

# MERCY HEALTH STRATEGIC FRAMEWORK

2023-2027



Mercy Health  
*Care first*



## Acknowledgement of Country

Mercy Health acknowledges Aboriginal and Torres Strait Islander Peoples as the First Australians. We acknowledge the diversity of Indigenous Australia. We respectfully recognise Elders past and present. This strategy was produced on Wurundjeri Country.



**Title:** *wahbung-ngetel*  
Call of Country  
Gunnai Language

**Artist**  
Dixon Patten  
Bayila Creative  
Gunnai and Yorta Yorta



# CONTENTS

- 4 FOREWORD**
- 5 INTRODUCTION**
- 6 OUR MISSION**
- 9 OUR VISION**
- 10 OUR VALUES**
- 13 OUR STRATEGIC DIRECTION**
- 14 OUR STRATEGIC COMMITMENTS**
- 20 DELIVERING ON OUR COMMITMENTS**



# FOREWORD



I am proud to share with you the Mercy Health Strategic Framework 2023-27, endorsed by the Mercy Health Board in May 2023. This Framework will guide our decision making and work priorities to support the achievement of our Mission, Vision and Strategic Direction.

**Virginia Bourke**  
*Chair, Mercy Health*

Our vision for the future is inspired by our deep commitment to justice, mercy and compassionate care and focuses on growth, transformation, leadership, service and excellence.

The *Mercy Health Strategic Framework 2023-2027* clearly states our overall direction – ‘Caring for people during critical health moments, at every age and stage of life’.

We have endorsed five Strategic Commitments:

1. Serving our People & Communities
2. Investing in our Workforce & Culture
3. Delivering Exceptional Quality & Innovation
4. Harnessing Digital Health & Technology
5. Leading in Sustainability & Agility

Within the communities we serve, there are many people who experience powerlessness and live in vulnerable conditions. The demand for the care we provide in our health services is immense and it is essential that we continue to improve our capacity to respond, while striving for justice for all.

The Board has the greatest respect and appreciation for the Mercy Health workforce and it is incumbent upon us to invest in our people.

In this age of rapid growth in technology, we will harness developments and partner for success as we build our capabilities and invest in digitally enabled care.

Our care and accommodation services – under the Healthy Ageing banner - will continue to grow and transform to meet the needs of the communities that we serve as we accompany individuals on their health care and healthy ageing journeys.

As we navigate this changing environment, we will remain adaptable and ready to rise to the challenges of the day, guided always by our values of compassion, hospitality, respect, innovation, stewardship and teamwork.

I would like to conclude by thanking our Group Chief Executive Officer, Angela Nolan, for her leadership in the finalisation of this Strategic Framework and extend my gratitude to my fellow Board directors for giving their time to contribute to and review the Framework.

## A brief overview of Mercy Health

Mercy Health is a Catholic provider of both hospital and community based health care and healthy ageing services including residential aged care, home care and retirement living. Our health services are provided across Victoria and NSW and our Healthy Ageing services are located in a number of states, including a growing footprint in NSW.

We are a Ministry of the Mercy Ministry Companions, and have a long and proud history of caring for those in need, including those experiencing powerlessness and living in vulnerable conditions.

# INTRODUCTION

Mercy Health is a growing, recognised leader of compassionate and contemporary care, for people of all ages.

That is the expression you will see stated strongly in the *Mercy Health Strategic Framework 2023-2027*.

The definition of 'mercy' is 'compassion shown towards someone'.

Use of the word 'growing' flags not only growth in our size, but in our reach, which goes beyond the people we care for directly, to the community more broadly through our research and the foundations we establish for future generations. It signals our commitment to transform how we operate so that we remain strong leaders in our chosen sectors. This is where our *Strategic Framework 2023-2027* comes in.

When we describe who we are, we have deliberately used the word 'contemporary' to encapsulate the notion of continually striving for excellence. Our commitment is to constantly re-imagine what high quality care – and mercy – looks like in a world that is complex and where expectations from our patients, clients and residents are evolving.

