

Strategic Plan

2020 - 2022



WeCare

TRH Psychology and Cultural Consultancy Services



We Care acknowledges Aboriginal and Torres Strait Islander people as the traditional custodians of the land.

We acknowledge our Elders past and present and acknowledge that the work that we do each day contributes to strengthening our community and building our next generation of Elders. We Care as an Aboriginal owned business, is committed to working in partnership with community to address the ongoing impacts of trauma and colonisation on the lives of Aboriginal people.



WeCare

New South Wales



We Dream

for a community where each individual is empowered to have choice and opportunity to achieve their goals and participate fully across all aspects of their lives.



We Deliver

trauma-informed and person-centred supports within a culturally sensitive environment.



We Believe

in supporting our staff to develop and share their expertise and to build the capacity of staff, participants, stakeholders and the community.

About We Care

In 2014 TRH Psychology and Cultural Consultancy Service (TRH) was formed to meet the growing need of people living with a disability and importantly, to be part of a solution to improve the quality and experience of care for community members accessing the National Disability Insurance Scheme (NDIS).

For too long we were receiving feedback from community members who felt they were being treated like a number and that their support worker had not taken the time to get to know them as a person first with hopes, dreams, aspirations and a lived experience of trauma, mental health or disability.

Consistent with this feedback the key principles which underpin our service delivery were realised:

1 We are there first because We Care – this principle acknowledges that providing quality, safe and trauma informed care is the primary focus of WE Care employees.

2 We deliver by being true to our word and being on time. Whilst these values appear simplistic, We believe that these core principles must always underpin disability services and when in action these principles both respect and value the lives of people living with a disability.

In 2016 the core guiding principle of We Care was selected as the service's name. We believe that this serves importantly to remind our service, participants, stakeholders and the community what we stand for and importantly what is our service guarantee.

We Care further acknowledges that we can truly create change when we work together and our impact is limited when working as an individual.

We Value - C.A.R.E.S



C

Caring is listening to others without judgement. We show that We Care with thoughtful acts, kind words and always acting in a culturally respectful way. We look out for each other and notice how others feel and what they need. When We Care for ourselves and others, we act in ways that support our safety, health and wellbeing. When We Care for ourselves, we have more to give to others.



A

Accountability is delivering on what we say we will do and taking responsibility for the outcomes of our choices, even when we make a mistake. With accountability people can rely on and trust us, because we deliver on our word and are answerable for our actions. We give our best to whatever we undertake.



R

Respect is an attitude of honouring ourselves and others as people of value. We Care for each person's dignity and all individuals right to feel valued. Everyone has the right to feel validated. We show respect in the courtesy of our words, the tone of our voice and through our actions. When we treat others as we would like to be treated, we raise the level of trust and peace in our relationships.



E

Honouring voice, choice and identity **enables** people to be leaders in their own story.

We support empowerment when we listen without judgment so others can speak up about what is important to them, voice their ideas and concerns and participate as equal partners in decisions that affect them. We assist others to see and access options available to them. When we enable choice for others we support their right to pursue their goals and determine what is in their own best interest. When we appreciate each individual, we honour and respect their unique identity.



S

Safety is recognising and acting on our individual and collective responsibility to care for our participants, each other and ourselves.. We pay full attention to the safe delivery of our services and strive for excellence in delivering best practice care at all times. We are thorough and careful. We give 100% to creating and maintaining a safe environment that supports the **physical** and **psychological** wellbeing of all. We welcome feedback and respond quickly and effectively to maintain our safety culture. We apply our individual and collective learning to living the principle, of I Care, You Care We Care.



Strategic Intentions

To realise our **Dream** we have outlined our plan to **Deliver**. This plan is guided by 6 strategic intentions which mirror and extend on those proposed by our funding partners.

1

Innovative, safe and trauma-informed practice

Leading the provision of innovative, safe and trauma-informed practice requires strong organisational and operational governance across all levels of the organisation. Creating a culture which recognises our shared and individual responsibilities will ensure safety for We Care participants and staff. Training for all staff, effective risk and incident management and reporting systems are key pillars of safety for We Care staff and participants.

2

Lead the provision of culturally-appropriate care for Aboriginal people

Contributing to the strength and resilience of Aboriginal and Torres Strait Islander people is a key focus of We Care. We acknowledge that this can be achieved through a collaborative partnership approach. This involves We Care continuing to develop our internal capacity to deliver culturally appropriate models of care and strengthening relationships with Aboriginal community members and representative organisational services/bodies to collaborate and share expertise.

