

# Ermha Strategic Plan 2011–2013



## **Vision**

To be a leader in the mental health services sector through the provision of high quality services that promote, develop and sustain the independence and community inclusion of those who have or may acquire a severe mental illness.

## **Mission**

To open up a world of opportunity for people with a psychiatric disability to participate and thrive in the community of their choice.

## **Values**

**Excellence** We perform our work to the highest standards. In order to meet those standards we engage in ongoing reflective practice, education and professional development. This ensures that our client-partners will always benefit from our best efforts.

**Integrity** We honour our commitments to the community we serve. We maintain trust in our interactions with others by completing the things that we agree to and agreeing to undertake only those things that we believe should and can be done.

**Equity** We adhere to the principle that all people should be treated fairly. In particular we treat each client partner in an unprejudiced manner.

**Respect** We have high regard for our client-partners and co-workers. This spirit strengthens the bonds between us. It means we accept each person's unique nature and the contribution each makes to the work we do.

**Honesty** We maintain honesty by seeking to understand and honour each view of a given situation and utilising our values to guide our interactions and actions.

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Goals	Major Strategies	Outcomes & Specific Indicators
Excellence in service	<p>Evaluate, enhance and articulate our core model of service emphasising inclusive, individualised recovery pathways</p> <p>Further develop and embed client participation and feedback systems across the organisation</p> <p>Expand our early intervention, workforce participation and dual disability service areas</p> <p>Ensure service quality and access for all service users, with particular focus on dual diagnosis clients, people with complex needs, people from culturally and linguistically diverse backgrounds, families and carers</p>	<p>Enhanced client outcomes</p> <ul style="list-style-type: none"><li>• Increasing rates of satisfaction registered by clients, carers and families with reports that they are receiving high quality services</li><li>• Improvements in outcome measures for clients</li><li>• Clients follow a clear pathway through the service</li><li>• Clients find services easy to access and navigate</li></ul>
Highly skilled workforce	<p>Review and modernise the organisational strategy for recruitment, orientation, retention, student placements and training</p> <p>Develop and implement an organisational workforce development program to align with best practices</p> <p>Invest in a staff performance improvement and recognition program</p> <p>Research innovative methods for the provision of evidenced based, client centred practice</p>	<p>Staff competently delivering exceptional services</p> <ul style="list-style-type: none"><li>• Job applicants are better qualified</li><li>• Greater response rate to employment advertisements and improved recruitment outcomes</li><li>• Staff retention rates have increased from the previous year</li><li>• Increasingly skilled workforce</li></ul>
An enriched organisational culture	<p>Reinforce a culture that recognises, values and fosters client and carer contributions</p> <p>Increase stakeholder consultation, participation and capacity to collaboratively influence goals and outcomes</p> <p>Empower staff to share their ideas and expand their opportunities for contribution towards future innovations</p> <p>Develop an organisational health and wellbeing program</p>	<p>To be regarded as an organisation of choice</p> <ul style="list-style-type: none"><li>• Clients and carers are satisfied with their involvement and services provided</li><li>• Better staff retention and positive response rates to job satisfaction surveys</li><li>• Staff feel empowered.</li><li>• Positive organisational culture and reputation</li><li>• Increased staff participation in health and wellbeing initiatives</li></ul>

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Service excellence promoted	<p>Strengthen and expand strategic alliances and partnerships</p> <p>Increase the research, advocacy and service development initiatives of the organisation</p> <p>Further develop and articulate the various models of service, highlighting the innovative and unique nature of the approaches undertaken by the services</p> <p>Instigate an annual communications and innovations promotion plan</p>	<p>Increased awareness of our unique services and innovations</p> <ul style="list-style-type: none"><li>Partnerships, funding arrangements and alliances increased from previous years</li><li>Organisational representatives are invited to participate in sector wide initiatives and are able to influence innovation</li><li>Increased positive reputation and awareness of the organisation</li></ul>
Integrated quality improvement systems	<p>Initiate the planned Service Development Unit Strategy</p> <p>Implement a system for identifying and addressing gaps in service delivery</p> <p>Strengthen practice of review and monitoring of organisational processes, policies and procedures</p> <p>Increase organisational focus on quality improvement initiatives</p>	<p>Comprehensive and efficient organisational systems</p> <ul style="list-style-type: none"><li>Organisational systems and processes in place and working effectively</li><li>Quality improvement initiatives on the agenda of all meetings and seen as a priority</li><li>Passing of all quality audits</li></ul>