Mercy Health is an integral part of the Victorian and national health system. We are committed to expanding access to our health services, particularly for people in the west of Melbourne, where we have been caring for the community for almost three decades. We are about to start work on a new Emergency Department at

Werribee Mercy Hospital that will double our capacity for emergency care. And that's just the beginning. With the population of Wyndham continuing to grow, we are planning and working with Government towards an eventual full expansion of the site.

We are also extraordinarily proud of our global reputation for women's and perinatal health and our investment in palliative care, all of which makes us an integral part of the state and national health system.

We are forging new frontiers in aged care, with a national footprint and an ambitious agenda to lead the sector in healthy ageing. We want to grow the size of our aged care, home care and retirement living precincts, especially in NSW, over the next five years. At the same time we are implementing contemporary models of care, including small household living and intergenerational programs.

All of this requires solid foundations. We need to invest in our people, processes and technology and those elements make up a significant part of this Strategic Framework.

I look forward to the implementation of this Strategic Framework for the sake of all those who will benefit from the care and service we can provide.



**Angela Nolan**  
*Group Chief Executive Officer*



# OUR MISSION

*Together we witness God's mercy and strive for justice in the delivery of compassionate care to our communities*

## THE MISSION OF MERCY

- In living our mission we respond to the Gospel call through services that reflect the sacredness of life and are grounded in love and respect for all, especially those who are most powerless and vulnerable.
- The expression of our mission is informed by the charism of Catherine McAuley, founder of the Sisters of Mercy, and underpinned by the principles of Catholic social traditions: solidarity and love of neighbour, upholding the dignity of all people, advocating for social justice, working for the common good, subsidiarity of service and stewardship of resources.

## MERCY HEALTH

- Mercy Health provides health care and healthy ageing services and accommodation throughout Australia.
- Our ministries include those founded by the Sisters of Mercy, Family Care Sisters, Good Shepherd Sisters, Holy Spirit Sisters and the Knights of the Southern Cross Victoria.
- Through our ongoing commitment to 'care first', Mercy Health continues a 2000 year tradition of the healing ministry of Jesus. We accompany those from the communities that we serve on their healthy living and ageing journeys, providing accessible and holistic services to all, as we witness God's mercy and strive for justice in the delivery of compassionate care to our communities.











# OUR VISION

We are focused on innovation, research and excellence. We have a reputation for sector leadership, and are recognised for our work in women's health, perinatal, palliative and aged care. Our investment in people and planet sets the standard for the sector and future generations.

We are growing and developing our services, with a focus on transformation to ensure sustainability and agility, in the context of health and aged care sector reforms.

We continuously re-imagine our high quality services, co-designing with the people that we serve. We are enabled by our workforce, technology and our endless pursuit of improvement.

We are a growing, recognised leader of compassionate and contemporary care for people of all ages.

Our enduring identity, mission and values are at the core of the care delivered to all that we serve, and embodied through our pursuit of justice. Our Catholic heritage and our focus on witnessing God's mercy is distinctive, and positions us to advocate for current and future generations.

We accompany individuals during times of health care need and when life is fragile. Our services span the lifecycle; from conception, through ageing, and end-of-life.

Care at Mercy encompasses healthy living and ageing as well as wellbeing. People we serve have a choice in decisions relating to their care and their experience.

