



# ICLA STRATEGIC PLAN

**2009-10**

## STRATEGIC PLANNING PROCESS

In 2008, ICLA completed a Strategic Plan for the following two years. This high level Strategic Plan conducted an analysis of the environment within which ICLA operates, the priorities for the organisation and decided on the strategic direction for ICLA over the next two years. A SWOT analysis was also completed. In 2009, this process was revisited once again.

For this Strategic Plan, a Participatory Planning Workshop was conducted by Social Enterprise Consulting, sponsored by DADHC. The Workshop consisted of all ICLA management staff and directors.

A meeting was also held with ICLA clients, families and carers who received a progress update and made comments and suggestions.

ICLA's Strategic Plan in 2008 planned the future development of ICLA over the next two years underpinned by:

- Improvement of Client Services
- Continuous quality improvement of the organisation
- Growth of the organisation within the service parameters currently operating
- Research in regard to related services to ascertain viability of expansion into new areas
- Plans for expansion within current areas of operation and new related areas

The Strategic directions established in the 2008 continue to be ongoing in this Strategic Plan with an added emphasis and new strategic direction for:

- Growth of the organisation to ensure future viability
- Diversification of current funding avenues to enable growth activities and decrease reliance on current funders

## OPERATING PLAN & ACTION PLAN

After completion and approval of the Strategic Plan an Operating Plan is and details necessary actions for the next year.

This Operating Plan culminates in the Action Plan which provides timelines and responsibilities for all actions. The Action Plan is reviewed by the Board on a quarterly basis and revised where necessary.

## STRATEGIC DIRECTION 1

### PLANNED AND RESPONSIVE SERVICE DELIVERY

ICLA will strive to be a best practice model in the community based psychological rehabilitation sector by promoting positive and identifiable client outcomes as a result of services provided by the organisation.

The organisation continues to strengthen its service delivery models by improving its Client Service Plans and providing a quality control system in all its houses. This includes further strengthening the organisation's approach to holistic client services and best practice rehabilitation interventions which are evidenced based reflecting the changing need of clients.

ICLA will continue to seek to increase carer and family involvement in ICLA's services and ensuring client choice and influence in ICLA's services and their own individual service plan. The organisation will also continue to develop its capacity to assist clients to live as independent life as possible and to be part of general community.

Areas reviewed and/or completed are as follows:

- Research underway to establish guidelines for best practice service model including the establishment of a Wellness Cycle.
- New Client Support Profiles & Action Plans completed.
- CALD Policies & Procedures completed & CALD Coordinator appointed.
- New Client Risk Management Committee established and new Risk Management policies & plans compiled.
- Client/Family/Carer lunches arranged bi-annually.
- Proposal drafted to establish new Client Advisory Committee consisting primarily of family/carers and clients. This proposed new committee has been discussed at the Client/Family/Carer lunches and has invoked little response. As an alternative, ICLA will consider the appointment of a Client Advocate to the Board of Management.
- Template completed for Quarterly Newsletter
- A more structured focus on client activities, with activities structured into types of activities (sports & recreational, social, art & craft, health & fitness, educational and other) to ensure clients participate in a wide range of activities rather than on any one type. A recent example of a new activity is the commencement of Tai Chi classes for ICLA clients.
- Recruitment of a Service Manager to increase the quality control aspects for clients (and staff) to best practice standards. Responsible for all house services, amenities and other related issues providing quality control functions for houses and staff facilities within the houses and serves as the Occupational Health & Safety Coordinator.
- Upgrade of current Client Handbook to cover all relevant client related policies and procedures and other items of interest.

- A large number of policies reviewed, revised or new policies implemented.

## STRATEGIC DIRECTION 2

### CONTINUE IMPROVEMENTS IN STAFF SERVICES

Areas that have been reviewed to date are as follows:

- Staff Systems (Rostering, Salaries, Leave, Superannuation)
- Staff Performance & Development Plan
- Staff Training
- Staff Structure and Composition
- Staff Study Assistance
- Staff Retention and Stability

Implementation of new systems, procedures and processes has been undertaken together with extensive staff training in these areas to ensure that staff have a complete understanding and working knowledge of any changes.

