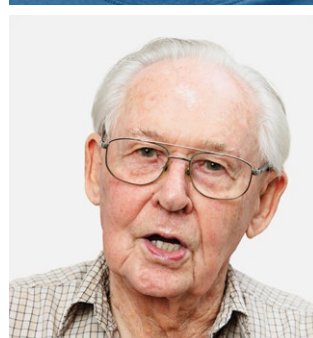
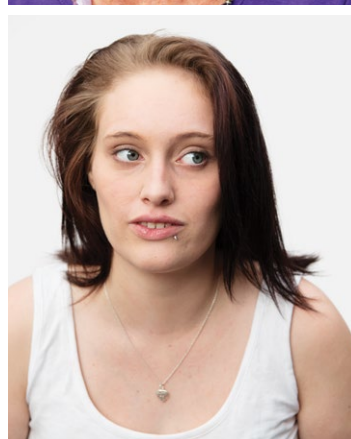
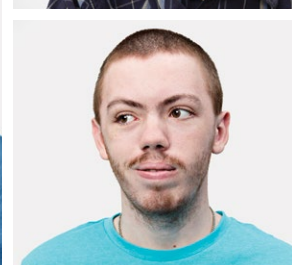
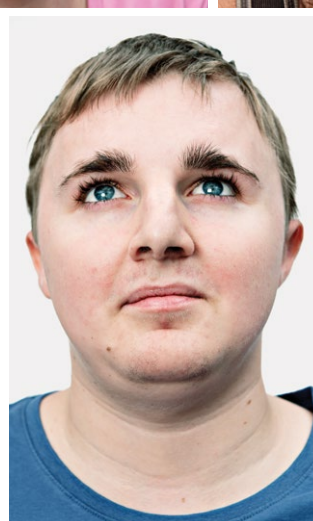
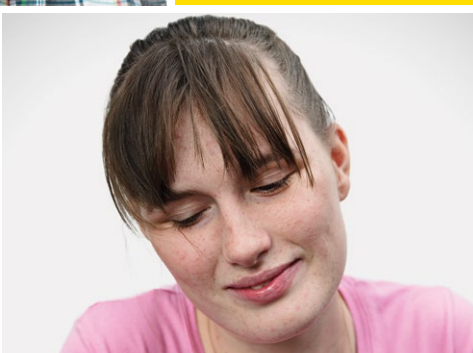
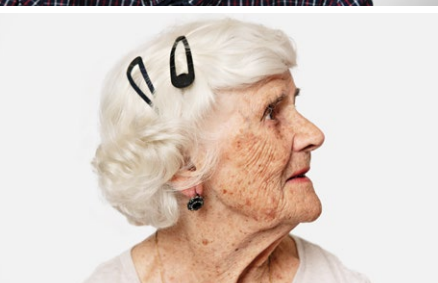




# Strategic Plan 2020–25





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# Foreword

**It is an honour to present this shared vision and blueprint for Lutheran Services for the coming five years.**

The Lutheran Services Strategic Plan 2020–25 articulates our rationale and reason for being, our goals and objectives, and the path we will follow to deliver on our vision and purpose. In so doing, we demonstrate our commitment to the individuals and communities we serve, as well as our many stakeholders and staff. We detail our performance targets across three fundamental areas: our services, our people and our organisational capability.

This strategic plan has been developed through the close collaboration and careful consideration of the Council for Lutheran Services and the organisation's Executive Leadership Team. Together we have refined and reaffirmed our focus and our vision for the future—to ensure our whole organisation is aligned in delivering the services and support that encourages those we serve to live the best possible life.

As a diaconal ministry of the Lutheran Church, Lutheran Services exists to serve. It's how we bring our Christian faith to life. We walk together with congregations, individuals and communities to tend to human need in the spirit of Christian love and service. We remain true to the work of the Lutheran congregations that founded us in 1935. We strive to work in ministry within the Lutheran Church of Australia, Queensland District.

