

OUR MISSION

bringing compassion to life.

*“If you remain in my word, you will truly
be my disciples, and you will know the truth,
and the truth will set you free.” John 8:31:32*



MERCYCARE

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Here you will experience mission at the heart of everything we do.

FOREWORD

This publication provides a rich and diverse resource for each person working within MercyCare.

Living within a mission framework is increasingly commonplace in the business world of today. Many organisations are looking to introduce new meaning and change into the way they conduct their financial affairs, to their code of conduct, their approach to human resources, to staff in general, and to their clients, in order to grow an organisation with more meaning.

We live in a time of fluctuation and volatility for which many institutions are ill-prepared, where the management challenge is no longer only to manage growth. All organisations now have a mission, and increasingly, corporations look to the not-for-profit environment as a model to adopt in developing a values-based work ethos – one that will stimulate respect, justice, integrity, compassion and excellence and provide employees with an opportunity to develop as individuals, and bring a deeper sense of engagement to their work.

At MercyCare, we believe that people – their individual humanity – is what grows our business of bringing compassion to life. Here you will experience mission at the heart of everything we do. We believe that the forces of productive change and leadership are about who we are, what motivates us, and what we believe. Our vision, our mission and our values encapsulate what MercyCare strives to achieve.

Our mission underpins the evolutionary change that is a natural part of today's health and welfare environment. It allows us to discover that the spiritual can co-mingle with the operational and that both can work together to bring about meaning and purpose and better outcomes.

Simply put, mission is about how we treat each other. We invite you to embrace our mission. It will affect the way you interact with your colleagues, the quality of the work you do, how the community experiences you. But, above all, it will enhance your own humanity and become a locale in which you work out some of the deeper questions of your own life journey. At MercyCare, our mission is about being alive to possibility, creating a world where we can bring compassion to our own lives as well as to the lives of others.



Jeff Simper
Group CEO



Catherine's ideas and convictions provide the power that continues to spark contemporary responses of mercy and compassion.

CATHERINE Mc AULEY – THE PERSON

The person and spirit of Catherine McAuley 1778 – 1841 Founder of the Sisters of Mercy

Catherine McAuley was born on September 29, 1778 in Dublin, Ireland. Hers was a life dedicated to the poor that led to the formation of what is currently one of the world's largest religious congregations, known as the Sisters of Mercy.

Catherine McAuley was born into an affluent middle-class family, but her childhood was disrupted by the death of her father when she was five years old. Her mother was unable to successfully take over financial management of the household and the family quickly sank into debt. Catherine experienced the bleakness of poverty at an early age. Her mother died when she was nineteen, forcing Catherine to rely on the kindness of relatives for her accommodation and keep. During that time her heart was moved by the plight of the poor and she resolved to dedicate her life to the service of God. At aged 24 she was 'adopted' by a wealthy childless couple, the Callaghans, who left her their fortune when they died, and at aged 44 Catherine's inheritance made her a very wealthy woman.

Despite the fact that Catherine had experienced poverty and then came into a large fortune, her focus remained that of a sensitive affinity with the poor. Her approach to improving conditions for the poor was extremely practical, for she did not believe in handouts, except as a temporary solution to distress. She professed that the only form of help with any lasting value was that which promoted self-help. Her simple message was 'the poor need help today not next week.'

Catherine's special gift was to interpret the Gospel of Mercy and to assure others of God's unchanging love for all people. She was selfless, unassuming and firm when occasion demanded, yet compassionate, while possessing a basic wisdom which allowed her to forgive hurts. She had a sense of humour, which, with her spirit of joy and trust in God, showed in an attitude of hope even in the darkest moments.

Her inheritance allowed her to think in terms of how she could assist and support the poor. In 1824, Catherine embarked on designing and building a large house in Dublin's fashionable Baggot Street. The building opened on 24 September 1827 and was named 'The House of Mercy.' It offered a place for unprotected girls working as servants, as well as schoolrooms and lodging for those who shared the work of Mercy. Catherine gathered about her a group of eager young women who begged to be allowed to help her in this totally new notion of service to the poor, for she was above all a leader and one who inspired others with her dedication and commitment to service.

