



Strategic Plan

2021-24

April 2022

“

I never in a million years thought my life, my confidence, my hope for the future would have improved this immensely thanks to New Families and I am beyond grateful for all the above . . .

”

Youngmum, New Families Program

“

I have learned to do many new things and I am so happy with my new independence. My family and support staff are all so proud of me . . .

”

NDIS, Participant

“

I love it here . . . It makes a big difference if you are feeling contented in mind and heart then you are well in your body. The staff here know that, their care and support is about helping us continue creating lives well lived . . .

”

Brian91, Aged Care



Acknowledgment of Country

Mercy Community acknowledges the traditional owners and country on whose lands we provide a service and recognises the cultural and spiritual connection of Aboriginal and Torres Strait Islander people. We wish to pay respects to the Elders past and present, as well as the emerging leaders, and the important role they share across these Mercy Community sites.

Image disclaimer

We are committed to protecting the privacy of people who engage our services. Unless indicated, stock images are used for representative purposes.

Where indicated by © these images are of Mercy Community employees or people we support. All appropriate consents and authorisations are held.

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Opening statements



Rowena McNally
Chair



Fritha Radyk
CEO



Mercy Community launched its 2021-24 Strategic Plan in February 2021. In that Plan, we committed to updating this document as we moved forward on our journey of harmonisation of the Mercy Community and Mercy Health and Aged Care Central Queensland (MHACCQ) ministries. Since February 2021, we have also seen significant change in the environment in which we operate, as our country and state has responded to the challenges presented by COVID as well as the broader societal challenges which our Mercy Community is at the forefront of addressing.

Importantly, this 'Version 2' of our plan provides a new combined and refreshed Mission and Values Statement. This is reflective of the way in which Mercy Community is moving forward as a harmonised organisation. The entities of Mercy Community Services SEQ Ltd, and MHACCQ Ltd come together under a single Mercy Community umbrella (and brand). We are harmonised and stronger as a result of this coming together.

Our Mission Statement better reflects our role as a Ministry of the Catholic Church—speaking

directly to our work as the hands and feet of God, continuing His mission of mercy to support those who need it the most. Our new Values, chosen by members of our team from across the organisation, build on the strength of the historical values of both Ministries, but are simplified and updated to provide the base from which all our team will work.

We have also made an effort to ensure that all aspects of our plan are considered through a missional lens, asking 'How is our strategy delivering on our Mission?' and holding ourselves to account in this regard.

We have made progress with our journey of reconciliation, with the publication of our Reconciliation Action Plan, but there is a long way to go, and we speak to that in this update. We are also starting to think about how we step up in our response to the environment—what can we do as an organisation to respond to the call of our earth for help.

While our five strategic pillars and most of the areas where we are focussed strategically



Shanelle Bennett

General Manager Mission Integration

66 PRAYER

And no one puts new wine into old wineskins. For the wine would burst the wineskins, and the wine and the skins would both be lost. New wine calls for new wineskins.” Mark 2:22

Pouring new wine, new ideas, new strategy into old ways, systems or ‘old wine skins’ does not work, it can ruin the way forward, obstruct the growth and the movement of the Spirit.

Jesus instructs us through this story to always be open to the leading of the Spirit that connects us all, to find contemporary ways to respond to the needs of the people we support now and where we are.

This renewal of our Strategic Plan strives to fulfill that scripture within the purpose we are called to as Mercy Community. Striving to respond to new demands, and yet to the ongoing needs of the people we support through new initiatives and systems.

‘God of Mercy we ask as we embrace a refreshed mission, values and strategy that you will strengthen us, and give us wisdom to authentically live these tenets we have chosen to guide us in serving others. We ask also that you bless and make abundantly fruitful this new wine in the form of ideas, systems and vision for a way forward for Mercy Community into a future which is held in your hands. We commit these plans to you for your blessing.

Amen.



remain the same, this updated plan removes anything we have completed, and adjusts things that are new or altered. As you read through the plan, look for the ‘new’ symbol to focus your reading.

The timeframe for our plan is through to 2024. We still have much to do as we continue to grow and extend our Mission in all our services. We hope that all stakeholders in this plan appreciate the update and continue to walk with us as we keep delivering all our services, fulfil our strategy and most importantly, deliver on our Mission.

Rowena McNally, Board Chair

Fritha Radyk, CEO

Our reconciliation journey

Our vision for reconciliation is for a world that embraces the diversity of Australia and has a deep respect for Traditional Custodians, Aboriginal and Torres Strait Islander peoples and communities.

