



ermha
THE FUTURE TOGETHER

2016-19
STRATEGIC PLAN





Our Vision

People experiencing mental illness or disability and their carers are able to thrive in their community, unhindered by discrimination and disadvantage.

Our Purpose

We strive to improve the quality of life and wellbeing of people living with mental illness or disability and their carers, by advocating for and providing, individually tailored support, focused on recovery, independence and social inclusion.

Our Values

- Integrity
- Innovation
- Quality
- Equity
- Safety

Our 2016-19 Strategic Aims

- Be a provider of choice in the mental health and disability sector
- Design and offer a range of exceptional Client Directed services tailored to meet individual needs
- Offer Ermha's expertise to a broader customer cohort
- Strengthen our internal capability to support growth



ABOUT ERMHA

The people Ermha supports want what everybody wants – a sense of self-worth, control to decide what is important to them, a place to live, meaningful activity and good relationships. Mental illness and disability can make these outcomes difficult to achieve and that's why Ermha exists.

Each day Ermha works with people who face significant challenges and each day they take steps toward their goals. We are excited by their successes, but not always surprised. This is because, in Ermha's experience, the right support at the right time helps promote new capacities as well as ones that have been forgotten.

Clients and carers inspire us to learn, innovate and collaborate so that effective, high quality support continues to benefit service users and the wider community.

INTRODUCTION

The field of mental health and disability support is experiencing the most dramatic paradigm shift in a generation, and this strategic plan describes how Ermha will meet the challenges and opportunities that this change will bring.

People from each stakeholder category—Board, staff, volunteers, clients, carers and external agencies—have contributed to this plan for Ermha’s future.

One guiding principle of the plan is greater efficiency and effectiveness in every aspect of Ermha’s work. This focus has positive implications for direct client and carer support, finance, staff recruitment and retention, systems management and more. In particular, it means a stronger competitive position in the new mental health and disability support marketplace.

The plan also reinforces important aspects of our organisational culture. Teamwork, innovative thinking and awareness of our vision, purpose and values, all combine to make the support we provide more effective.

At its core, this plan is about creating the best possible conditions for recovery, independence and inclusion. I am excited to be collaborating with our stakeholders as its implementation continues.

AGATA JARBIN *Chair, Ermha Ltd*







Be a provider of choice
in the mental health
and disability sector

STRATEGIC AIMS



Design and offer a
range of exceptional
Client Directed services
tailored to meet
individual needs



Offer Ermha's
expertise to a broader
customer cohort



Strengthen our
internal capability to
support growth

OUR STORY SO FAR

In 1981 Dandenong had no community-based support for people experiencing mental illness. A small group of citizen-volunteers whose lives had been touched by mental illness decided to do something about it.

Together with several staff members from Dandenong Hospital, they formed the Services and Support Group that evolved into Ermha a year later.

Ermha's first employees, two part time support staff, were hired in 1984 following a successful funding application that also paid for a researcher who would study the community's mental health support needs. Her report stated that, "Of the 2,636 persons known to have received psychiatric care over 1983-84, only 152 have been able to receive any psychosocial rehabilitation". A very small organisation was attempting to tackle a very big problem.

Growth accelerated in 1989 when funds were granted to hire more staff and lease offices, allowing Ermha to establish its home-based outreach service, the forerunner of the 12 programs Ermha manages today.

In Melbourne's southeast, and in the Barwon region since 2010, Ermha's is known for providing high quality support, much of which is offered to people who face multiple and complex challenges. One reason for this reputation is that from the early 80's to the present, Ermha's work has been based on respect and dignity for the people we serve.

The immediate Ermha community – clients, carers, staff, volunteers and board—now numbers over 1,500 people. Most of this growth has occurred over the past decade as the organisation has cemented its position as one of Victoria's primary mental health and disability support services.



STRATEGIC AIM 1

Be a provider of choice in the mental health and disability sector

Objectives	To achieve this we will...
Objective 1 Grow and improve Consumer and Carer engagement and participation	<ul style="list-style-type: none">• Continue to implement, build and refine our Consumer and Carer participation Framework• Define and implement an organisational lived experience model that best suits Ermha's services and embed a process for gathering and using lived experience expertise
Objective 2 Deliver tailored and targeted Education and Training programs	<ul style="list-style-type: none">• Develop a specialist mental health and disability training framework targeting key stakeholders and communities• Deliver a National Disability Insurance Scheme (NDIS) information, training and education package• Promote Ermha's specialist service models
Objective 3 Improve access to our expertise and services	<ul style="list-style-type: none">• Streamline referral pathways into Ermha360 services• Update Ermha's electronic referral and information systems• Implement a client and carer Engagement and Coordination role to support individuals to access and navigate the service system
Objective 4 Actively shape service reform	<ul style="list-style-type: none">• Work with government and other key stakeholders to identify service gaps and design, and deliver service responses to unmet need• Represent our stakeholders in promoting the principles of co-design and consumer directed care as mechanisms for service system improvement



Success will look like...

