



Burnie Brae

Burnie Brae Strategic Plan 2023 – 2028

October 2022

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Strategy development process

Burnie Brae engaged KPMG to support with the design and development of a robust strategy process, based on current state analysis, stakeholder engagement and market research.



01

KPMG conducted a current state analysis on Burnie Braes service lines, key competitors in the market, as well as conducting extensive stakeholder engagement with Burnie Brae consumers and employees.

02

A workshop was facilitated to assess Burnie Brae's current strategic plan and the organisations achievement against it's current initiatives.

03

A strategy workshop was facilitated with Burnie Brae's board members, executive team and senior leaders. The outputs of this workshop provided input into the strategy document.

About us



Life is truly enriched when you share memorable moments, milestones and connections.



Burnie Brae is a respected and integrated community service provider in the Brisbane northside community. Burnie Brae was first established in 1984, and has experienced great success over the past 38 years, through strong membership and expansion of products and services.

Burnie Brae is a vibrant community hub that delivers a broad range of social and care services, including in-home aged care, transport services, allied health, centre-based respite, gym, reformer pilates and hairdressing. Further Burnie Brae has a travel agency, café, nursery and a myriad of social activities and events that are held in the Burnie Brae Centre.

Burnie Brae achieved 'Organisation of the Year' award in LASA's 2022 Excellence in Aged Care Award. This award is testament to the organisation's achievements, and earned Burnie Brae a special visit from the Federal Minister for Aged Care in August 2022.

Key customer and market forces

Four key insights from consumers and the market landscape

The strategy has been informed by an in-depth current state analysis as well as customer and market insights.

Below are four insights that have informed our strategy:

01

Government policy is aligned to consumer preferences to age in place at home. The home care market will continue to grow as demand for home care continues. Home care providers that can deliver complex clinical care will remain competitive and will be able to deliver to support people through their ageing journey as their care needs increase or change.

02

Attracting and retaining a skilled workforce, particularly skilled and qualified clinicians will become increasingly difficult. Providers need to ensure they have a strong employee value proposition in order to attract and retain suitability qualified and skilled staff.

03

Technology that supports data driven insights and supports efficient operations, whilst also improving customer experience will be critical to long term success of all providers, particularly given the current and projected workforce shortages.

04

New and innovative models continue to enter and disrupt the market, providers need to continue to be agile in order to ensure they remain relevant and have a point of differentiation in a competitive market.



Our vision

An empowered and connected community of older adults living their best lives



Our mission

To be a leading provider of holistic and accessible health, lifestyle and wellness services, evolving around the needs and expectations of our community



Our values

Collaboration
Compassion
Integrity
People Focused
Quality

FY23-28 strategy on a page

Anchored by our ambition of being a provider of choice for both consumers and employees, we have set a five year strategy.

The key components of our strategy and how they interrelate in pursuit of these goals is outlined on the right.

As an organisation we have identified four key focus areas that will set the strategic direction of our organisation; Focused growth, Sustainable business, Customer-led service improvement and Operational excellence. These four key focus areas will have a range of initiatives that will enable us to achieve our vision.




Our vision


Our mission

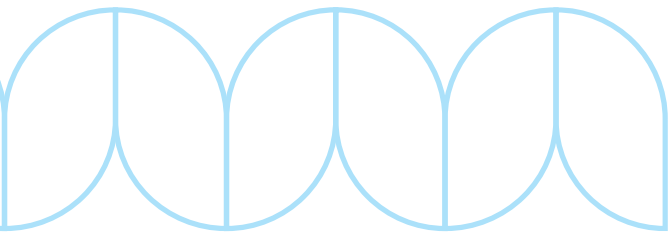

Our focus areas


Key enablers

Our 4 key focus areas

We've set out a five year strategy, with 4 key areas to focus our efforts.

Our focus areas articulate where and how our focus areas align with the vision of our organisation, and how we continue to sustainability meet the holistic needs of our community.



