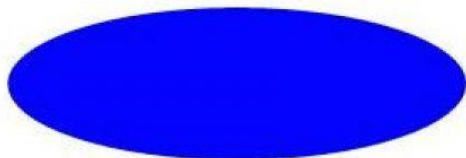


Murrumburrah-Harden Flexible Care Service  
Strategic Plan 2026-2029



**MURRUMBURRAH- HARDEN FLEXIBLE CARE SERVICES INC.**



STRATEGIC PLAN 2026 - 2029



Murrumburrah-Harden Flexible Care Service  
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Our Purpose	Our Values
<p><b>To enable people in our community to live independently and with dignity through flexible, supportive and personalised services.</b></p>	<ul style="list-style-type: none"><li>• Community</li><li>• Privacy &amp; Dignity</li><li>• Independence</li><li>• Trust</li><li>• Transparency</li><li>• Inclusive</li><li>• Culturally safe</li><li>• Excellence</li></ul> <p><i>Reviewed &amp; updated by the Board of Directors – 25/2/26 Adopted by the Board of Directors - 9/3/26</i></p>

**Murrumburrah-Harden Flexible Care Service**  
**Strategic Plan 2026-2029**

<b>Who We Are</b>	<b>Our Services</b>
<p>Murrumburrah-Harden Flexible Care Services Inc. (MHFCS) is not-for-profit local community organisation governed by a Board of Directors. MHFCS provides valuable practical support services to people in our local community. MHFCS is funded by government grants, other income streams and client contributions for services provided.</p> <p>Whilst our focus is on older people, especially the frail aged and those with disabilities, we also support younger people with disabilities or disadvantage.</p> <p>MHFCS helps local people by:</p> <ul style="list-style-type: none"><li>• providing regular nutritious meals through our Meals on Wheels service.</li><li>• assisting clients with personal care needs.</li><li>• enabling respite care for family members or carers.</li><li>• transporting clients to medical appointments, social outings, shopping etc.</li><li>• maintaining yards and lawns as required.</li><li>• providing domestic care services.</li><li>• organising social support activities group/individual.</li><li>• loaning mobility and other aids as required.</li><li>• providing brokerage service support to 'package' clients.</li></ul> <p>Our waged staff includes: CEO, Care, Meals &amp; Transport managers and support workers. Our service relies heavily on volunteers, including board members, who perform transports, social aspects and governance to ensure efficient service operation.</p>	<p>MHFCS provides opportunities for people who are frail-aged and those with a disability to remain at home and independent with their needs for as long as possible.</p> <p>We strive to do this by the provision of a wide range of in-home and community services and by providing support for clients' carers.</p> <p>This includes, in-home cares;</p> <ul style="list-style-type: none"><li>• personal care</li><li>• respite care</li><li>• social support (group/individual)</li><li>• meals</li><li>• domestic assistance</li><li>• yard &amp; garden maintenance</li><li>• community transport</li></ul> <p>All services are designed to enable people to live independently for as long as practicable, who are supported to participate in their community with a focus on their wellness and safety.</p>

**Murrumburrah-Harden Flexible Care Service**  
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## Planning Process

17/4/23	Board adopted 2023-2026 Strategic Plan.
20/4/23	CEO to implement client consultation by way of annual satisfaction surveys and/or compliments/complaints forms.
20/11/24	Update of service handbook and brochures.
30/6/25	Instigation and completion of room renovations to support increased social support activities.
1/11/25	Alignment of our organisation with MAC changes; 2024 Aged Care Act, Statement of Rights, Client Service Agreements & Care Plans.
Jan 2026	Review/update of services booklets/brochures reflective of the up-to-date Aged Care Compliance.
Jan 2026	Board reviewed and adapted 'Board/Management Checklist'
Feb 2026	Review/update of our social media to promote our services
25/2/26	Board of Directors met to review and adopt the Strategic Plan for 2026-2029
9/3/26	Board of Directors adopt 2026-2029 Strategic Plan

Murrumburrah-Harden Flexible Care Service  
Strategic Plan 2026-2029

STRATEGIC DIRECTION  
1

Our People and  
Community

**Purpose**

Our staff and volunteers are engaged in our mission to understand, appreciate, support and empower our clients to live their best lives.

STRATEGIC DIRECTION  
2

Our Systems

**Purpose**

Our business systems enable the longevity of high quality service delivery.

STRATEGIC DIRECTION  
3

Our Services

**Purpose**

Our staff and volunteers provide personalised services that are aligned to the needs of our individual clients and our community.

