

## ConnectAbility Australia Strategic Plan 2012-2015 Implementation Plan and Timeframes

### 1. Background and Purpose

ConnectAbility Australia's 2012-2015 Strategic Plan was approved by the Committee of Management in June 2012. This document summarises how the plan will be implemented, monitored and evaluated to ensure that our identified objectives and outcomes for the next three years are achieved.

Within the planning process four priority areas were identified:

- Culture
- Resources
- Relationships and Community
- Organisation of Choice

Actions, commencement dates, timeframes and the key positions/people responsible for have been identified for each of these four areas.

As outlined in our Planning and Monitoring Policy, the Strategic Plan drives all other planning processes in ConnectAbility, including plans developed by the Committee of Management. This planning framework is described below:



## 2. Monitoring and Reporting

Progress against the Strategic Plan objectives and outcomes will be monitored by the Committee of Management. The General Manager (G.M) will report to the CoM on key achievements on 6 monthly (February and August). Implementation of the plan will also be monitored via the G.M supervision process carried out by the Chair and annual performance review.

A progress report will be included in the Annual Report each year.

## 3. Communication

A communication plan will be developed to keep individuals using the service, their families, staff and other stakeholders informed about the plan and the progress against the priorities identified. This will include using current communication systems such as newsletters and Annual Reports, staff meetings, website, as well as investing in new ways of reaching current and potential users and supporters of the service.

### Communication Plan

#### Objective

To communicate the strategic direction and priorities over the next 3 years to all ConnectAbility stakeholders and provide opportunities for stakeholders to have input into the ongoing development and implementation of the plan.

Action	Time Frame	Measure
Discuss strategic plan priority areas and actions with management team	July 2012	<ul style="list-style-type: none"> <li>Input into strategic plan priority areas</li> <li>Team leaders able to communicate to stakeholders about strategic plan</li> </ul>
Present key messages of plan to staff at July staff meeting	July 2012	<ul style="list-style-type: none"> <li>Input into strategic plan action and implementation plan</li> <li>Staff aware of and understand strategic direction of organisation</li> <li>Staff able to communicate strategic direction to stakeholders</li> </ul>
Develop summary of plan appropriate for all stakeholders	End of August 2012	<ul style="list-style-type: none"> <li>Attractive and meaningful document developed</li> </ul>
Launch of strategic plan including invitation to Minister	September/ October	<ul style="list-style-type: none"> <li>Plan launched to key stakeholders</li> <li>Stakeholders aware of the strategic direction of the organisation</li> </ul>
Ongoing communication about progress against implementation and objectives to stakeholders: <ul style="list-style-type: none"> <li>Website</li> <li>Service users/families via newsletter</li> <li>Staff via 's' drive, e-mail and newsletter</li> <li>Annual Report</li> <li>Surveys/consultation sessions</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Strategic plan and progress presented on website</li> <li>Stakeholders have opportunity to input into strategic plan</li> <li>Stakeholders aware of progress against plan</li> </ul>

#### 4. Implementation Plan and Time Frames

##### Implementation

Please note: Follow the links on each action to be taken to its description.

Priority Area	Action	Time Frame											
		2012-2013				2013-2014				2014-2015			
		JUL-AUG	SEPT-DEC	JAN-MAR	APRIL-JUN	JUL-AUG	SEPT-DEC	JAN-MAR	APRIL-JUN	JUL-AUG	SEPT-DEC	JAN-MAR	APRIL-JUN
Culture	<a href="#">One</a>												
Culture	<a href="#">Two</a>												
Org. of Choice	<a href="#">Three</a>												
Culture	<a href="#">Four</a>												
Culture	<a href="#">Five</a>												
Culture	<a href="#">Six</a>												
Relationships/Community	<a href="#">Seven</a>												
Relationships/Community	<a href="#">Eight</a>												
Org. of Choice	<a href="#">Nine</a>												
Org. of Choice	<a href="#">Ten</a>												
Culture	<a href="#">Eleven</a>												
Resources	<a href="#">Twelve</a>												
Resources	<a href="#">Thirteen</a>												
Relationships/Community	<a href="#">Fourteen</a>												
Culture	<a href="#">Fifteen</a>												
Resources	<a href="#">Sixteen</a>												
Culture	<a href="#">Seventeen</a>												
Org. of Choice	<a href="#">Eighteen</a>												
Org. of Choice	<a href="#">Nineteen</a>												
Org. of Choice	<a href="#">Twenty</a>												
Resources	<a href="#">Twenty One</a>												
Relationships/Community	<a href="#">Twenty Two</a>												

## Culture

We will change the way we do things, our practice framework, language and culture to be person centred by 2014. This process is an ongoing one for the organisation.

