

# Australian Multicultural Community Services

## Short Strategic Plan July 2024 – June 2027

### Strategic Initiative One: Our Growth Strategies

AMCS, a pre-eminent, multicultural home care and health care organisation, widely known throughout Australia for its exemplary client and community contributions, unique integrated service model and its ongoing success and financial sustainability.

#### Our Vision

An equitable, just and  
compassionate multicultural society

#### Our Mission

Improving lives through care,  
support and empowerment.

#### Our Values

- Clients-first
- Quality
- Continuous Improvement
- Compliance
- Respect and Diversity
- Our People

#### Our Strategic Competitive Advantage

- Brand and reputation
- A trusted provider
- A spectrum of services
- Value for money
- Automated front and back office
- Multicultural knowledge

#### 1.1 Existing Services, New Services & Innovative Projects

Research and establish new home care, organisation or community support, social support and respite or healthcare services and initiate innovative projects whilst at the same time continue to grow existing services with a primary focus on:

- 1.1.1 identifying and understanding the critical success factors of emerging service/business models of leading or upper following organisations, be they homecare or otherwise
- 1.1.2 amending existing or replicating new client, market and revenue categories for the AMCS service/business model
- 1.1.3 envisioning, researching and establishing innovative projects, which may be government, community or self-funded
- 1.1.3 utilising selected partnerships or relationships to assist in the research, development or delivery of services or projects.

#### Metrics

- Cumulative results of monthly profit and loss statements – service revenue/profit.
- Projects delivered on time, to specifications and within budget.
- 1,200 HCP clients by June 2027, a net increase of 7 clients per month over 3 years; mindful of the introduction of the Support @ Home program by July 2025.
- From \$33 million – \$45-\$50 million revenue by June 2027.

#### Who

- Chief Executive Officer, Executives/Managers

#### Timeframe

- July 2024 – June 2027

#### 1.2 Integrated Aged Care & Healthcare Model

Research, co-design and document both the emerging and envisaged future integrated aged care and healthcare model in order to determine and develop:

- 1.2.1 the various existing and new client categories, market categories, business channels – B2B, B2C, B2G and the associated revenue streams
- 1.2.2 a financial model to validate or refute the various client service options and service pathways, creating continuums of care and support
- 1.2.3 an ever expanding range of allied health and medical services that can support clients' chronic/complex health, diseases/illnesses and injuries/accidents.
- 1.2.4 an innovative approach to digital health solutions and technologies.

#### Metrics

- AMCS integrated aged care and healthcare model documented in detail; validated/refuted by a robust financial model.
- AMCS's integrated aged care and healthcare model; validated by independent review and research

#### Who

- Chief Executive Officer, Executives/Managers

#### Timeframe

- July 2024 – June 2027

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#### 1.3 Business Development, Service Growth

Significantly strengthen the business development and service growth capacity and capability of AMCS with the aim of:

- 1.3.1** developing a business development strategy, therein and identify the resources that will be required to implement the strategy successfully by June 2025
- 1.3.2** assisting and supporting the various Executives/Managers in the growth of innovative projects or development of new innovative service projects
- 1.3.3** significantly increasing AMCS' application and success rate of tenders, submissions and grants, along with community or business sponsorship, donations and bequests
- 1.3.4** identify and capture ideas, innovations or opportunities to advance existing services or develop new services; advancing our Health and Wellness, Support@Home, Organisational and Community, and Millennium House services.
- 1.3.5** continuing to focus on the current and future requirements of CALD communities mindful of the need to undertake detailed demographic, socio-economic and health profiling research, analysis and planning.

#### Metrics

- Business Development Unit established and operating by June 2025.
- Number and financial value of tender applications, grant applications and submissions submitted and won per annum.

#### Who

- Chief Executive Officer, Executives/Managers

#### Timeframe

- January 2025 – December 2025

#### 1.4 Targetted Partnerships, Beneficial Relationships

Review existing strategic partnerships and relationships with the aim of identifying their critical success factors and over time initiating and securing formal and informal targetted partnerships and beneficial relationships that:

- 1.4.1** strengthen the existing organisation, its services and activities
- 1.4.2** can, in whole or in part support various growth strategies or enabling strategies contained in this Strategic Plan
- 1.4.3** may assist with the advancement of the emerging, integrated aged care, community care and health care model – its service, business and financial model
- 1.4.4** over time will create an AMCS network of trusted, contributing and high net worth partners and relationships
- 1.4.5** will strengthen existing and enable the development of new undertakings with registered training organisations (RTOs) with the aim of enhancing our staff recruitment and professional development and training activities.

