

Strategic Plan 20-23

It is with great pleasure that we present Gellibrand's 3-year strategic plan to members of Gellibrand, families, our staff, and the communities we serve.

Our Committee of Management has worked energetically to craft this strategic plan around five core strategic pillars, each comprising an essential area of focus for our organisation (quality; governance & safety; culture & technology; community; and growth & sustainability). Under each pillar we present a set of adroit strategic objectives and initiatives which will guide and equip Gellibrand to move forward in its mission over the next three years. This framework provides Gellibrand with a clear, unambiguous course of action which will ensure we continue to deliver the highest quality services to our clients and their families.

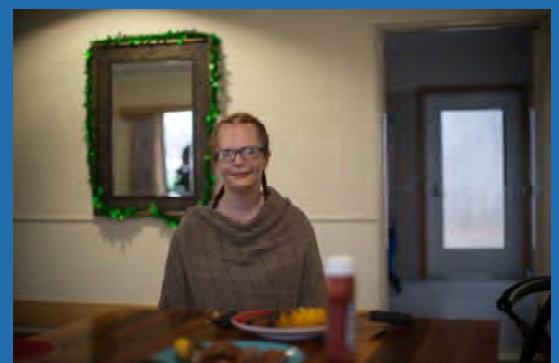
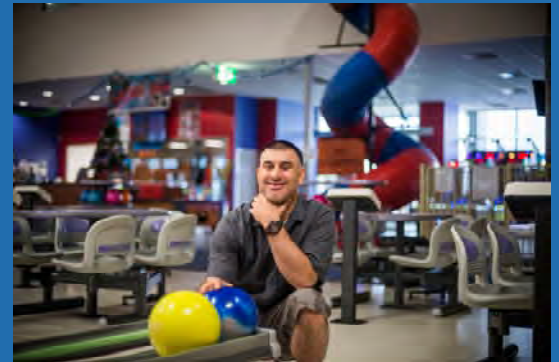
Work has already commenced on a number of key initiatives under our new strategic plan. This includes the refurbishment of our Withers Street head office site; we have also begun construction of a holiday house which is planned to be available for use by clients and families from January 2021.

Gellibrand has been deeply fortunate over many years to receive funding from DHHS (until 2019), and NDIA (from 2019 onwards). In this document we acknowledge our funding agencies and networks. Above all, we wish to take this opportunity to express our gratitude to each of the people, communities and neighbourhoods we serve. Without your confidence in Gellibrand we would not be able to deliver best quality care to people with disability, and their families.