### This means we will....

- Work with people using ConnectAbility's services, their families and carers to develop person centred approaches which are clear, meaningful and adapt over time in response to life changes.
- Walk alongside people using ConnectAbility programs and services to ensure the pace and shape of change is driven by the person at all levels of the organisation including Board and staff.
- Review the way we do things in a context of reshaping these if necessary to person centred supports.
- Actively involve staff in the development of person centred approaches in collaboration with management and Board. The overarching approach is driven by people using ConnectAbility, their families and carers.
- Encourage celebrations, knowledge sharing and promotion of ConnectAbility's progress towards person centred approaches.
- Review ConnectAbility's documents, policies, communication processes to reflect person centred language.
- Develop an ongoing process and culture of learning and practice development amongst staff regarding person centred work. This will include training, support, learning resources and ongoing collaborative learning.
- Develop feedback processes for monitoring the pace, quality and integration of change for people using ConnectAbility, their families and carers, staff, Board members and key external stakeholders.
- Engage in research to gather evidence about the impacts of the change to person centredness for ConnectAbility and those who use our services and supports.

### We will measure our success by....

- Processes and system for ongoing dialogue and feedback from people using ConnectAbility services, their families and carers established. Evidence of this process shaping the way in which supports are designed at ConnectAbility documented.
- Ongoing evaluation system established to monitor and inform the change to person centred practice at ConnectAbility. This includes collaboration and data collection from all stakeholders in the organisation, i.e. people using ConnectAbility, their families and carers, staff, Board members, partner organisations and external agencies.
- Timeline for the implementation of the change established and milestones reached.
- ConnectAbility policies, procedures, documentation and systems reflect a person centred approach.
- Training/education program established for staff in person centred practice.
- Ongoing system for practice development and support in person centred work established and operational.
- Proactive involvement of ConnectAbility in industry, community and research forums sharing and presenting the organisation's work in person centred practice

## Actions and Priorities

Action	Timeframe	Responsible
<b>Action One:</b> Provide updated information and access to resources regarding personalisation to the people that we support and their families via newsletters, website and workshops.	Commence Jul 12 <i>6 months</i>	General Manager (GM) OM; TL
<b>Action Two:</b> Collect, document and share stories of person centredness from across the organisation, including those from individuals and their families, staff and other stakeholders.	Commence Jul 12 <i>6 months</i>	GM; TL; staff
<b>Action Four:</b> Engage and support people who use our service and their families to explore their dreams and potential. This will include: <ul style="list-style-type: none"> <li>Increasing the use of person centred tools available to assist in planning discussions and reviews.</li> <li>Documenting person centred planning discussions in formats that make sense to each individual.</li> </ul>	Commence Jul 2012 <i>12 months</i>  <i>12 months</i>	Operations Manager (OM) Team Leaders (TL) Staff involved in planning
<b>Action Five:</b> Develop and implement a communication plan for each person we support and their family which describes the nature, type, frequency and format they require for effective communication. Staff will also be provided with training to support these plans.	Commence Jul 2012 <i>12 months</i>	Operations Manager Team Leaders Staff
<b>Action Six:</b> Develop a process to gather evidence to document ConnectAbility's progress toward a culture increasingly driven by people with disabilities and their families. We will look for opportunities to share successes and challenges with the wider disability sector, funders and other stakeholders.	Commence Jul 12 <i>12 months</i>	G.M; O.M
<b>Action Eleven:</b> Review current support services and operations to develop a continuum of individualised and person centred support options from which individuals and families are able to choose.	Commence Jan 13 <i>12 months</i>	GM; OM
<b>Action Fifteen:</b> Using a collaborative approach, define what quality person centred practice is in ConnectAbility. This will include: <ul style="list-style-type: none"> <li>Defining the dimensions of quality in relation to person centredness.</li> <li>Describing what person centred conversations will look and sound like at all levels of the organisation.</li> <li>Using existing staff support and supervision processes to encourage reflection on the quality of person centred interactions.</li> <li>Developing and implementing a schedule to review current policies and procedures and other information systems to support commitment to person centredness.</li> <li>Sharing what we have learnt through this process with others.</li> </ul>	Commence Jan 13 <i>6 months</i> <i>12 months</i> <i>12 months</i> <i>12 months</i> <i>18 months</i>	GM; OM; TL and staff GM; OM; TL and staff O.M; T.L and staff O.M and Policy Committee GM; OM
<b>Action Seventeen:</b> Review and improve staff training and support mechanisms to facilitate a culture of person centredness by establishing person centred practice development groups for staff. Training will be provided for those staff who will facilitate these group.	Commence Jul 13 <i>12 months</i>	G.M; O.M and University of N'cle to assist with training.

