



Mercy Health

Care first



2018
2022

STRATEGIC FRAMEWORK

A framework for developing and considering strategies to advance our mission from 2018-22



Left: Macleod Cottage client Edna with dog Buddy

Cover: Nurse Fiona with patient Syed at Werribee Mercy Hospital; baby Meleane in the Mercy Hospital for Women Neonatal Intensive Care Unit; Mercy Place Montrose residents Tony and Eileen preparing for their Tiger Moth flight, made possible thanks to the Mercy Health Imagine Fund

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FOREWORDS

The Mercy Health Strategic Framework 2018-22 will galvanise our organisation over the next four years as we undertake our mission to bring God's mercy to those in need.



Chair Ms Virginia Bourke

A ministry of the Institute of Sisters of Mercy of Australia and Papua New Guinea, Mercy Health is a national Catholic organisation caring for people through all stages of life, from birth to death. We are inspired by the spirit of Catherine McAuley, Founder of the Sisters of Mercy, who showed great compassion and courage in responding to the needs of her time.

Launched in September 2018 by former Chairman Mr Julien O'Connell AM, this Strategic Framework outlines how Mercy Health will continue to work towards our mission to bring God's mercy to those in need. Our strong partnerships with the communities we serve, as well as governments and others in the health and community sector, enable us to continue improving the health and wellbeing of vulnerable and disadvantaged people.



Group Chief Executive Officer Adj Prof Stephen Cornelissen

This Strategic Framework provides the context for which strategic decisions are made within Mercy Health. It outlines how our mission, values, Catholic heritage and contemporary influences inform our decision-making and key directions. The Framework outlines five key strategic goals that will be Mercy Health's focus over the life of this plan.

The Framework has been designed to recognise that the most valuable asset of Mercy Health is its people. With five broad goals and associated objectives, the Framework provides Mercy Health people with a reference point to assist them in developing local responses, initiatives and strategies. In turn, these local plans will advance the way we respond to the needs of the day and bring fresh hope, care and compassion to those we serve.



*Baby Eamon born at
Mercy Hospital for Women*

OUR MISSION

Our mission — to bring God’s mercy to those in need — is our reason for being; why we exist. It is supported by our values, the behaviours we aspire to demonstrate every day in our quest to care for those in need.

Our mission is brought to life through our Strategic Framework. The Framework recognises how our foundations as a Catholic ministry couple with the contemporary influences of the day in shaping our goals for the future. Our five organisational goals establish the broad parameters we will aspire to meet over the next five years.



OUR PLANNING APPROACH

The Mercy Health Strategic Framework 2018-22 provides strategic direction for our long-term operational plan and business plans.

Strategic Framework 2018-22

Provides the model for business planning by identifying strategic goals and objectives

Long-term operational plan 2018-22

Will outline priorities and KPIs

Annual business plans

Will articulate the key activities business areas will undertake to achieve the priorities

Anoop and Renee with baby Navya at Mercy Hospital for Women





*Mercy Place Springvale resident
Yeng (right) on an outing with Duong*

We should be shining lamps giving light to all around us.

The Venerable Catherine McAuley

THE PRINCIPLES OF OUR FOUNDATION

This outlines the key principles associated with being a Catholic provider of health, aged and community care services. These principles inform the way we work and why we do the work we do.

Dignity of life

- Life is a sacred gift, from conception to death.
- The dignity of every person is valued without exception.
- Every person has an inherent and immeasurable worth.

Love and compassion

- People are spiritual beings capable of loving, thinking and making choices.
- People are relational and need others and community to flourish.
- People are good; even when they fail they deserve forgiveness and unconditional love.

Justice for all

- Differences are part of our world but discrimination should not be.
- Everyone is born with a conscience to help them discern right from wrong.
- We all must work together to have welcoming, inclusive and connected communities.

