

Mind's strategic plan for the next five years has been developed after an extensive process of review, discussion and collaboration.

Government, consumer, family and carer expectations are changing and the organisation has sought to understand these perspectives and to develop a strategy which is responsive and effective.

The consultation process has also demonstrated that there is broad internal support for change with many staff enthusiastic about the potential to rethink key elements of the organisation's work.

This plan has been designed to respond to the external environment, build on the organisation's legacy and capture the enthusiasm of staff to improve the outcomes we deliver in support of people facing serious mental health related challenges.

## **Our purpose**

*Mind will be  
a resource to recovery for people who are  
facing serious mental health related challenges  
to  
support them to actively participate in  
social and economic life  
by  
provision of and advocacy for evidence  
based services and policies  
which  
achieve positive social outcomes.*

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## Reform and Development – Key Messages

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The framework presented over the page and the initiatives to support it will:

1. **Refine our approach – We will focus upon resourcing recovery and supporting people to live well –** a balanced focus on recovery and social inclusion.
2. **Develop our service delivery through:**
  - Major reform of housing to underpin system change in mental health.
  - Individualised and tailored services – organised around where people live – not programs.
  - Improving consumer, family and carer responsiveness.
3. **Support ongoing improvement through learning and knowledge development including:**
  - Research and evaluation based development.
  - Strategic partnerships: local, area, state and national.

**1. Consumers' Recovery Supported** – Mind provides and assists consumers and carers to access individually tailored services and resources which enable them to live well.

Developmental Priorities	Key Actions
1. Enhance the organisation's capacity to: <ul style="list-style-type: none"> <li>• Provide individually responsive services.</li> <li>• Continually integrate new evidence and learnings.</li> <li>• Progressively improve service quality</li> <li>• Achieve outcomes.</li> </ul>	A. Develop and implement a Policy and Service Framework which includes outcome measures, program parameters, procedural requirements and operational standards and an information service design. B. Implement a five year development plan for all areas in which Mind works that informs the transition to more individualised service provision and establish service hubs. C. Develop strategic partnerships with other organisations able to provide complementary and supplementary services to Mind consumers.
2. Develop a modernised approach to the delivery of transitional and long term housing and improve the standard and fabric of existing housing to meet consumer expectations.	A. Develop a business case to support decisions regarding the development of a mental health housing service. B. Review our approach to residential rehabilitation services, engage with the Department of Health and develop a contemporary recovery support program operating in modern premises. C. Establish a specialist housing function. D. Develop and trial a modernised model of intensive support for young people with serious mental health challenges based on a contemporary program model.
3. Ensure Mind's services are based upon consumer, carer and family involvement strategies.	A. Develop and implement new consumer, family and carer engagement strategies. B. Develop a business case for the development of an integrated peer support strategy which complements Minds work and extends the range of opportunities for consumers and carers to support each other's recovery.
4. Develop a range of additional services to address needs of consumers, carers and families not met through existing funding streams.	A. Complete business development plans which support the policy and practice framework giving early priority to peer support services, health services, respite and family strengthening and engagement with mothers and children. B. Prepare a business case for an information, education, and counselling and consultancy service.

**2. Improving Economic and Social Participation** – Mind contributes to improving the status and opportunities for all people living with serious mental health challenges.

Developmental Priorities	Key Actions
1. Ensure that Mind has the capacity to engage in community development with people facing serious mental health challenges.	A. Consolidate the evidence and implement a Mind mental health and social inclusion strategy. B. Ensure that area development plans include appropriate investments in targeted community development.
2. Establish a robust and effective research and program evaluation capability shared with academic and service delivery partners.	A. Finalise a Memorandum of Understanding with a university and appoint a Senior Research Fellow to act as Mind's Director of Research. B. Establish a Reference Group to support the development of a research and innovation framework. C. Implement a resource strategy which attracts support for an expanding research and innovation program.
3. Establish capacity to provide information and advocate for changes in public policy and strategy regarding mental health related issues	A. Develop a business plan which defines the positions Mind will support through a public advocacy strategy. B. Establish a CEO's Round Table to provide strategic input and partnership opportunities. C. Strengthen the organisation's role in policy advocacy.

**3. Collaborating for Better Outcomes** – Mind partners and consumers benefit from their involvement through robust collaborations which improve outcomes for people with serious mental health challenges.

