



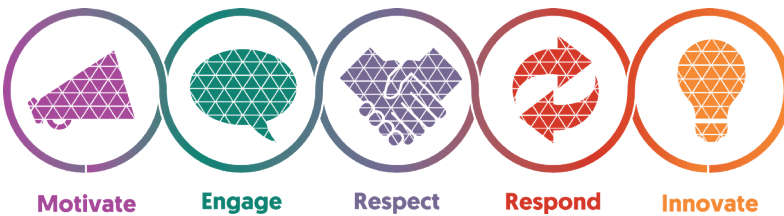
**Merri Health**  
Healthcare that moves with you

# Strategic Directions

## 2020 - 2025

<b>Our purpose</b>	Enrich diverse communities, through every age and stage of life.
<b>Our role</b>	We design, facilitate, commission and deliver highest quality services, that support the best health and social outcomes.
<b>Our promise</b>	We provide you with an outstanding customer experience, through genuine relationships, positive outcomes and community presence.

### Our values



Motivate	Engage	Respect	Respond	Innovate
We <b>motivate</b> because it results in a can-do attitude. Be an example.	We <b>engage</b> because it creates connectedness. We care.	We <b>respect</b> because it drives equality. <b>This is who we are.</b>	We <b>respond</b> because it builds better communities. We deliver.	We <b>innovate</b> because we are the future. <b>You grow, we grow.</b>

# Service growth and development

Merri Health aims to be responsive to the rapidly changing health and social needs of our community. With this in mind, the following pillars have been developed to guide our investment in services as opportunities arise and innovations are generated and adopted.

## Service growth principles

<b>Find the unmet need</b> <ul style="list-style-type: none"> <li>&gt; Nurture - service scope</li> <li>&gt; Scale - numbers</li> <li>&gt; Acuity - vulnerable and disadvantaged</li> </ul>	<b>Replicate</b> <ul style="list-style-type: none"> <li>&gt; Outcomes: do what we know works</li> <li>&gt; Leverage expertise</li> </ul>
<b>Investment</b> <ul style="list-style-type: none"> <li>&gt; Create a surplus</li> <li>&gt; Reinvest in services and programs</li> <li>&gt; Develop and innovate</li> </ul>	<b>Build from anchor sites</b> <ul style="list-style-type: none"> <li>&gt; Build on existing repute</li> <li>&gt; Leverage 'gateway status'</li> <li>&gt; Ensure governance presence</li> </ul>

