



MCLEAN  
CARE®

# STRATEGIC PLAN

# 2020

**LEADING | GROWING | CONNECTING**

☎ +1 212 936 7541 1209

🌐 [www.geomglobalinc.com](http://www.geomglobalinc.com)

📍 12th Street, New York

✉ [hello@geomglobal.com](mailto:hello@geomglobal.com)

## LEADERSHIP STATEMENTS

---

Since McLean Care® was established in 1953, we have grown to become an indispensable part of service delivery to older people in the New England and North West regions of NSW and the southern Darling Downs region of QLD. Since our inception, we have lived our philosophy of working with our local communities to deliver the best possible services and programs.

The 2018-2020 Strategic Plan is an important document in the history of McLean Care®. Specifically, as we move to deal with a host of internal and external policy and funding uncertainties, while growing to meet the escalating demand for aged care services. We acknowledge that we exist within an industry that has undergone marketisation, which means that we must always seek out new opportunities within our aged care environment. The next two years are likely to be among the most challenging that we have seen in the aged care industry.

We are a unique organisation, serving large and diverse communities, with differing needs that are changing as our communities grow and evolve. Therefore in developing this strategic plan we have been very conscious of our responsibility to not only meet the needs of our communities today, but to also provide these services in perpetuity. Now, more than ever, sustainability of our organisation has to be our focus.

This plan will provide the business direction for McLean Care® for the next two years focusing on three clear measurable goals: governance and leadership, sustainable and diversified growth and connecting with our communities. These goals directly respond to the Government's progressive deregulation of aged care services. We will seek to expand our services into existing and new growth corridors and our efficiency, linkages to other services and capacity for innovation will see that we continue to deliver exceptional services.

## LEADERSHIP STATEMENTS CONT.

---

Our staff are our most valuable resource and we recognise that with the challenges of the next two years we will need even stronger staff engagement and committed leadership. This plan builds on our commitment to develop our workforce. We will work closely with our partners, external businesses, the industry and broader government to ensure programs, training and development opportunities are provided to our people.

As a community owned organisation that seeks to grow, we will actively ensure that all of our investments and decisions are underpinned by a positive social impact for all of the communities we serve and we will always seek opportunities to collaborate and improve our community connections.

Pursuing the three objectives now becomes the task of our Executive Leadership team with a vision and mission to move our organisation further forward. Through the provision of leadership and sound financial and administrative governance, the Board of Directors of McLean Care® will continue to support this Strategic Plan.

McLean Care's® governance remains in the hands of the communities we serve.



Manuel Meszaros  
Chairperson



Sue Thomson  
Chief Executive Officer







# INTRODUCTION

---

McLean Care® is a well-established not-for-profit, non-denominational aged and community care provider in the New England and North West regions of New South Wales and Darling Downs region of Queensland. Since commencement in the 1950's, we have grown to care for 1,250 residents and clients across two residential aged care facilities, two retirement villages and community care services across a geographical spread of 185,000 square kilometres.

In the past five years, we have heavily invested in systems, operations and improving financial viability to establish a strong and stable foundation that would enable our organisation to grow. Many elements of our previous Strategic Plan including financial sustainability, customer focused business and care models; and winning workforce supported by technology now form part of our everyday business. As we look towards the next two years, the strategic focus is to be able to expand both existing and new services to deliver on our “enriching experiences beyond all boundaries” vision.

The Strategic Plan 2018 to 2020 reflects the possibilities that our organisation now has to extend beyond the existing services and geographical reach of the current business. Integral to the direction of McLean Care® is the ability to leverage old and new relationships with the communities that we serve.

# OVERVIEW

---

In our previous strategic plan, we successfully strengthened our established business which has now positioned us to explore further growth. Our Strategic Plan 2020 sets out an ambitious direction that will see us solidify our position as a community organisation that is leading, innovative and at the forefront of enhancing the wellbeing of all people that we serve.

Our Board will ultimately be responsible for the delivery of the plan, with the CEO and Executive Leadership Team to deliver on the detail and work required to achieve the strategy. We will continue to monitor our success against the objectives through regular reviews and Key Performance Indicators.

With a commitment to our mission and the upholding of our values, we will continue to enhance our community connections, grow, and lead aged care service provision in our communities into the future.



Leading

Growing

Connecting

Through strong governance and leadership our strategic vision for the future is to be a growing, financially successful and diversified organisation with investment in positive social impact initiatives.



# MCLEAN CARE®

---

## OUR ORGANISATION

As well as being a recognised and highly regarded community owned not-for-profit provider of aged and community care services in regional and rural New South Wales and Queensland, our core reason for being is to provide solutions to the challenge of the ageing journey.

## OUR VISION

Through the upholding of values and continuous realignment with our mission, we will “Enrich experiences beyond all boundaries”.

## OUR MISSION

To be owned and inspired by our community to focus on you.