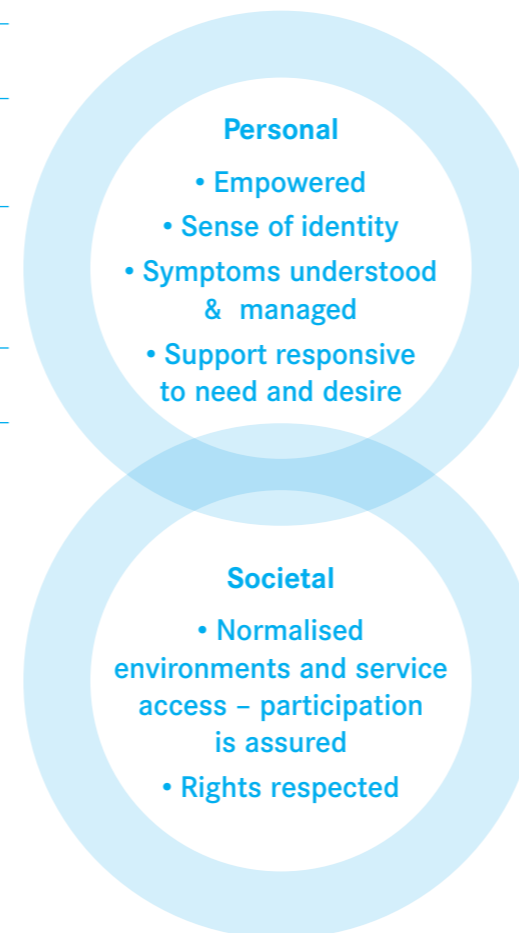
Developmental Priorities	Key Actions
1. Provide leadership to the development of area based partnerships and collaborations which strengthen services.	A. Develop a social, economic and environmental analysis and planning capacity within Mind and make these services and results available to others. B. Undertake planning and business case development for the implementation of shared services and projects with selected partners in housing, employment and other service areas.
2. Develop state-wide and national alliances which increase the effectiveness of Mind's advocacy strategies.	A. Complete a review of the benefits of the Richmond Fellowship Affiliation nationally and on a jurisdiction by jurisdiction basis with a view to optimising the learning and advocacy benefits achieved. B. Develop systemic collaborations with public mental health service providers, social housing providers, organisations with an employment support capacity and others.
3. Develop strategic relationships with CALD communities active in the areas in which Mind operates.	A. Complete a planning project and improve CALD responsiveness in order to integrate key responsiveness features into: <ul style="list-style-type: none"> <li>• Mind's policy and service framework.</li> <li>• Partnerships at the state and area levels.</li> <li>• Operational practice.</li> </ul> B. Recruit staff with appropriate skills and networks.
4. Develop strategic relationships with Aboriginal and Torres Strait Organisations to enhance cultural competencies and ability to deliver effective services to Aboriginal people.	A. Recruit staff with Aboriginal and relevant cultural skills and knowledge. B. Develop relationships with Aboriginal and Torres Strait Islander organisations in critical areas and progressively broaden those relationships. C. Develop relationships with state level peak bodies to support development of cultural competencies across Mind.

**4. Growing a Productive and Rewarding Organisation** – Mind's people and processes contribute to effective, efficient and sustainable outcomes and do it in ways which are challenging and supportive.

