



EACH 2020: A NATIONAL STRATEGY

2016-2020

COMPREHENSIVE VERSION

FEEDBACK & QUESTIONS

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

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WE WANT TO CREATE

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 STR

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

STRATEGY

Your individual and collective stories continue to inspire and strengthen EACH to be the very best we can be.



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. This Plan provides our roadmap for the next four years

UNDERPINNING EVERYTHING WE DO IS OUR VISION FOR A 'HEALTHY AND INCLUSIVE COMMUNITY'.

We are proud of the achievements and learnings of the past 40 years, and we look to the future with great optimism. As the world around us continues to change at an unprecedented pace, we are confident that we have the right people, values and behaviours to fulfil our purpose 'to create supportive environments where everyone can build on their strengths and enjoy better health, social and economic opportunity.'

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

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 CONTEXT

REFLECTING ON THE LAST STRATEGIC PLAN, 2011-2015

In developing Strategy 2020 we began by critically assessing our success against the last strategic plan, 2011-2015.

Our rationale behind the last plan was:

- ensure services of the highest quality are accessible to all in our community, especially those most in need;
- make EACH's services of the highest quality in excellence and innovation;
- optimise our leadership, workforce, infrastructure and operational systems to meet the challenges and opportunities of the future;
- put into practice our belief that all people have the right to real choices, including access to resources for health, and opportunities to fully participate in their own communities.

The plan identified the following five key result areas as critical to our future success:

1. Improving service access and equity.
2. Striving for service excellence and innovation.
3. Developing partnerships and social enterprises, particularly in new sectors.
4. Building organisational capacity.
5. Growth and expansion in service development.

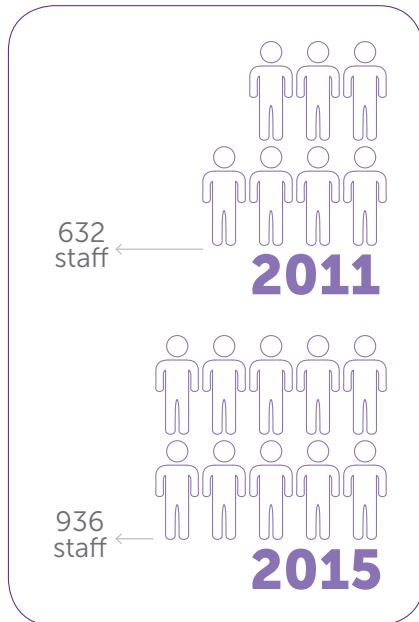
The plan has been successful. By remaining focussed on these five areas, we have experienced significant transformation in the past five years.

OUR ACHIEVEMENTS:

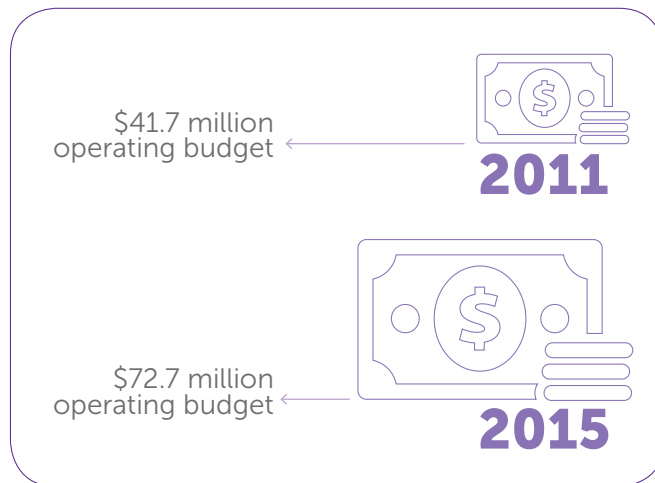
- **Improving the reach and accessibility of our services** – we now offer more services to more people.
- **The quality of services and support on offer** – we have expanded our service accreditations and received a number of recognition awards for our work.
- **Our partnerships and social enterprise activities** – we have created and strengthened our working relationships with many organisations, which generate greater opportunities for our community.
- **Our ability to respond to community needs** – we have invested in operational efficiency and effectiveness, with a comprehensive restructure and new systems to support our future growth.

While we have grown in both size and scope, our values, consumer focus and commitment to our purpose have grounded us and provided unwavering direction as we've navigated many changes over the last five years.

