

# Mind strategic plan 2021 - 2026





# Contents

<b>What we strive for</b>	<b>2</b>
<b>What we believe</b>	<b>3</b>
<b>Strategy</b>	<b>4</b>

---

Mind acknowledges that Aboriginal and Torres Strait Islander peoples are the Traditional Custodians of the lands on which we work and we pay our respects to Elders past, present and emerging. We recognise the intergenerational impact of the history of invasion, dispossession and colonisation and are committed to the recognition, respect, inclusion and wellbeing of Australia's First Peoples.

Mind values the experience and contribution of people from all cultures, genders, sexualities, bodies, abilities, spiritualities, ages and backgrounds. We are committed to inclusion for all our clients, families and carers, employees and volunteers.



# What we strive for

Our vision	
People and communities have strong mental health and wellbeing.	
Our purpose	
Partner with clients and carers to deliver mental health and wellbeing services that enhance quality of life.	
Our values	Our strategy
Hope	Invest in service design and innovation to deliver better services and outcomes.
Creativity and innovation	Increase our impact by growing and expanding our service delivery.
Client focus	Be a strong organisation that enables its people to do their best possible work.
Making a difference	Contribute to a better, stronger Australian mental health system.
Integrity	

# What we believe

*What we believe* underpins our models of care and every element of what we do together with individuals and communities.

We believe	This means	How we do this
All people have the same inherent dignity and worth.	We uphold human rights.	<b>We:</b> <ul style="list-style-type: none"> <li>recognise Aboriginal and Torres Strait Islander peoples as the traditional custodians of this land and that sovereignty was never ceded</li> <li>work towards equity for all people</li> <li>work to achieve inclusion by amplifying the voices of people with lived experience</li> <li>respect each person's dignity of risk by focusing on rights before risk</li> <li>challenge biases through our co-design approach and reflective practice</li> </ul>
Everyone should be able to benefit from and enjoy the resources that Australia offers.	We are committed to full citizenship for everyone.	<b>We:</b> <ul style="list-style-type: none"> <li>act to remove barriers to participation</li> <li>inspire people to dream big and help them to achieve their goals</li> <li>improve what we do through measuring outcomes that matter</li> </ul>
Social connection is the bedrock on which our physical and mental health is built.	We support community engagement and social inclusion.	<b>We:</b> <ul style="list-style-type: none"> <li>build strong and respectful relationships that celebrate our common humanity with all people</li> <li>connect people with each other and with their communities</li> <li>emphasise the importance of mutually respectful partnerships and collaborate to develop holistic, community-focused care and support</li> </ul>
Health is the presence of wellbeing and hope, not the absence of illness.	We are grounded in recovery and promote wellbeing.	<b>We:</b> <ul style="list-style-type: none"> <li>apply the social model of health to service design and to our advocacy</li> <li>recognise that everyone is the expert in their own lives, and promote choice and self-determination</li> <li>see the whole person, not the diagnoses</li> </ul>
People need to be and feel safe, heard and represented to thrive.	We strive for cultural safety and cultural humility.	<b>We:</b> <ul style="list-style-type: none"> <li>are kind and work to offer support without judgement</li> <li>take action so all people are safe in our services</li> <li>respect that we live and work on the lands of First Nations peoples</li> <li>have a workforce that reflects the communities we serve</li> </ul>
Without a healthy environment, no one can be healthy.	We take action on climate change.	<b>We:</b> <ul style="list-style-type: none"> <li>act to reduce our carbon footprint</li> <li>support people to spend time in and care for the natural world</li> <li>recognise and respond to the impact on mental health of both local and global disasters and emergencies</li> </ul>

For the full statement of *What we believe*, see the page under *About us* on the Mind website and intranet.

# Our strategy

**We will invest in service design and innovation to deliver better services and outcomes.**

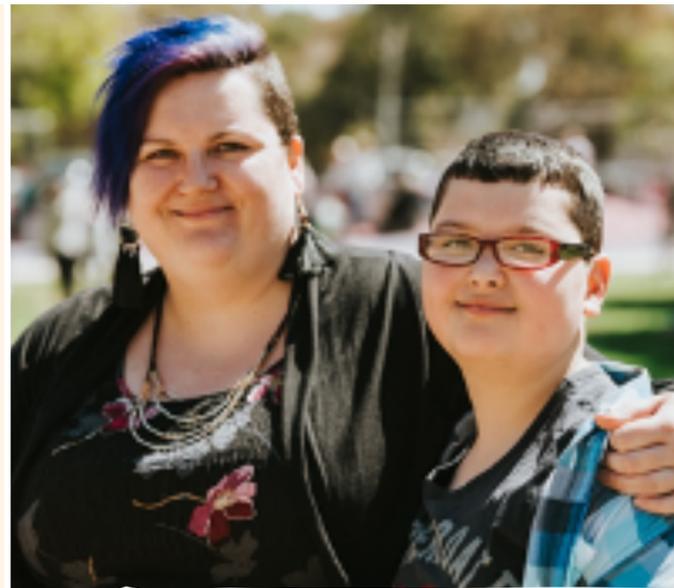
**We will partner with clients, family, carers and other providers to design and deliver services that have the greatest impact, are high-quality, evidence-informed and best practice.**

