



# Strategic Plan 2024 – 2029

## Introduction

For nearly 40 years, Morrissey Homestead has been supporting people to achieve their goals. We support older people and people with disability to develop skills, grow their independence and connect with their community. Our clients trust us to provide great services and to always be there to provide support when they need us.

Morrissey Homestead is a well-run, reliable and community-minded organisation. This is reflected in the feedback we receive from clients, their families and carers as well as our staff.

Our services are designed so clients can follow their interests and enjoy themselves while they progress their goals. Our staff are trustworthy, responsible, and respectful. Those who work enrich the lives of others and support them to develop their skills and independence and to participate more in their chosen communities. Morrissey Homestead clients tell us they feel supported and valued. This provides an excellent foundation for our next strategic plan.

Over the next five years, this plan will guide Morrissey Homestead actions and investment.

This Strategic Plan is informed by the practice standards for NDIS and Aged Care. Our strategic goals demonstrate our commitment to putting our clients at the centre of our service. We are focused on supporting our clients and staff and providing excellent services. The next five years will also see Morrissey Homestead enter a new growth phase.

### Our Strategic Goals are:

- Morrissey Homestead clients experience a high level of client satisfaction by using our services.
- Morrissey Homestead has sufficient, high-quality staff to deliver services (new and existing).
- Morrissey Homestead systems are used to maximum effect to support continuous improvement.
- Morrissey Homestead provides more respite and other services to more people.
- Morrissey Homestead communicates and engages with key stakeholders including Government, not for profit agencies and private providers to support the Objectives of the Organisation. Communication with clients and staff supports the continuous improvement of services.

The Board is responsible for the development of this Plan which was undertaken in partnership with senior management. The Board will have oversight of the implementation of this plan through regular reporting by senior management and at least an annual review of the organisation's progress towards our strategic goals.

## Mission and Values

There are many attributes that make us such a committed and community-minded organisation. Our mission and values guide our thinking and behaviour and the way we support our clients. They help drive us to strive to always improve our services.

### Mission

Morrissey Homestead has a proven record as an organisation that works with clients and supports them to achieve continuous improvement.

### Values

#### Committed:

We are honest, trustworthy and supportive.  
We are professional and passionate about what we do.

#### Respectful:

We respect the people we support and each other.  
We are honest and fair and treat everyone with dignity.

#### Caring:

We welcome and value all people.  
We are friendly and approachable.

#### Adaptable:

We listen to our clients and have a flexible approach so clients progress their goals and have a great time doing it.

## Strategic Directions

### Client Experience

Strategic Goal	Strategic Objectives	Success factors
Morrissey Homestead clients experience a high level of client satisfaction by using our services.	<ul style="list-style-type: none"> <li>• Clients continue to be listened to and heard. They remain very satisfied with Morrissey Homestead services and the progress they make towards their service goals at Morrissey Homestead.</li> <li>• Clients continue to develop their skills and enjoy our services.</li> <li>• Good governance and effective risk management provide for high quality safe services.</li> <li>• Clients continue to be involved in decision making including service design and other matters that affect them.</li> </ul>	<ul style="list-style-type: none"> <li>• Client engagement through formal and informal assessment.</li> <li>• Feedback is welcomed as a tool for improvement.</li> <li>• Monitor external environment and adapt governance and practice as required.</li> <li>• Increased training and development of staff on new/change requirements.</li> <li>• New and emerging risks are identified and treated.</li> <li>• Management and staff commitment to continuous improvement.</li> </ul>

## Employer of Choice

Strategic Goal	Strategic Objectives	Success factors
Morrissey Homestead has sufficient, high-quality staff to deliver services (new and existing).	<ul style="list-style-type: none"> <li>Improved attraction of good staff.</li> <li>Maintain staffing ratios.</li> <li>Limit non-billable hours.</li> <li>Increase staffing over time to support growth objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Investment in staff development.</li> <li>Strategies to reduce non-billable hours.</li> <li>Continued relationship with Schools, RTOs, TAFE, University etc.</li> </ul>
	<ul style="list-style-type: none"> <li>Examine volunteering opportunities to value add to core services.</li> </ul>	<ul style="list-style-type: none"> <li>Time/resources to develop structured program.</li> <li>Accommodation/space for volunteers.</li> </ul>
	<ul style="list-style-type: none"> <li>Board succession planning.</li> </ul>	<ul style="list-style-type: none"> <li>Board actively recruits new members.</li> </ul>
	<ul style="list-style-type: none"> <li>Leadership succession planning.</li> </ul>	<ul style="list-style-type: none"> <li>Established mechanism for knowledge transfer between senior staff.</li> <li>Succession plan for key positions.</li> </ul>

