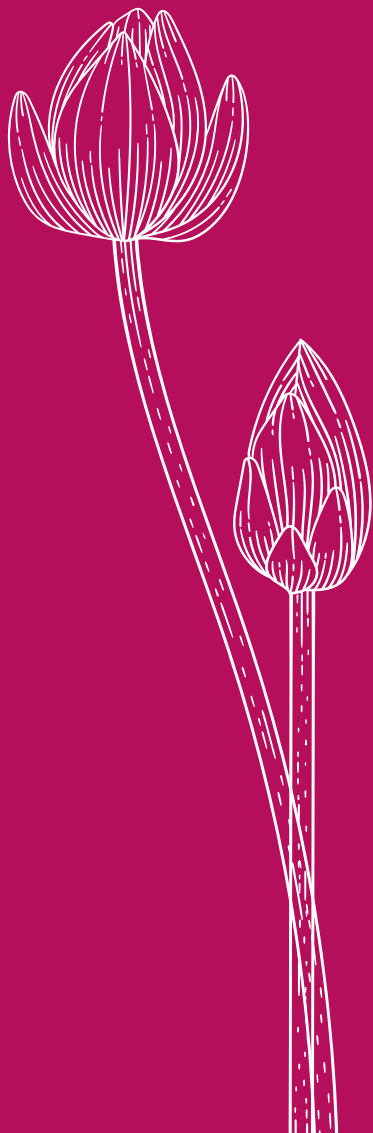


# Strategic Plan 2024 – 2027



**karuna**

dedicated holistic support

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*compassionate care*



## VISION

A world where people with life limiting illness live well and die peacefully



## PURPOSE

Supporting people affected by life limiting illness to receive person-centred care in their place of choice.



## VALUES

— How we think: **Humility.**

To delight in providing noble service in an altruistic manner for the benefit of all with whom we connect.

— How we act: **Kindness.**

With a generous spirit we will nurture relationships with grace and empathy.

— How we relate: **Respect.**

We commit to freely offering and affirming the uniqueness of all we encounter.

— How we find meaning: **Courage.**

“Courage is about stretch, it’s about realising that something more or different can be done, developing the determination to do it, and then carrying through despite all obstacles.”

*16 Guidelines for Life.*



## VALUE PROPOSITION

Person-centric service model that delivers choice, independence and quality of life when faced with a life limiting illness, guided by Buddhist principles.



# Karuna PLUS

## CORE COMPETENCIES AND SERVICES

**Karuna PLUS** will deliver a suite of services, that include:

- Clinical palliative and end-of-life care at home,
- Grief and bereavement support and counselling,
- Service navigation, anticipatory care planning,
- Spiritual care, meditations, Buddhist-based spiritual teaching.

These services are focused on what creates benefit for our community, relieves their frustrations and fears, and creates value for Karuna as an organisation.

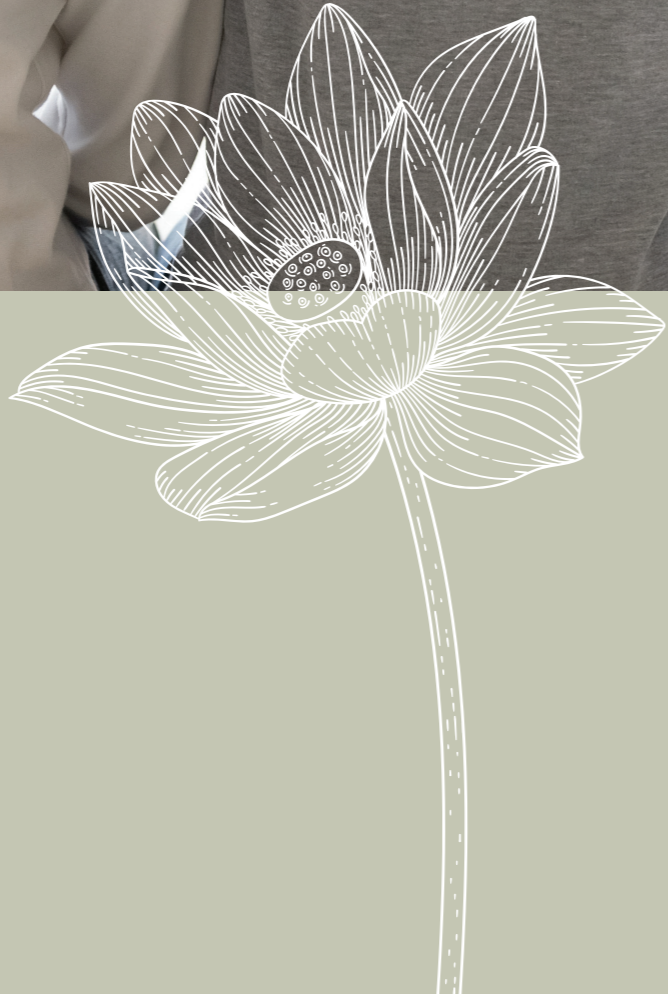
This also allows us to extend the scope of our services.

