



# Strategic Plan

2021-24

*Mercy* at the  
heart of  
*community*

 **mercy**  
COMMUNITY

66

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 . . .

99

Young mum, New Families Program

66

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 . . .

99

NDIS, Participant



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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 . . .

99

Brian 91, 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.

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# Opening statements



**Rowena McNally**  
Chair

I am pleased to present Mercy Community's Strategic Plan for leading our organisation into its next phase of continuing the mission of Mercy Partners and the Sisters of Mercy as a Ministry of the Catholic Church. The Strategic Plan aims to ensure we can continue delivering critical services to the people we support as we transition from recent times of change and challenge in all of our service areas—as highlighted by the Royal Commissions into Aged Care and Disability Services—and the financial pressures the organisation has faced.

We are responding to these challenges, in part, by expanding our Ministries. We are coming together with other Mercy Aged Care Ministries, as well as strengthening and broadening our disability and Families and Young People (FYP) services. In the initial stage of harmonisation of the Aged Care ministries, Mercy Community assumed governance and management responsibility for Mercy Health and Aged Care Central Queensland (MHACCQ), a large Aged Care provider in Rockhampton. Our strategy speaks to our focus on this harmonisation

process, which is designed to deliver synergies across our operations as well as addressing specific needs for MHACCQ, such as the redevelopment of aging assets.

It is our intention to bring these Ministries together under a single mission, vision and set of values, ensuring greater alignment of direction and strategy. As we move forward, we will be updating this Strategic Plan document with our progress.

Our five strategic pillars provide the first steps on our journey. The strategy will necessarily evolve over the coming years, as we gain momentum and strength. The Directors are looking forward to this strategic journey, working with Mercy Partners, our Mercy Community team, Mercy Partners' other ministries, our funders and stakeholders, our community, and most importantly, the people we support—delivering on our mission every day and bringing the love of Jesus to the communities we support.



**Fritha Radyk**  
CEO

This Strategic Plan has been a long time in the making. We have come to a place where we now have both the environment and leadership stability required for us to sensibly structure our plans for the future.

This is a plan created in a time of COVID-19, but it is not a plan about COVID-19. It is about growth and maturity of practice, so that we can continue to respond in a flexible and agile way to the needs of the people we support, no matter what happens—as we learned in real time, from COVID-19.

In the same vein, this Strategic Plan strikes a critical balance for us as we juggle the challenges of the day-to-day with our aspirations for the future. We want to keep improving the way we do things, while at the same time expanding our mission to reach more people who need our support.

We hope that each team member, each partner, each person touched by Mercy Community finds something in this plan that speaks to them, providing inspiration and direction. If we come together in our common values and our common mission to deliver on this Strategic Plan, Mercy Community will be continuing to build on the legacy of the Sisters of Mercy, and ready to make an incredible difference in this world.

# 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 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.

# Understanding our strategy

## 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

After preparation of an initial situational analysis and draft strategies from Executive, the Mercy Community Board of Directors met in September 2020 to agree to a set of Statements of Strategic Direction for Mercy Community as a whole and for each of our Service Streams.

The Mercy Community Leadership Team used these statements to craft this Strategic Plan clarifying strategic direction on an organisational level to provide for each of our services to focus on a way to assess our success.



This plan was approved by our Board in February 2021 ready for the Mercy Community team to use for our budget process and to mobilise for implementation in 2021-22 financial year.

Each Service Stream uses this plan to develop a list of strategic objectives that they will be working on for the next 1-3 years to advance our strategy.

Executive reporting and KPIs will ensure delivery and accountability by the Mercy Community team to these objectives, along with a supporting budget. We have, and will continue to, consider risk and its influence on our organisation and our ability to deliver on this strategy.

This plan will be reviewed annually to allow for adjustment as time passes with a significant review anticipated as we progress our harmonisation with Mercy Health and Aged Care Central Queensland (MHACCQ).

We will involve the people we support in designing our plans and solutions as we review this plan and take action under its guidance.



# 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.



# Our mission statement and vision

## Our mission

To support and inspire people in need to live healthy, connected lives within inclusive communities.

## Our values

### Mercy

We act compassionately and courageously, open to others and to their needs, nurturing hope and joy.

### Acceptance

We embrace unconditionally the uniqueness and diversity of people, fostering quality and fairness in relationships.

