



Transforming for Our Future

Strategic Plan 2018 - 2020



VISION

Together, building and supporting a healthy, resilient and inclusive Jewish community.

PURPOSE

Delivering excellent care and support, underpinned by Jewish values for the community we serve.



VALUES

Jewish Care's values are universal and enduring in nature, but are also particular to the Jewish approach to creating a meaningful life and a strong, cohesive community.

Our values define who we are and underpin everything we do. They pervade every aspect of our organisation, informing relationships amongst colleagues, between staff and clients and between our organisation and the wider community. Our values are about people - they provide a moral compass for the way we respond to challenges and the decisions we make.



דרך ארץ
derech eretz

Respect

Through client services and program excellence, we treat everyone with consideration and decency and will always act for the good of society.

קהילה
kehillah

Community

Working together to strengthen our community, to build and support the capacity and resilience of individuals and families.

הכללה
hachlala

Inclusion

We embrace diversity and work together for a just and equitable society.

אחריות חברתית
achrayoot chevratit

Social Responsibility

Behaving ethically with sensitivity and acting in the best interests of all.

OUR FOCUS

Jewish Care Victoria belongs to the community – each of us owners and stakeholders. With ownership comes responsibility. We each play a role in ensuring the care of those in most need. The strength of our community is in our diversity and in our togetherness – young and old, rich and poor, healthy and sick, religious and unaffiliated. Together we are one.

Jewish Care's vision and purpose speaks to all of us, not just the vulnerable. Through the delivery of the highest quality of care coupled with real choices and real options, we will transform Jewish Care from a provider of necessity to a provider of choice – **First Choice for Community Support.**

6 STRATEGIC PILLARS

OUR JEWISH ETHOS

Everything we do embodies the spirit and cultural aspects of Jewish life. To purposefully live our Jewish values, and to be responsive, respectful and inclusive of the unique and diverse needs of the Jewish community.

OUR CLIENTS

Delivering outstanding client experiences, creating value through service coordination and case management. Embracing a client centric service underpinned by the principles of Choice, Accessibility, Relationships, Evidence-Based, Advocacy, Independence and Diversity.

OUR PRODUCTS & PARTNERSHIPS

Relevant, innovative, evidence-based programs supported by genuine community partnerships that enhance access to quality services for all people within the Jewish community. Facilities that are convenient, efficient and provide the basis for leading edge service provision.

OUR PEOPLE

Supporting a vibrant, professional, contemporary environment where people with a passion and initiative will thrive. Attracting and investing in the best and the brightest.

OUR SYSTEMS & SUSTAINABILITY

Efficient and effective processes and systems that enable quality service provision and accountability. Ensuring financial sustainability that will secure the future delivery of vital services.

OUR REPUTATION & BRAND

To position our brand to be top of mind in the Jewish community for service provision, giving and volunteering. To ensure reputé, relevance and engagement in our immediate and broader communities.



15 STRATEGIC PRIORITIES

- 1 Develop a long term sustainable Jewish Life Program across all Jewish Care programs that reflect the breadth and diversity of the Victorian Jewish community.
- 2 Support active ageing through the creation and operationalisation of 3 best practice senior living precincts, providing a suite of integrated services.
- 3 Review the potential growth of Residential Aged Care Services, following the commissioning of the St Kilda Road and Wahgoo Road developments.
- 4 Grow the breadth and depth of services for people living with a disability.
- 5 Ensure every person living with a disability in the Victorian Jewish community is appropriately supported through the assessment process with the National Disability Insurance Scheme (NDIS).
- 6 Develop measures for our social justice programs that can demonstrate clear and sustainable program and client outcomes.
- 7 Become a leader in individualised services through models of support that focus on rights, capacity, choice and self-determination of the client/Elder.
- 8 Enhance the Healthy Ageing Program in terms of service scope, viability and age attractiveness, and to reposition these services across the St Kilda Road Site and the new Anne & Eric Smorgon Active Living Centre.
- 9 Create an inclusive organisation that ensures all members of our diverse community are positively embraced and can equally access all benefits through employment, volunteering or service provision.
- 10 Develop a new Healthy Community Program to cultivate a safer, healthier and more inclusive community through communal education and awareness, and capacity building.
- 11 Transform Jewish Care's In-Home Services to successfully compete in the 5 Local Government Areas (LGA) of Stonnington, Port Phillip, Glen Eira, Bayside and Kingston, with an annual growth measured in package numbers and hours of in-home service.
- 12 Grow community housing through the development of more units at Jewish Care's Fulton Street site in St Kilda East.
- 13 Deliver on the \$30 million capital appeal strategy by December 2019.
- 14 Assess the feasibility of establishing a social enterprise that generates revenue to support unfunded social justice programs.
- 15 Continue to develop organisational leadership and culture that is aligned with Jewish Care's purpose, values and leadership behaviours.



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