

# St Carthage's Community Care



*St Carthage's Community Care –  
official Eden Alternative Registry  
Member*



Strategic Plan 2015 – 2020  
Revised in 2015



# Parish Administrator's Foreword

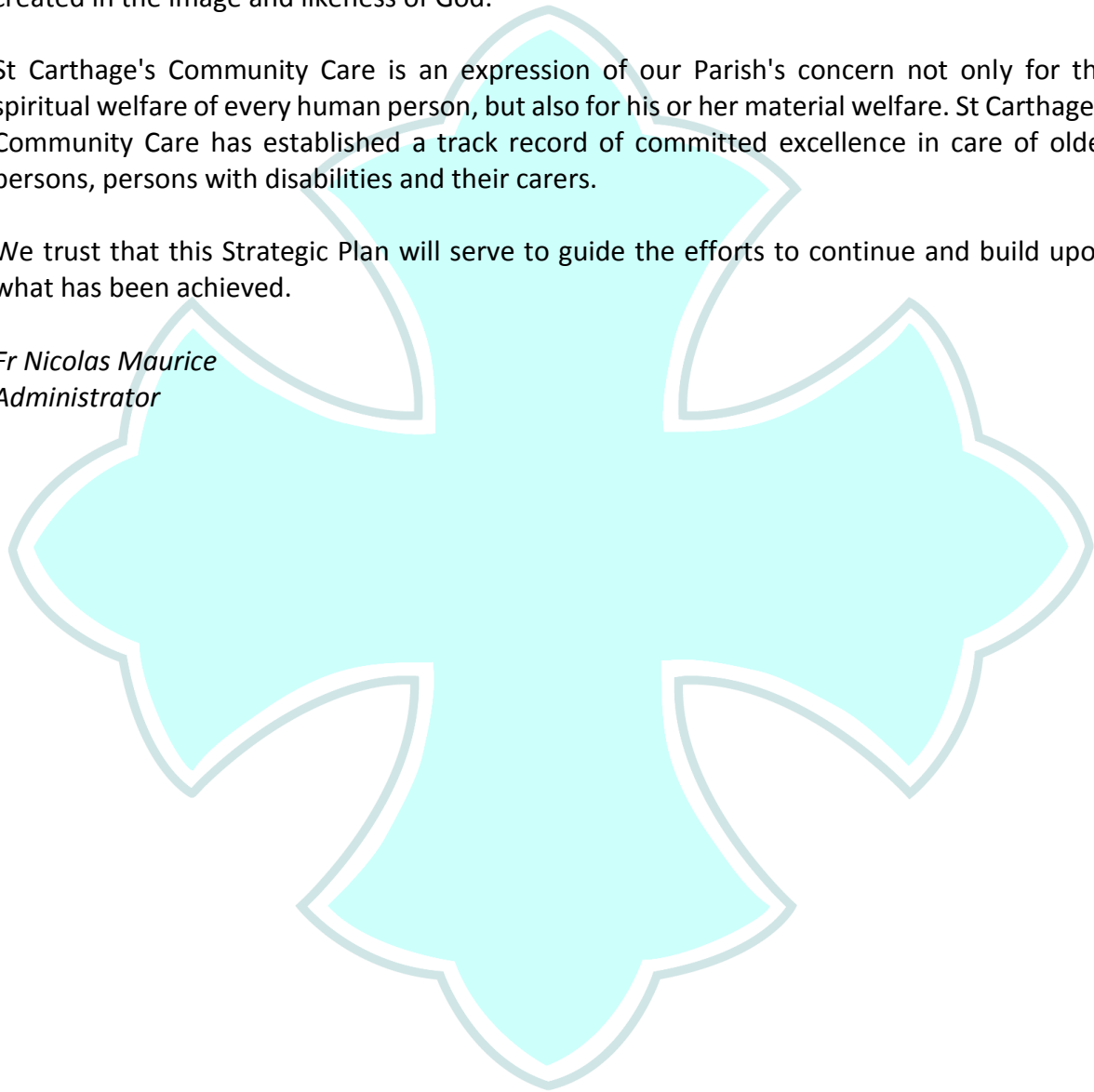
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The ancient documents of the New Testament recount that in His ministry Jesus Christ healed not only soul but also body. The Gospels have numerous accounts of how Jesus carried out physical healings. He recognised the dignity of every person He met, conscious that all were created in the image and likeness of God.