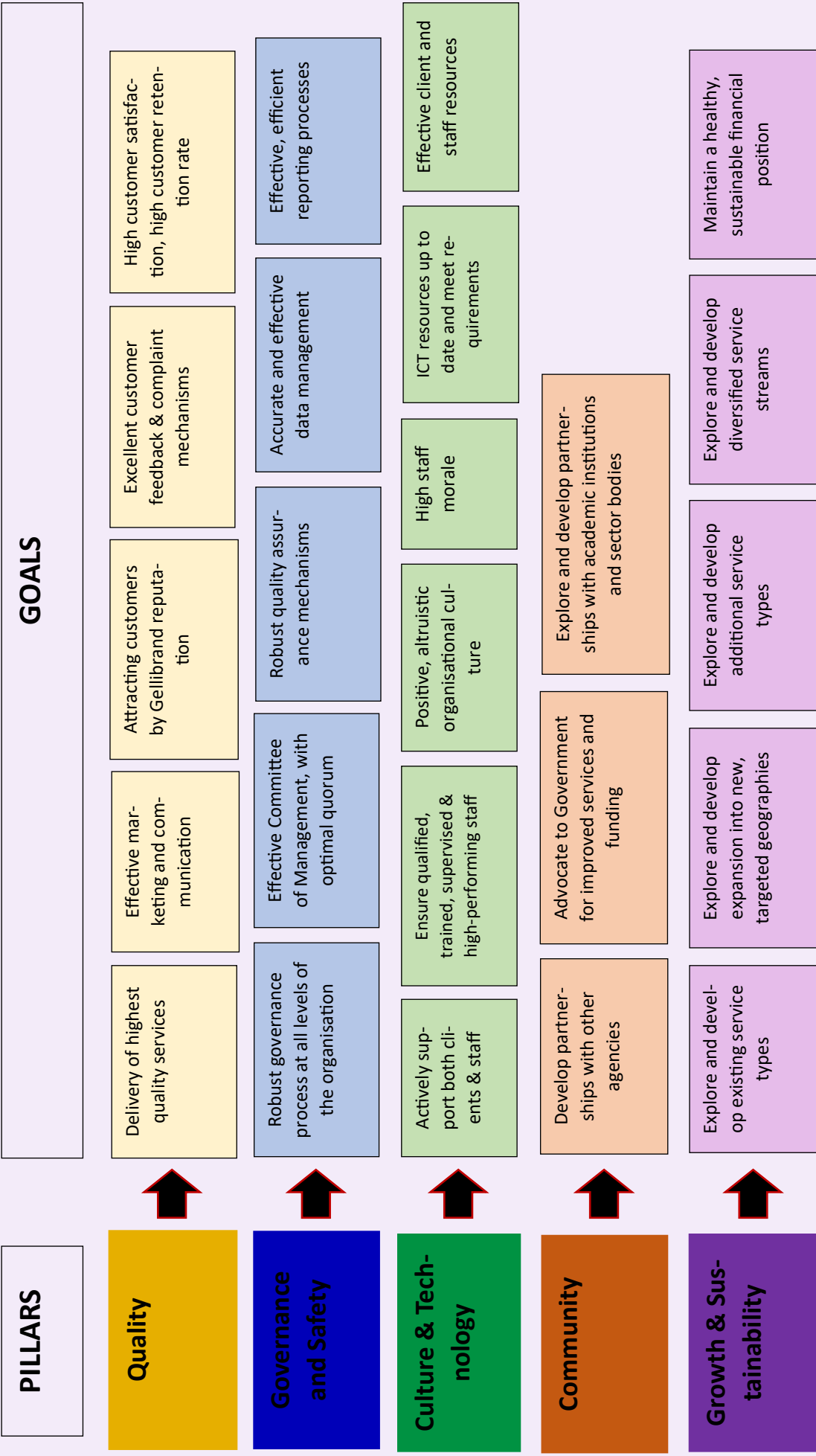
We also acknowledge the contributions made by all members of staff, and by the project team who have worked so tirelessly to develop this strategic plan and ensure its success.

Mary Burbidge
President

Matthew Hoyle
CEO



GELLIBRAND STRATEGIC PLAN 2020-2023 OVERVIEW



STRATEGIC INITIATIVES

Each Pillar of the Gellibrand Strategic Plan 2020-2023 specifies a series of practical initiatives designed to enhance, grow, and guide the way we do business, to provide the very best quality care to the people and communities we serve.

PILLAR 1: QUALITY

Focus Areas:

**Highest Quality Services; Marketing
(Customer Attraction, Satisfaction
and Retention)**

Strategic Initiatives Under Pillar 1:

1.1.1 Establish a process for data gathering and dissemination of learnings across the organisation for input in Service Improvement. (e.g. note-taking during plan meetings, continuous feedback from families, staff & clinicians and capturing customer stories)

1.1.2 Develop documented Physical Infrastructure Review process (e.g. annual review of houses, contents and environment)

1.1.3 Develop/Improve the process for incident trends and introduce a 'Near-Misses' trend review process & share learnings across the organisation

1.1.4 Bi-annual reporting of staff mandatory training record

1.2.1 Establish and further develop organisational Team Member intranet

1.2.2 Establish family portal

1.2.3 Utilise on-line marketing channels

1.2.4 Improve online presence to maintain positive brand and continue to grow the business

1.3.1 Service evaluation and improvement

programs fully implemented (through data, surveys & feedback)

1.3.2 Strengthen the relationship with Gellibrand network partners; Support Planners, NDIA, Day Placements, Disability Justice, Local Community and others

1.3.3 Develop a system to capture customer stories

1.4.1 Review and update customer feedback & complaint mechanisms

1.4.2 Explore and implement proactive customer feedback processes; e.g. initiating conversations with families by Gellibrand Customer Well-being team.