## Resources

We will seek to diversify funding sources and resources to further support the development of person centred practice.

### This means we will...

- Investigate the development of services for diverse groups in partnership with other organisations e.g.: continuity of support for people using ConnectAbility as they get older. This is consistent with our move to person centredness.
- Investigate the development of corporate partnerships which are consistent with ConnectAbility's vision and values.
- Develop a body of evidence as an innovator in person centred approaches which can be used to attract additional resources.
- Investigate other government funding sources for innovative programs/projects e.g.: community engagement and connection.
- Develop relationships and partnerships with other services with the view to applying for joint project funding where appropriate.

### We will measure our success by....

- Further development of existing partnerships with outcomes documented.
- Evaluations in place for partnerships and partnership projects and data gathered is contributing to the development of a strong evidence base for ConnectAbility's work.
- Establishment of new corporate partnerships connected with projects and consistent with the values and vision of ConnectAbility.
- System established for monitoring and responding to funding opportunities and joint projects with other agencies.

## Actions and Priorities

Action	Timeframe	Responsible
<b>Action Twelve:</b> Develop a process to gather data and evidence of innovative practice and use this to attract new and diverse funding.	Commence Jan 2013 <i>12 months</i>	G.M; O.M
<b>Action Thirteen:</b> Review and develop existing corporate partnerships to support ConnectAbility's strategic direction and person centredness. This will include identifying possible projects with these partners and developing business plans based on unmet need and a person centred approach.	Commence Jan 2013 <i>12 months</i>	G.M; Committee of Management (CoM)
<b>Action Sixteen:</b> In collaboration with the people that we support and their families, develop a communication strategy that succinctly described person centredness and its benefits.	Commence Jul 2013 <i>6 months</i>	G.M
<b>Action Twenty One:</b> Proactively reach out to current and potential funders and partners to educate about person centred approaches and seek assistance in developing and enhancing practice and service responses.	Commence Jan 2014 <i>18 months</i>	G.M

## Relationships and Community

We will pro actively develop a range of strategic relationships to better respond to people with a disability, their families and carers in a flexible and inclusive way.

### This means we will....

- Listen closely and over time to the people we work with about interests, hobbies etc and respond by developing connections with suitable community groups.
- Build on existing relationships and networks with local community organisations and groups to open pathways for people using ConnectAbility supports to connect with mainstream community life.
- Partner with other services to provide better integration of supports for people we support.
- Develop new networks with community organisations and groups to promote an inclusive culture.
- Engage in community education with community groups and organisations about how they can support people with a disability to participate in their group.

### We will measure our success by....

- Increase in participation by the people we support to universal community activities.
- High quality and diverse community relationships developed for and with ConnectAbility and people using our service.
- Development of MOUs or joint support agreements with other organisations to better integrate individual supports for people accessing ConnectAbility.
- Establish a community building focus for our work with people using the service and the broader community.
- Develop tools and resources to support and educate community organisations and groups for inclusion of people with disabilities.

## Actions and Priorities

Action	Timeframe	Responsible
<p><b>Action Seven:</b> Support people using our service and their families to describe and document their passions and interests and to establish ongoing relationships (outside of ConnectAbility) with networks that support these passions and interests. This will include:</p> <ul style="list-style-type: none"> <li>• Mapping relevant existing networks on an individual and organisational level.</li> <li>• Developing these existing relationships to progress beyond access to participation.</li> </ul>	<p>Commence Jul 2012</p> <p><i>12 months</i></p> <p><i>18 months</i></p>	<p>O.M; T.L; Staff involved in planning T.L; staff</p>
<p><b>Action Eight:</b> Identify opportunities to develop new networks, to support goals and interests of the people that we support. Existing organisational partnerships, along with any relevant staff or Committee of Management networks will be utilised to facilitate these opportunities.</p>	<p>Commence Jul 2012</p> <p><i>18 months</i></p>	<p>O.M; T.L; Staff involved in planning</p>
<p><b>Action Fourteen:</b> Work with new and existing systems to continue to develop pathways for people with disabilities to be involved in the general community. This includes working closely with new Ability Links service.</p>	<p>Commence Jan 2013</p> <p><i>18 months</i></p>	<p>O.M; T.L; Staff involved in planning</p>
<p><b>Action Twenty Two:</b> Develop tools and expertise to educate and engage with community groups and facilities to increase genuine inclusion of people with disabilities in the community.</p>	<p>Commence Jul 2014</p> <p><i>12 months</i></p>	<p>G.M; O.M; T.L</p>

## Organisation of Choice

We will build our reputation as an innovative, flexible, responsive organisation which is also soundly governed and operated. We will work to develop ConnectAbility as the organisation of choice for people with a disability in the Hunter.

