



**SHARING
THE
JOURNEY**

2020-2023 Strategic Plan

Our Strategic Plan for 2020-2023

From the Chief Executive Officer

It's a very exciting time to be working in the mental health sector. There is no doubt that the sector is experiencing a period of uncertainty and transition, but this will also provide us with many opportunities. We have a skilled and engaged Board and Executive who have a strong desire to grow the business and lead us through this transition. This is very important but in isolation, will not ensure the success of RW into the future.

We must remember the history of Richmond Fellowships and the legacy that we are building on. This organisation was built on the passionate belief that every life is inherently valuable and has worth and potential. That recovery is possible if we see the person, and their experience not an illness. Some things may have changed since Ellie Jansen first started her therapeutic communities in the UK in the 1960's, but what hasn't changed is the importance of listening to the voice of the lived experience. This is because the stigma of mental distress still challenges our beliefs, and impacts the value we place on their lives. Only a true understanding of the voice of the lived experience will overcome this.

As our organisation grows and evolves, we must remain focussed on the community that we are serving. This organisation exists to support those experiencing mental distress, and their families, and their feedback is the ultimate indicator of the success of our service. We aim to create an environment where individuals in our service can lead their own recovery and achieve their potential as a valued member of our community. As we face the challenges of the coming three years, this must remain central to our every endeavour.

We will maintain our focus on the Aboriginal, CaLD and LGBTI groups as these groups need to feel safe and welcome in our services. We have specific strategies to engage with these communities and ensure our services are safe and appropriate for them. We also seek to affect system wide change in how the mental health sector supports these communities. Our aspiration is for an inclusive society where everyone feels safe and welcome in not only RW services, but all health services.

Mental distress continues to have a significant impact on our communities. The hurt and pain it causes

to individuals and families, and the devastation of suicide, is something that we see every day. Rather than be overwhelmed by this, we seek to respond to this community need on a very human level with compassion, empathy and care. When combined with prudent business planning, ethical governance, strong leadership and an entrepreneurial approach, we will ensure RW grows and builds a position of strength whilst living the values and making a meaningful difference in the lives of individuals and our community.

It is a privilege to lead RW and I look forward to the next three years and what we can achieve together.

Adrian Munro
Chief Executive Officer



Strategic Direction 2020-2023

Our Vision

A community where everyone has the opportunity to improve their mental health and wellbeing and live a fulfilling life.

Our Purpose

We work alongside people to support their mental health, recovery and wellbeing.

Our Values



Voice of Hope

We believe hope is a cornerstone of recovery and will always speak out for support and social change for people living with mental health challenges.



Courage and Compassion

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



Inclusion and Diversity

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 client expectations, pursue opportunities for continuous improvement and quality, and take a proactive approach to seeking, identifying and leveraging current and future opportunities.

Our Strategic Focus Areas

- Building Internal and External Capacity and Capability
- Innovative Service Model and Delivery
- Expansion, Scalability and Sustainability

Our Strategic Objectives

- To ensure we have the right people with the right skills.
- To deliver diversified mental health services to the community that are innovative and respond to the needs of the changing environment.
- To responsibly grow our business for the long term.