1.5.1 Review the Direct Client Support section of the Practice Manual to ensure that they are in line with best practices and facilitate high quality outcomes for clients

1.5.2 Conduct a customer Journey Mapping exercise to ensure that Gellibrand continuously improve quality, consistency and efficiency & provide better outcomes for our clients

1.5.3 Capture and analyse data relating to client retention, complaints & feedback, and analyse trends.

PILLAR 2:

GOVERNANCE & SAFETY

Focus Areas:

**Governance; Reporting; Quality
Assurance**

Strategic Initiatives Under Pillar 2:

2.1.1 Review and refresh all Gellibrand Overarching Policies to bring them in line with NDIS Quality and Safeguards standards.

2.1.2 Develop and implement Business Continuity Plan.

2.1.3 Develop and implement Media Policy and Communication protocols.

2.1.4 Review and refresh Pandemic Plan.

2.1.5 Review, refresh and implement Incident Management Guide.

2.1.6 Establish a Best Practice Committee to undertake root cause analysis, near miss analysis, etc.

2.2.1 Redefine:

- Requisite quota of CoM members to meet present needs.
- Quorum for CoM meetings.

2.2.2 Recruit new CoM members to meet requisite quota.

2.2.3 Conduct needs analysis and provide targeted training for CoM members:

- Induction.
- Finance training.
- Company Director training.
- Embed a culture of positivity, respect and solution-focused governance.

2.2.4 Amend Gellibrand constitution to permit:

- Change to requisite quota of CoM Directors.
- Maintaining a balance between physical attendance and online meetings (e.g. Zoom, Skype, etc.).

2.2.5 Establish a Legal Retainer with a solicitor firm to support CEO & CoM in legal matters, if a suitable skill are not secured at the CoM.

2.2.6 Amend the cycle of CoM meetings to balance "Business as Usual" and strategic topics.

2.3.1 Review all existing Quality Assurance Mechanisms to ensure complete alignment

with NDIS Quality and Safeguarding Framework.

2.3.2 Develop and implement Gellibrand Environmental Policy and Protocols.

2.3.3 Develop and implement Gellibrand waste management initiatives.

2.4.1 Explore and transition service information management into electronic platforms, to meet the needs of the organisation.

2.4.2 Develop and implement a new document management system to store and retrieve information using structured libraries and meta-data.

PILLAR 3:
CULTURE & TECHNOLOGY
Focus Areas:
People and Culture; Resources
(Technology and Facilities)

2.4.3 Develop consistent data capture protocols for both structured and unstructured data (e.g., how comments and feedback are reported).

2.5 Review and enhance Gellibrand reporting processes and protocols.

Strategic Initiatives Under Pillar 3:

3.1.1 Develop and implement a Team Member Development Plan.

3.1.2 Develop and implement a best practice approach to development and support of managers.

3.1.3 Review, update and enhance staff support processes (including Employee Assistance Program; peer support; mentoring processes, mindfulness etc.).

3.2.1 Implement and embed a Human Resources software, and a stronger framework for supporting Team Members.

maintained, commensurate with organisational growth and increasing staffing complexities.

3.3.1 Embed the Customer Service Framework within direct supports for Team Members.

3.3.2 Develop and implement an Internal Communications Strategy.

3.3.3 Review the Service Manager Handbook and Practice Manual, to ensure systems are clear, comprehensive and up-to-date.

3.3.4 Expand the role of Service Improvement team to visit all sites and review processes, to ensure consistent implementation organisation-wide.

3.3.5 Continue training and development of managers with a focus on:

- Systems/controls thinking.
- Current Best Practice and Innovations.
- Team Member Performance Development.
- Active Supports.

