



**CATHOLIC
HOMES**
FOR THE ELDERLY INC

Strategic Plan June 2006 - June 2009



Vision, Mission & Values



Our Vision

Choice and opportunity as you age



Our Mission

Integrated and accessible aged care and accommodation services provided within a Catholic ethos



Our Values

We celebrate the life of individuals and their communities as expressed in their physical, social and spiritual well-being.

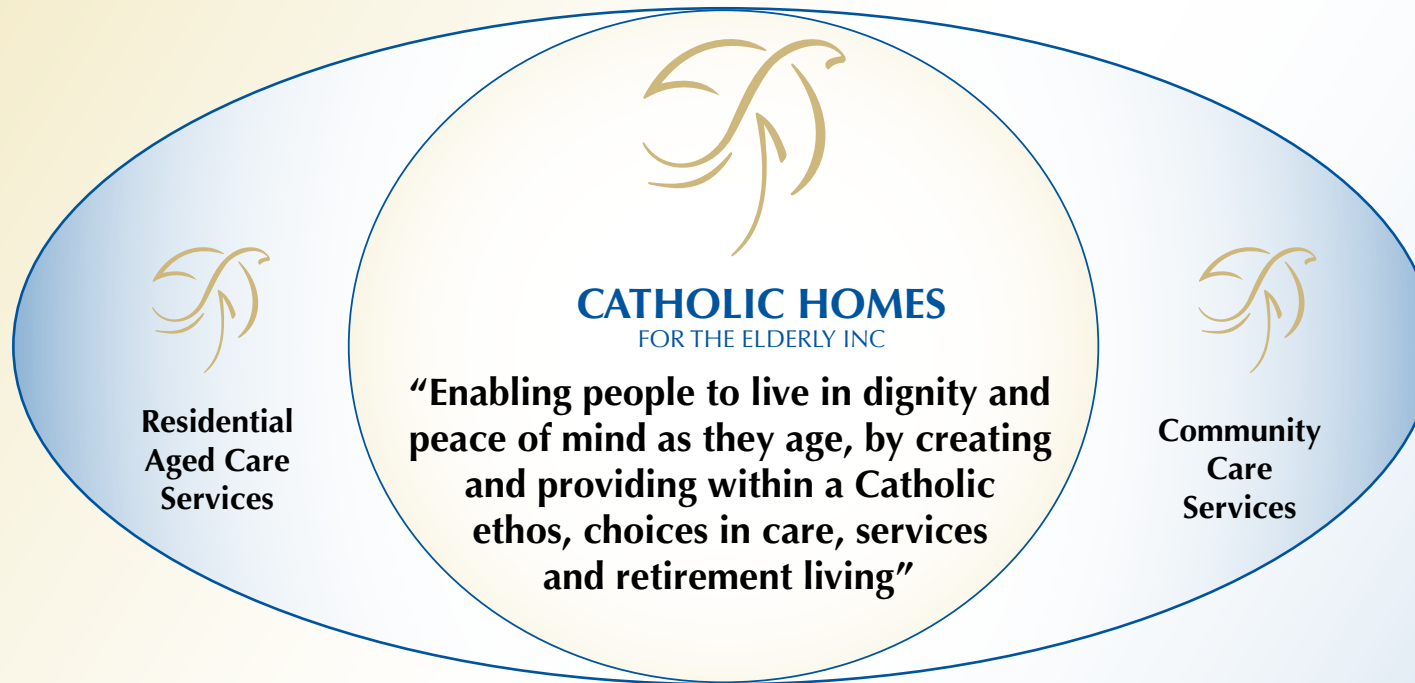
In doing so, we are committed to the ideals of:

- * **Dignity:** the rights of each person are grounded in the unique dignity each possesses.
- * **Compassion:** when we truly care we are always open to the needs of others.
- * **Integrity:** we are honest in our dealings and accountable for our actions.
- * **Collaboration:** working together empowers people and produces better outcomes.

Core Business



The core business of Catholic Homes for the Elderly (CHE) is:



The core business of CHE will be governed by the Board of Directors and delivered by management, employees and volunteers via the two service areas:

- * Residential Aged Care Services
- * Community Care Services

Within these two broad service areas a range of service types will be researched and developed over time, according to market requirements, industry trends and available funding.