**Murrumburrah-Harden Flexible Care Service  
Strategic Plan 2026-2029**

**STRATEGIC DIRECTION 1: OUR PEOPLE and COMMUNITY**

PURPOSE	GOALS	OUR STRATEGIES
<p><i>Why are we doing this?;</i></p> <p><b>Our staff and volunteers are engaged in our mission to understand, appreciate, support and empower our clients to live their best lives.</b></p>	<p><i>We strive to ensure;</i></p> <ul style="list-style-type: none"> <li>• <b>community awareness of all the services we offer</b></li> <li>• <b>highly engaged staff and volunteers</b></li> <li>• <b>our residents in our community have equitable access to the services they require.</b></li> <li>• <b>an adaptive, viable and resilient community</b></li> </ul>	<p><i>How we will achieve these goals:</i></p> <ul style="list-style-type: none"> <li>• develop and clearly communicate operational plans to staff and volunteers</li> <li>• reward and recognise staff and volunteer achievements and high performance</li> <li>• embed a culture of safety awareness, ownership and wellbeing throughout the whole organisation</li> <li>• embed awareness and respect for those from cultural and linguistic diverse (CALD) backgrounds.</li> <li>• ensure a dynamic service delivery that is adequate to meet the needs of our local community</li> <li>• employ staff and purchase goods and services to support our local community</li> <li>• adopt and maintain all regulatory compliance and KPI's in line with departmental requirements</li> <li>• provide appropriate training to our staff and volunteers to ensure our care delivery is consistent with our policies and procedures</li> </ul>
<b>PEOPLE</b>		<b>PRACTICES and MEASURES OF SUCCESS</b>
<p><i>Who?</i></p> <p>Board</p> <p>CEO</p> <p>Staff</p> <p>Volunteers</p> <p>Clients</p>		<p><i>What we will do and how we will evaluate:</i></p> <ul style="list-style-type: none"> <li>▪ high staff retention</li> <li>▪ staff and volunteer engagement survey</li> <li>▪ client feedback system</li> <li>▪ recognition program</li> <li>▪ service profile</li> <li>▪ wage spend in local community</li> <li>▪ local spend on goods and services</li> </ul>

**Murrumburrah-Harden Flexible Care Service  
Strategic Plan 2026-2029**

**STRATEGIC DIRECTION 2: OUR SYSTEMS**

PURPOSE	GOALS	OUR STRATEGIES	
<p><i>Why are we doing this?</i></p> <p><b>Our business systems enable the longevity of high quality service delivery.</b></p>	<p><i>We strive to ensure;</i></p> <ul style="list-style-type: none"> <li>• <b>high quality services to meet client expectations and assessed needs</b></li> <li>• <b>business management which ensures fidelity, excellence and sustainability in practice.</b></li> <li>• <b>infrastructure which ensures efficient operations enabling effective and safe service delivery.</b></li> </ul>	<p><i>How we will achieve these goals:</i></p> <ul style="list-style-type: none"> <li>• continuous improvement to ensure high quality services which responds to customer feedback</li> <li>• quality assurance and auditing to ensure we meet and improve on standards required by our funders</li> <li>• financial management ensures accountability, transparency and financial sustainability</li> <li>• HR, ICT, marketing and administration provide optimal back-office support</li> <li>• corporate governance, continuous quality improvement and risk management to ensure operational security, efficiency and fidelity</li> <li>• asset management maximises benefits for stakeholders of facilities, fleet and resources</li> <li>• provide appropriate training to our staff and volunteers to ensure our care delivery is consistent with our policies and procedures</li> </ul>	
<p><b>PEOPLE</b></p>			<p><b>PRACTICES and MEASURES OF SUCCESS</b></p>
<p><i>Who?</i></p> <p>Board</p> <p>Manager</p> <p>Staff</p> <p>Volunteers</p> <p>Clients</p>			<p><i>What we will do and how do we evaluate:</i></p> <ul style="list-style-type: none"> <li>▪ client satisfaction surveys</li> <li>▪ service standards and compliance (meeting the regulatory compliance of the aged care standards)</li> <li>▪ financial audits</li> <li>▪ risk management strategy</li> <li>▪ asset management plans</li> <li>▪ regular board and staff meetings</li> </ul>

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**STRATEGIC DIRECTION 3: OUR SERVICES**

PURPOSE	GOALS	OUR STRATEGIES
<p><i>Why are we doing this?</i></p> <p style="text-align: center;"><b>Our staff and volunteers provide personalised services that are aligned to the needs of the individual clients and our community.</b></p>	<p><i>We strive to ensure;</i></p> <ul style="list-style-type: none"> <li>• <b>high quality services received and enjoyed by our clients</b></li> <li>• <b>clients are, and feel, understood and appreciated</b></li> <li>• <b>clients are, and feel, supported and empowered.</b></li> </ul>	<p><i>How we will achieve these goals:</i></p> <ul style="list-style-type: none"> <li>• effective feedback systems provide evaluation of client experiences</li> <li>• clients are supported to participate more fully in the community</li> <li>• a range of specialised services are offered to meet a diversity of needs and goals</li> <li>• flexible and responsive services accommodate the changing needs and goals of clients</li> <li>• implementation of sound risk management and quality improvement practices to ensure clients with complex needs receive safe and appropriate support</li> <li>• provision of appropriate training to our staff and volunteers to ensure our care delivery is consistent with our policies and procedures</li> </ul>
<b>PEOPLE</b>		<b>PRACTICES and MEASURES of SUCCESS</b>
<p><b>Who?</b></p> <p>Board</p> <p>CEO</p> <p>Staff</p> <p>Volunteers</p> <p>Clients</p>		<p><i>What we will do and how we will evaluate:</i></p> <ul style="list-style-type: none"> <li>▪ client/staff feedback systems</li> <li>▪ client satisfaction survey</li> <li>▪ service evaluation system</li> <li>▪ risk and incident management systems</li> <li>▪ regular communication with appropriate departmental and key stakeholders to ensure service compliance.</li> </ul>