

| Mission   |  | Values   | Vision  |  |  |
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| Inspired by the spirit of the Daughters of Charity, St. Mary's House of Welcome seeks to further social justice by <b>standing with disadvantaged people offering support, solutions and hope</b> |  | Respect<br>Relationships<br>Welcoming<br>Hopefulness<br>Responsiveness       | St. Mary's House of Welcome will be universally acknowledged as a professional, cost efficient and effective organization providing relevant services to the homeless and disadvantaged in accordance with the Vincentian Spirit.<br>Leading practice, effective partnerships, industry connectedness, a secure funding model and the pursuit of differentiated service offerings to best cater to the needs of those who attend St Mary's will be operating hallmarks.<br>St. Mary's House of Welcome will be seen as a voice for its clients, a fearless advocate for their rights with a commitment to empowerment and restoring independence. |  |  |
| Strategic Directions  | Objectives   | Key Programs/ Oversight  | KPI   | Key Priorities for Action<br>YELLOW = NEW for 2015   |  |
| 1.<br><b>Deepen our mission</b>   | Deepen and sustain the foundational values and ethos of our mission  | Mission Standing Committee   | <b>Improvement in Board and Staff Sentiment</b> <ul style="list-style-type: none"> <li>Conduct annual Board Assessment and address outcomes via an action plan</li> <li>Improvement in Annual Employee Opinion Survey results</li> </ul>  | 1. Values reflections – Board & Staff meetings - Ongoing<br>2. Staff Climate Survey - annual   |  |
| 2.<br><b>Strengthen advocacy</b>  | Support those without a voice<br>Increase the resources to those in need   | Mission Committee & EMT<br><br>(for all items)                               | <b>Improved Effectiveness of Advocacy</b> <ul style="list-style-type: none"> <li>Anecdotal feedback</li> <li>CEO monthly reports</li> <li>Publications/Media</li> </ul>   | 1. Build government relationships with relevant Ministers<br>2. Identify key issues and SMHOW role – analyse policy issues, who's doing what and develop relationship with Good Shepherd, Sacred Heart Mission, SVDP, Prahran Mission, St Kilda Crisis Centre<br>3. Further refine data collection processes - ongoing |  |
| 3.<br><b>Build partnerships</b>   | Strong integration with local community and other organizations<br>Achieve a more holistic response to people's needs  | 1.EMT<br>2. Services Committee   | <b>Improved Effectiveness of Partnerships</b> <ul style="list-style-type: none"> <li>Anecdotal feedback</li> <li>CEO monthly reports</li> <li>Feedback via Sector Reform &amp; Services Committee</li> </ul>  | 1. Consolidate partnership with Catholic University re student placements<br>2. Refer to Strategic Direction Number 5  |  |
| 4.<br><b>Service quality &amp; sustainability</b>   | Maintain best practice and client focused/ driven activity<br><br>Explore opportunities for service differentiation and growth<br>Maintain flexibility in the provision of our services. | Executive Management Team<br><br>Services Committee<br><br>QIP Working Group | <b>Improvements in Service Quality</b> <ul style="list-style-type: none"> <li>Funding &amp; service agreement KPIs are met</li> <li>Year on year improvements in Annual Client Satisfaction Survey</li> <li>Satisfactory program reviews</li> <li>QIP Accreditation Processes satisfactorily completed</li> <li></li> </ul>   | 1. Conduct a service review (part) – to maintain service standards<br>2. Clearly articulate our model of care based on the Active Service Approach<br>3. Maintain the Saturday Meals service<br>4. Comply with requirements for government funding   |  |

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| <p>5.</p> <p>a. <b>Strategic leadership of the Board's approach to funding (self-funding and government funding)</b></p> <p>b. Sustaining SMHOW as a unique and vibrant House of Welcoming to all.</p> | <p>5.1 Monitor government reform processes as they impact on SMHOW (including the identification of additional opportunities for government funding)</p> <p>5.2 Achieve greater financial resilience by increasing the proportion funding generated by the organization in comparison to government grants.</p> <p>5.3 Explore partnership opportunities with current service providers in the sector.</p> | <p>1. Services Committee</p> <p>2. Board</p> <p>3. DC Provincial</p>     | <p>a. Acting on research and advice, for example:</p> <ul style="list-style-type: none"> <li>• Information &amp; research</li> <li>• Third party strategic advice</li> <li>• Industry analysis</li> </ul> <p>b. Successful implementation of Board's strategic plan.</p> <p>c. Improved data collection and ongoing analysis of the effectiveness of services provided.</p> <p>d. Material uplift in funding from non-government sources</p> <p>e. Ongoing improvements in cost management</p> | <ol style="list-style-type: none"> <li>1 Actively pursue viable options for self-funding, including the recruitment of a brand and fundraising and community engagement manager</li> <li>2 Actively monitor and assess government reform initiatives and identify potential opportunities for additional funding.</li> <li>3 Establish and maintain effective communication with relevant DHS and other government officers.</li> <li>4 Define our client group and advocate for ongoing services for that client group.</li> <li>5 Seek clarity from the Daughters of Charity on their own strategic plan and their plans and objectives for SMHOW</li> <li>6 Improve quality and regular review of service provision.</li> </ol> |
|  |  |  | <ul style="list-style-type: none"> <li>•</li> </ul>  | <ol style="list-style-type: none"> <li>1.</li> </ol>   |
| <p>7. <b>Organizational Health</b></p>   | <p>Achieve ethical, sustainable standards of corporate governance (financial and legal) and organizational management</p>  | <p>1. EMT</p> <p>2. Governance Committee</p> <p>3. Finance Committee</p> | <p><b>Management Performance</b></p> <ul style="list-style-type: none"> <li>• Meeting all legal and financial reporting requirements</li> <li>• Completion of monthly financial statements</li> <li>• Uplift in Annual Client Satisfaction Survey results</li> <li>• Regular CEO monthly reports</li> <li>• Compliance with the SMHOW Constitution and Governance Charter</li> </ul>   | <ol style="list-style-type: none"> <li>1. Ongoing monitoring through Health Legal</li> <li>2. Annual Client Survey</li> <li>3. Monthly Board Reports</li> <li>4. Staff Climate Survey</li> </ol>   |