

2009 - 2011

strategic plan



For the rights of older people and people with disabilities

Advocare
incorporated

www.advocare.org.au

Who Are We?

Established in 2000, Advocare Inc, a community based, not-for-profit organisation, is primarily funded by the Australian Government's Department of Health & Ageing and the Western Australian Department of Health, through the Home and Community Care (HACC) program. Potential clients include residents of aged care facilities, recipients of Commonwealth funded community care packages, and HACC services as well as people who experience elder abuse.

Advocare promotes their client's rights through individual advocacy and the provision of information and education to these groups service the general community. Central to Advocare's practice are the principles that:

- ▶ Vulnerable and older people have the same human rights as all people.
- ▶ Clients are in charge of their own lives, money and possessions.
- ▶ Clients have the right to privacy, dignity and respect.
- ▶ Clients have a right to good quality care that meets their needs.
- ▶ Clients have the right to make a complaint and be fully informed about their rights, care, accommodation and fees.
- ▶ Clients' rights are best supported by working co-operatively with family/friends, carers and care workers.

When there is impaired decision making capacity, and there is conflict between relatives about the client's best interests, Advocare refers the matter to the Office of the Public Advocate or encourages the service provider involved in their care to apply for the appointment of a guardian or administrator.



Introduction

It is with great satisfaction and pleasure that I write this introduction to Advocare's 2009 - 2011 Strategic Plan.

The plan is the culmination of many months of work by the Advocare Board and by Advocare's staff. It manages to encapsulate where the organisation has come from and sets a clear vision for the future.



Our new Vision "A community where the rights of people are supported and respected" highlights the excellent work we do supporting the elderly in the care services they receive, and those who are experiencing elder abuse. It also recognises that Advocare need not be constrained in its future endeavors. Although there are no immediate plans to support the rights of others in our community this may become a feature of our work in the future.

Our Purpose "To provide independent advocacy and support for the rights of older people and people with disabilities" highlights our present work supporting those receiving HACC services, Commonwealth funded aged care services, and those experiencing elder abuse, or at risk of elder abuse.

Underpinning all these activities is a set of Values that were derived by the staff and Board together. The values provide guidance in all activities and decisions of the organisation.

The five Strategic Objectives provide unambiguous direction for the organisation over the next few years and sets it up for a future where the staff will be able to assist more clients and provide leadership in the rights of the disadvantaged and the vulnerable.

Importantly, our Vision, Purpose, Values and Strategic Objectives come together as a package to set the tone and direction for all levels of the organisation.

This strategic plan has been embraced by the Board and by the staff and together there is a determination to move forward towards a community where the rights of people are supported and respected.

A handwritten signature in blue ink, appearing to read 'Greg Mahney'. The signature is stylized and fluid, with a long horizontal stroke extending to the right.

Greg Mahney
Chief Executive Officer

Our Vision

A community where the rights of people are supported and respected

Our Purpose

To provide independent advocacy and support for the rights of older people and people with disabilities



Our Key Values

These values will influence all decisions of the staff and the Board of Advocare Inc.

▶ Honesty and integrity

- Transparent
- Ethical
- Strength of Character
- Professional

▶ Respect

- Consideration of Others
- Confidentiality
- Self Respect
- Appreciating Different Opinions & Beliefs
- Dignity

▶ Equity

- Needs Based Access
- Non-Discriminatory
- Fair
- Non-Judgemental

▶ Proactive

- Looking to the future / ahead
- Empowering Others
- Participation
- Voicing Opinions
- Innovative
- Knowledgeable
- Taking / Using Initiative

▶ Person Centred

- Respecting people as individuals
- Respect Differences
- Empathy
- Understanding
- Caring
- Supportive

Strategic Objective 1

Improve the quality and standard of Advocare’s services

Driving Statement: We will establish appropriate service measures and a continuous improvement program.

Key Actions Required	Measures/Targets (Outcomes, Deliverables) See also specific KPIs (below)	Strategic Objectives				
		Quality and Standards	Partnerships	Diversified Funding	Technology	Marketing
1. Benchmark Advocare against other state’s advocacy agencies	<ul style="list-style-type: none"> Useful benchmarks and service standards established and Advocare measured against them 	√	√			
2. Enhance staff education and development	<ul style="list-style-type: none"> Staff training needs identified and a plan developed to meet those needs (ongoing) Plan implemented Evaluation/feedback 	√	√	√	√	√
3. Develop a comprehensive education delivery plan	<ul style="list-style-type: none"> Quarterly analysis of survey/feedback results Half yearly summary and improvement action plan compiled 	√				√

√ denotes where integrated actions occur- achieving multiple Strategic Objectives.

