

# Strategic Directions 2020-2025



## OUR PURPOSE

ACSA exists to support an equitable and just aged care sector that Australians can trust to offer quality of life, choice and accessibility.

## OUR MEMBERS

ACSA is a member-owned organisation that represents and supports community-invested businesses that:

- Are integral to the socio-economic fabric of their communities;
- Provide communities with assurance their needs will be met;
- Reinvest surpluses into services their communities need;
- Employ people committed to their local communities;
- Harness efforts of local volunteers.



Our value proposition to members  
ACSA enables community-invested aged care organisations to be influential, informed, supported and connected:



### INFLUENTIAL

ACSA's advocacy assures a flourishing sector where the voice of community-invested organisations is influential, with policy makers and funders.

#### Issues we advocate on

- Residential and Home Care, CHSP, Independent Living and Retirement Villages
- Funding, sustainability and service models
- Community investment
- Reform
- Equity
- Workforce
- Credible media representation



### INFORMED

ACSA's information ensures we can make effective decisions quickly in the interests of the clients, families and communities we serve.

#### Information we offer

- Member updates, ACSA Weekly, IR & RC updates
- Member Connect
- Conferences & Events
- Legislative Updates



### SUPPORTED

ACSA's support ensures that all community-invested aged care organisations, regardless of size, can operate with the benefits of scale.

#### Support by services and consultancy

- Employee Relations
- Training and Professional Development
- Quality Portal
- Procurement
- Royal Commission Reform
- Consultancy



### CONNECTED

ACSA bringing together its members, ensures commonality of shared experience leading to the acceleration of new ideas and best practices.

#### Ways we connect

- Committees
- Events
- Training & Professional Development
- Regional Networks
- Communities of Practice
- Digital Platforms
- Partnerships (incl. corporate)



## OUR RESULTS

ACSA is highly successful when we can point to the following result areas:

### TRUST

- Community's trust in our members is high.
- Heightened confidence in ACSA by the community and aged care sector.
- ACSA contributes to the success of our members' organisations.

### MEMBERS

Customer advocacy (NPS); Member retention: Member engagement at touch points; Growth in numbers overall; Consistent national coverage, including rural remote

### POLICY IMPACT

Number of issues on which our advice is sought, and followed

### REPUTATION and VISIBILITY

Visibility, including via social media; Overall positive sentiment

### FINANCIAL HEALTH

Member-generated revenues; Member and Non-member Revenues from events, services, corporate and new offerings; Net surplus reinvested into member support

### PEOPLE

Members' satisfaction with ACSA's people; Employee engagement and capability; cross organisation communication

## OUR STRATEGIC THEMES

### Theme 1: Consumers are confident in ACSA members

ACSA's influence on Government policy enables our members to be successful in carrying out their missions and provide confidence to older people, their families and communities selecting high quality, values-driven services and providers.

Outcomes	Initiatives / Strategies
1.1. ACSA knows what older Australians want	Develop member family survey to provide feedback and experience of aged care system.
1.2. Consumers can confidently select an aged care provider	Develop an ACSA-endorsed labelling scheme. Assist ACSA members to use community-invested purpose in marketing efforts. Develop criteria / guidelines for ACSA memberships.
1.3. ACSA's representation is well-aligned with consumers' interests while supporting provider sustainability	Develop stronger alignment with consumer representative bodies e.g., COTA, disability.

### Theme 2: Members of ACSA are adapting to change and flourishing.

In a reform-rich and dynamic aged care environment, it is vital that ACSA members are empowered to adapt with agility with capacity beyond each individual member's scale and resources.

Outcomes	Initiatives / Strategies
2.1 ACSA's influence enables highest quality, effective and value for money services to be delivered by its members.	Funding models "Right fit" regulation Human rights "Hard to reach, hard to serve" populations.
2.2 ACSA members are change ready and empowered to adapt to new conditions	Deliver consultancy services, training and events. Develop change scenarios and build practical enabling tools for members
2.3 ACSA members benefit from sector innovations, in service models, business models and technology	Stimulate, coordinate and incubate innovative service offerings. Enable ACSA members to benefit from wider sector innovation initiatives e.g., Aged care industry technology council. Form partnerships that enable ACSA members to benefit from innovations e.g., commercial, cross-sector, tertiary education and research.
2.4 Members are mobilised to mutually support one another	Form Communities of Practice in critical capability areas. Enable members to share sector innovations, and adopt those shared by others. Create member 'buddy systems'. Enable members to connect digitally to each other

### Theme 3: ACSA is operating sustainably with an assured future

A strong sector demands a strong supportive and representative body, so ACSA will strive to assure its future through highest value offerings with widest reach, along with strong business and service practices.

Outcomes	Initiatives / Strategies
3.1 ACSA members receive the services they value most	Determine highest value services sought by members and package these at a cost that represents value for money, and sustainability for ACSA.
3.2 ACSA offerings are available Australia wide	Rolling out ER, WID and consultancy services nationally. Building and offering the full suite of services to QLD & VIC members.
3.3 ACSA's financial future is strengthened	Diversified products and services, with options. Diverse customer types, inclusive of members, and targeting non-members for FFS. Continue to gain grant funding. Explore opportunities to monetise grant funded projects.