St Carthage's Community Care is an expression of our Parish's concern not only for the spiritual welfare of every human person, but also for his or her material welfare. St Carthage's Community Care has established a track record of committed excellence in care of older persons, persons with disabilities and their carers.

We trust that this Strategic Plan will serve to guide the efforts to continue and build upon what has been achieved.

*Fr Nicolas Maurice*  
*Administrator*





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# Introduction

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At the core of St Carthage's Community Care services is the belief that each person has invaluable worth, is to be treated with respect and dignity as a person and that the close and continuous relationships with other people in our community provides the young and old alike with a pathway to a life worth living. The work of the organisation endeavours to demonstrate the care and compassion we have for one another as we strive to live our lives in a meaningful way.

St Carthage's Community Care has adopted the Eden Principles and has committed to becoming an Eden Alternative organisation.

*Denys Wynn*  
*Care Services Advisory Board Chair*



# 10 Eden Alternative Principles

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1. The three plagues of loneliness, helplessness and boredom account for the bulk of suffering among older people and people with disability.
2. A person-centred community commits to creating a Human Habitat where life revolves around close and continuing contact with plants, animals and children. It is these relationships that provide the young and old alike with a pathway to a life worth living.
3. Loving companionship is the antidote to loneliness. People deserve easy access to human and animal companionship.
4. A person-centred community creates opportunity to give as well as receive care. This is the antidote to helplessness.
5. A person-centred community imbues daily life with variety and spontaneity by creating an environment in which unexpected and unpredictable interactions and happenings can take place. This is the antidote to boredom.
6. Meaningless activity corrodes the human spirit. The opportunity to do things that we find meaningful is essential to human health.
7. Medical treatment should be the servant of genuine human caring, never its master.
8. A person-centred community honours its people by de-emphasizing top down bureaucratic authority, seeking instead to place the maximum possible decision-making authority into the hands of older people and people with disability or into the hands of those closest to them.
9. Creating a person-centred community is a never-ending process. Human growth must never be separated from human life.
10. Wise leadership is the lifeblood of any struggle against the three plagues. For it, there can be no substitute.



# Rationale for St Carthage's Strategic Plan

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## *What is St Carthage's Strategic Plan?*

St Carthage's Community Care's Strategic Plan provides a unique opportunity to create a vision for the organisation, a platform for achieving the goals and consolidate the important contributions made in the ageing and disability fields.

The strategic plan is a public statement that outlines how St Carthage's will implement its values, mission and vision.

## *Why do we have a Strategic Plan?*

St Carthage's Community Care has developed this Strategic Plan as the framework to achieving the goals and aspirations for the future of the organisation.

The organisation is highly regarded in the community and has an impressive reputation in the region for quality service delivery and partnership approaches. The commitment to delivering professional, effective, client focused and compassionate services is evidenced through regular client surveys and Stakeholder feedback.