3.4.1 Develop and introduce reward and recognition schemes for Team Members.

3.4.2 Refresh the outdated office interior to make it engaging and pleasant for staff.

3.4.3 Check and refresh Sleep-Over facilities.

3.4.4 Implement scheduled activities to improve and enhance engagement between Committee of Management and Team Members, e.g.:

- Scheduled site/Team Member visits by CoM.
- Video communications to staff from CoM Directors.

3.5.1 Conduct review and needs analysis of current ICT requirements and resources, focusing on capacity to meet service and reporting needs.

3.5.2 Develop medium-term projected ICT Plan (including budgets) for upgrade, replacement and acquisition of ICT resources, per needs analysis.

3.5.3 Acquire & establish upgraded ICT resources, per ICT Plan.

3.5.4 Establish and implement a schedule for periodic evaluation reviews of ICT resource performance and effectiveness.

3.6.1 Conduct review and needs analysis of existing plant, tools, vehicles and equipment.

3.6.2 Develop medium-term Infrastructure Plan (including projected budgets) for upgrade, replacement and acquisition of plant, equipment, etc., per needs analysis.

3.6.3 Review and assess efficiency and cost-effectiveness of current fleet of disability vehicles, and explore rental potential for buses

and other vehicles.



Strategic Initiatives Under Pillar 4:

4.1.1 Enhance and strengthen Gellibrand's relationship with NDIA.

4.1.2 Develop and implement a Networking & Collaboration Strategy to strengthen Gellibrand's connections with other disability support provider agencies.

4.1.3 Develop and implement a plan for targeted networking activities (e.g. attending expos, conferences, workshops, sector-specific events) to grow and enhance networks with Disability Support Coordinators.

4.2.1 Expand links with Local Government, including building and enhancing relationships and liaison with local MP's in Gellibrand service catchments.

4.2.2 Contribute to Royal Commissions (and other Federal Initiatives) via submissions to advocate for improved services and increased funding to enhance disability services.

4.3.1 Develop and implement a Liaison Plan to build and enhance relationships with Academic Institutions. Participate in research, innovation and advocacy via these channels.

4.3.2 Continue to grow and enhance links with Peak Bodies in the disability, health and social services sectors. Participate strongly in advocacy via these channels.

5.1.6 Young People in Nursing Homes.

5.2.1 Establish relationships with developers to support targeted service expansion, and undertake analysis of Head Office site potential.

5.2.2 Establish Gellibrand services in new growth corridors.

5.2.3 Build partnership with Parks Victoria and other targeted community organisations, to support community partnerships and venue

Access.

5.3.1 Develop new services under TAC funding.

5.3.2 Explore Disability Justice funding.

5.3.3 Explore NDIS funding items that are not currently accessed by Gellibrand.

5.3.4 Establish and enhance networks with short term accommodation providers (e.g., hotels/motels, etc.) to secure low-cost/no-cost

short-term accommodation (e.g., respite; holiday, etc.).

5.3.5 Draw upon experience gained from existing partnerships to develop additional SDA partnerships across both public and private sectors.

5.3.6 Explore various opportunities for potential partnerships and synergies with other NFP organisations to expand in existing and/or new areas.

5.3.7 Establish a Social Venture business which can be used as a funding stream, as well as a centre for providing CP activities.

5.4.1 Develop company marketing materials and brochures, and target philanthropic funding sources or corporations supporting the Disability Sector.

5.4.2 Explore the viability of new service models (both NDIS and Non-NDIS funding) which have alignment with Gellibrand Services.

PILLAR 5:

GROWTH & SUSTAINABILITY

Focus Areas:

Growth, Financial Sustainability

Strategic Initiatives Under Pillar 5:

5.1.1 Re-brand ISP/MAP services to align with the funding streams (e.g., Community Participation).

5.1.2 Grow Community Participation Services, and expand to new areas.

5.1.3 Grow SIL services in partnership with SDA providers.

5.1.4 Grow Respite Services.

5.1.5 Support Co-ordination.

e.g., Plan Management; Speech Therapy; O.T.; Fee for Service (e.g. Autism); Disability Employment Assistance; etc.