## OUR VALUES

In supporting our mission we uphold key organisational and cultural values that facilitate success in our field and propel us towards our vision for the future. These values are integral to our successes to date and will continue to be key for our successes in the future:

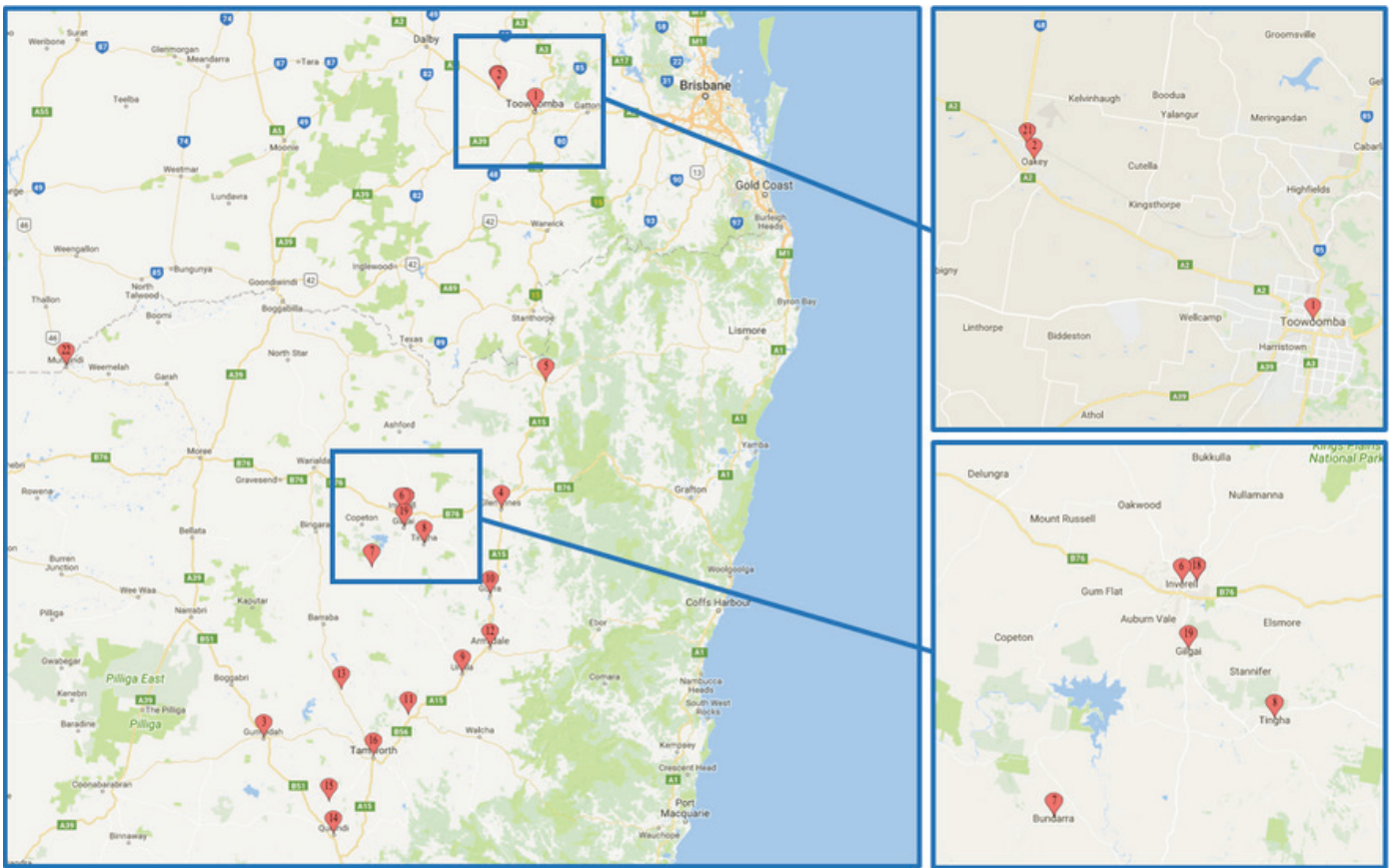
- Respect;
- Integrity;
- Reliability;
- Resilience;
- Courage; and
- Compassion.

## OUR SAPPHIRE MODEL®

Our Sapphire Model® approach to living begins with our residents and clients and their needs. This results in innovative solutions to day to day living, service and care options. We are dedicated to providing care, support and accommodation options that facilitate individuals to remain part of their community and live a lifestyle of their choice.



# SERVICE LOCATIONS



## SERVICE MODEL

Residential Aged Care Facilities

Retirement Village

Community Care

## SERVICES

McLean Care® Ltd – Inverell  
McLean Care® CWA House – Oakley

McLean Care® Affordable Housing – Inverell  
McLean Care® Retirement Village – Inverell  
McLean Care® Affordable Housing – Oakley

Home Care Packages – Level 1, 2, 3 and 4  
Commonwealth Home Support Programme  
Veterans Home Care  
Private Community services  
Brokerage services  
Private fee for service to compensable/ insurance companies in home







# STRATEGIC VISION 2020

---

**Through strong governance and leadership our strategic vision for the future is to be a growing, financially successful and diversified organisation with investment in positive social impact initiatives.**

Our vision outlined above will be the key driver for our organisational direction over the next two years. This vision will be underpinned by the following organisational and cultural characteristics that will define us by 2020.