Focused growth

Grow our impact and footprint so that we can meet the needs of even more older Australians



Sustainable business

Deliver services in an efficient and sustainable way so that we can continue to grow our offering and impact



Customer-led service improvement

Innovate our product and service offering and deliver experiences that marry to consumer needs and preference



Operational excellence

Build our people, leadership, technology and data capability to enable seamless and integrated experiences that support both our consumers and workforce



Focus area 1:

Focused growth

Burnie Brae will continue to grow its impact by building upon its service offering, aligned to community expectations and needs, whilst increasing its impact through geographical expansion.

Three strategic initiatives

1.1

Undertake costs benefit analysis to define the ideal model for expansion of Burnie Braes service delivery model into new geographical locations.

1.2

Grow our home care package and allied health disciplines and footprint in the Brisbane region. Integrate allied health into the home care package offering and create opportunity for 'top up' fee for service for all consumers.

1.3

Build our presence in the market by developing and nurturing strategic partnerships that support our consumers and community. These partnerships should be targeted at relationships that enhance or create opportunity for strong referral pathways, industry research and promotion of our model.



Focus area 2:

Sustainable business

Burnie Brae wants to continue to deliver quality outcomes and value to its consumers and members for a long time to come.

Burnie Brae will only deliver services that create mutual benefit to consumers and Burnie Brae, so that value can be created and redirected back into the business.

Four strategic initiatives

- 2.1 Develop our fee for service offering and align it to consumer expectations and market rates. This will enable us to reduce our reliance on government funded services and re-invest profit back into our community and people.
- 2.2 Evaluate the services that do not create value for Burnie Brae. Consider de-commissioning or finding innovative ways to make products viable and/or reduce risk to Burnie Brae. This includes considering a more strategic way to leverage government funding, restructuring, subletting or outsourcing products and services.
- 2.3 Develop a strong employee value proposition that supports Burnie Brae to attract and retain the most skilled and experienced employees, aligned to the organisations values and mission.
- 2.4 Update our brand architecture to ensure our brand aligns to our business model and proposition to consumers, employees and volunteers.



Focus area 3:

Customer-led service improvement

Burnie Brae will review its service delivery model to ensure that its fit for purpose and enables innovation, creates good experiences for consumers and enables employees to do their job more efficiently and with better decision making tools.

Four strategic initiatives

- 3.1** Build voice of the customer systems and processes that enable us to capture real time consumer and employee feedback, so that we can continue to improve, adapt and innovate our products and services to enhance the experiences of consumers and employees.
- 3.2** Develop a consumer centric service blueprint to provide a complete picture of how Burnie Brae's services and experiences are delivered end to end and enable identification of pain points across the service and opportunities for improvement.
- 3.3** Build in house clinical capability to support the delivery of complex clinical care that enables people to remain at home for longer, through delaying or preventing premature entry into residential aged care.
- 3.4** Invest in best practice systems and technology that support integrated and seamless customer facing and back end service delivery.



Focus area 4:

Operational excellence

Burnie Brae will continue to invest in the value drivers of its business and its employees. Burnie Brae will support its employees build their capability while investing in the organisational capability it needs to deliver operational excellence.