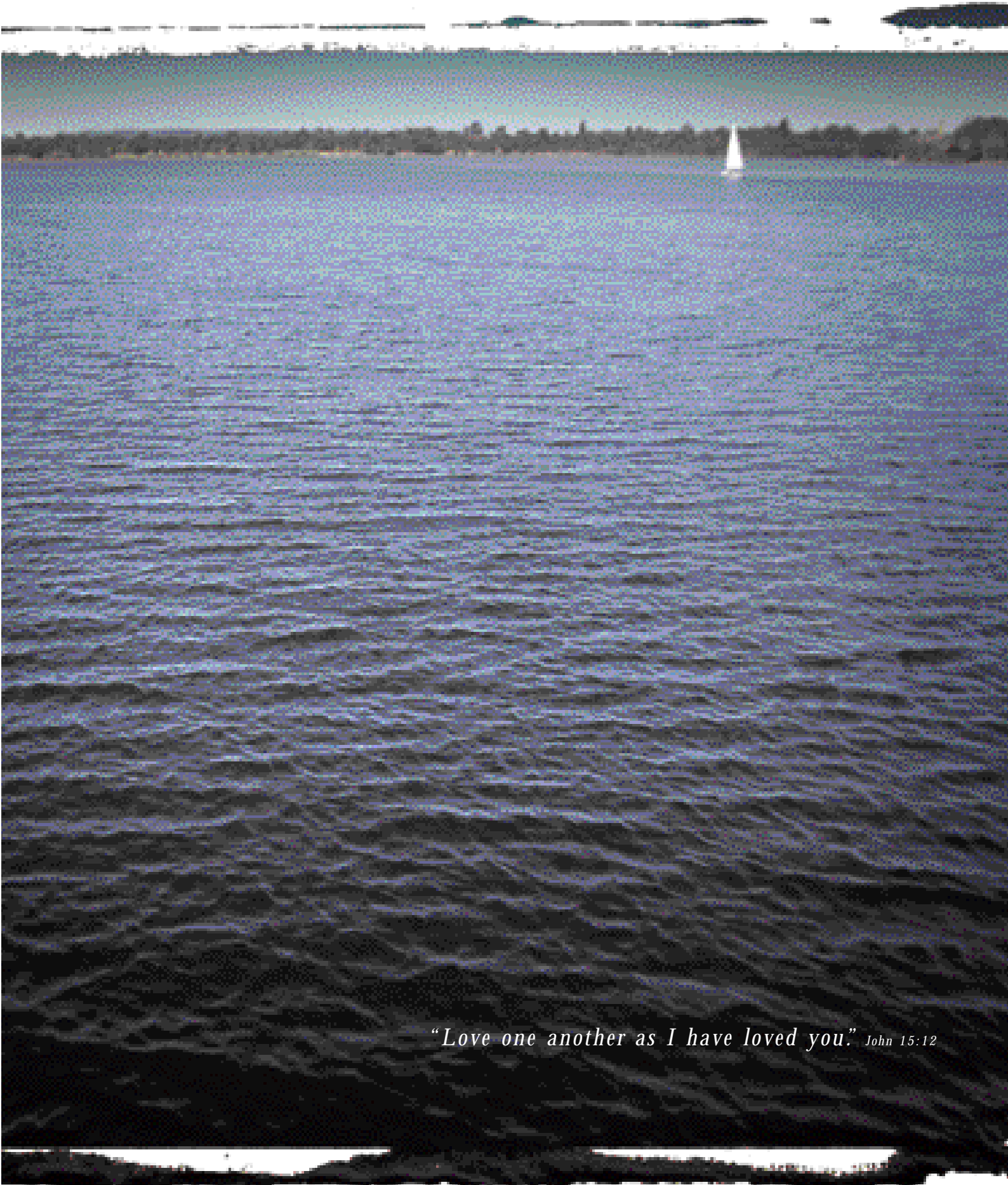


By 1829, all three of the main works of mercy were functioning with remarkable success. Childcare commenced after the discovery of an abandoned child in the streets; aged care began after Catherine came across an abandoned elderly woman. She also initiated hospital visitation, overcoming great difficulties in gaining access to hospitals.

