

### Our Vision

*Promoting Wellness Together,  
Providing Individual Choice*

### Our Mission

Macedon Ranges Health is recognised and respected as a valued regional provider of high quality, Integrated Primary and Aged Care Services.

### Our Values

- Supporting Individual's Health and Care Choices
- Acting Honestly and with Integrity
- Respecting Diversity
- Enhancing Accountability and Performance

### Our Strategic Intent

- High Quality, Cost Effective Services
- Innovatively Responding to Community Needs
- Building and Operating Mutually Beneficial Partnerships
- Educating and empowering Managers, Staff and Volunteers
- Becoming a Regional Employer of Choice
- Maintaining a Safe Workplace
- Creating a Viable, Sustainable and Profitable Organisation

### Strategic Initiative 1: Organisational & Service Sustainability

Ensure Macedon Ranges Health is a viable, sustainable and profitable organisation, able to fund its vision and associated strategic initiatives, strategies and projects by:

- undertaking an Aged Care Strategic Review
- determining the true cost, margin and price of all service units
- completing, using and monitoring a three – five year Strategic Financial Management Plan against agreed key financial performance indicators
- maximising ACFI and associated funding, fees and charges
- ensuring Macedon Ranges Health becomes a commercial business and therein applies commercial business principles and practices throughout the organisation and its services.

#### Measures of Success

- Cumulative positive trends and results compared with agreed financial key performance indicators.
- Macedon Ranges Health achieves positive operating results, positive cashflows from operating activities and positive working capital position.

### Strategic Initiative 4: Stakeholder Engagement, Stakeholder Communications

Macedon Ranges Health will engage and seek contribution from individuals, families, staff, volunteers and key external stakeholders with the aim of:

- assisting us to achieve our vision and specific strategic initiatives, strategies and projects
- developing and implementing specific stakeholder engagement, partnership and education strategies
- seeking their involvement and contribution in selected strategic initiatives, projects and activities
- increasing our donations, sponsorships, bequests and fundraising
- developing and implementing an Annual Marketing Plan and an Annual Fundraising Plan.

#### Measures of Success

- Cumulative trends and results of annual stakeholder surveys.
- Positive results against annual fundraising key performance indicators.

### Strategic Initiative 2: Infrastructure Development & Maintenance

Maximise the full potential of our existing land, buildings and infrastructure by:

- engaging and working with suitably qualified and experienced aged care facilities and infrastructure consultants who can assist the Board and management in the development of a Feasibility Study, Capital Development Plan and Master Building Plan
- focusing on the potential and requirements for existing and new independent living units
- ensuring that our Capital Development Plan is linked to a Strategic Financial Management Plan and aligned to our new service/business model
- completing the construction of the IPC (Integrated Primary Care) building and utilising the facility effectively.

#### Measures of Success

- Building and infrastructure projects delivered on time, within budget and to required specifications.
- Buildings and infrastructure reflect our new service/business model.

### Strategic Initiative 5: Service Development, Service Delivery

Utilising our new service/business model, we will grow and develop existing services and research and establish new residential care, community care, medical and allied health services with the aim of:

- providing residents/clients with a range of high quality, integrated services and service pathways
- strengthening and diversifying our services and revenue streams
- ensuring all services are viable, sustainable and profitable, or where agreed, break even
- establishing and operating mutually beneficial and targeted partnerships and strategic alliances.

#### Measures of Success

- Service levels and diversity of service exceeds established stretch targets.

### Strategic Initiative 3: Staff Development, Cultural Transition

Develop and implement a Staff Development and Cultural Transition Strategy to ensure Macedon Ranges Health has:

- appropriately skilled, qualified and experienced managers and staff and the right people in the right positions
- a smooth transition/succession of people as they move on their career paths
- annually developed and implemented a Staff Training and Development Plan and a Leadership Development Program for all managers
- reviewed and updated all organisational and operational policies and procedures, position descriptions and associated processes
- assisted managers and staff to fully transition from a government funded/welfare approach to a customer focused/market driven approach; thereby acting as a community business.

#### Measures of Success

- Macedon Ranges Health meets or exceeds all relevant industry or government legislation, standards and accreditations.
- Cumulative results and trends of annual independent third party cultural audits.

### Strategic Initiative 6: Organisational Systems, Business Excellence

Research and apply a suitable industry (and/or government) business excellence framework that can provide a pathway for quality management, accreditation, continuous improvement and organisational development processes that will enable:

- implementation of electronic consumer files and time recording and costing system and risk management system
- the purchase or development of a comprehensive and integrated quality management system
- the purchase or development of an integrated performance management system
- us to exceed minimum industry or State and Commonwealth Government legislation, standards and contractual requirements, eg: ISO 9001, National Volunteer Standards
- us to close the gap between work practices and our policies and procedures..

#### Measures of Success

- Regional, State or National awards per annum.
- Results of accreditation, certification and registration processes.
- Macedon Ranges Health meets or exceeds all relevant industry or government legislation, standards and accreditations.