



Strategic Plan 2011 – 2014

Developing Independence

May 2011

GUIDING VALUES

Value One:

St Michaels will treat all people with care and respect

Value Two:

St Michaels will encourage fairness, openness and equity in all relationships

Value Three:

St Michaels will innovate and create supportive programs through listening to the needs of our clients, their carers, their families and the community

Value Four:

St Michaels will build on the programs to create fun and a rewarding community through quality processes and continuous improvement

Value Five:

St Michaels will provide strong governance through leadership, relationships and transparency

Value Six:

St Michaels will encourage families to participate and decide on the type, kind and level of support they may need

Value Seven:

St Michaels will continue to foster trust and honesty through regular, transparent and open communication

Value Eight:

St Michaels will continue to build and maintain the right culture, attitude and value systems for our clients, their families, carers and key stakeholders



VISION

Developing independence through maximising the individual qualities of Tasmanians living with a disability

MISSION

To support the physical and emotional needs of our clients and their families through the provision of personalised care programs, training and a variety of accommodation services

INTENT STATEMENTS

In responding to our mission for the period 2011-14, St Michaels Association has three key Statements of Intent:

- We are recognised as a centre of excellence for the provision of customised services for clients.
- To provide a safe, supportive and enriching community for our clients, staff, volunteers, members and visitors.
- The future of the organisation is safeguarded by enhancing our core capabilities.

In Summary

Through establishing open communication and confidence with our clients, their families, our community and our stakeholders in every St Michael's program or service we will create greater awareness of St Michaels Association within the Disability Sector. This inclusive engagement will maintain our growth within the sector.

STATEMENT OF INTENT 1

To ensure that St Michaels is recognised as a centre of excellence for the provision of customised services for clients

PROVISION OF CUSTOMISED SERVICES

St Michaels is dedicated to meeting the needs of clients and families in a way which recognises best practice, but which are cost-effective, collaborative, and flexible.

Developing quality services will be based on a philosophy of continuous improvement and opportunities will be sought to measure the quality of services provided. Where possible the quality of service delivery will be confirmed by feedback verification.

We will also work with organisations to best support the clients' needs and our goals. Marketing and promotions strategies will ensure that the purpose and success of St Michaels is better represented to the community.

St Michaels is committed to listening to the needs of our clients, their families, their carers and our stakeholders to clearly understand and to align our Programs and our organisational resources to their needs.

To achieve this capability we will:

- Provide quality support services and programs for higher needs clients
- Work with clients and staff to enhance the sense of independence and educational outcomes of clients within the obligations of service agreements and contracts
- Work with family carers, advocates, DHHS and other organisations to develop suitable support programs
- Work with staff to ensure a high level of skill in meeting the needs of clients, and that appropriate client support policies and documentation are in-place
- Manage the activities of the RTO and staff to ensure compliance with the required standards and to ensure that trainees receive an optimal quality of training and assessment
- Promote the purpose and success of the organisation in meeting the needs of clients by representation at meetings, liaison with other organisations, newsletter, internet, and by holding or contributing to forums
- Hold information and promotional events which allow people to engage with the organisation and demonstrate their support for St Michaels



STATEMENT OF INTENT 2

To provide a safe, supportive and enriching community for our clients, staff, volunteers, members and visitors

PROVIDING A SAFE COMMUNITY

A safe working environment is a priority for all people at St Michaels

We will ensure that safe facilities, safe materials and safe systems of work are provided and that safety management is conducted systematically for our clients, family and staff are reviewed with management on a regular basis.

This commitment recognises that the personal integrity and vitality of the people of St Michaels is critical to the wellbeing of clients, and to our role in the community.

Professional development in the areas of safety and training will continue to be an important part of our support for staff and volunteers.

