OneCare

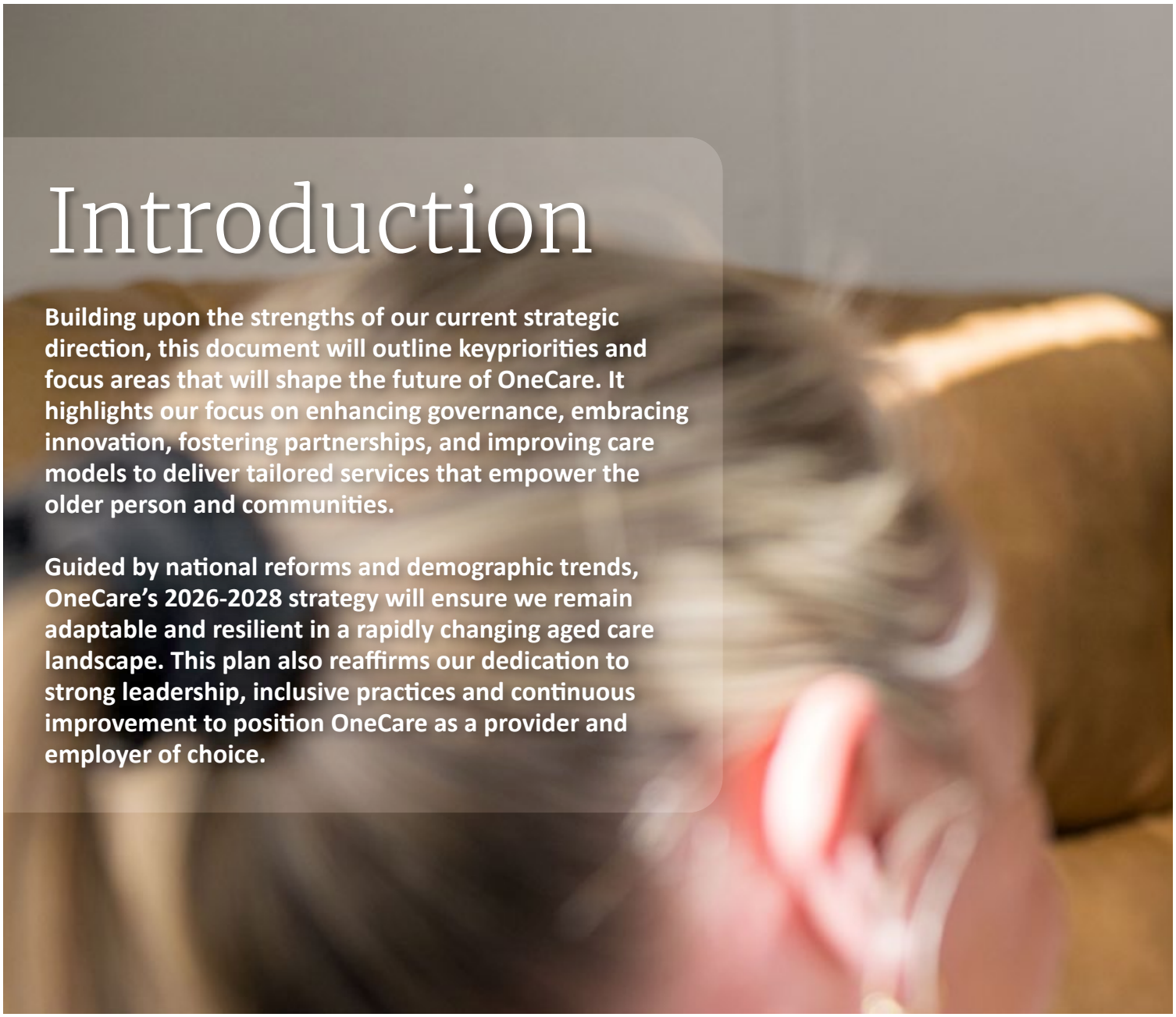
STRATEGIC PLAN 2026-2028

Your Care Your Community Your Choice

OneCare Limited is committed to our Strategic Plan for 2026-2028. It is a dynamic and forward focused framework, designed to meet the evolving needs of the aged care industry and the Tasmania ageing population.

Anchored by our mission to provide compassionate, high-quality and innovative care, this plan reflects our commitment to person-centered services, workforce development, financial sustainability, technological advancement and environmental responsibility.

