

Strategic Directions 2014 - 2017



From strength to strength

Our **vision** is full citizenship for all Australians living with a mental illness.

Our **mission** is to improve mental health and wellbeing in local communities.

Our **values** are:

- Self-determination
- Growth
- Partnerships
- Respect
- Empowerment
- Diversity
- Choice
- Learning
- Change
- Wellbeing
- Hope
- Quality

We respectfully acknowledge that we work on Aboriginal land and pay our respects to community members and elders, past and present.

We welcome diversity in all its forms, including staff and consumers, and believe this makes our teams, services and organisation stronger and more effective.

Neami National's work would not be possible without funding support from the Australian Government; the Victorian, New South Wales, South Australian, Western Australian and Queensland Governments; Local Area Health Networks; and other funders.

We are an accredited organisation at national and state levels.

Please contact communications@neaminational.org.au for a translation of this publication.



‘They’re my goals, not Neami’s.’
– Mark

‘I’ve just seen Mark grow.’
– Kim, Mark’s wife, carer and friend

I am privileged to launch Neami National's 2014-17 Strategic Directions.



Neami has seen a very significant rate of growth and development in the last decade. This is a direct result of our strong and effective service delivery work and a credit to our staff right across the country.

Each member of our team, whether they are in Darlinghurst or Darra, Port Adelaide or Perth, shares a common dedication and commitment to provide support that matches each person's own values, strengths and goals in life.

Growth on this scale presents substantial risks to any organisation and it has been a priority for myself and my fellow board directors to ensure that our governance and organisational capacity develops along with the expansion of our services.

Current and past directors have created an organisation that attracts and holds onto the best people, invests in sound infrastructure and integrates continuous improvement and quality principles into everything we do.

We designed our five strategic directions for the three years ahead to further enhance our capacity to improve mental health and wellbeing across Australia. The strong focus on delivering services to people with complex needs and on innovation remain as the foundations of this plan.

You will notice an increased focus on shaping our internal culture and a more proactive engagement with our local communities around the country. We know that it is the quality of our organisational culture and the strength of our partnerships that will determine our future.

There is also a need to consolidate the growth we have seen so far and to reinforce our foundations as we grow into a larger, more complex and more effective service.

Our National Leadership Team, comprising national and state managers, will review our workplan at the end of 2014. Progress will be monitored by this group and our board.

I look forward to working with all our staff and partners as we enter the next period of our exciting story.

A handwritten signature in black ink, appearing to read 'S. Brand', with a long, sweeping underline.

Stephen Brand
President



‘You can wander around in limbo, feeling awful and that nobody understands - but Neami understands.’

- Bev

1

Direction 1

Improve and expand services for people with a range of needs

Neami National will actively seek to increase the diversity of people supported by our services.

Objectives

- Improve and expand service delivery in current locations and where possible expand services in rural and remote communities
- Embed specific strategies that improve responses to people with complex needs including employment, physical health and clinical services
- Expand services to people with complex needs who are homeless and vulnerable young people with complex needs
- Diversify the range of people we support

Key organisational priorities

- Establish new services in Victoria as a result of sector recommissioning, including new Intake Assessment and Youth Residential Rehabilitation services
- Develop Crisis Respite Services across Adelaide
- Implement specific strategies to support service expansion in Queensland, Western Australia and remote New South Wales

Direction 2

Nurture a healthy and vibrant organisational culture

Neami National will support a culture of quality service delivery.

Objectives

- Strive for a positive consumer experience of our services
- Work with consumers in a shared endeavour to ensure opportunities for participation at all levels of the organisation and within the community
- Support our staff to:
 - Respond well to new challenges
 - Treat each other with respect
 - Build their own skills and experience
 - Contribute to the community

Key organisational priorities

- Develop a comprehensive plan for internal communications
- Carry out regular staff satisfaction surveys
- Continue to improve our staff learning and development program to support professional practice and a strong internal culture
- Create a leadership development plan for senior staff
- Implement our Consumer Participation Framework
- Introduce a new consumer experience of service tool

3

Direction 3 Develop organisational capacity

Neami National will be ready to meet the organisational challenges associated with growth and new funding models.

Objectives

- Identify key elements of organisational readiness for individualised funding, including product identification, pricing strategy, financial models, marketing strategy and workforce strategy
- Develop appropriate organisational infrastructure
- Implement systems to support individualised funding approaches
- Gather and analyse data and perceptions from existing consumers and other key stakeholders, including carers, brokers and clinical services
- Strengthen our marketing and communications capacity

Key organisational priorities

- Put in place organisational infrastructure to support our current and future needs
- Implement new quality and safety structures to support clinical governance and service improvement
- Clearly articulate our products and prices in readiness for client-directed services
- Participate in the Hunter and Barwon launch sites of the National Disability Insurance Scheme (NDIS)

Direction 4

Lead through innovation

Neami National will actively support and promote a culture of innovation within the organisation and across the mental health and homelessness service systems.

Objectives

- Introduce a system to encourage innovation in practice, drawing on the knowledge of staff and consumers
- Implement an inclusive and transparent research agenda, supported by partnership and collaboration
- Actively promote our organisational learning and initiatives within the sector
- Implement a measure of citizenship, social and economic inclusion
- Use IT creatively to improve service experiences and open up new areas of service delivery

Key organisational priorities

- Actively promote feedback mechanisms and continuous improvement processes
- Scope out projects in key areas including diversity, carers and employment support
- Develop research proposals in conjunction with our partners and academic bodies
- Publish our research in journals and the media
- Explore opportunities to support improved consumer access to technology
- Pursue collaboration and innovation in service partnerships

5

Direction 5

Inform and influence the debate in mental health

Neami National will be actively involved in shaping mental health service delivery and the social services sector through practice-based evidence and consumer experience.

Objectives

- Collaborate with research bodies to examine the effectiveness of our service delivery approach
- Build collaborative working arrangements with partners in public advocacy
- Work with consumers to build their capacity to influence policy and sector development
- Strategically position Neami National on key sector bodies, panels and forums
- Maximise the use of current data to inform sector planning and development
- Offer training, mentoring and research partnerships to the social services sector

Key organisational priorities

- Partner in collaborative research projects
- Actively pursue opportunities to influence public discourse
- Implement the Launching Pad consumer leadership program
- Participate in peak and sector bodies, policy forums, publications and conferences
- Establish the Centre for Recovery Oriented Practice (CROP) to share quality evidence-based practice



‘I just want to take a step at a time, I don’t want to run a marathon. I’ll try anything to live my life the best I can.’

– Phil and Lee Roy at their weekly catch-up

Website

neaminational.org.au

Consumer and carer feedback

03 9481 3277

feedback@neaminational.org.au

Media enquiries

03 8679 9062

Head Office

247 Rosanna Road Rosanna VIC 3084

03 9481 3277

admin@neaminational.org.au

Contact details for individual service sites are available
at neaminational.org.au/contacts

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