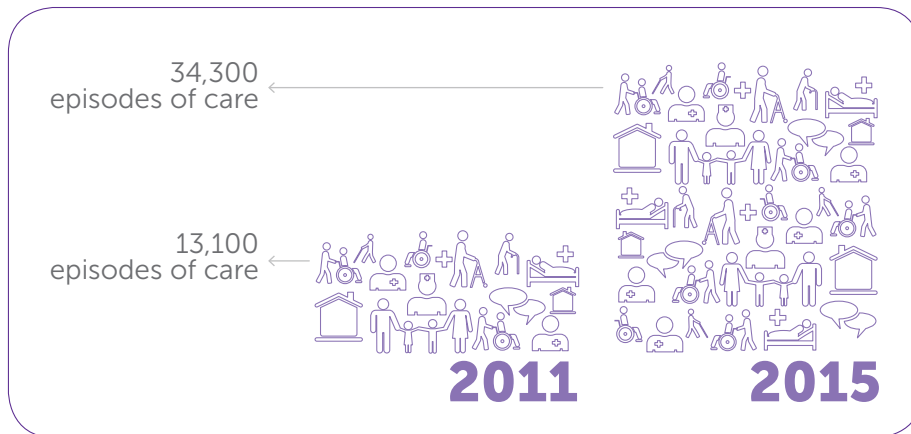
EMPLOYEES



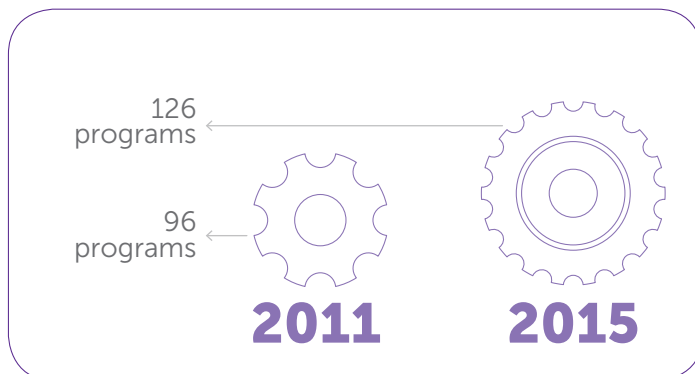
REVENUE



CLIENTS



PROGRAMS



Our integrated health and community service offering is unique and has the potential to positively impact more communities across Australia.

FROM A VICTORIAN COMMUNITY HEALTH SERVICE TO A NATIONAL HEALTH AND COMMUNITY SERVICES ORGANISATION

THE START OF OUR NATIONAL AGENDA – A CHANGE TO GOVERNANCE AND OPERATING MODEL

Since 2000, EACH has pursued a strategy of building long-term organisational sustainability and promoting our vision for a healthy and inclusive community through business development, mergers and strategic partnering.

In the mid-2000s, we transitioned from an incorporated association to a Company Limited by Guarantee. This transformed our organisation's strategic direction, allowing us the freedom to set our own strategic direction, and to operate anywhere in Australia.

Historically, our focus has been the delivery of services in the eastern region of Melbourne. However, extensive research and review of social sector trends indicate that maintaining this limited footprint would constrain, and potentially jeopardise, our long-term viability. Additionally, we believe our integrated health and community service offering is unique and has the potential to positively impact more communities across Australia.

As a result, EACH took the bold decision to proactively expand our reach interstate as part of our transition to becoming a national, not for profit, non-government organisation. This transition would allow EACH to take our vision and service model to new communities and to learn new ways of working on a broader national scale.

EACH's first entry into service provision outside of Victoria was in NSW, and arose from our partnership with Regional Extended Family Services (REFS). Since taking our first steps into NSW in 2007, 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.

Taking our earlier learnings in NSW, we now have an expanded presence in Victoria, and offer services of varying scope and scale in NSW, ACT, Queensland and Tasmania.



THE FUTURE OF OUR NATIONAL STRATEGY: 2020

The next step in our journey is to transform EACH into a national organisation. This means strategically targeting catchments across Australia and actively building our presence and influence in those communities in the same way that has been done within Victoria over the last 40 years. It also means strengthening the engagement of all staff with the central vision and purpose of EACH, and building their sense of connection to the organisation regardless of location.

We have selected 'Growth and Sustainability' as one of our five core pillars in this new Strategic Plan. 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 growth gives EACH the ability to scale our activities, and therefore increase our impact and influence so more people benefit.