To achieve this capability we will:

- Provide a human resource strategy for staff and volunteers
- Manage the organisation's human resource strategy including the activities of recruitment, training, professional development and performance management policies and practices
- Investigate staffing practices at other organisations to determine appropriate standards and benchmarks
- Minimise risks and hazards at St Michaels Implement and review policies and procedures to manage key risks for the organisation
- Ensure a high level of occupational safety people at St Michaels by regular staff meetings, resolving grievances promptly, and by convening a safety committee
- Enhance the support for clients and manage organisational risks by participating in welfare, representational, professional and employer groups
- Manage, enhance and develop the organisation's facilities
- Develop and maintain relationships with Housing Tasmania and other funding bodies and potential private investors
- Ensure safety and protection of physical assets by systematic maintenance, repairs, insurance reviews and valuations
- Liaise with community stakeholders and potential benefactors in refining and implementing facilities development plans

STATEMENT OF INTENT 3

To ensure that the future of the organisation is safeguarded by enhancing our core capabilities

ENHANCING OUR CAPABILITY

Our People:

Core Capability One

We will value and develop them

The passion, commitment, and excellent contributions of our staff will be recognised and appreciated.

St Michaels values its people and recognises the benefits to be gained from the recruitment and development of the best staff.

Our successes have been achieved through the innovation and achievement of many staff from diverse program and support areas.

We will continue to improve the recruitment and selection practices to engage a workforce that can perform at optimum performance levels, aligned with our key organisational strategies.

We recognise staff contributions and we will actively seek out opportunities to acknowledge and thank high performance.

We will engage with our program staff to achieve improved flexibility in program delivery and to further enhance quality outcomes for our clients. In particular, we will aim to build on the flexibility that staff has been able to achieve through the Multi-Enterprise Agreement.

We will continue the implementation of our personal development program with enhanced achievement of results, improved Personal development and the enhancement of a work environment that encourages communication, consultation, cooperation and input from employees on matters affecting their workplace.

We will focus on organisational development to develop a culture where staff have passion for their work and are proud of the organisation and their achievements. Working environments, at organisational, homes, and team level will be nurtured to foster teamwork, networking, and cooperation where staff enjoys their work and the interaction with other staff and clients.

To achieve this capability we will:

Recruitment and Selection

- Ensure our recruitment, selection and induction practices and processes attract and retain the best people
- Introduce succession planning to focus our recruitment program
- Undertake promotional activities to attract suitable people

Recognition and Rewards

- Further implement and develop the personal development program
- Provide mechanism to thank and to recognise outstanding performance

Staff Development

- Invest fixed amount of salaries for direct costs of staff development activities; and
- Encourage staff to initiate their own personal development
- Appoint an HR consultant to assist managers with the development of under or over performing staff.

Industrial Relations

- Implement industrial arrangement (MEA) that encourage acceptance
- Build a transparent process to thank and acknowledge staff contributions

Leadership

- Create a Leadership Development Program to enhance leadership at all levels and in various capacities across the organisation

Leaders of the highest quality, at all levels of the organisation and in various roles, will be developed with coaching and mentoring forming part of ongoing relationships and opportunities.

Leaders, with staff involvement, will endorse and communicate a set of values to be adopted by all staff in the organisation.

- Establish a set of values and develop a program to enhance a positive achievement culture for STMA
- Support and coach leaders to ensure that they practice the values in their behaviour, decisions, communication and interaction with others;
- Undertake staff surveys to determine organisation health and establish an organisation benchmark for future comparison.



Our Business:

Core Capability Two

We will continue to build quality services and programs

Productivity and quality services will enable us to grow our business in a competitive environment.

St Michaels strives for continuous improvement in all areas to be a leading and best practice support service provider.

A key challenge for the organisation is to successfully compete in the Disability Sector market and seek to tender and deliver other complimentary service programs.

The organisation has made excellent improvement in efficiency, quality of assets and increased program delivery. There is still much to do in ensuring equitable access to resources internally, so that both growth and quality outcomes are assured by all service and support teams.

Implementation of more productive work practices and economies of scale, achieved through growth, will ensure that services are maintained. Functions and activities will be reviewed and evaluated to achieve optimum levels of performance through adopting leading business practices. To ensure a focus on both efficiency and effectiveness we will measure and monitor performance through KPI and variance reporting.