Our 2026-2028 strategic plan has been developed using information gained from the December 2024 strategic planning workshop with the Board and Executive as well as consultation with our older people and representatives across OneCare led by the CEO.



Introduction

Building upon the strengths of our current strategic direction, this document will outline keypriorities and focus areas that will shape the future of OneCare. It highlights our focus on enhancing governance, embracing innovation, fostering partnerships, and improving care models to deliver tailored services that empower the older person and communities.

Guided by national reforms and demographic trends, OneCare's 2026-2028 strategy will ensure we remain adaptable and resilient in a rapidly changing aged care landscape. This plan also reaffirms our dedication to strong leadership, inclusive practices and continuous improvement to position OneCare as a provider and employer of choice.

Purpose

Empowering Tasmanians with innovative, person-centered care and support, delivering excellence when it matters most.

Philosophy

We are a not-for- profit organisation driven by our values. We are committed to delivering the highest quality care and support, ensuring transparency, accountability and ethical practices in everything we do.

Objectives

We are committed to delivering exceptional, financially sustainable care and support, ensuring that every individual accessing our service experiences dignity, respect and wellbeing. We place the voices and experiences of the older person at the forefront of our decision- making, shaping services that truly meet their needs.

Message from the Board Chair and CEO

OneCare Ltd is a not-for-profit, non-sectarian aged care provider formed in 2002 through the merger of St Luke's Association and Umina Park Pty Ltd. With roots dating back to 1952 in Launceston and 1964 in Burnie, our foundation organisations have a proud history of quality aged care. Today, OneCare delivers person-centered care across residential aged care, independent living and community care services throughout Tasmania, guided by our values of empowerment, integrity, compassion, respect, dignity, innovation, inclusion and collaboration.

In response to sector-wide reforms following the Aged Care Royal Commission, OneCare is actively strengthening clinical governance, enhancing IT systems, investing in workforce development and improving transparency ensuring we remain a trusted, modern provider of quality aged care. The 2026–2028 Strategic Plan builds on the precinct service model that has guided OneCare's vision, localised integration of residential, home and community services supported by a workforce that is responsive, capable and connected. This plan renews our commitment to reablement, personalised care, community connection and research partnerships while ensuring implementation is pragmatic and grounded in workforce readiness.

We Know
Tasmania's rapidly ageing population demands expanded access to contemporary, quality aged care services, including residential care, home care, and independent living options.

We Recognise
The Federal Government's reform agenda, including the implementation of the Strengthened Aged Care Quality Standards, revised funding models such as AN-ACC, and new regulatory measures, continues to reshape the sector. OneCare is committed to proactively adapting to these changes while maintaining excellence in care.

We Accept
We operate in a competitive environment alongside for- profit providers. As a not-for- profit organisation, our focus remains on delivering high- quality care and reinvesting in services to benefit older people, rather than generating profits for shareholders.

We Understand
The recruitment and retention of skilled, compassionate staff remains critical to delivering exceptional care. OneCare is committed to being an employer of choice by offering career development, training programs, and fostering a culture of respect and inclusion.

We Acknowledge
Rapid advancements in Information Technology (IT) and Artificial Intelligence (AI) will play a significant role in shaping our approach to developing systems that enhance efficiency and support positive outcomes for both older people and employees.

Leon Peck, Board Chairman

Pete Williams, CEO

OneCare Values

At OneCare, our values guide everything we do. We are committed to compassion, respect, dignity, and integrity in every interaction. We empower individuals, embrace inclusion, and foster collaboration. Through innovation and continuous improvement, we deliver high-quality, person-centered care that supports people to live with purpose and confidence.

Value Name	Application to Practice
Empowerment	Supporting individuals to make informed decisions about their care and empowering them to live with purpose, independence, and choice.
Integrity	Acting with honesty, transparency and accountability, even when no-one is watching.
Compassion	Listening and responding with sincerity, empathy, and kindness advocating for the wellbeing of others through genuine care and actions.
Respect	Treating everyone with fairness, dignity, and inclusivity, valuing personal differences and perspectives in all interactions.
Dignity	Honouring the inherent worth of every individual, promoting respect, fairness, and privacy in all aspects of care.
Innovation	Embracing creativity and innovation to deliver modern, flexible, and responsive care solutions.
Inclusion	Celebrating diversity and fostering a culture of inclusion, where everyone feels welcomed, supported, and valued.
Collaboration	Building strong partnerships and working together to achieve the best outcomes for those we serve.

