

Minda Incorporated  
**Strategic Plan** 2009 - 2012



Providing choice and personal outcomes for people with an intellectual disability



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## Our Vision

To maximise choice and inclusion for people with intellectual disability to achieve their aspirations.

## Our Mission

We create the environment for individuals to pursue opportunities to lead valued and meaningful lives in supportive communities.



## From the President



Roy Arnold, President

Since its establishment in 1898, Minda has been a leader in South Australia's disability services, continually contributing to the health and wellbeing of those with intellectual disabilities. We have a fine tradition of exemplary services, progressive research and first-rate training.

As we move forward, we must continue to strengthen our reputation and the impact we make upon the lives of people living with disabilities in our state. To shape this vision, the Board have adopted the guiding principles of the UN Convention on the Rights of Persons with Disabilities.

As Chair of the Minda Board, I am delighted to present to you the 2009 - 2012 Minda Strategic Plan. This strategic plan has been developed to continue to shape the presence and form of the organisation. Whilst Minda still has the same intent today as it had in 1898 - to provide care and opportunity to people with an intellectual disability - the way in which we provide that care has evolved considerably.

This strategic plan is a consolidated plan that has been developed in consultation with Minda's Board, Senior Management, clients and their families as well as with the input from industry experts and specialists to ensure Minda continues to lead the way in the disability sector.

We have some exciting times ahead, particularly with the development of Minda's Brighton Blue Print Master Plan. This three year strategic plan aims to establish the essential elements of the platform on which future success might be built.

This will be achieved by the shaping of the built form of Minda's assets, with new buildings and facilities purpose built to meet best practice service delivery model outcomes.

Importantly, this strategic plan has been developed with the future, as well as the present, in mind. At completion, we can be sure that the clients of today and those of tomorrow will be receiving the best available services from a sustainable and progressive organisation.

In presenting this strategic plan, we reaffirm our dedication to the advancement of our mission and our core commitments and we confidently embrace the future.

The Board looks forward to working with the Executive team in taking this plan and implementing it for the benefit of all clients of Minda.

## From the CEO



Susan McInerney, CEO

It is my privilege to lead a highly committed team in an industry where our stakeholders, like ourselves, are passionate and dedicated to the support of South Australians with intellectual disability.

This strategic plan has been developed as a road map to guide the services Minda provides to ensure we meet the goals and aspirations of all of our clients.

The plan and its associated strategies reflect Minda's philosophy and vision of maximising choice and inclusion for people with intellectual disability to achieve their aspirations. To achieve this vision, there is a strong focus on staff and the human resource models for providing support to clients.

Fully understanding the crucial contribution we can make to the lives of those with intellectual disability and fulfilling that contribution are integral to this plan. Individual actions have been developed around Minda's values of inclusion, respect and choice.

Importantly, the strategic framework of this plan has concentrated on areas of safety, choice, integration and a focus on personal outcomes for clients - every client of Minda is unique and has unique gifts and abilities. The plan, with a focus on developing new flexible, innovative support models, that are constructed around each person. Minda will empower clients with choice, and meet their needs of individualised service delivery.

Service delivery models have significantly changed over recent years and will continue to evolve. This strategic plan is a significant shift for Minda as we continue to build a model of service around an individualised planning approach.

It is also forward thinking - directing focus towards issues paramount to viability and sustainability. It is critical that Minda provides a sustainable service and continues with its tradition of being a major service provider in South Australia.

2009 has begun as a challenging time economically and this plan presents a number of actions outlining how we intend to ensure a financially sustainable organisation whilst continuing to provide the optimum level of support for clients.

While cognisant of the challenges ahead, I am confident in our ability to meet the goals of this strategy and look forward to reporting back on the many achievements this plan will bring for the organisation.



### Minda's Strategic Plan will:

- > Guide us in the planning and delivery of services
- > Clearly state our service goals
- > Provide a framework for realising the vision
- > Support us in seeking the resources to achieve the goals
- > Provide targets
- > Meet the guiding principles of the UN Convention on the Rights of Persons with Disabilities.