#### Metrics

- Results of annual reviews of formal and informal partnership and relationship agreements; tangible and intangible benefits and value of each.
- 1-2 iconic sponsorship, partnership or relationship projects; presented in the AMCS Annual Report or recognised via national, state or local awards.

#### Who

- Chief Executive Officer

#### Timeframe

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#### 1.5 Metropolitan Melbourne, Geelong Region

Develop and implement a Metropolitan Melbourne and Geelong Region Plan that will enable a logical and sequential approach to researching, planning and enacting the geo-service growth of AMCS in selected suburbs/communities with the aim of:

- 1.5.1 ensuring, best we can, our geo-service spread and depth is managed and controlled by this Plan
- 1.5.2 being guided in our geo-service growth by evidence-based demographic, socio-economic and health determinants research
- 1.5.3 selecting various Melbourne or Geelong suburbs or communities within the Geelong region
- 1.5.4 accounting for key competitors by gathering business intelligence and insights.

#### Metrics

- Results of annual and triennial strategic reviews and planning reviews of the Metropolitan Melbourne and Geelong Region Plan; against agreed client and market metrics.
- Cumulative results and trends of profit and loss statements; against agreed financial metrics.

#### Who

- Chief Executive Officer, Executives/Managers

#### Timeframe

- July 2024 – June 2027

#### 1.6 Value Adding Mergers and Amalgamations

As and when opportunities arise or against an agreed strategy, initiate and secure value adding mergers or amalgamations with like-minded and similar multicultural organisations in a bid to:

- 1.6.1 deploy the vision of AMCS and increase the services delivered to a wide variety of ethnic communities, therein individuals who are ageing and supporting their partners, carers and families
- 1.6.2 establish greater economies of scale and critical mass to offset corporate and operational costs
- 1.6.3 assist the boards of small, challenged multicultural organisations to secure the future of their entities and services to their communities; which may or may not lead to a merger, amalgamation or partnership.

#### Metrics

- Merger or amalgamation projects delivered on time, within specifications and budget/s.
- Balance sheet results post merger or amalgamation; service and organisational profile post merger.

#### Who

- Chief Executive Officer, Board, Consultants/Lawyers

#### Timeframe

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### Strategic Initiative Two: Our Enabling Strategies

AMCS will continue to develop and integrate contemporary organisational and service systems and processes that support the Board, Executives/Managers, staff and volunteers as they address workforce challenges, aged care reforms and create the Millennium House service, business and financial models.

#### 2.1 Systems Development and Integration

The Board, Chief Executive Officer, Executives/Managers and staff of AMCS will be able to access and utilise contemporary, integrated organisational systems and processes that have been established and operated via:

- 2.1.1 an assessment of the current client organisational systems and processes requirements, as well as speaking with the chief executive officers/chief financial officers of leading aged care and healthcare organisations
- 2.1.2 the co-design, development and implementation of an Information, Communications & Technology Plan (ICT Plan)
- 2.1.3 the use of existing or acquisition of new software systems focused on both the client and AMCS
- 2.1.4 the selection, trialling and application of various technologies, eg: in-home digital solutions, telehealth, telemedicine etc.

#### Metrics

- Board approves ICT Plan and budget; specific system/s project/s delivered on time, to required specification and budget.
- Results of annual client and staff ICT surveys.

#### Who

- Manager ICT & Consultants.

#### Timeframe

- July 2024 – June 2026

#### 2.2 Client Attraction and Community Engagement

Develop and implement a Client Attraction & Community Engagement Plan that will be focused on client attraction and retention strategies of current and emerging services and the community engagement and contribution strategies, in order to:

- 2.2.1 secure the pipeline of clients to our various services thereby building revenues and sustainability
- 2.2.2 strengthen AMCS community engagement and contributions to and/or from the various individuals and families, communities and businesses, Local, State and Commonwealth government departments
- 2.2.3 build strong AMCS relationships or partnerships with other multicultural organisations and State/National Peak Bodies or Associations
- 2.2.4 apply for various community engagement or community development grants, submissions and funding.

