

# Strategic Plan

2015—2020



# Welcome

We are pleased to present LiveBetter's Strategic Plan 2015—2020 which articulates the priorities for our organisation during what is an exciting period of reform for the community services sector in Australia.

Through the life of our last strategic plan, LiveBetter (then CareWest) invested heavily in the development of our staff, systems and infrastructure to significantly improve the quality of our services. Not only did we expand our range of services and extend our organisational footprint, we also established a Care Governance Unit to direct our approach to continuous quality improvement and to guide our work supporting clients with complex care needs. Similarly we initiated some successful community capacity building utilising revenues from our expanded fee-for-service activities.

Our new Strategic Plan builds on these achievements and will see us deliver an even wider range of services, with greater specialisation, in more regional communities. We will continue to improve our business systems so that they can support personalised, high quality, and cost effective services for our clients. We will also continue to invest heavily in the training, support and ongoing development of our staff and volunteers to ensure they are equipped to implement our strategies.

LiveBetter believes that regional and rural communities benefit greatly when services are delivered and managed by residents of those

communities.

That is why LiveBetter has worked so hard to employ local staff in more than 40 different communities. We want to now expand our approach to regional development by pursuing the following strategies:

- Employing more staff, including carers, managers, corporate staff and clinical specialists, in more regional and rural communities
- Purchasing goods and services locally
- Developing more local Community Connection Centres
- Actively pursuing strategic alliances with other locally based organisations to help ensure their ongoing viability during the anticipated period of sector reform and increased competition

Supporting all of these new and expanded activities, LiveBetter has established a Research and Innovation Unit. This new Department will build upon our existing partnerships with various research institutions to evaluate and refine our current service models and to develop innovative new approaches to enabling individuals, families and regional communities to become healthy, strong and resilient.

We look forward to your assistance in bringing our Strategic Plan to reality and helping to ensure regional communities have access to high quality, flexible and locally based community services into the future.

**George Blackwell**

President



**Tim Curran**

CEO



## OUR PURPOSE

Enabling people in regional Australia to live their best lives.

## OUR VALUES

Integrity  
Respect  
Cooperation  
Empowerment  
Excellence

# Our People



## Our staff and volunteers are engaged in our organisation's mission



Goals

Our workforce shape, size and capability meets current and future needs

- Implement a robust workforce planning mechanism to ensure workforce needs are understood
- Develop role based competency profiles and training matrix
- Attract and retain candidates new to the sector
- Increase the flexibility of our workforce
- Extend our leadership development and succession planning processes
- Increase the range and volume of volunteer activities



Strategies

- Workforce Development Plan
- Learning, Training and Development Plan
- Competency Profiles
- Training Matrix and Targets
- Staff Utilisation Levels
- Leadership Development Program



Plans & measures of success

Our staff and volunteers are highly engaged

- Develop and clearly communicate operational plans to staff and volunteers
- Reward and recognise staff and volunteer achievements and high performance
- Create a flexible and competitive remuneration framework
- Embed a culture of safety awareness, ownership and wellbeing throughout the whole organisation

- Business Plans
- Staff and Volunteer Engagement Survey
- Active Volunteers Plan
- Recognition Program
- WHS Strategy

Our organisation has a strong customer focus and is high performing

- Extend our performance development program and ensure it is implemented by all staff and managers
- Develop a Customer Service Charter and ensure all staff understand the role they have in delivering upon it
- Continually develop the capabilities of our managers to lead and manage effectively and to embed a continuous improvement mindset

- Performance Development Program
- Customer Satisfaction Survey
- Customer Feedback System
- Customer Service Charter
- Leadership Development Program

# Our Customers



## Our customers are understood, appreciated, supported and empowered



Goals

Our customers are, and feel, understood and appreciated

- Effective feedback systems provide evaluation of customer experiences
- Continuous review of customers' needs and aspirations prioritises our activities
- Customer participation in the planning and development of our programs and services
- Staff are engaged in development of customer-focused services



