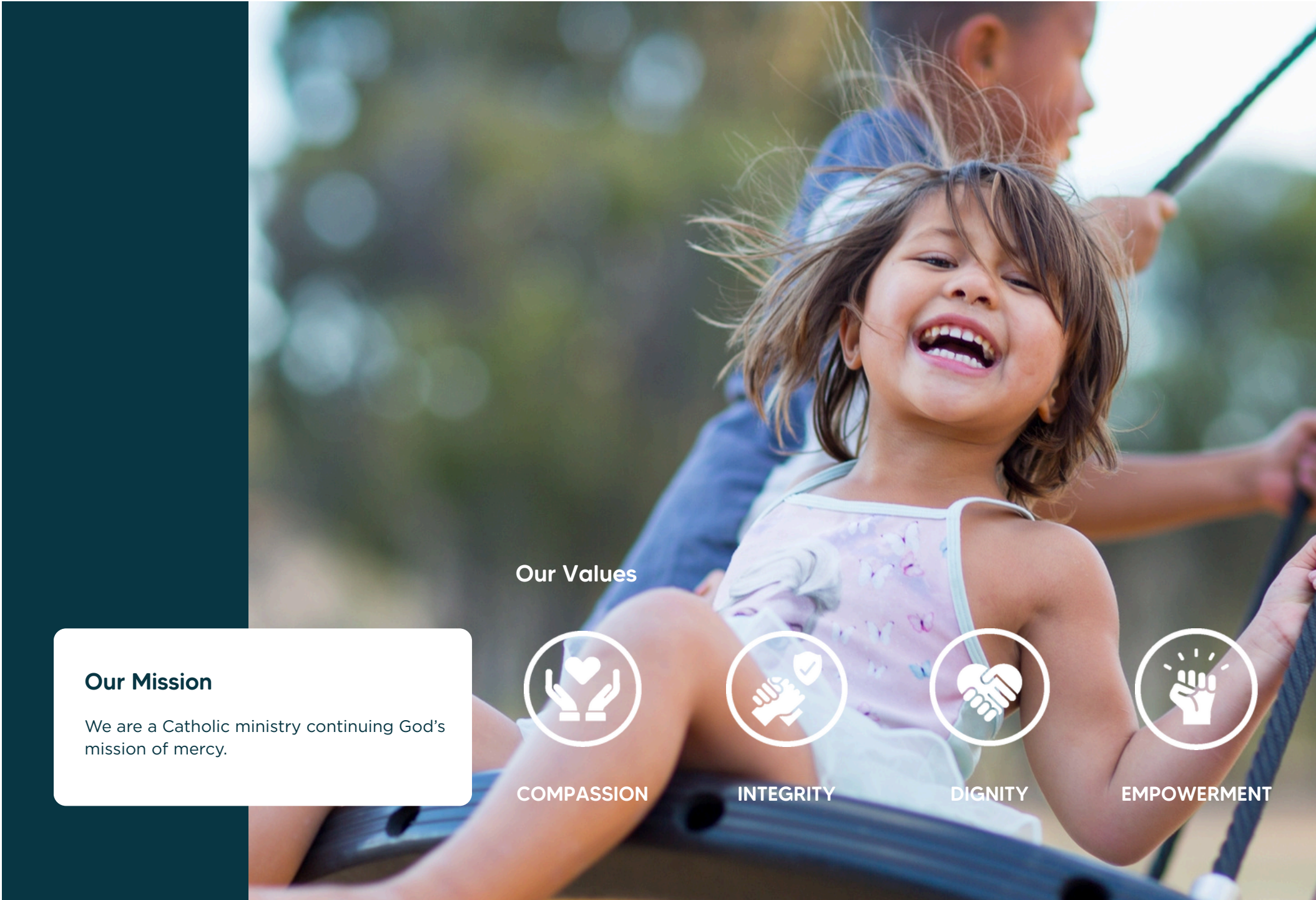


Our Strategy 2026-28

Forward with Focus





Our Values

Our Mission
We are a Catholic ministry continuing God's mission of mercy.



COMPASSION



INTEGRITY



DIGNITY



EMPOWERMENT



Our strategy at a glance

Focus on continued improvement of existing services and their associated client and resident outcomes.

Supplement with selected organic growth options.

Targeted outcomes

- 1 Keep God's mission of mercy and compassion at the heart of all we do.
- 2 Achieve meaningful outcomes for clients and residents across all services.
- 3 Deliver sustainable financial performance to ensure long-term mission impact.

Foundations for success

To deliver on our strategic objectives we are guided by four operational foundations for ongoing success.

PEOPLE

Investing in the capability, engagement and wellbeing of our workforce.

PROCESSES

Streamlining and improving how we work to deliver better outcomes.

SYSTEMS

Leveraging technology and data to inform better decision-making.

PROPERTIES

Managing our physical assets strategically to support sustainability and growth.

Where we're heading: Priorities by service area

Mission

- Strengthen Catholic identity through recruitment, training, service delivery, and the physical environment.
- Sustain strong pastoral care capability, with a particular focus on Residential Aged Care and support.
- Renew and embed our Reconciliation Action Plan as part of our ongoing commitment to First Nations peoples.

Community Aged Care

- Allow for sustainable growth in Brisbane, Rockhampton and Townsville to meet increasing community demand.
- Expand access to home care services in line with Aged Care Act reforms.
- Continue to focus on service quality and operational performance.
- Position Community Aged Care as a key part of the aged care journey.

Retirement Villages

- Invest in key retirement village assets that support broader service integration.
- Explore long-term options for smaller sites to ensure the best use of assets over time.
- Maintain a quality living environment for residents while managing capital investments responsibly.

Families & Young People

- Sustain high-quality services in current regions, pursuing growth where it aligns with organisational strengths.
- Secure new contracts that align with capability, location, and service quality priorities.
- Prioritise partnerships and opportunities that deliver meaningful impact and support efficient, scalable operations.

Cookery Nook

- Enhance operational sustainability through improved systems, reporting and equipment maintenance.
- Increase community awareness and engagement through targeted marketing efforts.
- Focus on operational improvements that support viability and social impact.

Residential Aged Care

- Continue to improve the quality and performance of existing facilities by:
 1. Improved workforce management, through modernised processes, and better use of data and systems.
 2. Upgrading hotel and kitchen services.
 3. Retaining a focus on clinical and support systems and processes.

Support Services

- Continue to build organisational capability and operational efficiency through enhanced team structures, streamlined processes, targeted system improvements, and better data integration across corporate functions.
- Support sustainable growth through enhanced reporting, risk management, and insights that enable timely, informed decision-making.