### Excellence

We are committed to quality, continuous learning and improvement.

### Dignity

We treat all people with respect, accepting their right to spiritual, emotional and physical safety and care.

### Empowerment

We assist and advocate passionately for and with people, enabling them to make life enhancing choices and to gain control over life shaping decisions.

### Integrity

We act ethically, justly and honestly.

## Our purpose, our calling

Ultimately our first call as a Catholic Ministry is to continue the Mission of Jesus on earth—a mission of love, radical inclusion, restoration of the whole person and accompaniment.

We do this through building a just society, valuing each person, with duties and responsibilities to one another, our families, and to the larger society.



In providing these services we make decisions and take action as an organisation in a way that is always informed by our mission, our values, and is consistent with being a Catholic Ministry of Mercy Partners in the tradition of the Sisters of Mercy.

We are responsible stewards of our mission and achieve a reconciliation of corporate realities with our faith-based nature.

# Mercy Community Strategic Direction

## Mercy Community

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

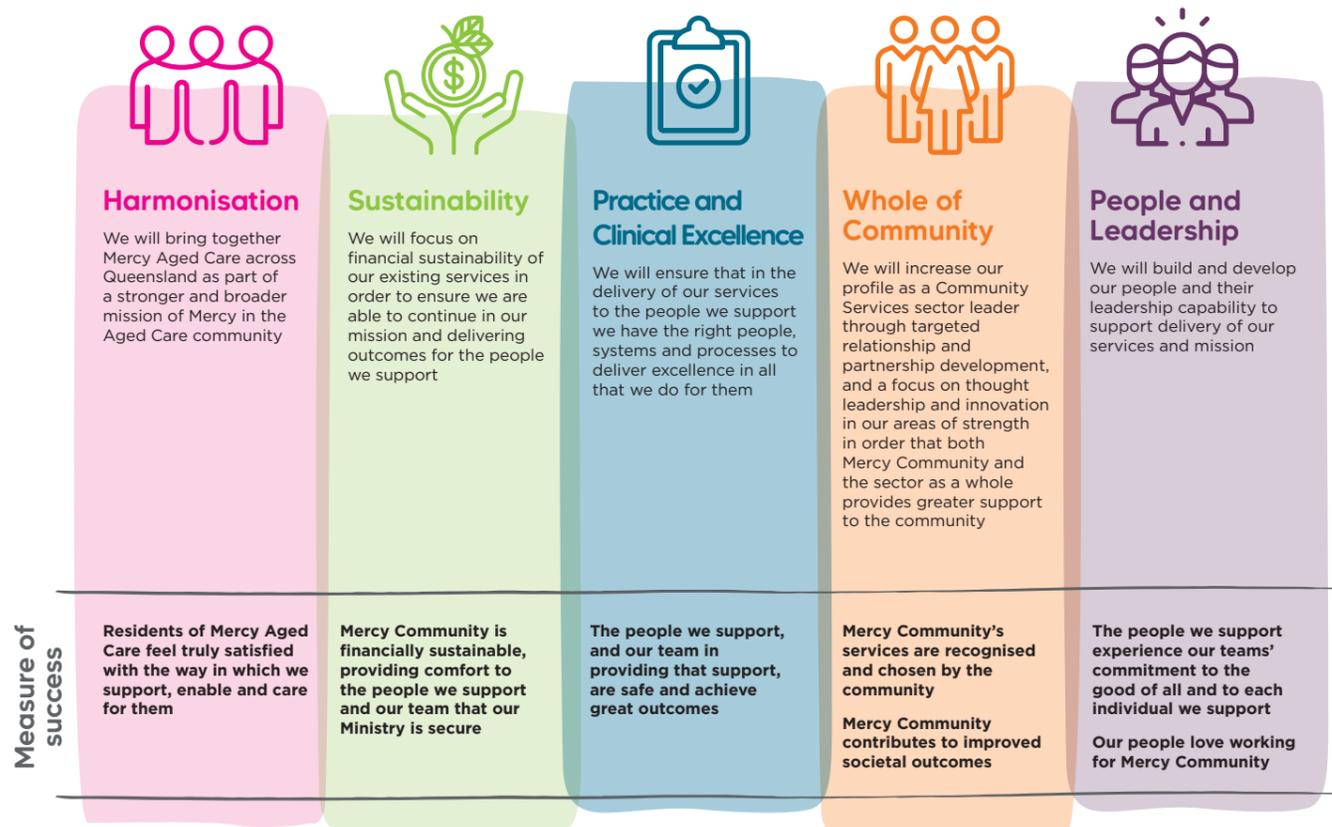
Valuing, supporting and inspiring people at the heart of the communities and sectors in which we operate.