Today, Lutheran Services provides quality, contemporary care and support for older people, young people and their families, people living with disability or mental illness, and people experiencing domestic violence or hardship.

The care and support we provide encourages all we serve to pursue the life they hope for, and the communities we are part of, to thrive. We serve urban, regional and rural communities at more than 20 locations throughout Queensland, from Tallegbudgera to Biloela.

Lutheran Services cares for thousands of Queenslanders, builds ministry and mission in the communities where we operate, and is a compassionate voice for the vulnerable. We provide an accessible point of contact and a recognisable public face for the Church. We continue to advance the dreams and hard work of our founding congregations—growing the number of people and communities we serve; building new opportunities for our staff and strengthening our foundation for delivering service excellence.

I look forward to working with you to realise this strategic plan and continue the Lutheran Services journey—by growing together in the mission of God in the Lutheran Church of Australia, Queensland District, and achieving ever better ways of serving those in need of our care and support.

Thank you,

**Stuart Jaeschke**  
**Chair, Council for Lutheran Services**

# About Us

## Our Identity

Lutheran Services is a Department of the Lutheran Church of Australia Queensland District (LCAQD). As a part of the church we seek to draw from, express and add to the life and mission of the church. We serve because God in Christ brings Christian faith into everyday life. We rejoice that God has revealed His love to this world in Christ, and we seek to serve in the light of that love.

Lutheran Services draws on a rich Lutheran tradition of care for people. The Lutheran Services Diaconal Witness Statement (p17) is a summary of the core theology of diaconal witness in the work of Lutheran Services in the LCAQD. This strategic plan aligns with the broader LCAQD Strategic Charter.

## Our Purpose

### Why we seek to make a difference

Lutheran Services exists to serve. We serve because God in Christ brings Christian faith into everyday life.

## Our Vision

### The difference we will make

The services, care and accommodation that we provide encourage the people we serve to pursue the life they hope for and the communities we are part of to thrive with the vibrancy of life.