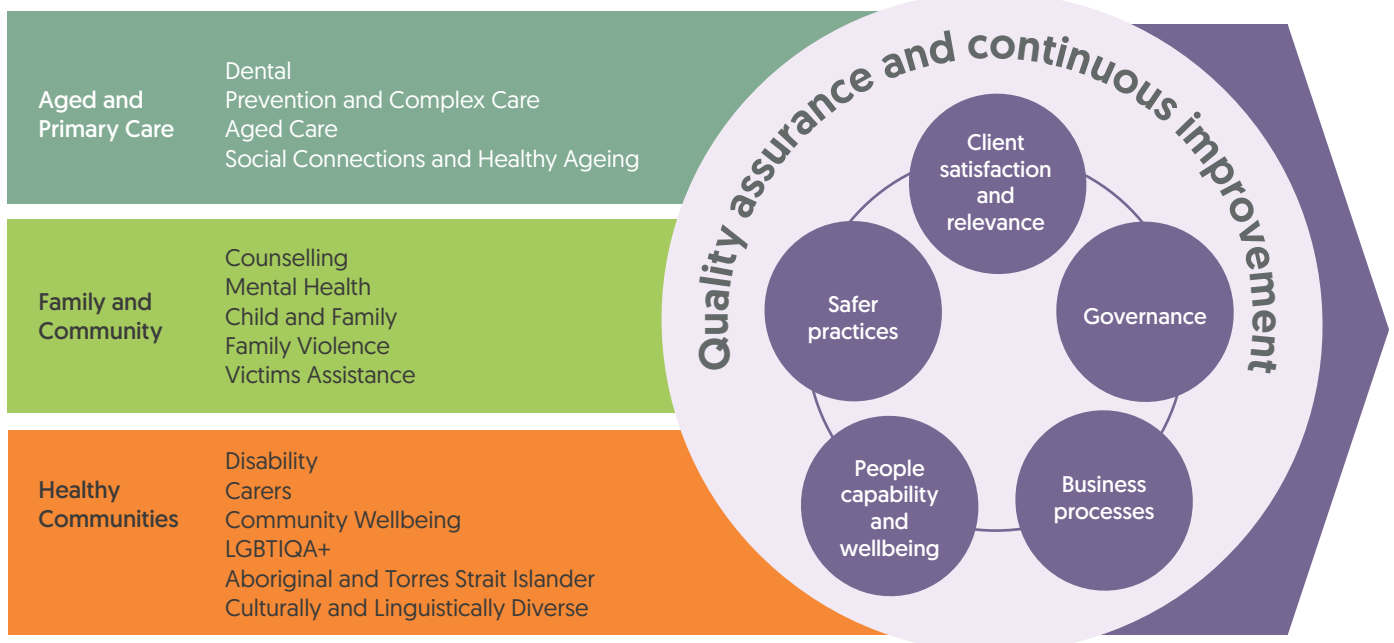
## Merri private strategy

Products	Existing	Fee contributions based on ability to pay 1	New support models: Home Care Workforce Allied Health 2
	New	Brokerage for direct support workforce 4	After hours fee for service 3
		Existing	New

Customers

## Our priorities

Building on our **foundation and expertise**, we will continue to deliver **quality and safe services** that provide **value to our diverse communities**. We will do this by investing and focusing on our **core capabilities** and **developing depth** in our service priority areas.



# 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 social circumstances
- > Connect with other people and services
- > Have their diversity embraced and celebrated

This includes:

- > Children and families
- > Young people
- > Older adults
- > Carers
- > Victims of crime
- > People with chronic conditions including mental health
- > People with disability
- > Women
- > LGBTIQA+ communities
- > Aboriginal and Torres Strait Islander peoples
- > Culturally and linguistically diverse communities



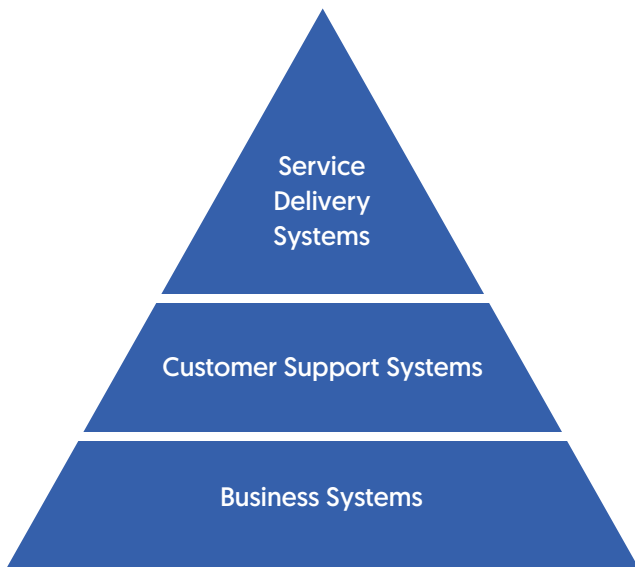
*Whilst our origins lie in Moreland, we proudly provide services across Victoria*