3

Meet and exceed the needs of participants and stakeholders

Providing supports that are responsive and tailored to meet the specific and individual needs of We Care participants is an imperative component of We Care's strategic intentions. We Care will continue to work with participants, stakeholders, families and staff using a person-centered approach and evidence-based practice to maximise the therapeutic and capacity-building aims of the supports we provide to We Care participants.

4

Promote an engaged and connected participant network

We Care respects and promotes the Rights and Responsibility of participants and the broader community. We believe that an engaged and connected participant group and community has the right to have a say (VOICE) and exercise CHOICE over all matters that affect their lives. We promote active consumer participation, effective feedback and complaints systems and the provision of information to suit individual's communication needs.

5

Build the skills and capability of the workforce

We Care believe that working with our staff and external stakeholders to build the capability of the workforce will contribute to improving the lives of people living with a disability. Focusing internally on an effective Human Resources, Learning Management System and Career Development whilst sharing our combined expertise with external partners is key to realising this strategic intention. This will assist us to recruit and retain staff who embody our values and support our goal to provide innovative, safe and trauma-informed supports.

6

Maintain a sustainable organisation

Effective Financial Management is essential for maintaining the capacity for We Care to deliver on its strategic intentions, and importantly, to maintain and build the service's credibility. Effective financial management ensures that We Care is able to meet participants' needs and to contribute to broader community impact initiatives which aims to partner with community organisations to meet identified gaps in services for people living with a disability and other at risks groups in the community.

Strategic Intentions

1

Innovative, safe and trauma-informed practice

Action	Expected Outcomes
Strengthen operational accountability of We Care staff at all levels of the organisation through effective operational planning.	<ul style="list-style-type: none"> All We Care services are utilising TEAMS for the preparation and monitoring of operational plans. Service Specific Goals and Targets will be set and monitored on a monthly basis.
Strengthen Governance Capability within We Care by developing and disseminating a Governance Framework outlining the key Governance responsibilities at each level of the organisation.	<ul style="list-style-type: none"> We Care Governance Framework published and circulated to We Care staff. We Care Governance Mandatory training module developed. All staff are aware of their Governance responsibilities. Update We Care's Records Management Framework inline with planned transition to being paperless by 2022. Develop skills matrices for We Care Management Committee and develop plan to address identified skills gaps.
Continue to implement an effective Risk Management System for We Care staff and participants.	<ul style="list-style-type: none"> 100% of WHS walk throughs have been completed for all We Care services. 6-monthly risk assessments have been completed for each participant. Consider feasibility of an external review of We Care's Risk Management Framework.
Strengthen the implementation of evidence-informed medication and medical management forms and processes for We Care participants.	<ul style="list-style-type: none"> Health and Wellbeing module implemented in each SIL property. Compliance visits report 100% compliance with the use of medical and medication documents in We Care SIL accommodation services. Annual Health checks completed for all We Care SIL participants.
Create a model of care document for We Care that includes a framework to support the implementation of trauma-informed practice and principles. These principles will be integrated across all aspects of our service delivery.	<ul style="list-style-type: none"> We Care model of care developed for each service stream.

Strategic Intentions

2

Lead the provision of culturally-appropriate care for Aboriginal people

Action	Expected Outcomes
Develop an Indigenous Procurement Policy which will define and operationalise the procedures to be followed when procuring services.	<ul style="list-style-type: none"> Indigenous procurement policy implemented. 50% of procured services are with a certified Indigenous business.
Develop collaborative partnership with Indigenous business and subject matter experts to support the cultural appropriateness of We Care services and to meet identified gaps in community services.	<ul style="list-style-type: none"> Develop 1 partnership per annum with an Indigenous business to implement an existing or innovative program to meet the needs of Indigenous people living with a disability or at risk of developing a disability over the course of their life.
Continue to implement a pro-active strategy to employ Indigenous people across all levels of the organisation.	<ul style="list-style-type: none"> Indigenous recruitment target 50% of all employees.
Continue to participate in the Hunter Alliance of Aboriginal NDIS providers in the Newcastle region.	<ul style="list-style-type: none"> Implement a shared project with a Hunter Alliance Service.
Continue to implement the 'yarning for growth' support and development framework for use by all We Care employees.	<ul style="list-style-type: none"> 100% of We Care employees have participated in an annual 'yarning for growth' discussion.
All non-Indigenous We Care staff are to participate in a half day cultural respect training program.	<ul style="list-style-type: none"> 75% of eligible staff have completed the cultural respect training.
Explore the feasibility of an Aboriginal cadetship for an Aboriginal Psychologist.	<ul style="list-style-type: none"> If feasible establish a cadetship for one Aboriginal psychologist in training.
Maintain registration to deliver services under the NDIS.	<ul style="list-style-type: none"> Allocate resources to allow for the completion of a bi-annual audit.
Consider registration to deliver Community Aged Care Services and Therapeutic OOHC services for Aboriginal people and the broader community.	<ul style="list-style-type: none"> Feasibility document completed to explore We Care's capacity to offer Community Aged Care and Therapeutic OOHC services or to develop formal partnerships with existing providers.