In 1829, the Archbishop of Dublin asked Catherine to let him use her lay organisation in the renewal of Catholic life, by agreeing to form the group into a religious congregation. And so, in 1831, The House of Mercy became a religious congregation, known as the Sisters of Mercy, with Catherine as Foundress. The Sisters continued to deliver the same services to the poor and sick, but now as a religious order. In 1832 the conditions of the Dublin poor – the slum-dwellers – were made worse by the onslaught of a cholera epidemic, which ravaged the whole city. Catherine and the Sisters of Mercy spent many hours every day tending to hundreds of victims.

Other Mercy congregations in England quickly followed and Catherine worked tirelessly, travelling extensively to ensure that the congregations were established and under proper leadership. The wear and tear of travelling and the vicissitudes of a life fully lived in service to others took their toll, and she died at the age of 62 in 1841.

On January 9 1846, the Sisters of Mercy arrived in Perth, Western Australia. The leader was Sister Ursula Frayne who, with a group of six other Sisters of Mercy, established the first Mercy congregation in Australia. The Sisters of Mercy's presence in Australia gradually expanded and now encompasses education, healthcare, social welfare and overseas Mercy refugee services. Today, Catherine's ideas and convictions provide the power that continues to spark contemporary responses of mercy and compassion



“Love one another as I have loved you.” John 15:12

PHILOSOPHY

At MercyCare, deep trust in the mercy and compassion of God is the foundation of our Catholic philosophy.

Catherine McAuley’s legacy of care and service for all in need is the inspiration for our work.

We believe in, and witness to, the dignity of the human person and the value and quality of human life.

We believe in excellence in the provision of care wherever the need arises

We believe in taking a stand in keeping with the teachings of the Gospel and the Church on the crucial health and welfare issues of our time.

We believe in providing our services with excellence, justice, compassion, integrity and respect for each individual, regardless of race, gender, creed or socio-economic status.

In joining MercyCare you become part of a huge team of service providers who embody the values and the mission of a vision started over a century ago that is truly dedicated to bringing compassion to life.

AN INTRODUCTION TO MERCYCARE

The Sisters of Mercy are renowned for their strong sense of enthusiasm, courage and vision in times of change. And so, when they were faced with dwindling communities and a drop in vocations, they looked for strategies to provide for a future that would preserve their legacy of mercy and compassion into a new world order that reflected the changing face of Catholic welfare and health care. That strategic vision led them to major governance changes that evolved into the formation of MercyCare, which was a landmark undertaking for the Perth Congregation.

MercyCare was established in 1999 to merge Mercy Hospital Mount Lawley and Mercy Community Services under a single lay Board structure. The Board was given a mandate to continue the work of the Sisters in its three primary divisions – Health Care, Aged Care and Community Care, thus integrating a unique blend of diverse services, bonded together by a common mission and philosophy.

Further developments occurred in 2002 when MercyCare was constituted as a Public Juridical Person (PJP) under Church or Canon Law in the Catholic Archdiocese of Perth, making MercyCare an official body of the Catholic Church. In a bold and courageous step, the Sisters also formally transferred full responsibility for management and trusteeship of MercyCare to its lay Board, including transfer of ownership of all the related assets and property to the new PJP. The Board assumed stewardship responsibility for the ongoing promotion and integration of the mission throughout MercyCare corporate life.

MercyCare operates under management of a Group Chief Executive Officer who reports to the Board. The hospital has its own Chief Executive Officer, reporting to the Group CEO.

Today MercyCare's reputation for uniqueness and quality is a measure of the way in which its mission energises and influences its work and shapes its continuing pursuit of excellence in all its endeavours.

The two main centres for operation of its three divisions are the Catherine McAuley Family Centre at Wembley, and Mercy Hospital Mount Lawley.

