baptist care sa

Strategic Horizons Plan

2019–22

Transition Pathways from
Adversity to Opportunity.

Future Aspiration Statement

Over the next 3-5 years, Baptist Care SA aims to develop and implement integrated approaches that enable people to receive the support they need to move along their own unique Transition Pathways and have increasing opportunities to flourish as individuals and in their community.

We do this in response to the biblical "Great Commandment":

"Love the Lord your God with all your heart and with all your soul and with all your mind. This is the first and greatest commandment. And the second is like it: Love your neighbour as yourself."
Matthew 22:37-39.

Desired Outcomes

Transition Pathways – we are committed to finding a way forward for everyone we serve. Together, we will do the hard yards and create the opportunity for a fulfilling life. People doing it tough can step forward with hope and dignity.

Empowered Teams – our staff and volunteers are the heartbeat of our organisation. Embracing their passion and expertise, we will invest in them and encourage the development of quality working relationships, wise leadership and people-focused solutions. The care and professionalism of our skilled and dedicated staff teams will be the hallmark of Baptist Care SA.

Purposeful Partnerships - recognising our strengths, and those of others who share our values, we will forge effective collaborations that increase the impact and extend the reach of our services. More people will benefit as a result.

Sustainable Social Enterprise – our drive to achieve our mission will be matched by our astute business approach and commercially effective systems and practices. Our innovative, risk aware approach to business development will be grounded in sound contemporary management practices.

Influential Voice - drawing upon over 100 years of experience in service delivery to South Australia's most vulnerable people and communities, we'll use our expertise and networks to advocate for real and enduring change.

South Australia. **In our hearts for over 100 years.**

Structure of Strategic Horizons Plan 2019–22

Why is Baptist Care SA's Mission important?

Baptist Care SA expresses God's love and compassion for people, especially those at risk or marginalised, by journeying with them toward the attainment of their full potential.

	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
What Goals are Baptist Care SA aiming to attain?	**Transition Pathways**	**Empowered Teams**	**Purposeful Partnerships**	**Sustainable Social Enterprise**	**Influential Voice**
What Strategies are Baptist Care SA seeking to advance over the next 3-5 years?	**3 Strategies**	**3 Strategies**	**3 Strategies**	**3 Strategies**	**3 Strategies**
How will Baptist Care SA prioritise its resources and focus its activities?	9 Leadership Initiatives	10 Leadership Initiatives	8 Leadership Initiatives	11 Leadership Initiatives	6 Leadership Initiatives

Goal 1

Transition Pathways.

Transition Pathways:

Facilitate pathways toward wellbeing that connect vulnerable and disengaged people with opportunities and supportive communities

Outcome: The people we serve are inspired and supported to build upon their strengths and abilities in order to overcome barriers, develop resilience, make positive community connections and lead fulfilling lives.

Strategies	Leadership Initiatives
1.1 **We will design and deliver seamless person-centred services that holistically address people's needs and assist them to overcome complex social challenges**	1.1.1 **Evaluate the efficiency of all services and proposals** 1.1.2 **Develop a cohesive client intake, assessment and referral management model** 1.1.3 **Respond to external funding opportunities for missionally aligned and viable service models** that will improve outcomes and experiences for the people we serve 1.1.4 **Realign organisational structure** to incorporate an integrated place-based service delivery approach 1.1.5 **Trial innovative early intervention service models** that respond as early as possible, particularly to the needs of children, young people, families, Aboriginal people especially those experiencing or at risk of homelessness
1.2 **We will strengthen clinical governance to enable consistent and person-centred restorative practices focused on improving outcomes**	1.2.1 **Design and implement a robust clinical governance framework** that fosters and achieves consistency of language and practice 1.2.2 **Adopt restorative and trauma-informed practices** that are consistently applied across all services
1.3 **We will strengthen and build a sustainable presence in South Australian country regions**	1.3.1 **Evaluate and confirm service and commercial sustainability of our existing regional footprint** 1.3.2 **Identify and pursue sustainable growth opportunities in regions**

Goal 2

Empowered Teams.

Empowered Teams:

Mobilise, empower and enable people to assist those we serve to overcome social and economic disadvantage

Outcome: We attract, develop and retain people who are inspired and committed to strengthening lives and communities.

Strategies	Leadership Initiatives
2.1 **We will build a skilled and agile workforce**	2.1.1 **Design and shape a workforce plan** to meet current and projected needs 2.1.2 **Implement a staff recruitment and retention strategy** to cultivate a workforce with aligned values and adaptive capabilities 2.1.3 **Develop strong leadership and management based on our Christian values** 2.1.4 **Establish a student and graduate placement program** that engages early career professionals 2.1.5 **Develop a volunteer mobilisation strategy**
2.2 **We will attract, develop and grow the Aboriginal community services workforce in a culturally safe and supportive environment**	2.2.1 **Develop Aboriginal cultural competency** so that workplaces are safe and accessible for Aboriginal people (clients and staff) 2.2.2 **Establish an early career Aboriginal traineeship and scholarship program** 2.2.3 **Refresh and refocus our Reconciliation Action Plan**
2.3 **We will foster a safe and inclusive organisational culture that reflects our values in a complex and dynamic environment**	2.3.1 **Adopt a business partner model** that provides timely management advice and supports consistency of corporate practices and procedures 2.3.2 **Strengthen and integrate quality, safety and continuous improvement systems** that foster a risk-aware culture

Goal 3

Purposeful Partnerships.

