



# Strategic Plan

Open Minds FY20 - FY22




## About this Plan

The corporate strategic plan presents our purpose, values and direction through to the end of FY22 (June 2022).

For our clients and stakeholders, it provides an important overview of Open Minds plans, priorities and initiatives.

For our people, it provides a guide of where we are heading and the activities we will undertake to achieve a sustainable future that delivers on the needs of our clients.





## Chair Message

Open Minds works to enable an independent and positive future for people living with mental illness and disabilities. Our Strategic Plan 2020 – 2022 drives all that we do to achieve this purpose. Over the past 108 years, Open Minds has evolved in response to the needs of the community. This Strategic Plan demonstrates that ability to adapt with a focus on sustainability, quality and safety for all of our people, both clients and staff.

With growing demand on the Community Services Sector, this Strategic Plan will see us improve service delivery and efficiency, with our clients and employees at the centre of our decision making. Our executive leadership team, led by our CEO Paula Mayson, are driven to see this Strategic Plan deliver on these goals by 2022. We are confident that we will be reporting great outcomes year on year.

The rich breadth of professional expertise within our Board ensures a high standard of clinical and corporate governance. Their guidance will provide an external view of best practice and industry specific knowledge which again, will drive us to achieve our goals.

This Strategic Plan builds on the strong foundations of our history, the expertise of our people, and leverages significant opportunities created by innovation and sectoral change, all to ensure our clients receive safe and high quality supports now and into the future.

Louise Cox - **Board Chair**



## CEO Message

Adjusting to the National Disability Insurance Scheme brings with it many benefits to our clients; more independence, increased choice, and better control over how they live their lives. This transition, however, hasn't come without its challenges and we are not alone in experiencing these trials.

Whilst the challenges are commonplace in our sector, we are determined to build on our rich history and continue to provide much needed support to the community for another 100 years.

It's hard to accomplish anything without a plan, which is why I've worked with the business and the Board to produce this strategic plan. It outlines our key areas of focus and clear objectives.

This will ensure we stay aligned to our commitment when making business decisions and will support growth while keeping our clients at the centre of everything we do at Open Minds.

Paula Mayson - **CEO**

## Our Purpose

enabling an **independent** and  
**positive** future for people living  
with mental illness and disabilities

