

RESOURCEFUL AUSTRALIAN INDIAN NETWORK

RAIN STRATEGIC PLAN - 2021 TO 2025

Our Vision:

To encourage the Indian Sub-Continent community seniors maintain their dignity and sense of self- esteem.

We Will Do This By:

- Listening to our clients and respecting and responding to their needs.
- Connecting clients to the services and people they need, when they need them and at a price they can afford.
- Advocating for our clients and understanding; their cultural needs, values, lifestyles and choices.
- Engaging staff who are respectful, empathetic, trustworthy, caring and nurturing.
- Valuing, listening to and supporting our staff; and matching their skills to our client's needs.
- Not being profit driven, we continually reinvest in delivery of services.

OUR VALUES:

Integrity | Respect | Cooperation | Empowerment | Excellence

OUR PURPOSE:

Enabling Seniors of Indian Sub-Continent community to live their best lives.

OUR AIM:

- To be financially sustainable, efficient and maintain good governance
- To deliver the right services at the right time, at the right price and by the right people
- To go 'above and beyond' our clients' expectations
- To be an employer of choice and have a dedicated team of qualified, caring, friendly and committed staff who enjoy delivering quality services
- To be inclusive of all cultures, values, backgrounds, needs and lifestyles
- To maintain and enhance our valuable reputation as a service provider

OUR SERVICES

Consumer Directed Care Home Care Packages Level 1 to 4

Individually tailored Home Care Packages – services include:
Personal care: help with showering, dressing, mobility, meal preparation, eating and fitting sensory communication aids

Support Services: help with laundry, house cleaning, gardening, basic home maintenance, home modifications (related to care needs), and transport to help with shopping, visiting doctors or attending social activities

Clinical Care: nursing, allied health and other therapies

Other Services: remote monitoring technology and assistive technology; devices that assist mobility, communication and personal safety

SOCIAL GROUP ACTIVITIES

Commonwealth Home Support Program funded socialisation programs

We are pleased to present RAIN's Strategic Plan 2020—2025 which articulates the priorities for our organisation during what is considered a most trying period for the community services in Australia due to the Covid-19 pandemic.

Our core focus over that time has been to deliver quality, affordable and flexible services to older people, to help them remain in their own homes; and to provide access to social activities and services that contribute to individual and community wellbeing. This remains our core focus, complemented by plans to diversify our business; capitalising on opportunities for growth

Our strategic direction to 2025 is the result of a well considered strategy developed in collaboration with the management committee, the Leadership Team, our staff, our volunteers and people we provide services to. We wanted to develop a meaningful plan that articulates our purpose and the values that are important to us.

Through the life of our last strategic plan, RAIN invested heavily in the development of our staff, systems and infrastructure to significantly improve the quality of our services. Not only did we expand our range of services and extend our organisational footprint, we also established a capable administrative Governance system to direct our approach to continuous quality improvement and to guide our work supporting clients with varied care needs. Similarly we initiated some successful community capacity building utilising revenues from our expanded fee-for-service activities.

We have successfully managed to include Home Care packages service provision and are progressively having more clients and in the process of employing more staff to cater for providing the required services.

To meet up with the demands of the Covid-19 impact on the lives of elderly. We have secured funding for the emergency meals provision and are currently supplying daily meals to the aged in the Indian Sub-Continent community.

Being a relatively small, not-for-profit organisation, we have the flexibility and agility to develop relationships with partner organisations and to reinvest in development of services and activities. Over the last couple of years, we have undertaken significant research, due diligence and planning that has resulted in development of exciting new services that will be implemented in the next five years.

Our new Strategic Plan builds on these achievements and will see us deliver an even wider range of services, with greater specialisation aiming at helping the CALD special needs community group of Indian Sub-Continent community frail aged. We will explore opportunities for expansion of services into new regional areas as well as increasing client numbers in existing service areas.

We will continue to improve our business systems so that they can support personalised, high quality, and cost effective services for our clients.

We will also continue to invest heavily in the training, support and ongoing development of our staff and volunteers to ensure they are equipped to implement our strategies.

RAIN believes in providing support that the aged in the community especially those with language restriction fully understand and feel comfortable with. RAIN has worked with diligence and continued planning to employ local tri-lingual staff from the different language speaking Indian Sub-Continent communities.