Purposeful Partnerships:

Work collaboratively with other organisations, groups and individuals that are aligned with our values and expand our capability and capacity

Outcome: Organisational capability, client outcomes and community impacts are enhanced through productive partnerships and effective collaborations.

Strategies	Leadership Initiatives
3.1 **We will strengthen our partnerships, alliances and networks**	3.1.1 **Develop and implement a stakeholder engagement framework with supporting systems and processes** to enable cohesive and purposeful stakeholder relationships 3.1.2 **Formalise and implement purposeful collaborations** and ways of working that improve client outcomes and commercial effectiveness
3.2 **We will foster mutually beneficial initiatives within the Baptist movement that build capacity to connect vulnerable people with community**	3.2.1 **Further develop collaborative community projects and partnerships with local churches** that share a desire to support socially and economically disadvantaged and vulnerable people 3.2.2 **Work with Baptist Churches of SA** to enhance community engagement and development capability and capacity in local churches 3.2.3 **Explore opportunities in the Northern Territory** to establish a service presence in consultation with Baptist Care Australia 3.2.4 **Strengthen Baptist governance and leadership pathways**
3.3 **We will walk alongside Aboriginal people and communities on their transition pathways**	3.3.1 **Engage with Aboriginal organisations** to understand and complement their capacity and capability to deliver improved outcomes for Aboriginal people and communities. 3.3.2 **Develop culturally appropriate service models and facilities** that meet the needs and aspirations of Aboriginal people and communities

Goal 4

Sustainable Social Enterprise.

Sustainable Social Enterprise:

Strengthen organisational capability and capacity as a commercially effective social enterprise

Outcome: Efforts and resources are targeted to develop and sustain our capacity to deliver on our purpose.

Strategies	Leadership Initiatives
4.1 **We will develop commercially effective services and profit-for-purpose models**	4.1.1 **Review all services** to identify those suitable for expansion into commercially effective fee-for-service markets 4.1.2 **Improve the sustainability of high-mission but marginal services** 4.1.3 **Investigate the viability of establishing new profit-for-purpose ventures** 4.1.4 **Expand consumer choice offerings under the National Disability Insurance Scheme** 4.1.5 **Increase discretional revenue from fundraising** 4.1.6 **Implement business systems to enable a shift to more commercially viable and sustainable funding models** in response to government funding reforms
4.2 **We will provide facilities that accommodate and enhance delivery of services**	4.2.1 **Develop and implement a Facility Development Plan for the Mylor site** to meet current and projected needs 4.2.2 **Develop and implement a Facility and Business Development Plan for the Inner City services** to meet current and projected needs, particularly for people who are homeless 4.2.3 **Increase access to appropriate and affordable housing** that supports improved client outcomes
4.3 **We will invest in information technology systems that support integrated and efficient service delivery**	4.3.1 **Enhance information technology systems** that enable workforce mobility/agility and support integrated commercially-effective service provision 4.3.2 **Implement the Client Pathway System** to enable client information to be shared between services in a timely and appropriate way

Goal 5

Influential Voice.

Influential Voice:

Develop and advocate for innovative and integrated responses to complex social challenges

Outcome: The impact of intergenerational social and economic disadvantage is reduced through systemic changes aligned with our targeted advocacy and evidence-based approaches.

Strategies	Leadership Initiatives
5.1 **We will listen to and reflect the voice of socially and economically disadvantaged people, groups and communities**	5.1.1 **Strengthen client engagement practices** to enable person-centred service development and delivery
5.2 **We will seek to be a clear and credible voice, advocating for improved outcomes for the people we serve**	5.2.1 **Target our research and capture evidence-based learning** to improve practice and influence decision-makers 5.2.2 **Develop an outcomes measurement framework** to measure, evaluate, report and share the impact of our services 5.2.3 **Focus our contributions to public policy debates through a structured advocacy program**, in conjunction with Baptist Care Australia
5.3 **We will raise our brand and profile as a trusted provider of quality services**	5.3.1 **Raise the brand awareness and profile of Baptist Care SA** with targeted stakeholder groups 5.3.2 **Refine and market our service offerings and position our brand as a leader in the competitive, consumer-driven funding environment**

Baptist Care SA Tjukurrpa (Dreaming) – 'Transition Pathways'

Artist: Molly Peterson of the Luritja Nations, NT

Early in 2019, we commissioned Molly Peterson of the Luritja Nations, NT, now living in Adelaide, to paint her interpretation of how people at Baptist Care SA's WestCare Centre are assisted to move along their own, unique 'transition pathways from adversity to opportunity'.

We asked Molly to share with us how this beautiful artwork evolved and what it means to her.

Molly says: **"I was born near Papanya out in the bush. I learned my tjukurrpa, my dreaming, when I was 12 years old. My grandmother and grandfather would write the signs on the ground and I would learn from it. They would draw these pictures with dirt that I paint now. When I was 17, I learned how to paint.**

This painting is about all the work that Baptist Care SA does in South Australia.

There are people from different cultures all working together to make life better. There are houses for people who don't have houses. There is good food for people and gardens.

In the corner of the painting there are elders having lunch with Baptist Care SA workers. In the other corner there is an art workshop for people who want to paint. There are Baptist Care SA workers looking after children and there are people meeting in the church.

Between all the people there are paths for people to walk on. Many different types of people use the paths. Some people can't walk or have a disability and Baptist Care SA helps them to get on the paths too.

I see all of the work that Baptist Care SA does and that's all in this painting."

A member of BAPTIST CARE AUSTRALIA

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