

## Strategic Planning Forum

### Focus Group 14 May 2011

Dear Mambourin Community member,

As part of Mambourin's strategic planning forum, the Board invited participation from any interested person in a Focus Group discussion about the future needs of Mambourin's service users and where the group sees Mambourin in five years' time.

Following is a summary of the discussions that took place at this Focus Group meeting.

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The focus group started with the CEO Rohan Braddy showing a video called "Goals" which explained how the purpose of the strategic planning forum was to set goals for Mambourin's future.

Rohan then asked participants to work in pairs and to write down three things that Mambourin currently does. They could be things we do well, things we do not so well, things that we do for an individual, or for the whole organisation, or for a group.

The pairs then made larger groups and discussed what they had written down, and then the whole group put together what they had come up with.

The table on the next page is a summary of what the group said.

The group discussed that this list doesn't cover everything we do but the group thought it shows a fairly good cross-section of the important things we do.

Rohan then asked if there are any of these points that we would NOT be doing in five years' time. These points are in **red**.

## Things we do now

<ul style="list-style-type: none"> <li>Provides a forum to interact with other clients and make friends</li> </ul>	<ul style="list-style-type: none"> <li>Could do better: communication and consultation with service users</li> </ul>
<ul style="list-style-type: none"> <li>Respite</li> </ul>	<ul style="list-style-type: none"> <li>Employ hundreds of people</li> </ul>
<ul style="list-style-type: none"> <li>High quality service</li> </ul>	<ul style="list-style-type: none"> <li>Transport options</li> </ul>
<ul style="list-style-type: none"> <li>Client opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Provide transport</li> </ul>
<ul style="list-style-type: none"> <li>Mambourin is a diversified service provider</li> </ul>	<ul style="list-style-type: none"> <li>Suggestion: Community at large needs to be informed – communication</li> </ul>
<ul style="list-style-type: none"> <li>Employment</li> </ul>	<ul style="list-style-type: none"> <li>Bad communication</li> </ul>
<ul style="list-style-type: none"> <li>Provide Bill with employment</li> </ul>	<ul style="list-style-type: none"> <li>Community</li> </ul>
<ul style="list-style-type: none"> <li>Look after supported employees (do it well)</li> </ul>	<ul style="list-style-type: none"> <li>Mambourin is inclusive</li> </ul>
<ul style="list-style-type: none"> <li>Education &amp; promotion of services</li> </ul>	<ul style="list-style-type: none"> <li>Job satisfaction</li> </ul>
<ul style="list-style-type: none"> <li>Learning new skills</li> </ul>	<ul style="list-style-type: none"> <li>Training for day services people</li> </ul>
<ul style="list-style-type: none"> <li>Mambourin doesn't own enough of its own facilities</li> </ul>	<ul style="list-style-type: none"> <li>Mambourin's vision is longer and is proactive</li> </ul>
<ul style="list-style-type: none"> <li>Mambourin's potential is limited by government funding stream</li> </ul>	<ul style="list-style-type: none"> <li>Most clients appreciate the services provided by Mambourin</li> </ul>
<ul style="list-style-type: none"> <li>Mambourin let down some people (by closing the Café)</li> </ul>	<ul style="list-style-type: none"> <li>Mambourin is a respected service provider – good reputation</li> </ul>

## Things we should be doing in five years

The group then went through a similar activity, this time thinking about what things we should be doing in five years' time.

The table starting on the next page summarises the work done in this activity.

In the left hand column is what the group said. Related points have been grouped.

In the right hand column are the relevant points in Mambourin's Strategic Plan which address what the group said.

Things we should be doing in five years	Points in Mambourin's Strategic Plan
<ul style="list-style-type: none"> <li>▲ Specialists in Autism</li> <li>▲ Services to autistic clients</li> <li>▲ Mambourin having its own Allied Health Team – OT, Physio, Speech Therapist etc</li> </ul>	<ul style="list-style-type: none"> <li>▲ Develop a plan to provide additional client services (e.g. physio, psychologist, speech)</li> <li>▲ Establish an organisational Training Plan</li> </ul>
<ul style="list-style-type: none"> <li>▲ Centres of excellence</li> <li>▲ Specialists in offering excellent programs for High Needs clients</li> <li>▲ Better programs for High Needs clients</li> <li>▲ Increasing variety of programs offered</li> <li>▲ More client focused services</li> <li>▲ Wider range of tailored day support group programs</li> <li>▲ A wider variety of programs for clients</li> <li>▲ User Focused IT</li> <li>▲ Improve ICT possibilities for our clients, to increase their individual potential e.g. using iPad2</li> <li>▲ Outcome based programs</li> <li>▲ High level communication programs</li> </ul>	<ul style="list-style-type: none"> <li>▲ All funded service users have a quality plan</li> <li>▲ All funded service users have goals identified and measured objectively and systematically</li> <li>▲ Program offerings fully categorised, restructured and implemented</li> <li>▲ Develop a Quality System across the organisation</li> <li>▲ Undertake market analysis</li> <li>▲ Appoint a dedicated Quality Manager</li> <li>▲ Develop Program Outcome Reports to support the Person Centred Planning process</li> <li>▲ Establish and train a specialist team in the management of behaviours of concern</li> <li>▲ Deliver training to all staff in Quality</li> </ul>
<ul style="list-style-type: none"> <li>▲ Be an organisation that is known and respected</li> <li>▲ Partnerships with local schools</li> <li>▲ Partnerships with training providers for staff development</li> <li>▲ Provide uniforms to advertise Mambourin</li> <li>▲ Better communication</li> <li>▲ Improved communication at all levels</li> <li>▲ Regular monthly information in local papers "What Mambourin does"</li> </ul>	<ul style="list-style-type: none"> <li>▲ Establish and enhance community partnerships</li> <li>▲ Establish a Marketing Plan</li> <li>▲ Establish a relationship with a Registered Training Organisation (RTO) and eventually become an RTO</li> </ul>
<ul style="list-style-type: none"> <li>▲ Increased supported employment</li> <li>▲ Wider choice of employment, not just mundane work</li> <li>▲ More supported employees moving to open employment</li> <li>▲ Provide a pathway to open employment</li> <li>▲ Providing services for ageing clients and parents</li> <li>▲ Providing services to an ageing community</li> </ul>	<ul style="list-style-type: none"> <li>▲ Identify and document pathways</li> <li>▲ Assess all Supported Employees using Business Services Wage Assessment Tool</li> <li>▲ Develop and implement a Training Plan for Supported Employees</li> <li>▲ Develop Certificate 1 and 2 programs</li> </ul>
<ul style="list-style-type: none"> <li>▲ Safer environment</li> </ul>	<ul style="list-style-type: none"> <li>▲ Develop an Occupational Health and Safety (OH&amp;S) system</li> <li>▲ Achieve OH&amp;S compliance with external assessment</li> <li>▲ Deliver training to all staff in OH&amp;S</li> </ul>

