthen the care of the elderly.
- We will research, develop and provide new services that enhance the long-term care of the elderly.
- We will assist the parishes of the Anglican Church (our Stakeholder) to minister and care for the elderly in the community.

Key Performance Indicators

- New services are developed in the Church and community.



Care of the elderly

Working with parishes to facilitate local day centres for elderly people.

Goal 5 - A 'Magnet' Organisation

'To be a magnet organisation for staff, volunteers, supporters, donors and residents in all aspects of The Foundation's work.'

Strategies

- The Selwyn Foundation will develop an organisational culture that at all times is just, fair, professional, compassionate and transparent.
- It will ensure that the operational environment of The Selwyn Foundation will encourage:
 - Respect
 - Teamwork
 - Community
 - Communication
 - Excellencein all areas of its work.
- It will deliver a quality customer service and focus to achieve quality outcomes.
- It will enhance its reputation, work and practice, together with its operational culture and environment, to the highest quality standards to attract and maintain maximum support.

Key Performance Indicators

- Use of the Foundation's services, and support for its work, will increase annually and staff retention rates will increase.

Goal 6

'To act as a strong advocate for older New Zealanders in the provision of aged care services.'

Strategies

- To participate in and be part of peak organisations working with the elderly on their issues and concerns.
- To be an advocate for the elderly in New Zealand so they have a quality of life that is based on justice, fairness, compassion and spirituality.
- To influence the community, Government and aged care service providers to provide appropriate services to the elderly in all settings and situations.
- To consult and work with the elderly in terms of ensuring that their present and future needs are met.

Key Performance Indicators

- The Selwyn Foundation's work will help the elderly receive fair access to services and resources needed.





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Foundation

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