5.4.3 Obtain Fundraising License from Consumer Affairs Vic.

5.4.4 Prepare 'shovel-ready' projects that can be marketed to potential donors, or through other platforms (e.g. innovative projects such as establishing a Vocational Centre for People with Disabilities).

5.4.5 Explore block-funding grants which are aligned, or relate to, existing services.

5.4.6 Develop a strong investment strategy, and diversify income and earnings portfolios (e.g., create a managed investment portfolio).

5.5.1 Research and identify the most effective & cost-efficient electronic financial management system to support real-time financial analysis and forecasting.

5.5.2 Develop and implement protocols to protect Gellibrand intellectual property (e.g., by registering copyright brand image and key logos).





Operational Plan 20-23

QUALITY

Delivery of contemporary, highest quality, evidence-based services.	Working on establishing a process for data gathering and dissemination of learnings across the organization for input in Service Improvement, developing documented Physical Infrastructure Review process, and improving the process for incident trends recording and introduce a 'Near- Misses' trend review process & share learnings across the organization. Bi-annual reporting of team members mandatory training record
Effective marketing and communication mechanisms in place	Working on establishing and further developing organizational Team Member intranet, establishing a family portal, utilizing on-line marketing channels, and Improving online presence to maintain a positive brand and continue to grow the business.
Robust customer feedback and complaint mechanisms in place	Exploring and implementing proactive customer feedback processes; e.g. initiating conversations with families by the Gellibrand Customer Wellbeing team.
High customer satisfaction and high customer retention rate	Reviewing the Direct Client Support section of the Practice Manual to ensure that they are in line with best practices and facilitate high-quality outcomes for clients, and capturing and analyzing data relating to client retention, complaints & feedback, and analyse trends

GOVERNANCE, REPORTING QUALITY ASSURANCE

Robust governance processes at all levels of the organization	Developing and implementing Business Continuity Plan, Media Policy, and Communication protocols. Reviewing and refreshing Pandemic Plan, and implementing an Incident Management guide. Establishing a Best Practice Committee to undertake "root cause" analyses, "near miss" analysis, etc.
Skilled, well-trained, effective Committee of Management with an optimal quorum	A requisite quota of CoM Directors to meet present needs, and Quorum for CoM meetings. Recruiting new CoM Directors to meet requisite quota. Maintaining a balance between physical attendance and online meetings (e.g. Zoom, Skype, etc.). Establishing a Legal Retainer with a solicitor firm to support CEO & CoM in legal matters. Amending the cycle of CoM meetings to BAU and Strategic topics.
Robust Quality Assurance Mechanisms are in place	Developing and implementing Gellibrand waste management initiatives



CULTURE & TECHNOLOGY

Team Members are well-qualified, well-trained, well-supervised, and high performing	Establishing Human Resources Software and a stronger framework for supporting Team Members.
High staff morale	Refreshing the outdated office interior to make it engaging and pleasant for team members. Sleep-over facilities are checked and refreshed
ICT resources are up to date and innovative, and meet all service, data, and reporting needs	Conducting review and needs analysis of current ICT needs and resources, focusing on capacity to meet service and reporting needs. Developing medium-term projected ICT Plan (including budgets) for an upgrade, replacement, and acquisition of ICT resources, per needs analysis.
Client and Team Members resources	Developing medium-term infrastructure Plan (including projected budgets) for an upgrade, replacement, and acquisition of plant, equipment, etc., per needs analysis

GROWTH & SUSTAINABILITY

Gellibrand explores & develops existing service types	Re-branding ISP/MAP services to align with the funding line items e.g. Community Participation. Growing Community Participation Services & expanding to new areas. Growing SIL services in partnership with SDA providers.
Gellibrand explores & develops additional service types	Developing new services -TAC funding and exploring Disability Justice funding, and NDIS funding items that are not used by Gellibrand.
Gellibrand explores & develops diversified funding systems	Obtaining Fundraising License from Consumer Affairs Vic. Completing the investment strategy com & investment commenced.
Gellibrand maintains a healthy, sustainable financial position	Developing and implementing protocols to protect the Gellibrand intellectual property (e.g., by registering copyright): eg brand and image, key logos, etc.