Five strategic initiatives

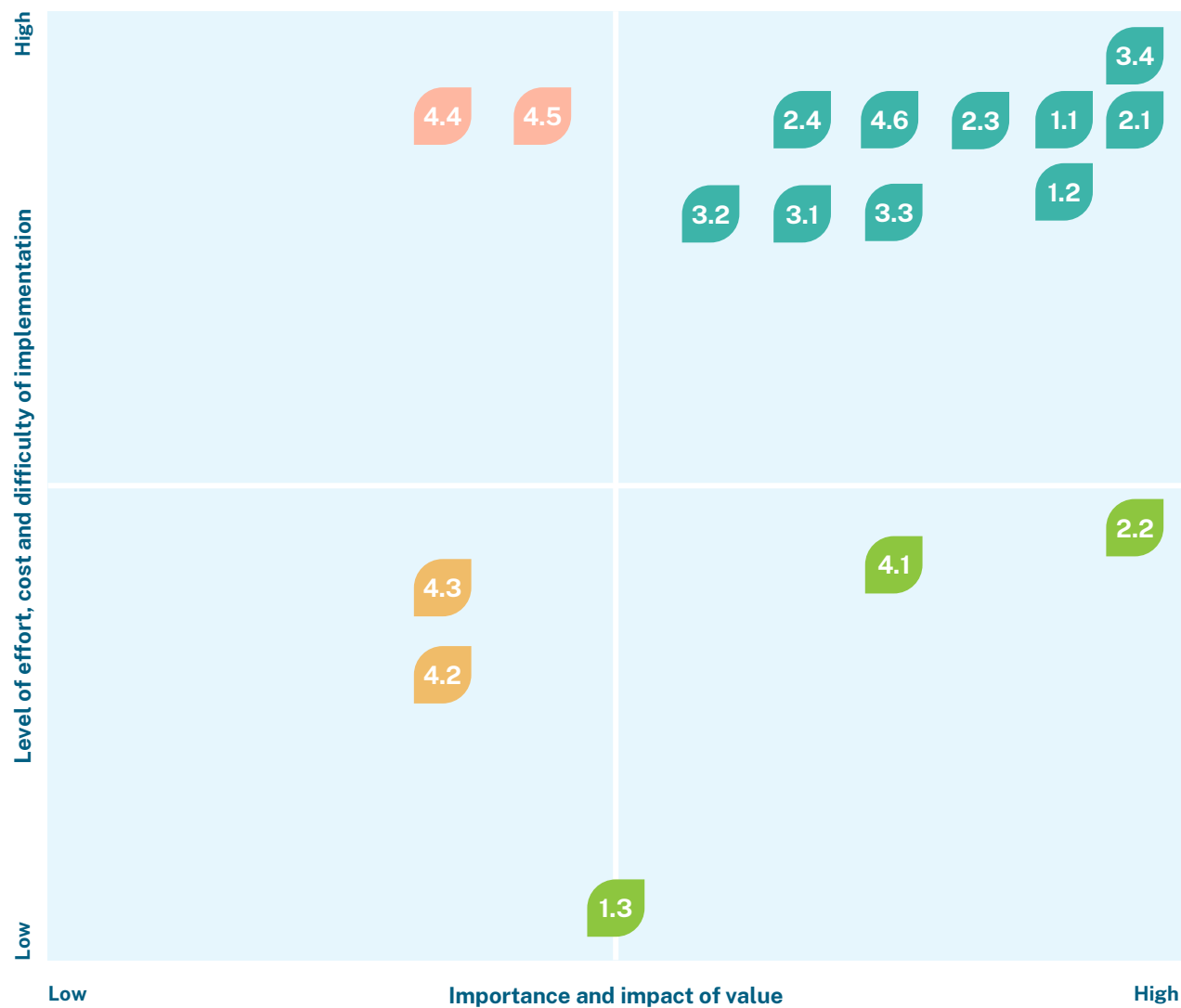
- 4.1** Develop an ICT and digital strategy that enables Burnie Brae to understand how systems and technology will support its overall objectives and enable Burnie Brae to proactively plan and invest.
- 4.2** Develop an information security policy that outlines how Burnie Brae will coordinate and enforce an information security program. Burnie Brae will seek accreditation and certification of their information security practices.
- 4.3** Develop a performance management system that enables Burnie Brae to align employee performance with business objectives and consumer experience.
- 4.4** Conduct a review of our operating model to ensure that we have the right people, processes and technology needed to deliver our services in an efficient and sustainable manner.
- 4.5** Build our governance capability and maturity by developing a fit for purpose governance framework. We will ensure our board has the right skills, experience and qualifications to govern Burnie Brae effectively.
- 4.6** Source a leadership program for Burnie Brae that aims to develop the leadership capacity of the whole organisation, at all levels, enhancing the collective leadership capacity of Burnie Brae.

Prioritisation of initiatives

To understand where to start, we prioritised the programs of initiatives across an ease value matrix. The prioritisation matrix informed the strategy roadmap, in consideration with initiatives dependencies.