Service development strategy	Objectives	Measures
	<ul style="list-style-type: none"> <li>&gt; Community/Consumers: Design and deliver services that are responsive to customer demand/need. Continually explore opportunities to increase reach especially 'hard to reach' client groups.</li> <li>&gt; Models of Care: Service modalities, Innovation, Evidence base, Evaluation of effectiveness.</li> <li>&gt; Access: Deliver services to people experiencing systemic access barriers.</li> <li>&gt; Drive Quality and Outcomes: Provide integrated health and social care to vulnerable populations and take pressure off more acute services.</li> <li>&gt; Partners: Develop partnerships that strengthen collective impact to address service demand/need.</li> <li>&gt; Financial: Operate services sustainably from a resourcing and financing perspective.</li> </ul>	<div style="background-color: #4a4a8a; color: white; padding: 5px; text-align: center;"><b>Customers and community</b></div> <p><b>We are positively regarded and we have community support.</b></p> <ul style="list-style-type: none"> <li style="width: 50%;">&gt; Satisfied clients, employees, and stakeholders</li> <li style="width: 50%;">&gt; Active participation (co-design)</li> <li style="width: 50%;">&gt; Reduced complaints</li> <li style="width: 50%;">&gt; Demonstrated ability to work with hard-to-reach communities</li> <li style="width: 50%;">&gt; Attraction and retention of highly skilled workforce</li> <li style="width: 50%;">&gt; Community empowerment</li> <li style="width: 50%;">&gt; Confidence and trust of funders</li> <li style="width: 50%;">&gt; Client directed care</li> <li style="width: 50%;">&gt; Positive health outcomes</li> <li style="width: 50%;">&gt; Engaged membership</li> </ul> <div style="background-color: #4a4a8a; color: white; padding: 5px; text-align: center;"><b>Access</b></div> <p><b>We reach more people</b></p> <ul style="list-style-type: none"> <li>&gt; Meet agreed priority access timelines</li> <li>&gt; Brand recognition</li> <li>&gt; Growth of client base served</li> <li>&gt; Service targets met</li> <li>&gt; Ease of access</li> </ul> <div style="background-color: #4a4a8a; color: white; padding: 5px; text-align: center;"><b>Partners</b></div> <p><b>We have willing partners</b></p> <ul style="list-style-type: none"> <li>&gt; Valuable and successful partnership endeavours</li> <li>&gt; Government and investor confidence</li> <li>&gt; Unsolicited/uncontested bids for programs</li> </ul> <div style="background-color: #4a4a8a; color: white; padding: 5px; text-align: center;"><b>Quality and outcomes</b></div> <p><b>We deliver a great service</b></p> <ul style="list-style-type: none"> <li>&gt; Reduced incidents</li> <li>&gt; Contract and legislative compliance</li> <li>&gt; Accreditation compliance</li> <li>&gt; Service efficacy and attributed outcomes</li> <li>&gt; PROMS &amp; PREMS outcome measures</li> </ul> <div style="background-color: #4a4a8a; color: white; padding: 5px; text-align: center;"><b>Financial</b></div> <p><b>We run a great business</b></p> <ul style="list-style-type: none"> <li>&gt; Revenue growth</li> <li>&gt; Agreed margin on operations</li> <li>&gt; Reinvestable surplus</li> <li>&gt; Prudent management and financial stability</li> </ul>

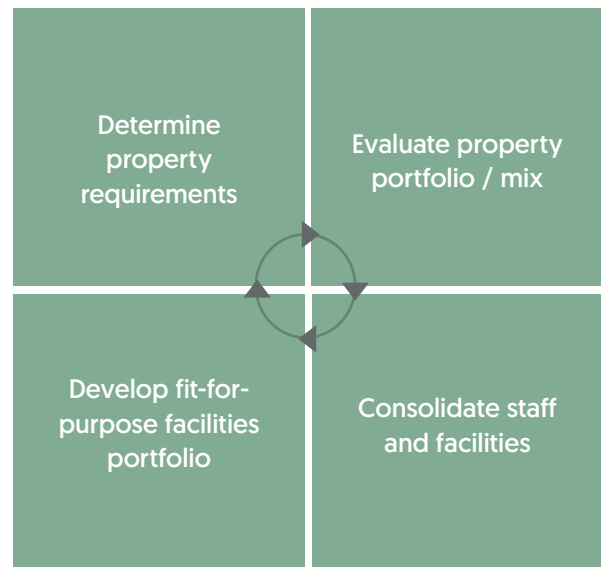
# Strategic enablers

To ensure our organisation is well positioned to deliver on its promise, be more responsive, efficient and sustainable, the following foundations are set as key enablers to our success. Our values underpin our behaviours as we work towards the achievement of our purpose.

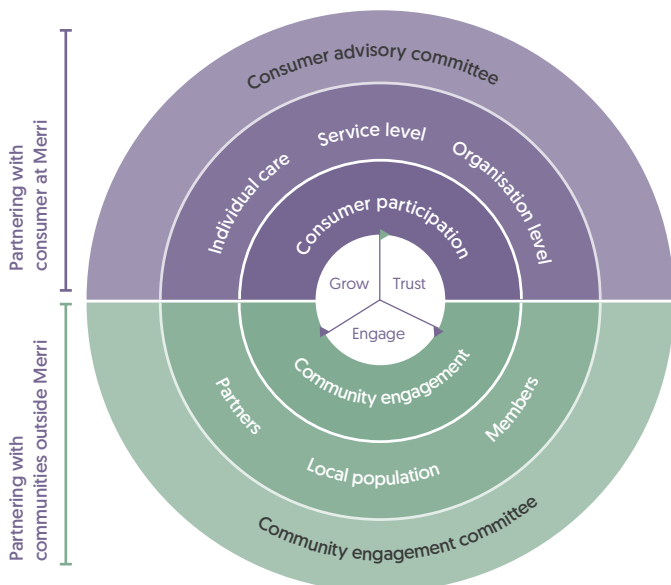
## Digital strategy



## Facilities strategy



## Consumer and community engagement



## People strategy

