

Strategic Directions 2018 - 2020

Our purpose

We strive to enrich diverse communities through the provision of quality health care and support services.

Our target audiences

We work with everyone in our communities, especially those who want to:

- > Live more independently and well
- > Have more choice and control over their health and wellbeing
- > Connect with other people/services
- > Have their diversity embraced and celebrated

Our promise

We provide you with an outstanding customer experience, through genuine relationships, positive outcomes and community presence.

Our values



This is who we are. We deliver.

You grow, we grow.

Our services

Be an example.

We deliver a wide range of services to:

We care.



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Our target audiences

Merri Health originated in the Northern suburbs of Melbourne but now delivers quality health and support services wherever our expertise can deliver improved levels of care and ultimately benefit communities.



Our priorities

Focus of effort

Establish

Merri Private to deliver fee-for-service offerings

Grow

core service offerings and position in a competitive environment

Strategic intent

Invest

in future capacity to reach more customers and deliver improved services

Service delivery:

- Develop new services to new audiences:
- Incubate/test new products/ service offerings within low risk environments;
- Introduce and test more flexible employment arrangements.

Sustainability:

- Diversify funding/revenue streams;
- Offer equitable "ability to pay"
- Establish structure that maintains existing DGR status.

Cross subsidise: Develop fee activity that supports further research and development of our core service offerings.

Strengthen sustainability of existing services in the context of current reforms and policy changes.

Client-directed services: Selectively choose

client-directed service offerings (aged care and disability) that have attractive operating and market entry cost structures to meet

Geographic expansion: Preserve historical presence, and proactively and reactively seek opportunities in all serviceable localities, including non-geographical (virtual) service delivery.

Partners:

- Seek out partnerships with innovative, complementary service deliverers (including with non-health organisations) where there exists potential for shared capacity to add value with likelihood of success:
- Ability to align workforce and culture;
- Achieve economies of scale with equity of resourcing.

People: Invest in:

- Readiness for change, adaptability, and understanding of Merri Health strategy by all staff;
- Enhance customer service ethic and financial and business literacy;
- Develop high-performance team culture:
- Offer accessible professional development for staff, including on-line

Service design: Invest in:

- Identifying business partners with expertise in outcome information, data and evidence (including evaluation), delivery methodologies, workforce redesign and partnerships;
- Consumer engagement and/or co-design, including community engagement of hard-to-reach groups;
- Future thinking and innovation exploration.

Technology: Invest in:

- Client Management System implementation; (including staff rostering system)
- Portability/mobility of staff: mobile platform:
- Client self-management/ monitoring (personal and home)/health coaching;
- Accessibility of learning (e.g. on-line);
- Client on-line booking of appointments, billing consumer statements and payments:
- Reporting, business intelligence and business analytics.

Marketing: Invest in:

- Visibility for whole organisation including in regional Victoria, emphasising hard-to-reach groups
- Merri Private;
- All growth areas above;
- Research and evaluation:
- Strategic use of shareable & saleable IP;
- Prediction and targeting using data mining and analytics.

Sites: Strategically acquire and divest sites through purchase and leasehold, including development of Merri Corner into an integrated health hub and corporate operations headquarters.

Core service offerings

Disability: Assess the future direction of disability services within Merri (service delivery and/or local area coordination).

- Expand suite of health and wellbeing services in response to client needs/
- Develop new models of care taking into account home-based and centerbased services including workforce
- Consider feasibility of expanding in areas such as aged assessment and social support.

Carer support: Expand suite of carer support services including consideration of potentially providing statewide service delivery, as well as a fee-for-service option. **Primary Care:** Trial models of care using specialist and GP's (multi-disciplinary teams, low infrastructure demand; fractional staffing;

Mental Health: Social inclusion as a key determinant of mental health and wellbeing is a key area of focus for Merri.

LGBTIQ: Working with LGBTIQ communities is a key focus in the priority area of Promoting Social Inclusion.

Prevention of violence against women [PVAW]: A key priority and focus area for . Merri Health.

- Explore and respond to grant opportunities, with a focus on sustainable, long-term funding to minimize subsidy.
- Include models of care to prevent chronic conditions and to better manage multiple conditions in the community.



Our results

Access

We reach more people

- Meet agreed priority of access timelines
- Brand recognition
- Growth of client base served
- Service targets met
- Ease of access

Satisfaction

We are positively regarded

- Satisfied clients, employees, and stakeholders
- Reduced complaints
- Attraction and retention of highly skilled workforce
- Confidence and trust of funders
- Positive health outcomes

Quality

We deliver great service

- Reduced incidents
- Contract compliance
- Accreditation compliance
- Service efficacy and attributed outcomes

Financial

We run a great business

- Revenue growth
- Agreed margin on operations
- Reinvestable surplus
- Prudent management and financial stability

Community

We have community support

- Active participation (co-design)
- Demonstrated ability to work with hard-to-reach communities
- Community empowerment
- Client directed care
- Engaged membership

Partners

We have willing partners

- Valuable and successful partnership endeavours
- Government and investor confidence
- Unsolicited/uncontested bids for programs

Projects

We invest in capacity

- People
- Services
- **Facilities**
- Technology Research

Our financial principles

Costs We understand how much it costs to get an outcome, including back of house support

Where we have a pre-determined price we tailor services to suit, even if this means not providing Pricing

existing services/service models

Surplus We deliver services that will break-even or achieve profitability and if not, we will make clear

decision to subsidise services based on a strategic or service strategy priority

Reinvestment We deliberately decide purpose of reinvestable margins

Efficiency We use funds efficiently to manage change

Investment We invest in new ventures when there is a predictable return investment

Working capital We maintain two months of working capital at all times

We are willing to take on serviceable debt for (i) assets (sites) for long-term viability; (ii) enablers of Debt

future revenues (subject to ROI)

We will develop a formula for determining the appropriate investment method for depreciating Asset management

assets (IT/vehicles)

We remain open to property purchase ('buy and hold') where strategic service and financial

objectives are met.