Through effective implementation of the monitoring, strategies will be introduced to improve performance in all areas measured by comparison to the contract of delivery and our own expectations.

Information technology systems will be developed, revised and effectively implemented to gain an operational advantage over our competitors. Linkages and interfaces between all information systems will ensure timely, consolidated and quality reporting.

We recognise the significant investment in existing assets, including land, buildings and equipment and the change in asset requirements associated with different support services. A challenge for the organisation is to ensure optimum utilisation of all assets and a system to properly record and manage this outcome will be implemented.

To achieve this capability we will:

Competition

- Continue to streamline our practices and processes, including quality systems from around the organisation, to compete with other compete providers
- Grow our market share of commercial and competitive activity.

Productivity

- Introduce KPI and Variance Reporting measures of performance in all areas;
- Introduce a timely, streamlined and coordinated reporting system to provide one-page reporting to all areas;
- Increase service outputs and contain costs, particularly in support areas, to increase efficiency and productivity and provide resources for development activities;
- Implement enhanced and new information technology systems to improve effectiveness.
- Continually improve business practices with a focus on INTRANET and HALO.

Capital

- Develop a system to focus on and improve utilisation of assets;
- Enhance capital asset planning to ensure capital investment is aligned with changing business needs;
- Further extend and focus the capital program to better develop a community environment
- Introduce streamlined planning processes to ensure repairs and maintenance investment best protects and preserves capital assets.

Our Market:

Core Capability Three

We will engage in market orientation

A positive culture and enhanced capability in our support and service systems and our people, will enable us to develop and manage our services in the Disability Sector.

Our corporate direction requires a culture and environment at St Michaels that embraces not only the individual client, who is at the heart of what we do, but also family and the carers as equally significant partners in the developing the independence process.

Our direction requires a staff vision of a rich supportive and caring environment that reaches well beyond the client and facility walls but embraces every possible contact as a potential independent step. We envisages all staff working closely together, interconnected, drawing on the full expertise of the organisation in order to respond to our clients, families, carers and stakeholders.

Our direction also requires us to recognise families, their guardians and stakeholders as key clients and to also support them to develop and understand our Organisation. This direction will be achieved by multi-skilled staff who work alongside clients and their families. This also requires us to accept responsibility for the outcomes of our clients that we take into our care and for their holistic wellbeing while they are with us.

Our organisational values must be client serving, with no hint of self-serving. St Michaels has always been aligned with the Disability Sector and we need to take this relationship, and responsibility, to higher level of passion, service, and accountability.

We are an organisation of over sixty people and each of us is a potential ambassador and brand champion for St Michaels. Each one of us must be proud to have a caring orientation and to celebrate and share the successes that highlight our contribution to the lives of individuals and our support for the development for the family unit.

To achieve our corporate direction we will develop systems and people with a clear and proud market awareness.

To achieve this capability we will:

Implement and Improve systems

- Prioritise the upgrade of an integrated client relationship system (HALO)
- Develop a market and communication strategy for each program group
- Articulate for every industry group, the rationale for the composition of each service St Michaels delivers (ie Gateway)
- Increase our capacity for product development and customisation based on individual needs
- Streamline the admission process to incorporate an information process
- Aggressively review business rules and procedures that negatively impact on enterprise delivery
- Ensure that all client data is accurate, up-to-date

Market oriented people

- Actively celebrate our successes so that every member of staff becomes a brand champion for St Michaels
- Revise the support workers and administration staff statement of duties to better embrace marketing capabilities
- Encourage and support staff to be active in industry-aligned associations
- Encourage all staff to make welcome and embrace all on-site clients in building our community
- Develop staff skills in negotiating integrated arrangements for clients that provide open and transparent solutions
- Encourage participation in industry, community events and sponsorship opportunities
- Support staff initiatives that promote our brand and value to clients, families, carers and stakeholders

Our ICT:

Core Capability Four

We will provide ICT infrastructure and support

Support Worker and Administration will have appropriate systems and support where ever they are working.

We believe that the role of technology is to serve the needs of all , and align with the directions of our business.