OUR PRINCIPLES FOR GROWTH

IMPACT AND INFLUENCE

Growth is informed by our deep belief that we have something unique to offer. Our success in delivering a social model of health compels us to take this into new geographies and communities. Further, our potential to influence government and the sector is enhanced by our size and capacity.

SCALE AND EFFICIENCY

We have direct experience of how scale can improve opportunities, quality and efficiency. We believe that further growing our organisation, will increase capacity to achieve optimal efficiency. Specifically, our 'back of house' and 'organisational development' capacity and capabilities.

SUSTAINABILITY

We believe that for EACH to sustain a long-term future for generations to come, we must significantly grow our revenue over the coming years. With the rising cost of doing business and unprecedented change in the social services sector, we must be positioned to compete with new entrants from the private sector as well as newly merged not for profit entities, which have already grown in scope and scale.

INNOVATION AND DEVELOPMENT

To truly set ourselves apart from others, we must have the capacity to innovate and continually develop and improve everything we do. We must centre our developments on the evidence based needs of our customers, our research and evaluation capability and leverage technology to enhance our service model. Ultimately we must deliver exceptional customer experiences. Mergers and acquisitions also provide an excellent opportunity to gain new talent and ambition.

Better outcomes,
for more people
and more
communities

SERVICE DELIVERY

Our service delivery is underpinned by a deep belief in social justice. We recognise and respect the dignity of all people and the right to equitable access to resources and opportunities.

We are committed to equity. We recognise that not everyone experiences life equally by virtue of gender, socio-economic status, cultural background and education level. EACH's focus is therefore on creating opportunities for equitable outcomes.

Health and wellbeing are achieved through adopting a holistic approach which includes biomedical factors, and also considers the social influences of health and wellbeing, such as access to safe and affordable housing, education and employment; and an early childhood which is nurturing and free from trauma and neglect. Through this holistic service model, EACH currently delivers the following services:

1. Mental health
2. Counselling/ Psycho-social support
3. Primary health care including oral health
4. Disability
5. Aged care
6. Child/Youth/ Family support
7. Employment
8. Housing
9. Health promotion

SOCIAL IMPACT

We believe genuine social impact can only be achieved by giving voice to those with lived experience. Throughout the development of our strategic plan and Service Principles, the voices of our customers cemented our commitment to advocacy by providing constant and consistent feedback urging us to do more to advocate.

In addition to offering a comprehensive range of direct services that address physical, mental and psychosocial needs we aim to effect systemic change through various advocacy strategies. These include: government policy reviews; awareness raising campaigns; research and evaluation; and leadership in sector reform. For this reason, we have chosen, "Influence and Advocacy" as one of our five pillars in our strategic plan.

We recognise that not everyone experiences life equally by virtue of gender, socio-economic status, cultural background and education level.

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

THE WORLD AROUND US



SMALLER GOVERNMENT AND FEWER (BUT LARGER) NOT-FOR-PROFITS

- Transfer of responsibility from government to the community services sector is both a threat and an opportunity.
- The National Disability Insurance Scheme (NDIS) and the My Aged Care (MAC) reforms present enormous challenges and opportunities for EACH's operating model and future.
- Commonwealth-State relationships will be redefined with Commonwealth setting policy and resource provisions, while States act as enablers of policy outcomes.
- Increase in mergers and acquisitions and consolidation of the not-for-profit sector.

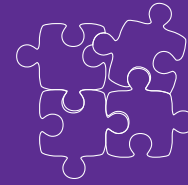
POLITICAL



CUSTOMER CHOICE AND CONTROL IN A MARKETISED HEALTH AND COMMUNITY SERVICES SECTOR

- Marketisation of community services such as disability and aged care will offer customers increasingly more choice to shop around for their preferred provider. This trend will flow into other sectors as community and government expectations change.
- Customer choice and control will become the norm, thus necessitating a completely different business model to the traditional 'block funding' approach.
- There is an inherent threat of lagging behind the 'for-profit' sector in the adoption of more business oriented practices and alternative funding opportunities, such as social investing.
- Performance driven and flexible funding, or 'commissioning for outcomes' will be the norm.
- Social and economic reform, global financial downturns and environmental factors will have greater adverse impact on the most vulnerable members of our community.

