



**MERCYCARE**

Bringing compassion and justice to life

# Strategic Plan

July 2011 - June 2014

*Our Vision is to  
achieve wellbeing,  
dignity and justice  
for all by bringing  
compassion and  
justice to life*

***Respect***

***Justice***

***Compassion***

***Integrity***

***Excellence***

# Introduction



## “The present stands on the shoulders of the past as it looks to the future”

As we enter a new and exciting phase in the history of MercyCare, we are pleased to present our Strategic Plan for the period July 2011 to June 2014.

The journey to get to this point has involved the substantial contributions of the members of our Board, staff and volunteers across the expanse of the organisation, as well as consultation with a range of external stakeholders.

In the process, we have reflected on our rich tradition and spiritual history, capitalised on the expertise of our dedicated staff and volunteers, and re-examined our historical mandate and role as we plan for the future. The words above were included on a plaque presented to one of the heroic leaders of Mercy ministry - Sr Mary Martin rsm; they are an inspirational launch pad for our vision.

MercyCare provides a unique and distinctive range of services in Western Australia developed by the Perth Congregation of the Sisters of Mercy. These services encompass aged care, hospital, health care, community and family services. We are now planning to build on these solid foundations to consolidate our works to date and develop innovative ways to provide new services.

Four key action areas for MercyCare will define our priorities and will guide our work over the next three years.

Maintaining a strong focus on our services, enhancing them to meet the changing needs of the Western Australian community which we serve.

Proactively positioning MercyCare as a leading, Catholic service organisation and developing strategic partnerships and alliances with a renewed focus on our role as advocates for social justice.

Committing to Mission-focussed leadership and developing a caring and vibrant culture, that recognises the importance and wellbeing of its staff and volunteers.

Developing organisational capacity as the vital ingredient in supporting our service provision, in particular focussing on our infrastructure and property.

The Strategic Plan is embedded into all aspects of the organisation; each of the goals in this Plan will cascade at every level of planning and reporting.

We present a bold plan on which we will build for the future and pursue our passionate commitment to achieving wellbeing, dignity and justice for all by bringing compassion and justice to life. In doing so, we thank everyone who has helped us throughout this process and we pay tribute to all of those on whose shoulders we stand.

In gratitude and in prayer we commend this Strategic Plan to you.

**Maria Harries**  
Chair of the MercyCare Board

**Chris Hall**  
Chief Executive Officer

July 2011

### ***Our Vision***

*To achieve wellbeing,  
dignity and justice for all*

### ***Our Mission***

*To bring compassion  
and justice to life*

### ***Our Values***

*Respect*

*Justice*

*Compassion*

*Integrity*

*Excellence*

## Our Identity

**MercyCare is a leading Catholic provider of hospital, health, aged care, family and community services.**

In 2002, MercyCare was officially constituted as a single Catholic entity under corporate and canon law called a Public Juridic Person (PJP)<sup>1</sup>. It is both a civil and canonical entity and is a not-for-profit organisation incorporated under the Incorporations Act 2001 (Cth) as a company limited by guarantee.

A Board comprised of lay leaders<sup>2</sup> accepted the mandate handed to us by the Perth Congregation of the Sisters of Mercy for the stewardship and development of their former ministries. These ministries include services in health and aged care, and for children, youth, families and the community.

The contribution by the Sisters began in Perth in 1846. They met the needs of the community inspired by, and in the tradition of their founder, Catherine McAuley. Catherine's commitment was to meet the spiritual, health, education and housing needs of the poor in Dublin in the early 19th century, especially those of women and children.

Today, MercyCare accepts its role in continuing this proud tradition in responding to the call of the Gospel, the lived tradition of Catherine and the values which shape the organisation.

So, inspired by the Gospel and the life and witness of Catherine McAuley, MercyCare has a bold plan to build on its current capacity, grow in strength and respond creatively to the community's changing needs.

<sup>1</sup> Canon law is a title for the rules that govern the public order of the Catholic Church. A Public Juridic Person is one established by church authority to carry out in the name of the church, a function for the public good of the church.

<sup>2</sup> Lay leadership means that board members do not need to be members of the clergy or a religious order.

## Our Services

**Over 1,200 staff and volunteers deliver services across 20 service locations in the Perth metropolitan region.**

MercyCare provides a unique and distinctive range of services in Western Australia encompassing aged care, hospital, health care, community and family services.

As at July 2011:

Over 1,200 staff and volunteers deliver services across 20 service locations in the Perth metropolitan region. MercyCare's expanding and diverse range of services has seen the annual turnover grow to in excess of \$100 million.

MercyCare's Aged Care Services assist over 1,400 people each year and provide community and residential services. Residential services include high care, low care and dementia facilities and a retirement village.

Mercy Hospital Mount Lawley (first opened in 1937 as St Anne's Hospital) is a licensed 244 bed facility that provides acute, overnight hospital and day treatments across a range of clinical specialties. In retaining the history of St Anne's, care begins with babies and families continuing across the ages in the surgical and medical domains to care for the elderly and those with mental health issues. We assist transition back into the community with rehabilitation and restorative services. The hospital provides services to both private and public patients.

Family and Community Services operates from sixteen sites across the Perth metropolitan area and provides a diverse and broad range of services, some of which include: child day care, employment and training, community development, youth and foster care services.

