

Creating a better future together

CABRINI OUTREACH STRATEGY 2020



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Contents

- 4 Our heritage
- 6 Cabrini outreach
- 7 Cabrini group strategy 2016-20
- 8 Our strategy
- 10 Deploying our strategy



Our heritage

Saint Frances Xavier Cabrini was born in 1850 in a small town in Lombardy, Italy. Inspired by her deep faith in Jesus Christ, she committed her life from a young age to making God's love known.

In 1880, she founded the Missionary Sisters of the Sacred Heart of Jesus (Cabrini Sisters) to express God's love in practical responses to people in need.

Cabrini's first missionary endeavours were among the Italian immigrants in New York. They were mostly poor peasants from the rural south of Italy who had left their homeland in hope of a better life. Far from family and familiar customs – and without even rudimentary English – they experienced dislocation, marginalisation and prejudice. She sought to reignite their sense of self-worth by attending to their physical and spiritual needs.

By the time of her death in 1917, she had established 67 health, education, social and spiritual ministries in the USA, Latin America, Europe and England – one for every year of her life. She was canonised in 1946 and later named the Universal Patroness of Immigrants.

Our Cabrini story began in 1948 when ten Missionary Sisters left Italy bound for Melbourne. They arrived ten days later at Essendon Airport on 24 January. Although sad to be leaving Italy, they were excited to be chosen for this new mission that would fulfil their founder's dream for the congregation to spread to the four corners of the earth. The Sisters had been invited by Archbishop Mannix to take over St Benedict's Hospital (previously run by the Mercy Sisters) and to minister to the Italian migrants arriving in Australia. On arrival, they found the hospital was in poor repair and located at the opposite side of the city to the countrymen they had come to serve. To add to the challenge, Melbourne was not the multicultural city that we know today. The 'White Australia' policy had been in effect for 100 years and non-British migrants were met with fear and prejudice.

The early years were very difficult while the Sisters sought to establish their hospital and reach out to the social and spiritual needs of the Italian community. Little by little, with hard work, faith in God and the support of the Italian community, they laid a strong foundation for the comprehensive healthcare services we deliver today.



“I will go anywhere and do anything in order to communicate the love of Jesus to those who do not know Him or have forgotten Him.”

– SAINT FRANCES XAVIER CABRINI

“Jesus was all the time strengthening the foundations of our mission. From Christmas 1950 Mother Arcangela Donzelli was not well . . . the fatal leukaemia took her to heaven after only four months . . . From heaven she will certainly protect this mission, much more than if she were on earth working arduously as she used to do when she was amongst us.”

– MOTHER BERNADINA



Cabrini Outreach

By 1990, the Sisters largely entrusted the day-to-day management of the hospital to lay leaders. With a keen sense of their missionary identity, the Sisters urged the board to look beyond the private patients the hospital was serving to embrace those on the margins of society. The board responded by setting aside funds to support partnerships with organisations that had expertise in the delivery of social services.

The first outcome was the establishment of Cabrini Centacare in Malvern, in partnership with the Catholic Family Welfare Bureau (now CatholicCare). Partnerships with Open Family Australia and the Cabrini Sisters' health service in Swaziland quickly followed. Success of these partnerships saw the program grow steadily over the first three years. Partnerships with Very Special Kids commenced in 1995, Sacred Heart Mission in 1996 and Lighthouse Foundation in 1997.



In 1997, we also began to leverage our healthcare expertise in our first medical evacuation case and commenced an employment integration program to provide supported employment opportunities to clients of our partner organisations. Building on these successes, the program went from strength to strength. Over the years, we have supported our partners to make a difference to the lives of many people.

In 2010, we committed to increase our investment in outreach services and maximise our impact. We reorganised our efforts around priority areas and began to reduce the number of organisations we supported. This positioned us to become more directly involved in service provision.

In 2016, we opened a health hub in Brunswick for asylum seekers and refugees who either have no access to Medicare or have Medicare but no income. This is our first program where we are the lead partner. This experience has positioned us to embrace the new direction implicit in our 2020 strategy.

CABRINI GROUP STRATEGY 2016-20

The Cabrini group strategy was endorsed by the Board of Directors in 2015. It sets the course for all services operating under the Cabrini banner in Australia.