Key

-  High priority
-  Priority
-  Medium priority
-  Low priority

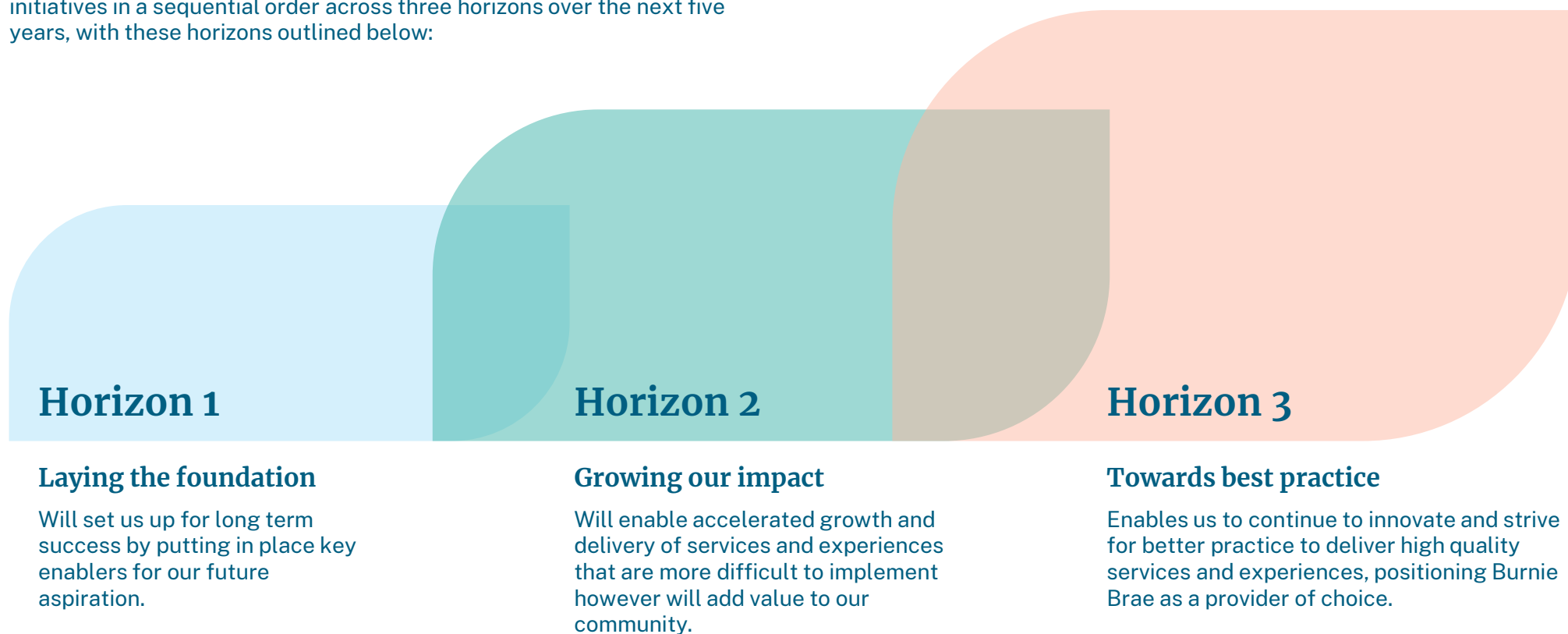


Strategic roadmap

Our road ahead

To ensure we can execute on our strategy over the next five years, we must be careful to deliver our initiatives in a thoughtful and considered way.

The strategic roadmap enables us to map our sixteen strategic initiatives in a sequential order across three horizons over the next five years, with these horizons outlined below:



Strategic roadmap (cont.)

Horizon 1

January 2023 – December 2024

- 1.2 Grow our home care package and allied health disciplines and footprint in the Brisbane region. Integrate allied health into the home care package offering and create opportunity for 'top up' fee for service for all consumers.
- 2.2 Evaluate the services that do not create value for Burnie Brae. Consider de-commissioning or finding innovative ways to make products viable and/or reduce risk to Burnie Brae. This includes considering a more strategic way to leverage government funding, restructuring, subletting or outsourcing products and services.
- 2.4 Update our brand architecture to ensure our brand aligns to our business model and proposition to consumers, employee and volunteers.
- 4.1 Develop an ICT and digital strategy that enables Burnie Brae to understand how systems and technology will support its overall objectives and enable Burnie Brae to proactively plan and invest.
- 4.4 Conduct a review of our operating model to ensure that we have the right people, processes and technology needed to deliver our services in an efficient and sustainable manner.
- 4.5 Build our governance capability and maturity by developing a fit for purpose governance framework. We will ensure our board has the right skills, experience and qualifications to govern Burnie Brae effectively.