## *Process for developing the strategic plan*

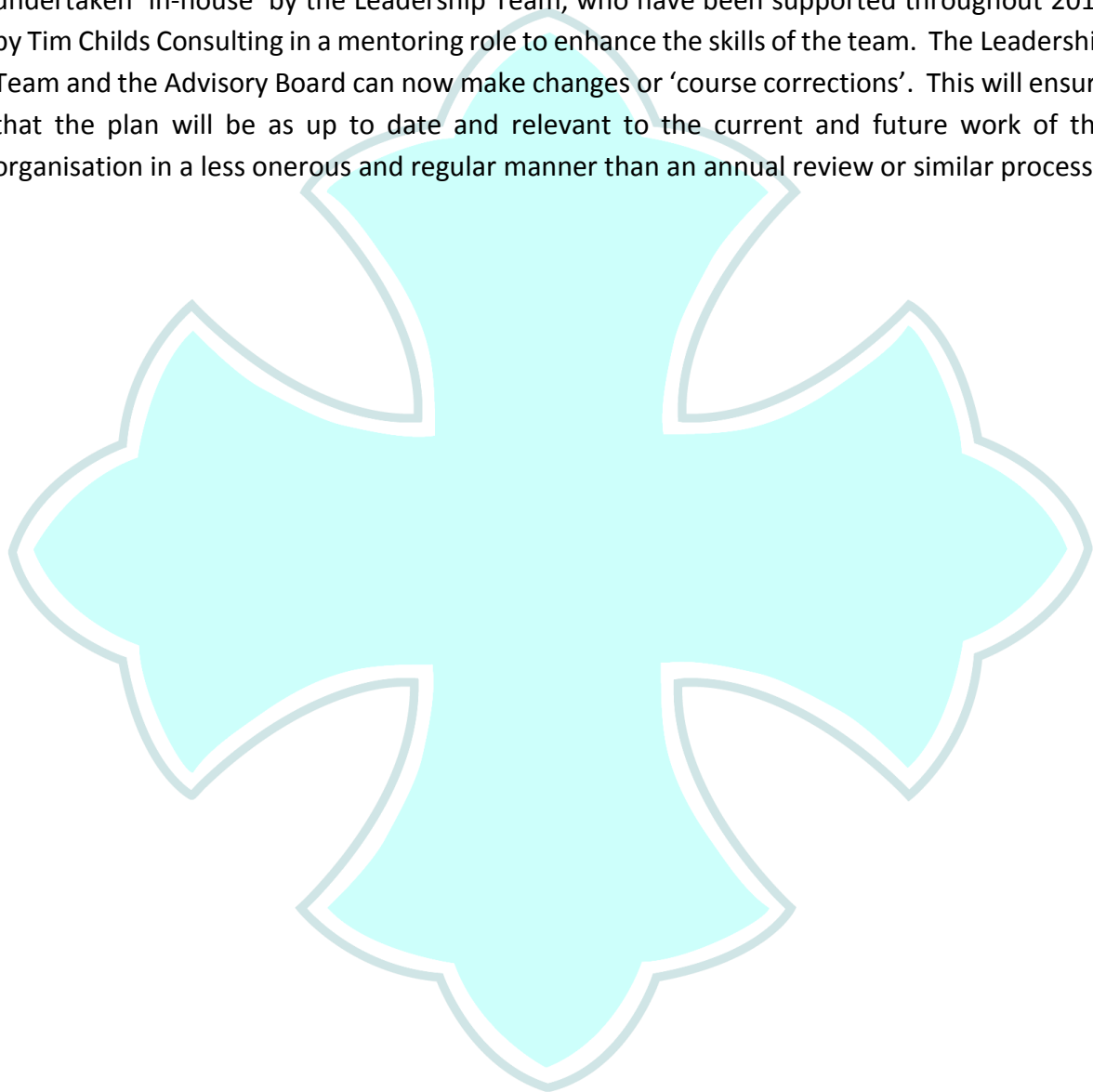
The process for developing this Strategic Plan has been as comprehensive, inclusive and participatory as possible. It has been based on a detailed scan of the internal and external environment in which St Carthage's Community Care operates. It builds upon our inaugural plan which was originally developed in 2010.

This Strategic Plan has also aimed to engage a broad range of stakeholders through interviews with funding bodies; surveys of key external agencies; workshops with the advisory board, staff, volunteers, clients, carers and family members; parishioners and clergy; and other formal and informal feedback mechanisms. The information and feedback gained forms the basis of this revised Strategic Plan.