Our Facilities and Programs

The organisation commenced its operations in Tasmania in 2002. Since that time, OneCare Limited has grown to be Tasmania's second largest provider of aged, retirement living and community care services throughout the State. OneCare has facilities and services in the following regions:

Umina Park - Burnie	Residential and Community
Rubicon Grove - Port Sorell	Residential and Community
The Manor - Kings Meadows	Residential, Retirement Living and Community
Bishop Davies Court - Kingston	Residential and Community
Barossa Park Lodge - Glenorchy	Residential, Retirement Living and Community

Aspirations

Setting Benchmarks for Excellence

We will set the benchmark for excellence in aged care, establishing OneCare as Tasmania's leading provider and a trusted voice in the industry.

Financial Sustainability with Integrity

To achieve strong and sustainable financial performance while upholding our values of compassion, accountability and integrity in every decision we make.

Thought Leader and Industry Voice

To be the go-to source of expertise and innovation in aged care, shaping industry conversations and driving progress through research, advocacy and collaboration.

Community Connector

To build meaningful partnerships and strengthen community ties, ensuring OneCare is not only a provider but also a trusted advocate and collaborator in aged care.

Provider of Choice

To be Tasmania's most trusted and preferred aged care provider, delivering compassionate, person-centered care and empowering individuals to live with dignity, choice and purpose.

Inspiring Environments

To create modern, inclusive and sustainable spaces that enhance wellbeing, connection and comfort for the older person, families and staff.

Employer of Choice

To attract, develop and retain a diverse and skilled workforce by fostering a culture of respect, inclusion and growth, empowering staff to thrive and lead with purpose.

Research and Innovation Partner

To actively contribute to aged care research and innovation, partnering with universities and experts to influence and shape the future of aged care.

Strategic Focus and Foundational Pillars

Strategic Focus- OneCare Limited is a trusted and innovative leader in aged care services across Tasmania, driven by a dynamic and sustainable operating approach. We see the future of aged care as deeply personal, shaped by meaningful partnerships with the older person and their families to design care that truly reflects individual needs, aspirations, and lifestyles.

We will continue to refine our precinct model approach integrating residential care, home care, independent living, including transitional care services within defined regions. These precincts serve as a 'one-stop-shop' acting as a central hub for aged care services and information, promoting local connection, adaptable workforce deployment and easier access for the community.

Our Older People

Delivering exceptional, person- centered care and support that empowers individuals to live with dignity, choice and purpose.

Our Team

Empowering our team with tools, training and support to deliver exceptional care and make a meaningful impact.

Our Finances

Committed to financial sustainability and smart growth to continue delivering exceptional care and support.

Our Technology

Harnessing technology to enhance care, improve efficiencies and drive innovation.

Our Governance & Sustainability

Upholding the highest standards of governance, accountability and transparency.

Key Priorities and Focus Areas

Our Older People - A Person Centered Care Model

Goal: Deliver personalised, holistic care that prioritises wellness and reablement, creating an environment where individuals feel heard and valued, making OneCare the leading choice for living and aging well in Tasmania. Recognising the complexity of sector-wide reform and internal capacity, OneCare will take a staged approach to implementing key person-focused innovations such as reablement planning, frailty screening, Last 1000 Days and enhanced palliative care pathways.

1. **Foster Community Integration**
   Develop partnerships with local schools, childcare centers and youth groups to establish regular intergenerational activities.

2. **Implement Focused Reablement Strategies**
   Develop personalised reablement plans focused on enhancing the older persons abilities through strength- based assessments and goal setting.

3. **Incorporate Frailty Awareness**
   Implement frailty screening tools as part of routine assessments to monitor health status and guide care interventions.

4. **Repurpose Physical Spaces**
   Design multi-purpose rooms for group activities, therapy sessions and workshops that encourage movement and creativity.

5. **Empower The Older Persons Voice**
   Strengthen processes and opportunities that empower the older person to actively participate in decision-making, ensuring their voices are heard from ‘Bedside to Board’.