Key Performance Indicators

- ▶ Conduct stakeholder feedback mechanisms at least annually and achieve improved satisfaction scores each time
- ▶ A comprehensive education delivery plan developed and implemented by June 2009, and then updated annually
- ▶ A useful benchmarking process developed and implemented by June 2011

Strategic Objective 2

Improve the promotion and marketing of Advocare and its services

Driving Statement: We will seek opportunities to positively promote and market Advocare and its services to government, business and the community.

Key Actions Required	Measures/Targets (Outcomes, Deliverables) See also specific KPIs (below)	Strategic Objectives				
		Quality and Standards	Partnerships	Diversified Funding	Technology	Marketing
1. Develop a new website to better disseminate information	<ul style="list-style-type: none"> Delivered, quality, tested website Recorded number of hits over period Survey of stakeholders / staff feedback 	√	√		√	√
2. Develop and Implement a strategic marketing plan	<ul style="list-style-type: none"> Development and implementation of the marketing plan 	√				√

Key Performance Indicators

- ▶ A strategic marketing plan developed and implemented by August 2009
- ▶ A new Advocare website operational by March 2010
- ▶ The strategic marketing plan to be reviewed annually to determine efficacy and report on progress

Strategic Objective 3

Establish clearly defined partnerships with key organisations to further Advocare’s strategic objectives

Driving Statement: We will explore opportunities for high value partnerships with government, business and other agencies.

Key Actions Required	Measures/Targets (Outcomes, Deliverables) See also specific KPIs (below)	Strategic Objectives				
		Quality and Standards	Partnerships	Diversified Funding	Technology	Marketing
1. Partner with relevant Government and non-government agencies to deliver services and share expertise	<ul style="list-style-type: none"> Number of formal and informal relationships with other agencies Benefit to Advocare and its clients 	✓	✓	✓		✓

Key Performance Indicators

- ▶ Increase the number of clearly defined partnerships with other organisations by a total of six over the next three years.

Strategic Objective 4

Introduce a diversified funding base directed towards organisational sustainability

Driving Statement: We will plan, budget and implement dedicated resources for the expansion of our funding base.

Key Actions Required	Measures/Targets (Outcomes, Deliverables) See also specific KPIs (below)	Strategic Objectives				
		Quality and Standards	Partnerships	Diversified Funding	Technology	Marketing
1. Branch out into new funded service activity areas, eg mental health, disability, mediation services, research	<ul style="list-style-type: none"> • Opportunities identified and business plans developed • Successful applications for funding 	√	√	√		√
2. Revise education and other fees to improve income whilst maintaining equity	<ul style="list-style-type: none"> • Fees regime revised • Money received 	√	√	√		√
3. Develop a donation and bequest scheme	<ul style="list-style-type: none"> • Scheme developed • Donations and bequests received 	√	√	√		√

Key Performance Indicators

- ▶ Increase the amount of funding received by Advocare each year by an amount greater than the Consumer Price Index
- ▶ Receive at least two new sources of income, funding or one off grants each 12 months
- ▶ Develop and implement a donation and bequest strategy by June 2011

Strategic Objective 5

Improve Advocare's use of technology to support services

Driving Statement: We will identify, prioritise and implement the technology, resources needed to support Advocare's services.

Key Actions Required	Measures/Targets (Outcomes, Deliverables) See also specific KPIs (below)	Strategic Objectives				
		Quality and Standards	Partnerships	Diversified Funding	Technology	Marketing
1. Implement a new client database	<ul style="list-style-type: none"> New database installed and staff using it effectively Improved quality and speed of reporting 	√			√	
2. Use technology to improve information and education service delivery to metropolitan and remote areas eg on line resources, video/tele conferencing, webinars, CDs, DVDs	<ul style="list-style-type: none"> Plan developed Technologies trialled, feedback received and evaluated 	√	√		√	√

Key Performance Indicators

- ▶ A technology strategy plan developed and implemented by August 2010
- ▶ A new client database fully implemented by 30 June 2009
- ▶ A comprehensive education delivery plan developed and implemented by June 2009, and then updated annually



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