STRATEGIC AND OPERATIONAL PLANNING POLICY AND PROCEDURE

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Purpose and Scope

This policy and procedure sets out how Bilingual Care's Leadership Team will set, monitor and achieve the business' Strategic and Operational objectives, underpinned by a continuous improvement approach and the involvement of consumers where possible. It applies to Bilingual Care's Leadership Team and meets relevant legislation, regulations and Standards.

Applicable Strengthened Aged Care Quality Standards

- *Standard 2. The Organisation*
- *Standard 5. Clinical Care*

Definitions

Operational plan - a detailed plan used to provide a clear picture of how a business, or its specific areas or teams, will contribute to the achievement of the Strategic Plan. Operational Plans are usually developed annually and reviewed at regular intervals.

Strategic plan - a document used to communicate the long-term direction of a business, describing what it's going to do and how. Strategic Plans are long term – developed usually for a period of at least 3 years and reviewed annually.

Policy

Bilingual Care's strategic directions and priorities are documented in a three-year *Strategic Plan*, which is reviewed annually by the Leadership Team.

The Leadership Team is responsible for developing the *Strategic Plan*. It includes staff, consumers, and other stakeholders in developing Bilingual Care's strategic directions and priorities.

An annual *Operational Plan*, updated each year over the life of the *Strategic Plan*, supports execution of the *Strategic Plan*.

Procedures

Responsibilities

The Leadership Team is responsible for:

- setting Bilingual Care's vision, mission, and long-term strategic direction
- approving the strategic plan and monitoring progress against objectives

- ensuring compliance with the *Aged Care Act 2024*, *Aged Care Rules 2025*, and *Strengthened Aged Care Quality Standards*
- ensuring sufficient resources (financial, workforce, technological) are allocated to achieve the strategic plan and objectives and
- overseeing Bilingual Care's risk management and long-term financial sustainability

The Managing Director is responsible for:

- leading the development of the strategic plan in consultation with stakeholders
- aligning operational plans with strategic objectives
- monitoring performance indicators and implementing continuous improvement initiatives including innovations (e.g. digital health, workforce)
- ensuring compliance with the strengthened Aged Care Quality Standards and compliance is embedded in all operations and
- reporting regularly to the Leadership Team on progress against the strategic plan and emerging risks

All staff are responsible for:

- being familiar with Bilingual Care's vision, mission, and strategic objectives
- providing feedback, insights and observations from day-to-day service delivery interactions that can inform planning
- reporting consumer feedback and emerging needs
- supporting and participating continuous improvement activities such as internal audits or surveys
- encouraging consumers to provide feedback and to participate in consumer-focussed discussions, such as the Consumer Advisory Body
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Planning

Bilingual Care's Leadership Team develops *Strategic Plans* that identify the key outcomes and direction for the business. A new *Strategic Plan* is developed every three years.

Recognising that consumers and their representatives have the right to partner with Bilingual Care in improving the delivery of care and services, Bilingual Care involves them in its strategic planning so they can contribute to the development and evaluation of care and services organisation-wide.

When undertaking strategic and operational plan development and reviews, the Leadership Team must consider all relevant legislative requirements, organisational risks, other requirements related to operating within the Support at Home program, consumer and staff needs and the wider organisational environment. In particular, the strategic plan must be based on prioritising:

- the health and wellbeing of all people, including consumers, staff, volunteers and other stakeholders
- ways to support consumers to live the best life they can, based on wellness, reablement and independence
- safe and high quality clinical care and services
- the accessibility of services and that they are appropriate for the diverse needs and backgrounds of the consumers,
- embracing diversity, including Aboriginal and Torres Strait Islander people and people living with dementia and
- the active engagement with staff for their insights, feedback and ideas (such as through team meetings, surveys or workshops).

Continuous Improvement and Innovation

Innovation, such as adopting new technologies, improving care models, or introducing culturally responsive practices, ensures services remain relevant and sustainable. By embedding these principles into strategic planning, Bilingual Care can anticipate future needs, comply with evolving standards, and deliver person-centred care that places the consumer at the heart of decision-making.

Operational Plans

Strategic Plans are implemented through annual *Operational Plans*. *Operational Plans* break down the strategic priorities into specific tasks, timelines, and responsibilities, setting out how the business will achieve the goals in its *Strategic Plan*. This ensures that day-to-day activities directly contribute to achieving strategic objectives.

Review

The Leadership Team formally reviews and updates Bilingual Care's *Strategic Plan* each financial year and at times of significant and unanticipated change.

Bilingual Care recognises that continuous improvement and innovation are essential drivers of effective strategic planning. By regularly reviewing performance data, consumer feedback, and emerging best practices, the Leadership Team can identify opportunities to enhance service quality and efficiency as part of strategic planning activities.

When reviewing the *Strategic Plan*, the Leadership Team will seek feedback from staff, consumers, and other stakeholders. The extent of consultation will be determined by external factors and the funds available at the time the plan is reviewed.

Operational Plans are reviewed at monthly Leadership Team meetings.

Supporting Documents

Documents relevant to this policy and procedure include:

- *Strategic and Operational Plans*

Monitoring and Review

This Policy and Procedure will be reviewed at least every three years by the Leadership Team. Reviews will incorporate staff, consumer, and other stakeholder feedback, where relevant.

Bilingual Care will include staff, consumers, and stakeholders in its organisational service delivery planning where possible. This will inform how effectively Bilingual Care's strategic and operational objectives support quality service delivery.

Annual satisfaction surveys will assess consumer and staff satisfaction with Bilingual Care's strategic and operational priorities and their alignment with service delivery. They will also provide stakeholders with the opportunity to provide feedback on areas for improvement.

Bilingual Care's *Continuous Improvement Plan* will be used to record improvements identified and monitor the progress of their implementation. Where relevant, this information will be considered as part of Bilingual Care's service planning and delivery processes.

DOCUMENT CONTROL

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