



**Quality Governance :
Environmental, Social and
Financial**

Success

- Organisation wide Embodiment of Environmental Governance
- Organisation wide Embodiment of Social Governance
- Quality Assurance Plan



Independence through Care

Success

- opportunities Independent Case Study for of, but not limited to, Consumer Advisory Feedback



The JCAC Way
Real Control Real Choice

**The JC Way
Real Control Real Choice**

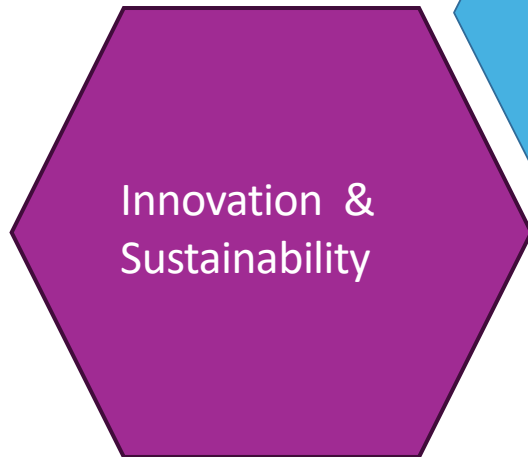
Success

- Workforce choose to stay
- Community is comfortable to come

**Innovation and
Sustainability**

Success

- Sustainable Environmental Policy and Plan
- Business Plan
- Brand & Reputation



**Connectivity with Community and
Raising Profile**

Success:

- Marketing & Communications Strategy
- Community Advisory Body
- Community Networking, Collaboration and Partnerships

The **vision** of JCAC is “**Real choice and real inclusion for All**”.

The **mission** of JCAC

Providing the best quality, customised services for the people we support.

Objectives

- To make a difference
- To enhance our community
- To ensure our staff are skilled, supported & valued
- To ensure a strong and sustainable organisation

New JCAC Values

- **Client focus** – People as partners driving their service and support model
- **Quality** – Striving to do our best and continually seeking to improve on what we do
- **Integrity** – Treating all people with respect and dignity
- **Collaborative Relationships** – Working together to achieve better outcomes
- **Ongoing Learning** - Skilled and empowered staff delivering quality services

Strategic Intent & Strategic Outcomes:

1 *Our Strategic Intention*

The JCAC Way: **Real choice and real inclusion for All**

In reviewing the approach and the intent for this strategic plan based on the consultation undertaken, it is proposed that we embrace a model of **service delivery based on four key enablers:**

1. *Watch and listen (to the people supported)*
2. *Work together*
3. *Get it right*
4. *Aim higher*

These four enablers underpin the core values of all that we aim to do at JCAC that is work together with people who are ageing and their circles of support so as to create high quality, individualised services that enable people to live their life in the way that creates value and meaning for them whilst feeling connected to their community.

2 *Our Strategic Outcome*

This intent translates into a specific strategic outcome for 2024 / 2027

- We exist so that people who are ageing and use our service have **support and lifestyles** which reflect **their expressed preferences** (or those of their family / carer); that enhance their **emotional, physical, social and intellectual wellbeing**; which meet or exceed **community norms and expectations** and for which **funding can be sourced**

3 Strategic Consequences

- For people using JCAC services, the desired effects, or “outcomes of our outcome”, will be satisfaction in the following “quality of life” domains :
- **Emotional Well-Being:** “Each person experiences contentment, self-esteem and control”
- **Interpersonal Relations:** “Each person has the friends and relationships they desire”
- **Physical Well-Being:** “Each person is fit and healthy enough to perform the activities they wish to”
- **Self-Determination:** “Each person can pursue their goals and experience personal choice and control”
- **Social Inclusion:** “Each person can be supported by and participate in the community as they desire”
- **Rights:** “Each person is free of injury, unfairness or legal threat”

These domains will be measured by all people supported by JCAC as a measure of how we deliver our services in accordance with the Strategic Plan.

Plain English Strategic Plan:

Why do we exist?