Things we should be doing in five years	Points in Mambourin's Strategic Plan
<ul style="list-style-type: none"> <li>▲ Getting more government funding</li> <li>▲ Reduced dependence on government funding</li> <li>▲ Growing population means more services to be provided (growth)</li> </ul>	<ul style="list-style-type: none"> <li>▲ Increase revenue in Day Services by attracting more service users</li> <li>▲ Increase revenue across the organisation especially in Australian Disability Enterprises (ADE)</li> <li>▲ Establish the Mambourin Foundation</li> <li>▲ Diversify income sources</li> <li>▲ Hire a Fundraising Manager</li> <li>▲ Establish a Fundraising Program</li> </ul>
<ul style="list-style-type: none"> <li>▲ Need formal work experience from Year 10 – all schools in Wyndham (should be all schools in western suburbs)</li> </ul>	<ul style="list-style-type: none"> <li>▲ Develop a Volunteer / Work Experience / Student Plan</li> </ul>
<ul style="list-style-type: none"> <li>▲ Include public transport, cost efficient transport services, which could lead to expanded rather than reduced services</li> </ul>	<ul style="list-style-type: none"> <li>▲ Establish an Alternative Transport System</li> </ul>
<ul style="list-style-type: none"> <li>▲ To open up another hospitality facility</li> <li>▲ Café in a shopping centre</li> <li>▲ A new centre in Werribee for packaging services, day support and garden services</li> </ul>	<ul style="list-style-type: none"> <li>▲ Consolidate ADE financial position by reducing expenses</li> <li>▲ Establish a plan to meet all financial key performance indicators</li> <li>▲ Review buildings and other resource utilisation</li> </ul>
<ul style="list-style-type: none"> <li>▲ A reputable provider of respite services</li> <li>▲ Expand access to respite services</li> </ul>	<ul style="list-style-type: none"> <li>▲ Develop a plan to extend respite to more people with disabilities</li> </ul>
<ul style="list-style-type: none"> <li>▲ Increased interaction between various sites (share resources and information)</li> </ul>	<ul style="list-style-type: none"> <li>▲ Develop an Emergency Succession Plan</li> <li>▲ Establish a Talent Map</li> </ul>
<ul style="list-style-type: none"> <li>▲ Mambourin will own title of Walls Road site</li> </ul>	<ul style="list-style-type: none"> <li>▲ Establish a plan for securing the title of Walls Road</li> </ul>

## National Disability Insurance Scheme

Rohan explained about the National Disability Insurance Scheme (NDIS). A handout called “**A better way of helping people with a disability**” was given out and Rohan went through it.

More information about the NDIS can be found at the website <http://www.pc.gov.au/projects/inquiry/disability-support>.

## Self-directed approaches

Rohan talked to the group about self-directed approaches and what this would mean is an NDIS came in. In summary:

- Block funding is where service providers are funded directly with lump sum payments. The alternative is ‘individualised’ or ‘self-directed’ funding, where government funds go directly to service users to purchase services.
- The money would be attached to the person and not to an organisation

- Most people would get an entitlement to particular supports (hours of respite and attendant care, aids and appliances, and so on), rather than a budget
- People could elect to get self-directed funding and manage their budget directly
- The NDIS would cover the current full range of disability supports
- Needs assessed, would lead to individualised support packages based on meeting reasonable needs
- People would have much more choice. They would be able to:
  - choose their own service providers
  - ask a disability support organisation to assemble the best package on their behalf
  - cash out their funding allocation and direct the funding to areas of need they think are most important

The group discussed how self-directed approaches are different from block funding and what these changes could mean for them.

Rohan finished by asking the following questions:

- What else should the Board be aware of?
- Are there things that the Board must take into account?
- Are there things that we simply MUST be doing?

Generally the group felt that everything had been covered and everyone had had a chance to say what they wanted to say.

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## Service User Agreements

We believe that some people did not receive an invitation to this Focus Group meeting. This is regrettable because everyone was welcome. We sent invitations home with service users. We understand that this method of communication is not perfect, but it is the best that we can do until we have everyone return their Service User Agreements with all of your contact details on it.

If you have not yet returned your Service User Agreement, we would appreciate it if you could do this at your earliest convenience.

Otherwise correspondence such as invitations might not reach you if we mail them out.

If you would like to discuss any aspect of this letter or anything else to do with your service at Mambourin, please call me on 9731 9201 or email me at [rbraddy@mambourin.org](mailto:rbraddy@mambourin.org).

Yours sincerely,



Rohan Braddy  
Chief Executive Officer