## Our Values

### How we will act



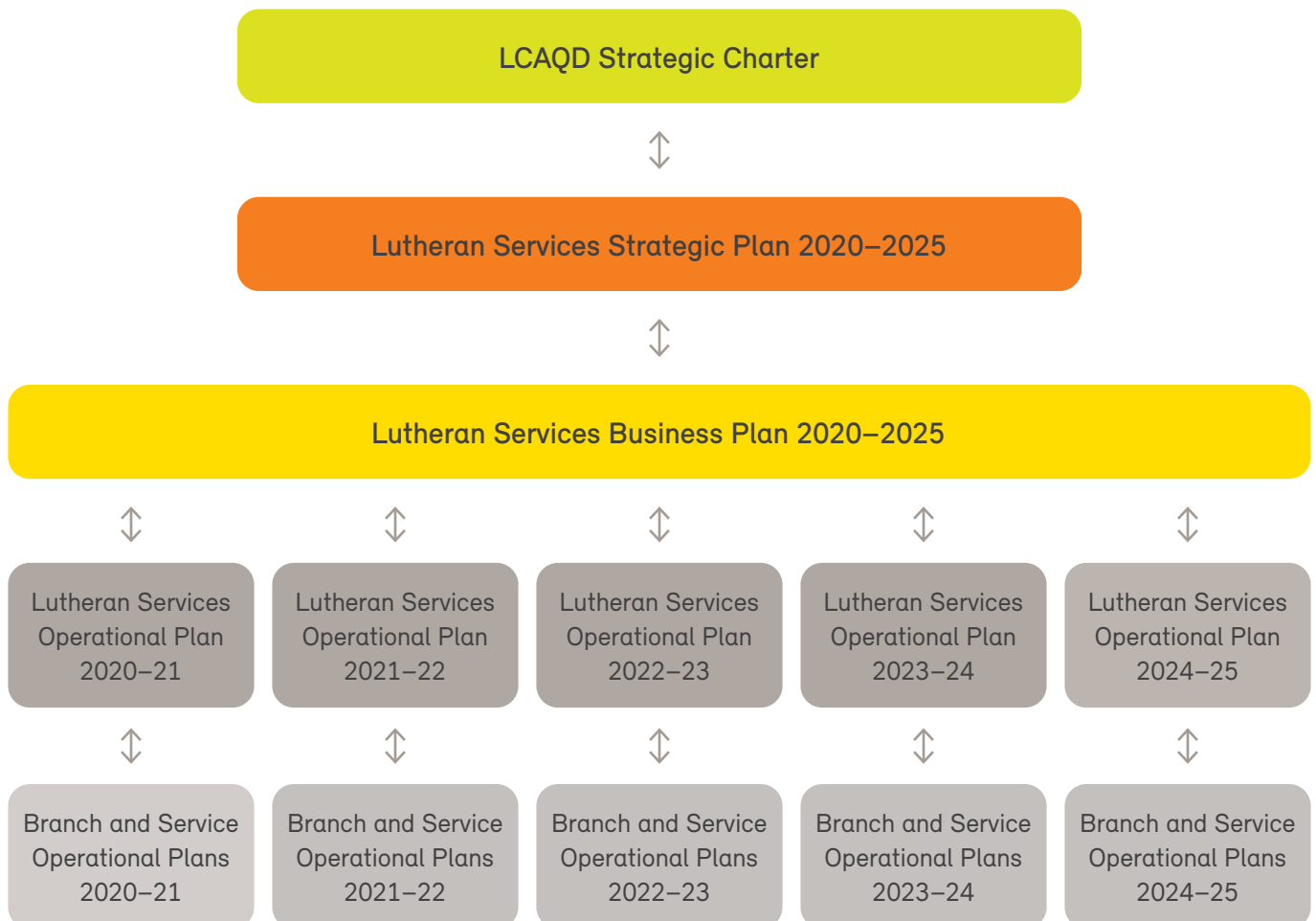
# Guiding Principles

## Doing things for the right reasons in the right way

1. Through research and analysis we better appreciate the needs and desires of our clients and staff.
2. Through ongoing innovation we continue to improve our service delivery—responding to changing needs and embracing new opportunities.
3. Stewardship and sustainability of resources are integral to the ongoing success of the organisation and achieving positive outcomes for our clients and staff.
4. The Australian Business Excellence Framework provides the guidelines and benchmarks against which we shape and develop our capability.

## How we set, achieve and report our performance

Lutheran Services has developed a performance framework that combines clear targets and concise measures that allow achievements to be evaluated. In so doing, Lutheran Services draws upon and contributes to the broader strategic framework of the LCAQD.



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## Resident and client experience

Our focus in Lutheran Services is that our residents and clients have an improved quality of life as a result of experience with us. We will continue to measure our inputs; we will ask our residents and clients what they understand of our brand, whether we deliver on promises, how we welcome people as they engage with our services, whether our services respect their choices, and whether we do all of these things in a timely and efficient way. We will focus carefully on feedback and complaints. We will embrace this feedback as a way to be responsive and to improve our services. We will regularly survey our residents and clients to inquire whether they would choose our service again and whether they would recommend us to a loved one.

## Improved quality of life

During the life of this plan in order to understand resident and client outcomes we will implement a core 'quality of life' tool to measure how effectively our services have met their needs.

## Business performance measures

We will measure performance in terms of cost, timeliness, stakeholder satisfaction, statutory compliance, and performance against established industry benchmarks (such as the Australian Business Excellence Framework). We will establish benchmarks and conduct annual brand and relationship study across all stakeholders.