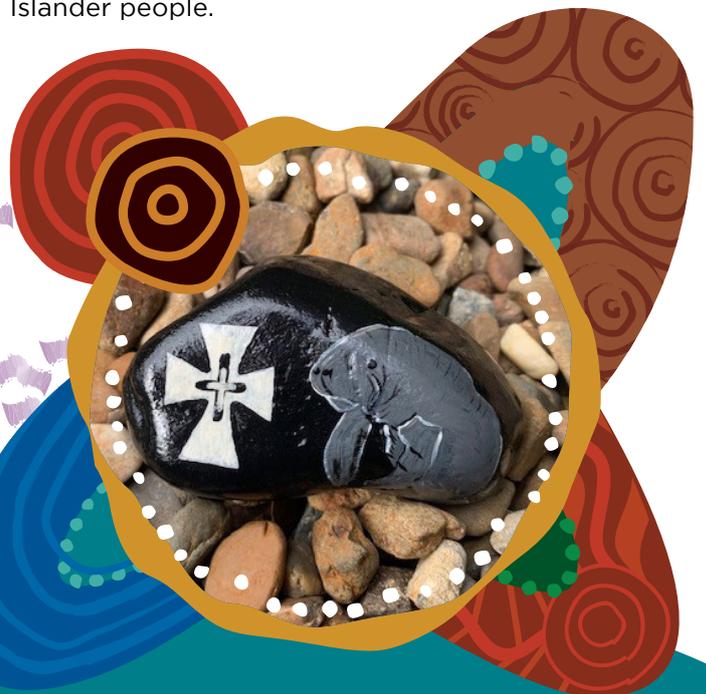
Mercy Community is committed to supporting Australia's First Peoples through our actions. We will lead through equality and equity, through the acceptance of Australia's history and cultures, and will lead the way in the removal of any negative connotations regarding race. Mercy Community will be inclusive and provide support to a culturally diverse workforce, whose rich contribution to our business function and operation will be greatly valued.

We will build on this inclusiveness, to create a culturally safe and sensitive environment in which our families and communities can be strong in spirit, healthy and connected. Our Reconciliation Action Plan (RAP) will demonstrate our vision in its implementation. Through practical skills development of our workforce, in the review and application of our services, and in our engagement with Aboriginal and Torres Strait Islander peoples,

communities, agencies and advisory groups to challenge and guide us to be an organisation that demonstrates its word in action.



As we work through implementation of our RAP we have seen increasing numbers of Aboriginal and Torres Strait Islanders working within and alongside Mercy Community. We have learnt more about the history of this country and its Indigenous people. We are starting to ask some big questions about how we provide for increased leadership in this organisation by Aboriginal and Torres Strait Islander people, and some even bigger questions about how we work to support the Aboriginal and Torres Strait Islander Community to have self-determination and/or self-delivery of many of the services that we currently provide. As part of answering these questions we continue to build our engagement and relationship with community —as it is only through this engagement and these relationships that we will get to the right outcomes for Aboriginal and Torres Strait Islander people.



Understanding our strategy



Scope of this Plan



This updated plan covers both Mercy Community Services SEQ Ltd, and MHACCQ Ltd following the harmonisation of these two Ministries under the Mercy Community umbrella. Where the term Mercy Community is used, it represents both organisations, both Ministries.

Purpose of the Mercy Community Strategic Plan

To set an ambition for Mercy Community's future and determine how best to achieve it.

To ensure our plan is connected with our mission and our values, we use our planning process to ensure we achieve the mission to which we are called.

To focus our efforts and ensure everyone at Mercy Community is working towards a set of common goals.

This Strategy sets out areas that enhance and build on existing programs and services. These existing activities are not specifically referenced in the Strategy but form a valuable foundation on which the Strategy will build, and are integral to the overall effort and achievement of the vision and mission of Mercy Community.

Development process



Version one of our 2021-2024 plan was developed out of a rigorous and formal strategic planning process. Our updates in version two reflects the output of a review process conducted by Board and Executive that commenced at our February 2022 Board meeting, considering changes and progress since completion of version two and consequently adjusting this plan to reflect any adjustments we have made to our strategic direction as a result.

We will continue to track our delivery of this plan at a Service and Executive level with supporting operational plans and KPIs.

Towards the end of 2023 we will start another formal strategic planning process to prepare us for setting the direction for Mercy Community beyond 2024.

