



each

EACH 2020: A NATIONAL STRATEGY
2016-2020

SUMMARY VERSION



WE WANT TO CR

A HEALTHY AND
INCLUSIVE COMMUNITY

WE EXIST

- To create supportive environments.
- To build on everyone's strengths for better health, social and economic opportunities.

HOW WE THINK AND ACT



Customer
Centric



Social
Justice



Service
Excellence



Innovation



Collaboration

OUR STRA

EATE

WHAT MAKES US DIFFERENT

- Social model of health
- Co-design
- EACH Service Principles

WHAT WE WILL FOCUS ON



Customers &
Community



Influence &
Advocacy



Innovation &
Technology



Growth &
Sustainability



People &
Learning

TEGY



We begin by acknowledging the traditional custodians of the land on which we work, and we pay our respects to Elders past and present. We acknowledge the sorrow of the Stolen Generations and the impacts of colonisation on Aboriginal and Torres Strait Islander people. We recognise the resilience, strength and pride of the Aboriginal community. We embrace diversity in all its forms, and respect everyone's strengths and contributions irrespective of gender, ethnicity, culture, religious beliefs, sexual orientation and political views.

We welcome our customers including consumers, clients, participants, patients, carers, the community, stakeholders, partners, staff, volunteers and members, to our new Strategic Plan, *EACH 2020: A National Strategy, 2016-2020*. This Plan provides our roadmap for the next four years.

In welcoming you on our journey for the coming years, we also thank you for the contributions you've made in helping us progress from being a regional Victorian community health service to becoming the national health and community services organisation that we are today. Your individual and collective stories continue to inspire and strengthen EACH to be the very best we can be.

Les Smart
CHAIR
2016

Peter Ruzyla
CEO

W E L C O M E

OUR COMMITMENT TO YOU

Our Customer Charter is reflective of the EACH Service Principles which were co-designed with our consumers. Our charter states “what” you can expect from us, while the Service Principles outline “how” we will work to ensure that we deliver on our charter. Both of these inform our Values and Behaviours.

We are committed to being a customer centric organisation. Our broad definition of customer means we are inclusive of all people who interact or engage with us, either externally or internally. Our customers include consumers, clients, participants, patients, carers, the community, stakeholders, partners, staff, volunteers and members.

OUR CUSTOMER PROMISE

Health. Hope. Opportunity.

OUR CUSTOMER CHARTER

We put you at the centre of everything we do.



WE CARE

We welcome you with empathy and hope.

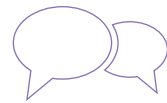
We believe making change is possible for everyone.



WE LISTEN

We take time to learn about you, your experience and your culture.

We never assume we know what's best for you.



WE ENGAGE

We work with the people important to you, and build the right network to support you.

We communicate openly and ensure you and your key supports are always kept informed.



WE DELIVER

We find ways to say “yes” and always strive to do better.

We build safe, responsive and innovative services that support you to achieve your goals, and grow with you as your needs change.



OUR VISION

A healthy and inclusive community.

OUR PURPOSE

To create supportive environments where everyone can build on their strengths and enjoy better health, social and economic opportunities.



CUSTOMER-CENTRICITY

CUSTOMERS ARE AT THE CENTRE OF EVERYTHING WE DO.

- We listen deeply and learn about our community.
- We never assume we know what's right for anyone else.
- We work with our customers to problem-solve and co-design meaningful solutions.
- We are dedicated to every person's success.



SOCIAL JUSTICE

WE STRIVE TO CREATE EQUITY AND FAIRNESS FOR ALL.

- We respect and uphold the dignity and rights of each person.
- We champion equitable access to resources and opportunities.
- We apply a population health approach and prioritise those with the highest need.
- We embrace diversity in all its forms and are inclusive of all people.

OUR VALUES AND BEHAVIOURS

Our values are demonstrated by measurable behaviours. Together, our values and behaviours inform how we “think” and “act” to fulfil our purpose.



SERVICE EXCELLENCE WE STRIVE FOR OUTSTANDING PERFORMANCE.

- We aim for exceptional results in our everyday actions.
- We find ways to say “yes”.
- We listen, learn and adapt.
- We celebrate our wins and successes.



INNOVATION WE PUSH BOUNDARIES AND TRY NEW THINGS.

- We are curious and hungry for knowledge.
- We embrace diverse ideas and learn from each other.
- We try new things and take measured risks.
- We are creative thinkers who strive to produce excellent work that drives the organisation forwards.



COLLABORATION TOGETHER WE ACCOMPLISH MORE.

- We make mutual respect the basis of all our interactions.
- We openly communicate and share our ideas and knowledge.
- We inspire creativity in each other with a “can do” attitude.
- We work together to create exceptional outcomes for the EACH community.

OUR POINTS OF DIFFERENCE

"I haven't had the need to go elsewhere because of the wide range of services available at EACH."

FACTOR 1: A SOCIAL MODEL OF HEALTH

We understand health and wellbeing are determined by a combination of medical, behavioural, social and environmental factors. EACH recognises that not everyone experiences life equally, by virtue of a range of factors including gender, socio-economic status, cultural background and education level. Our focus is therefore about creating opportunities for equitable outcomes. No matter what someone's starting place, we will support them to achieve their hopes and aspirations.