There are still a number of important areas under review, including Staff Induction & Handbooks, Staff Supervision and Reflective Practices.

ICLA is well aware of the importance of retaining and recruiting high quality staff with a good work ethos and a commitment to ICLA. This work continues, however the organisation is now confident it has a sound, quality team of people.

The organisation has also moved to job specialization rather than generalization to ensure best practices in all areas. The this end ICLA has appointed Assistant Team Managers, A Service Manager & OHS Coordinator, a CALD Coordinator, a Facility Coordinator and a Staff Trainer.

ICLA will continue with its review to ensure that all staff related areas are evaluated and any necessary changes implemented to provide the organisation with an efficient, competent staff structure and staff members who are happy, rewarded and incentivized in order to provide optimal services for clients.

## STRATEGIC DIRECTION 3

### CONSOLIDATE OUR ORGANISATIONAL INFRASTRUCTURE AND ENSURE CONTINUOUS IMPROVEMENT

ICLA will improve, consolidate and develop its infrastructure to ensure maximum efficiency. Areas of focus are over the last year have been as follows:

- Systems
- Policies and Procedures
- Website
- Promotion and presentations

Going forward, areas of focus still continue to be policies and procedures with a new focus on accreditation and quality standards.

Much work has been carried out in Risk Management and identifying, controlling and managing all aspects of risk in the organisation.

The Board of Management's Finance and Audit Committee is responsible for the overall management of risk in the organisation and has made many changes and initiatives. In addition, there is a new revamped OHS Committee who meets on a regular basis and reviews all aspects of OHS and make recommendations for changes and improvements. A Client Risk Management Committee has also been established. The purpose of the Client Risk Committee is to assist staff to manage risks that may arise while providing support to clients whatever the situation or location so that adverse effects on lifestyle, health, safety and wellbeing are minimised.

## STRATEGIC DIRECTION 4

### GROW PARTNERSHIPS AND PROFILE

ICLA continue to strengthen its capacity to tender for new funding and grants and will continue the development and strengthening of current partnerships and new relationships within the sector and institutionally.

One of the stated objectives in the 2008 two year plan was for ICLA to "increase its profile to ensure that the community, private sectors and public sectors have a working knowledge and awareness of the organisation by taking a more proactive approach in terms of meetings, networking attending conferences, presenting at conferences, seminars and meetings and cultivating selective people of influence. ICLA will seek to become more influential in the mental health sector by seeking representation on committees that influence policy within the sector."

Whilst some progress has been made in this area, a more measured, structured approach will occur in this following period and a formal Marketing & Promotions Plan will be established.

The organisation also identified that it will also seek to identify possible synergies and joint ventures with other service providers and related organisations. This has been particularly difficult as most organisations are reluctant to be involved in discussions. ICLA has been able however to make some inroads in terms of joint venture partners in the housing sector and will continue to seek to strengthen these relationships.

ICLA has been successful in attracting partners for research areas of interest to ICLA and will continue to pursue its research objectives.

## STRATEGIC DIRECTION 5

### CORPORATE GOVERNANCE

Over the last year ICLA performed a governance review and implemented a new Corporate Governance policy for the organisation together with a Board Charter, Board Code of Conduct and a Corporate Government Checklist. In addition, each Board member will be asked to undertake a self evaluation of their performance on the Board each year, an evaluation of other board members and an evaluation of the board as a whole.

There is a now formal selection criterion for new board members to ensure that ICLA has the optimum mix of skills, experience and expertise on the board. All board members are expected to actively participate not just at board meetings but also in areas applicable to their skills and expertise.

Over the last year there have been a number of changes to the composition of the board and ICLA is now confident that it has the level of expertise and involvement to ensure that the organisation can deliver the best outcome for all stakeholders in the future.

At present, the board is establishing a Corporate Governance Committee to provide oversight and direction in the future. The organisation's Constitution is also under review.

## STRATEGIC DIRECTION 6

### RESEARCH AND PROJECTS

Some degree of research was undertaken in all areas nominated in the last Strategic Plan.

- Securing independent housing and the process requirements that are necessary for this undertaking.

ICLA has been able to receive some degree of commitment/support in this area from housing providers. However, the difficulty lies with obtaining additional funding to support clients for any available housing accommodation. ICLA has had discussions with some funding bodies who have indicated that the only avenue of new funding is via a tender system for particular projects that will be announced from time to time.