### The Model of Service Review

As part of the development of the Strategic Plan, a high level review was conducted in February 2009. The review was initiated to identify the overarching key components that need to be considered when developing a revised model of service for Minda.

Whilst the development of the model of service for Minda is a key project within the Strategic Plan, this first review has been completed to identify a theme on which all strategic actions and pathways are developed. The following areas have been identified as key drivers of the revised approach:

- > Choice, inclusion and respect
- > Dignity
- > Client's rights
- > Protection from abuse
- > The right to a safe environment
- > Optimum health for clients
- > Open communication and continuous learning
- > Relationships and social connection
- > Continuous improvement
- > Staff resources and support.

The initial review has identified the need for an individual approach to client outcomes. Minda will ensure, through an individualised planning approach, that all clients are empowered to make choices to reach their aspirations.

# Strategic Plan



## Goal 1 Support

To support people with intellectual disability by enhancing and improving the current range of support to meet their needs.



## Goal 2 Safety

Provide a safe environment for living, working and achieving aspirations.



## Goal 3 Staff

Retain and attract quality staff for current and future service delivery.



## Goal 4 Sustainability

Ensure a sustainable organisation to meet the current and future needs of clients.



# Goal 1 - Support

# Goal 1 Support

To support people with intellectual disability by enhancing and improving the current range of services to meet their needs.

**1.1** Continue to improve our service quality, with a strong focus on best practice.

**Target** All support outcomes meet or exceed client and family expectations and all service delivery meets or exceeds minimum quality standards.

**1.2** Improve critical aspects of our physical facilities.

**Target** Develop a blue print that ensures environments respond to building a meaningful life for individuals.

**1.3** Engage in research and discussions with families, government, not for profits, universities and business partners to redefine Minda's role as a service provider for people with intellectual disability in South Australia.

**Target** Map current stakeholder relationships, identify and enhance key strategic alliances.

**1.4** In refusing to accept unmet need, join with partners to advocate for the needs of people with intellectual disability.

**Target** Recognition of Minda's innovative role in reducing unmet need.



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## Goal 2 - Safety

## Goal 2 Safety

Provide a safe environment for living, working and achieving aspirations.

**2.1** Maintain a culture where all staff and clients work together to ensure everyone's safety.

**Target** Identify and incorporate intentional safe guards into all aspects of practice.

**2.2** Monitor and review processes for staff and clients to report safety and vulnerability issues.

**Target** All systems and processes meet or exceed minimum safety and support standards.

**2.3** Reflect good OHS&W practice for everyone in the development and management of our support models.

**Target** A risk management approach is evident in all aspects of service delivery.



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## Goal 3 - Staff

## Goal 3 Staff

Retain and attract quality staff for current and future service delivery.

**3.1** Develop an employer of choice model to attract and retain the right staff mix.

**Target** Minda to lead the sector in employment, culture and conditions.

**3.2** Develop appropriate human resource models for current and future support services.

**Target** All staff to have the appropriate skills and attitude to deliver individualised outcomes for clients.

**3.3** Source the best employees to achieve planned support outcomes.

**Target** Identify the most appropriate candidates for all positions.



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## Goal 4 - Sustainability

## Goal 4 Sustainability

Ensure a sustainable organisation to meet the current and future needs of clients.

**4.1** Create a culture that values sound business practice.

**Target** All service represents best value in delivering individualised client outcomes.

**4.2** Optimise current financial and asset management processes to ensure sustainable financial viability.

**Target** Enhance business practices that provide an acceptable return for the organisation.

**4.3** Seek creative and new sources of funds to grow innovative and alternative services.

**Target** Identify all potentially relevant income opportunities.

**4.4** Reduce Minda's ecological footprint through best practice design and processes.

**Target** Establish a methodology to measure current carbon outputs, with a view to becoming carbon neutral.



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