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

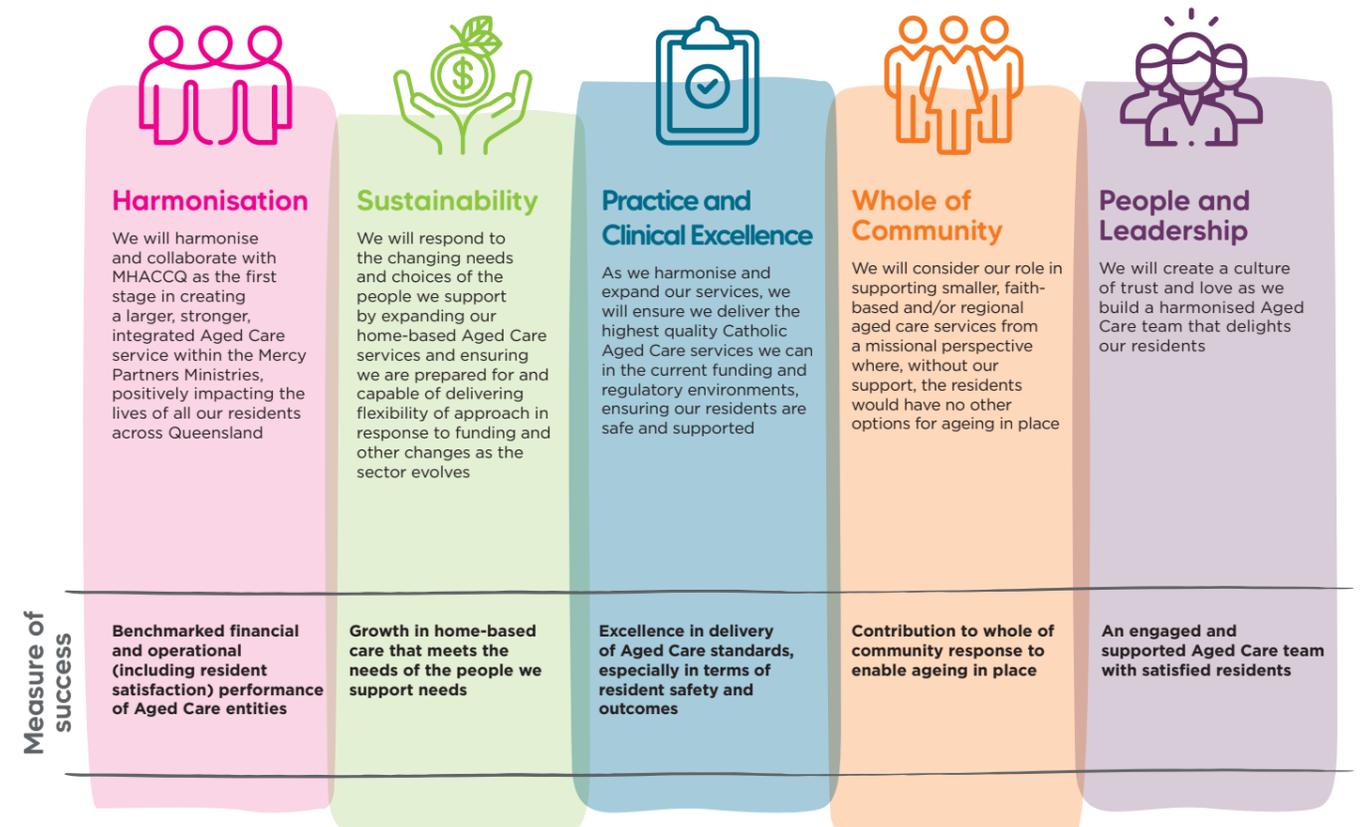
Our 5 strategic pillars will inform our decision-making over the next 3 years.



