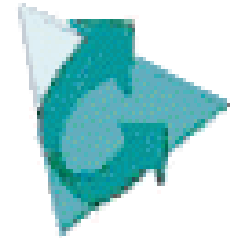


# AGED SERVICES NETWORK

Western Region



## Strategic Plan 2005-2008



Project Consultants  
Jenny Ashby and Associates

May 2005



## Contents

<b>Introduction</b>	<b>1</b>
<b>Section 1: Overview</b>	<b>3</b>
1.1 About ASN	3
1.2 Membership	4
1.3 Purpose	5
1.4 Regional & State-wide Planning Frameworks	5
1.5 ASN's Strategic Partnerships	6
<b>Section 2: Strategic Plan 2005-2008</b>	<b>7</b>
2.1 Strategic Priorities	7
2.2 Strategic Plan 2005-2008	9



## Introduction

The Aged Services Network (ASN) commenced its Strategic Planning process in November 2004. Jenny Ashby & Associates were contracted to work with the ASN Committee and the Executive Officer to undertake this process.

The Strategic Planning process has involved the following:

- ASN Committee Planning Workshop in November 2004
- ASN Membership Survey to obtain members' views
- ASN Planning Day in February 2005
- ASN Committee Workshop in April 2005.

The ASN Committee, at its March 2005 meeting, decided to extend the strategic planning process from one year to a three year Strategic Plan. The Executive Officer was requested to arrange this with the Project Consultant as it required additional work to the existing contract. The April ASN Committee meeting finalised the Strategic Plan for 2005-2008. This document contains the strategic directions for the ASN for 2005 to 2008.

The ASN Committee will develop annual plans and work plans to implement the Strategic Plan based on key areas of planning, advocacy, evidence-based research and population data analysis, and service system redevelopment.

At the February 2005 ASN Executive Meeting with the Project Consultant the need for a broader approach was discussed, with a focus on *ageing well* and community care services for older people in the Western Region of Melbourne. This was to include the capacity to look at community based services, home based services, respite for carers, palliative care and residential aged care.

The major role of the ASN will be facilitating and influencing planning for an ageing community, with the ASN focussing on the Aged Care Service System, and linking to research institutions to enable an evidence base to inform future service development.

ASN Working Groups will be formed to progress work on prioritised issues and tasks. The ASN Committee will invite members to join Working Groups and the Executive Officer will resource these groups. The issue based Working Groups will be required to take a lead role in organising consultations that have an advocacy focus.



## Strategic Plan 2005-2008

A major concern of the ASN was data collection to support Aged Care planning, advocacy and lobbying. This requires the ASN to examine how data collection currently occurs, who collects the data and how it can be used in the future. Opportunities for skill development for ASN members on how to collect and use data for planning and evaluating services will be explored. This will include considering the requirements of planning officers in local government, particularly in aged care, and the needs of service deliverers for such data.

It was agreed that the ASN Strategic Planning Model would consist of:

- Advocacy
- Research, including population health data
- Current practice being documented and promoted
- Pilots on healthy ageing to provide a tangible evidence base
- Consultation networks operating at the regional, sub-regional and local government areas.



## Section 1: Overview

### 1.1 About ASN

The Aged Services Network, Western Region (ASN) is a network of service providers that provides a key regional consultative and planning mechanism for aged services in the Western Region of Melbourne (WR).

It represents all aged services providers in the region, including those that receive funding from the Commonwealth and the Victorian State Government. It also includes not-for-profit and for-profit service providers.

The ASN collaborates with other networks in the Region including:

- Primary Care Partnerships
- Ethnic Services Network
- Carers Victoria – Carers Links West
- Western Region Disability Network

ASN member organisations in the West serve communities across seven municipalities that make up the Western Sector of the North & West Metropolitan DHS Region (NWMR):

- Brimbank
- Hobsons Bay
- Maribyrnong
- Melbourne
- Melton
- Moonee Valley
- Wyndham.

Service providers in the NWMR provide aged care and support services to communities that experience relative socio-economic disadvantage, and have a diversity of population and varying community needs.



The ASN promotes cooperation and models of culturally appropriate good practice across the Region that collaboratively work towards meeting aged care needs in the West.

The ASN was established in 1992 under the Western Region Commission. The ASN is financially resourced and supported by the Department of Human Services (DHS) and auspiced by the Council of the Ageing (Vic.).