The Wembley site was first developed in 1851 by the Spanish Benedictine Monks, who established a boys' orphanage, which was later taken over by the Sisters of Mercy in 1876. After a break of some twenty years, when the Christian Brothers assumed care of the boys, the Sisters returned in 1901 and established the St Joseph's Girls' Orphanage. From then up until the present day, the Sisters have had a continuous history at the Wembley site in the service of children and families. In 1980, the facility was renamed the Catherine McAuley Centre and included six cottage homes in place of dormitory accommodation. Aged Care Services were added in 1985, and in 1989 the Sisters merged all the services on site to form the Catherine McAuley Family Centre.

Today the Centre operates a wide range of Aged Care and Community Services. Aged Care has a focus on both Residential Aged Care and Community Aged Care with a number of associated programmes. The Community Care Division encompasses a diverse range of programmes within Child Day Care, Family Services, Youth Services and McAuley Employment and Training. Both Divisions have a number of sites that deliver their programmes in Perth and the outer metropolitan areas.

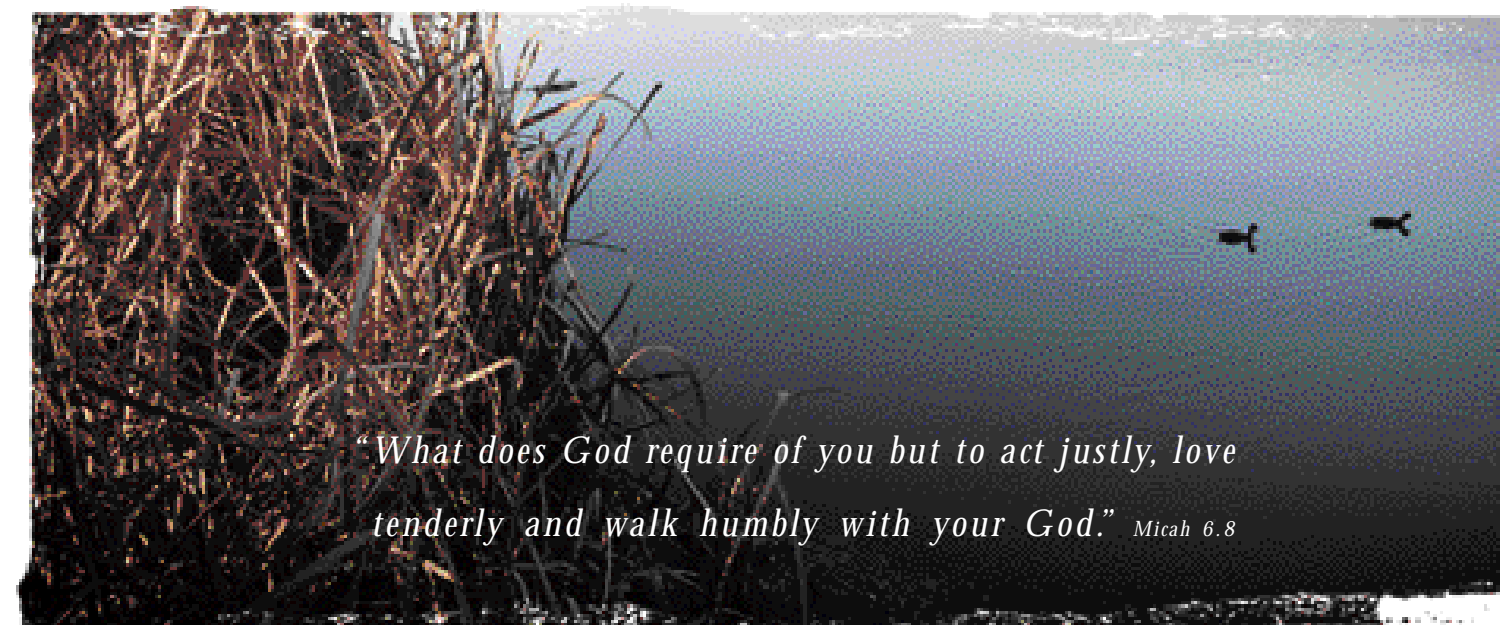
Acute health care is provided by Mercy Hospital Mount Lawley. The hospital was built on the site of Killowen House, which was purchased by the Perth Congregation in 1935. The purchase was initiated by Mother Brigid McDonald who demonstrated the courage and vision of the Mercy's Founder, by identifying what health services were lacking in Western Australia and conceiving the idea of building a general hospital at a time when the Sisters' reputation was shaped solely in education. This changed in 1937 when the Sisters moved into health care and opened St Anne's Hospital.

