



MIFWA's Strategic Plan

MIFWA's Strategic Plan 2010 – 2012

Vision

A better life for people affected by mental illness.

Purpose

To:

- provide fellowship, a place where people affected by mental illness can meet and find understanding and support;
- provide non-clinical, recovery focussed support services to people with mental illness and their families;
- promote an understanding of issues relating to mental illness in the community; and
- contribute to innovation and systemic reform in mental health service delivery.

Principles

Above all, MIFWA support the United Nations *Principles for the Protection of Persons with Mental Illness and for the Improvement of Mental Health Care*. 1991. These principles guide all the work of the Fellowship - members, volunteers and staff.

In particular, we are committed to the following:

Upholding and Promoting the Rights of People with Mental Health Issues

We are dedicated to protecting the rights of people with mental health issues, enhancing their capacity to exercise those rights and acting in ways that empower them and support their recovery.

Focusing on People with Mental Health Issues, their Families and Friends and the Community

We remind ourselves always of what we are here for. We keep the needs of people with mental health issues, their families and friends, and the communities of which they are a part, up front.

Working Collaboratively

We don't need to do everything ourselves, we need to be aware of what is available elsewhere in the community and how to access it. We work in partnership with other agencies, and influence and advocate through them. We are strategic in our actions and support other organisations that share our interests and values.

Continuous Improvement

We are a learning organisation committed to reviewing and improving all of our services, all of the time.

Respecting Each Other

We operate on the basis of mutual respect, acknowledging that there are common and different issues for people with mental health issues, and their families and friends, and the importance of what each group brings to the organisation. We model respectful communication and equitable relationships based on the principles of non-violence.

Valuing Contributions

We are here because we care. We value and acknowledge the contribution of all people who work for and support MIFWA.

Outcomes to be Achieved 2010 - 2012

We will focus on four key outcome areas to achieve our results:

1. Advocacy
2. Organisational Performance
3. Programs and Service Delivery
4. Relevance to and support from our membership

Outcome 1:

A respected advocate for positive community attitudes and the inclusion of people with mental illness in all aspects of community life

To achieve this outcome, we will:

- Establish Lotus Education to provide a range of training and education services to communities and the corporate sector, delivered by skilled people who have a lived experience of mental illness
- Continue to provide COMICWA and Family Support Workshops monthly
- Continue to provide Wellways Metro
- Implement Wellways Rural in the South West and the Wheatbelt.
- Develop and maintain relations with our external communication networks
- Participate in community education through Mental Health Week, Schizophrenia Awareness Week, Carers Week etc
- Develop a program of regular member events in consultation with members.
- Develop positive promotional material for the broader community

- Advocate for, and model inclusion of people with mental illness in mainstream community services and facilities
- Identify and respond to opportunities to “correct” community misconceptions about mental illness
- Respond proactively to media reports and commentary.

A range of data and information will be used to assist us to determine our success in achieving this outcome. This will include:

- *The number of occasions we deliver Lotus Education programs and feedback comments after each program*
- *Levels of participation in, and feedback from COMICWA and monthly Family Support Workshops*
- *The level of growth achieved in Wellways*
- *Member and service user feedback about the organisation, our programs and services*
- *The number of times on our own initiative that we respond to media reports and commentary*
- *The number of occasions on which we are invited by the media and other community agencies to provide expert comment on mental health events and issues (see also Outcome 4)*
- *The extent to which our programs and services facilitate the participation of our members and services users in mainstream community services and activities*

Outcome 2:

A well governed, sustainable organisation

To achieve this outcome, we will:

- Review employment conditions to ensure we are the preferred place of employment for our staff
- Ensure continued contractual compliance with financial, legal and contractual obligations, and that all audit are clean
- Ensure regular monitoring and review of organisational risks, and effective risk mitigation
- Ensure renewal of Board/Board continuity and opportunities for their continued education and development
- Maintain existing partnerships and take up new partnership opportunities to enhance outcomes for our clients
- Continue to contribute to the development of MIFA nationally, and Fellowships in other jurisdictions
- Maintain existing funding, identify areas for growth, and secure new funding sources across government and private sectors

- Ensure that our practices are contemporary and environmentally responsible, in our governance, management and service delivery
- Secure new premises for MIFWA Central that support our current and projected space requirements
- Ensure that staff succession planning strategies are in place.

A range of data and information will be used to assist us to determine our success in achieving this outcome. This will include:

- *Staff feedback that their conditions of employment are as good as or better than comparable organisations in the community sector*
- *Demonstrating the financial capacity to sustain our current operations and commence development in new priority areas as identified in this Plan*
- *Internal and external audits, reviews and evaluations having positive findings*
- *That no preventable serious incidents involving organisational operations, staff or clients are experienced*
- *That transitions from Board and Senior Management positions occur without adverse consequences to organisational operations*
- *Evidence of organisational improvements and enhancements in response to feedback, reviews and evaluations*
- *A reduced environmental footprint demonstrated through reductions in our energy and water consumption*
- *Evidence of the contributions made to MIFA and Fellowships in other jurisdictions*
- *Being established in new premises for MIFWA Central by the end of the 2012 – 13 financial year*

Outcome 3:

A principal provider of high quality, carefully evaluated, psycho-social, educational and recovery services to people with mental health issues, their families and friends, at state-wide, regional and local levels

To achieve this outcome, we will:

- Support training and development for staff to ensure skills continue to match requirements and support our Vision and Purpose
- Develop new programs based around Recovery Principles and in line with our vision and principles.