We want to now expand our approach to community development by pursuing the following strategies:

- Employing more staff, including carers, managers, corporate staff and allied health workers
- Purchasing goods and services locally
- Developing more local Community Connections
- Actively pursuing strategic alliances with other locally based organisations to help ensure their ongoing viability during the anticipated period of sector reform and increased competition.
- To support all of these new and expanded activities, RAIN plans to establish an Innovation & resource development Unit. This new
- Department will build upon our existing partnerships with various institutions to evaluate and refine our current service model and to develop innovative new approaches to enabling individuals, families and general Indian Sub-Continent communities to become healthy, strong and resilient.

We look forward to your assistance in bringing our Strategic Plan to reality and helping to ensure the Indian Sub-Continent communities have access to high quality, flexible and locally based community services in the future.

Sudha Natarajan
Public Officer

COMMITMENT AND PASSION TO SERVE: STAFF AND VOLUNTEERS

Our Goal: Our workforce shape, size and capability meets current and future needs.

STRATEGIES

- Implement a robust workforce planning mechanism to ensure workforce needs are understood
- Develop role based competency profiles and training matrix
- Attract and retain candidates new to the sector
- Increase the flexibility of our workforce
- Extend our leadership development and succession planning processes
- Increase the range and volume of volunteer activities

PLANS & MEASURES OF SUCCESS

- Workforce Development Plan
- Learning, Training and Development Plan
- Competency Profiles
- Training Matrix and Targets
- Staff Utilisation Levels
- Leadership Development Program

GOAL: Our staff and volunteers are highly engaged

STRATEGIES

- Develop and clearly communicate operational plans to staff and volunteers
- Reward and recognise staff and volunteer achievements and high performance
- Create a flexible and competitive remuneration framework
- Embed a culture of safety awareness, ownership and wellbeing throughout the whole organisation

PLANS & MEASURES OF SUCCESS

- Business Plans
- Staff and Volunteer Engagement Survey
- Active Volunteers Plan
- Recognition Program
- WHS Strategy

GOAL: Our organisation has a strong customer focus and is high performing

STRATEGIES

- Extend our performance development program and ensure it is implemented by all staff and managers.
- Develop a Customer Service Charter and ensure all staff understand the role they have in delivering upon it.
- Continually develop the capabilities of our managers to lead and manage effectively and to embed a continuous improvement mindset.

Goal 1: Provide services that are affordable, easy to access, high quality and have a personal touch.

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.
- We have a stable, suitably skilled, qualified, competent and happy team of staff; and we are regarded as an employer of choice.
- Our staff share our values and are committed to delivering on our value proposition.

STRATEGIES

- 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.
- Engage with job agencies, training organisations and Regional Development Australia organisations to address identified workforce needs.
- Incorporate organisational values into staff training, communication and development programs

- 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 met in a timely manner; and to a service delivery level that delivers on our value proposition.
- Develop and build alliances and relationships with key stakeholders to ensure that clients' needs are met; including allied health, transport and other community care organisations and service providers.

Goal 2: Increase our client base and develop new client markets

OUTCOMES

- New client markets are established in new geographic areas.
- Client numbers in existing service areas are increased and we are recognised as a preferred service providers for the Indian Sub Continent Community.
- New client markets are established in special needs areas including Culturally & Linguistically Diverse (CALD) communities.

STRATEGIES

- Develop and implement an effective annual Marketing & Promotions Plan.

- Develop and implement an effective Stakeholder Communication & Engagement Plan including identification and management of key partnerships and stakeholder relationships.
- Investigate opportunities to increase and improve Home Care services to eligible Indian Sub-Continent seniors.
- Document a framework and business model for future delivery of services to other nearby areas and investigate opportunities for expansion of service delivery

Goal 3: Strengthen existing and develop new, revenue streams that improve our financial sustainability

OUTCOMES

Revenue from existing service income types is increased via expansion of services and activities- Funding sources are diversified

STRATEGIES

- Grow and diversify revenue streams through development/ accessing complementary services e.g. full fee recovery private services ('top up' on packages and packages for self-funded retirees)
- Engage, support and train Support Workers in key skills areas that facilitate a broadening of service delivery including meeting disability, mental health, CALD and dementia client needs.

- Develop relationships and identify new opportunities for delivery of contract services on behalf of other service providers
- Engage with key community groups and identified stakeholders to create partnerships and develop and deliver new social and educational activities to meet community needs, increase awareness of our core services and create a point of difference in the marketplace.

Goal 5: Review our governance model in line with our plans for growth

OUTCOMES

- A diverse Committee of Management membership and skills base.
- A constitution that reflects good governance, meets legislative requirements and supports our future growth.