ECONOMIC



ENTRENCHED DISADVANTAGE, INCREASED BURDEN OF CHRONIC DISEASES

- While Australians are living longer with better health, inter-generational poverty and disadvantage is deepening in particular locations and populations.
- Chronic disease, mental health and alcohol abuse, and a rise in dementia and autism diagnoses present major increase in the burden of disease and the pressure placed on health services.
- Increased awareness of the causes, impacts of and effective responses to family violence presents new imperatives and opportunities for influencing policy and community attitude.
- The role of civil society and volunteering becomes increasingly important in building social cohesion and community engagement.
- Social inequality in terms of gender, socio-economic status and cultural background.

SOCIO-CULTURAL

IN DEVELOPING OUR NEW STRATEGIC PLAN, WE UNDERTOOK SIGNIFICANT RESEARCH AND ANALYSIS OF THE EXTERNAL ENVIRONMENT AND THE LIKELY IMPACT THIS WILL HAVE ON OUR CAPACITY TO ADDRESS COMMUNITY NEED. WHILE IT IS IMPOSSIBLE TO PREDICT EXACTLY WHAT THE FUTURE WILL LOOK LIKE, THIS IS A SNAPSHOT OF THE KEY ISSUES THAT WILL IMPACT OUR STRATEGIC DIRECTION OVER THE NEXT FOUR YEARS.



DISRUPTIVE TECHNOLOGY AND INNOVATION AS GAME CHANGERS

- Social media, mobility, analytics and cloud (SMAC) technology will continue to transform the way health and community services operate.
- Innovations such as: home based health support; self-care robotics; assistive technology; telehealth; and mobile health will significantly impact the health workforce, and the way we work.
- Big data and analytics will enable better planning and targeting, such as the use of geo-spatial mapping to detail population health trends.
- Unequal distribution of technology will increase social isolation and disadvantage among low-income households, rural populations and the elderly.

TECHNOLOGICAL



DATA, ACCOUNTABILITY AND PRIVACY

- The continued outsourcing of social services to the open market will shift legal responsibility and risk burden away from government toward the not for profit sector.
- As the government imposes a greater compliance burden through accreditation and standardisation of service models, organisations will have less capacity to resource innovation and development.
- Funding and Service Agreements will increasingly become the primary instruments of the legal, financial and performance accountability focus of government.
- Use of big data presents significant opportunities to reshape effective practice, although it also presents privacy challenges – particularly for vulnerable people who may not know their rights and obligations.

LEGAL



SHARED VALUE AND SOCIAL GOOD

- The impact of climate change such as heatwaves, bushfires and floods, will disproportionately impact more vulnerable people, including young children and the elderly.
- Businesses are replacing the concept of 'corporate social responsibility' with 'shared value', which aims to enhance the competitiveness of companies while improving social and environmental conditions in regions where they operate.

ENVIRONMENTAL

5 OUR PURPOSE VALUES & BEH

UNDERPINNING EVERYTHING WE DO ARE OUR VISION, PURPOSE, VALUES AND BEHAVIOURS.

Our vision describes our aspiration of the ideal future, and guides how we choose current and future courses of action. Our purpose is our reason for existing – it galvanizes us in one direction. To fulfil our purpose, we hold ourselves accountable to our values, which are demonstrated by measurable behaviours. In essence, our vision, purpose, values and behaviours articulate how we think, feel and act.

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.

E, HAVIOURS

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

IN AN INCREASINGLY COMPETITIVE ENVIRONMENT WE RECOGNISED THE NEED TO DIFFERENTIATE OURSELVES IN THE MARKET. WE HAVE IDENTIFIED THREE CORE FACTORS WHICH MAKE US UNIQUE AND THEREFORE, SET US APART FROM OTHER SERVICE ORGANISATIONS, BE THEY NOT-FOR-PROFIT, OR FOR PROFIT.

FACTOR 1: A SOCIAL MODEL OF HEALTH

We understand that health and wellbeing are determined by a complex combination of medical, behavioural, social and environmental factors. As such, we recognise that to deliver a holistic model of health we must address social and economic inequities in addition to the basic requirements for physical health. These factors include:

- Freedom from violence and discrimination.
- Access to secure housing.
- Access to education.
- Gender.
- Disability.
- Ethnicity
- Food security.
- Access to a secure income and freedom from poverty.
- A safe and sustainable environment.
- Social justice and equity.

EACH recognises 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.

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

FACTOR 2: CO-DESIGN

EACH understands that engagement of customers in the planning, design, delivery and evaluation of our services helps us deliver better outcomes. To achieve this, we have adopted human-centred design¹ methodology as our approach to co-design. The concept of co-design is not new – it is essentially about designing and planning services alongside people who experience vulnerabilities, to work with them in creating solutions that reflect their context and situation. We have adopted the human-centred design model because it gives us a dynamic yet disciplined way to engage with customers.

