

Strategic Plan

2020-2024



see the possibility, not the disability



Vision

A fully inclusive, safe community that enhances the principles of 'Being, Belonging and Becoming' by:

Mission

- Supporting people with all abilities and their parents/carers to realise their full potential, always in a safe environment.
- Supporting people of all abilities to maximize their full potential in the community guided by educated and compassionate support workers.

Values

Transparency

We demonstrate this through our values. We understand the importance of open, honest and respectful communication for all.

Leadership

We lead with integrity, humility, positive influence and accountability.

High Standards

Are our way of life.

Collaboration

We invest in one another, we are on the same team.



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Executive Summary



Carolynne Frost
Chief Executive Officer

ConnectGV has developed an outcome framework that integrates the NDIS outcome domains while also focusing on social impact in order to measure and deliver sustainable, responsive and innovative person centered services. The overarching outcomes of Being, Belonging and Becoming are incorporated into an Individual Client Outcome Framework as well as across the whole of ConnectGV. ConnectGV 2020-2024 strategic plan incorporates 'Being, Belonging and Becoming' to its focus areas which then cascade into business plans, team action plans and ultimately employee key performance indicators. It provides a method for measuring progress on overall outcomes relating to ConnectGV objectives and performance.

The intent over the course of the last strategic plan was to create systems and processes to enable ConnectGV to have greater capacity to measure and analyse performance. The current paradigm of financial viability, quality and safeguards are the key focus areas for ConnectGV moving forward. Pricing as determined by the NDIA sits within a tight fiscal space, and ConnectGV understands the importance of critical thinking and decision making over the next four years to ensure ongoing financial viability. At the same time there is no room for compromise when it comes of Quality and Safeguards that is integral to the work that is carried out every day at ConnectGV. The 2020-2024 strategy sets out to bridge these two fundamental areas of our business.

The following high level organizational statements drive our objectives and goal setting, determines what we need to do to achieve our goals and broadly identifies the measure that will tell us that we have accomplished what we set out to do.

Being – what needs to happen to put us in good shape...to be a healthy and well organisation, team, and employee.

Belonging – what level of participation is required to achieve this and

Becoming – how will we know that we have realized the set objective/goal (the potential).

Quality Management Principles

This Quality and Empowerment Framework is underpinned by a set of internationally recognised quality management principles:

1. Focus upon people who access our services

Recognise, understand and promote what is important to people with a disability, their families and supporters to develop and deliver flexible and personalised supports.

2. Leadership

Promote excellence and establish a unity of purpose with a clear vision for the future and create a culture with shared values and goals.

3. Empower clients and staff

Encourage and support the active participation of individuals, families, carers and staff to improve services.

4. Use a process approach

Plan, manage and review services and resources as a process.

5. Take a systems approach

Adopt a holistic and integrated approach to monitoring and reviewing all aspects of the organisation as a related system.

6. Encourage continuous improvement

Promote a culture of learning, reflective practice and innovation to improve service responsiveness and flexibility.

7. Make decisions based upon data, feedback and evidence

Collect, analyse and use accurate data and information to make effective strategic and operational decisions.

8. Work collaboratively with other service providers and the community

Establish collaborative relationships and partnerships to make a positive contribution and enhance the capacity of the community to support better outcomes for people with a disability.

ConnectGV Directions 2020-2024

Strategic Focus Area	Objective Being – What needs to happen?	Objectives will be achieved through... Belonging – participation and action required to achieve.	Becoming - ConnectGV will know we have realised our potential.
Financial	<p>Design finance functions to meet tomorrows challenges.</p> <p>Incorporate financial analytics across the span of ConnectGV.</p> <p>Broaden Marketing Scope (Income / Revenue).</p>	<p>Carry out process mapping of finance functions that provides a clear understanding of current scope and future considerations as the way forward with ConnectGV governance framework embedded.</p> <p>Integrate Systems</p> <ul style="list-style-type: none"> Point to point Integration of financial management systems with ConnectGV CRM/ERP as it continues to grow and evolve from a solid foundation. Integrate financial management systems that support varying levels of decision-making, different levels of user interface between the various ConnectGV business units and programs. <p>Create compelling reporting mechanisms to spot trends and measure performance under the NDIS. Drill down or slice and dice data for deeper analysis.</p> <p>Understand industry drivers.</p> <p>Grow ConnectGV business and services where growth areas are identified.</p> <p>Align operational strategies with financial performance</p> <ul style="list-style-type: none"> Assess economic activities that measure the outcome of ConnectGVs fiscal shape. Calculate ConnectGVs overall economic health over particular time periods. Assess economic risk in accordance with investment, growth and viability. Lead discussions around sustainable funding models and incorporate advice and recommendations to the fullest extent possible across all program areas to map and measure the flow of value generated by these activities. <p>Fully understand pricing, program costs and ongoing sustainability of existing programs.</p> <p>Act in a considered and creative way with industry partners to ensure sustainable funding models that support positive social impact (WorkReady Connect).</p> <p>Support the development of greater choice in living options for people with disability, and work with the market to provide competitive market supply.</p>	<p>Profitability and cash flow.</p> <p>Sustainable growth.</p> <p>Reduced capital costs.</p> <p>Reinvestment into our core purpose.</p> <p>KPI outcomes linked to Business Cases that supports cohesive and efficient processes, growth, quality and innovation.</p> <p>Participant plan utilization in accordance with Service Agreements entered into with ConnectGV.</p> <p>Marketing reach.</p>

