



valued independent people

STRATEGIC PLAN

2012-2015

Our Vision:

Individuals, families and carers are valued in the community to lead ordinary lives in extraordinary ways.

Our Mission:

To provide flexible, individualised supports and services for people with disabilities, their families and carers as part of the community.

Our Values:

- **HONESTY** – is integral to everything we do
- **RESPECT** – we respect our clients, their families and carers, ourselves and each other
- **SUPPORTIVE** – we create a supportive, caring, environment
- **TEAMWORK** – we succeed through working together
- **SAFETY** – we ensure the safety of all clients and staff members

Guiding Principles:

We believe in the rights of:

- people to make choices in their own lives;
- people to dignity, respect, privacy & confidentiality;
- people to be valued as individuals;
- people to access services on a non- discriminatory basis;
- the community to accountable services;
- the community to services which are responsive, equitable and accessible.

We strive for excellence in service provision.

Our Strategic Directions

Objective 1 Supports and Services

To ensure that services are structured to support delivery of individualised supports that are flexible and responsive.

Objective 2 Staff Recruitment and Conditions

To develop an appropriately skilled and motivated workforce by recruiting staff who uphold the values of the organisation and retaining them by valuing them through training, development and recognition in a supportive environment.

Objective 3 Communication

To ensure that all communication is open and honest, based on trust and that all feedback is addressed in a timely manner.

Objective 4 Financial Sustainability

To manage our finances effectively so as to continue to provide individualised services to our clients into the future.

Objective 1 Supports and Services

To ensure that services are structured to support delivery of individualised supports that are flexible and responsive.

Strategy	Actions	Measures	Who is responsible?	Timeline
Embed person-centred practices	<ul style="list-style-type: none"> • Base managers and assistants to schedule visits with groups accessing the community • Through the individualised planning review process, facilitate better staff support matches for individuals based on their needs, preferences and interests • Base Managers to consider staff-staff matches based on staff profiles, their skills and abilities and interests 	Staff satisfaction Staff retention/turnover Consumer satisfaction	All staff	2012-15
Implement individualised services	<ul style="list-style-type: none"> • Individuals reviewed under our new individualised planning tools & supports and services modified where required • Review of under-funded clients with DSC • Review of support needs for identified individuals who would have been assessed by DSC more than five years ago 	Number of reviews Consumer satisfaction	Leadership Group	2012-15
Optimise vehicle resources	<ul style="list-style-type: none"> • Implement individual Base maintenance schedules for all vehicles • Develop and implement accountability strategies for each Base and appropriate staff to ensure vans are refuelled, cleaned and re-equipped after use • Develop and implement a van readiness checklist 	Staff satisfaction Consumer satisfaction Better resale value on vehicles Budget outcomes	Management Team All staff	2012-15

Strategy	Actions	Measures	Who is responsible?	Timeline
Restructure supports, services and operations	<ul style="list-style-type: none"> • Review of individuals support needs , interests, preferences and locality at each base to look at a better balance to foster individuals' achievements and staff satisfaction • Continue to focus on recruiting flexible staff willing to do a range of different shifts • Further develop swimming groups based on individuals' needs and goals • Managers to continue to improve on networking together across Bases to problem solve operational concerns • Explore options for increasing family involvement through the individualised planning process • Promote and implement OSI (Opportunities for Service Improvement) Feedback forms to be discussed at weekly Manager's meetings • Continue to involve staff and seek staff feedback more regularly • Focus on teamwork opportunities across the Bases • Embed policies that reflect and support the restructure of the organisation and its focus on person centred practices at all levels • Base Managers to receive basic financial training in budget management, to be accountable for and manage their own budget reflected in the Base Manager/Assistant Base Manager's job descriptions • Commence negotiations with City of Stirling in relation to upgrade of the Hamersley facility 	Consumer satisfaction Staff satisfaction Budget Outcomes Policy Audit	All staff	2012-15

Objective 2 Staff Recruitment and Conditions

To develop an appropriately skilled and motivated workforce by recruiting staff who uphold the values of the organisation and retaining them by valuing them through training, development and recognition in a supportive environment.