## Enhancing Services

**To harness MercyCare's distinctive range of services to meet changing community needs.**

**1. Enable the full potential of MercyCare services to meet changing community needs, by:**

- Creating choice, access to services and seamless case management, responsive to the needs and preferences of our service users;
- Providing services that are culturally sensitive and inclusive;
- Proactively informing our service users of the range of care available across MercyCare aligned to their specific needs;
- Identifying and introducing new ways for service users to more easily access MercyCare's full range of services; and
- Better integrating our services.

**2. Develop service models and opportunities that address and include:**

- Community education;
- Prevention, early intervention, rehabilitation and recovery; and
- Social innovation and enterprise.

**3. Increase our capacity to meet changing community needs through increased involvement of service users and carers in the design and future delivery of our services.**

**4. Further develop our knowledge and awareness of community needs, by:**

- Identifying who we serve and their needs;
- Retaining our connection to community; and
- Harnessing the voice and stories of our service users.

**5. Continue to enhance the quality of our services by further developing evidence-based practice, service standards and evaluation.**

- **Feedback from service users, staff and volunteers.**
- **Evidence of the integration of our services aligned to community needs.**
- **Measures of service quality, including external accreditation, licensing and reviews.**

## Positioning MercyCare

**To be known as a leading Catholic organisation, that responds to the changing needs of the community and advocates for social justice.**

**1. Align and develop our capacity to respond innovatively to community needs, specifically exploring opportunities to deliver new models of:**

- Youth services;
- Family and children services;
- Health care;
- Mental health services; and
- Aged care services.

**2. Increase our capacity to be a leader for social justice, by:**

- Developing an evidence-based approach;
- Targeting key priority areas; and
- Involving staff and volunteers in exploring and participating in social justice strategies.

**3. Develop strategic partnerships and alliances to increase and improve our:**

- Capacity to meet community needs;
- Influence in social justice;
- Leadership in service delivery;
- Relationships within the Catholic Church; and
- Ability to shape policies and funding strategies of Government and other bodies.

**4. Develop and implement a Marketing and Communication Plan to achieve widespread recognition of MercyCare's distinctive identity and diverse range of services.**

- **Market recognition of our brand, Mission and profile.**
- **Sustainable growth in our services, aligned to community needs.**
- **Our influence on social policy and social justice.**
- **Impact of our leadership, strategic partnerships and alliances.**

## Creating Leadership and Culture

To develop our people to be leaders in MercyCare's Mission and service, supported by a caring and vibrant culture.

1. **Develop and implement a Mission and Culture Framework and Action Plan.**
2. **Develop a comprehensive Workforce Development and Human Resources Plan aligned to our Vision, Mission and Values, including:**
  - Identifying MercyCare's current and future staff and volunteer requirements;
  - Integrating staff and volunteer development and performance management;
  - Developing an organisation-wide framework for training needs analysis and delivery;
  - Introducing a Mission-focused leadership program across MercyCare;
  - Enabling the holistic development of our staff and volunteers including formation, mentoring and volunteering opportunities;
  - Reviewing and refining our industrial relations framework; and
  - Enhancing our culturally-inclusive and non-discriminatory employment practices.
3. **Developing the capacity of our staff and volunteers to create integrated services through staff development, networking and knowledge sharing across services, joint projects and internal staff placements.**
4. **Introduce a program of external staff secondments, exchanges and other arrangements, to:**
  - Expand knowledge and skills within MercyCare; and
  - Create ongoing relationships and networks.
5. **Further develop wellness programs, workplace flexibility and best practice in occupational health and safety to care for and support our staff and volunteers.**
6. **Continue to enhance the governance capacity of our Board, including:**
  - Further developing the orientation of Board members to the organisation; and
  - Providing skills development, support and formation opportunities.

- **Demonstration of our Mission and culture.**
- **Indicators of staff and volunteer wellbeing.**
- **Capacity to attract and retain staff, volunteers and Board members with the required expertise and values.**

## Developing Organisational Capacity

**To continue to evolve as a sustainable and effective organisation with the governance, assets and resources required to deliver our Mission.**

- 1. Develop and implement a best practice governance management system.**
  - 2. Introduce a Planning and Reporting Framework, which:**
    - Integrates all levels of planning and budgeting (strategic plan, directorate plans, operational plans and individual performance plans); and
    - Implements a framework for risk management and proactive business development, including feasibility studies, project management and evaluation.
  - 3. Develop and implement a Strategic Financial Management Framework focussing, on:**
    - Financial modelling and forecasting linked to strategic opportunities and risks;
    - Growth and sustainability strategies; and
    - Investment strategies.
  - 4. Implement an organisation-wide information management system that enables efficient service delivery, innovation and development, including:**
    - An Information, Communication and Technology Plan;
    - A Corporate Records Management System; and
    - A new integrated Policy Framework.
  - 5. Develop, implement and review an overall Property Strategy, which:**
    - Addresses the business needs and risks of the organisation;
    - Delivers a high standard of facilities and equipment for our staff and volunteers;
    - Creates a welcoming and well-functioning environment for our service users; and
    - Preserves and leverages our heritage.
  - 6. Minimise the environmental impact relating to all service and business activities.**
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- **Capacity to deliver the Strategic Plan.**
  - **Measures of financial sustainability.**
  - **Currency and efficiency of assets and physical infrastructure.**
  - **Extent to which our technology and systems support service delivery.**
  - **Extent to which our policies enable integration, consistency and best practice.**

So, inspired by the Gospel and the life and witness of Catherine McAuley, MercyCare has a bold plan to build on its current capacity, grow in strength and respond creatively to the community's changing needs.



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[www.mercycare.com.au](http://www.mercycare.com.au)

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