ConnectGV Directions 2020-2024

Strategic Focus Area	Objective Being – What needs to happen?	Objectives will be achieved through... Belonging – participation and action required to achieve.	Becoming - ConnectGV will know we have realised our potential.
Client	Promote the benefits of the services and supports that ConnectGV provide.	<p>Focus on participant experience and creating processes to build better outcomes.</p> <p>Promote contemporary and evidence-based services that drive improved outcomes for participant.</p> <p>Focus on pre-accredited training courses and pathways.</p> <p>Develop a whole of organisation communication charter that integrates:</p> <ul style="list-style-type: none"> · Awareness - Attention, Comprehension, Retention · Acceptance - Interest, Attitude · Action - Opinion, Behaviour <p>Promote marketing ideas through participant experience linked to quality, innovation and competitiveness.</p> <p>Ensure that participants remain at the very center of everything we do.</p> <p>Collect and use data and knowledge about our clients and markets to co-design products and services that meet their needs.</p> <p>Explore options of provision of service in locations outside of Shepparton.</p>	<p>Compliance with Key Performance Indicators and timelines specified in business plans.</p> <p>Client engagement and satisfaction.</p> <p>Retention of existing participants. New participant engagement.</p> <p>Collection of data through CRM/EPR/E-business.</p> <p>Incident management.</p> <p>Complaints management.</p> <p>Skills based attainment and completion.</p>

ConnectGV Directions 2020-2024

Strategic Focus Area	Objective Being – What needs to happen?	Objectives will be achieved through... Belonging – participation and action required to achieve.	Becoming - ConnectGV will know we have realised our potential.
Operations	<p>Develop strong and progressive leadership across the organisation.</p> <p>Strengthen and evolve operational efficiencies.</p> <p>Develop strategic partnerships.</p> <p>Develop consistency of practice, standards and model of care.</p> <p>Improve communications and help all key stakeholders stay informed and connected.</p>	<p>Identify and embed successful new ways of working within a disrupted operational environment (eg COVID and NDIS transition) into a “normal” operating environment.</p> <p>Lead multi-site, complex operations with the ability to formulate and expose a clear strategy and engage teams to develop and implement sound business plans across the organisation.</p> <p>Organise, motivate and lead staff effectively in a consultative and collaborative manner.</p> <p>Align ConnectGV processes with NDIS Operational Guidelines.</p> <p>Build on existing software for dynamic, accessible and flexible digital communications.</p> <p>Listen to feedback and use this to find better ways of doing things.</p> <p>Maintain existing and develop new strategic partnerships that align with ConnectGV values and complement our brand and business goals.</p> <p>Embed NDIS Practice Standards.</p> <ul style="list-style-type: none"> • Strengthen policies, procedures and controls to ensure quality indicators are met. • Align findings from the Royal Commission with practice and care standards. <p>Ensure staff and our ConnectGV community have a strong voice on issues that relate to quality and safe service delivery.</p> <p>Establish a baseline for internal and external communication and employee engagement.</p> <p>Empower Service Leaders and Managers to have crucial conversations with their teams.</p> <p>Value and utilise stakeholder advice and expertise to improve operations.</p> <p>Develop employment programs that enhances ConnectGV’s reputation as a major employer of vulnerable members of our community.</p>	<p>Intake and Exit statistics.</p> <p>Clear communications around operational change through intranet, newsletter, minutes of meetings.</p> <p>Feedback mechanisms that support continuous improvement and keep you informed.</p> <p>Communicate in preferred formats.</p> <p>Adoption rates of new tools and benefits.</p> <p>Open read rates of messages.</p> <p>Contribution to organisation goals.</p> <p>Grow SDA by two new dwellings over the span of the Strategic Plan.</p>