Strategies



Plans & measures of success

- Customer Feedback System
- Customer Satisfaction Survey
- Staff/Customer Collaborative Consultations

Our customers are, and feel, supported and empowered

- Services assist customers to improve self-reliance
- Customers are supported to develop skills and engage in leisure and work opportunities
- Customers are supported to participate more fully in the community
- Customers are supported through the changes in the community sector

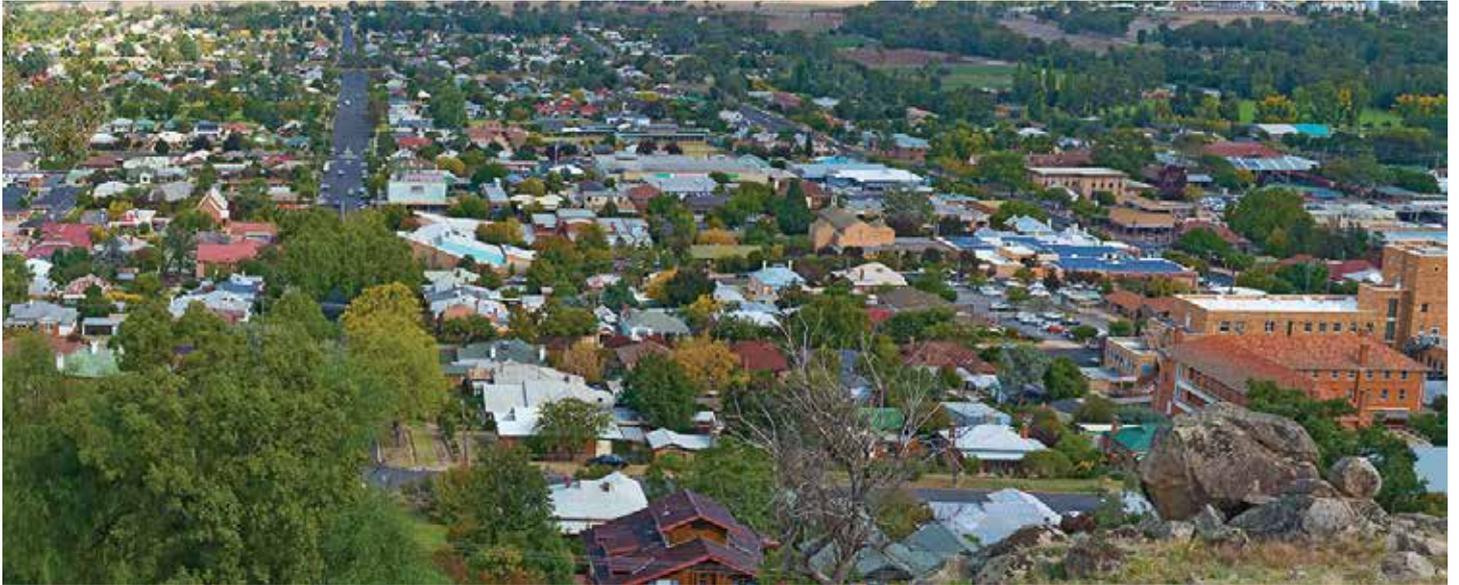
- Customer Feedback System
- Service Evaluation System
- Customer Service Charter

Our customers receive, and enjoy, superior quality services

- A range of specialised services are offered to meet a diversity of needs and goals
- Flexible and responsive services accommodate customers' changing needs and goals
- Continuous evaluation of customer outcomes enables improvement to program effectiveness
- Implement sound risk management practices to ensure customers with complex needs receive safe and appropriate support

- Research and Evidence-based Design
- Staff/Customer Collaborative Consultations
- Customer Feedback System
- Service Evaluation System
- Risk and Incident Management Systems

# Our Communities



## Our community members are empowered to live their best lives



### Goals

Citizens in regional and rural communities have access to the services they require