Desired Future



The key characteristics and elements of CHE to be achieved by June 2009 are:

Service Growth, Service Development

CHE will continue to provide an integrated range of aged and community care services that are sequential and logically grown and developed.

Parish Model

The Parish Model will be a unique feature of CHE aged and community services, because of the special relationship with the Catholic Church, its parishes and their parishioners.

Best Practice

CHE will be extensively recognised and acknowledged as an exemplary provider because of its distinctive model of care and its focus on continuous quality improvement and organisational development.

Financial Sustainability

CHE will be viable, sustainable and profitable, and able to fund its vision, desired future and key result areas.



Desired Future



The key characteristics and elements of CHE to be achieved by June 2009 are:

Performance Oriented

CHE's robust organisational and operational performance management will enable the board, senior management team and staff to determine and understand their performance.

System Development

CHE organisational and operational systems will be delivering timely and accurate data, information and knowledge, informing decision making and actions taken by the board, management, senior management, staff and volunteers.

Governance

The CHE will use a comprehensive and practical governance system.

Resources for Results

CHE will be a revenue, resource and reserve secure organisation, able to provide the right resources for the required results.



Desired Future



The key characteristics and elements of CHE to be achieved by June 2009 are:

Learning Organisation

CHE will be a Learning Organisation whose professional development of individuals and teams will embrace the principles and practices of life-long learning, research, creativity, innovation and critical reflection on reviews and results.

Clients & Residents

CHE aged and community services are available to all people. Services will:

- * exceed clients' and residents' needs and expectations
- * provide safe and secure practices/environments
- * deliver lifestyle options.

Catholic Ethos, Catholic Culture

CHE will have a defining culture enriched by Catholic ethos and values and reflected in a holistic care model that is sensitive to both pastoral and physical needs.

Employer of Choice

CHE will have a contemporary human resource management system, principles and practices that assist in attracting and retaining appropriately skilled, experienced and knowledgeable staff.



Desired Future



The key characteristics and elements of CHE to be achieved by June 2009 are:

Market Position

CHE will be widely known and acknowledged in the aged and community care industry, and the community within which it operates, for its high quality services and distinctive Parish Model.

Strategy, Structure, Systems & Services

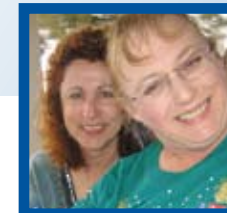
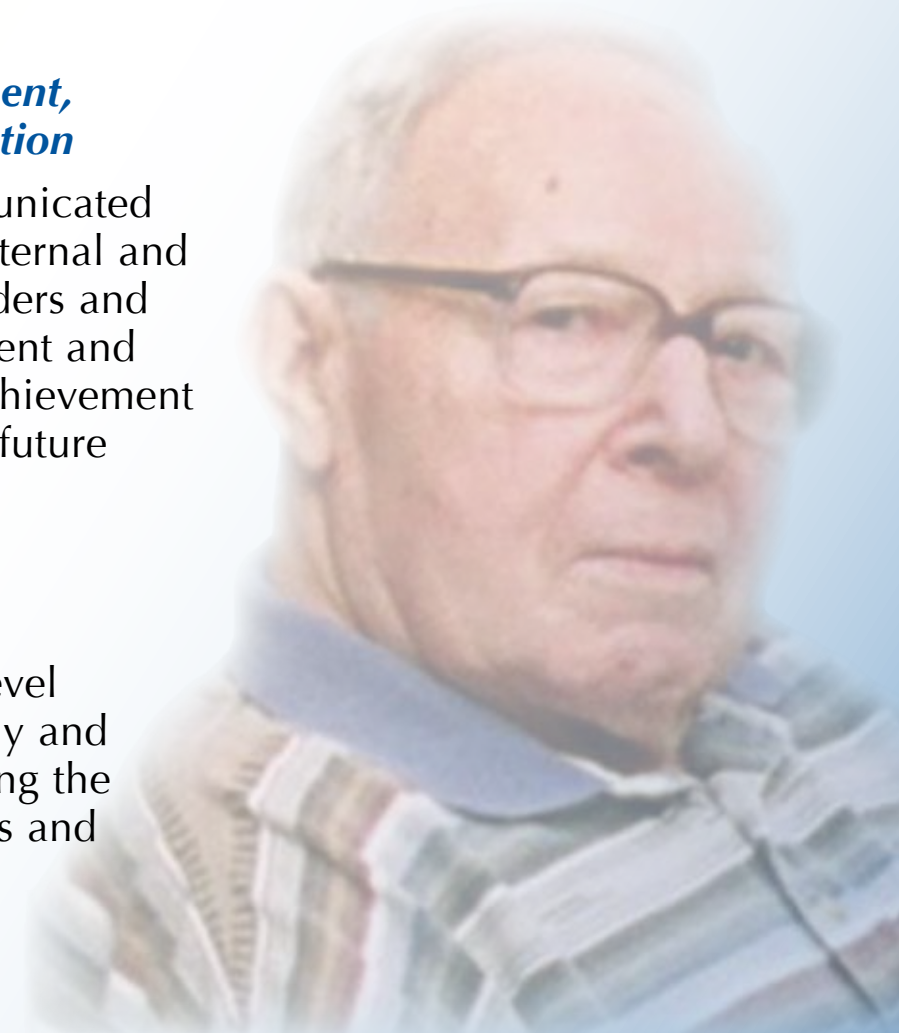
The alignment of CHE's strategy to its structure and systems will have enabled the successful development, growth and delivery of its services.