Strategic Intentions

3

Meet and exceed the needs of participants and stakeholders

Action	Expected Outcomes
Each We Care participant is engaged in an active process to develop an individualised plan to outline their goals, the support they will require and the activities that they would like to be engaged in.	<ul style="list-style-type: none"> Individual goals sheets completed with eligible participants. Evidence of the goal sheet being shared with the participant and their family/delegated decision maker is available on file.
Continue to deliver an annual participant and stakeholder survey.	<ul style="list-style-type: none"> 50% response rate achieved. 85% positive responses returned by respondents indicating high participant satisfaction.
Family Support Agreement to be developed in partnership with the SIL participants and their family.	<ul style="list-style-type: none"> 100% of Family Support Agreements have been developed for each participant. Resources allocated to support the development of Family Support Agreements.
Monitor the implementation of the SIL Therapeutic Model into all We Care SIL accommodation services and with complex community client.	<ul style="list-style-type: none"> Compliance team reports 100% implementation of SIL Therapeutic documents.
Participant staff matching process based on individual goals and the skills, experience and capability of the staff member is completed for each participant and monitored over time.	<ul style="list-style-type: none"> Pre meeting completed for each client to determine staffing requirements. Buddy shift arrangements completed for each client to ensure fit of staff member and to promote a safe environment for the participant. 100% of participants given the opportunity to provide feedback on their experience in working with their allocated support staff. No high support needs client is supported by only one support worker.
Monitor participant retention and complaints management.	<ul style="list-style-type: none"> High participants retention with <10% leaving due to dissatisfaction with service . 100% complaints responded to within 48 hours using complaints management system.

Strategic Intentions

4

Promote an engaged and connected participant network

Action	Expected Outcomes
Continue to maintain a Feedback and Complaints Management system.	<ul style="list-style-type: none"> • 100% of complaints responded to in the recommended timeframe. • Complaints and feedback information is tabled with the management committee to inform organisational planning.
We Care participants are advised of their right to engage an independent Disability Advocate at anytime over the course of their care with We Care and when engaging with external services.	<ul style="list-style-type: none"> • Formal visit arranged for the Independent Disability Advocacy Service to visit We Care to answer participant information about the service. • We Care service agreements updated to include information on the rights of participants to access the support of an independent advocate.
Continue to build on the delivery of community capacity building programs for We Care participants and people living in the community with a disability or at risk of a disability.	<ul style="list-style-type: none"> • Offer 3 community capacity building programs per week to promote engagement and connection for We Care participants and the broader community. • Develop one formal partnership with a local business to offer a community capacity building program at their business premises or at the Community Hub. • We Care participants are involved in planning community capacity building programs and evidence of this is available on request.
Continue to implement and refine the We Care Consumer (Participant) Participation Strategy.	<ul style="list-style-type: none"> • Participant is engaged in We Care Management Committee meetings. • Consumer participation in We Café staff recruitment.
Information is available for We Care participants in a format that meets their individual needs.	<ul style="list-style-type: none"> • All We Care documents to be updated to promote ease of reading and understanding.
Enhance the Tenancy Management Service for We Care participants.	<ul style="list-style-type: none"> • Tenancy agreements reviewed in a quarterly basis with participants.