## 1.2 Membership

The ASN has a membership of over 560 organisations and individuals drawn from the various sectors that make up the Aged Care Service System.

Predominantly, the ASN membership consists of local government and other HACC providers. Residential Aged Care management and workers also have an interest and participate in the ASN. The consumer perspective is provided through the Council on the Ageing Victoria. The disability sector is represented through strong links between the ASN and the Western Region Disability Network.

The Australian Government Department of Health and Ageing and the Victorian Department of Human Services - North & West Region, participate in the ASN Committee meetings in recognition of the crucial role in Aged Care planning undertaken by this Service Provider Network for the Western Region.



### 1.3 Purpose

The ASN was established in 1992 to be a:

- Regional forum for consultation and advocacy on aged care
- Vehicle for discussion of issues related to older people
- Structure for regional aged services planning.

Source: Review of ASN December 2001

### 1.4 Regional & State-wide Planning Frameworks

The ASN facilitates or contributes to the planning and consultation processes at the Commonwealth, State and Local Government levels, as well as participating in the development of regional planning processes. These include:

- DHS Regional HACC Plan
- Australian Government Aged Care Approvals Round (ACAR) and Aged Care Planning Advisory Committee (Vic)
- Local Government Aged strategic and service planning mechanisms, eg Ageing Well Strategy, Best Value Reviews
- Western Region CALD Aged Care Strategic Plan
- DHS Culturally Equitable Gateways Strategy (CEGS).



## 1.5 ASN's Strategic Partnerships

Networks and planning bodies that ASN links with, and can strategically align with, include:

State	Regional	Local
Community Care Coalition	Western Region HACC Training Advisory Committee (HACC TAC)	Maribyrnong, Brimbank and Melton Ageing Well Strategy Implementation Group
VAHEC – Aged Care Association of Victoria	Western Region CALD Advisory Committee	Brimbank City Council - Older Persons Action Committee
Council on the Ageing, Victoria (COTA Vic)	Western Region Disability Network	Melbourne City Council Aged Care Advisory Committee
Statewide HACC Training Issues Group	Western Region Combined Networks and PCP Forum	Hobsons Bay Residential Care Providers Network
	Western Region PCP Alliance	
	The Western Region Primary Care Partnerships (PCP):	
	- Brimbank Melton PCP	
	- Moonee Valley Melbourne PCP	
	- Westbay Alliance	
	Western Region Centre for Population Health	
	Ethnic Service Network (ESN) – Western Region	
	Western Aged Respite Network (WARN)	
	Planned Activity Group (PAG) Network	
	Local Government Aged and Disability Managers Group (WMR)	



## Section 2: Strategic Plan 2005-2008

### 2.1 Strategic Priorities

The final Strategic Planning meeting of the ASN Committee on 6<sup>th</sup> April 2005 agreed to the following priorities:

- Advocacy
- Facilitate planning for Aged Care service providers in the Western Region to ensure quality of care to the target group
- Service System development including the collection of hard data or evidence on the adequacy of resources in the Region.

#### Advocacy

From 2005 to 2008, the ASN will continue to provide a resource to the Network to advocate to ensure the adequacy of resources within the Region to plan and provide quality aged services including HACC, Community Care, Residential Care, PAG, Respite, Carer Support and culturally appropriate models of care and support.

In 2005, the ASN will focus on issues related to consumers and aged care, particularly older carers, family carers, non traditional carers, older people with disabilities and people from culturally and linguistically diverse backgrounds.

A significant point of difference to recognise in the Western Region is the impact of cultural diversity and ageing on service usage and access to services. The Culturally Equitable Gateways Strategy acknowledges this through the various projects funded till 2006 in the West.

Affordability is a significant issue facing older people and their families in accessing and using Aged Care services and therefore this will be a focus within the ASN's ongoing advocacy work.

The ASN's work plans will ensure that initiatives will have an integrated approach, linking advocacy with planning.



## Planning

In 2005-2008, the ASN will work collaboratively to strengthen 'Community Care' within the Aged Care Service System. The ASN is strategically placed to facilitate aged care planning for the Western Region in conjunction with the three levels of government. The strong local government involvement in the ASN enables access to local government expertise and population planning data.

The links to the three PCPs in the Western Region ensures input into population health planning and provides a process for influencing planning for older people within the health and community services sectors.