Mercy Partners

Mercy Community is a Mercy Partners Ministry. Mercy Partners is a public juridic person providing sponsorship to the Catholic Ministries entrusted to their care by their founding religious congregations. In Mercy Community's case, the Sisters of Mercy.

Our Mission and our Ministry must be in keeping with that of Mercy Partners' mission and values.

Mercy Partners' Mission

We express our mission by safeguarding the ministries entrusted to our care, helping them to function effectively within the overall mission of the Catholic Church and in accordance with their founding charism.

In fidelity to the gospel our call to mission leads us to:

- 1 Conduct ministries in the name of the Catholic Church, that:
 - offer quality services in aged care, health, education and community services, regularly critiqued against our stated values
 - promote the wellbeing of people, encouraging them to realise their God-given potential
 - respect and reverence the interdependence of all creation.
- 2 Respond compassionately and creatively to existing and emerging needs within communities.
- 3 Advocate in the public forum on behalf of the poor and disadvantaged, in particular those associated with our ministries, so that Mercy values find expression in policy and practice.
- 4 Provide a pathway in the Catholic Church for canonical leadership of ministries by lay people.

Romero Centre



The Romero Centre is a true representation of the charism of the Sisters of Mercy. The Romero Centre provides warm welcome and the right support for refugees and people seeking asylum. We share their journey and help make their lives easier. True accompaniment.

Version one of our Strategic Plan sought to transition the Romero Centre back to its true missional heart by giving it independence to best meet the needs of refugees and asylum seekers in order to be better positioned to provide this support. This has been achieved, with the Romero Centre gaining real clarity of its services, and its position in the sector that supports refugees and asylum seekers.

Now as we move into 2022 we look forward to the Romero Centre extending its influence in the lives of the people it supports, with increased strength in governance, philanthropic support, and independence in order to be a voice for the people it supports.



Our mission statement and values

Our mission



We are a Catholic ministry continuing God's mission of mercy—compassionately inspiring and supporting people to live hopeful, connected lives within inclusive communities.

Our values



Compassion

We offer compassion and empathy, taking the time to walk in another's shoes. We act with kindness and a generosity of the spirit, believing in our mission and nurturing hope and joy amongst the people we support, as well as within our team.

Integrity

We are guided by principles of honesty, transparency and accountability, and authentically practice integrity in our work every day.

Dignity

We celebrate the right of a person to be valued and respected for who they are, we unconditionally embrace the intrinsic worth and diversity of all people, and we strive to learn and grow in our delivery of culturally appropriate practice.

Empowerment

We seek to meet people where they are at, quietly holding a space of unlimited possibility for all people, reducing barriers, expanding choice and achieving potential.

Living our mission and values

UPDATE

Everything we do must be in service of our mission and consistent with our values

- We will recruit people who share our mission and values
- We will induct and orient people in a way that strengthen their understanding of, and ability to, live our mission and values
- We will reward and manage performance based on our values



- We will have tools and frameworks that help us embed our mission and values in how we do our work everyday
- We will have an Ethics Committee in place to support us in ensuring we stay true to our mission and values in our service delivery in a Catholic Context
- We will find ways to celebrate our mission and values as well as the legacy of the Sisters through events such as Mercy Day and employee recognition programs

Mercy Community Strategic Direction

Mercy Community

Every day we find a way to deliver on our mission.

Valuing, supporting and inspiring people at the heart of the communities and sectors in which we operate.

Ensuring we have the right balance of services with sufficient scale and maturity of practice to ensure longevity of our impact in our community.



Our 5 strategic pillars

Our 5 strategic pillars will inform our decision-making over the next 3 years of this plan.



Harmonisation

We will continue to bring together Mercy Aged Care across Queensland as part of a stronger and broader mission of Mercy in the Aged Care community

Residents of Mercy Aged Care feel truly satisfied with the way in which we support, enable and care for them



Sustainability

We will focus on financial sustainability of our existing services in order to ensure we are able to continue in our mission and delivering outcomes for the people we support

We will start to plan for and recognise our organisations environmental responsibilities, starting with how we can be environmentally responsible in our property portfolio

Mercy Community is financially sustainable, providing comfort to the people we support and our team that our Ministry is secure

NEW



Practice and Clinical Excellence

We will ensure that in the delivery of our services to the people we support we have the right people, systems and processes to deliver excellence in all that we do for them

The people we support, and our team in providing that support, are safe and achieve great outcomes



Whole of Community

We will increase our profile as a Community Services sector leader through targeted relationship and partnership development, and a focus on thought leadership and innovation in our areas of strength in order that both Mercy Community and the sector as a whole provides greater support to the community

Mercy Community's services are recognised and chosen by the community
Mercy Community contributes to improved societal outcomes



People and Leadership

We will build and develop our people and their leadership capability to support delivery of our services and mission

We will take a pastoral approach to delivery of our services and our support for our teams

The people we support experience our teams' commitment to the good of all and to each individual we support

Our people love working for Mercy Community

NEW

Measure of success

Aged Care Strategic Direction

Our approach to Pastoral Care and environment leverages our mission to deliver Aged Care differently by respecting, restoring, including and accompanying the people we support.