We will also use technology to communicate our products and services in ways that customers seek, and to obtain efficiencies in administrative and support services.

Information that is at the core of our business resides on our ICT systems; therefore, the security and integrity of our data and systems is paramount. In core infrastructure design and asset maintenance, our primary concerns are availability, reliability, security and contingency.

Assuring the integrity of our systems and our ability to continue business through unexpected or catastrophic events is primary to the role of the ICT Support.

There are several factors that lead us to an expectation of expenditure on ICT services and infrastructure in the medium term. These include the software, intranet and the completion of HALO.

We believe that ICT support is ultimately supporting people whether staff or customers.

While recognising that high-level skills are needed to work effectively in ICT support, we also place a high weighting on customer service skills in our Contractor.

We will seek to integrate or simplify ICT systems where possible so as to make processes more straight forward for our customers and staff.

We will enhance existing feedback systems and measures and we will develop a reporting system to present our progress.

To achieve this capability we will:

Access to data

- Through the Internet provide clients, families, carers and stakeholders with access to appropriate information, at any time, from any location
- Through the INTRANET provide staff with access to appropriate information, at any time, from any location

Secure, robust, resilient infrastructure

- Enhance and regularly test disaster recovery systems
- Implement a centralised data back up system for major corporate and staff applications
- Implement staff identity management systems to provide greater security and auditing of access to corporate and staff applications

Support people in their use of ICT

- Enhance and improve the help desk function with increased first point call resolution (CONTRACTOR)
- Further develop self-help items available on (Intranet).

External and internal communications

- Bring the public web site and intranet together as an information management system that has portals tailored to specific groups
- Provide all current staff with an email account

Major systems projects

- Enhance HALO to provide client tracking and reporting;
- Provide an INTRANET for internal communication, policy and procedure version control and quality assurance
- Develop a data warehouse and management reporting system.

Our Service:

Core Capability Five

We will provide outstanding service

Our excellent staff will commit to exceeding customer expectations, whether they are external or internal to St Michaels.

St Michaels is committed to providing an outstanding customer service to all its clients regardless of whether they visit us at reception, telephone us from remote locations or work with us as colleagues.

We understand that our greatest asset is our staff. We will therefore ensure our staff has extensive understanding in the many and varied services and programs that St Michaels provides.

Staff development will be a continuous and ongoing process to ensure that this experience and knowledge is current and reliable, and that our staff is comfortable and confident in their dealings with our customers.

We will work co-operatively to ensure that we act in the best interests of our customers and St Michaels at all times.

We will strive to provide a seamless service to our customers; from the initial enquiry, through to our admission, to our services and ultimately a client on a pathway to finding independence.

We will take responsibility for our client's needs and will work with them to achieve satisfactory solutions.

Service information will be provided in a variety of interesting and dynamic ways to appeal to the wide range of clients, families, carers and stakeholders who visit and use our facilities.

Our reception area will provide a pleasant environment for our prospective clients to find the information they seek and will respond to the variety of services required by our clients and their families.

Our systems will be efficient and effective and our processes and procedures will be clear, concise and transparent to all those who use them.

To achieve this capability we will:

Customer oriented systems

- Constantly monitor our systems to ensure they meet customer needs
- Evaluate our processes and procedures to streamline and simplify

Centralised staffing service

- Guide client related administrative and clerical functions throughout the organisation.
- Recruitment, selection, induction, training and provision of leave will continue to be administered centrally
- Proudly promote the organisation by wearing our approved St Michaels uniform

Staff development and training

- Receive continuous information and development to ensure that service and system knowledge is current for our operations and for our clients
- Provide staff with team building and customer service training opportunities to ensure that a continuous spirit of co-operation and a focus on providing an outstanding service.

Service evaluation

- Use a range of surveys to provide feedback on the service we provide. Suggestions for improvement will be acted upon and reported to stakeholders.

Programs and Service information

- Clear, concise, industry-relevant information will be available to our clients on-line via our website
- Brochures, pamphlets and other sources of information will be updated, reviewed regularly and version controlled
- Our Reception area will provide a comfortable and welcoming environment.

