



# Our Strategic Business Plan

2023 to 2027

*Because  
we care*

# Looking Ahead

BaptistCare has been serving the aged and people living with disadvantage since 1944. In this time, we have grown to be one of the nation's most respected care providers.

At the heart of our organisation lies a committed group of over 4,000 people who bring their best to work each day. We are servant-hearted, caring and passionate about seeing our customers and communities thrive each and every day because we believe deeply in our vision of 'Every Individual Living Well'.

Our purpose of 'Transforming lives by expressing the love of Christ' is our reason for being. It's why we exist, why we get up and go to work each day, and bring our best to those we serve.

Our purpose and vision apply equally to a counsellor working with a domestic violence client, right through to a care team member working with an aged care resident.

We must think strategically in living out our purpose and vision to have a roadmap guiding us forward, ensuring we continue to provide genuine love and care.

Our 5 Year Strategy, guides us on this journey. It sets us on our path to be an organisation that delivers exceptional customer care and service, one that empowers the vulnerable and marginalised, is agile and innovative, efficient and transparent, well-governed and financially sustainable.

As one BaptistCare, we will continue to build our reputation as a trusted and recognised organisation. And we will be pioneers paving the way for sector growth and innovation.

The roadmap forward is clear. The undertaking is vast. But we have committed employees and volunteers who will eagerly rise to the challenge, and a gracious and loving God who lights our path.

We welcome you on the journey.

