



EACH Strategy 2021-2024  
**Health. Hope. Opportunity.**



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# Health. Hope. Opportunity.

The post-COVID-19 world looks uncertain. But history tells us that in periods after major disasters, while there are risks, there is innovation and new opportunities will emerge. The pandemic has highlighted the disparity in health and social outcomes that exist in Australian society and the importance of relentlessly pursuing our vision of 'a healthy community where everyone belongs'.

Australia is continuing to see an escalation in customer demands for better quality, safety and dignity in service provision – for everyone.

Royal Commissions, Government Inquiries and the amplified voice of customers through social media tell us that our communities, indeed society, expects better from us; particularly for people experiencing disadvantage. We also know that customers experience difficulties in accessing services and that they want more integrated approaches to meeting their health and support needs.

Their combined voices are a loud call to all of us to fundamentally improve the safety and quality of the services we provide.

Through this strategic plan, our goal is to respond to this call. Indeed, our goal is to build customer confidence and trust, earning a reputation for safety and quality which sets us apart and builds a sustainable future.

At the heart of EACH 2021-2024 is a core belief that everyone should be able to easily access safe, accessible, effective, personal and connected care, and that this care is reliable and consistent everywhere, every time – 'services you can trust'.

By putting high quality customer experiences at the forefront of our thinking this strategic plan positions EACH for success in a rapidly changing world. Over the next four years we will prudently manage risk, strengthen and grow our services to improve health, build hope and create more opportunities.

Peter Ruzyla  
**CEO**

Judith Woodland  
**Chair**



# About EACH

## Our vision

A healthy community where everyone belongs.

## Our purpose

Promoting health, building hope and creating opportunity.

## Our values and behaviours



### WE CARE

We welcome you with empathy and hope.

We believe making change is possible for everyone.



### WE LISTEN

We take time to understand you, your experiences and your culture.

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



### WE LEARN

We evaluate our actions and always seek to improve.



### WE DELIVER

We have a 'can do' attitude and find ways to say 'yes'.

We do what we say we're going to do.

# Our changing context and challenges

While the COVID-19 pandemic has affected the lives of all Australians, it has hit people already facing disadvantage especially hard. The pandemic and its associated effects on society, along with many other events and trends in our external environments, are re-shaping the way we will support customers and communities to improve health, build hope and create opportunities.



Rising disadvantage and social inequities because of COVID-19



Accountability based on outcomes, not outputs



Ageing population



Reforms, Royal Commissions and service system redesign



Flexible working



Climate change, natural disasters and their long-lasting impact on communities



Ongoing commercialisation of publicly-funded programs



Aboriginal and Torres Strait Islander self-determination



Digitalisation of customer interactions, including telehealth



Customer expectations of responsive, connected and individualised service delivery



Data-driven decision-making



## Our approach

As an organisation present in communities across Victoria, New South Wales (NSW), Queensland, and the Australian Capital Territory (ACT), EACH is well placed to play an important role in assisting individuals and communities to build on their strengths as part of COVID-19 recovery. For over 45 years, we have delivered services and programs to some of the most marginalised people in our society. Our approach to service design, service delivery and community action is underpinned by the following principles:

- *Dedication to the social model of health:* The conditions in which people are born, grow up, live, work, and age have a significant impact on health and life opportunities. In our work, we consider how these social determinants influence people's circumstances. We empower people to have more choice and to take control of their lives.
- *Comprehensive and connected care:* People often come to us with multiple needs. Research also tells us that people want connected and personalised service delivery. At EACH, we offer a diverse range of connected care and support services, and work in partnership with other trusted providers to offer an integrated approach.
- *Focus on social justice and community inclusion:* Social inclusion, valued relationships and meaningful participation in community life are key to good health and wellbeing. Sadly, this is out of reach for many individuals and communities facing discrimination, stigma and/or racism. We adapt our services and prioritise access for key community groups to break down these barriers and create a more inclusive society.
- *Responsiveness and agility:* Our can-do attitude, combined with our size and diverse capability, enables us to rapidly adapt and respond to emerging community needs.

# **Goal 1: Safe, accessible, effective, person-centred, and connected services**

## **We provide services you can trust**

- We put safety and quality at the heart of everything we do.
- Our staff are culturally responsive and skilled in working with people who experience trauma and complex needs.

## **Our services are easy to access**

- We prioritise access and inclusion for people facing barriers to good health.
- We use plain language and communicate in a variety of ways so everyone can connect with us.

## **We are effective**

- Our services and programs deliver outcomes that make a difference.
- We evaluate our work to continually improve and to ensure that we are delivering up-to-date and effective services.

## **We design services that are connected and meet each person's needs**

- We seek to understand our customers' unique needs, and tailor services in response.
- We listen to what our customers tell us so that they don't have to repeat their story.
- We communicate with those who are important to our customers, and with other service providers to ensure that care is connected and coordinated.

# Goal 2: Strong connections with customers and community

## We are local and reliable

- We consolidate and strengthen our presence in key communities, through targeted investments in services and strategic partnerships that are shaped by local community needs.
- We tailor our services to reflect the culture, needs and diversity of the communities in which we work.

## We respond to the voice of our customers

- We encourage feedback and actively listen to our customers.
- We work with customers and communities to design services and initiatives that meet their needs and preferred experience.
- We take action on customer feedback.



# Goal 3: Great people, positive culture

## We develop our people and never stop learning

- We build a culture in which everyone can continually grow their skills and offer their best.
- Our leaders drive service, professional excellence and organisational outcomes.
- Our governance, leadership and staff inspire confidence.

## We attract, retain and develop a diverse and high performing workforce

- We recruit people who have the capabilities to perform at a high level, who are aligned and committed to our values and reflect the diversity of the communities we serve.
- We support the safety and wellbeing of our people.
- We strive for a culture where everyone is engaged and feels a sense of belonging and purpose.





# Goal 4: Technology for Better Health and Wellbeing

## We use technology to transform our services

- We harness technology to optimise service delivery and customer experience.
- Technology transforms how our organisation and staff work, by supporting them to be innovative, more efficient and to deliver improved outcomes for our customers.

## Our people and our customers connect

- Our systems and processes make it easy for customers to reach us and to get the services they need.
- Our people communicate and connect with each other seamlessly to coordinate the work they do, to share knowledge and to provide better care.

## Data shapes our learning and delivers better customer outcomes

- We use systems that provide us with timely, connected and reliable information to make sound decisions and offer a better customer experience.
- Information about our services and programs is used to improve our efficiency, effectiveness and to create better value for our customers.



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