## OUR CULTURE

### RESPECTFUL

We emphasise a human and respectful approach to all we do honouring our values.

### PROFESSIONAL

With a professional and service focused culture, we will be trusted to deliver exceptional services to our communities.

### COLLABORATIVE

Our people will feel part of a team and be supported by our open and collaborative team culture.

### DYNAMIC AND INNOVATIVE

We will encourage and facilitate creative thinking and innovation to ensure our culture remains dynamic and progressive.

### EMPOWERING, FUN AND ADMIRABLE

With an empowering and fun culture, we will hold a strong sense of pride in our work which will enhance our employee satisfaction and service delivery standards.

# STRATEGIC VISION 2020

---

## OUR CHARACTERISTICS

### LEADING AND CONTEMPORARY SERVICE PROVIDER

We will be a leading and diversified provider, known for our Sapphire Model®. We will be relevant in a changing market.

### SOUGHT AFTER EMPLOYER

We will be a sought after employer, known for our supportive team environment and career advancement opportunities. By celebrating our shared passions for helping others, people will seek to join our organisation and be rewarded for making a difference in the lives of others.

### FINANCIALLY HEALTHY AND SUCCESSFUL

We will deliver and operate financially sustainable services that enable us to invest in the communities that we serve.

### INNOVATIVE AND TECHNOLOGICALLY DRIVEN

We will leverage innovative technologies and ideas to further develop and enhance our business models.

### COMMUNITY CENTRED

We will continue to be owned and inspired by our community to focus on you. We will design our service delivery to be community centric to ethically influence the social and economic infrastructure by delivering positive, sustainable and measurable social impact outcomes.





# STRATEGIC INTENT AREAS

---

## STRONG GOVERNANCE AND LEADERSHIP

The ability to grow and diversify sustainably and be connected to the community requires skilful governance and leadership of everything that we do. Our Board and Executive team will strive to achieve our vision and mission through managing risks, driving innovation, and leading a strong, sound organisation. To meet our governance and leadership goals, we have identified the following Key Result Areas (KRAs):

- KRA 1. Be supported by a dynamic and outcome focussed Board;
- KRA 2. Investing in leadership; and
- KRA 3. Be financially sustainable and accountable.

## SUSTAINABLE AND DIVERSIFIED GROWTH

Central to achieving our vision to enrich experiences beyond all boundaries is the ability to deliver high quality services to older people, regardless of their location, background or socioeconomic status. With a growing need for care and accommodation services for older people across Australia, we will seek opportunities that improve the lives of both our current and future clients, residents and communities. To grow and diversify we have identified the following KRAs:

- KRA 4. Expand contemporary accommodation and care services for older people;
- KRA 5. Identify new services that complement the existing business and benefit the community; and
- KRA 6. Deliver exceptional services.

## COMMUNITY CONNECTION

Our organisation was founded to ensure that people residing in rural and remote communities are not disadvantaged as a result of their geographical location. We will build on this foundation to ensure we continue to impact positively on the communities we serve. To connect with the community we have identified the following KRAs:

- KRA 7. Ensure that all decisions have a positive social impact; and
- KRA 8. Explore new opportunities that have a positive influence on the communities we serve.

# ENDORSEMENT

---

The McLean Care® Board has reviewed and discussed the McLean Care® Strategic Plan outlined in this document and has agreed to support and finance its implementation subject to detailed and agreed financial documentation to be presented when and where required.

The implementation, continual monitoring and annual reviewing of the Strategic Plan will be the ultimate responsibility of the McLean Care® Board and CEO, assisted by the support of McLean Care's® valued employees.

---

Manuel Meszaros  
Chairman

Dated:

Sue Thomson  
Chief Executive Officer

Dated:

---

McLean Care Incorporated  
67 Killeen Street  
Inverell NSW 2360  
T: 02 6722 2655  
E: sue.thomson@mcleancare.org.au



MCLEAN CARE®

# EXECUTIVE LEADERSHIP TEAM

---



Manuel Meszaros  
Chairperson



Debora Jackson  
Vice Chairperson



Rev. Jean Bell  
Director



Bruce Peasley  
Director



Colin Swanborough  
Director



Sue Thomson  
CEO



Rose Wild  
HR Manager



Adrian Robinson  
Finance Manager



Nikole Fletcher  
IT & Communications  
Manager



Jeannine Harrington  
General Manager  
Home & Community  
Services



Sarah Wade  
General Manager  
Residential Services





MCLEAN  
CARE®