



Strategic Plan 2014-16

Amicus' Vision Mission and Values

Our Vision For The Community:

A community that welcomes all people and that values everyone for their unique talents, abilities and what they give to the community. It is a place where every person can live an active life, doing the things that are important to them.

Our Mission:

Amicus supports people of all ages to live a good life.

We do this by making sure people have a say about the support they want, and that they participate actively in their community.

We also help the community to understand what they can do to make sure that everyone is included.

Our Values:

We believe in:

- ***Self direction- Each person decides for themselves***

We believe that all people have the right to decide about the things that happen in their lives. We give information, support and opportunities for people to direct their own lives and the services they want from Amicus

- ***Individuality- Each person is an individual***

We welcome and respect that people are individuals and have their own cultural background. At Amicus, this means people we support, their families, people who work there, volunteers and everyone in the community.

- ***Active Participation- Each person should be in the community and be a part of it.***

We believe that all people have the right to be part of the community they choose. This means we support people to: be involved in the community, feel part of the community and to add to the community in their own way.

- ***Capacity Building- Everyone has the chance to grow and learn new skills.***

We have an important role to make sure that everyone has the skills they need. At Amicus, this means the individuals, their families, people who work here, volunteers, people in the community and everyone who works in disability services. We believe it is important that we give everyone the chance to keep learning and offering better services to people we support.

STRATEGIC DIRECTIONS

To establish Amicus as a leading provider of personalised support which promotes community inclusion for individuals and their families who are socially disadvantaged, isolated or culturally diverse, including people with disabilities and people who are aged and also frail, through:

1. Being **Person Directed** - Providing support which is distinctive and person directed
2. **Adaptability** – Being a flexible and responsive organisation which is growing
3. **Partnership** -Networking, cooperating and collaborating with other local, regional, national and international organisations
4. **Sustainability** - Implementing business processes which ensure ongoing financial and environmental viability and accountability
5. **Capacity** - Recognising that the development of participants, families, staff, managers and the Committee is essential to Amicus' future.



ACHIEVING THE STRATEGIC DIRECTIONS

1. Being Person Directed - Providing support which is distinctive and person directed.

a. Objectives

- To be responsive to people at different life stages and with different family relationships.
- To provide flexible and tailored support for education, community living and home life to promote social inclusion; independence, new skills, communication and extending people as much as possible; and with more opportunities for volunteering and vocational roles
- To support people in their local communities based on their individual goals and plans
- To provide varied models of support, such as direct support, planning, community development and community mentoring and education
- To be able to supervise and monitor the quality of support implementation.

b. Indicators of progress

- Amicus is recognised as a high quality provider of individualised support promoting community inclusion
- Amicus provides support to a wide variety of people of all ages
- Amicus provides a range of models of support, including a planning function
- Achieving personal outcomes is linked to Amicus' program models and mission, such as annually (for example):
 - More people have a relationship with a community member
 - More people have employment or a volunteer role.

2. Adaptability – Being a flexible and responsive organisation which is growing.

a. Objectives

- To continue to plan with individuals and their families to achieve each person's goals
- To have agreed communication processes between each person being supported, their family members and Amicus staff, senior managers and Committee
- To be in regular contact with individuals and families about organisational developments and decisions
- To have an organisational growth strategy which:
 - Maintains the advantages of being a small organisation (personal, flexible, responsive)
 - Keeps options for expansion open
 - Enables growth in areas of competence
 - Analyses new opportunities for growth in the light of current organisational demands; identifying advantages and risks of each expansion opportunity.
- To explore opportunities as they arise for:
 - More people being supported
 - More and varied goals being achieved
 - More geographic locations where support is provided
 - Varied models of support
 - Varied funding sources
 - Varied target groups for support.

b. Indicators of progress

- There is an annual increase in indicators of organisational responsiveness and growth (for example):
 - More people are satisfied with their support
 - More family members are satisfied with the support of their family member
 - Number of individual goals reached
 - Number of people supported
 - Overall budget and /or margins per package
 - Staff profile
 - Amicus has a planned and sustainable growth target per year.

3. Partnership -Networking, cooperating and collaborating with other local, regional, national and international organisations.

a. Objectives

- To work side by side with business, community groups, government departments, other disability support providers and the wider community
- To expand collaborative partnerships, particularly with businesses, community organisations and groups
- To take advantage of opportunities for organisational partnerships, alliances and mergers
- To maintain and extend regional, national and international networks

b. Indicators of progress

- There are more agencies referring, collaborating and partnering with Amicus.

4. Sustainability - Implementing business processes which ensure ongoing financial and environmental viability and accountability.

a. Objectives

- To have adequate infrastructure and back of house functions to deliver service quality:
 - To identify fixed costs for each package and funding program
 - To monitor service quality through feedback and outcomes measurement.
 - To manage compliance and risk
 - To individualise business systems.
- To have the right balance of funding opportunities between:
 - Funding managed by individuals and program funding allocated to Amicus
 - People with high support needs/ high packages/ more risk and people with lower support needs/ smaller packages/ less risk
 - People being supported, considering age, primary disability and/or geography; supporting people across the life span; and who to say 'no' to
 - Different funding sources including government departments (including Human Services, Health and Veterans Affairs), including NDIS, TAC, HACC, Out of School Care, Aged Care; philanthropy; and fee for service.
- To have a marketing and promotion plan.

- To respond to policy reforms and transitions relevant to current funding sources, particularly, the National Disability Insurance Scheme (NDIS).
- To have staff and infrastructure available consistent with support delivery and strategic plan, considering,
 - Move to CBD location in City of Greater Bendigo
 - Building from existing expansion to other localities
 - Development of leadership and planning arm.

b. Indicators of progress

- Monitoring progress and outcomes from strategic plan
- Review of the impact on service delivery of the move to Bendigo CBD
- Amicus offers varied program and funding options consistent with a sustainable future.

5. Capacity - Recognising that the development of participants, families, staff, managers and the Committee is essential to Amicus' future.

a. Objectives

- To have strong internal communication processes for organisational decisions and information between staff, Committee and managers
- To establish and expand processes to involve staff, people with disabilities and family members in organisational development and review processes to advise the Committee and senior staff
- To ensure the whole staff group and Committee understand the implications of self directed supports
- To strengthen self advocacy across the organisation
- To develop the workforce development strategy to increase direct support staff, supervisory and management skills, such as:
 - Strengthening supervision of staff in isolated community settings.
 - Expanding the recruitment and retention strategy to create an increasingly flexible workforce which is not constantly vulnerable to fluctuations arising from market forces.
 - Identifying the staff skill sets required for different program models to achieve personal outcomes, to increase social inclusion and to undertake different staff roles such as: individual planning, direct supports, practice leadership, supervision in community settings, community development, community mentoring and education.

b. Indicators of progress

- There is an annual learning and development plan for staff, managers and Committee
- Monitoring the strategic plan is central to Committee operations
- There is a plan to attract, develop and keep staff
- There is an annual increase in staff satisfaction and staff retention.