HUMAN CENTRED DESIGN

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 into reality.

Our human-centred design journey began with the development of the EACH Service Principles. Over the course of six months in 2016, we used the model to develop our Service Principles and test them through innovation labs. An innovation lab can be described as, 'experimentation in a safe space removed from everyday reality, with the goal of generating useful ideas that address social needs and demonstrating their effectiveness'. Over 200 consumers participated in 13 Lab workshops across Victoria, NSW, Queensland and Tasmania. Ultimately, it is the voice of those with lived experience who shaped the EACH Service Principles.

Human-centred design principles were used to create our unique EACH Service Principles.

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

WELCOME, EMPATHY AND HOPE.

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

As a diverse community services organisation with over 100 programs spanning sites across Victoria, NSW, Queensland, ACT and Tasmania, one of our greatest challenges is to ensure consistency in the way we engage with customers. We have committed to developing a service culture where no matter which office or site you visit, or what number you call us on, you will be offered the same welcoming hospitality. In order to achieve this, we have developed the EACH Service Principles, which are evidence-based and co-designed with customers from the very beginning.

After extensive research, we have adopted and adapted the Minkoff and Cline (2004) Comprehensive Continuous Integrated Systems of Care Model as the basis for the EACH Service Principles. These Principles focus on meeting the needs, hopes and dreams of the people and families who approach us. Often these people experience a range of complex and multiple needs including health, mental health, trauma, substance use, disabilities, as well as housing, legal, vocational, social and parenting issues.

Our Service Principles give us a shared language that guide the way we engage with our customers regardless of our role or function. They also drive whole of organisation planning, systems, processes, policies and practices so everyone has a role to play in ensuring the principles are evident in everything we do.

The overarching philosophy of the EACH Service Principles is 'we welcome you with empathy and hope'. This philosophy informs the mindset and behaviours of our workforce and describes the experience of customers at all points of contact with EACH. It describes the service culture – no matter who you are, no matter how complex your situation, or how multiple your issues of concern, we welcome you. The Service Principles are guidelines that articulate how we will work to deliver on our Customer Charter.

EACH SERVICE PRINCIPLES	THE EVIDENCE AND DESCRIPTION
1 We make services safe, responsive and easy to access	<p>Developed by EACH consumers.</p> <p>The need for easy access and telling your story only once was a consistent and overwhelming need of all consumers.</p>
2 We are trained to understand and respond to all your needs	<p>Adapted from Minkoff and Cline, 'Co-occurring capable (complex capable)'</p> <p>Co-occurring capability is about providing integrated and skilled attention to the multiple issues presented.</p> <p>All staff have capacity to identify multiple issues of concern and offer options for collaborative care.</p>
3 We respect diversity and learn about you and your culture	<p>Adapted from Minkoff and Cline, 'Culturally capable'</p> <p>Cultural capability is defined as a set of behaviours, attitudes and policies that come together to work effectively with individuals and communities of diverse cultural populations. Culture is defined by the individual and commonly refers to people of CALD, indigenous and sexually diverse communities.</p>
4 We recognise and respond to the impact of trauma	<p>Adapted from Minkoff and Cline, 'Trauma informed'</p> <p>Trauma informed care is an approach that involves understanding, recognising, and responding to the effects of all types of trauma.</p> <p>An organisation that is trauma informed realises the widespread impact of trauma and recognises the symptoms of trauma in clients, families, staff and community.</p>
5 We include the people important to you	<p>Adapted from Minkoff and Cline, 'Family inclusive'</p> <p>'Family' broadly means anyone the individual considers significant and important to them and does not refer solely to biological relationships.</p> <p>Involvement of significant others is discussed at multiple points of contact and consent is obtained with clear consideration of how and when significant others may support better outcomes.</p>