**To do this, we will:**

- ensure lived experience drives our service design and delivery, research and advocacy by better leveraging our peer workforce and embedding co-design and client and carer participation in our operating model
- develop a distinctive Mind Australia psychosocial service model that is place-based, holistic, My Better Life® informed, and recovery-focused
- create strong links with local communities and partner with local service providers, enabling Mind to reach our clients earlier in their journey
- develop our models of residential and housing support, ensuring they are effective, client-centric and sustainable
- pursue and create service delivery partnerships that deliver outcomes for our clients and our partners, while building our own capability and financial sustainability.

**We will know we are successful when:**

- client and carer outcomes are at or above relevant benchmarks
- client attainment of their chosen goals exceeds 90%
- our Net Promoter Score is 30+
- client and carer satisfaction with service exceeds 90%
- we are national leaders in housing support solutions for people with mental health concerns
- all services have documented local partnerships.



**We will increase our impact by growing and expanding our service delivery.**

**We will reach more people by delivering services in more places and expanding the range of services we provide, focusing on our service strengths and responding to our clients' needs.**

**To do this, we will:**

- expand our national service delivery footprint through growth of our strong services and partnership with organisations that are strategically and values aligned
- expand our delivery of complex care, leveraging and deepening our capability
- expand our service delivery for young people aged 12-25 years, focusing on early intervention, psychosocial support and digital service delivery
- invest in our housing service delivery, including by expanding the delivery of Haven Homes outside of Victoria, to provide the high-quality housing our clients need and deserve.

**We will know we are successful when:**

- we deliver services in 5 states
- Mind services for young people have doubled
- we are directly commissioned to deliver services
- community organisations, health services and corporates approach us to partner with them
- Mind complex care services operate in 4 states and deliver 5% of total revenue
- Haven Homes are in 3 states
- our total revenue has doubled.



## We will be a strong organisation that enables its people to do their best possible work.

We will set ourselves up for continued success by investing in our key enablers – principally our staff, but also our financial model and digital infrastructure.

### To do this, we will:

- build a stronger, more consistent culture, built on shared values, expectations and behaviours, reinforced through strong leadership and communication across levels, services and geographies
- strengthen our workforce model and employee value proposition to ensure that Mind can attract, retain, and develop the skilled workforce it needs and that its workforce and leadership have the capabilities required to achieve Mind's strategic ambitions
- build and support a diverse workforce that reflects the communities and individuals we support and which values and leverages lived experience
- develop our digital and operational infrastructure, systems and capability so that we can better deliver high-quality services at scale and meet changing compliance requirements
- ensure our services and capital investment model are financially sustainable, enabling long term investment in our strategic priorities.

### We will know we are successful when:

- staff satisfaction exceeds 75%
- staff turnover is less than 18%
- staff reflect the diversity of the Australian community
- lived experience expertise is represented at all levels of the organisation
- there is an increase in the proportion of staff with more than two years' service
- there is an increase in leadership training hours per emerging leader FTE
- our retained earnings have tripled and our investment in innovation is 2% of total revenue.



## We will contribute to a better, stronger Australian mental health system.

We will strengthen our contribution to improving the broader Australian mental health system.

### To do this, we will:

- deepen our research and evaluation capability to support service design and innovation underpinning our own service improvement, as well as influence better system-wide service delivery and policy development
- strengthen our data capability and culture to enable better measurement of outcomes and impact
- grow our profile to ensure we are highly effective in our advocacy and can influence system improvement and policy development.

### We will know we are successful when:

- we catalyse coalitions that influence policy development and direction
- we participate in policy development, sector leadership, conferences and research partnerships
- our research and measurement contribution wins awards and is used by policy makers, commissioning bodies and community organisations to improve mental health services and systems
- we have measurable outcomes that successfully inform future investment and service expansion.





Help, hope and purpose

**Mind Connect**

1300 286 463

**Carer Helpline**

1300 554 660

[mindconnect@mindaustralia.org.au](mailto:mindconnect@mindaustralia.org.au)

[mindaustralia.org.au](http://mindaustralia.org.au)



Mind Central Office | 86-92 Mount Street  
PO Box 592 | Heidelberg VIC 3084

Mind Australia Limited ABN 22 005 063 589



Registered NDIS provider