STRATEGIES

- Work with existing stakeholders to review and refresh our relationship with local government; with a focus on evolving from local government being a funder and corporate governance partner; to being a support partner in identifying, planning for and meeting community needs.
- Develop a Committee skills matrix that supports best practice governance outcomes and provides strategic leadership and support to the organisation in line with growth strategies

- Develop a Committee performance, evaluation framework (timing and scope) and Committee Member training and development program
- Review and update the constitution to reflect future branding (and naming) changes, changes to the relationship with local government, changes required to facilitate future growth plans, and a general review in line with current best practice and legislative requirements.

Goal 6: Prepare for future changes to the Aged Care sector

OUTCOMES

- We are flexible, nimble and well prepared to manage the impacts of and capitalise on continued sector reform including legislative, regulatory and funding model changes.
- We continue to provide sustainable, quality services for a growing and diverse cohort of older people.

STRATEGIES

- Build on opportunities arising out of reforms and changing consumer expectations.
- Maximise referrals from 'My Aged Care' website and from identified key influencers.
- Continue to monitor, prepare for and implement changes as required to meet changing legislative, regulatory and funding requirements flowing from the ongoing Aged Care Reform process

- Prepare for imminent changes that will result from the 2017 Aged Care Legislated Review supported recommendations and future requirements of a Single Aged Care Quality Framework.

CONSUMER DIRECTED CARE: OUR CUSTOMERS

GOAL 1: Our customers are, and feel, understood and appreciated & empowered

STRATEGIES

- Services assist customers to improve self-reliance
- Customers are supported to develop skills and engage in leisure and work opportunities
- Customers are supported to participate more fully in the community.
- Customers are supported through the changes in the community sector.
- Effective feedback systems provide evaluation of customer experiences
- Continuous review of customers' needs and aspirations prioritises our activities
- Customer participation in the planning and development of our programs and services
- Staff are engaged in development of customer focused services.

PLANS AND MEASURES OF SUCCESS

- Customer Feedback System
- Customer Satisfaction Survey
- Service Evaluation System
- Customer Service Charter
- Staff/Customer Collaborative Consultations

GOAL 2: Our customers receive and enjoy superior quality services

STRATEGIES

- A range of specialised services are offered to meet a diversity of needs and goals
- Flexible and responsive services accommodate customers' changing needs and goals
- Continuous evaluation of customer outcomes enables improvement to program effectiveness
- Implement sound risk management practices to ensure customers with complex needs receive safe and appropriate support.

PLANS AND MEASURES OF SUCCESS

- Research and Evidence-based Design
- Staff/Customer Collaborative Consultations
- Customer Feedback System (in understandable language)
- Service Evaluation System
- Risk and Incident Management Systems

INDIAN SUB CONTINENT COMMUNITY MEMBERS ARE EMPOWERED TO LIVE THEIR BEST LIVES

Goal 1: Senior Indian sub-continent community members have prompt access to the services they receive

STRATEGIES

- Partner with locally based community organisations to help ensure their ongoing viability.
- Expand the range of RAIN services, including traditional Indian vegetarian meals provision services, delivered in local communities.
- Utilise technology to connect isolated individuals and communities to specialised services.

PLANS AND MEASURES OF SUCCESS

- Service Profiles
- Service Accessibility Measures
- Individual Customer Outcomes

Goal 2: Our communities are vibrant and socially inclusive

STRATEGIES

- Support establishment of community hubs and events which aid acceptance and celebration of difference
- Utilise community connections and influence to promote social inclusion

PLANS AND MEASURES OF SUCCESS

- Social Capital Indicators
- Individual Customer Wellbeing Indicators
- Community Engagement Feedback

Goal 2: Our communities are vibrant and socially inclusive

STRATEGIES

- Support establishment of community hubs and events which aid acceptance and celebration of difference
- Utilise community connections and influence to promote social inclusion

PLANS AND MEASURES OF SUCCESS

- Social Capital Indicators
- Individual Customer Wellbeing Indicators
- Community Engagement Feedback

Goal 3: Our Indian Sub-Continent communities are viable and resilient

STRATEGIES

- Partner with other organisations to advocate for increased levels of investment in local communities.
- Undertake community capacity building and skill development activities
- Employ staff, and purchase goods and services, in local communities.

PLANS AND MEASURES OF SUCCESS

- Wage spend in local communities
- Local spend on goods and services
- Level of Government and philanthropic investment in local communities

OUR SYSTEMS: Our business systems enable high quality service delivery

Goal 1: Our quality management ensures prompt superior quality services exceeding customer expectations.