Together, we seek to:

- Transform people's lives by identifying and responding to unmet needs
- Build partnerships and collaborations to maximise our reach
- Foster innovative approaches that will underpin future sustainability

When we reviewed the alignment of charitable services with this new vision, we found most partnerships we have developed over the past 25 years have been philanthropic at heart. We have come to see this as outsourcing our mission. This strategy moves us towards the front-line of service delivery.





Our strategy 2020

The *Cabrini Outreach Strategy 2020* embraces our missionary identity with faith and courage. Drawing on 25 years of partnering to address social disadvantage, we seek to contribute to the development of more inclusive, equitable and compassionate communities.

We will do this by focusing our efforts on delivering high quality, sustainable services for disadvantaged communities and collaborating for greater impact. As a result, the populations we serve will have access to better quality and more reliable care.

Our new strategy is informed by research that demonstrates social circumstance has a direct impact on an individual's health outcomes. There are areas of entrenched, intergenerational social disadvantage in our city and country. Enabling these Australians

to enjoy better health outcomes will take long-term investment that draws on the wisdom of the community to design effective solutions, and partnerships where organisations are working towards common goals.

Health outcomes are also impacted by the quality of the healthcare system. Australians enjoy a healthcare system that is among the best in the world. However, not everyone in Australia has the same access to our system. Australia's First Peoples have poorer health outcomes than the mainstream population. We are founding members of the Catholic Health Australia workforce-exchange partnership with Apunipima Cape York Health Service and have similar experience partnering with Santa Teresa Clinic in the Northern Territory.

With the increasingly harsh immigration policies in operation today, we are finding more and more people seeking asylum have no access to our healthcare system. The Cabrini Asylum Seeker and Refugee Health Hub provides primary health and specialist mental health services to Medicare-ineligible asylum seekers and those with Medicare but no income. Our largely *pro bono* health





professional workforce enables us to deliver care free of charge. Partnerships with St Vincent's Health Australia and St Vincent's Public Hospital Melbourne strengthen our service. Our generous donors and staff fundraising activities expand our reach. Collaborations with Foundation House, Uniting, Baptcare, Brigidine Project, Australian Red Cross and Refugee Legal ensure our clients have access to the broader range of services they require.

Farther afield, we have partnerships with our sister organisations in Ethiopia and Swaziland, strengthening their capacity to deliver good quality care. In the near future, we will extend our network to include the Cabrini health missions in Guatemala and Argentina.

Many staff in our organisation share our vision for a better world. We will engage them in our social justice priorities and release their potential to make a difference. In this way, we will more fully realise our desire to transform people's lives, both within and beyond our organisation.

“Today love must not be hidden; it must be active, vibrant and true.”

– SAINT FRANCES XAVIER CABRINI

Deploying our strategy

We have developed a strategic plan for 2018-20 to support the successful deployment of our strategy. In order to achieve our vision, we will:



	GOAL	EXPECTED OUTCOMES	MEASURES
DELIVER SERVICES	Deliver services within Australia that respond to unmet needs and are effective, sustainable, scalable and replicable	Improved access to health services for people who suffer entrenched social disadvantage	<ul style="list-style-type: none"> • Percentage of service users in the targeted community • Improved client outcomes
BUILD CAPACITY	Leverage our resources to improve the quality of healthcare delivered by our international health partners	Populations served have access to better quality and more reliable care	<ul style="list-style-type: none"> • Achievement of goals in each partnership plan • Evaluation of effectiveness of international service programs



	GOAL	EXPECTED OUTCOMES	MEASURES
ALIGN OUR PEOPLE	Engage people in our social justice priorities and release their potential to make a difference	Development of more inclusive, equitable and compassionate communities	<ul style="list-style-type: none"> • Growth in <i>pro bono</i> and volunteer pools • Increase in number of staff active in social justice networks • Number of employment integration participants
GROW SUSTAINABLY	Develop foundational capabilities and diversify our funding streams to sustain our growth	Annual value of the program is \$6m by 2020	<ul style="list-style-type: none"> • Fit-for-purpose new organisational structure • Growth in actual and in-kind value • Percentage of growth from sources other than cross-subsidy • Cabrini Outreach brand recognition



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