

Strategic Plan 2017-2019

Building a better tomorrow



“ We are navigating a rapidly changing environment, seeking new possibilities and opportunities and inspiring people to join us in our pursuit of a world where people are able to recover and live a valued and fulfilling life. ”

Neil Guard
Chief Executive Officer



Message from the Chief Executive Officer

Neil Guard

For over four decades Richmond Wellbeing has provided reliable and highly regarded services to many thousands of people in the Western Australian community experiencing mental health challenges. Our fundamental belief that people can and do recover has been unwavering and our commitment to recovery oriented practice has enabled many people to regain hope and confidence, regain control, rebuild relationships and live a valued and fulfilling life.

Looking forward, our commitment to these objectives is unchanged, but the rapidly changing environment in which we are operating requires us to plan strategically to be a flexible, responsive and sustainable organisation that thrives over the next three years and well into the future. To do so requires us to set ambitious targets of being the provider of choice for consumers and the employer of choice for employees.

The development of the Richmond Wellbeing Strategic Plan 2017-2019 has been a highly collaborative process involving significant input from our Board, executive, staff, and committee members, and also from many consumers and families who access our services.

The process was also informed by extensive consultation with many external stakeholders, including some who provide funding support, others who partner with us in relation to service delivery, and others who supply services to our organisation.

The outcome is a courageous Strategic Plan that will steer our efforts and priorities over the next three years. It demonstrates an intention to target growth opportunities both aligned to our current core business and also by applying our expertise to meet client needs where opportunities arise in new business areas.

Key to our success over the next three years will be:

- ongoing investment in our people, capability and culture;
- capitalising on systems capability and seizing technology opportunities;
- development of strategic partnerships, alliances and collaborations;
- ensuring our products and services meet client needs and improved client engagement through integrated channels;
- building our brand;
- increased measurement and demonstration of outcomes.

Our Strategic Plan 2017-2019 will be underpinned by annual operational plans for each area of our business, including detailed strategies that will contribute to the achievement of our strategic priorities and objectives. Progress will be reviewed on a regular basis and strategies refined as required.

I am delighted to present the Richmond Wellbeing 2017-2019 Strategic Plan and am genuinely looking forward to working with you on the exciting journey ahead.



Neil Guard
Chief Executive Officer

Strategic Plan 2017-2019

Our Vision

A community where people are able to recover and live a valued and fulfilling life.

Our Purpose

We work alongside people, employing leading practice, to support recovery and wellbeing.

Our Strategic Priorities



Improve and optimise our service delivery to grow our business in our core markets



Apply our expertise to grow our business and support our community in new market segments



Diversify and grow our revenue base

Our Core Values

Hope

We believe that people can and do recover from mental illness, and we strive to promote hope, control, opportunity and choice.

Inclusion

We embrace diversity, respect and value people's differences, and consistently seek to support people to realise their full potential as connected and contributing members in the community.

Service Excellence

We consistently aspire to exceed customer expectations, pursue opportunities for continuous improvement and quality, and take a proactive approach to seeking, identifying and leveraging current and future opportunities.

Compassion

We work in a person-centred way, demonstrating empathy, authenticity, honesty, integrity and human kindness in all our relationships with individuals, families, colleagues and the community.

Our Enablers

- People, Capability and Culture
- Financial Strength
- Quality Systems and Processes
- Brand and Marketing

Our Strategic Objectives



Pursue all opportunities for expansion of community residential and community support services, as projected under the Mental Health, Alcohol and other Drugs Services Plan.

Embed service excellence and a focus on total wellbeing (including recovery, physical health and community engagement/inclusion) as priority focus areas across all services.

Build on our growing expertise to expand services for vulnerable population groups, including Aboriginal and Torres Strait Islander, CaLD and LGBTIQ+ communities.

Use evaluation and research to support the expansion of evidence based services.

Develop a Peer Support Strategy and expand the peer workforce to increase the availability of personal recovery-oriented support services.

Work with housing providers to increase access to housing for people with mental health and other conditions.



Proactively engage with the NDIS to maximise opportunities to expand our provision of person-centred, recovery-oriented services; including through the provision of additional support clusters, geographic expansion, enhanced marketing and promotion.

Build organisational capacity and/or partnerships to become leaders in supporting the recovery of people with particularly complex conditions; for example, with co-occurring mental health, AOD and/or cognitive disability conditions; or services associated with the justice or corrections system.

Pursue the development of partnerships to provide mental illness prevention, mental health promotion and recovery-oriented services for people across the life span and in new service settings; for example:

- for young people moving in and out of acute care,
- for older adults in community or residential settings,
- for migrant arrivals,
- for workplaces.



Develop an innovative fundraising strategy enabling individual, community and corporate giving.

Develop corporate partnerships and alliances to provide funding and in-kind support which contribute to the achievement of our strategic priorities.

Identify, research and develop opportunities to commercialise innovative products and services, or develop fee for service programs to reinvest in supporting our community.

For example, opportunities may exist in:

- learning and development,
- mental health support to the corporate sector,
- sector recruitment and training,
- alternative recovery services, including carer respite and support,
- psychotherapeutic and counselling services.

Our Enablers

People, Capability and Culture

Building our workforce capability by investing in our people and culture. Priorities include:

- Recruitment and retention practices that promote the organisation as an employer of choice.
- A high performance culture embedded through a collective commitment to the achievement of organisational objectives and values, performance management, rewards and recognition.
- A training and development framework that builds capability at all levels of the business.

Financial Strength

Building on our financial strength through:

- Strong financial governance and risk management, to maintain financial efficiency.
- Clearly defined and closely monitored financial and performance targets and metrics.
- A planned, structured and analytical approach to tendering for new or renewal contracts and/or pursuing new business opportunities, to ensure financially viable and sustainable outcomes.

Quality Systems and Processes

A sound governance structure, systems and processes to support effective and efficient service delivery and business growth.

Priorities include:

- A coherent ICT architecture to support the delivery of business systems to end users.
- A clear governance framework and documented management systems.
- Embedding a continuous improvement culture and quality improvement principles and processes throughout the organisation.

Brand and Marketing

Building our brand in existing and new marketplaces. Priorities include:

- Introduction of a new and user friendly website.
- A marketing and communications strategy that engages our target audiences through relevant and diverse channels.
- A clearly defined media and PR plan, to raise our organisational profile through consistent media and communications engagement.

Our Key Strategic Outcomes

Growth in overall service delivery, including client numbers year on year.

Demonstrated improvements in client outcomes (including satisfaction) year on year.

Improvements in employee retention, engagement and satisfaction.

Diversification of revenue streams, and growth in revenues from sources other than government (e.g. corporate partnerships, donations).

Increase in net profitability of operations.

About Richmond Wellbeing

Richmond Wellbeing has been walking the journey of recovery alongside people experiencing mental health challenges and their families since 1975.

Over the past 40 years Richmond Wellbeing has grown into one of the largest non-government organisations in the mental health sector in Western Australia, with services across the Perth Metropolitan area and in the southern regions of the state.

Richmond Wellbeing is a leader in mental health reform and a key influencer in bringing Recovery into mainstream practices. We genuinely believe that people can and do recover from mental illness and all our programs are underpinned by this belief, along with a commitment to the empowerment of service users, families and carers in the planning, design and delivery of services.

Incorporating physical, mental and emotional health, we deliver supports that cover all aspects of total wellbeing, assisting people to live a meaningful and contributing life of their choosing.

Office Hours

Monday to Friday, 8am to 5pm.
We are closed weekends and all Public Holidays.

CONTACT US

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