# OUR VALUES



## Compassion

---

**We are present for others in their time of need**



## Hospitality

---

**We welcome people with warmth and comfort**



## Respect

---

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







## Innovation

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



## Stewardship

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



## Teamwork

**We work together to progress the Mercy mission**







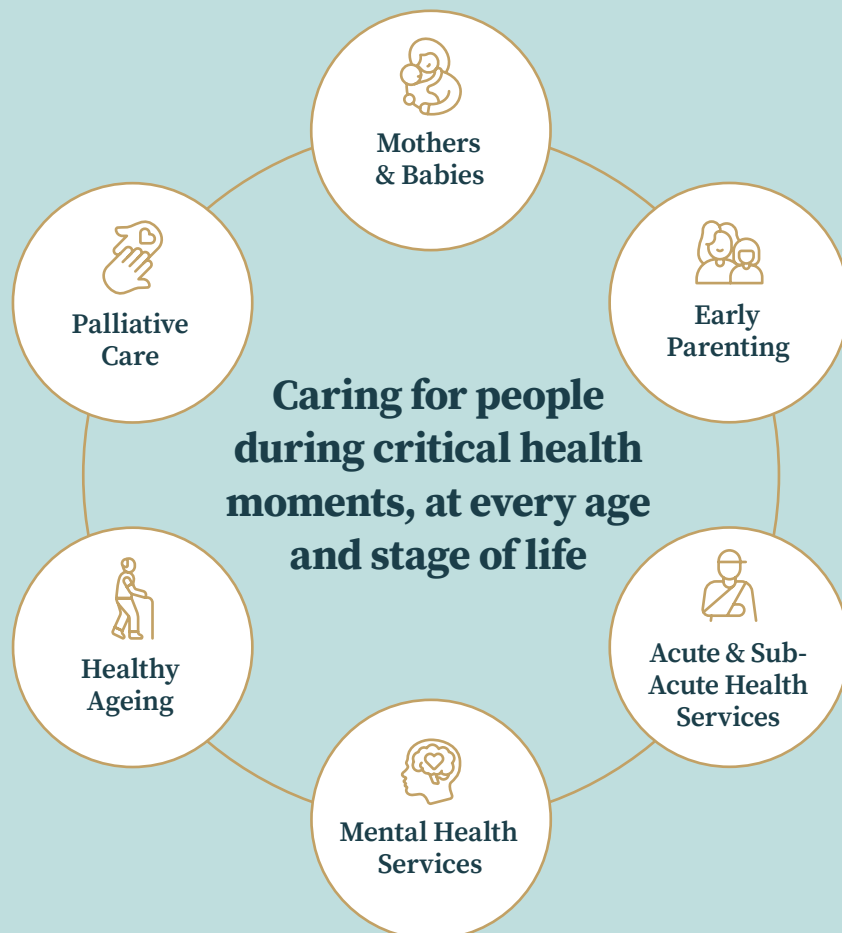
# OUR STRATEGIC DIRECTION

Mercy Health is committed to expanding access to our **health services**, particularly for people in the west of Melbourne whom we have advocated for over the course of three decades. We will continue to excel and to innovate in women's and perinatal health services, reinforcing our global reputation for outstanding care. Through focused research and innovation we will develop models of service excellence in our areas of expertise

including palliative care, and for our key vulnerable populations.

We have a national footprint and ambitious agenda around sector leadership in **healthy ageing**. With care and accommodation options to support the changing needs and preferences of those that we serve, we will offer 'healthy ageing in place' through a growing number of Aged Care Precincts. Over the next five years,

we plan to double the size of our Residential Aged Care, Homecare and Seniors Living services, especially in NSW. This growth will be complemented by our research, and through the implementation of contemporary models of aged care such as Small Household Living, Intergenerational programs, and specialised services for those living with dementia who do not have strong support networks.

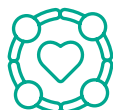


Achieving our Strategic Direction:

# OUR STRATEGIC COMMITMENTS

Our strategic commitments guide our decision making and work priorities to support the achievement of our Mission, Vision and Strategic Direction.

We are focussed on organisational transformation, developing our internal capabilities, and adapting our use of technology to ensure we remain agile in responding to and driving the health and aged care reform agenda.



1.

---

**Serving our People  
& Communities**

2.



---

**Investing in our  
Workforce & Culture**

3.



---

**Delivering Exceptional  
Quality & Innovation**

4.