Over the years the hospital grew in size and complexity. A new wing was added in 1941, followed by a new maternity wing in 1958. This housed the first Catholic Midwifery Training School in Western Australia. The hospital has steadily grown from this basis to provide a range of acute health services.

A key highlight was in 1996, when St Anne's Mercy Hospital changed its name to Mercy Hospital in commemoration of the 150th anniversary of the arrival of the Sisters of Mercy in Western Australia. Two other major initiatives, taken in conjunction with the Department of Health, have been the Mercy Restorative Unit with a Day Care Centre, specialising in short term rehabilitation for elderly patients; and The Ursula Frayne Unit, an inpatient unit for inner city elderly people with mental health problems.

In living its mission of bringing compassion to life, MercyCare has amplified its social accountability programme through its provision of health services to remote Aboriginal Communities in the Kutjungka region of the Kimberley.

These services are inspired by Catherine McAuley's genuine hospitality and concern for all, her passion for the poor, and her determination to provide excellent services and her trust in God's loving providence.





Our mission is to bring compassion to life.

VISION STATEMENT

Our vision is for a world where God's abundant love and mercy is celebrated by all and where every person has access to justice, equity and opportunities for wellbeing.

We realise this vision by working together in the spirit of the Gospels and with the ideals of Catherine McAuley. We cherish our vision as an inspiration for our decision making and as a motivation for our service.

MISSION STATEMENT

We align ourselves with the life-giving mission of Christ through practical acts of mercy and by responding energetically to the changing needs of people in our community. Through quality, caring services and through advocacy, we work for justice and we support people to enrich their lives. Our core commitment is to those who are vulnerable and distressed in time of disadvantage.

The mission integration process ensures each employee has access to education programmes relating to the core values and knows how those values are integrated into their work.

MISSION INTEGRATION

Goals, Purpose and Direction

The primary goal of mission integration is to weave the mission into the overall direction and organisational development of MercyCare, making the mission that which models and informs our decisions.

The mission underpins all decisions at a Board and Executive level in regard to strategic and operational planning, with mission and values acting as the central consideration and underlying theme throughout the whole process.

Enhanced quality of service and working relationships directly stem from an integrated values programme. Benefits include improved collaboration and team effort, together with increased efficiency and greater productivity within the organisation.

The mission integration process ensures each employee has access to education programmes relating to the core values and knows how those values are integrated into their work. All position descriptions include the requirement to uphold and promote the mission of the organisation throughout their daily work. Department managers and senior managers are held accountable for ensuring integration is taking place.

There are many ways in which the mission pathway is appropriately created for the development of a mission-based organisational culture. Within MercyCare we believe that our understanding, expectations, and expressions of mission need to be periodically assessed.

An overall evaluation measures the status and impact of our values, and how well managers are fulfilling their responsibilities for mission and values integration. This allows us to make values the measure against which all our endeavours are tested. The assessment is carried out through the Mission Accreditation Programme, which uses a self-assessment tool called Mission Standards, Indicators and Measures. The use of the assessment assists MercyCare in establishing behaviour which models the values, as well as finding ways in which to enrich the future and create many different perspectives in the expression of mission.



“Our centre is God from which all our actions spring.”

Catherine McAuley

MISSION INDICATORS

It is the responsibility of management to ensure that the mission is perpetuated across all activities and facets of business at MercyCare. The following indicators represent major areas for appraisal of mission effectiveness and integration throughout the organisation.