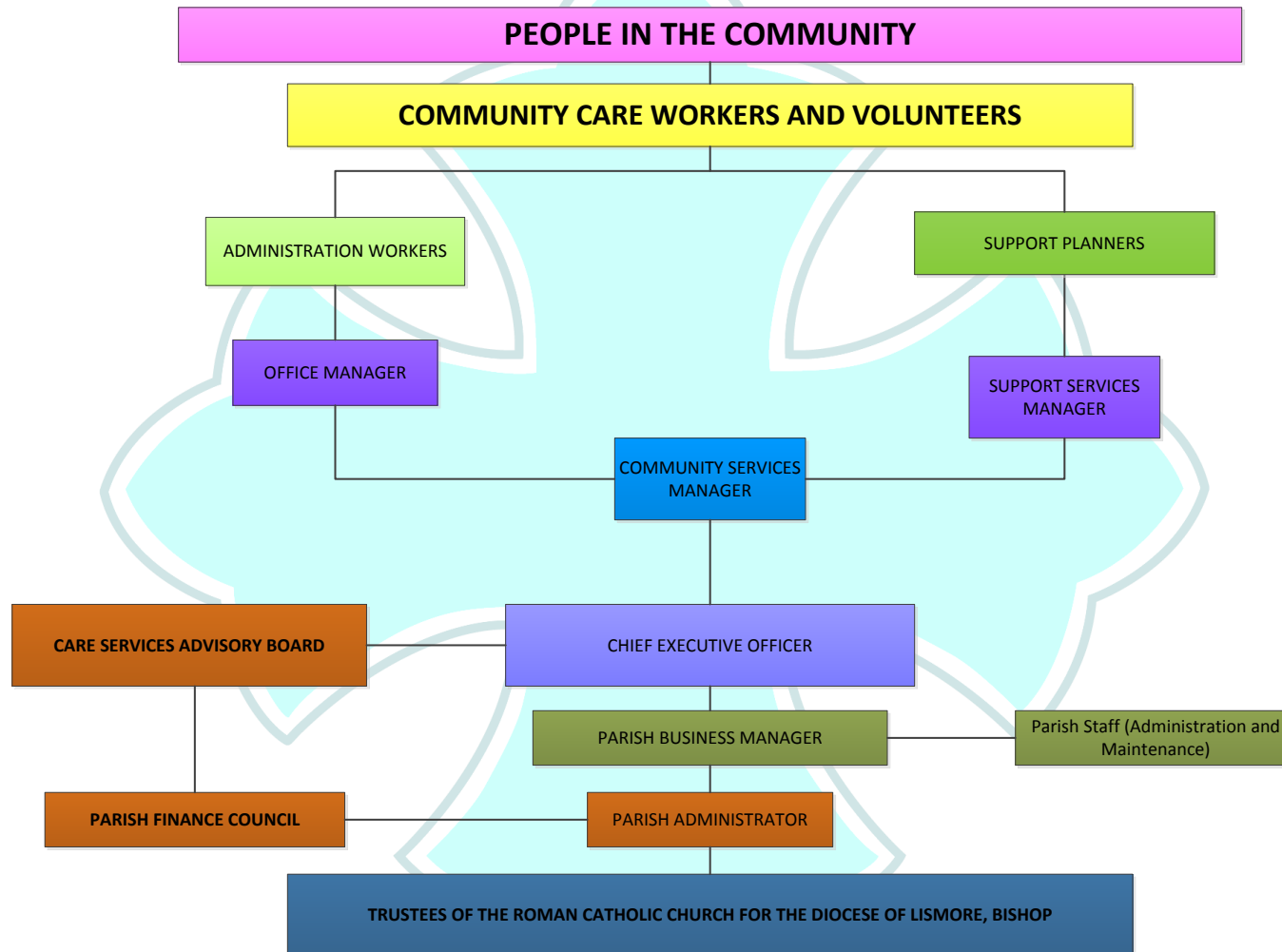
### *Rolling Review Process for the Strategic Plan*

The revised Strategic Plan has been developed with a range of supporting systems and processes to allow the Senior Leadership Team and Advisory Board to manage a regular review and updating process, known as a rolling review process.

This process has been designed so that much of the work for review and revision can be undertaken 'in-house' by the Leadership Team, who have been supported throughout 2014 by Tim Childs Consulting in a mentoring role to enhance the skills of the team. The Leadership Team and the Advisory Board can now make changes or 'course corrections'. This will ensure that the plan will be as up to date and relevant to the current and future work of the organisation in a less onerous and regular manner than an annual review or similar process.



# ST CARTHAGE'S ORGANISATIONAL STRUCTURE / KEY STAKEHOLDER CHART



Review Date: December 2016

# Vision Mission and Values

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## ST CARTHAGE'S COMMUNITY CARE VISION

St Carthage's Community Care aspires to be:

- a highly regarded, client focused, professionally delivered service that is responsive to individual and community needs
- instrumental in identifying the gaps in community needs and available services. To be effective in making positive changes to address these gaps

## ST CARTHAGE'S COMMUNITY CARE MISSION

Under the auspice of the Catholic Diocese of Lismore, the mission of St Carthage's Community Care is:

- to provide care to older people, people with disabilities and their carers, regardless of gender, religion, race or nationality
- to provide high quality and professional services that are enriching, empowering and maximise the potential of all individuals, couples and families
- to lead a progressive, proficient, professional team of staff and volunteers
- to provide service to the communities within our target area, that is in harmony with the teachings and ethos of the Catholic Church

# ST CARTHAGE'S COMMUNITY CARE VALUES

## *Integrity*

- We are ethical, honest and trustworthy in our dealings with all people

## *Compassion*

- We work to fill our client's lives with dignity and respect

## *Confidentiality*

- We pride ourselves in how we respect the right to privacy

## *Respect*

- We value each other and acknowledge our differences

## *Community*

- Together we create safe, comfortable and encouraging environments where people can grow and thrive personally and professionally

## *Accountability*

- To manage and conduct the service in accordance with guidelines that maximise benefits and outcomes for clients

## *Partnerships*

- We will provide service in collaboration with other organisations where this will lead to better outcomes for our clients, and we recognise and support the role of government in the provision of care to our clients



# Foundational Principles

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## *Choice*

- We acknowledge that every person has individual physical, psychological and spiritual needs, and we promote choice for older people, people with disabilities and their carers.

## *Staff and Volunteers*

- We maintain a reputation as an equal employment opportunity employer, and promote a safe working environment where staff and volunteers have access to learning and skill development opportunities
- We will recruit qualified and skilled staff and volunteers
- We are committed to the professional development of our staff and volunteers.

## *Organisational Governance and Compliance*

### **St Carthage's Community Care will:**

- apply governance and accountability with justice and compassion
- comply with the provisions of any relevant Act of Parliament, canon law and the constitution of "Catholic Care of the Aged Parish of St Carthage's Cathedral Lismore"
- ensure honesty, integrity, and appropriate transparency at all levels in decision-making and reporting
- be accountable to its stakeholders
- communicate across and between all levels of the organisation
- develop, implement and maintain appropriate policies and procedures
- develop, implement and maintain appropriate financial, program management and reporting

## *Relationship with the Diocese*

- St Carthage's Community Care is an integral part of St Carthage's Cathedral Parish, and therefore works in partnership with the Diocese and its mission, its parishes, and other Catholic organisations.

## *Relationships with the wider community*

### **St Carthage's Community Care will:**

- have a positive relationship with the wider community
- establish and promote partnerships with communities, governments and other appropriate organisations within the framework of our vision, mission and values statement
- acknowledge that every person has individual physical, psychological and spiritual needs, and promote choice for older people, people with disabilities and their carers

## *Leadership*

### **St Carthage's Community Care will:**

- be an active participant in the network of services and other organisations working with our communities of interest
- plan and grow for a financially sustainable future
- be committed to responsible management of its resources, including human, financial, material and intellectual property
- be committed to the enhancement and protection of its reputation



# ORGANISATIONAL CULTURE

St Carthage's Community Care has a culture that is ethical, honest and trustworthy in its dealings with all people. In the context of our vision, mission and values, St Carthage's Community Care holds the following as essential.

## *Respect*

- Our clients, demonstrated by offering quality services and encouraging participation in service delivery evaluation
- Staff and volunteers, enabling them to develop their full potential
- The qualities we all bring to St Carthage's Community Care
- The role of leaders at all levels in the organisation
- St Carthage's Community Care resources.

## *Teamwork*

- Shared ownership of responsibility for leadership of St Carthage's Community Care as a whole and for effective management of its resources
- Cooperation which achieves quality outcomes
- Commitment to lead in a participatory and consultative way
- Recognition of our duty to care for and support each other.

## *Community*

- St Carthage's Community Care works in partnership with others to deliver person centred care
- Demonstrate a culture of service where our internal operations support our client services.