Holistic care

- A whole person is the unity of body, mind and soul.
- Care should always be provided to the whole person, rather than the disease or symptom.
- Caring for each other strengthens communities and our world.

Preferential option for poor¹

- Caring for the poor or disenfranchised is everyone's responsibility.
- Preferential care and attention should be given to those who are marginalised, at risk or disadvantaged.
- The voices of marginalised people need to be heard and their rights defended.

¹Includes those without means as well as the disadvantaged, marginalised, suffering, unwell, at risk or poorly loved.



Lara having an ultrasound at Mercy Hospital for Women



*Dr Natalie Hannan in the laboratory
at Mercy Hospital for Women*

The simplest and most practical lesson I know... is to resolve to be good today — but better tomorrow. Let us take one day only in hands — at a time, merely making a resolve for tomorrow. Thus we may hope to get on — taking short careful steps, not great strides.

The Venerable Catherine McAuley

CONTEMPORARY INFLUENCES

These contemporary issues describe the dynamic environment within which we work and the influences we need to consider in delivering services.

Rapidly changing regulatory environment

- Increased regulatory burden with higher requirements on service quality, outcomes, transparency and reporting.
- Increasing competition as a result of deregulation.
- Governments leveraging market-based funding mechanisms.

Shifting public and workforce preferences

- Increasing competition for both customers and staff.
- People expecting more services and more from services, including an immediate response.
- Expectations of the workforce increasing and challenging employment practices.

Advancements in technology

- Technology evolving at a rapid pace changing the way people live, work and play.
- Specific technological applications changing the way we do things and presenting new ethical challenges.
- Increasing expectations from staff and funders around foundation technologies.

Demographic changes in Australia

- Structural ageing impacting on services and workforce.
- Diversity in community, cultural, religious, belief and societal attitudes.
- Significant population changes in growth corridors and some urban and regional areas.

Emphasis on the natural environment

- A major societal focus, especially in western societies, on the care of the earth and its people.
- Requirement of future providers to be 'clean and green'.
- Modern science challenged by alternative, natural and traditional approaches.



*Edgewater Mercy Hostel resident
Katherine watering flowers*



Mercy Place Parkville residents Gail, Ethel, Marinus and Jenny enjoying a walk through the autumn leaves with staff member Joe (in green)

Try to meet *all* with peace and ease.

The Venerable Catherine McAuley

OUR VALUES

Mercy Health will continue to be known
for our values because we live and work by them.
Our values guide our behaviours and embody our mission.

Compassion

We are present for others
in their time of need

- Demonstrate kindness and generosity of spirit
- Provide support in times of need
- Display a passion to serve others

Hospitality

We welcome people
with warmth and comfort

- Engage people with warmth and a genuine interest in them and their needs
- Help people feel emotionally understood, welcomed, accepted, comfortable and safe
- Provide assistance where and when it is needed

Respect

We act with integrity and
justice and value each
person's dignity

- Treat every person as unique and respond to them accordingly
- Be open and honest in all things, at all times
- Respect people's decisions and never judge them

Innovation

We draw on research,
evidence and teaching
to inform what we do

- Use evidence, research and teaching to guide and improve all we do
- Embrace change as an opportunity for renewal and improvement
- Seek opportunities to try new ideas and acknowledge people for their contributions

Stewardship

We advocate for those in
need and strengthen our
ministry and its resources

- Speak out about unmet needs
- Protect all resources and be accountable for the highest standard of service and behaviour
- Demonstrate integrity and virtue in carrying forward our reputation

Teamwork

We work together to
progress the Mercy mission

- Work together to serve others and provide the best possible care
- Communicate openly and honestly, valuing each other's contributions
- Respect the needs and feelings of others and actively seek their perspective



*Mercy Place Shepparton Pastoral
Carer Anthony (centre) with residents
Jerry and Patricia and Bindi the dog*

OUR GOALS

These broad goals outline the key areas of focus for Mercy Health from 2018–22. The objectives should guide the programs, strategies and initiatives developed across our organisation to help bring these goals to life by 2022.