We work to ensure Aged Care is responsive and accommodating to all, including those in regional areas, who wish to remain in their homes.



Harmonisation

We will complete our harmonisation of MCS SEQ Ltd and MHACCQ Ltd under our Mercy Community umbrella, and move to harmonise other Aged Care entities as part of creating a larger, stronger Mercy Aged Care, positively impacting the lives of older Australians

UPDATE



Sustainability

We will respond to the changing needs and choices of the people we support by expanding our home-based Aged Care services and ensuring we are prepared for and capable of delivering flexibility of approach in response to funding and other changes as the sector evolves

We will commence a process of redevelopment of our Aged Care assets, including building a new Bethany facility in Rockhampton, to ensure long term quality of built environment for the people we support

NEW



Practice and Clinical Excellence

As we harmonise and expand our services, we will ensure we deliver the highest quality Catholic Aged Care services we can in the current funding and regulatory environments, ensuring the people we support are safe and supported



Whole of Community

We will find ways to have a voice on behalf of the people we support to improve the sector wide response to caring for ageing Australians

We will contribute to whole of community response to support quality ageing in place



People and Leadership

We will create a culture of trust and love as we build a truly harmonised Aged Care team that delights the people we support

We will respond to the workforce challenges in the Aged Care sector through innovative recruitment, development and retention strategies

NEW

Measure of success

Benchmarked financial and operational (including satisfaction of the people we support) performance of Aged Care entities

Growth in home-based care that meets the needs of the people we support

Successful completion of the Bethany redevelopment.

Excellence in delivery of Aged Care standards, especially in terms of safety and outcomes for the people we support

Contribution to whole of community response to enable ageing in place

An engaged and supported Aged Care team with the people we support satisfied

Families and Young People Strategic Direction

We are continuing our legacy of empowering young people and their families to achieve outcomes and build futures they value.

We are one of the leaders in a sector-wide response to a growing and complex societal challenge.

We are innovative and inclusive in developing partnerships and solutions to support and empower Aboriginal and Torres Strait Islander People.



Sustainability

We will work to ensure we have the appropriate skills and funding to continue to care for children and families with complex needs, recognising and committing to our mission and legacy to respond to this need

We will actively support and drive a fundamental shift in the way in which out of home care services are provided, as part of a whole of sector response



Practice and Clinical Excellence

We will focus on demonstrated excellence across a balanced continuum of service delivery and advance an outcomes strategy and framework across all FYP services to ensure depth, breadth and quality of support to our families and young people

We will continue to develop sector leading therapeutic models for intensive residential and foster and kinship care. We will explore ways in which we can support the safety and wellbeing of survivors of family and domestic violence and engage those using violence to effect positive change



Whole of Community

We will partner and lead in the sector to drive positive and effective engagement and commissioning with Government so that we all can do more for families and young people

We will partner with, and enable, Aboriginal and Torres Strait Islander Community controlled service providers to take carriage of those services to support and empower their people and communities

We will find innovative ways to connect our young people with our Aged Care Community as part of social and personal development



People and Leadership

We will focus on professional development for our Families and Young People team that supports outcomes and early intervention focus and skill development to better support families and young people

We will involve and engage young people in co-designing of our services and solutions

Measure of success

Children and young people are cared for in the place that is best for them and their families.

Improved outcomes are delivered and measured for families, children and young people

NEW

Aboriginal & Torres Strait islander partners are supported to achieve self determined outcomes

Improvement in service delivery and reach within the community across the whole sector

Successful transition of young people into adulthood

NEW

An engaged and supported team and people we support whose voice helps shape the delivery of our services

Disability Support Strategic Direction

We model a commitment to work with each person to achieve outcomes that enhance their life, responds with dignity, builds community connections, and values each person's story—not being all things to all people, being right for each of the people we support, navigating the NDIS system together.