Our communities are vibrant and socially inclusive

Our regional and rural communities are viable and resilient



### Strategies

- Partner with locally based community organisations to help ensure their ongoing viability during periods of sector reform
- Expand the range of LiveBetter services, including specialist services, delivered in local communities
- Utilise technology to connect isolated individuals and communities to specialised services

- Support establishment of community hubs and events which aid acceptance and celebration of difference
- Utilise community connections and influence to promote social inclusion

- Partner with other regionally based organisations to advocate for increased levels of investment in regional communities
- Undertake community capacity building and skill development activities
- Employ staff, and purchase goods and services, in local communities



### Plans & measures of success

- Service Profiles
- Service Accessibility Measures
- Individual Customer Outcomes

- Social Capital Indicators
- Individual Customer Wellbeing Indicators
- Community Engagement Feedback

- Wage spend in local communities
- Local spend on goods and services
- Level of Government and philanthropic investment in local communities

# Our Systems



## Our business systems enable high quality service delivery



Goals

Our quality management ensures superior quality services exceeding customer expectations

Our business management ensures fidelity, excellence and sustainability in practice

Our infrastructure ensures efficient operations enabling effective service delivery



Strategies

- Research and evidence-based design ensures services are innovative, effective and tailored to individuals
- Continuous Improvement ensures highest quality services and responsiveness to customer feedback
- Quality assurance and auditing ensures we surpass standards required by our funders
- Clinical Governance ensures excellence in clinical care and employee education

- Financial management ensures accountability, transparency and financial sustainability
- HR, ICT, Marketing and Administration provide optimal back-office support
- Corporate Governance and Risk Management ensure operational security, efficiency and fidelity
- Care Governance ensures promotion and protection of customer human rights

- ICT empowers us to effectively service and support our diverse regional presence
- Telehealth technologies enable remote in-home monitoring and support services
- Asset management maximises benefits for stakeholders of facilities, fleet and resources
- Community resources are leveraged for community benefit



Plans & measures of success

- Customer Satisfaction Survey
- Customer Complaints Response System
- Customer Feedback System
- Service Standards and Compliance
- Independent Service Audits
- Clinical Care Standards

- Financial Audits
- Budget and Growth Targets
- Business and Corporate Plans
- Risk Management Strategy
- Rights Training
- Independent Advocacy

- ICT Strategy
- Telehealth Strategy
- Asset Management Plans
- Asset Based Community Development

# Our Services

We provide quality services tailored to the needs of individuals, while being respectful of each customer's personal and cultural identity.

## Aged

LiveBetter helps people who are older or living with dementia stay at home and remain independent for as long as possible. We provide information and guidance, specialised equipment and practical support including a range of in-home and community services, and support for carers.

## Carer

LiveBetter supports all carers including of people with dementia or a disability, employed carers, young carers, older parent carers and carers of people with mental health needs through in-centre services, in-home support, weekend and after school respite and vacation care, and information and training programs.

## Disability

LiveBetter supports people living with a disability to lead their best life through a range of flexible services, including NDIS information, centre and community-based day programs, accommodation, home care services, carer support, respite, vocational services, home modifications, transport and behaviour support.

## Home & Community

LiveBetter supports you through services designed to enable you to live independently for as long as possible and to maintain a healthy home environment, including Social Support, Domestic Assistance, Personal Care, In Home Support, Community Transport and Home Modifications.

## Child & Family

LiveBetter helps families in times of need and high stress through a range of programs designed to nurture the next generation and alleviate challenging family situations including building parenting skills, early intervention, support programs for children and adolescents with special needs, and running preschools.

## Mental Health

LiveBetter provides a range of mental health and clinical services focused on increasing access to primary health care and wellbeing activities for rural and remote communities. We are focused on helping our communities and individuals take greater responsibility for their health outcomes through coaching, literacy and preventative health programs and collaborations.

## Information & Linking

LiveBetter helps you navigate what services are available to suit your needs. We can connect people with the appropriate LiveBetter service or to other organisations available in the community through Case Management, Ability Links, Early Links, Community Link, and education and training.