---

**Harnessing Digital  
Health & Technology**

5.



---

**Leading in Sustainability  
& Agility**





## SERVING OUR PEOPLE & COMMUNITIES

### Our Objectives

- We **partner** with those that we serve throughout their care journey, and through **co-design** of services
- We **partner** with our **local communities** to ensure services meet their needs
- We **advocate** for our communities and the people that we serve
- We develop services that are **person-centred** and **easy to access and navigate**

### Outcomes

- Increased consumer engagement in the design of all new services
- Measurable improvement in timely access to care
- More care delivered in, or closer to home
- Demonstrable program of advocacy activity
- Improvement in consumer feedback survey results



## INVESTING IN OUR WORKFORCE & CULTURE

### Our Objectives

- We foster a **workplace culture** in which our **diverse** workforce feels **connected, safe and valued**
- We create **workforce retention** through a compelling value proposition
- We develop strong **leadership capability** that nurtures culture, collaboration, inclusion, improvement and innovation
- We are redesigning our **workforce** to address constraints in supply and skill

### Outcomes

- Improved staff safety and reduced incidents of staff harm
- Employer of choice & high staff engagement as measured through benchmarked surveys and pulse checks
- Staffing requirements are met through attraction and retention
- Leadership succession demonstrated
- Increased diversity in staff and leadership profiles





## DELIVERING EXCEPTIONAL QUALITY & INNOVATION

### Our Objectives

- We are embedding a culture of **problem solving and continuous improvement** to support the high **quality and safety** of care that we provide
- We design and deliver our care and services to **create quality health outcomes** and **reduce the risk of harm**
- We invest in **research and evaluation** to inform new services, models of care and use of digital technologies
- We demonstrate our sector leadership and **advocacy** through **translational research**

### Outcomes

- Reputation for innovation
- Measurable improvement in care outcomes
- Measurable reduction in harm to those in our care
- Improved customer experience of care as measured through established surveys and feedback mechanisms
- Measurable increase in research impact





## HARNESSING DIGITAL HEALTH & TECHNOLOGY

### Our Objectives

- We strive toward **digitally enabled** delivery of care in our hospitals, healthy ageing settings and at home
- We **partner with technology providers** to implement systems that facilitate safe and effective care
- We engage **technology**, including **AI**, that turns data into information to support our operational decisions, models of care and research

### Outcomes

- Enhanced technologies to support care, with measurable improvement in care outcomes, access and customer experience
- Increased uptake of virtual and at-home care
- Reliable data available to inform decision



# 5.

## LEADING IN SUSTAINABILITY & AGILITY

### Our Objectives

- We achieve **financial sustainability** through optimised efficiency and maximised revenue opportunities
- **We are growing** current services and introducing new offerings
- **We partner** with other experts and providers to improve care outcomes
- We have **standardised and efficient** organisational operating models
- We are committed to delivering and upholding our nationally recognised “**Caring for People and Planet**” strategy

### Outcomes

- Sustainable models of care are in place that deliver improved outcomes in both individual health and sustainability
- Reduced carbon emissions
- Improvement in efficiency of high quality services
- Capital projects are delivered on time, within budget, and in line with community needs
- Service growth in areas of identified need
- Increased services delivered in partnership with community and health care partners

# DELIVERING ON OUR COMMITMENTS

Over the coming five years, we aim to fulfil our strategic commitments and achieve our strategic direction through the delivery of a broad range of strategic projects, plans and initiatives. In this rapidly changing environment we will remain agile, meeting challenges as they arise, but always guided by our strategic framework.

We will actively monitor, measure and report on our progress through our robust governance structures, and seek feedback from the people and communities that we serve, the people of Mercy Health, and our partners. We will provide updates on our activities through our reports, website, and our social media channels.

*"The simplest and most practical lesson I know... is to resolve to be good today – but better tomorrow".*

The Venerable Catherine McAuley









Mercy Health  
*Care first*