## Effective and Efficient Service Delivery

Strategic Goal	Strategic Objectives	Success factors
Morrissey Homestead systems are used to maximum effect to support continuous improvement.	<ul style="list-style-type: none"> <li>• Optimise use of existing systems.</li> </ul>	<ul style="list-style-type: none"> <li>• Investment in staff training and utilisation.</li> <li>• Improved recording of information by staff.</li> <li>• Key staff released to undertake business development.</li> <li>• Sufficient funding for technology/equipment.</li> </ul>
	<ul style="list-style-type: none"> <li>• Maintain excellent quality management and governance systems.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous improvement is integral part of practice model.</li> <li>• Business Continuity Plan is maintained and updated.</li> <li>• Risk register is up to date</li> </ul>
	<ul style="list-style-type: none"> <li>• Invest in learning and development in response to any changes in government funded schemes/programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring for practice alerts, policy or legislative changes.</li> <li>• Access to online learning platforms.</li> <li>• Risk areas and risk assessment procedures are reviewed at least annually and after any major event.</li> </ul>

## Growing and Thriving

Strategic Goal	Strategic Objectives	Success factors
Morrissey Homestead provides more respite and other services to more people.	<ul style="list-style-type: none"> <li>Full utilisation of Bunbury and Australind Respite including through collaboration with other service providers.</li> </ul>	<ul style="list-style-type: none"> <li>Data on vacancies.</li> <li>Increased demand through collaboration with other service providers and local community.</li> <li>Sufficient staff.</li> <li>Marketing Strategy.</li> </ul>
	<ul style="list-style-type: none"> <li>Registration on DCP provider panel to increase number of DCP clients.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrated success.</li> <li>DCP registration.</li> </ul>
	<ul style="list-style-type: none"> <li>Expansion of respite capacity.</li> </ul>	<ul style="list-style-type: none"> <li>Sufficient internal resources for effective project management.</li> <li>Funding availability and allocation.</li> <li>City and other planning approvals.</li> <li>Construction management.</li> <li>Staff recruitment.</li> <li>Client pipeline/marketing.</li> </ul>
	<ul style="list-style-type: none"> <li>Develop specialised day programs.</li> <li>Formally consider Supported Independent living.</li> </ul>	<ul style="list-style-type: none"> <li>Feasibility assessments for:               <ul style="list-style-type: none"> <li>Casual (drop in) centre-based day services.</li> <li>SW tourist respite (clients- SW holiday).</li> <li>Dementia specific day respite service.</li> <li>Supported Independent Living.</li> </ul> </li> </ul>

## Communication and Engagement

Strategic Goal	Strategic Objectives	Success factors
Morrissey Homestead communicates and engages with key stakeholders including Government, not for profit agencies and private providers to support the Objectives of the Organisation. Communication with clients and staff supports the continuous improvement of services.	<ul style="list-style-type: none"> <li>• Grow referrals from service partners.</li> <li>• Support growth intentions</li> </ul>	<ul style="list-style-type: none"> <li>• Partner program developed and implemented.</li> <li>• Marketing plan to drive growth objectives.</li> <li>• Community Engagement plan (if required).</li> </ul>
	<ul style="list-style-type: none"> <li>• Clarity in public information about service offering and Morrissey Homestead point of difference.</li> </ul>	<ul style="list-style-type: none"> <li>• Investment in online presence.</li> <li>• Morrissey Homestead is promoted through channels used by potential clients and their carers/other service providers.</li> </ul>
	<ul style="list-style-type: none"> <li>• Continue to engage clients to ensure they are heard, have a voice and have input into key policies and procedures as well as service design and development.</li> </ul>	<ul style="list-style-type: none"> <li>• Service assessments evidence good levels of choice and control.</li> <li>• Clients engaged in service design for new offerings and involved in fit out design of new builds.</li> </ul>





**Morrissey**  
*Actively Supporting You*

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