### This means we will....

- Develop processes for more ongoing collaboration, consultation and greater transparency within the organisation to improve ownership by people using, supporting and working with ConnectAbility.
- Review and investigate the flexibility of support offered including hours, days of the week and activity options to improve the range and responsiveness of the organisation.
- Develop systems to support the growth in the organisation including investigation of an HR function for ConnectAbility, and review of financial management and other systems to increase control over the way in which funding is used to provide services by people with a disability and their family.
- Develop process for better matching of staff with people needing support consistent with a person centred approach.
- Utilise and develop strengths, skills and talents of individual staff members to provide good quality support for those using the service.
- Develop systems and a culture which is responsive to opportunities for new projects, services, funding and innovation. E.g. ConnectAbility is ready and able to respond to opportunities emerging from the implementation of the NDS.
- Investigate new premises and more flexible spaces as the organisation develops.

### We will measure our success by....

- Review completed and recommendations in place for increased flexibility in support options offered at ConnectAbility.
- Integrated support processes established and monitored for people using ConnectAbility. For example, continuity of support for people as they get older.
- HR and financial systems in place to support ConnectAbility as a viable and thriving organisation able to respond to changes impacting as a result of the NDS.
- Skills, passions and interests audit conducted with staff and an ongoing process for mobilising staff skills, passions and talents to better support people with a disability developed and implemented.
- Investigation complete for the provision of new services which support the changes in government funding approaches and the philosophy of person centredness and plans for the development of new viable services are underway.
- Plan developed and implemented for long term space and facilities needs for the organisation. This may include new premises, more flexible spaces, and improved infrastructure.



## Actions and Priorities

Actions	Timeframe	Responsible
<p><b>Action Three:</b> Gather quantitative and qualitative data about current flexible support offered. This data will be used to shape future support structures.</p>	Commence Jul 2012 <i>6 months</i>	O.M; T.L
<p><b>Action Nine:</b> In consultation with the people that we support and their families, develop financial systems that increase self direction, control over services and funding and ensure organisational sustainability. This will include:</p> <ul style="list-style-type: none"> <li>Continuing to create 'individualised' budgets for people using the service that accurately identify the costs of chosen supports and make this information available to enable individuals and their families track, plan and negotiate the details of their person centred support.</li> <li>Continuing to investigate financial systems that will enable clear, timely financial reporting on an individual level. This will include participating in and contributing any sector wide I.T forums.</li> </ul>	Commence Jul 2012  <i>12 months</i>  <i>18 months</i>	G.M; Business Management Consultant
<p><b>Action Ten:</b> Review and improve on current satisfaction and feedback processes. This will include:</p> <ul style="list-style-type: none"> <li>Developing, implementing and reviewing a simple, ongoing mechanism that encourages and captures feedback at all levels of the organisation.</li> <li>Documenting how people using the service, their families and carers, and other stakeholders find out about ConnectAbility.</li> <li>Asking all stakeholders how they would like to get information about the service and deliver information in this way.</li> <li>Documenting changes in levels of satisfaction with information sharing and communication at all levels of the organisation over time.</li> </ul>	Commence Jul 2012 <i>6 months</i>  <i>12 months</i>  <i>18 months</i>  <i>24 months</i>	O.M  O.M; T.L  O.M; T.L  O.M
<p><b>Action Eighteen:</b> Review current recruitment, orientation, induction and performance review systems to support person centred approaches. As part of this review the viability of a dedicated human resources position will be investigated.</p>	Commence Jul 2013 <i>12 months</i>	G.M; O.M
<p><b>Action Nineteen:</b> Develop process to document and keep up to date, staff skills, interest and passions to better match right staff member with the right individual and to assist individuals to choose their own staff.</p> <ul style="list-style-type: none"> <li>Develop searchable data base of staff skills and passions.</li> </ul>	Commence Jul 2013 <i>12 months</i> <i>18 months</i>	O.M  G.M; OM
<p><b>Action Twenty:</b> Utilise person centred approaches, good communication and active listening to develop service delivery models to support a good quality life for everyone using ConnectAbility. This information will be used to:</p> <ul style="list-style-type: none"> <li>Identify the types of support and services that meet the needs and wants of current and potential users of the service.</li> <li>Develop a comprehensive plan to deliver these services, including impact on financial and physical resources (such as premises).</li> </ul>	Commence Jan 2014  <i>9 months</i>  <i>18 months</i>	G.M; O.M  G.M