Stakeholder Engagement, Stakeholder Contribution

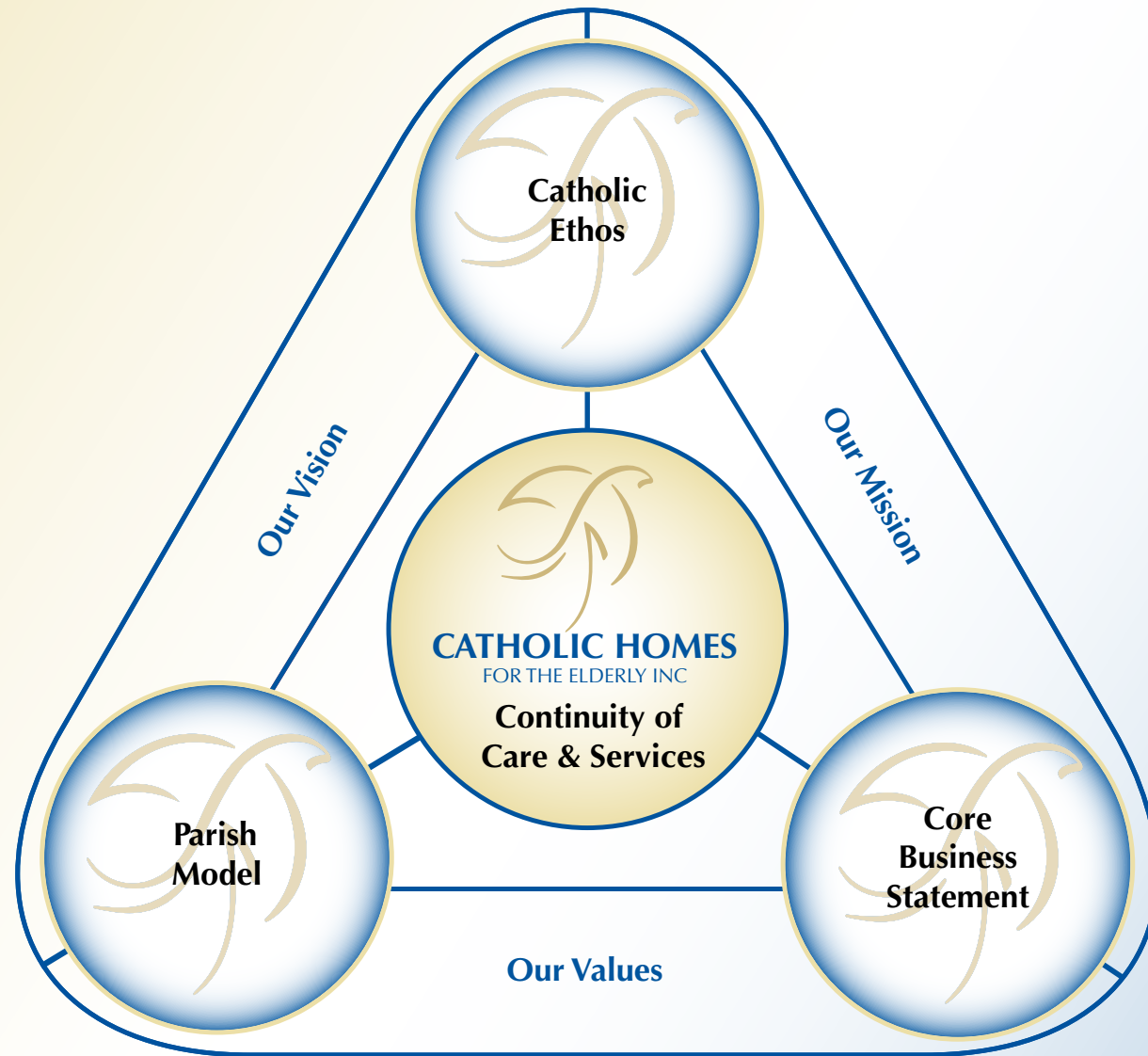
CHE will have communicated extensively with its internal and key external stakeholders and sought their engagement and contribution in the achievement of the vision, desired future and key result areas.