# 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 our residents.

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



# 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 transition the Romero Centre back to its true missional heart by giving it independence to best meet the needs of refugees and asylum seekers



## 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



## 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



## 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

Romero Centre is better positioned to support people seeking asylum in Queensland

Our Families and Young People service is financially sustainable at the same time as meeting the needs of the community

Outcomes are delivered and measured for families, children and young people

We have a Client Management System that improves the way in which we deliver service

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

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

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

# NDIS and Community Support Services 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 increase the reach of Individualised Support to Brisbane North, the Sunshine Coast and into Northern New South Wales, including diversification of the model of service beyond Supported Independent Living to better meet the needs of the people we support

We will expand Support Coordination into under-served communities and specialist cohorts  
We will develop other programs and opportunities, including an in-home service and enablement model that improves options and support for NDIS participants



## 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



## 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



## 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

Expansion of our support to more NDIS participants

Outcomes improve for the people we support

Mercy Community innovation influences the lives of NDIS participants more broadly than just our organisational scope

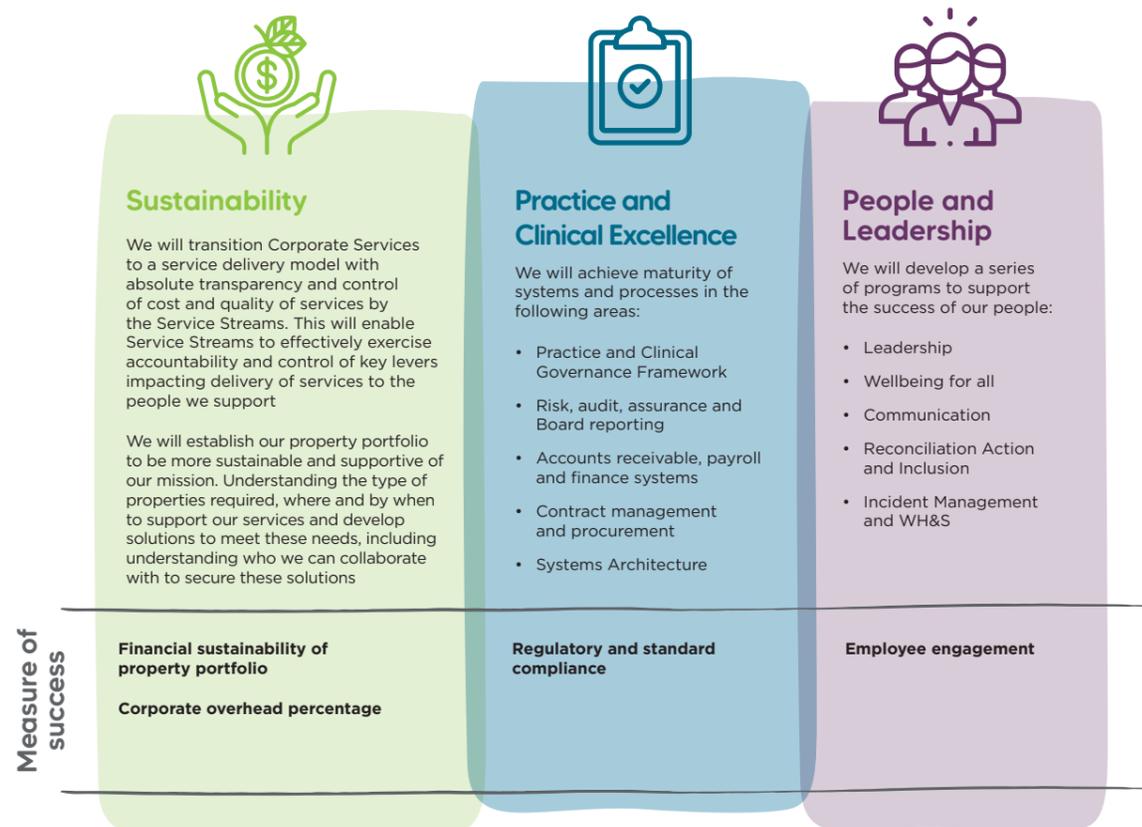
An engaged and supported NDIS Services team with satisfied participants

# 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.



# 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.





# Get in touch

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For detailed and up to date information  
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**[mercycommunity.org.au](http://mercycommunity.org.au)**

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