## *Communication*

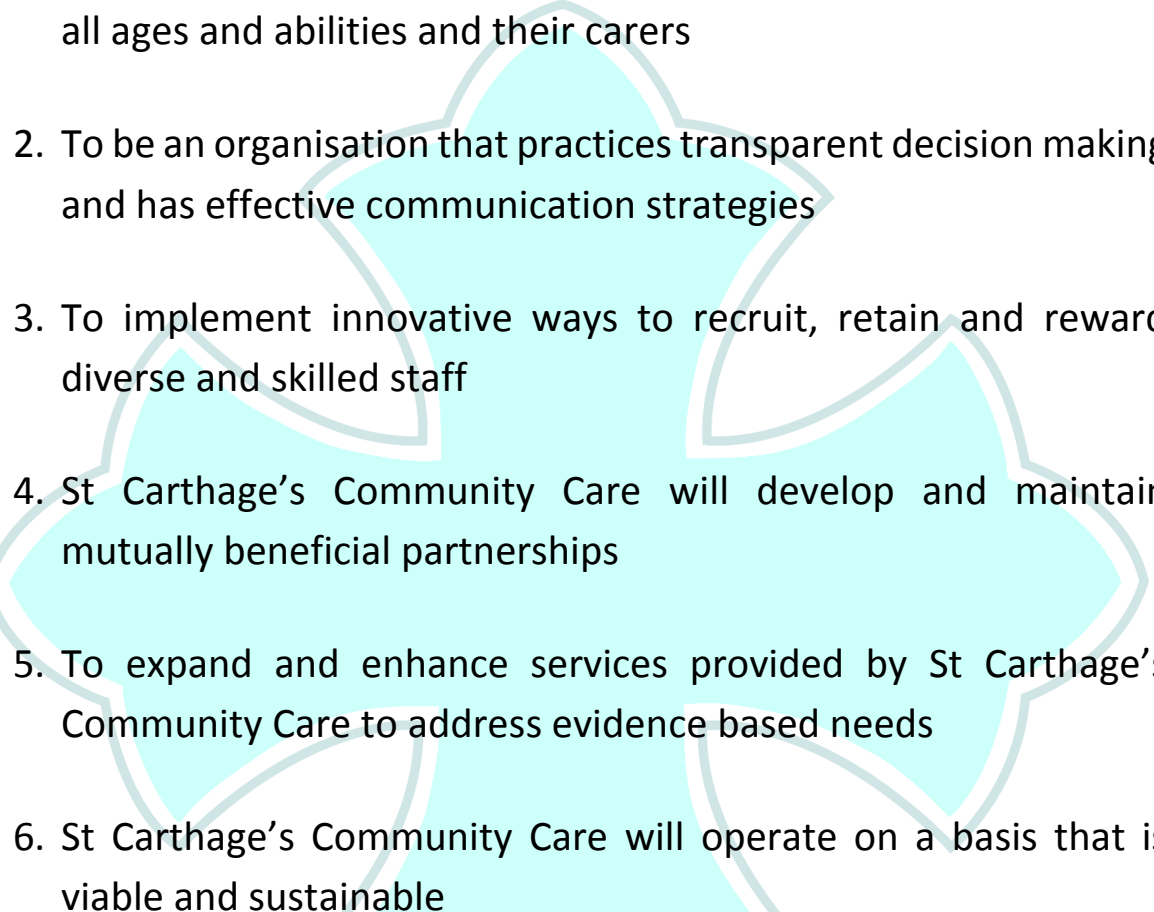
- Involves honesty, integrity and transparency across all levels
- Reflects consistent application of the vision, mission and values of St Carthage's Community Care.

## *Excellence*

- Personal and collective commitment to the vision, mission and values of St Carthage's Community Care
- Commitment to professionalism
- Character and personal integrity.



## Summary of Goals

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1. To be the preferred provider of person centred care to people of all ages and abilities and their carers
  2. To be an organisation that practices transparent decision making and has effective communication strategies
  3. To implement innovative ways to recruit, retain and reward diverse and skilled staff
  4. St Carthage's Community Care will develop and maintain mutually beneficial partnerships
  5. To expand and enhance services provided by St Carthage's Community Care to address evidence based needs
  6. St Carthage's Community Care will operate on a basis that is viable and sustainable

# Strategic Goal 1

To be the preferred provider of person centred care to people of all ages and abilities and their carers.