## Our financial strategy

Lutheran Services' financial strategy underpins the sustainability of our services and supports the delivery of our mission. We will achieve a surplus by 2023–2024 by driving ongoing improvements in financial performance across our services. Additional revenue will be achieved through expansion of our Disability and Home Care services and introducing additional services in aged care. This will ensure we remain in a strong position to make strategic capital investments when development or purchasing opportunities arise. Our investment management strategy will be reviewed annually to ensure we balance risks and returns. We will invest in technology to generate efficiencies without compromising quality of services. We will continue to invest in our infrastructure to ensure it is maintained to a high standard. Despite the challenges to profitability in residential aged care due to constrained government spending, increasing wage costs and clients with more complex needs, we are confident in our financial and operational business strategies.

## Our Services

**To achieve this outcome we will:**

- Collaborate with LCAQD departments to attract and develop chaplains to continue to support our aged care services, and to expand chaplaincy support across home and community service programs.
- Work with the LCAQD to support volunteer Lutheran hospital chaplains across Queensland through networking, collaboration and sharing resources.
- Maintain and develop demonstrable links between Lutheran Services and local Lutheran congregations, schools, and childcare centres to revitalise the Lutheran heritage of intergenerational communities providing meaning, purpose, and connectedness, while engaging with God's love in everyday life.
- Provide resources and support to our staff regarding theological and bioethical questions related to service delivery.

- Include the resident in defining and designing programs and services that improve their health, well-being, and quality of life.
- Deliver a redefined model of care that meets changing community expectations.
- Enhance financial sustainability, quality and growth of our residential aged care services.
- Provide connected services that build community and are accessible to all.

- Implement an exceptional food and dining experience program across all residential care sites that reflects industry best practice and delivers positive health, wellbeing, and quality of life outcomes for the residents we serve.
- Develop an allied health wellness program that equips residents to achieve their goals and improve mobility and independence.
- Deliver industry leading dementia support and meaningful ageing through creative and lifestyle programs, building design and chaplaincy programs.



- Provide evidence-based palliative care exploring a nurse practitioner model to promote end of life outcomes desired by residents and families.
- Deliver programs that enable ongoing relationship with Lutheran Services across different stages of the resident/client life-journey.
- Develop an infrastructure model for Residential Aged Care accommodation which is cost effective in its proportions, enables efficient service delivery, provides flexible use of space and is natural and nurturing in its design.

## Deliver high quality home care services

- Deliver financially sustainable and cost-effective home care services that meet client needs and expectations in a responsive and flexible way.
- Implement and deliver models that support interconnected communities through intergenerational programs and purposeful connection.

## Strategic initiatives

- Deliver programs that enable ongoing relationship with Lutheran Services across different stages of the resident/client life-journey.
- Partnerships with other Departments of the District, congregations and schools that foster community connection and purpose.

## Provide retirement living options that purchasers want

- Establish flexible purchase and rental offerings in our retirement villages that are based on localised market analysis and meet client needs.
- Leverage our home care capability to develop care and support delivery models that enable residents of retirement communities to remain well, connected to their communities and to age in place.

**Provide domestic and family violence support services that meet client need**

- Establish domestic and family violence refuges in new regions, providing more individuals and families with safe options.
- Grow transition and support services to enable families to rebuild their lives.

## Strategic initiatives

- Develop and implement skills-based training to support clients to achieve financial independence.

## Provide best practice, evidence-based mental health support services

- Maintain the current Graceville Centre residential services and grow day programs and outreach services on the Sunshine Coast.
- Deliver services in high need areas such as step-up, step-down and community recovery programs in partnership with Queensland Health.
- Develop and deliver needs-based programs in selected areas to support high-prevalence mental health disorders (e.g. anxiety, depression).

## Provide disability support services that enable clients to reach their goals

- Provide additional accommodation options (funded through NDIA) for people living with a disability.
- Grow day services and outreach programs across all existing sites to promote independence, goal achievement and quality of life for clients.
- Develop new service locations via day programs and outreach services.





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## Provide youth-at-risk and family support services that empower participants

- Establish a new centre at Intercept Caboolture to enable service growth for the region.
- Expand the successful Intercept model to deliver new youth and family support services in additional geographical areas in partnership with Queensland and Local Governments.