Catholic Identity is demonstrated by:

- A Philosophy Statement which reflects the continued mission of Jesus.
- Presence of symbols or artwork that signify our Catholic identity.
- Liturgical rituals and celebrations.
- Access to a consultative forum for ethical decision making.
- Appropriate relationships with the Archbishop and broader Catholic community.
- Adherence to the pastoral and moral teachings of the Church.
- National collaboration with other Catholic health and welfare providers.
- Development of a Vision Statement that is consistent with the changing needs of the community and the organisation.
- Ongoing education on MercyCare history and traditions.
- Celebration of Mercy Month which culminates in Mercy Day.
- The Catherine McAuley Oration.
- Reputation for excellence in service provision that increases community awareness of our achievements.
- Employment of a dedicated Mission Director to promote the understanding and implementation of mission throughout the organisation.

Strategic and operational

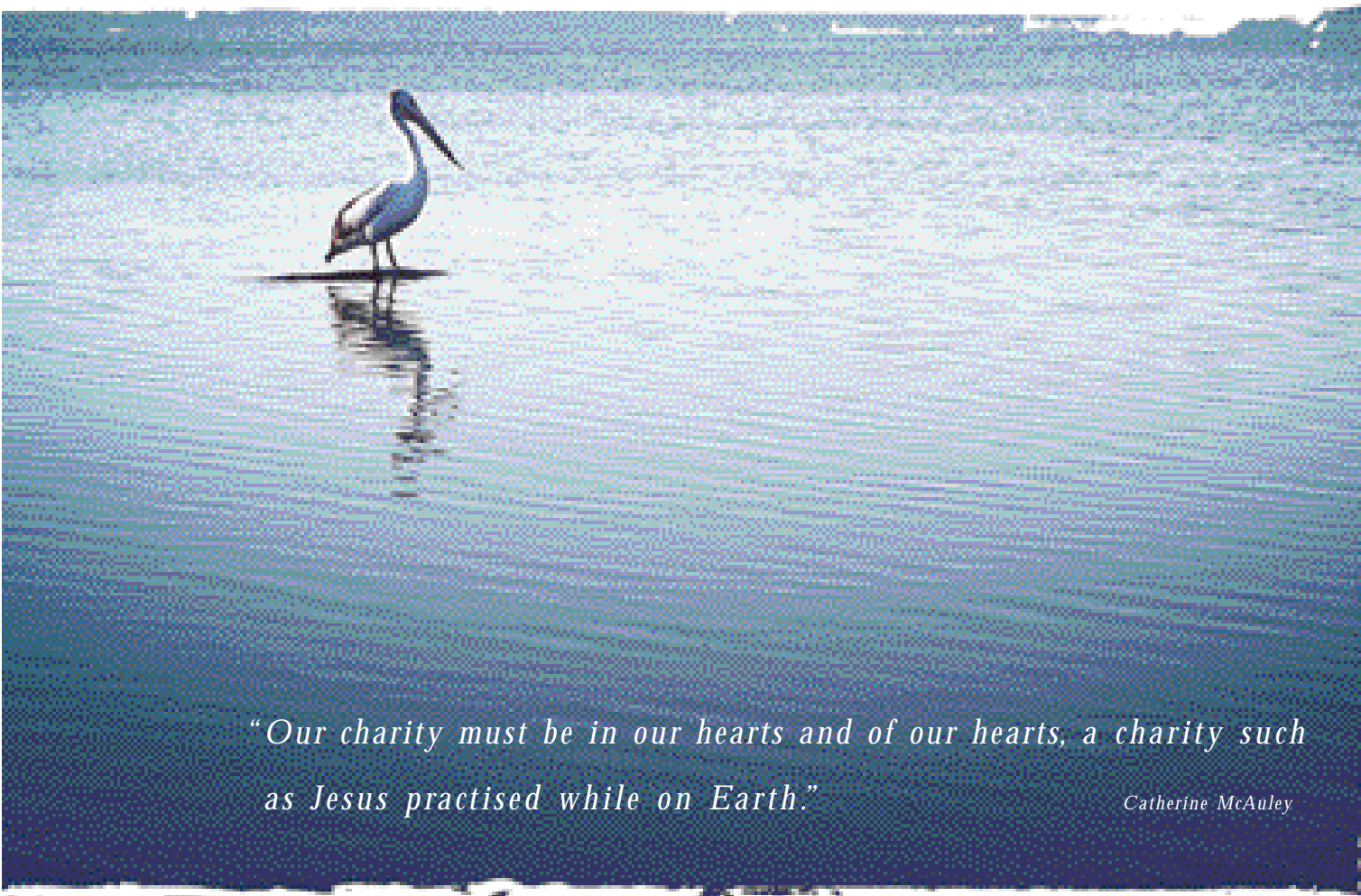
- Integration of core values into the policies and operations of the organisation via the Board, Executive, management and staff.
- Recruitment process that supports and encourages understanding of the mission and values.
- Review and monitoring of all processes to ensure maximum integration of values into the operations of the organisation.
- Regular audits conducted by the Board on mission awareness throughout MercyCare and on its own stewardship responsibility in regard to mission.



