



HOLY SPIRIT CARE SERVICES

Continuing the mission of the Holy Spirit Missionary Sisters

Strategic Plan 2011 – 2016

Residential aged care and retirement living, Brisbane and Cairns.



Message from the Chairman of the Board

2012 will mark the 50 year anniversary of the Holy Spirit Sisters' involvement with aged care services in Queensland. Continuing the work of the Sisters and building on their legacy is a privilege that motivates and leads our Board, management and staff.

Our mission and values remain unchanged as we move forward with a renewed vision of leadership in the provision of aged care and retirement lifestyle options. In an ageing population, we are preparing for the changing needs of our communities in the future. We are very pleased to present this five year strategic plan to support our vision and sustainability.

Terry Larkin
Chairman
Holy Spirit Care Services

July 2011

Vision / Mission / Values

VISION

To be the community of choice as leaders
in care and retirement lifestyle options.

MISSION

To touch and enhance the lives of people through
our Christian culture of quality care and service.

VALUES

Respect | Integrity | Justice
Compassion | Innovation





Core Business

The agreed core business or ‘reason for being’ at Holy Spirit Care Services is to provide:

Care and services for the aged.

The key services that are the basis of our care and retirement lifestyle options, are initiated by the Board, developed and delivered by management and staff. These key services include:

- Retirement Living
- Aged Care Services
 - Residential Care Services
 - Community Care Services
- Personal Services



Desired Future

The key characteristics and components that will define us by 2016 are:

Our people

Our people will be highly engaged, trained and supported through well structured leadership, learning and development programs and human resource management processes.

Financial sustainability

A sustainable aged care segment combined with prudent financial management, a mature fundraising capability and the returns from our capital projects will ensure we are able to fund our future and sustain our mission long term.

Relationships

Our relationships based on shared values will be strengthened through the continued engagement of the Holy Spirit Missionary Sisters and our key partners and supporters in our vision and mission endeavours.

Site and facility development

We will operate in two regions in Queensland (Brisbane and Cairns), with each site maximising Master Plan initiatives.

Service growth and diversity

Growth will be in service-based models rather than capital intensive developments with the delivery of a diverse range of care and service options aligned to our core business and consistent with our vision, mission and values to over 1,000 residents.





Information systems and technology

An efficient information technology platform will enable the Board, management and staff to access and use proven technology-based applications to improve the efficiency of our systems, decision making and reporting. Our communities will have a high technology capability in both workplaces and residences.

Resident mix

Our residential care mix will be predominately high care or sub-acute care. Low care will be delivered through community care, if required, in our retirement villages. Supported residents will continue to be a key customer group in our communities in line with our social purpose and mission.

Governance and operational structure

Appropriate governance and organisational structures will be in place to ensure clear roles and responsibilities, reporting lines and delegations that allow the Board to govern and the Executive Team to manage.