- Engage with Lorikeet members to expand our range of sustainable activities that are independence focussed, inclusive, purposeful and recovery orientated, including the Green Team Project
- In collaboration with other service providers, develop a program targeting people who are the most unwell and chronically ill and whose community support needs are not met through programs in the current service system
- Continue the holistic vision and development of the Family Support Program
- Continue the development and promotion of the EIRP
- Use SMS to review performance and identify trends
- Develop a triennial evaluation program to demonstrate effectiveness and act on evaluation outcomes to continuously improve our services
- Use evaluation outcomes to support best practice for example via conferences presentations, papers, workshops etc
- Investigate opportunities for extending our role into the provision of expert training to the non-government, government and private sectors
- Identify regions/service gaps and determine our capacity to respond either by ourselves or in collaboration with others

A range of data and information will be used to assist us to determine our success in achieving this outcome. This will include:

- *That programs operate to capacity*
- *Member/service user feedback confirms that our services make a positive difference to their lives*
- *Feedback from our staff that they have the development opportunities, skills and resources to be effective in doing their jobs*
- *Evidence that evaluations and reviews contribute to service/program improvement*
- *That MIFWA has contributed to a program option for people with the most serious and persistent mental illness*
- *Evidence that our collaboration with other service providers has increased the range of community options for people affected by mental illness*
- *The level of increase in our provision of expert training to the non government, government and private sectors*
- *The number of occasions on which staff present papers or otherwise participate in community forums, conferences and workshops*

Outcome 4:

A responsive, inclusive organisation that has the support of its members and the broader community

To achieve this outcome, we will:

- Implement the new web-site
- Revise and update membership data base
- Continue regular newsletters
- Seek out and take up opportunities for partnerships in both projects and programs, with mainstream community organisations, clinical services and the corporate sector
- Develop media resources – DVDs, videos etc for media outlets
- Develop relationships with individuals and groups involved in health reporting in the media

A range of data and information will be used to assist us to determine our success in achieving this outcome. This will include:

- *That the new web site is fully operational by June 2010, and that positive feedback is received regarding its information and accessibility*
- *That the membership data base is up to date and used effectively*
- *Members and others providing positive feedback about the relevance and content of the Newsletter and our media resources*
- *The extent to which our community partnerships contribute to improved service delivery, reduce barriers and enhance mainstream community participation*
- *The number of external requests for our DVDs and videos*
- *The number of occasions on which we are invited by the media and other community agencies to provide expert comment on mental health events and issues (see also Outcome 1)*

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2010 – 2012

Context Discussions

What We Have Achieved from 2007 – 2009

- Involvement of people – Dedication – common purpose and support
- Support of Funders – Getting new grants – Their recognition
- Staff Commitment
- Recognition as one of the Big 3
- Engagement of Consumers
- Growth
- Revamp of the Membership Database
- Website (in progress)
- Kept client focus and our identity as we have grown
- EIRP has come together
- New funding for new programs
- Board – perseverance and stick at it
- Organisation to be proud of
- Expansion of Wellways – rural
- Partnerships
- Consumer involvement in service delivery
- Family and Children's Program success
- Everything is Working – No Pot-holes
- ED's Support and Insight – Peer Support
- Green Team (to be developed)
- A respectful, fair, equitable, and non-violent culture

Risks We Need to Consider 2010 - 2012

- Increased state investment into psycho-social services – away from medical/clinical
- Cuts from clinical acute services - pressure on community sector
- Role of Federal Government – focus on non-clinical program development
- Increased focus/direction on partnerships and mergers
- Talk of move to case-based and self directed funding
- Risks to continuation of recurrent funding
- Infrastructure/facilities to support our growth
- Staff retention challenges and capacity to recruit for growth
- Impact of organisational growth on CEO and infrastructure

Issues We Want Addressed in the Next Plan

- Website
- Support for CEO and Senior Staff
- Conditions of Employment Review
- Training for the sector and the Corporate Sector
- Continue to and extend influence on the Recovery Process
- Wellways Rural Roll Out
- Continue to enhance Lorikeet – including the Green Team Project
- With the Family Support Program – continue, enhance, advocate and holistic approach and integration of families into community life
- Develop a role/program for people “at the hard end” the most unwell or chronically ill
- Maintain existing and further develop partnerships
- Further in-roads to the Corporate Sector
- More for Lorikeet Members – sustainable activities and social enterprise activities
- Training for Police relating to people with mental illness – roll out of NSW Fellowship training in WA – Sam Cochran’s Program