Towards this we have registered a trading name:

- **Karuna Community Services.**

TRADITIONAL VALUES. CONTEMPORARY PRACTICE.





# Model of Care

The Model of Care will inform our service offerings, how we do that, who we need and what our Unique Selling Proposition is.

Our Model of Care will focus on community needs, rather than on our traditional service delivery structure.

This will allow Karuna to move to a contemporary multidisciplinary team model that is holistic and more aligned with community needs and new funding models.

**THIS APPROACH WILL ADDRESS:**

- The risk in over reliance on a single service (specialist palliative care) and diversifies the service offering and scope of practice.
- Eroding the traditional professional silos between nursing and family support teams. Moving forward with the “One Team” approach will increase interactivity amongst the whole Community Services Team.
- The needs and wants of the community for grief and bereavement, spiritual care and other supports and services.
- Predominant reliance on defined government contract.

**KEY BENEFITS:**

- Builds sustainability, capacity to care for more people in the community.
- Essentially the right care, in the right place at the right time.
- Supports independence, choice and quality of life in all its aspects – physical, psychosocial, spiritual, and environmental.
- Diversification provides fee for service opportunities and other funding opportunities.
- Human resources and organisational culture growth by attracting new staff interested in innovation and development driven by person centred care.

# Five pillars

The following five pillars will support achieving Karuna's strategic priorities. KPIs for each will be established.

All activities must be aligned with a pillar and demonstrate how it contributes to achieving strategic goals. Operational plans will be developed around these.



## 1. GROWTH AND SUSTAINABILITY

- Design and implement diversified service model of care that supports the community's needs.
- Within existing geographical catchment plus the wider SEQ area.
- Enables diversified revenue streams.
- Greater support for First Nations, LGBTIQA+, CALD, refugee, rural and regional communities.
- Assists with philanthropic activity, community engagement and partnerships.



## 2. INNOVATION AND TECHNOLOGY

- Explore new service delivery concepts to improve quality, safety, outcomes, efficiencies and costs.
- Integration of innovation and technology into the scope of Karuna's model of care.
- Lends itself to broader geographical catchment areas via telehealth services and Virtual Remote Monitoring supports.
- Supports partnerships with new values aligned entities outside the traditional professional network.



## 3. PEOPLE AND CULTURE

- As a service provider, best practice workforce planning to augment our service delivery with best practice people and culture activities.
- Integrate new values program to strengthen organisational culture, diversity and inclusion.



## 4. CORPORATE SYSTEMS, QUALITY AND GOVERNANCE

- Corporate and financial structure to achieve the vision, ensure sustainability, improve, and grow.
- Governance and accreditation to support best practice and new initiatives.
- Responsible financial management systems.



## 5. BRAND BUILDING AND COMMUNITY ENGAGEMENT

- Expand awareness of Karuna's service model and delivery ie. Karuna's reach into new market sectors and geographical catchments.
- Develop a Reconciliation Action Plan to support our First Nations communities.
- Strengthens Karuna's identity in the community – existing and new.
- Live by our traditional values while incorporating contemporary practice into our service delivery.





# High level goals

## BASED ON THE ESTABLISHED FIVE PILLARS

Improve Karuna's service model to become more efficient and person centric and offer a broader range of services to more people, through a combination of fee for service and government contracts.

In support of this we will establish a robust, scalable and sustainable business model to support this; and

Be an employer of choice to attract and retain service delivery and corporate staff through:

- Embedding our Values internally and externally,
- Facilities and resources management and appropriation,
- Workplace succession planning, professional development,
- Creating safe environments which celebrate and encourage inclusion and diversity.

## KEY ACTIVITIES

- Revise our Model of Care to define the scope of service delivery.
- Establish finance and business systems to capture accurate data to ensure accountability and analysis.
- Ensure quality, continuous improvement, workplace health and safety protocols.
- Establish relationships, develop business partnerships and foster stakeholder engagement to facilitate revenue diversification.
- Establish greater brand awareness in the community at large through face-to-face engagement, supplemented with online activity.



## HOW WE WILL ACHIEVE THE STRATEGIC PLAN

# By embracing innovation and daring to be different

We will:

- **Apply** technology wisely.
- **Collaborate** as a team with transparency and accountability.
- **Pivot** if we need to – the end goal will still be the same.
- **Accept** failure and consider as learnings.
- **Support** each other, our teams and our communities.

## BUILDING A STRATEGICALLY ALIGNED OPERATIONAL PLAN

We will:

- **Ensure** all workgroups are interconnected.
- **Foster** a culture of collaboration.
- **Apply** project management principles.
- **Apply** an agile approach to how we'll deliver.





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