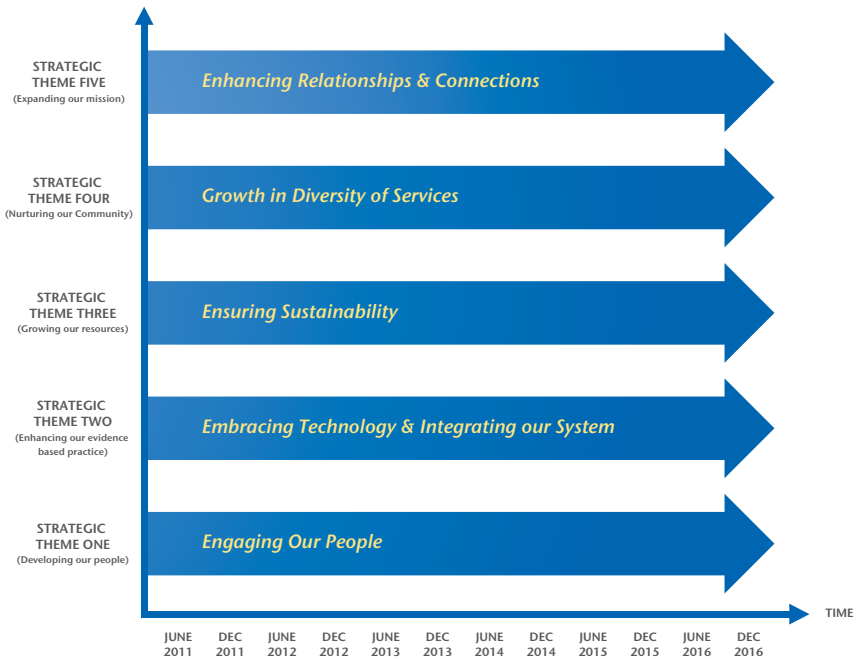
Our identity

We will have a clearly articulated and identifiable brand that promotes our mission, engages our people (staff, residents and community) through effective communication, leadership and excellence in service experience.

Global Strategy

Our global strategy is founded on a clear appreciation of the current and future external environments.

In essence, our response to those environments and the achievement of our vision, mission and desired future, will be delivered through five themes and their associated strategic objectives.



STRATEGIC INTENT & KEY RESULT AREAS





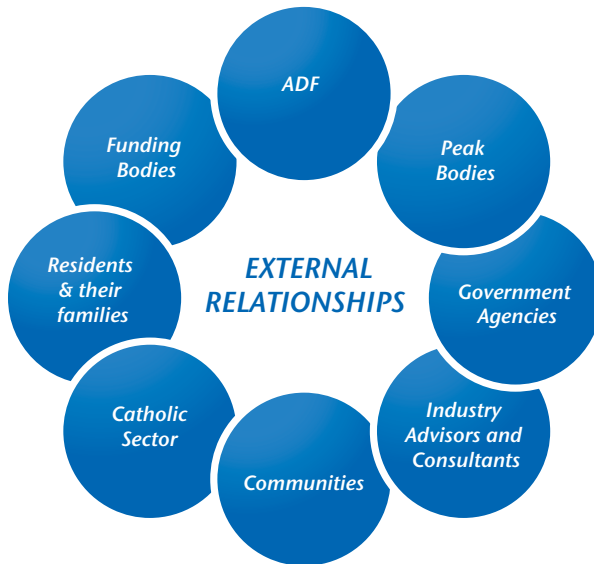
Internal / External Relationships

Internal relationships are formed with groups who come together to form the capability of our organisation.

External relationships are formed with groups that connect or engage us. We recognise the importance of continually strengthening and developing all relationships that form the Holy Spirit Care Services organisation and community.

*In order to achieve the
aforementioned, we will:*

- Further enhance communication with all members of our community
- Further enhance the commitment and contribution of those relationships
- Ensure open, transparent and accountable processes
- Inform all with whom we have relationships how we are progressing in the implementation of our strategic plan





Holy Spirit Care Services Strategic Themes 2011 – 2016



Theme No. 1

Engaging our people

Ensuring our people have the ability and motivation to engage and grow with the evolution of our organisation.



Theme No.2

Embracing technology and integrating our systems

Enhance our productivity through the use of proven technology-based applications that reduce risk and / or improve process efficiency.



Theme No. 3

Ensuring sustainability

Through evolving our business model and continuing good governance, asset and risk management practices, we will ensure long term sustainability.



Theme No. 4

Growth in diversity of services

Our growth will come through diversity in our services based on our research and understanding of the future demographics and needs of our key customer groups.

Key customer groups:

- Retired people over the age of 70 years
- Supported residents (as defined by the Department of Health and Ageing) requiring aged care services



Theme No. 5

Enhancing relationships and connections

Through effective communication and relationship management, we will expand our mission and be widely known and recognised as the community of choice for our leadership in care and retirement lifestyle options ie. Our Vision.





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Further Information

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