Horizon 2

December 2024 – December 2026

- 1.1 Undertake costs benefit analysis to define the ideal model for expansion of Burnie Braes service delivery model into new geographical locations.
- 1.3 Build our presence in the market by building and nurturing strategic partnerships that support our consumers and community. These partnerships should be targeted at relationships that enhance or create opportunity for strong referral pathways, industry research and promotion of our model.
- 2.1 Develop our fee for service offering and align it to market rates and consumer expectations, this will enable us to reduce our reliance on government funded services and re-invest back into our services and people.
- 2.3 Develop a strong employee value proposition that supports Burnie Brae to attract and retention the most skilled and experienced employees, aligned to the organisations values and mission.
- 3.3 Build in house clinical capability to support the delivery of complex clinical care that enables people to remain at home for longer, through delaying or preventing premature entry into residential aged care.
- 3.4 Invest in best practice systems and technology that support integrated and seamless customer facing and back end service delivery.
- 4.6 Source a leadership program for Burnie Brae that aims to develop the leadership capacity of the whole organisation, at all levels, enhancing the collective leadership capacity of Burnie Brae.

Horizon 3

December 2026 – December 2027

- 3.1 Build voice of the customer systems and processes that enable us to capture real time consumer and employee feedback, so that we can continue to improve, adapt and innovate our products and services to enhance the experiences of consumers and employees.
- 3.2 Develop a consumer centric service blueprint to provide a complete picture of how Burnie Brae's services and experience are delivered end to end and enable identification of pain points across the service and opportunities for improvement.
- 4.2 Develop an information security policy that outlines how Burnie Brae will coordinate and enforce an information security program. Burnie Brae will seek accreditation and certification of their information security practices.
- 4.3 Develop a performance management system that enables Burnie Brae to aligned employee performance with business objectives and consumer experience.

Strategic action plan

Initiative	Focus area	Role accountable	Timeframe for completion	Priority rating
1.1 Undertake costs benefit analysis to define the ideal model for expansion of Burnie Braes service delivery model into new geographical locations.	1	Strategic Management Team	December 2026	High
1.2 Grow our home care package and allied health disciplines and footprint in the Brisbane region. Integrate allied health into the home care package offering and create opportunity for 'top up' fee for service for all consumers.	1	Community Services, Healthy Connections Manager	December 2024	High
1.3 Build our presence in the market by building and nurturing strategic partnerships that support our consumers and community. These partnerships should be targeted at relationships that enhance or create opportunity for strong referral pathways, industry research and promotion of our model.	1	Strategic Management Team	December 2026	Priority
2.1 Develop our fee for service offering and align it to market rates and consumer expectations, this will enable us to reduce our reliance on government funded services and re-invest back into our services and people.	2	Senior Leadership Team	December 2026	High
2.2 Evaluate the services that do not create value for Burnie Brae. Consider de-commissioning or finding innovative ways to make products viable and/or reduce risk to Burnie Brae. This includes considering a more strategic way to leverage government funding, restructuring, subletting or outsourcing products and services.	2	Strategic Management Team	December 2024	Priority
2.3 Develop a strong employee value proposition that supports Burnie Brae to attract and retain the most skilled and experienced employees, aligned to the organisations values and mission.	2	HR Manager	December 2026	High
2.4 Update our brand architecture to ensure our brand aligns to our business model and proposition to consumers, employee and volunteers.	2	Marketing Manager	December 2024	High

Strategic action plan (cont.)