### Strategic initiatives

- Establish a partnership with a suitable Registered Training Organisation to offer and support accessible and meaningful educational and vocational pathways for at risk young people.

## Deliver commercially robust and innovative service offerings

- Develop fully costed business case for implementation of Opportunity Shop strategy.
- Develop and implement capacity to completed detailed market and consumer analysis to underpin decision-making for new business and infrastructure opportunities.
- Business and product development to support active ageing – Mental Health, Short-Term Restorative Care, NDIS, Home Care, RV, Assisted Living, Allied Health, Affordable Housing.

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## Our People

Our employees, our volunteers and our partners reflect our fundamental capability to provide service. Our culture is aligned to our values; it helps us attract and retain high quality employees and volunteers and lets us form value-aligned partnerships to augment our capability. It ensures that we provide a safe, professional and nurturing workplace that helps our people grow and achieve their potential. To that end we will continue to grow highly regarded, professional training and skills development opportunities for employees and volunteers. We will continue to establish new and re-imagined roles to enable highly valued career pathways.

### To achieve this outcome we will:

#### Empower our people through training and development

- Learning and development opportunities will be available to our people that support achieving their own performance goals which contribute to Lutheran Services' organisational outcomes.
- We will develop career pathways and leadership capacity for employees to continuously improve and grow and contribute to building a high performing organisation.

#### Strategic initiatives

- Lead the development of a Lutheran Services Leadership Framework:
  - Emerging Leaders Program for varying levels of leader
  - Mentor program
  - Leader competency framework

#### Attract, manage and retain high performing and committed employees in all locations

- Competency and Remuneration Framework is embedded in our organisational architecture and strategic plan.
- Job descriptions and role expectation are clearly defined.
- Performance framework supports alignment between high-level strategies and individual goals.
- People are engaged with the organisation and its purpose.

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## Build an organisational culture that's aligned with our vision, purpose and values

- Build an authentic employer brand and a positive culture through our values, initiatives and culture of diaconal witness to attract diverse talent that will deliver on our strategies.
- Create an inclusive work environment that fosters creativity and innovation and promotes colleague engagement through communication, awareness and inclusive leadership skills training.
- Deliver improved ways of doing business through evidence-based workforce planning, flexible, competency-based recruitment and management practices and streamlined processes.

### Strategic initiative

- Expand our strategic partnerships to support the organisation in achieving its priorities e.g. job services organisations, schools, TAFE and universities.

## Create safe and healthy workplaces and communities

- Deliver onsite programs that target risks and prevent workplace injuries before they occur.
- Provide safe and healthy workplaces and communities with outstanding support and development opportunities for all.
- Our employees have the knowledge and skills to take greater control of their health and wellbeing.
- Support effective workplace health and safety practices and injury management across whole of organisation, including risk assessments, inspections, investigating and reporting on incidents, early intervention, case management, rehabilitation, reasonable adjustments and return to work plans.

### Strategic initiative

- Deliver and maintain an organisational Mental Health/Wellness framework.

## Build a strong volunteer program

- Grow volunteer program, implementing effective credentialing, training and record keeping processes.
- Ensure the scope of work of volunteers complements our services and provides rewarding and meaningful work for our volunteers.
- Create pathways from the volunteer program to employment.

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## Organisational Capability

We will sustainably grow our capacity to serve; building on our trusted brand which is underpinned by the delivery of targeted, high-quality products and services. Service delivery will be supported by strong governance underpinned by an integrated performance framework. We will continue to optimise resourcing and the use of technology across Lutheran Services, driving down our carbon footprint, and delivering services and products that meet our clients' needs and aspirations. We will never stop innovating; reviewing and improving existing services and products to further empower our clients so that they can live their best possible lives.

