



INAUGURAL STRATEGIC PLAN

2018–2023



OUR COMMITMENT TO GROWTH,
DIVERSIFICATION AND ENHANCING
THE CLIENT EXPERIENCE



Mr Klaus Zimmermann AM
INAUGURAL CHAIR

It's an exciting time to be part of Masonic Care Tasmania.

Thanks to today's higher standard of living and advances in medical science, more people are living for longer.

As they move into this important time in their lives, we want to help them thrive by giving them access to care services and support.

To help us prepare, we have spent the past six months conducting extensive research. This involved:

- **Internal and external environmental scanning**
- **Consultations with key stakeholders**
- **Extensive industry research**
- **Board and Executive workshops.**

The results revealed that Masonic Care Tasmania has a rare combination of infrastructure, expertise and experience.

To take advantage of this special position, the Board has decided that – in addition to improving our existing services – we can expand to new areas of the health industry. Over the next five years, we want to transform into an innovative and vibrant health service provider.

To show how we're going to get there, I'm excited to present ***MCT's Inaugural Strategic Plan 2018–2023*** to you. Please join our Board and Executive Team in our commitment to positioning Masonic Care Tasmania as a leading and respected health service provider in Australia.



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**Over the
next five
years, we'll be
treating the
Strategic Plan
as an ever-
evolving
document.**

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Purpose

*Enriching lives
and communities*

Vision

*A world where people
are supported to
live life as they choose*





Values

CHOICE

*Honouring the decisions of
individuals with integrity*

COMPASSION

*Expressing sensitivity and empathy
in what we do and how we do it*

RESPECT

*Upholding the rights, beliefs and choices
of individuals without judgement*

INNOVATION

*Having the courage to explore better
ways of doing and being*





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STRATEGIC GOAL NO. 1

Enhancing the Client Experience

We will improve service delivery to enhance the client experience.

There is nothing more important to Masonic Care Tasmania than our clients.

Whether it's a phone call, home visit or even a chat while undertaking a personal care activity, what we do and how we do it can make a big difference in somebody's day.

Because of this, we will focus on embedding a client service culture throughout our entire organisation. We want to engage with every client, develop lasting relationships and ensure that every interaction counts.

That way, ***enhancing the client experience*** becomes the central element in everything we do.

KEY STRATEGIES

ENHANCING THE CLIENT EXPERIENCE

Deeply embed our client service culture in all that we do.

IMPROVE SERVICE DELIVERY

Focus on meeting the client's expectations through the delivery of high quality services.

MEANINGFUL CLIENT RELATIONSHIPS

Promote and enable authentic and trusted relationships.

CLIENT ENGAGEMENT

Increase client participation in the life of MCT and the wider community.

TRUSTED REPUTATION

Position MCT as a trusted brand and preferred provider.



STRATEGIC GOAL NO. 2

Fulfilling Individual Client Needs

We will grow, integrate and diversify client services to meet individual needs.

Every one of our clients is an individual, and we want them to be able to customise our services to suit their lifestyle.

To do this, we will transform our residential aged care services, diversify our service offerings, and grow our community care and retirement living.

Finally, we will invest in the development of a wellness and lifestyle model that will be made accessible to all clients, and adapt our organisational policies, processes and procedures to reflect best practice.

Fulfilling individual client needs becomes our way of ensuring we never lose sight of the people we serve.

KEY STRATEGIES

TRANSFORM RESIDENTIAL AGED CARE SERVICES

Enhance and grow existing services and introduce new services to meet client needs.

EXPAND AND DIVERSIFY COMMUNITY AGED CARE SERVICES

Grow existing services and broaden reach to cater for mainstream community clients.

ACQUIRE/EXPAND AND ENHANCE RETIREMENT LIVING

Construct new retirement living villages that offer vibrant wellness and lifestyle amenities.

INTEGRATE AND STREAMLINE CLIENT SERVICES

Improve the client journey through seamless access to integrated services.







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STRATEGIC GOAL NO. 3

Engaging Our People

We will attract, recruit and retain people to make their experience, skills and talents count.

It's no secret that our people are the key to our success.

Each of our employees and volunteers offers invaluable experience, skill and talent.

To help everyone perform at their best, we will invest in learning and development, introduce health and wellness initiatives, and make employees a key part of decision making.

We'll also pay special attention to retaining our older employees, as well as attracting younger people to our organisation.

Engaging our people as valued and respected professionals acknowledges their contribution to our organisation.

KEY STRATEGIES

ATTRACTION AND RETENTION OF EMPLOYEES

Our retention rates improve despite labour shortages.

LIVING OUR VALUES

MCT's culture reflects our values being understood and lived out in all that we do.

LEARNING AND GROWTH

Our people are passionate about developing their skills and careers within MCT.

EMPLOYEE HEALTH AND WELLNESS

The safety and wellbeing of our people is a priority.

EMPLOYEE COMMUNICATIONS AND ENGAGEMENT

Our people have a voice and feel valued for their contribution.



STRATEGIC GOAL NO. 4

Leading Community Voice

We will be an effective advocate and industry leader helping to enrich lives and communities.

Masonic Care Tasmania holds a unique position in the State.

Through our relationships with clients, their families and networks, we have come to understand important community issues.

We should never be shy about speaking out on these issues – especially when it comes to clients who feel vulnerable and marginalised.

On other occasions, our position means we foresee the need for political, societal or economic policy change.

When this happens, we will be an effective advocate, using our brand and reputation to speak with authority, authenticity and compassion.

We will be proud to be a **leading community voice** and we will do so, without fear or favour.

KEY STRATEGIES

ADVOCACY

Position MCT to have an influential and respected voice in the community.

BRAND AWARENESS

Enhance and safeguard our brand and reputation.

COMMUNICATIONS

Enhance communications and broaden reach.

INDUSTRY INNOVATOR

Influence “change for good” through industry innovation.





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STRATEGIC GOAL NO. 5

Building Capacity

We will optimise our resources and streamline operations to ensure a sustainable future.

We're passionate about delivering great service. To ensure that continues into the future, we're focusing on finding new ways to generate revenue, as well as ensuring we're efficient in the way we operate. We will invest in updating technology and ensure that we uphold our legal responsibilities as we grow.

Building capacity means we monitor, learn and improve. In doing so, we future-proof MCT for generations to come.

KEY STRATEGIES

REVENUE GENERATION

Activate growth strategies to generate diverse and sustainable revenue streams.

OPTIMISE OPERATIONS

Monitor, learn, and improve.

ASSET UTILISATION

Optimise use and life of assets aligned to the strategic direction.

TECHNOLOGY

Use technology as a means of managing corporate intelligence and enhancing the client experience.