## STRATEGIC DIRECTIONS

### **St Carthage's Community Care will:**

1. Work proactively to address the needs and expectations of clients, in particular issues surrounding staff continuity in service and support provision.
2. Facilitate opportunities to enable the person receiving support or services being at the centre of their decision-making and support/service planning.
3. Ensure access to education about CDC and the wider release of the National Disability Insurance Scheme, including supporting people to have an active role in the management of their funding.
4. Develop a greater understanding of how to support clients to manage their own funding.
5. Validate the remaining 5 Eden Alternative Principles and ensure ongoing training and accreditation.
6. Ensure effective service provision through its continuous quality improvement processes.
7. Encourage stakeholder participation in evaluation and committees that can be used in policy and program development.
8. Develop and implement strategies to enable feedback from and consultation with all relevant people to inform ongoing service innovation and development.
9. Track and analyse referral outcomes on a regular basis.

# Strategic Goal 2

To be an organisation that practices transparent decision - making and has effective communication strategies.

## STRATEGIC DIRECTIONS

### **St Carthage's Community Care will:**

1. Be committed to a decision-making framework incorporating the Disability Service Standards, Eden principles and person centred principles and home care standards.
2. Audit policies and procedures and ensure that they are in line with the strategic goals.
3. Develop and implement innovative and effective communication, marketing and promotion strategies.
4. Articulate its unique points of difference regarding service and programs offered through a strategic marketing and promotional strategy.
5. Manage information in an integrated, coherent, efficient and transparent manner ensuring all legal and compliance requirements are adhered to.
6. Implement streamlined and consistent processes to remain competitive in the new market.
7. Develop strategies for effective engagement and communication with staff.

# Strategic Goal 3

To implement innovative ways to recruit, retain and reward diverse and skilled staff

## STRATEGIC DIRECTIONS

### **St Carthage's Community Care will:**

1. Continue with innovative recruitment and retention practices consistent with Eden Principles.
2. Develop a report on future innovation needs, especially with regard to the impacts of CDC and NDIS.
3. Continue to nurture new and existing relationships with training and employment institutions to facilitate the referral of potential employees and opportunities for ongoing professional development.
4. Target potential employees from Culturally and Linguistically Diverse (CALD) and Aboriginal and Torres Strait Islander (ATSI) backgrounds.
5. Develop strategies and programs to support a well work place, from quality supervision, reward and acknowledgement, performance improvement and development and ongoing career development.

# Strategic Goal 4

St Carthage's Community Care will develop and maintain mutually beneficial partnerships

## STRATEGIC DIRECTIONS

### **St Carthage's Community Care will:**

1. Further develop partnerships that seek to improve individual and community outcomes.
2. Continue to establish and promote partnerships with communities, governments and other appropriate organisations to increase capacity and social inclusion for our clients.
3. Continue to maintain a productive relationship within St Carthage's Cathedral Parish and with other parishes of the Diocese.
4. Where appropriate, formalise partnerships.
5. Identify our core business and purpose.
6. Develop strategic and complimentary partnerships

# Strategic Goal 5

To expand and enhance services provided by St Carthage's Community Care to address evidence based needs

## STRATEGIC DIRECTIONS

### **St Carthage's Community Care will:**

1. Continue research and ongoing evaluation in the selection, development and review of all its programs and services in keeping with CDC, CHSP and NDIS requirements.
2. Promote innovation and imagination in program and service development, implementation and evaluation.
3. Continue to interact with relevant peak bodies and participate in networks, forums and conferences.
4. Develop and implement strategies to enable feedback from and consultation with all relevant people about the support and services provided.
5. Continue to increase links with people from diverse groups and respond to localised individual and community needs.
6. Explore opportunities to maximise the use of the Respite House for a diversity of people.



# Strategic Goal 6

St Carthage's Community Care will operate on a basis that is viable and sustainable

## STRATEGIC DIRECTIONS

### **St Carthage's Community Care will:**

1. Develop agile adaptable and responsive business models and structures that will enable the organisation to function sustainably and effectively in a rapidly transforming environment.
2. Investigate a diverse range of external funding opportunities to complement existing funding including exploring philanthropic and corporate funding.
3. Maintain an organisational financial information and analysis framework to enable the efficient and accurate tracking of money.
4. Implement an active process of review of financial systems, organisational reporting and risk management practices.
5. Mentor and educate staff to be ambassadors for the organisation who proactively promote the quality and unique services and support that are offered.
6. Continue to be viable and sustainable through clearly articulating its role and place within the community.
7. Continue to be a charitable institution that provides benevolent relief to people in need.