

# Strategic Directions Review

The Neami Board of Directors and National Leadership Team have undergone an extensive process of reviewing, consulting, planning and articulating Neami's Strategic Directions for the period 2011-2014. This process involved consultation with key partners, policy makers and funding partners, staff and consumer surveys, Strategic Direction workshops, Board meetings and strategic planning retreats. The outcomes from this process have aided the development of the future direction, scope and focus of the organisation for the exciting period ahead.

Neami is happy to report that the Strategic Directions 2008 - 2011 have been accomplished and Neami has also implemented actions in addition to those previously documented. These include:

- Reviewing Neami's training framework
- The introduction of Peer Support Workers to many sites
- A Consumer Participation and Leadership Project
- Establishment of a Northern Prevention And Recovery Care Service (PARCS)
- Development of a Continuous Improvement system to support quality practice, service improvement and innovation
- Further service expansion in South Australia, NSW and Victoria

Neami remains committed to its Mission of "Improving mental health and wellbeing in local communities", and ensuring better outcomes for consumers through research, analysis of data and excellent service provision based on the Collaborative Recovery Model (CRM). These strengths also validate to our key stakeholders the fundamental importance of effective services, based on solid evidence.

Neami's new Vision emphasises our commitment to seeing a world in which those experiencing a mental illness are completely included in Australian society, in every aspect of their lives. This Vision will be aided by Neami growing its capacity, and therefore growing the opportunity to contribute at a broader societal level as well as embracing those with complex needs.

With the growth of the sector and the increasing collaboration with other providers and organisations, the importance of building our workforce and attracting and retaining a diverse range of staff is now a central strategic focus for Neami.

Neami will continue to provide high quality psycho-social rehabilitation to over 1500 consumers in five states and encourages all to share our Vision, Mission and Strategic Directions. We feel the four clear and concise Directions for 2011-2014 will receive continued support from Federal, State and Local Governments and contribute to the growth of reform in the entire mental health sector. We hope you can join with us to develop these exciting and challenging directions and share in Neami's implementation program over the next three years.

Julie Anderson  
Neami President

Arthur Papakotsias  
Neami CEO

# Neami's Partners

Neami has a long history of developing partnerships based on consumer's needs with clinical and community agencies. Neami recognises that the expressed needs of people with a mental illness are rarely best met by a single agency alone. It is strong partnerships that deliver a service system that works to benefit people with a mental illness. In addition, Neami's service development and innovation is directly related to its preparedness to share knowledge, skills and experience with partner organisations in ways that create improved shared care arrangements which see consumers as central.

Neami's strength has traditionally relied on its relationships with consumers. Neami adopts a partnership stance with consumers at all levels of the organisation. Consumers are central to decision-making in respect of having their needs met and forging their own recovery path; they are central to monitoring and evaluating the services through the state based Consumer Advisory Groups; and consumers hold positions on Neami's Board of Directors. Neami continually strives to improve systems which enable consumers to influence governance, management and service development decisions.

Neami engages in formal and informal partnership arrangements with Federal and State Government departments and local community service organisations as a means to forge access and connection opportunities for its consumers to local communities.

At the strategic level, partnerships with the State and Federal Mental Health NGO peak bodies are essential for Neami to influence sector reform, including quality standards, training, policy development and broader advocacy to all levels of government. Strategic research partnerships include those with academic and clinical bodies. Neami enters into research partnerships to further service delivery innovation and continuous improvement.

## Strategic Directions 2011-2014



## Mission

“Improving mental health and wellbeing in local communities”

## Vision

“Full citizenship for all people living with a mental illness in Australian society”

## Our Values

Consumers, staff and Board members have defined the values, which drive Neami's vision and mission. These shared values put the organisation in the best possible position to realise its vision and mission.

Self determination  
Growth  
Learning

Hope  
Choice  
Partnerships

Change  
Empowerment  
Acceptance of diversity

Respect  
Wellbeing  
Quality

### Neami believes that better outcomes for consumers can be achieved by:

- Assisting consumers to build their resilience and strength to make their own choices about their own recovery
- Working with consumers to build their confidence while participating in their community
- Assisting consumers to plan their own program and build their connections with their community
- Assisting consumers to develop skills and competence necessary to enjoy a full and rich quality of life



## Strategic Directions 2011-2014

### Strategic Direction 1

#### Lead through service innovation

On an annual basis, Neami will implement a significant service innovation that demonstrably improves consumers' wellbeing and mental health outcomes as well as participation in society.

- Improve the physical health of consumers attending Neami services
- Enhance consumer and carer participation processes and feedback
- Increase employment options for people with lived experience within Neami
- Introduce a recovery measure
- Explore and expand use of online technologies in service development and delivery

### Strategic Direction 2

#### Promote services that achieve quality recovery\* outcomes

Neami will influence key stakeholders (e.g. Federal and State Government Ministers, key policy makers and academics) in order to promote effective service models and use our knowledge and evidence base to positively shape the mental health sector.

- Set Neami branding strategy including a defined audience, message and delivery mode
- Develop a research agenda about Neami's benefits, recovery and wellbeing and articulating consumer needs
- Create partnerships with key tertiary organisations, policy makers and/or advocacy groups
- Host international recovery and wellbeing conference
- Develop a plan to actively influence key stakeholders

### Strategic Direction 3

#### Expand services for people with complex mental health and social needs

Expand forensic and complex services by 25% of total turnover by 2014. Neami will prioritise working with those consumers who have the highest need.

- Define the consumer and carer population and relevant model of service
- Build skill base of the organisation
- Research forensic and complex care markets
- Build links and partnerships with forensic system and disability services, health, justice and substance abuse

### Strategic Direction 4

#### Develop a skilled and diverse workforce committed to recovery\*

Attract and retain a diverse and inclusive workforce; increasing all under-represented groups, especially those of ATSI and CALD backgrounds and those with a lived experience of mental illness.

- Implement an improved HR information system
- Develop and implement a comprehensive graduate development program
- Improve staff recruitment and selection processes
- Implement staff coaching model
- Develop targeted and balanced recruitment of new staff
- Devise strategies to increase and improve career pathways for underrepresented groups

\*Neami recognises there are many different definitions of 'recovery', and shares a lot of them. The definition below - from the Scottish Recovery Network - however, is one the Board of Directors feels best represents 'recovery' at Neami.

"Recovery is being able to live a meaningful and satisfying life, as defined by each person, in the presence or absence of symptoms. It is about having control over and input into your own life. Each individual's recovery, like his or her experience of the mental health problems or illness, is a unique and deeply personal process."