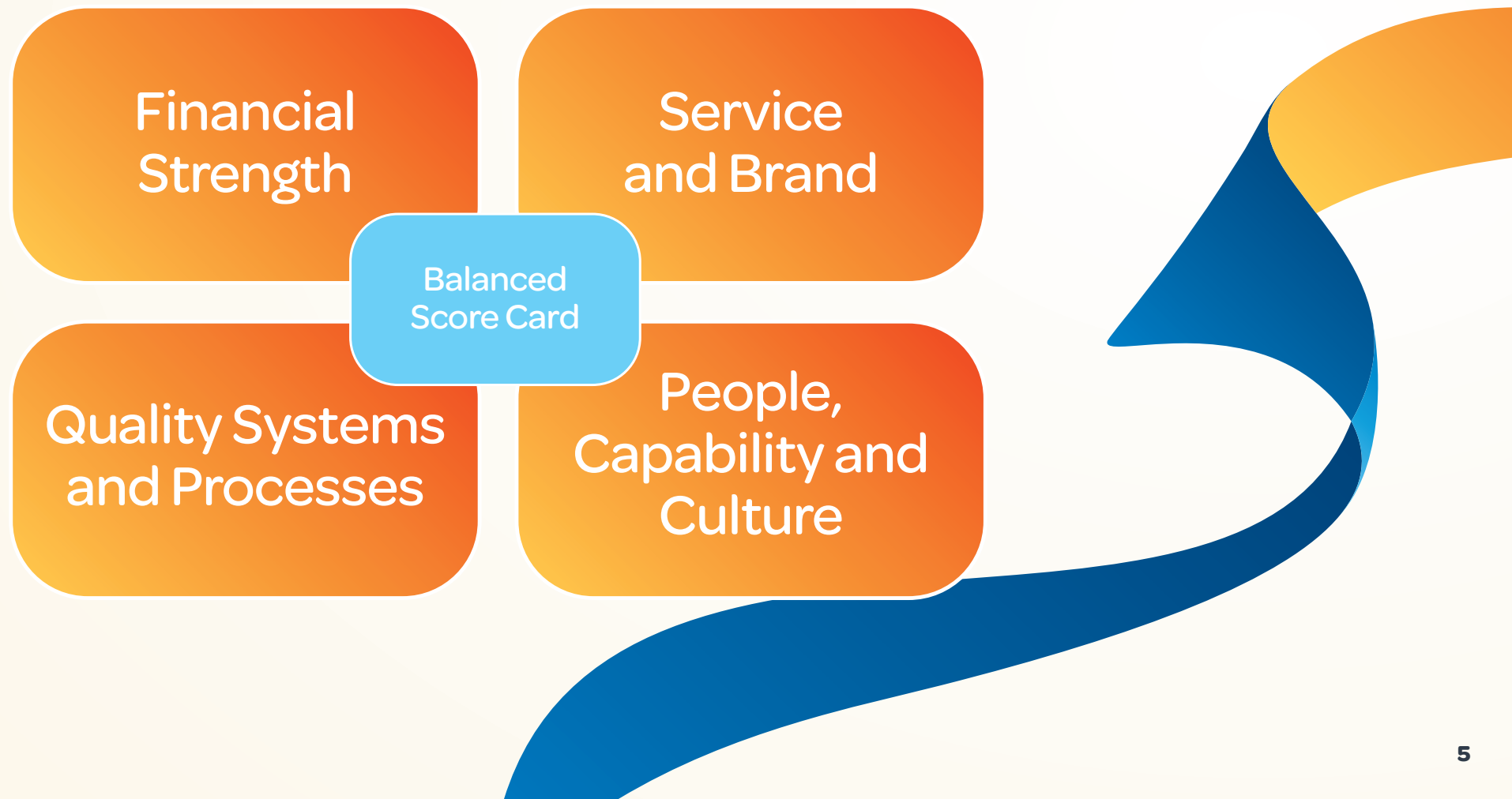
What we believe



Richmond Wellbeing Strategy into Action

Balance Score Card Dimensions

Richmond Wellbeing (RW) operates on the following four balance score card dimensions. Each dimension is linked to a series of high-level strategic objectives and outcomes. These high-level objectives and outcomes inform the operating plan initiatives for 2020-2023.



What does the future look like?

Richmond Wellbeing Narrative in 2023

Over the past three years, RW has continued to be a leader in community based mental health recovery services. Recovery and valuing the lived experience is at the heart of what we do and the values on which this organisation were built continue to be the legacy that we are building. We have continued to show leadership in the sector in the Aboriginal, CaLD and LGBTI communities and have a strong voice of influence and advocacy for these groups. This has continued to be core business for RW as it aligns with our recovery culture.

We have raised the profile of our brand through the implementation of our PR and Marketing plan. We have also had a strong focus on stakeholder engagement and developing and maintain strong relationships with key stakeholders. These group include funders, consumers and those with lived experience, partner agencies, politicians, philanthropists and Elders from various community groups.

The past few years have seen RW consolidate its internal processes and use technology to increase its efficiency and ability to report its data. We have maintained our accreditations and built on our platform of strong governance, continuous quality improvement and risk management. Our workforce has evolved to facilitate this, and we have developed the skills in our workforce to respond to a changing sector and changing community needs and expectations. By leading change in the use of remote monitoring and client engagement tools, RW has develop a bank of data that is very valuable for researchers and mental health policy developers. Remote monitoring has also assisted us to diversify our income stream and apply our mental health expertise in many different communities and settings.