- Outreach services for clients that were previously placed in secure accommodation. This pertains to clients that have moved to independent accommodation and are now outside the system but still have some requirements for supported service.

There appears to be other organisations that are undertaking this role or are better placed than ICLA to undertake this activity.

- Facilities for aging clients - effects of aging population currently in supported housing accommodation and requirement for establishment of separate supported facilities. Some of the areas that need to be researched are:

- The changing care requirements for an aging population with psychiatric disabilities and what will be needed to accommodate and care for people in this category.
- Coping with changing physical aging conditions – mobility, heart conditions etc.
- Coping with changing mental conditions including the onset of senility, dementia, Alzheimer's etc. in addition to existing psychiatric conditions

A research paper was completed on the above, entitled:

*“Looking Forward to Ageing:*

*‘Ageing in Place’ Shared Care, for people with intellectual, psychiatric and co-morbid disabilities in, or in need of community-provided accommodation and support”*

A Research Tender Consortium was established with:

- University of Sydney Faculty of Health Sciences
- Independent Community Living Association Inc
- Mental Health Coordinating Council Inc\* (NSW)

This Tender Consortium applied for a grant under the DADHC Research Grants Program and while not successful, this remains an active area of interest to ICLA and further research will be undertaken. In addition, the organisation is currently reviewing the viability of establishing a Trust for family bequests for care of aged clients.

## **NEW RESEARCH AND PROJECTS**

1. RESPITE AND ACTIVITIES CENTRE FOR GREEK & OTHER COMMUNITIES TO SUPPORT FAMILIES AND CARERS

### **RATIONALE**

The ethnic community has a larger percentage of carers who support people with mental and intellectual disabilities. Carers in the Greek community have expressed their concern that insufficient respite centres are available which would provide them with an adequate comfort level.

In addition, they have also expressed the concern that people in their care are not participating in sufficient activities to maintain a healthy lifestyle. This is mainly due to the carers' inability to provide these activities with safety to all parties.

### **PROGRESS TO DATE**

- Discussions have taken place with many families as to their requirements. The summary is as follows:
- Preference for a separate Respite & Activities Centre for the Greek Community to initially accommodate up to 12 people.

## **FUNDING**

Partially funded by the Greek Community.

## **NEXT STEPS**

- Draft plan for presentation

## **2. EXCHANGING CURRENT UNIT ACCOMODATION FOR HOUSES**

### **RATIONALE**

A number of clients are accommodated in units. ICLA does not believe that these represent the optimum living situation as there is less social interaction and more solitary living. It is also difficult to monitor behavioral patterns, nutritional intake, dietary requirements and hygiene standards.

### **PROGRESS TO DATE**

Discussions with Community Housing re lease back of current accommodation and provision of new housing accommodation.

### **NEXT STEP**

Logistics and costing to be completed.

## **STRATEGIC DIRECTION 7**

### **GROWTH OF THE ORGANISATION TO ENSURE FUTURE VIABILITY**

ICLA is well aware that in this age of supermarkets rather than specialised boutiques, the future of ICLA is uncertain. Discussions with funding bodies have indicated that their understandable preference is to reduce the number of organisations they currently deal with.

The avenues that ICLA will explore over the coming year are as follows:

- Projects currently underway
- Merging with a similar sized or smaller organisation
- Joint ventures with other organisations

In addition, the organisation will vigorously pursue any tender opportunities available in similar or related activities.

## STRATEGIC DIRECTION 8

### **DIVERSIFICATION OF CURRENT FUNDING AVENUES TO ENABLE GROWTH ACTIVITIES AND DECREASE RELIANCE ON CURRENT FUNDERS**

As mentioned previously, a focused Marketing and Promotions Plan will be established. There are many avenue of corporate, trustee and private funding available, although more difficult to obtain in the current environment.

ICLA will identify charitable foundations and nominate corporate companies to make suitable presentations for new and ongoing funds.

It is recognised that this will not be a short process as many foundations and companies make these funds available once every year. This is an activity that ICLA has not undertaken before and will need to ensure that it is focused and professional in making these approaches.