We hold the values of Respect, Justice, Compassion, Integrity and Excellence to be central to our culture and to the achievement of our vision and mission.

THE FIVE CORE VALUES

We demonstrate these values in our creative responsiveness to social need; our persistence in the face of challenge; our commitment to human dignity and our hospitality to all. Appreciating our diversity, we work together to create a climate of trust and collegiality, so that, in our relationships with each other and with those we serve, we honour each person's gifts and work.



The Values

The core values of MercyCare drive organisational development and determine the standard of service we provide. Values are integral to the supportive, caring process inherent in all our services, fuelling the way we behave towards the community and towards each other.

Living our values with consistency and authenticity can be a difficult task. Ultimately, values-based behaviour is the factor that makes the difference. What we do and what we say flows from who we are.

Values, then, are the building blocks of organisational culture, and if we are expected to adapt creatively to change we must embrace our values in all our professional engagement so as to create a corporate environment that is faithful to our core promise – bringing compassion to life. The extent to which we are faithful to our values will resonate throughout our engagement with each other and with the community, providing a fertile ground in which the mission and values can flourish.

Our core values are an organisational code of conduct that enable us to map our behaviour in accordance with the vision and mission, ensuring a mission-focussed corporate environment. These values are not solely a Christian imperative; they are shared across humanity by many cultures and ideologies; however we distinguish ourselves as a Catholic organisation by our commitment to the Gospel interpretation of the values. As a mark of our truly distinctive Catholic identity, we believe that there is a real opportunity to experience God's love by living our values in the spirit of the Gospels.

Integrating the values into our personal and professional lives enables us to be effective in fulfilling our mission and remaining faithful to our heritage and our core purpose. Values are about who we are as human beings; they flow from the beliefs that we hold, our personal convictions, and our individual principles. Individual behaviours ultimately form the collective work environment. Good working relationships and a contented workforce create an atmosphere in which compassion can thrive, ensuring our reputation as a people of compassion within the broader community.

Respect is a value which must permeate our entire approach to health care and the provision of services to the community.

RESPECT

Definition

To honour the unique dignity of every human being, seeking to discover, appreciate and accept the individuality in all persons, with a spirit of genuineness and sincerity.

We show respect by:

- Relating to each person in an authentic, courteous and caring manner, honouring their uniqueness and being aware of their individual circumstances.
- Encouraging team work, and individual participation in decision making; and by acknowledging the contributions made by all.
- Considering each person's innate worth as a human being.
- Upholding the right to privacy and the confidentiality of staff and all who come under our care.
- By attempting to gain an insight into the perspective of the other person in matters relating to their care.
- Using language that would not lead to any belittling of a person.
- Honouring the inherent worth of each person as created and gifted by God.
- Listening attentively to others and providing encouraging feedback.



As people who espouse the Gospel values we are committed to act with justice in all our undertakings and interactions.