Leadership

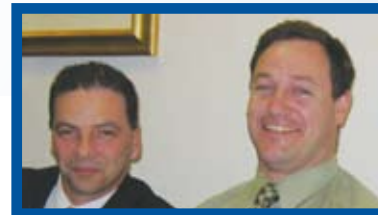
Leadership at every level will have been actively and continuously promoting the vision, mission, values and core business of CHE.



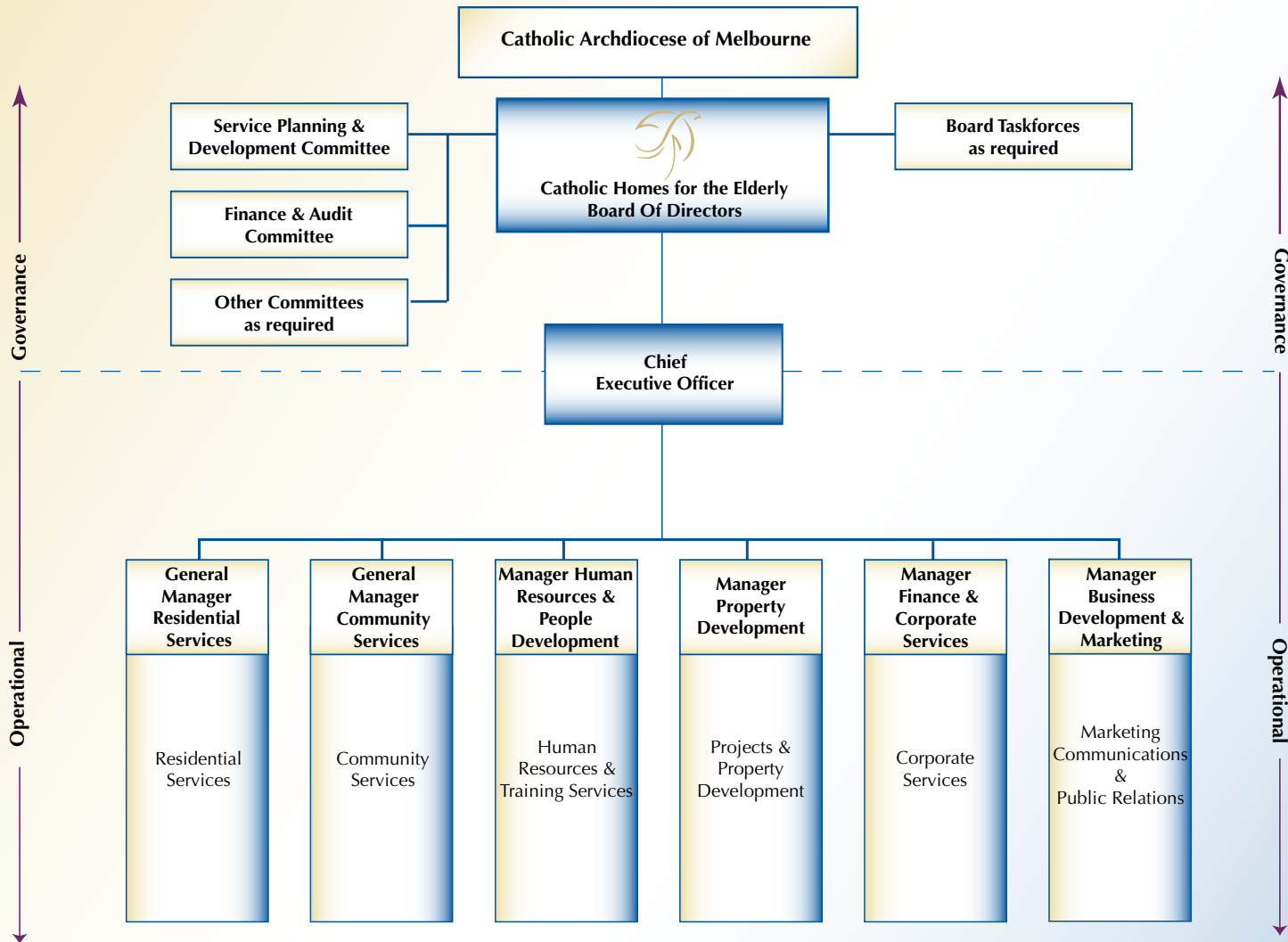
Integrated Service Delivery Model



Parish Model



Future Structure



Note: This is an indicative structure only, and will need to be further discussed and developed by the Board, Chief Executive Officer and staff.





Key Result Areas

Key Result Area One: Organisational Effectiveness, Structural Development

Board Key Result Area One (A)

CHE's governance and organisational structures, positions and people will be aligned to the strategy contained within the CHE Strategic Plan.

Board Key Performance Indicators

- * Four monthly and annual status reports of the Strategic Plan implementation progress, timelines and outcomes.
- * Results of Annual Strategic Plan Review Workshop.

Key Result Area One: Organisational Effectiveness, People Development

Board Key Result Area One (B)

Board, management, staff and volunteers will have the necessary skills, knowledge and experience to undertake their various roles and responsibilities.

Board Key Performance Indicators

- * Cumulative results and trends of Training Surveys.
- * Cumulative results and trends of Annual Stakeholder Surveys (board, management, staff & volunteers).

Key Result Area One: Organisational Effectiveness, Systems Development

Board Key Result Area One (C)

