



Catholic
Health
Australia



STRATEGY SNAPSHOT 2026–2029

OUR PURPOSE

Our purpose is to advance Catholic health, aged and community care in Australia through supporting our members in their collective mission to continue the healing ministry of Jesus.

OUR VISION

In partnership with our members and through our advocacy, policy leadership and sector engagement, CHA is a trusted and dynamic voice for Catholic health, aged care and community care ministries in the delivery of compassionate care to all Australians. We prioritise the dignity of the human person, the common good and a commitment to those who are vulnerable, disadvantaged, neglected and stigmatised in our community.

OUR VALUES

- We **respect** our members as partners in our collective mission.
- We act with **integrity** at all times.
- We act with **justice** seeking access to essential health, aged and community care services for all Australians.
- We strive for **excellence**, always.
- We take seriously our shared role in **stewardship** of our Catholic identity and mission and of our members' investment.

OUR STRATEGIC DIRECTION: THE CHA WE ARE BUILDING TOGETHER

By 2029, CHA will be recognised as an indispensable partner in shaping Australia's health and aged care future—actively co-creating policy, not just responding to it.

We will be the trusted voice government turns to first, known for counsel informed by our mission imperative and frontline experience.

We are building our reputation as policy developers who bring solutions, bridging policy ambition and operational reality. Delivering better policy outcomes for vulnerable, disadvantaged, neglected and stigmatised Australians.

OUR STRATEGIC COMMITMENTS

GOAL 01

WE SUPPORT OUR MEMBERS IN SUSTAINING AND INTEGRATING CATHOLIC IDENTITY AND MISSION

OUR COMMITMENT: To support our members in sustaining and integrating Catholic identity and mission to deliver compassionate, holistic care. We will be recognised leaders in mission-driven healthcare ethics and practice, supporting members to navigate complex ethical terrain with confidence.

HOW WE WILL ADVANCE THIS TOGETHER:

- Building mission capability within CHA and with member organisations.
- Strengthening ethical practice through formation, and code of ethics integration.
- Co-creating infrastructure, useful resources and guidance for sustaining Catholic identity and mission.
- Highlighting social impact, particularly for the vulnerable, disadvantaged, neglected and stigmatised in our society.

SUCCESS INDICATORS:

- ✓ Improved confidence in ethical practices and mission leadership.
- ✓ Recognition of Catholic sector's social impact.
- ✓ Growth in participation in formation and ethics programs.

GOAL 02

WE ARE TRUSTED PARTNERS IN POLICY DEVELOPMENT, ADVOCACY AND REFORM

OUR COMMITMENT: We will be recognised as strategic policy advisers who both respond to reform agendas and actively shape them through our advocacy and policy design, bringing member insights and evidence-based policy propositions to government.

HOW WE WILL ADVANCE THIS TOGETHER:

- Co-creating policy solutions informed by and reflecting strategic possibilities and frontline realities.
- Engaging in true partnership where member contribution is essential, member engagement is not optional to our shared success.
- Building strategic influence with government, stakeholders and decision-makers, amplified by member voices.
- Demonstrating measurable impact through policy and advocacy adoption.

SUCCESS INDICATORS:

- ✓ Impact of CHA policy positions and recommendations sought out, adopted and reflected in government policy decisions.
- ✓ CHA and member representation in formal and informal sector policy processes and government forums.
- ✓ Member alignment on policy positions and satisfaction with advocacy impact.



GOAL 03

WE FACILITATE COLLABORATION FOR COLLECTIVE IMPACT

OUR COMMITMENT: We will be recognised as catalysts for sector-wide collaboration, creating spaces for members to share innovation, learn from each other, and act collectively to amplify influence and impact for the common good.

HOW WE WILL ADVANCE THIS TOGETHER:

- Amplifying our collective influence through strategic campaigns and partnership.
- Fostering innovation exchange between member organisations.
- Cultivating strategic networks and trust for collaboration on policy and practice challenges.
- Supporting mission leadership for current and emerging leaders.

SUCCESS INDICATORS:

- ✓ Member attendance and leadership of sector forums growing over time.
- ✓ Members supporting sector wide learning through collaboration and network participation.
- ✓ Member survey results showing alignment and satisfaction.