To support people who are ageing

We exist so that people who are ageing and use our service have **support and lifestyles** which reflect **their expressed preferences** (or those of their family / carer); that enhance their **emotional, physical, social and intellectual wellbeing**; which meet or exceed **community norms and expectations** and for which **funding can be sourced**

What do we do?

We work together with people who are ageing and with their circles of support so as to create high quality, individualised services that enable people to live their life in the way that creates value and meaning for them whilst feeling connected to their community.

- *How do we do it?*
- Our staff will listen to the people we support and their support networks and make decisions *with them*, not just for them.
- We teach our leaders to look for the best people and to help them become even better once they are working for us. We always want our staff to ask themselves, “*Why are we here?*”
- We will look after our money carefully and work with the government and other people to make sure we’ll be around for a long time to come.
- *How do we know if what we’re doing is working?*
- Our staff will listen to our client group and ask them questions about how happy they are with:
 - Their well-being and health
 - Where they live
 - The people they live with & the types of friends they are able to make
 - The activities they do
 - Feeling safe
- We will design everything we do around the answers to these questions.

Service Priorities 2024 - 2027:

The period 2024 – 2027 is perceived to be one of consolidation with organic growth occurring when service opportunities are identified which:

1. Measurably meet the quality-of-life domains (strategic consequences)
2. Operate with sufficient funds to ensure positive cash flows
3. And meets the following service priorities:
 - Provides services in flexible responsive ways
 - Enables people supported (both currently or in the future) to enhance their emotional, physical, social or intellectual well-being
 - Provides opportunities for the community to enhance their perception of people who are ageing
 - Provides opportunities for the community to develop greater skills in meeting the needs of JCAC clientele
 - Contribute to the capacity of the organisation to further enhance its delivery of services to people supported and the staff of the organisation **This will include building and fabric redevelopment.**

Strategic Enablers:

In order to make these outcomes and consequences 'real', while responding to the organisation's strategic risks and challenges, three Key Result Areas have been identified as key 'enablers' for the period 2024-27 in order to operationalise our strategic plan:

1. **Our People** – how we support people – both client group & staff
2. **Our Relationships** – how we work with and within our community
3. **Our Resources & Systems** – ways in which we build and protect revenue and business relationships

These are *touchstones for decision-making*. They need to become well-known across the organisation and employees should take pride in telling each other how they contribute to particular people, relationships and resource practices.

1. People

JCAC will ensure that we work towards becoming an Employer of Choice for people in the aged care sector within Creswick and surrounds; we will aim to provide staff with career paths within the organisation and provide working conditions that enable work / life balance.

We will continue to grow as an organisation whose people:

- Are well-selected, trained, developed and role expanded.
- Reflect and self-evaluate and ask, “Why are we here?”
- Model [exemplary leadership behaviours](#): and whose work is guided at all times by three practices.

Five Practices	Ten Commitments
1. Model the Way	Clarify values
	Set the example
2. Inspire a Shared Vision	Envision the future
	Enlist others
3. Challenge the Process	Search for opportunities
	Experiment and take risks
4. Enable Others to Act	Foster collaboration
	Strengthen others
5. Encourage the Heart	Recognise contributions
	Celebrate the values and victories

People Practice #1: Subsidiarity

- *Decisions are made primarily by the staff and clients whom the decisions affect.*
- Specific indicators:
 - Staff responsibilities are expressed as 'ends' not 'means': "giving responsibility, not a task list"
 - Protocols describe how decisions outside a staff member's control are made and followed up

People Practice #2: Advocacy

- *We will help people supported and their families to use their voices equitably and ensure we are willing to hear their messages – and visibly act in partnership with them.*
- Specific indicators:
 - People supported and their circles of support have documented statements of staff ethics, responsibilities and expectations
 - Conversations with people supported and their circles of support are future oriented
 - People supported are encouraged to involve their circles of support in decision making
 - Stable staffing contributes to strong connections and shared experiences between staff and people supported

People Practice #3: Collaborative Leadership

- *We will invest in leaders who show that they can create a shared vision which supports the interests of the staff and people who they support.*