Strategic Intentions

5

Build the skills and capability of the workforce

Action	Expected Outcomes
Continue to promote the employment of persons with a disability across all levels of We Care services.	<ul style="list-style-type: none"> 10% of We Care staff have a disability.
Refine mandatory training and periodic training schedule for We Care staff. Transfer current face to face training to an online environment where appropriate for the subject matter and learning outcomes. Implement Learning Management System with capability of recording single module completions, business stream learning pathways, competency assessments and provision of individual learning records.	<ul style="list-style-type: none"> Online LMS to go live by June 2021. Mandatory training completed by 100% of We Care staff.
Complete an annual staff survey.	<ul style="list-style-type: none"> Achieve 75% response rate. Circulate outcomes from the staff survey along with Management responses to staff feedback.
Commence online platform to promote improvements in communication with staff across the organisation in an engaging manner.	<ul style="list-style-type: none"> Online communication platform to go live by June 21.
Provide internal opportunities for training and development for We Care staff and partner with external training services to deliver training in areas of identified need.	<ul style="list-style-type: none"> 4 internal training sessions offered for We Care staff. Consider the feasibility of providing Mental Health First Aide Training for all staff.
Partner with a Registered Training Organisation to deliver a traineeship or apprenticeship program for We Care community staff which includes the completion for a formal Cert 3 or Cert 4 level qualification.	<ul style="list-style-type: none"> Consider feasibility in offering 10 traineeships/apprenticeship in mental health, community services or individual support for Aboriginal people. If feasible commence program in 2021.
Continue to deliver the We Care Psychology Intern Program and support placement for other allied health professions.	<ul style="list-style-type: none"> Support 4 Intern Psychologist to complete a recognised training program per annum and reach full registration as a Psychologist to practice in Australia.
Commence a dedicated Behaviour Support Service stream.	<ul style="list-style-type: none"> Team to commence operations by December 2021.

Strategic Intentions

6

Maintain a sustainable organisation

Action	Expected Outcomes
Maintain a Financial Management system to meet the needs of the size and complexity of the organisation and to deliver on its funded activities.	<ul style="list-style-type: none">• Accountant oversees the internal financial management of the organisation.• Annual budget prepared for the approval of the Management Committee annually.• Undertake skills gap analysis with external Accountant of the Finance Team implement suggestions where feasible and appropriate
Monitor the financial sustainability of the organisation.	<ul style="list-style-type: none">• Monthly P&L presented to the Management Committee meeting for monitoring.• 20-30% sustainability target achieved over the course of the financial year.• All invoices are paid within standard processing timeframes.• Investigate the feasibility of upgrading the Financial Management Software utilised by to promote the flow of data and increased automation capacity across the organisation.
Ensure timely claiming for the provision of supports.	<ul style="list-style-type: none">• Process all claims within 2 weeks of the service being completed.• Information is maintained to support the accuracy of We Care claims and invoicing procedures .• 100% of claims are supported by a participant service agreement unless otherwise indicated.
Continue to improve the transparency of We Care finances that are managed on behalf of We Care participants.	<ul style="list-style-type: none">• Monthly statement circulated to the participant and/or delegated decision maker for monitoring and feedback.
Ensure We Care remain compliant with accounting standards.	<ul style="list-style-type: none">• Annual meeting with external specialist accountancy service to review accountancy procedures and the accuracy of We Care financial records.
Business development and growth whilst maintaining the quality and safety of supports delivered to participants and by our workforce.	<ul style="list-style-type: none">• Stage 2 Business development plan developed in partnership with the Management committee.

We Care for the community

Community Supports

We Care offers support to people living with a disability or at risk of developing a disability to access the community and to participate in activities of everyday living. We Care aims to deliver a person-centered service that meets the individual needs of the participant, their goals and cultural needs.

Supported Independent Living

We Care provides supported and independent living options to NDIS participants who are eligible for the SIL, SDA or ILO. We Care aims to develop an individual program to meet the specific needs of the participant which includes consultation with relevant stakeholders, family/guardians, and friends. The individual program includes engagement in relevant therapeutic activities that aim to build independent living skills and assist them to achieve their goals.

Allied Health and Behaviour Support Services

We Care has a team of experienced Allied Health Practitioners who are available to provide participants with individual psychological support, early intervention supports, specialist behaviour support and parenting program for parents caring for a child with a disability an/ or a mental health concern. We Care's senior practitioner provides extensive supervision and support to our Allied Health team to ensure that the service we provide is second to none. Our team also provides services under a MHCP or under a fee for service arrangement.

Coordination of Supports and Plan Management

We Care provides an experienced and accessible Support Coordination/Specialist Coordination team. Our team works to support NDIS participants to develop an individual plan for support and to engage the services of NDIS approved and/or external providers of support to assist with implementing their plan. Our Coordination team is also available to assist community members who may be considering testing their eligibility for the NDIS scheme to obtain any relevant evidence and/or to engage in a pathway of support to assist you with obtaining this information. We Care provides access to plan management services for plan-managed participants. This service is available to support you with self-managing the NDIS package.

Plan Management

We Care can provide support to NDIS participants who are plan-managed to assist with developing a plan to meet your individual NDIS needs, to arrange a list of suppliers that the participant has selected to meet these needs, provide advice on allowable payments under the NDIS and, importantly, to ensure that your providers are paid in a timely manner. We Care's Plan Management team are led by an Accountant and a team of Finance Assistance.



We Care

TRH Psychology and Cultural Consultancy Services