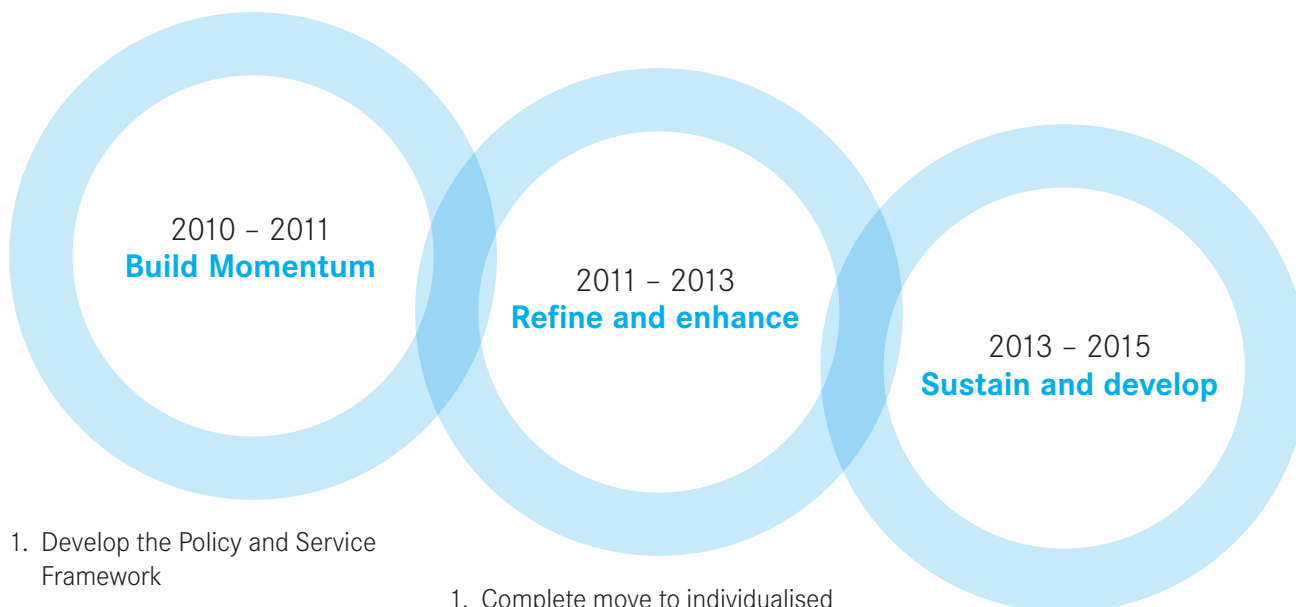
Developmental Priorities	Key Actions
1. Ensure that Mind's structures, systems and processes are efficient and effective and designed to: <ul style="list-style-type: none"> <li>• Deliver excellent services.</li> <li>• Support consumer outcomes.</li> </ul>	A. Ensure that the Board has the skills and capabilities required and will provide appropriate governance development for members. B. Review organisational structures to identify changes needed to support the strategic priorities. C. Develop a Workforce Plan to support new directions. D. Develop and implement a Learning and Development Plan that ensures appropriate capabilities and skills exist. E. Develop a Quality Plan and implement the next stage of the organisation's quality assurance strategy. F. Develop a new Information Management Plan which supports a new client information management system.
2. Ensure that Mind continues to meet financial and accounting requirements and establishes rigorous policies, delegations and procedures.	A. Upgrade accounting software. B. Review and update policy and procedure documents.
3. Develop strategies which build recognition, value, financial capacity and the ability to exert influence in the community.	A. Develop and implement a Communication Plan which ensures that stakeholders are informed about and engaged with the work of the organisation. B. Develop and implement a fund-raising strategy which raises \$5m over 5 years for Mind to invest in priority projects.
4. Reduce Mind's environmental footprint.	A. Undertake a review of the current footprint and develop an effective greenhouse gas emission reduction strategy.

## Our Strategic Goals, Developmental Priorities and Key Actions

The outcomes these activities will achieve are:



## The Developmental trajectory



1. Develop the Policy and Service Framework

2. Develop and implement key reforms in selected areas

3. Develop housing and residential development strategy

4. Build organisational and staff capacity

5. Build research, evaluation and advocacy

1. Complete move to individualised services delivered through area teams

2. Commence Mental Health Housing Service

3. Establish new services and specialist capacities

4. Strengthen communication with key stakeholders

5. Enhance the research and evaluation program

1. Finalise area and specialist team capacity

2. Complete the reform of housing and residential services

3. Consolidate research, evaluation, and quality strategies

## Our Values

Mind is committed to ensuring that our work and our engagement with people reflect the following values.

### **Consumer Focus**

We value clients taking charge of their recovery and giving guidance to Mind in supporting that recovery.

### **Making a difference**

We are committed to action for social justice, respect for peoples' rights and to fostering the inclusion of Mind clients in community life.

### **Integrity**

We value honesty and accountability in our relationships with consumers, carers and families, staff and other Mind stakeholders.

### **Hope**

We value hope, courage and perseverance, knowing that people do recover from their mental health challenges.

### **Creativity and Innovation**

We value the development of new ideas and work practices that continually improve our capacity to provide excellent services.