STRATEGIES

- Research and evidence-based design ensures services are innovative, effective and tailored to individuals.
- Continuous Improvement ensures highest quality services and responsiveness to customer feedback.
- Quality assurance and auditing ensures we surpass standards required by our funders.
- Clinical Governance ensures excellence in personal care and employee education.

PLANS AND MEASURES OF SUCCESS

- Customer Satisfaction Survey
- Customer Complaints Response System
- Customer Feedback System
- Service Standards and Compliance
- Independent Service Audits
- Clinical Care Standards

Goal 2: Our business management ensures fidelity, excellence and sustainability in practice

STRATEGIES

- Financial management ensures accountability, transparency and financial sustainability
- HR, ICT, Marketing and Administration provide optimal back-office support
- Corporate Governance and Risk Management ensure operational security, efficiency and fidelity.
- Care Governance ensures promotion and protection of customer human rights.

PLANS AND MEASURES OF SUCCESS

- • Financial Audits
- • Budget and Growth Targets
- • Business and Corporate Plans
- • Risk Management Strategy
- • Rights Training
- • Independent Advocacy

Goal 3: Our infrastructure ensures efficient operations enabling effective service delivery

STRATEGIES

- ICT empowers us to effectively service and support our diverse local community presence
- Tele-health technologies enable remote in-home monitoring and support services
- Asset management maximises benefits for stakeholders of facilities and resources
- Community resources are leveraged for community benefit.

Enabling Competitive and Sustainable Business Operations by:

- Implementing a comprehensive risk management framework.
- Improving financial performance through achieving agreed operational benchmarks, reducing corporate costs, improving income and growing services in targeted areas;
- Building efficient and effective support teams and systems that help facilitate improved operational performance;
- Meeting our regulatory obligations that arise from safety, accreditation and quality standards, and the aged care reforms;
- Identifying and developing our core competences as an organisation.

PLANS AND MEASURES OF SUCCESS

- ICT Strategy
- Tele-health Strategy
- Asset Management Plans
- Asset Based Community Development

We provide quality services tailored to the needs of individuals, while being respectful of each customer's personal and cultural identity.

FOR AGED: RAIN gives Indian Sub-Continent people who are frail older or living with dementia the opportunity to stay at home and remain independent for as long as possible. We do this by providing information and guidance, specialised equipment and practical support including a range of in-home and community services, and by providing support for carers. We also provide information and advice to link people with other community services and activities.

FOR CARERS:

RAIN provides a number of respite and support services. The services we provide include programs for all manner of carers including carers of people with dementia or a disability, employed carers, young carers, older parent carers and carers of people with mental health needs. We do this by providing in-centre services, in-home support, daily vegetarian meals preparation and delivery services, and information and training programs. RAIN offers support, guidance and a range of flexible support services to assist older people some with disabilities, to lead their best life possible and achieve their life goals.

We provide a range of programs including: Commonwealth Home Support programme: CHSP

- Centre-based and community-based social support group and individual day programs.
- Enjoyable outings for seniors with pick up from home and drop off facilities.
- Centre based day respite which involves picking up in our van from home having centre based activities, culture based discussions , freshly cooked afternoon meals and providing essential care needed for the frail aged. Respite for carers who are stressed out.
- Covid-19 Emergency meals provision: Indian vegetarian meals cooked at our community kitchen and delivered to frail aged seniors to support them during this pandemic isolation period.
- Referral to My Aged Care and assistance with phone conversations for
- language restricted seniors.
- Accommodation advice and referral and support to liaise with relevant departments.

Home care packages services: Support for carers, respite services, home modifications, transport and information, education and behaviour support.

Home and Community: RAIN provides a range of services to support you in the home or community. These include Social Support, Domestic Assistance, Personal Care, In Home Support, Community Transport and Home Modifications.

All services are designed to enable Indian Sub-continent older people to live independently for as long as possible and to maintain a healthy home environment.

Social Enterprise: RAIN has successfully developed a Social Enterprise to provide healthy Indian vegetarian meals for the general community which supports the new migrants, Young pregnant mothers and those who are essential workers. Take away meals at a very moderate cost helps them tremendously during this pandemic period.

New Migrants: RAIN provides assistance and support to new migrant Indian Sub-continent families in times of need and high stress through a range of programs designed to nurture assimilation into local society and to alleviate challenging family situations. We offer help through training programs including building social enterprise and job skills.

Information and Linking: Due to language restrictions and lack of understanding it is difficult to understand what services are available to suit your needs and how to access them. Our information and linking services can connect people requiring guidance with the appropriate RAIN service, as well as linking customers to other organisations available in the community. We do this through innovative projects, education and training.