We support people with differing needs for support and differing complexities impacting their lives. We adapt our approach to be effective for people in regional and remote areas.



Sustainability

We will respond to the evolving NDIS environment to ensure our Individualised Support and Support Coordination services remain sector leading in terms of person centred support as well as being sustainable

We will ensure our supported employment service is providing a sustainable and fulfilling employment solution for those who work with us

NEW



Practice and Clinical Excellence

We will undertake practice improvement as we gain maturity in our systems and processes, using the data to respond to the needs of the people we support

We will find ways to extend our expertise in supporting people with complex needs, especially where that intersects with other Mercy Community services such as Child Safety related services

NEW



Whole of Community

We will explore and undertake small scale innovation in disability services and expand these on proof of concept to ultimately share as part of a broader sectoral response

We will implement a Disability Action Plan as an organisation to ensure we are leading by example in supporting access and opportunity for people with disabilities

NEW



People and Leadership

We will become a leader in recruitment and training practices for people supporting NDIS participants, with the individual needs and dignity of the people we support as our compass

Measure of success

Continued high quality support to NDIS participants who most need our services

Outcomes improve for the people we support

Mercy Community's Innovation and Disability Action Plan influences the lives of people with disabilities more broadly than our organisational scope

An engaged and supported Disability Support team with satisfied participants

Enablers Strategic Direction

The organisation has the support and enabling services it needs in order to enhance operations.

We have maturity in our approach to managing our people, practice, systems and governance.

Our Property Portfolio is more than just a 'support service'. It is structured to meet the needs of the people we support as well as providing Mercy Community with long term security and sustainability.



				
	<p>Sustainability</p> <p>UPDATE</p> <p>We will complete implementation of required systems for operational and enabling services in order that we can sustain and grow our Ministry</p> <p>We will establish our property portfolio to be more sustainable and supportive of our mission. Understanding the type of properties required, where and by when to support our services and develop solutions to meet these needs, including understanding who we can collaborate with to secure these solutions</p>	<p>Practice and Clinical Excellence</p> <p>We will continue our good work with Practice and Clinical Governance and Risk and Assurance Frameworks, ensuring they are embedded within the rhythm of our operations</p> <p>We will ensure that as we grow our enabling services have the breadth and quality of services required to support our strategy</p> <p>UPDATE</p>	<p>Whole of Community</p> <p>NEW</p> <p>We will develop an Inclusion Framework, that drives organisational innovation, collaboration and outcomes. Through inclusion we will:</p> <ul style="list-style-type: none"> foster workplace diversity build stakeholder participation in decision making recognise achievement, contribution and innovation share responsibility for cultural safety. 	<p>People and Leadership</p> <p>UPDATE</p> <p>We will build on our already high levels of team engagement through a focus on:</p> <ul style="list-style-type: none"> Mission and values Leadership framework Reward and recognition Recruitment and retention Wellbeing for all
Measure of success	<p>Financial sustainability of property portfolio</p> <p>Successful and timely implementation of systems roadmap</p>	<p>Regulatory and standard compliance</p> <p>Corporate Overhead cost and satisfaction</p>	<p>Leadership and employee diversity</p> <p>Stakeholder participation and satisfaction</p>	<p>Employee engagement</p>

Enterprise risk and strategy

We recognise the reciprocal relationship between strategy and enterprise risk management. Successful strategy development by its nature often creates strategic risk and conversely good strategic planning considers the enterprise risk profile of the organisation.

In formulating this strategic plan, detailed consideration has been given to Mercy Community's enterprise risk profile. Equally, risks that have been created as a result of developing the strategic and operational plans will become part of our risk profile and will be monitored and managed through the Enterprise Risk Management process. This includes risks that have been created through the pursuit of opportunity.

We will also ensure that the strategy aligns with our risk appetite and constantly assess any variations in strategic direction through the lens of the organisation's risk appetite.

Ultimately our strategy and our Enterprise Risk Management approach comes back to the people we support.

By effectively managing risk we better protect and care for the people we support both directly in our service provision and indirectly through good stewardship of the organisation.

We note in updating this plan that we face a short term future where our society will be working to recover from the impacts of COVID. Our enterprise risk approach will be critical in buffering our organisation from the direct and indirect impacts of the COVID pandemic.





Get in touch

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For detailed and up to date information about Mercy Community visit our website at **mercycommunity.org.au**

If you would like a copy of this Strategic Plan you can download it from our website or email **marketingsupport@mercycommunity.org.au**.