- Higher rates of participation across the service in consumer and stakeholder advisory groups, program advisory groups, workforce recruitment, and education and training initiatives
 - Lived experience engagement and advice is embedded in our work
 - A culture of collaboration is intrinsic to the Ermha experience for staff and service participants
-
- A broader community cohort will access our tailored mental health and disability training
 - Greater access to Ermha’s service range and expertise
-
- The community can readily access information about Ermha360 services and easily initiate a referral process to them
 - Clients, carers and/or referring agencies are assisted through the process of defining, co-designing, delivering and evaluating an individually tailored support regime
-
- Service gaps are identified and responded to through advocacy and lobbying approaches
 - The expertise of Ermha’s staff, clients, carers and stakeholders is showcased to influence public policy and sector design and development
 - Ermha leads service reform



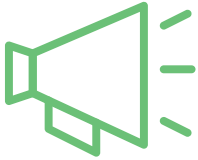
STRATEGIC AIM 2

Objectives	To achieve this we will...
<p>Objective 1 Position Client Directed Care as the foundation of our service design and delivery</p>	<ul style="list-style-type: none"> • Design and deliver individual service package elements in direct consultation with clients and carers • Offer service types that can be selected by clients and/or carers, and packaged according to need and funding availability • Regularly review performance against measures of client and carer satisfaction and apply learnings to drive continuous improvement
<p>Objective 2 Maximise Social Inclusion</p>	<ul style="list-style-type: none"> • Co-design support plans that help to build capacity to engage in employment, training and volunteering • Emphasise social inclusion activities and strategies aimed at increasing clients' and carers' engagement in meaningful activity • Expand and leverage partnerships with colleague agencies that support social inclusion initiatives and activities • Review Ermha's social inclusion principles and expand them into all relevant areas of our work
<p>Objective 3 Expand collaborations and partnerships to increase our efficiency and effectiveness</p>	<ul style="list-style-type: none"> • Engage with partner agencies that add value to the services we deliver • Develop back of house and shared services protocols with colleague agencies • Design new service delivery models and build on the range and quality of services available to our clients and carers
<p>Objective 4 Refine and improve our innovative outcome focused support models</p>	<ul style="list-style-type: none"> • Prioritise efficiencies that have a direct impact on service effectiveness • Expand training in Ermha's evidence based support models • Complete the evaluation of the Ermha360 service model
<p>Objective 5 Enhance our focus on research, education and training</p>	<ul style="list-style-type: none"> • Continue to build the Transitional Dependence Model (TDM) evidence base • Complete the development of the TDM training package for delivery across Ermha, external agencies and stakeholders • Strengthen the working relationships between Ermha and universities, colleges and other research, education and training entities • Reinforce our continuous quality improvement approaches

Design and offer a range of exceptional Client Directed services tailored to meet individual needs

Success will look like...

- Clients and carers choose support package elements from a service catalogue and experience greater control over package design and delivery
 - Clients and carers experience optimum choice and control
 - Clients and carers readily recommend Ermha's services to friends and family
- Ermha's clients and carers are supported to explore their chosen vocational goals
 - Clients and carers access services that promote their social inclusion goals
 - Ermha's social inclusion initiatives are successfully established as funded core business and included in Ermha's catalogue of services
- Increased formal partnership arrangements with services that deliver support directly linked to improved outcomes for clients and carers
 - A multi-agency shared services group that provides complementary services
- Efficient and effective service delivery practices are identified and embedded in the relevant service areas
 - All relevant direct care staff are competent in the Collaborative Recovery Model and the Transitional Dependence Model
 - Ermha's support regimes are underpinned by evidence gathered directly from consumers, carers and referrers
- Ermha360 service evaluation findings published
 - The TDM service model is accepted as an evidence based support model and training is delivered
 - External agencies access training through our Ermha Training Seminars (ETS) project
 - Ermha research continues to build greater sector effectiveness
 - Ermha meets all requirements of the national mental health and disability standards



STRATEGIC AIM 3

Offer Ermha's expertise to a broader customer cohort

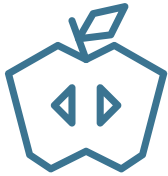
Objectives	To achieve this we will...
Objective 1 Expand the range of services delivered	<ul style="list-style-type: none">• Provide up-to-date information about the National Disability Insurance Scheme (NDIS)• Engage with clients and carers who intend to access NDIS support• Engage with clients and their carers at an earlier stage to build capacity and improve resilience and recovery• Promote the specialist expertise held by Ermha in the areas of complex service design, planning and coordination• Expand accommodation options available to consumers and carers of our service
Objective 2 Extend Ermha's geographical footprint	<ul style="list-style-type: none">• Define the NDIS and Primary Health Network regions that would most benefit from access to Ermha's expertise• Establish operations in regions with potential for growth• Leverage partnerships to support increased service access and greater workforce mobility
Objective 3 Improve accessibility	<ul style="list-style-type: none">• Update Ermha's online information, access and referral pathways to make it easier for people to understand the range of services available, make a referral to the service and navigate service offerings once engaged• Use social media as a service connection enabler• Analyse referrals and implement strategies to overcome barriers• Develop interactive online communications systems to link clients with direct and indirect supports
Objective 4 Offer specialist mental health and disability training services	<ul style="list-style-type: none">• Expand Ermha's education and training arm, to provide up-to-date specialist mental health and disability training to a broader community cohort• Expand Ermha's mental health and suicide safety training



Success will look like...