Our Facilities:

We will provide an excellent built environment

Our facilities will be attractive, flexible in their use, and align with the needs of customers, whether learners or staff.

St Michaels sites mean different things to different groups. The “more” dependant clients see our facilities as their homes. Day program clients see our community experience and use our facilities not only for activities but to meet their social needs. For our staff it is their workplaces that are a very important part in their lives. We know the quality of our facilities directly contributes to the happiness of our and staff, clients, carers and family and they all need to feel they are in a safe environment.

The presentation and quality of our facilities are core attributes of our brand and need to compliment the image we present to the Disability Sector. As we move rapidly to embrace the disability sector quality and accountabilities, so should our facilities meet the need of the changed expectations of our clients!

The aged care sector, in the way it manages facilities, offers a signal to the changes that we need to implement at St Michaels. Ownership transfer of units, high utilisation of our complex, flexibility in use, uncompromising standards of cleanliness, attractive presentation and high amenity will be the drivers in planning and managing St Michaels facilities.

Support Programs, such as Day Programs and Social Clubs that support our core brand attributes will be provided for the benefit of our clients in these facilities.

Residences will move to cater for more independent living. The guiding principle in operating business units shall be to maximise revenue while containing costs.

Facilities and cleaning staff in many organisations feel that they are at the bottom of the organisational totem pole. Yet their work is vital to day-to-day operation and the ‘feel’ of the business. During the course of this strategic plan we aim to change the culture of this group of staff to raise the value of their work throughout the organisation.

To achieve this capability we will:

Look and feel

- Learn from our customers, both internal and external, through regular customer satisfaction surveys
- Our facilities will be clean and tidy with a system of proactive evaluation
- Our facilities will look and feel good through planned maintenance
- Furniture will be the right furniture through planned replacement
- The community Site will have signage and lighting that makes it easy for clients to find us
- A program that emphasises personal security will be implemented.

Independent Living Units

- Units residences will continue to move to self-catering styles of living
- Moving more towards a landlord to tenant arrangement
- Encourage participation of tenants with our support programs

Staff and culture

- A facilities structure that emphasises leadership will be put in place
- Staff development for maintenance and cleaning will focus on leading customer service and lifting the profile of the facilities
- Individual maintenance and cleaning members will be encouraged to gain asset maintenance qualifications.

New systems

- Staff and Internal clients will have a simpler process for maintenance and cleaning requests

**Industry, Disability Sector and Organisation analysis adding
reasonableness, clarity and value adds to St Michaels Association
Intent Statements**

SWOT Analysis

COMPETITOR Analysis

PEST Analysis

KEY RISKS

SWOT Analysis

STRENGTHS

Stable Workforce	<p>“Which means?”</p> <p>Consistent and reliable service to our clients</p> <p>A workforce that values the services STMA provides to the community</p>
Location	<p>Ideal location for the provision of our services to clients</p> <p>A location that gives our clients access to the broader community</p>
Variety of facilities	<p>The ability to provide a broad and diverse range of services to our clients</p>
Building a community	<p>Creating a culture that encourages participation in activities that will bring all clients together</p>
Stable Board	<p>Continuity and consistency of corporate Governance</p>
Flat organisational structure	<p>Services to clients are provided without consuming valuable resources</p> <p>Decisions and strategy in action can occur quickly</p>
Reputation	<p>We do what we say we are going to do</p> <p>Strong community and stakeholder support</p>
45 Year History	<p>We are here to stay and provide services</p>
Infrastructure	<p>Bricks and mortar provide stability and service accessibility</p>

WEAKNESSES

Static Board	<p>“Which means?”</p> <p>Attracting new Board Members and new ideas</p>
Promotion	<p>Not maximising opportunities for promoting or communicating our products and services to the greater community</p> <p>A structure marketing and promotions mix in our marketing plan</p>
Systems	<p>Lack of up to date or incomplete information and communication tools</p>
Staff Development	<p>The need to re-invest in the development of our staff for staff retention, morale and skill base</p>
Maintenance	<p>Repairs and maintenance are reactive and the organisation requires planned maintenance schedules give the increases in infrastructure</p>
HRM	<p>Staff recruitment, selection and induction processes need to be revised and modernised</p>
Casualisation of Workforce	<p>Break in care and services to clients</p>