With this as our foundation, EACH provides a diverse range of services – from medical and allied health, to housing and employment services.

*"It's nice to feel part
of the decisions for
our own future."*

FACTOR 2: **CO-DESIGN**

We have adopted the human-centred design¹ methodology because it gives us a dynamic yet structured way to engage with customers.

Human-centred design is a creative approach to problem solving. It is a process that starts with the people we are designing for, and ends with new solutions that are tailor-made to suit their needs. The key elements of human-centred design are:

- Building deep empathy with the people you're designing for.
- Generating lots of ideas.
- Building prototypes.
- Sharing what you've designed with the people you're designing for.
- Putting new ideas into reality.

1. EACH has adopted the IDEO Design and Innovation Firm's co-design methodology.

*Our empathy
validates your
concerns;
we communicate
hope through our
belief that health
and opportunity for
improved quality of
life is possible*

FACTOR 3: **EACH SERVICE PRINCIPLES – WELCOME, EMPATHY AND HOPE**

The EACH Service Principles are guidelines that explain 'how' we will work to deliver on our Customer Charter.

The overarching philosophy of the Service Principles is 'we welcome you with empathy and hope.' This philosophy describes the experience of customers at all points of contact with EACH. It describes our service culture – no matter who you are, no matter how complex your situation, or how multiple your issues of concern, we welcome you.



Innovation Lab logo chosen by consumers.

The tree is a metaphor for each person's unique qualities, life journey and ability to grow in different environments.



The voice of those with lived experience shaped the EACH Service Principles through the innovation lab co-design process.

EACH SERVICE PRINCIPLES

- 1.** We make services safe, responsive and easy to access
- 2.** We are trained to understand and respond to all your needs
- 3.** We respect diversity, and learn about you and your culture
- 4.** We recognise and respond to the impact of trauma
- 5.** We include the people important to you
- 6.** We believe making change is possible
- 7.** We respect your lived experience, and work with your strengths
- 8.** We work together with you and others to respond to your needs
- 9.** We advocate with and for you and your community
- 10.** We are committed to getting better at all that we do

OUR STRATEGIC PLAN

A NATIONAL STRATEGY

We believe our organisation's sustainability is based on strategic growth, scale and impact on a national basis. From our first-hand experience we understand that growth gives EACH the ability to scale our activities, and therefore increases our impact and influence – so more people can benefit.

Since taking our first steps outside Victoria into NSW in 2007, we now have expanded presence in Victoria, and offer services of varying scope and scale in NSW, ACT, Queensland and Tasmania. Through these initiatives we've recognised that the development of a successful national footprint requires serious investment of time, energy and finance to make it sustainable and impactful.

To direct our national expansion strategy, and ensure we continue to deliver exceptional services to our community, we have prioritised the following five strategic pillars and related outcomes and goals. These will guide and inform our activities over the coming four years.

STRATEGIC PILLARS

STRATEGIC OUTCOME

The change we want to make

STRATEGIC GOALS

What we will do



1 CUSTOMERS AND COMMUNITY

Individuals and communities experience improved health, social and economic outcomes in a fairer and more inclusive society.

1. Implement and embed EACH Service Principles as the basis for being a customer centric organisation.
2. Deliver high quality, accessible and integrated health and community services with measurable outcomes.
3. Develop and nurture mutually beneficial relationships with communities and partners.
4. Recognise the strengths of Australia's First Peoples and champion a reconciled, just and equitable Australia.



2 INFLUENCE AND ADVOCACY

Community attitude, sector practice and government policy are shaped by the voices of people with lived experience.

1. Build and strengthen EACH's approach as an organisation that learns, and uses its learning to influence better outcomes for customers.
2. Identify and implement advocacy and policy priorities that are co-designed with people with lived experience.
3. Collaborate and partner with others to maximise collective impact and influence in line with our vision and purpose.



3 INNOVATION AND TECHNOLOGY

Service provision, systems and operations are enabled and driven by innovation and technology

1. Embrace changing technology and innovation.
2. Develop and support a culture of innovation and creativity.
3. Use data and analytics to drive efficient and effective practices and decision-making.
4. Improve service quality and access for clients.



STRATEGIC PILLARS

STRATEGIC OUTCOME

The change we want to make

STRATEGIC GOALS

What we will do

4 GROWTH AND SUSTAINABILITY

Sustainability is based on strategic growth, scale and impact.

1. Ensure long term financial sustainability.
2. Drive strategic growth and expansion where there is shared benefit to the community and EACH's long-term sustainability and influence.
3. Act responsibly and prudently to reduce waste and conserve resources.
4. Improve efficiency and productivity across all systems and business processes.



5 PEOPLE AND LEARNING

Our people have the knowledge, skills, confidence and supportive environment to continually learn, grow and innovate.

1. Build and support a high performing culture and environment that engages and motivates our workforce in EACH's purpose and values.
2. Develop a workforce that is skilled and resilient, capable of effective communication, change, collaboration, and leadership.
3. Develop and support a culture of learning, quality and improvement.
4. Enhance the use of quality information to improve planning and inform decisions.
5. Promote and embed workforce inclusion, diversity and gender equality through policy, planning and process implementation.

FEEDBACK & QUESTIONS

We welcome your feedback and questions. You can contact us via:

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each

health . hope . opportunity