GOAL 04

WE ARE A THRIVING, RESPECTED AND TRUSTED ORGANISATION

OUR COMMITMENT: We will operate with excellence, integrity and transparency, earning members' confidence by being capable mission-focused professionals, with efficient operations, sound governance, conscious growth strategies and genuine responsiveness to member needs and feedback.

HOW WE WILL ADVANCE THIS TOGETHER:

- Investing in our people, organisational capability and culture.
- Creating and continuously improving our operational excellence and providing value-for-money for our members' investment.
- Ensuring sound and supported governance for the collective good.
- Exploring growth opportunities to expand our membership and partners.

SUCCESS INDICATORS:

- ✓ Staff retention, capability aligning with strategic and operational priorities.
- ✓ Member Net Promoter Score (NPS) – member, partners and stakeholder satisfaction.
- ✓ Board effectiveness and governance and secretariat best practices.



OUR MEMBERS: SHARED MISSION AND STEWARDSHIP

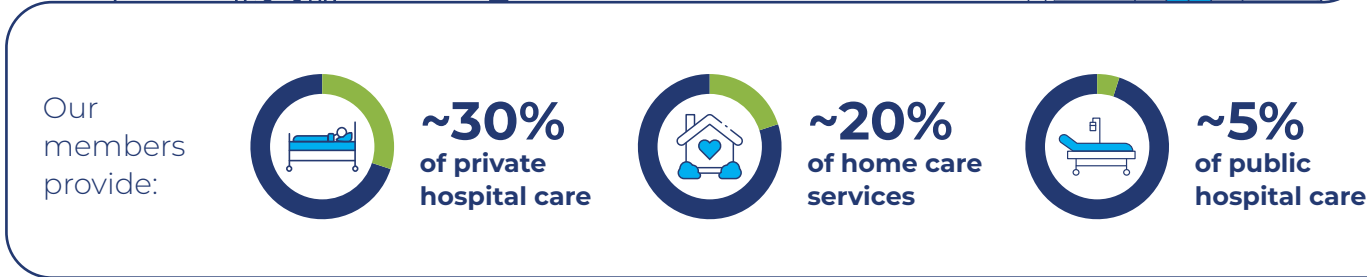
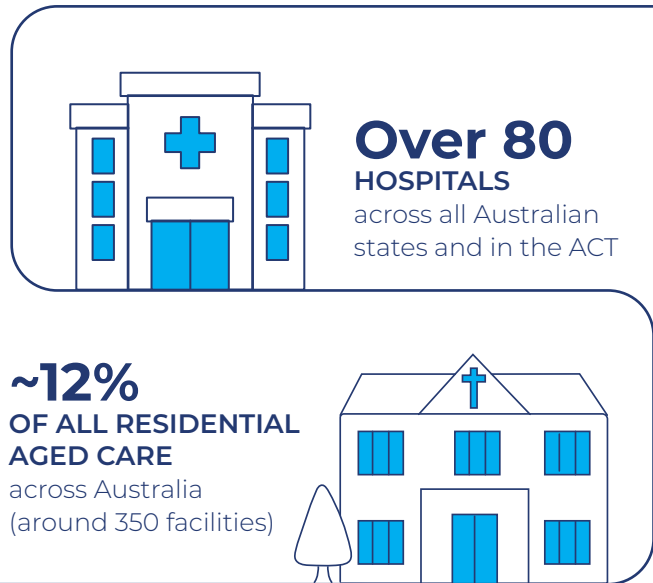
CHA exists to serve our members—but membership is not transactional. When organisations join CHA, they join a community united by a common mission and bound by mutual responsibility.

Our members are co-stewards with responsibility to engage in policy development, share innovation, participate in collaborative initiatives, and speak with courage on issues affecting the sector and those who are most powerless and vulnerable in our community.

CHA's strength flows from member engagement, just as members' influence is amplified through CHA.



As 2026, our members operate:



Together, we will build the CHA our members need and our nation deserves—a trusted partner in policy, a catalyst for collaboration, and an unwavering voice for compassionate, accessible, quality care for all Australians with focused commitment to the vulnerable, disadvantaged, neglected and stigmatised in our community.



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