Specific indicators

- Leaders are highly visible and available to their staff
- Leaders include their teams in planning
- Teams collaboratively “self-edit”: *“How could we have handled that situation better?”*

6 CHARACTERISTICS of a COLLABORATIVE LEADER



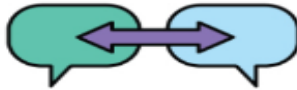
FOCUS ON THE ENVIRONMENT

Create a participatory environment where people can feel engaged and challenged. Decentralized power, organize a network to have a systemic vision involving the whole business. Manage the system, not the people.



KNOW YOUR COLLEAGUES

Giving full attention to people is the foundation for collaboration. Know people deeply. Showing interest and getting to know each other is foundational for a psychologically safe environment. Breaking silos and work cross-functionally, even across teams. Focus on your influence rather than your power.



ACTIVELY LISTEN

Collaborative Leadership prioritizes communication, which must be a two-way road. Feedback is used in all directions in a constant learning approach.



WALK THE TALK

Collaborative Leadership tends to align speech with action. What is said is what is seen in practice. That goes hand in hand with being authentic as a leader.



EMPATHY

In a collaborative environment, people are not seen as just another number, but as a complete human being, with values and history, who is not left out within the group. Empathy is crucial in such environments.



FOCUS ON RESULTS

Teams with Collaborative Leadership have a strong focus on results, and a true culture of problem-solving, without wasting energy looking for someone to blame for mistakes.

2. Relationships

During 2024-27 we will use the opportunity to explore:

- a. Growth areas in service provision,
- b. Developing community awareness of our client group participating in community life

Relationships Practice #1: Strengthen partnerships

We will prioritise partnerships and collaborations with the following types of organisations:

- a. Government and other funding bodies*
- b. Academic institutions*
- c. Businesses*
- d. Non-government & not-for-profit community organisations,*

Specific indicators

- Our public profile is measurably strengthened
- Tangible and intangible forms of assistance are generated

Joint ventures exist which offer significant outcomes to the JCAC community

Relationships Practice #2: Raise awareness of people who are aging and or have a disability within the community

We will raise public awareness of issues affecting people who are ageing and raise the profile of JCAC's services. We will aim to increase community involvement and client inclusion

Specific indicators

- Community relationship plan developed and enacted
- People we support being able to engage even more readily within the broader community
- Involvement in strategic networking opportunities and community building committees and forums
- All Personal Plans are developed with a view to ensure engagement with the community

3. Systems & Resources

We will continue to develop an organisation which has robust, clear but sophisticated ways to govern its activities and test its outcomes. We will act as responsible stewards of the resources entrusted to us and establish and develop mutually beneficial partnerships. We will ensure we maintain a well-developed suite of policies and procedures that are 'user friendly' and enable staff to undertake their role with clarity.

Systems & Resources Practice #1: Test our outcomes

We will measure the effects our services have on clients and staff.

Specific indicators

- Quantitative client “quality of life” indicators exist
- Qualitative research gathers people’s observations and stories about the effects services have on their lives
- Programs use this data to set person centred goals
- Successful undertaking of external Quality Audit processes

Systems & Resources Practice #2: Make policies and procedures more relevant

We will continue to develop policies and procedures which are understandable and useable.

Specific indicators

- Policies and procedures are documented in a way that everyone who uses them can understand
- Policies and procedures are documented in a way that shows how they help create better client and staff outcomes
- Human resource practices are integrated in a way which results in clear direction and decision-making at all levels of the organisation

Systems & Resources Practice #3: Consolidate and expand revenue

We will protect and consolidate our income while exploring growth through a variety of business and development strategies

Specific indicators

- Opportunities are identified to expand our business such as:
- Further development of caring for aging people at risk of homelessness
- Sponsorships, events and philanthropy generate growing revenues in order to fund capital projects
- Our investments demonstrate appropriate growth toward targets
- Cost efficiencies are identified and acted upon
- Business opportunities.