We have been a leader in the devolution of Graylands Hospital and through our partnerships with housing providers and property developers, have developed

a strong cohort of clients on SIL packages who we support in the community. In addition to this, we have also partnered with Primary Health care services to develop new models of supported residential accommodation services. We have grown our training arm and have developed training and corporate packages that cater to a broader range of businesses.

We have maintained our focus on mental health services and now provide services to a greater age range of the community, at more points on the continuum of service across a greater geographical spread. We also have a more diverse workforce as we have employed more allied health professionals across our services who work with the community in prevention, early intervention, mild to moderate and severe and persistent mental distress.

Balanced Score Card

The three high-level strategic objectives map to the strategic objectives and strategic outcomes (indicators of success) outlined in the RW strategic plan. The strategic focus areas are intrinsically linked to all our objectives and initiatives and therefore run across all areas of the strategy.

STRATEGIC FOCUS AREAS 2020-2023					
Build internal and external capacity and capability Innovative service model and delivery expansion, scalability and sustainability					
		Objective 1 To ensure we have the right people with the right skills	Objective 2 To deliver diversified mental health services to the community that are innovative and respond to the changing environment	Objective 3 To responsibly grow our business for the long term	Balanced Score Card Outcomes (indicators of success)
Balanced score card dimensions	Financial Strength	SO1.1 RW has the right structure, skills and experience to respond to the changing needs of the organisation and sector	SO2.1 Our services, systems, practices and processes are streamlined and efficient SO2.2 Our financial strength allows us to invest in innovation and new service design	SO3.1 RW capitalises on opportunities to grow the business SO3.2 Cost efficiencies are identified and implemented, and services are value for money	<ul style="list-style-type: none"> Financial sustainability and meeting budgets Sustained business growth
	Service and Brand	SO1.2 RW has the platform and credibility to demonstrate advocacy and leadership in the sector and community more broadly	SO2.3 RW's reputation of existing services and track record of innovation and new service design results in a competitive advantage SO2.4 Strong risk management protects the consumer and the brand	SO3.3 RW has a defining brand in the marketplace driven by informed marketing investment SO3.4 Beneficial partnerships are developed in current and new industries	<ul style="list-style-type: none"> Positive media exposure in a range of mediums Net Promoter Score (NPS) across all stakeholder groups Revenue growth MOU's, SLA's and consortiums with stakeholders and partners
	Quality Systems and Processes	SO1.3 Service excellence is demonstrated in all facets of the business (on time, high quality, safely, efficiently)	SO2.5 Continuous quality improvement is demonstrated in all facets of the business SO2.6 RW has robust processes and systems in place to ensure compliance and reporting standards are maintained	SO3.5 Integrated systems and technology supports delivery of new and competitive services SO3.6 RW's use of technology positions us to grow and diversify revenue streams	<ul style="list-style-type: none"> Safety and quality of services Maintain accreditation Compliance with regulation, legislation and standards Evidenced good board governance
	People, Capability and Culture	SO1.4 RW builds and demonstrates a values-based culture in all our actions SO1.5 Staff enjoy coming to work and are engaged in what they do	SO2.7 RW demonstrates thought leadership and innovation based on deep knowledge of the sector and evidence based best practice SO2.8 Diversity and inclusion is a cornerstone of the business	SO3.7 Infrastructure, human resources and systems supports delivery of new and innovative services SO3.8 RW promotes a culture of embracing challenges and thinking differently	<ul style="list-style-type: none"> Consumer satisfaction and outcomes High staff engagement, satisfaction (staff survey report) and retention (NPS)
	Strategic Outcomes (indicators of Success)	<ul style="list-style-type: none"> Independent evaluation of RW services highlights service excellence All staff compliant with mandatory training and orientation Professional development for our current and emerging leaders 	<ul style="list-style-type: none"> Diversification of funding Implementing new and innovative service delivery models that respond to the changing needs of the sector Deliver a greater range of services across the continuum of service in mental health Implement co-designed service models and embedding the principles of co-design across the business 	<ul style="list-style-type: none"> Existing services are competitive in local markets Accurate and timely financial information is provided in order to deliver business decisions Building the agility required to be entrepreneurial and capitalise on commercial opportunities 	

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