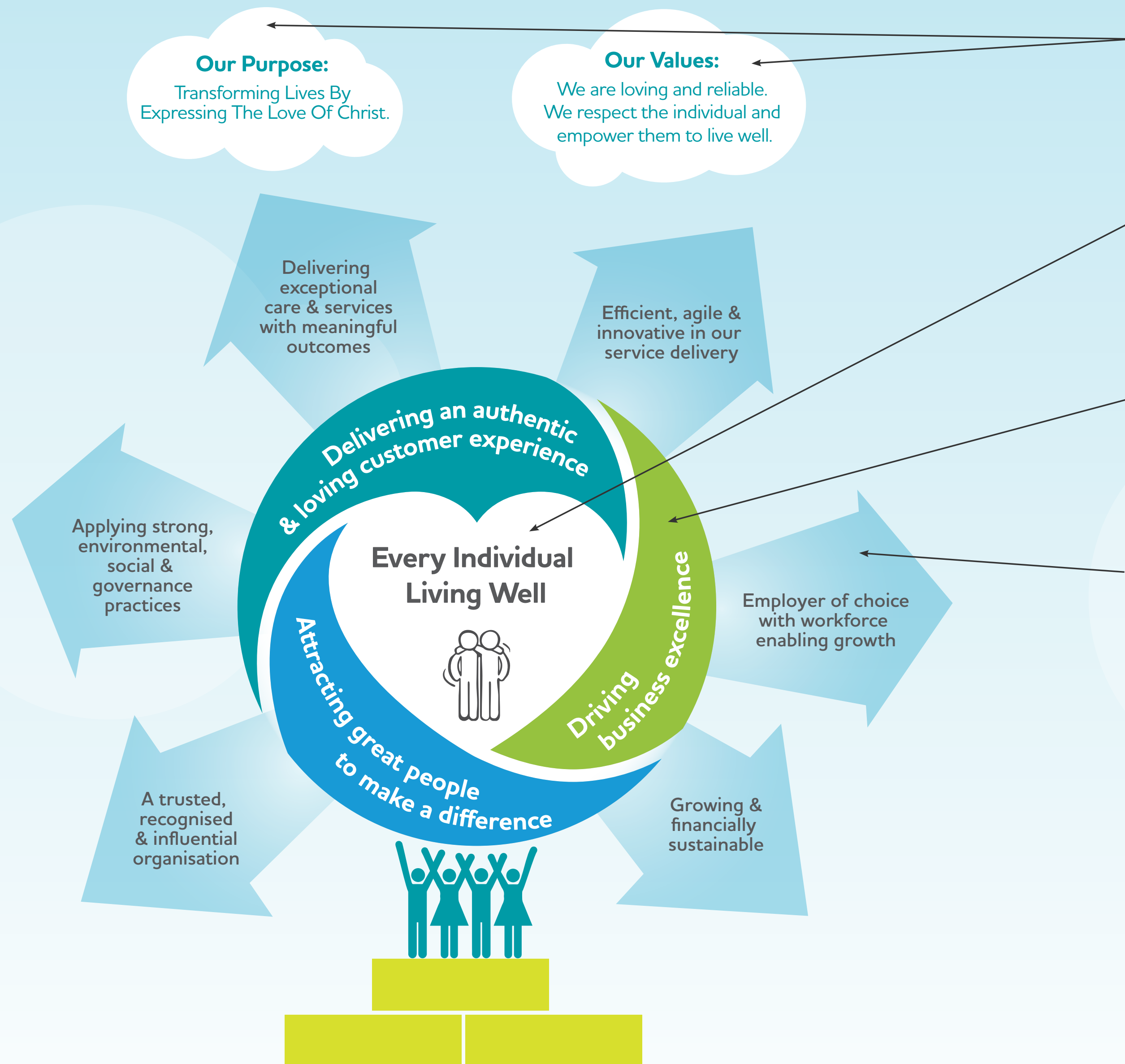
God bless,



**Charles Moore**  
Chief Executive Officer



**Robert Dunn**  
Chair



### Our Purpose and Values

Our purpose and values are our ever-present drive and aspiration.

### Our Vision

At the heart of our strategy is our vision “Every Individual Living well”.

### Areas of Focus

To achieve this vision, our strategy can be summarised in the three areas of focus, which appear around our vision.

### Outcomes & Targets

Outcomes are the definition of what success will look like in the future for BaptistCare. Alongside these outcomes, the Leadership team have targets which are metrics that provide details of how to measure if each outcome is realised.

# 2021-2022 Highlights

**Our 5 Year Strategy sets us on our path to be an organisation that delivers exceptional customer care and service. It is our roadmap guiding us to think strategically in living out our purpose and vision, ensuring we continue to provide genuine love and care into the future. These are the 2021-2022 highlights of our progress on this journey so far.**

## Delivering exceptional care & services with meaningful outcomes

- Care, despite COVID-19
- Flood Response
- At Home's registered nurses and allied health

We maintained the delivery of high-quality care despite the challenges of COVID-19 and the devastating NSW floods.

## Efficient, agile and innovative in our service delivery

- Completed upgrades in some HopeStreet locations
- Launched innovation function
- Received the industry (ITAC) award for Excellence in Business Intelligence
- Implemented Vision5, a new Customer Relationship Management system

We improved our agility and maximised the efficiency of our systems and processes through implementing an innovation function in the business, rolled out new CRM system Vision5 that brings core customer information into one centralised system, completed upgrades in some HopeStreet locations and won an ITAC award for Excellence in Business Intelligence, a reflection of our investment in improving data and analytics.

## Employer of choice with workforce enabling growth

- Optimised recruitment practices and activities
- Achieved quality assurance standard, ANZ 4801, for our high-quality WHS system framework

We are progressing with attracting and retaining employees by improving the ways we recruit and we were recognised in the 2022 AFR Boss Best Places to Work List.

## Growing and financially sustainable

- Carlingford Community Housing development Gimbawali Place
- Acquisition of The Grange
- Opened Yarra Rossa

Our targeted growth strategy progressed with the Carlingford Community Housing development Gimbawali Place, the acquisition of The Grange in Wagga Wagga and the opening of our newest Retirement Village in the ACT, Yarra Rossa.

## A trusted, recognised and influential organisation

- Advocacy

We strengthened our reputation via advocacy with our participation in a number of peak body campaigns and in the media, including our Letter to the Prime Minister.

## Applying strong, environmental, social and governance practices


- Reconciliation Action Plan (RAP)

We progressed our environmental, social and governance capabilities by undertaking the development of our Reconciliation Action Plan's (RAP) listening phase.

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