CARE FIRST

Caring for those in need is the most important job we have as a leading Catholic provider of health and aged care.

Objectives

- We will respond to the needs of our community in person-centred approaches.
- We will care for, and about, marginalised and disadvantaged groups.
- We will empower people and partner with them to make informed decisions and choices.

Mercy Health in 2022

Our patients, residents and clients feel empowered to play the most important role in their care team: leading the care they want and need.

Mercy Health plays an integral role in improving the health and wellbeing of Indigenous people and provides culturally safe care to people from diverse cultures and backgrounds. We embrace diversity in our practices, services and workforce.

Mercy Health is a leading health and aged care provider and respected at all levels of government. Governments seek our advice, leadership and input in the formation of policy and evidence-based practice in health, aged and community services.



Mercy Place Montrose resident Margaret enjoying the thrill of skydiving, thanks to the Mercy Health Imagine Fund

We can never say 'it is enough'.

The Venerable Catherine McAuley



*Alicia and Jessica with baby John
at Mercy Hospital for Women*

LEAD THROUGH SERVICE EXCELLENCE AND INNOVATION

We continue to push the boundaries of current practice by fostering a culture of innovation and creativity.

Objectives

- We will provide safe, mission-driven, high-quality and expert services and care.
- We will use research, evidence and teaching to continue building on our expertise and improving our services.
- We will invest in technology and innovation to improve the outcomes of those for whom we care.

Mercy Health in 2022

Mercy Health continuously attains the highest levels of accreditation across all services. We embed ongoing improvement throughout our work practices.

Mercy Health has a culture of safety in which preventable incidents and injuries do not occur.

Mercy Health has a well-respected and growing body of research. Our research, teaching and training drives innovation and evidence-based practice in all areas of care.

Our specialist women's and children's hospital and residential aged care homes are considered world-leading.

We harness technology to improve the health and wellbeing of those for whom we care.



Mercy Health Home Care Services client Don with his scooter, which enables him to get out and about

You should remember that not to advance is to go back.

The Venerable Catherine McAuley



Pastoral Carer Carolyn Watters playing the reverie harp to baby Elaine at Mercy Hospital for Women

MAKING A DIFFERENCE THROUGH PARTNERSHIPS

We work closely with others — including those we serve — to respond to our communities and issues affecting their health and wellbeing.

Objectives

- We will collaborate and innovate with others to improve outcomes for the communities we serve.
- We will plan for, respond to and advocate for the current and emerging needs of our communities.
- We will work with the Church, government and others to extend our reach to our global community.

Mercy Health in 2022

Mercy Health partners with other care providers, academia, technology services and market disruptors in order to serve more people, more effectively. Our partnerships serve to enhance the reach, accessibility and impact of our services.

We stand shoulder-to-shoulder with those in need and advocate with and for them. Our partnerships serve to enhance the reach, accessibility and impact of our services.

Mercy Health works with government and sector bodies to provide thought leadership as part of relevant major reform initiatives to achieve better outcomes for those we care for and about.



*Mercy Place Abbotsford resident Anne (right)
with staff member Teresa and daughter Jasmine*



Our charity is to be cordial. Now cordial signifies something that renews, invigorates and warms. Such should be the effect of our love for each other.

The Venerable Catherine McAuley

A GROWING, RESILIENT AND SUSTAINABLE ORGANISATION

Our focus on the future and the sustainability of our organisation guides the decisions we make today.



Kristel with twins Shannah and Frederic at Mercy Hospital for Women

Since there is very little good can be accomplished, or evil avoided, without the aid of money, we must look after it in small as well as in great matters.

The Venerable Catherine McAuley

Objectives

- We will pursue opportunities that provide diversification and growth of our services.
- We will operate with financial diligence and use contemporary business disciplines to ensure sustainability.
- We will act responsibly and care about environmental sustainability.