- Clients and carers in new areas access Ermha’s expert services
 - A greater number of young people access Ermha’s services
 - Ermha’s capacity to co-design, deliver, coordinate and monitor complex supports and behaviour interventions is increased
 - Ermha’s expertise and models of support are accessed by a broader cohort
 - Stable and affordable accommodation options are available to consumers and carers
-
- Ermha has a presence in new NDIS and PHN areas
 - Ermha’s expertise is available to clients and carers through co-location, out-posting and mobile office arrangements with partner agencies
 - Service access is improved through shared services arrangements
-
- Information about Ermha’s range of service options is readily available and easily understood
 - Potential clients and carers successfully access information and referral to Ermha from partner agencies and other services
 - Clients and carers easily access information and supports online
-
- Communities access contemporary mental health and disability education and training through Ermha
 - Local government, businesses and the corporate sector access Ermha’s specialist training






STRATEGIC AIM 4

Objectives	To achieve this we will...
Objective 1 Strengthen our preferred employer status	<ul style="list-style-type: none">• Undertake a staff satisfaction analysis to establish a new continuous improvement baseline• Implement a revised professional development process to build on our continuous learning approaches• Review Ermha's health and wellbeing program• Establish a Recognition of Excellence program to celebrate achievements
Objective 2 Build systems drawing on contemporary technology	<ul style="list-style-type: none">• Initiate an Enterprise Resource Plan (ERP) which integrates all business systems• Design and implement a technology systems upgrade to increase workforce mobility and improvements in client-to-worker communications
Objective 3 Develop our workforce	<ul style="list-style-type: none">• Design and implement a Consumer Directed Care workforce strategy• Continue to expand workforce expertise through the targeted delivery of specialised training• Design and offer a range of flexible working arrangements that meet the changing needs of the organisation and suit the aspirations and lifestyle choices of our staff
Objective 4 Refine Ermha's business models	<ul style="list-style-type: none">• Review all business processes and activities to maximise efficiency and effectiveness across the organisation• Undertake further analysis of our direct service models to align them with the Client Directed Care paradigm• Consult with our clients and carers to identify further service improvements
Objective 5 Build a range of avenues through which the community can invest in the work of Ermha	<ul style="list-style-type: none">• Implement a marketing strategy to bring Ermha and its services to the attention of a broader community cohort• Initiate a fundraising strategy• Expand Ermha's Volunteer program



Strengthen our internal capability to support growth

Success will look like...

- Staff satisfaction levels are consistently improved above the 2016 baseline
 - Ermha staff demonstrate competencies across the range of skills relevant to each worker's area of responsibility
 - Staff report high levels of satisfaction with the organisation's approaches to both support and professional development
 - Flexible working options (designed to cater to varying client and staff needs) are available wherever possible
 - Recognition of excellence in service delivery occurs across the organisation
- An integrated information gathering, management and metrics analysis system is established
 - Direct care staff access technology options that support effective and efficient service delivery
 - Clients and carers access their supports through interactive communications channels
- Ermha's workforce development strategy is aligned with sector changes and are adjusted as further development occurs
 - Ermha's staff demonstrate significant practice expertise
 - Ermha's workforce provides flexibility and efficiency in meeting the needs and preferences of clients and carers
- Ermha's business models are cost efficient, outcome effective and financially sustainable
 - All of Ermha's service models align with the principles of Client Directed Care
 - Clients and Carers routinely assist in and influence service improvement
- Ermha's range of exceptional service offerings is recognised and supported by a broader community cohort
 - Ermha raises additional funding to support its purpose
 - Greater numbers of clients, carers, business partners and the community volunteer their services in support of Ermha
- 



ermha
YOUR LIFE TOGETHER

For telephone enquiries please call Ermha's head office on **1300 376 421**

Ermha Head Office
1st Floor, Building G,
45 Assembly Drive
Dandenong South
VIC 3175

Ermha Community Centre
56 Robinson Street
Dandenong
VIC 3175

Ermha360 Barwon
16-18 Brougham Street
Geelong
VIC 3220

Ermha Op Shop
13 Buckley Street
Noble Park
VIC 3174

www.ermha.org

Design by **LOGOMENSTA**