JUSTICE

Definition

To treat everyone fairly with regard to the equality of all, maintaining a balanced and fair relationship with self, our neighbour, and all of the community

We show justice by:

- Adopting an attitude towards people that is non-judgemental, impartial and avoids favouritism.
- Being responsive to both the rights and the responsibilities of all in regard to workplace relationships.
- Responding to situations of conflict in an open, unbiased manner, taking into account the views and rights of all parties.
- Building individual empowerment into all our interactions, ensuring people feel they will be treated with integrity, respect and in a fair and proper manner.
- Monitoring policies, plans and practices to ensure that a fair and impartial stance to both staff and the communities we serve are implicit throughout.
- Displaying a concern for the common good and a sense of reciprocity that are central to the concept of justice as a means of achieving fairness for all.
- Being attentive to circumstances where justice is not being upheld, so that appropriate action can be undertaken.
- Being just and fair in the administration of resources and allocation of duties.
- Being consistent in the application of organisational policies.



Compassion is at the very heart of the work at MercyCare. It guides us, inspires us and underpins our reputation as a people of mercy. The word itself encapsulates the spiritual works of mercy that are central to the Mercy Charism.

COMPASSION

Definition

To feel for another's suffering or pain, striving to understand the other's experience. Compassion requires our full engagement in the condition of being human. It is about having an open heart to the plight of all people and being moved to take action. Compassion requires the capacity to 'enter into' the others experience, casting aside one's own needs, and from that deeper understanding, caring only for the relief and well being of the other.

We show compassion by:

- Relating to each other with openness, tolerance and acceptance, recognising the unique possibility of each person.
- Understanding that there are three elements to compassion: feeling, empathy and action.
- Being responsive and sensitive to the anxiety or suffering of others, willing to take action to improve their circumstances if necessary.
- Responding to the many differences that may exist for individual people, in a sensitive, non-judgemental manner.
- Being alert to circumstances in people's lives, always seeking to respond to the whole person.
- By understanding the other's feelings and trying to see things from their point of view.
- Selecting people capable of working compassionately, and nurturing this quality in ourselves and others.
- Ensuring that all policies are administered in a compassionate manner.
- By modelling compassion in our behaviour and nurturing it in others.

Trust, openness and communication are at the heart of integrity and its behaviours.

INTEGRITY

Definition

To be accountable for all our actions, and to be honest, open and truthful in everything we say and do.

We perform with integrity by:

- Doing what we say we will do.
- Honouring the commitments we make to others, including maintaining confidences.
- Being truthful, authentic and open in all our dealings with people.
- Being accountable for following MercyCare policies and procedures and administering them with compassion and integrity.
- Avoiding hurtful or negative conversations about others.
- Ensuring all practices are values-based. If not, then they are called, questioned and corrected.
- Treating others with respect, honouring their dignity as a human person.



In our commitment to excellence, our aim is to provide holistic services; to be responsible managers of resources and to ensure that respect for the dignity of each person is upheld in order to enable people to realise their highest potential.



EXCELLENCE

Definition

Providing the best possible standard of care and service within the range of available resources, always seeking ways to improve our services and remain relevant in everything we do.

We perform with excellence by:

- Striving to operate at a high level of performance, ensuring high standards in all we do.
- Acknowledging that all people deserve the best that we have to offer them.
- Taking pride in our work so that all activities benefit those we serve and contribute to the overall environment within the workplace.
- Paying faithful attention to prescribed standards, policies and procedures and protocols.
- Being vigilant as to how we might develop, create and perfect the services we provide, so that our work remains relevant to the changing needs of the community.
- Having evaluation and review procedures in place throughout the organisation.
- Developing ongoing training and educational opportunities.
- Accepting that change is an integral part of excellence.

REFLECTION

At MercyCare, reflective readings are conducted before meetings to help people be still for a moment as they come together in the midst of a busy day. This assists them to gather their thoughts so that energy may be focussed on matters at hand.

The practice of this reflection is characterised by quiet thought. Inner images are formed and we find ourselves thinking, reflecting on the concepts expressed in the words.

In many reflective passages, God is asked to be present in the conversation to be shared, the decisions to be made and the planning that is to be undertaken. Reflection helps to develop the spiritual dimensions of a person. It opens our minds and widens our horizons and supports values-based decisions.

Images in a Christian atmosphere generally emerge from the subject matter which will often be of a God-centred nature, dealing with matters that tend to lead us to more profound discernment and elevation of thought.