EACH SERVICE PRINCIPLES	THE EVIDENCE AND DESCRIPTION
<p>6 We believe making change is possible</p>	<p>Adapted from Minkoff and Cline, 'Recovery oriented'.</p> <p>Recovery is not about cure or being recovered but experiencing life to its fullest potential regardless of one's limitations. It means understanding one's abilities and personal autonomy, social identity, meaning and purpose in life, a positive sense of self and hope.</p>
<p>7 We respect your lived experience and work with your strengths</p>	<p>Adapted from Minkoff and Cline, 'Strengths-based'.</p> <p>Strength-based practice emphasises people's self-determination and strengths, a philosophy that views people as resourceful and resilient in the face of adversity.</p>
<p>8 We work together with you and others to respond to your needs</p>	<p>Adapted from Minkoff and Cline, 'Integrated collaborative care'.</p> <p>Integrated care is the systematic coordination and integration of services to provide the most effective approach for people with multiple needs.</p>
<p>9 We advocate with and for you and your community</p>	<p>Developed by EACH consumers.</p> <p>Our consumers told us that we need to go beyond service provision. That we need to use our many years of practice experience to effect structural and systemic change by advocating for and together with our consumers and community.</p> <p>Our effectiveness and impact as an organisation requires the dual role of service delivery and advocacy.</p>
<p>10 We are committed to getting better at all that we do</p>	<p>Adapted from Minkoff and Cline, 'Continuous quality improvement'.</p> <p>The whole organisation must be organised in such a way that all programs are supported for continuous quality improvement.</p> <p>EACH will ensure that we continuously review our policies and practices so that what we provide is matched to what people need, as well as the requirements of quality and safety.</p>

OUR FIVE STRATEGIC PILLARS

We have adopted five strategic pillars and outcomes which provide focus and direction for the coming four years. The outcomes explain the change we want to make in the lives of individuals, families, our organisation and the community as a result of our actions.

THE RATIONALE FOR OUR STRATEGIC PILLARS WAS INFORMED BY:

CUSTOMER ENGAGEMENT

Throughout the development of Strategy 2020 we applied co-design principles by ensuring deep engagement with – and giving a strong voice to those with lived experience.

EXTERNAL ENVIRONMENT

We 'zoomed out' by researching and analysing the external environment and emerging issues that will impact our ability to fulfil our purpose.

INTERNAL CAPABILITY AND AMBITION

We 'zoomed in' by engaging and consulting with our own people; critically reviewing our progress; and tapping into the ambition of the organisation, to be the best we can be.

WHAT INFORMS STRATEGIC PILLARS

STRATEGIC PILLARS

FIVE AREAS WE WILL
FOCUS ON

RATIONALE

WHAT INFORMS OUR STRATEGIC PILLARS



1 CUSTOMERS AND COMMUNITY

The need for high quality accessible services that are responsive to individual and community need is unequivocal. The growing divide between the rich and poor; increase in deep intergenerational disadvantage; social inequalities; rise in chronic disease; and growing social isolation demand that we continue to do whatever we can to contribute to a better world.



2 INFLUENCE AND ADVOCACY

Our consumers have consistently told us that to effect long-term change, we must offer more than just direct service delivery. We need to address the systemic issues that cause disadvantage in the first place, such as lack of access to employment, housing, education, gender inequality and experience of violence and abuse. Consistent with co-design principles, the most effective way to influence government policy and the public is by giving voice to those with lived experience.

OUR PILARS



3 INNOVATION AND TECHNOLOGY

The commercialisation of community services means consumers will have more choice and control to purchase the service they require from whomever they want. For EACH to thrive alongside other providers, we must innovate and embrace technology as a key driver for creating efficiency and shaping how we do business. Technology encompasses social media, mobility, analytics and cloud. Innovation through co-design will ensure our services and operations are responsive to those we are designing for.



4 GROWTH AND SUSTAINABILITY

As governments become smaller, and health and community services are increasingly commissioned out to the open market, smaller organisations will not have the scale, capacity and capability to withstand new competition. Organisations with scale and volume will invariably have greater influence and ability to positively impact more lives.

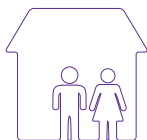


5 PEOPLE AND LEARNING

In a rapidly changing sector and workforce demographic, there will be fierce competition for talent. Retaining and building workforce capability can therefore, be achieved and enhanced by building a culture that values continuous learning, growth and innovation.

STRATEGICAL

WHAT WE WILL DO & HOW



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.

This section outlines our roadmap for the next four years. It articulates the strategic goals and initiatives which outline 'what' we will do in order to achieve our outcomes. An Integrated Planning and Performance Framework will be used to develop detailed annual plans that will be evaluated and monitored regularly.



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.



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:

WEBSITE: www.each.com.au

PHONE: 1300 00 EACH
(1300 00 3224)

HEAD
OFFICE: 2/254 Canterbury Road,
Bayswater North Vic 3153

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