Our Team - Workforce Development

Goal: Build, support and nurture a skilled, diverse and inclusive workforce, fostering a culture where employees feel valued and supported and where clinical and operational excellence are prioritised through targeted education, contemporary induction and ongoing development strategies, positioning OneCare as the employer of choice in Tasmania.

1. **Leadership Development**
   Develop leadership and clinical specialist pathways to support career progression, complemented by targeted scholarships for professional growth and development.

   Establish a People & Culture Position to lead workforce initiatives, fostering a positive workplace culture and promoting inclusivity within a diverse and multicultural workforce.

2. **Research and Innovation**
   Facilitate research opportunities, empowering employees to explore and address targeted operational challenges through applied action-based methodologies.

3. **Workforce Recruitment**
   Develop and implement targeted workforce recruitment strategies focused on attracting and retaining top talent.

   Implement structured orientation programs, role-specific training modules, and clinical leadership development pathways to build a capable, confident
   and future-ready clinical workforce.

4. **Employee Education and Training**
   Invest in education and training programs that strengthen the skills of employees and volunteers by providing diverse, multi-faceted learning and supporting dedicated education roles across all services.

Our Technology - Innovation and Systems

Goal: Leverage innovative technologies and data-driven solutions to enhance information access, streamline operations, improve decision-making and strengthen security, ensuring OneCare delivers exceptional care and operational excellence.

1. **Integrated Technology Solutions**
   Implement integrated, secure, real-time systems and equip staff with mobile devices to ensure consistent, auditable data. Improve care quality and decision-making with AI and digital health tools.

2. **Data Security, Research and Future Technologies**
   Facilitate collaborative research using emerging technologies while protecting data through multi-factor authentication, encryption, and regular system audits.

3. **Streamline Technology**
   Streamline technology by reducing systems, standardising workflows and equipping staff with training and support for easy and effective adoption, led by operations with IT support.

4. **Enhanced Data Driven Decision Making**
   Through elimination of unstructured data, integrating systems and implementing a data warehouse & Business Intelligence (BI) tool to ensure accurate, timely and consistent reporting.

5. **Digital Infrastructure**
   Strengthen digital infrastructure for seamless information access and individual engagement.

Our Finances - Financial Sustainability and Growth

Goal: Ensure long-term financial sustainability through diversification and efficiency.

1. **New Revenue Streams**
   Identify and implement new revenue streams, including investments, commercial leasing opportunities, memorial services and community catering utilising existing commercial kitchen facilities.

2. **Mergers and Acquisitions**
   Investigate opportunities for mergers, acquisitions, and precinct-style developments to expand and enhance service offerings and infrastructure. This includes the development of a Marketing Strategy.

3. **Grants and Government Funding**
   Develop proactive grant application strategies to maximise Government funding opportunities for constructing new facilities and upgrading existing infrastructure.

4. **Key Revenue Drivers**
   Optimise key revenue streams by increasing occupancy rates and maximising AN-ACC funding while managing expenses, such as wages, within budget.

5. **Cash Flow Resilience**
   Strengthen cash flow resilience through modern investment strategies and sound financial practices to support long-term sustainability.

Our Governance and Sustainability

Goal: To uphold the highest standards of governance, accountability and sustainability ensuring ethical leadership, risk management and environmental, social and governance (ESG) responsibility drive longterm success and positive impact.

Sustainability and Social Responsibility

1. **OneCare's Sustainability Plan & Reporting**
   Revise and enhance the current sustainability plan to incorporate modern slavery considerations, promoting ethical and responsible practices both internally and across business partnerships.

   Publish regular reports on sustainable practices implemented at OneCare, highlighting measurable outcomes and positive impacts.

2. **Sustainability Technology**
   Invest in sustainable technologies such as solar energy and energy-efficient systems to boost operational efficiency and reduce OneCare's environmental footprint.

3. **Community Partnerships and Sustainability**
   Strengthen community partnerships and increase public engagement to amplify social impact and create shared value through collaborative initiatives.

Governance and Compliance

1. **Board and Management KPI's**
   Refine Key Performance Indicators (KPIs) for the Board and management to enhance accountability and drive continuous improvement, including regular performance reviews to ensure leadership effectiveness.

2. **Director Orientation**
   Enhance director orientation programs to improve governance frameworks and strengthen leadership capacity.

3. **Emergency and Risk Management**
   Evaluate and enhance emergency and risk management plans to ensure the safety of our older people, staff and operations under all conditions.