## Our Values





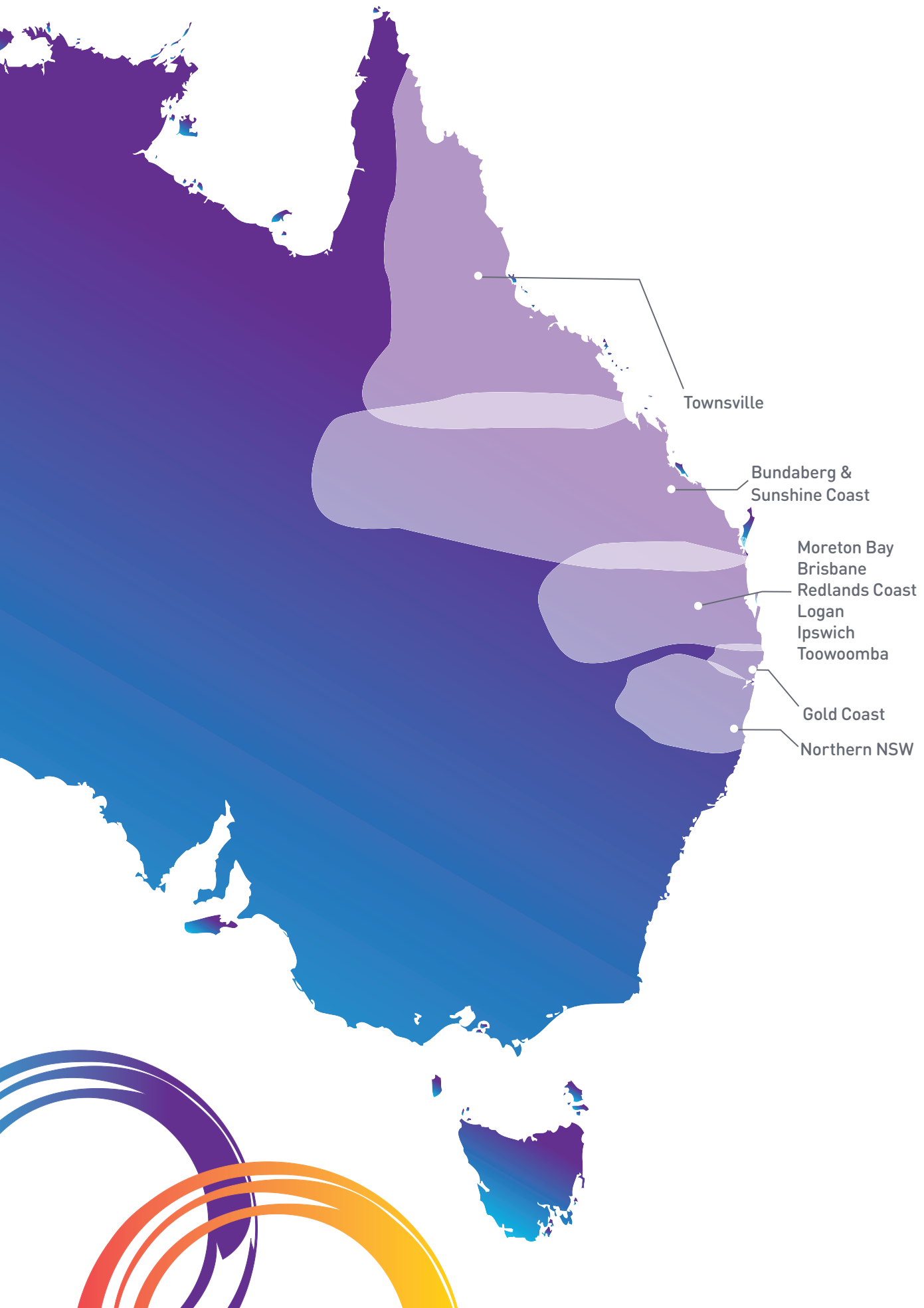
## What We Do

Open Minds is a leading provider of mental health and disability support services in Queensland and Northern New South Wales.

With over 100 years of history, Open Minds is committed to its purpose of enabling an independent and positive future for people living with mental illness and disabilities.

Open Minds is a registered NDIS provider, with over 500 employees.

# Our Service Locations



# Our Strategic Goals

## STRATEGIC GOALS (FY22)

## MEASURING SUCCESS

1



Deliver market-leading, quality mental health and disability services to our Clients.



Client satisfaction results

Quality and Safeguarding Framework & National Mental Health Standards Accreditation

2



Ensure we maintain financial sustainability to continue to deliver on our purpose.



**Operating Outcome:**  
5% surplus by FY22

Positive cash outcome each financial year

3



Establish ourselves as the employer of choice in the mental health and disability services market.



**Staff turnover:**  
< 25%

**Staff engagement:**  
> 75%



## Our Priorities

















These priorities focus on delivering quality services to our clients and positioning us for growth into the future.

### PRIORITIES - ALIGNED TO STRATEGIC PILLARS





# Strategy to Our Services

SERVICES	TARGET	2.5 YEAR DIRECTION (FY22)
 <b>NDIS - Supported Independent Living (SIL)</b>	 <b>GROW</b>	<ul style="list-style-type: none"> <li>• Targeted growth</li> <li>• Expansion into Northern NSW</li> </ul>
 <b>NDIS - Community Access</b>	 <b>IMPROVE</b>	<ul style="list-style-type: none"> <li>• Improve operational efficiency</li> <li>• Transition clients that are not aligned to our geographic footprint and/or efficient operational service delivery</li> <li>• Opportunistic growth</li> </ul>
 <b>NDIS - Support Coordination &amp; Specialist Services</b>	 <b>GROW</b>	<ul style="list-style-type: none"> <li>• Targeted growth</li> <li>• Increased focus on Specialist Support Coordination</li> <li>• Expansion into Northern NSW</li> </ul>
 <b>Allied Health</b>	 <b>IMPROVE</b>	<ul style="list-style-type: none"> <li>• Increase focus on delivery and improving efficiency and profitability</li> </ul>
 <b>headspace</b>	 <b>GROW</b> Pending Business Case	<ul style="list-style-type: none"> <li>• New opportunities assessed on a case-by-case basis</li> <li>• Launch a new headspace site</li> </ul>
 <b>Corrective Services Supports</b> (Block-Funded)	 <b>MAINTAIN</b>	<ul style="list-style-type: none"> <li>• Increase focus on delivery and improving efficiency and profitability</li> </ul>
 <b>Transition Programs</b> (Block-Funded)	 <b>FINALISE TRANSITION</b>	<ul style="list-style-type: none"> <li>• Complete delivery of transition programs</li> </ul>
 <b>Other Mental Health &amp; Disability Supports</b> (Block-Funded)	 <b>GROW</b> Pending Business Case	<ul style="list-style-type: none"> <li>• New opportunities assessed on a case-by-case basis</li> <li>• Continue service delivery of existing programs</li> </ul>