Strategy	Actions	Measures	Who is responsible?	Timeline
Improve employee conditions	<ul style="list-style-type: none"> • Ensure all employees are on the appropriate pay level • Pay level discussed at interview and negotiated upon offer of employment • Continue to value staff through remuneration, recognition and reward based on performance to be reflected in job description forms • Continue to develop and promote acting opportunities 	Staff retention/turnover Staff satisfaction Unplanned leave Staff complaints	Board CEO Management Team	2012-13
Improve employee recruitment	<ul style="list-style-type: none"> • Timely recruitment of new staff • Advertisements in various outlets • Continue to offer work experience to potential school leavers, Central Institute of Technology and University students 	Replacement staff Number of interviews Time from vacancy to appointment Full roster complement	CEO Base managers	2012-13
Improve employee retention	<ul style="list-style-type: none"> • Develop and implement six monthly staff rotations-roster accordingly • Recognition and reward of all staff (and identify those who fly under the radar) • Full complement of staff recruited and rostered • Increase use of volunteers where appropriate • Reduce staff burnout through: rostering and restructuring, training, communication base - to-base, staff supporting each other, buddy system • Develop organisation's own regular casual pool to fill vacancies (succession planning), unplanned leave and support commitment to reducing staff burnout 	Staff retention/turnover Staff satisfaction Number of rotations Relief staff number Unplanned leave Complaints Incidents	Management Team	2012-15

Objective 3 Communication

To ensure that all communication is open and honest, based on trust and that all feedback is addressed in a timely manner.

Strategy	Actions	Measures	Who is responsible?	Timeline
Communicate as one united VIP (consistent and timely communications)	<ul style="list-style-type: none"> • Agree on timeliness and key messages to staff, individuals and families • Communication through chain of command • Maximise regular communication to individuals & families • Implement new website (including new logo) 	Consumer satisfaction Staff satisfaction Incidents Complaints	All staff	2012-15
Improve communication to support operations and risk management strategies	<ul style="list-style-type: none"> • Implement customised operational database – VAL • Implement customised Risk Management database – Census Health • Develop and implement a staff handover of individuals with sign off • Redevelop and implement a better process for individual updates (e.g. medication etc) • Develop and implement missing equipment/property form • Develop and implement Driver handover form for families, secondary consumers, group homes to complete 	Audit documentation Consumer satisfaction Staff satisfaction Staff retention/turnover Incidents	Operations Manager (develop) Management Team (implement) All staff (utilise)	2012-13
Work together on workplace communication & behaviour norms leading to open & honest communication	<ul style="list-style-type: none"> • All communication whether positive or negative to be passed onto the relevant person in an appropriate and professional manner • Ensure communication to all staff is timely and appropriate • Improve schedule of regular communication • Pass on updates to relevant bases as soon as received. • Implement formal coordination of action of suggestions recorded on minutes & feedback 	Consumer satisfaction Staff satisfaction Unplanned leave Staff retention/turnover Incidents Staff complaints	All staff	2012-15

Objective 4 Financial Sustainability

To manage our finances effectively so as to continue to provide individualised services to our clients into the future.

Strategy	Actions	Measures	Who is responsible?	Timeline
Maintain a safety-awareness, Workplace Health and Safety staff culture*.	<ul style="list-style-type: none"> Retain Aurenda Continue to develop Workplace Health and Safety Officer role Continue to develop and implement organisational Risk and Injury Management System 	Injury management costs Workers Compensation premium Budget outcome Staff health and satisfaction	All staff	2012-15
Ensure preparedness for changes to contract	<ul style="list-style-type: none"> Determine and monitor actual costs of services through the NDS Costing and Pricing Tool Embrace new procurement processes Up-skill CEO, Finance Manager and Board in finance and governance DSC Chairman's forum attendance Implementation of NDS Governance Tool and Governance training where required 	Budget outcomes Audit Consumer satisfaction	Base Manager Operations Manager Finance manager CEO Board	2012-15
Formalise fundraising	<ul style="list-style-type: none"> Develop a plan for coordinated fundraising Explore options for professional fundraising 	Agreed plan	Management Team Board	2014-15

*Also pertinent under staff recruitment and conditions

Glossary

Board = Board of Management

Clients = Individuals (consumers) who access our supports and services

Leadership Group = Chief Executive Officer, all Base Managers and Assistant Base Managers, Senior Community Support Workers, Operations Manager, Workplace Health & Safety Officer, Training and Support and Finance Managers.

Management Team = Chief Executive Officer, all Base Managers and Assistant Base Managers, Operations manager, Workplace Health & Safety Officer, Training and Support and Finance Managers.

NDS = National Disability Services of WA

WHS = Workplace Health and Safety

References

Disability Services Commission Strategic Plan 2011-2015

Mental Health Commission National Disability Strategy 2010-2020

VIP Strategic Plan 2008-11

Acknowledgement

This plan was developed in consultation with VIP consumers, staff members and Board of Management members.