Initiative	Focus area	Role accountable	Timeframe for completion	Priority rating
3.1 Build voice of the customer systems and processes that enable us to capture real time consumer and employee feedback, so that we can continue to improve, adapt and innovate our products and services to enhance the experiences of consumers and employees.	3	Senior Leadership Team	December 2027	High
3.2 Develop a consumer centric service blueprint to provide a complete picture of how Burnie Braes services and experience are delivered end to end and enable identification of pain points across the service and opportunities for improvement.	3	Senior Leadership Team	December 2027	High
3.3 Build in house clinical capability to support the delivery of complex clinical care that enables people to remain at home for longer, through delaying or preventing premature entry into residential aged care.	3	Senior Leadership Team	December 2026	High
3.4 Invest in best practice systems and technology that support integrated and seamless customer facing and back end service delivery.	3	Innovation Manager	December 2026	High
4.1 Develop an ICT and digital strategy that enables Burnie Brae to understand how systems and technology will support its overall objectives and enable Burnie Brae to proactively plan and invest.	4	IT, Marketing Manager	December 2024	Priority
4.2 Develop an information security policy that outlines how Burnie Brae will coordinate and enforce an information security program. Burnie Brae will seek accreditation and certification of their information security practices.	4	IT Manager	December 2027	Medium
4.3 Develop a performance management system that enables Burnie Brae to aligned employee performance with business objectives and consumer experience.	4	HR Manager	December 2027	Medium
4.4 Conduct a review of our operating model to ensure that we have the right people, processes and technology needed to deliver our services in an efficient and sustainable manner.	4	Strategic Management Team	December 2024	Low
4.5 Build our governance capability and maturity by developing a fit for purpose governance framework. We will ensure our board has the right skills, experience and qualifications to govern Burnie Brae effectively.	4	CEO	December 2024	Low
4.6 Source a leadership program for Burnie Brae that aims to develop the leadership capacity of the whole organisation, at all levels, enhancing the collective leadership capacity of Burnie Brae.	4	HR Manager	December 2026	High

Measuring our success

Linking performance frameworks and success measures with our strategy will be important in order to accurately track and measure the success of our strategic initiatives.



1. Focused growth



2. Sustainable business



3. Customer-led service improvement



4. Operational excellence

Tier 1 KPIs	Home care and allied health client numbers	Average revenue per client associated FFS	Staff attraction	Customer experience	Capability
Indicator	Number of new clients each year Client attrition	Gross revenue per client	Percentage of new staff	NPS Number of Complaints Customer experience survey	Percentage of employees with KPI's against roles Employee experience survey
Measure of Success	Net new clients each year	Increase in revenue per client YOY	Increase in the number of skilled staff	Ratio optimisation YOY	Number of employees on performance system
Tier 2 KPIs	Client tenure	Client tenure	Staff retention	Client churn	Staff retention
Indicator	Number of services delivered	Number of years as an active client	Percentage of staff turnover YOY	Percentage of active clients becoming inactive or leaving altogether	Percentage of staff turnover YOY
Measure of Success	Increase in service delivery outputs	Increase in average tenure YOY	Reducing turnover percentage YOY	Reducing percentage YOY	Reducing turnover percentage YOY

Endorsement

The Burnie Brae Board of Directors and executive team have endorsed the Strategic Plan 2023-2028 that will outline the direction for Burnie Brae over the coming five years.

The Board of Directors believe the five-year strategic plan will deliver value to Burnie Brae consumers and workforce and ensure Burnie Brae continues to make a positive impact on the community.



Neville Mew
Burnie Brae Chairman

23 November 2022

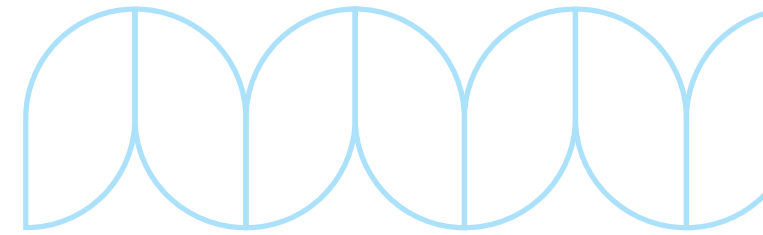
Date



Andrew Watson
Chief Executive Officer

23 November 2022

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