#### Metrics

- Client sign up numbers/value per month and annually; measurable value and benefits from each community engagement project.
- Total value of successful grant, submission and funding applications.

#### Who

- Manager Community Strengthening & Manager Access & Engagement

#### Timeframe

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### 2.3 Workforce Capacity and Capability

AMCS will have continued to attract and retain professional staff and volunteers, a workforce which will have the capability to lead and manage the organisation and/or develop and deliver high quality services because:

- 2.3.1** the Human Resource Management Strategy will have been successfully implemented
- 2.3.2** of the unique Workforce Model of recruiting, employing and training staff who have come from overseas; increasing the diversity, capability and knowledge of AMCS
- 2.3.3** the annual Staff and Volunteers' Professional Development Program has been enacted
- 2.3.4** the unique multicultural ethos, spirit, philosophy of AMCS continues and this approach enriches and strengthens the culture of the organisation, teams and individuals.

#### Metrics

- Results of annual workforce capacity and capability review; part of the annual strategic and organisational assessment of AMCS.
- Human resource management strategy delivered on time.

#### Who

- Manager People & Culture.

#### Timeframe

- July 2024 - December 2026

### 2.4 Organisational-wide Performance Management

Develop, implement and utilise an organisational-wide performance management system, therein the various categories of measurement – strategy, financial, quality etc – and the targets, metrics and benchmarks against each position in the AMCS governance and organisational structure, in order to:

- 2.4.1** ensure all position descriptions, contracts/employment mechanisms and performance appraisals for each position contain their relevant targets, metrics and benchmarks
- 2.4.2** enact an organisational-wide performance reporting process that informs the Board, Chief Executive Officer and Executives/Managers about their respective undertakings
- 2.4.3** create a fully integrated, organisational-wide performance management and reporting system; rather than ad hoc or isolated targets, metrics and benchmarks.

#### Metrics

- Results of annual workforce capacity and capability review, part of the annual strategic and organisational assessment of AMCS.
- All position descriptions, contracts of engagement/mechanisms and annual appraisals contain metrics.

#### Who

- Manager People & Culture.

#### Timeframe

- July 2024 - June 2025

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#### 2.5 Aged Care Reforms, AMCS Transformation

Clients, their partners, carers and families will continue to have access to high quality, responsive and individualised services that meet their expectations and needs because AMCS will:

- 2.5.1 continue to engage with, understand and enact the requirements of the various Department of Health and Aged Care reforms and policies, including the new Aged Care Act and Standards
- 2.5.2 develop a robust Financial Model, integrating as one the balance sheet, cash flow and profit and loss statements against the current Service/Business Model and the integrated Aged Care and Healthcare Model
- 2.5.3 ensure the Board, Executives/Managers and staff are engaged and informed about the various reforms and policies, and their practical application to AMCS
- 2.5.4 review and re-engineer its governance and organisational policies and procedures against the new Aged Care Act and Standards.

#### Metrics

- AMCS meets or exceeds all requirements of the new Aged Care Act and Standards.
- Financial Model validates or refutes all service/business strategic and organisational investments, eg: ROI.

#### Who

- Manager Finance, Senior Managers Care Coordination & Quality.

#### Timeframe

- July 2024 – June 2027

#### 2.6 Millennium House Business Plan Implementation

Millennium House will provide the basis for a wide range of community, AMCS and other organisations' services, events and activities, continuing its rich history and heritage as a community facility/hub via:

- 2.6.1 the research and implementation of a Millennium House Business Plan
- 2.6.2 the incorporation of the Millennium House annual budget/s into the Financial Model
- 2.6.3 the operation of Millennium House being based on sound commercial principles and practices, thereby ensuring a return on investment
- 2.6.4 the application and acceptance of National, State or regional submissions, grants or funding.

#### Metrics

- Results of annual Millennium House reviews; services, events and activities per annum, along with the annual profit/loss results and trends.
- Total number of submissions, grants or funding obtained per year.

#### Who

- Chief Executive Officer & Executives.

#### Timeframe

- January 2025 – June 2025