Mercy Health in 2022

Werribee Mercy Hospital responds to the healthcare needs of the Wyndham community. People do not have to travel beyond the region to access specialist services.

We provide responsive home and community care services in all regions where we have a residential aged care presence, or where our religious communities need care and support.

Mercy Hospital for Women provides leading-edge clinical care, education and training both domestically and overseas.

Our services are financially sustainable and our good fiscal management enables us to invest in future services.

Mercy Place Montrose resident Mardi strolling through the gardens

We have implemented sound environmental management and sustainability in all capital developments and operations. We are driving down our consumption of resources and energy and reducing our environmental footprint.

Mercy Health has the right technological platforms and business systems in place to support all our businesses.

A STRONG, MISSION-DRIVEN CULTURE AND VIBRANT WORKFORCE

We bring life to our mission by empowering and supporting
the people who choose to work for us.

Objectives

- We will embody our values in everything we do and form our people to bring life to our mission.
- We will advance our commitment to an inclusive, flexible and safe workplace.
- We will foster continual learning, development and leadership.

Mercy Health in 2022

Mercy Health recruits, retains and develops a high-quality, engaged workforce.

Our staff reflect the communities we serve. They contribute to a rich tapestry of backgrounds, beliefs and experiences, which strengthens our Catholic ministry.

Our Catholic ethos is strong and visible throughout our organisation. It underpins our inclusive environment in which we welcome all people, irrespective of age, gender, race, sexual orientation, faith or no faith.

Contemporary human resource practices support the integration of continuous learning and development. People are supported to work to their full potential, in turn enabling Mercy Health to deliver the most effective, efficient and economic care.



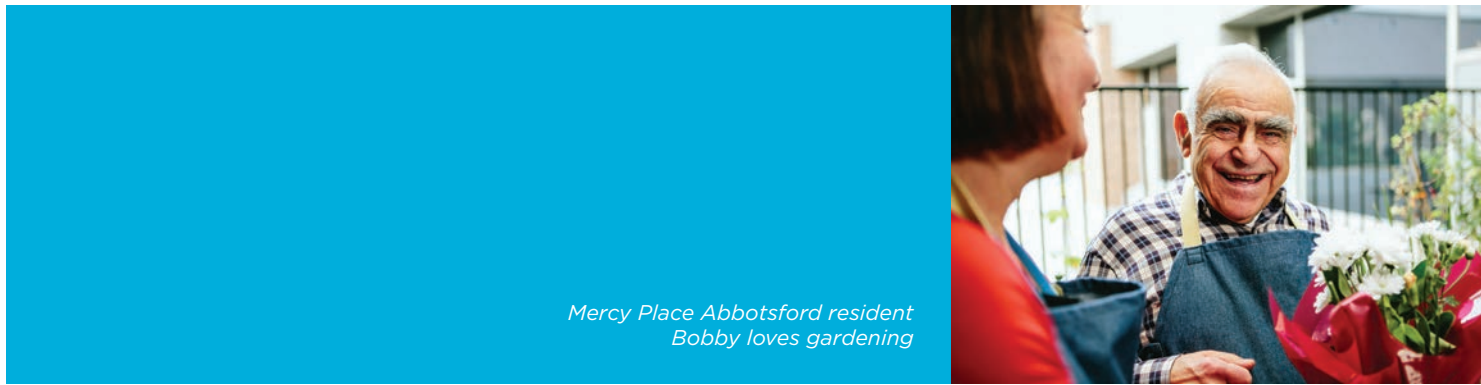
*Macleod Cottage Coordinator
Christine (right) with client Malcolm*

The adage — ‘never too old to learn’
— is a great comfort to me.

The Venerable Catherine McAuley



*Nurse Lisa with patient Antonina
at Werribee Mercy Hospital*



*Mercy Place Abbotsford resident
Bobby loves gardening*