

# STRATEGIC PLAN 2021 - 2025



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## OUR VISION

People experiencing homelessness have improved health and wellbeing, housing and support appropriate to their individual needs, connection to community and hope for the future.

## OUR MISSION

To be leading health experts providing patient-centred care and advocacy for people experiencing homelessness.

## OUR VALUES

### **Empathy and compassion**

Being sensitive to the feelings and experiences of others and acting with kindness and understanding.

### **Mutual respect**

Honouring the rights and dignity of each other and creating beneficial relationships.

### **Inclusive Care**

Delivering holistic patient-centred care and involving each person in their own recovery.

### **Collaboration**

Working in partnership for better outcomes.

### **Integrity**

Being honest and honouring our commitments.



# OUR STRATEGIC DIRECTION

This strategic plan is developed amid the COVID-19 pandemic and at a time of crisis for homelessness in Perth with 1,000 street homeless people, 9,000 people precariously housed and chronic shortages of housing impacting on delivery of Housing First solutions.

Evidence shows that health issues are a major factor in people becoming homeless and, significantly, deteriorating health causes people to become “stuck” in homelessness, especially those who are street homeless.

Therefore, this strategic plan builds on the critically important contribution of Homeless Healthcare as Perth’s largest provider of primary healthcare services to people who are homeless or marginally housed and positions us to play an increasing role in addressing homelessness.

Our strategic direction:

## BUILDS ON

our early recognition of the social determinants of health and our numerous groundbreaking primary care innovations, including being the first to introduce (and continue to grow and adapt):

- Mobile healthcare clinics at crisis accommodation services and drop-in centres
- A permanent clinic specifically for people who have experienced homelessness (our Transitions Clinic)
- Street Health nurses assisting street homeless people
- The inreach services to homeless people at Royal Perth Hospital
- The after-hours support service for formerly homeless people newly housed through 50 Lives 50 Homes and the Zero Project
- followed in 2021 by two leading-edge supported accommodation initiatives for people experiencing homelessness - StayWitch’s for medically well patients on discharge from hospital and the Medical Respite Centre providing pre and post hospital care.

## RECOGNISING

that our dedicated staff and their knowledge and expertise are central to Homeless Healthcare's success and further develops our staff support structures specific to the challenges of working with people experiencing homelessness.

## FURTHER DEVELOPS

our patient-centred service model to address complex multi-morbidity, introduces targeted services for specific groups to overcome barriers to access and deliver specialised patient care, and extends our services geographically to areas where there are high unmet needs.

## ENHANCES

our partnerships with social welfare organisations and housing providers, recognising the complex interaction between health and social issues faced by people experiencing homelessness, the importance of a Housing First approach and the need to work collaboratively to end homelessness.

## FOCUSES ON

our continued commitment to high standards of clinical and corporate governance and to achieving required funding to deliver accessible, holistic patient-centred care for people experiencing homelessness.

## ENSURES

we continue to be known and respected as leading primary healthcare experts in homelessness, working locally and internationally to develop and implement world's best practice.



# PATIENT CARE

## OUTCOMES

- Delivery of accessible, inclusive healthcare for people experiencing homelessness with priority for those with complex multi-morbidity and those who have been homeless for a long time.
- Improved physical and mental health, life expectancy and sense of wellbeing for our patients.
- Health education as a key part of our service model to enable self-managed care.
- Patient-centred care that continues to create best practice in primary healthcare for people experiencing homelessness.

## OUTCOME MEASURES

- Patient experience.
- Evidence of delivering healthcare to people with complex co-morbidity who have been homeless for a long time.
- Improved health and wellbeing of our patients.
- Referral pathways resulting in more effective use of the health system and psychosocial services by our patients.



# PATIENT CARE

## STRATEGIES

- Extending our model of patient-centred care, including:
  - Addressing multi-morbidity by:
    - Further developing inhouse teams delivering complex, multi-morbidity case management; and
    - Introducing multi-morbidity clinics delivering comprehensive, coordinated care encompassing all components of a patient's health journey.
  - Further developing StayWitch's and other similar services to provide opportunities for people experiencing homelessness to stabilise and be supported.
- Introduce a peer navigator system, including learning from best practice models nationally and internationally.
- Further develop culturally and gender appropriate models of care.
- Enhance opportunities for patient input into our patient care model and services.
- Explore an expanding role for volunteer health professionals as part of patient-centred care.
- Further develop partnerships, collaborations, referral pathways and advocacy to support comprehensive patient-centred care, including inreach for our Medical Respite Centre.