Reliance on Government Funding	Revenue hinges on the Government of the day and the needs of the Community
Constitution	Is not modern and does not provide flexibility in membership
Full Board	Vacancy and time to fill vacancies on the board
Growing sectors within our industry	In some instances the lack of alignment of our infrastructure and resources

OPPORTUNITIES

Stakeholders	“Which means?” Building better relationships with our stakeholders through creating transparent communication.
Promotion	Finalising and marketing plan with a broad marketing and promotional mix. Educate the community of our services.
Clients with impairments are aging	New markets, new services, new facilities, new needs. A cohort in the community that is currently poorly serviced.
Mental Health Service	Inclusive practice with current clients which is currently under serviced.
Alliances/Partnerships	To strengthen, broaden and create relationships with the community that benefit growth and efficiencies for the organisation.
Enhance reputation	Greater exposure to new services and funding opportunities.
Develop Staff	Well trained and skilled staff including organisational behaviour.
Culture/Values	Develop a culture of quality service, willingness to assist and retain staff and client satisfaction.
Broaden client base	To build, promote and provide choice to our clients.
Other revenue strategies	Possible social enterprises

THREATS

Financial Resources	“Which means?” Greater demands on our limited resources Cash flow management and reporting needs to be "fully" implemented Project reporting needs to be "fully" implemented
Government Act	Change in funding models and allocations re: unit costing
National Disability Insurance Scheme	Funding that is directly issued through the individual who then seeks out a service provider
Competitors	Encroaching on our services
Take over-forced merge	Critical mass or size of operation from a key stakeholder (Govt) point of view

COMPETITOR Analysis

FACTOR	My Business	Competitor A	Competitor B
Products/Services	9	8	9
Price	5	5	5
Quality	6	8	8
Selection	7	5	9
Client Service	6	7	7
Reliability	9	8	8
Stability	9	8	8
Expertise	8	8	8
Company Reputation	9	7	9
Location	10	8	9
Appearance	8	8	9
Sales Method/Promotion	6	5	9
Funding Policies	6	5	9
Advertising	6	5	9
Fundraising	4	1	9
Image/Brand	6	5	9



PEST Analysis

POLITICAL

- National Disability Insurance Scheme
- Implementation of the Disability Services Bill 2011
- Implementation of Unit Costing under current Government reforms
- Gateway (centralised purchaser/provider model of service)
- Cost shift for Disability Services from family to Government as carers age
- Tendering for services
- Government imposed Quality Assurance System and Reporting
- Affordable Housing – Short term lack of funding

ENVIRONMENTAL / ECONOMIC

- Carbon tax implications for “Not for Profits”
- Lack of housing
- Centrelink and guardianship requirements
- Lack of expendable income as cost of living increases

SOCIAL

- Increased community awareness of people with Disabilities in Tasmania including intellectual and mental health impairments
- Ethnic increase in the Disability sector creating other barriers or additional impairments
- Aged increase effect in the Disability sector
- Lack of liaising / communication with other organisations within the sector

TECHNOLOGY

- Website and communication portals are increasing in the sector
- The need for greater capacity in developing quality processes and information systems
- Intranets playing a pivotal role in the internal communications of organisations

KEY RISKS

Vision

- a) Clear vision is set for the organisation
- b) Vision is clearly articulated and adopted by the whole organisation

Succession planning throughout the whole association

- a) Board
- b) Management
- c) Administration
- d) Support Staff

Internal Communication

- a) Verbal communication
- b) Lack of intranet
- c) Simplified access to policies and procedures
- d) Simplified access to forms
- e) Spasmodic newsletters

Feedback

- a) To grow our services we require feedback in two forms qualitative and quantitative
- b) To enhance quality in our services we need feedback,
- c) Staff need to survey Management for their needs to be identified