Contemporary and integrated systems will enable the board, management, staff and volunteers to easily access accurate data, information and knowledge to assist them to make decisions and take actions in a timely manner.

Board Key Performance Indicators

- * Cumulative results and trends of Annual Stakeholder Surveys (board, management & staff).





Key Result Areas

Key Result Area Two: Brand & Relationship Development

Board Key Result Area Two

CHE will be widely recognised and acknowledged by both internal and external stakeholders for who we are, what we believe in and what we do.

Board Key Performance Indicators

- * Cumulative trends and result of Annual Market Awareness Surveys.
- * Cumulative trends and results of Annual Stakeholder Surveys

Key Result Area Three: Resident & Client Attraction & Satisfaction

Board Key Result Area Three

CHE will be delivering innovative, responsive and high quality residential and community care services that enable residents and clients to maintain their dignity, independence and lifestyle choices.

Board Key Performance Indicators

- * Cumulative trends and results of Annual Stakeholders Surveys (Residents & Clients).
- * Cumulative trends and results of

Key Result Area Four: Business & Service Development

Board Key Result Area Four

CHE will be a viable, sustainable and profitable organisation, able to fund its vision, mission desired future and key result areas.

Board Key Performance Indicators

- * Cumulative results and trends of Annual Balance Sheets.
- * Board Financial KPIs.

