



## VISION

Together, building and supporting a healthy, resilient and inclusive Jewish community.



## PURPOSE

Delivering excellent care and support, underpinned by Jewish values for the community we serve.

## VALUES

Jewish Care's values are universal and enduring in nature, but are also particular to the Jewish approach to creating a meaningful life and a strong, cohesive community.

Our values define who we are and underpin everything we do. They pervade every aspect of our organisation, informing relationships amongst colleagues, between staff and clients and between our organisation and the wider community.

Our values are about people – they provide a moral compass for the way we respond to challenges and the decisions we make.

דרך ארץ  
*derech erez*

### Respect

Through client services and program excellence, we treat everyone with consideration and decency and will always act for the good of society.

קהילה  
*kehilla*

### Community

Working together to strengthen our community, to build and support the capacity and resilience of individuals and families.

הכללה  
*hachlala*

### Inclusion

We embrace diversity and work together for a just and equitable society.

אחריות חברתית  
*achrayoot chevratit*

### Social Responsibility

Behaving ethically, with sensitivity and acting in the best interests of all.



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A Bridge To Our Future

Strategic Plan  
2021 – 2022

# STRATEGIC BRIDGE 2021 – 2022

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## SUSTAINABLE SCALE

- Financial sustainability through efficiencies and scale.
- Growing reach to meet increasing market demand.
- Readiness to meet future service demands for those most in need within the community.

### AGED CARE

- Successfully ramp up new Windsor and Carnegie Senior Living Precincts.
- Grow Commonwealth Home Care Packages within metropolitan Melbourne and evaluate In-Home Care business acquisitions.
- Increase offerings at the Loti Smorgon Active Living Centre (Windsor) and Anne & Eric Smorgon Active Living Centre (Caulfield).
- Review the potential for growth in Residential Aged Care.
- Review retirement village opportunities – Windsor/Caulfield/Carnegie.

### DISABILITY

- Explore opportunities to maximise service offerings at The Coppel & Piekarski Family Disability Respite Centre.
- Continue to realise opportunities to grow Supported Independent Living.

### COMMUNITY

- Identify opportunities for growth post COVID-19 in family violence, mental health, financial aid and employment.
- Explore opportunities that will maximise the use of The Manders Villas.
- Explore opportunities to develop transitional housing offering.



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## QUALITY SERVICES

- Optimise contemporary service offerings to meet expectations.
- Technology and educational platforms and partnerships for leading-edge service delivery.
- Leadership in service quality and effectiveness at scale.
- Processes that assure client and elder safety and high-quality customer experience.

### AGED CARE

- Effectively respond to Aged Care policy changes post Royal Commission findings.
- Continue to develop and evolve Hand-in-Hand™ as leading aged care model of support.
- Successfully implement 'Goals of Care' across Residential Aged Care and Home Care Packages.
- Investigate and deploy technology that supports independence, including safety monitoring and explore consumer portals that enhance consumer choice and control.
- Establish a learning institute in the new Hannah & Daryl Cohen Family Building to provide training and education for Jewish Care as well as the industry.
- Improve Complaints/Compliments system (Your Say) to ensure the timely and robust processing of feedback.
- Develop inclusive practices throughout our services, including maintaining Rainbow Tick Accreditation.
- Continue to bring to life our Position Statements through active community engagement and thought leadership.
- Establish an improved Consumer Advisory structure that will ensure enhanced consumer participation in service evaluation, gap identification, co-design and delivery.
- Continuously improve the robustness of evaluating the client/elder experience and standards adherence across our services, through a strong internal auditing system.

### DISABILITY

- Effectively respond to Disability Services policy changes post Royal Commission findings.
- Develop evaluation processes to determine efficacy and efficiency of disability services.

### COMMUNITY

- Effectively respond to Mental Health policy changes post Royal Commission findings.
- Develop a workable outcomes framework for key community and social justice programs.

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## STRATEGIC ENABLERS

Strengthening the Core

### PEOPLE AND CULTURE

Attract and retain highly capable people, working safely and efficiently, led by value-aligned and performance-oriented leaders.

### MARKETING AND PUBLIC RELATIONS

Create universal awareness of the work we do, in our community, in a way that positions us as 'First Choice' for services and supports, whilst also attracting substantive financial support for our critically important unfunded services.

### INFORMATION TECHNOLOGY

Invest in business systems that improve efficiency at scale and future-proof our operational capability and quality of service.

### FINANCE AND CORPORATE SERVICES

Improve business processes and infrastructure, maximising efficiency and minimising operational risks.