The challenge for the ASN is to negotiate service targets with funding bodies through using evidence based on community needs and population projections. Significantly, due to the ageing CALD populations in the Western Region (a result of immigration settlement patterns of the 1940s and 1950s) some of the largest cohorts in ethnic communities will be turning 75 years of age in the period of 2006-2011.

An important factor to consider in gathering the evidence base is the need to build strategic alliances with universities, peak advocacy agencies and planning bodies.

## Service System Development

The ASN in 2005-2008 will resource service system development, through supporting partnerships and collaborations, and establishing effective working relationships between various sections of the Aged Care Service System, and the three levels of government - Federal, State, Local.

Other areas to be addressed include:

- Promoting quality of care through strengthening of the Community Care sector - including supporting the Community Care Coalition in seeking adequate funding of services that are provided in-home and community based
- Advocating for better integration of service systems for people with disabilities such as the interface between Aged Care and Disability Carer Support
- Working to ensure the adequacy of mechanisms, structures and resources to collect and use data to build a strong evidence base.



## 2.2 Strategic Plan 2005-2008

<b>Advocacy</b>				
<b>Strategic Priorities</b>	<b>Strategies</b>	<b>Outcomes</b>	<b>Responsibilities</b>	<b>Timelines</b>
Strengthening Community Care within the Aged Care Service System	<p>Contribute to the Community Care Coalition Campaign</p> <p>Make expert / authoritative cases for additional resources to HACC and complementary service systems</p> <p>Build on strategic alliances, partnerships and sectors to enable more effective lobbying and advocacy</p> <p>Join strategic alliance coalitions and maximise the use of intelligence / information from alliances</p>	<p>Recognition of the value of Community Care by government policy, planning and funding bodies</p>	<p><i>The Strategies will be actioned by the ASN Committee, Executive Officer and Working Group Conveners</i></p>	2005 – 2008
Advocacy, lobbying and identifying the Western Region's point of difference, eg CALD, low socio-economic status (affordability)	<p>Provide evidence to substantiate points of differences</p> <p>Explore with local government and peak bodies (MAV, VLGA) ways of maximising local governments potential leverage and influence with other levels of government</p> <p>Build relationships with decision makers at the organisational and officer levels</p>	<p>Recognition of the collaborative models and structural mechanisms that exist in the West</p>		



<b>Planning</b>				
<b>Strategic Priorities</b>	<b>Strategies</b>	<b>Outcomes</b>	<b>Responsibilities</b>	<b>Timelines</b>
Capacity to plan for the future with consumers, carers and other key stakeholders	<p>Provide opportunities for service users, volunteers, carers and potential service users to understand the Service System, learn from each other and develop coalitions</p> <p>Develop formal relationships with expert / authoritative sources of information such as Universities, Department for Victorian Communities etc.</p> <p>Align with Government Aged Care Policy Frameworks in order that the ASN can influence program responses appropriately suitable to community needs in the West</p> <p>Explore with Peak Sector bodies ways of maximising local governments potential leverage and influence with other levels of government</p> <p>Develop points of reference with other DHS regions on Aged Services issues</p> <p>Effective working relationships between levels of governments and sectors.</p>	<p>Improved understanding of the capacity of the Aged Care Service System by consumers and key stakeholders</p> <p>Provision of policy analysis based on consultation</p> <p>Recognition of the Western Region in Aged Care planning and resource allocation</p>	<p><i>The Strategies will be actioned by the ASN Committee, Executive Officer and Working Group Conveners</i></p>	2005 – 2008



<b>Service System Development</b>				
<b>Strategic Priorities</b>	<b>Strategies</b>	<b>Outcomes</b>	<b>Responsibilities</b>	<b>Timelines</b>
Strengthen Community Care service delivery	Provide opportunities for Community Care service providers to explore good practice, learn from each other and develop coalitions  Seek additional resources to meet existing and future community needs	Cohesive Aged Care Service System in the West	<i>The Strategies will be actioned by the ASN Committee, Executive Officer and Working Group Conveners</i>	2005 – 2008
Quality of care and impact on family carers, older carers and non traditional carers	Advocate for flexibility in service delivery responses for carers	Carer friendly practice		
Work towards better integration / interface of service systems for people with disabilities	Investigate and address issues that arise at the interface of the aged care and disability support service systems for people with disabilities and their carers.	System improvements for people with disabilities		