ConnectGV Directions 2020-2024

Strategic Focus Area	Objective Being – What needs to happen?	Objectives will be achieved through... Belonging – participation and action required to achieve.	Becoming - ConnectGV will know we have realised our potential.
Knowledge and Learning	Strive to create a culture of performance and commitment that supports creativity and leadership.	<p>Ensure continued delivery of services by realigning workforce to critical functions and facilitating the use of technology to work, stay connected and remain safe.</p> <p>Build capacity across ConnectGV that establishes cross functional teams that are agile and representative of multi-functional talent across the organisation.</p> <ul style="list-style-type: none"> Build expertise within our teams to support and mentor new staff entering the sector. <p>Set clear direction and KPI's that are measured and reported on.</p> <p>Develop effective policies, systems, processes and tools for leading people and managing people's expectations.</p> <p>Attract and retain people to support current and future workforce needs.</p> <p>Invest in the evaluation and development of individuals underpinned by recognition and reward.</p> <p>Upskill appropriate staff and participants into different roles.</p> <p>Invest in the capability of our staff and participants by focusing on assessment and training needs through a combination of online and face to face learning and development platforms.</p> <p>Transition to a new human resource information management system to simplify people processes.</p>	<p>Key Performance Review.</p> <p>Increased knowledge and understanding from staff and volunteers.</p> <p>Review of all systems, polices and processes and improved understanding and adherence.</p> <p>Staff retention and attraction rates and creating a leadership pathway program.</p> <p>Employee engagement rates.</p>

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Categories of support



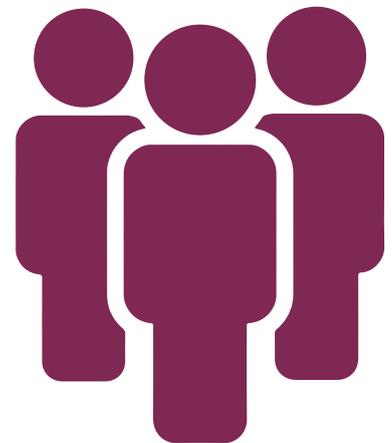
- Individual Support (Daily Activities / Social Community and Civic Participation)
- Supported Independent Living SI
- Transport (including activity based transport for group supports)
- Support Coordination (Level 2 - Coordination of Supports)
- Supported Employment (CB Employment)
- Behaviour Support (CB Relationships)
- Plan Management (CB Choice and Control)
- Individual Support (CB Social Community and Civic Participation)
- Specialist Disability Accommodation SDA

175+
PERSONNEL

120 professional specialists and support staff

40 supported employees

15 volunteers



10 sites

Operating from sites across the Goulburn Valley, plus outreach and home visits.

CONNECTGV OUTCOME FRAMEWORK

SOCIAL IMPACT MEASUREMENT (SIM)

Personal wellbeing

3. "I have a positive outlook on life"
4. "I feel good about myself"
5. "I am able to cope with changes and difficulties in my life"
6. "I can let people know what I need"

Physical wellbeing

1. "I feel safe and secure"
2. "I am as healthy and well as I can be"

Personal wellbeing

3. "I have the support I need to undertake daily living activities"
4. "I choose how to live my life"
9. "I can move around freely"
10. "I can pay for the things I need"

Physical wellbeing

12. "I have meaningful and mutually supportive personal relationships with others"
13. "I feel connected to my community"

Social Wellbeing

14. "I have the opportunity to participate in various activities in my community that I enjoy"
15. "I have the same legal and human rights as everyone else"

Independence

7. "I have the support I need to undertake daily living activities"
8. "I choose how to live my life"
9. "I can move around freely"
10. "I can pay for the things I need"

Learning and growth

18. "I have opportunities to learn"
19. "I feel satisfied with my accomplishments"

Making a contribution

20. "I have a job I like"
21. "I undertake roles within my community or social group that are valuable and worthwhile to me"

Living environment

16. "I feel at home where I live"
17. "I find my community physically accessible"

ConnectGV Outcome Framework aligns with the NDIS Outcome Domains and the NDS Social Impact Measurement (SIM) Toolkit. SIM Outcome Statements of Being, Belonging & Becoming are high-level outcome domains developed by the University of Toronto Quality of Life Profile (2002).

Being – relates to feeling safe, healthy and well
Belonging – relates to participation in the community
Becoming – relates to realising potential

The purpose of measuring outcomes enables ConnectGV to track changes in the lives of individual clients & report these changes back to the NDIS to determine the social impact more broadly.

SOCIAL OUTCOME MEASURE

NDIS Outcome Domain	SIM Outcome Statement	Outcome Measure Questions No.
Daily Living	Being	1, 2, 6, 7, 16
Home	Being	1
	Belonging	16
Health & Wellbeing	Being	1, 2, 3, 4, 5, 6
Lifelong Learning	Being	1
	Becoming	18, 19
Work	Being	1
	Becoming	20, 21
Social & Community Impact	Being	1
	Becoming	13, 14, 17
Relationships	Being	1
	Becoming	12
Choice & Control	Being	1, 8, 9, 10, 11
	Becoming	15

CONNECTGV CLIENT OUTCOME SCALE

1



I feel:

- Upset
- Angry
- Very Sad
- Like crying

2



I feel:

- Sad
- Grumpy
- Unhappy
- Scared
- Worried

3



I feel:

- Unsure / Neutral
- Not happy or sad
- Expressionless
- Neither good nor bad
- I don't have an opinion

4



I feel:

- Like smiling
- Happy
- Good

5



I feel:

- Very Happy
- Like Laughing
- Like smiling



ConnectGV

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