# SERVICE DEVELOPMENT

## OUTCOMES

- Development and delivery of innovative, evidence-based service models to address the chronic and acute health needs of people experiencing homelessness and end cycles of homelessness.
- Growth of our services to address unmet needs, including specific health needs, patient groups and geographic locations.
- Collaborative action to mobilise service providers, government and community to address homelessness.
- Homeless Healthcare plays a key role in creating and promoting the healthcare research, evidence and international best practice to end homelessness.

## OUTCOME MEASURES

- Introduction of new service models and collaborations.
- Growth in services and patient demographics.
- Evidence of effectiveness of service models.
- Evidence of research being embedded as a driver of change and research outcomes informing practice.
- Level of community collaboration nationally and internationally focused on research, advocacy and best practice to address homelessness.
- Level of staff satisfaction.



# SERVICE DEVELOPMENT

## STRATEGIES

- Maximise the opportunity of our StayWitch's and Medical Respite Centre to:
  - Incorporate wellness and life skills programs.
  - Embed research, evaluation, organisational learning and continuous improvement.
  - Promote the service model and outcomes.
- Further develop patient-centred services to address unmet needs of specific groups of people experiencing homelessness, including:
  - Formerly homeless people once housed.
  - Indigenous people.
  - People exiting prison.
  - Pregnant women (antenatal and postnatal care).
  - Women fleeing domestic violence, especially the service gap for single women with no children.
  - Young people, including those exiting out-of-home care.
  - LGBTIQ+ people.
  - People needing end-of-life palliative care.
- Further develop patient-centred services and facilities to address specific health problems, focusing on:
  - Multi-morbidity.
  - Mental health and dual diagnosis
  - Harm minimisation.
  - Sexual health and blood born viruses.
- Extend the geographic reach of our homelessness services to address areas of high unmet needs.
- Expand formal partnerships in research, innovation and evaluation as an integral part of our evidence-based service models.
- Collaborate locally, nationally and internationally to develop, deliver and promote international best practice healthcare for people experiencing homelessness.





# ORGANISATIONAL SUSTAINABILITY

## OUTCOMES

- Our positive, vibrant and creative team culture is continually improved as the organisation grows and develops.
- Motivated and dedicated staff with the required experience and expertise for service delivery and the strategic development of Homeless Healthcare.
- Effective models of staff support, clinical supervision, mentoring and professional development, responsive to the challenges of working with people experiencing homelessness.
- Homeless Healthcare is a recognised and respected organisation leading world's best practice in delivering health outcomes for people experiencing homelessness.
- An organisation which operates effectively with high standards of clinical and corporate governance, management and funding to enable sustainability and planned growth.

## OUTCOME MEASURES

- Level of staff satisfaction.
- Staffing aligned to organisational needs.
- Required cash flow and cash reserves for sustainability and growth.
- Exceeding clinical standards, including standards specific to our patient cohort.
- Effective management and corporate governance including identification and management of risk.
- Effective communication internally and externally.



# ORGANISATIONAL SUSTAINABILITY

## STRATEGIES

- Management and staff
  - Further develop staff support structures, clinical supervision, mentoring and professional development, including a specific focus on staff mental health, aligned to the challenges of our client group.
  - Redevelop the management structure to support sustainability and growth.
  - Continue to monitor that Homeless Healthcare has a culture of teamwork, inclusiveness, open communication, mutual support, creativity and innovation, informed by people with lived experience.
  - Develop a plan to attract and retain General Practitioners.
- Financial sustainability
  - Develop a financial plan aligned to the strategic plan with specific financial targets to enable sustainability and growth.
  - Explore using a professional lobbyist to maintain and develop our relationships with State and Federal government and extend and sustain funding.
  - Further develop relationships with major philanthropy and seek new sources of private funding.
  - Investigate new revenue streams.
- Continue to develop our profile across all sectors as a known and respected primary healthcare provider for people experiencing homelessness, providing world's best practice and leadership.
- Further develop relationships with universities and training providers, especially nursing faculties, to enhance curriculum, internships and work experience focused on the specific needs of people experiencing homelessness.
- Governance
  - Further develop our corporate and clinical governance structures, policies, procedures, risk management and Board reporting.
  - Identify the range of expertise required for the Homeless Healthcare Board and target specific gaps.