### We will achieve this outcome through:

#### Creating effective partnerships that improve outcomes for our stakeholders

- Our suppliers and stakeholders are partners in providing our services and products that ensure quality outcomes for clients.
- Strategic partnerships are in place that support sustainable business operations (e.g. with government, Registered Training Organisations, other providers, industry bodies, tertiary institutions, creative houses).
- Continue robust and effective relationship and collaboration with our Lutheran Church of Australia partners.

#### We align and benchmark organisational processes against the Australian Business Excellence Framework

- Develop knowledge base and process for maintenance, including mapping organisational activities.
- Develop reporting structure that is mapped to ABEF principles, to allow for progress tracking.
- Conduct whole of organisation self-audit and participate in external audit biennially from 2022.

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## We will be a trusted brand in the market

- Establish a well-defined brand identity, organisational value proposition and positioning that is consistently and clearly communicated and is clearly visible in the client experience.
- Maintain and develop positive and highly engaged relationships with all targeted external stakeholders including all levels of the Lutheran Church of Australia.
- Embed client centricity across the whole organisation to drive sustainable growth through 'customer experience' differentiation.
- Provide a client experience that delivers on the brand promise of 'a good life' and builds loyalty among our clients, residents, and their families.

## We will focus on corporate sustainability

- Revenue will continue to grow year-on-year.
- Our cash-flow oversight and management will enable us to take advantage of growth opportunities that arise.
- We will ensure effective organisational governance systems are in place.
- We will continue to develop our reporting capability across all business areas to track progress towards strategic goals and business excellence.
- Our ICT infrastructure, architecture and hardware will enable the business to efficiently deliver its services.
- We will implement strategies to reduce our baseline carbon footprint.

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# Lutheran Services—An expression of the diaconal witness of the Church

A summary of the core theology of diaconal witness (or “diaconia”) in the work of Lutheran Services in the LCAQD

- Diaconal witness (diakonia) is core to the very essence of the Church.
  - Diaconal witness is the expression of the Lord Jesus’ call to his people to serve as he served (Mark 10:45).
  - Diaconal witness is shown where the people of God live out their baptism in service to the world.
  - Diaconal witness is centred in the “ministry” of the Church (CA5) in which the Lord Jesus commissions his people to proclaim the gospel in word and deed.
  - Diaconal witness is grounded in the revelation of the Triune God as the creator and preserver of life.
  - Diaconal witness is inspired by the servant heart of Jesus Christ.
  - Diaconal witness is created through the call of Jesus Christ for his people to deny themselves, to take up the cross and follow him.
  - Diaconal witness is informed by the purposeful development of the work of care in the communities of the early Church, testified especially by the New Testament letters (Acts 6).
  - Diaconal witness is the expression of the body of Christ caring for the parts of the body (1 Cor 12).
  - The Lutheran reformation established the work of care as the response of faith in which the Holy Spirit brings forth good works in the lives of believers.
  - The Lutheran reformation located diaconal witness in the theology of the “priesthood of all believers”.
- The work of the Church belongs to all the people of God including worship (leitourgia), witness (martyria), and service (diakonia).
- The Lutheran reformation emphasised the freedom of the Christian to become servants of others as Christ serves. This service does not merit God’s grace.
  - The Lutheran reformation determined that all the work of the Church is grounded in the teaching of the Old and New Testaments.
  - The Lutheran reformation upheld the need to adequately train those who are to serve in the name of the Church.
  - The Lutheran reformation distinguished between the office of the public ministry for the proclamation of the word and administration of the sacraments and the complementary ministries of the Church serving the needs of the “whole” person.
  - In our modern era “diaconal witness” is often a significant public face of the Church as God extends his loving action into our communities through the work of the Church, as it is expressed by our community care agencies. Therefore, the Lutheran Church needs to continually revisit how we frame this work in a theology that expresses Lutheran theology’s confessional integrity and theological rigour.
  - Diaconal witness ensures that people are engaged with God’s love in everyday life.



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