

strategic plan  
2009-2014

The background of the entire page is a vibrant yellow sunflower field. The sunflowers are in various stages of bloom, with some showing their dark brown, textured centers. The lighting is bright and warm, creating a sense of optimism and growth.

# who we are

## spectrum care

Spectrum Care is an independent charitable trust that provides services for children, young people and adults with disabilities and their families.

Our services include 24-hour support for people living in residential homes throughout the Auckland and Waikato regions, respite care in the Bay of Plenty, and specialised Home Support, Behavioural and Aspiration services for people in the greater Auckland region.

Spectrum Care believes in providing people-centred services and options that focus on individual needs. All our services support people to identify their personal goals and aspirations. These are developed into a personalised and achievable 'Outcomes' plan, which supports our service users to achieve their immediate and lifelong objectives.

## the 'outcomes' philosophy

Outcomes focus on supporting individuals and helping turn Spectrum Care's person-centred philosophy into reality across every service.

The Outcomes philosophy is a major shift in thinking. It challenges the traditional approach to supporting people and makes it essential to focus on each person as an individual, their aspirations and major expectations in life, and the best way to support opportunities to achieve these – rather than looking at people as part of a group and the 'one size fits all' approach.

Outcomes are the major aspirations and goals that people have in their lives and differ from person to person. Spectrum Care is striving to tailor its services as much as possible to recognise these different needs and to support individuals to achieve the Outcomes they have identified.

## vision, mission and values

### **Spectrum Care's Vision:**

People with Disabilities Living Great Lives

### **Spectrum Care's Mission:**

Creating Opportunities to Achieve Positive Individual Outcomes

### **Spectrum Care's Values:**

**Person Centred** – Responsive to the person; individualised services and support

**Innovation** – Pioneering and looking for better ways

**Commitment and Passion** – Creating and maintaining a high-performance culture, where people are passionate about what they do

**Partnership** – Working successfully together with others, valuing each other's contribution

**Excellence** – Leading the way





# how can you help?

## building a partnership with spectrum care

Spectrum Care serves approximately 800 disabled individuals by providing extraordinary care to help meet their needs and challenges.

Our organisation is determined to build new opportunities to meet the changing needs of the people we serve. This includes improving the range of choices to support independent living, partnership approaches to home ownership with families, and greater influence through family governance and self advocacy. We aim to be the best we can be and have embraced state-of-the-art information technologies and the 'Business Excellence' framework to help us on this journey. Our greatest resource is our staff and the quality of our workforce development will underpin our future success in working positively and innovatively to support the people we serve to live great lives.

Sponsorship monies allow Spectrum Care to continue to provide critical initiatives which enhance various aspects of a disabled person's life. Sponsorship also allows us to build a firm foundation to assist the people we serve with their integration into the community.

Our communications team works diligently alongside the media on all aspects of Spectrum Care's activities including our sponsored events and programmes.

Sponsor organisations benefit from exposure via our marketing materials, including our quarterly newsletter *Across the Spectrum*, which are sent to each individual we serve and our dedicated staff members, as well as over 1000 family members, physicians, politicians, schools, hospitals and the general public. Additionally, the chief advisers and directors of the Ministry of Health, receive a copy of our Annual Report which lists in detail our sponsors and partnering companies.

We have an array of yearly events which further reinforce our sponsor relationship, including our Annual Ball (a formal gala with approximately 400 guests every year) and Art Exhibition (which features talents from our Aspirations Day Centres).

A partnership with our organisation is a collaborative exercise aimed at building community engagement and goodwill for both the sponsor organisation and Spectrum Care.



# strategic focus 2009-2010

Outcomes	Activities/Actions
Enhance personal 'Outcomes' framework	<ul style="list-style-type: none"> <li>• Refine reporting and measurement framework</li> <li>• Implement CQL accreditation review and Australasian CQL network</li> </ul>
Enhance levels of participation, engagement and communication	<ul style="list-style-type: none"> <li>• Train staff in communications and active support</li> <li>• Monitor implementation and engagement</li> <li>• Increase self advocacy, along with culturally appropriate social inclusion</li> </ul>
Enhance current and potential services	<ul style="list-style-type: none"> <li>• Reviews undertaken to enhance interaction between services</li> </ul>
Improve health outcomes	<ul style="list-style-type: none"> <li>• Increase clinical capability and monitoring, including increased PHO/DHB interaction</li> </ul>
Introduce new services to improve 'Outcomes'	<ul style="list-style-type: none"> <li>• Factor age-related and supported-living outcomes into 'Outcomes' plans</li> </ul>
Increase family and cultural engagement	<ul style="list-style-type: none"> <li>• Pilot and review family governance model, with proactive family engagement</li> </ul>

Workforce	Activities/Actions
Formalise essential skills training	<ul style="list-style-type: none"> <li>• Provide level two/three certificate in Community Support, in conjunction with IT, active support and 'Outcomes' training</li> <li>• Build a learning and innovative organisation</li> <li>• Increase knowledge sharing and optimised teams through mentoring, supervision, research and training</li> <li>• Build professional capability</li> <li>• Develop leadership and new services skills, along with clinical monitoring/liaison</li> </ul>
Improve recruitment and retention	<ul style="list-style-type: none"> <li>• Continue with staff satisfaction as a KPI</li> <li>• Implement skill-based remuneration, in conjunction with reward and recognition</li> </ul>
Complete workforce analysis	<ul style="list-style-type: none"> <li>• Develop dashboard reporting and turnover analysis</li> </ul>
Enhance collaborative capacity building	<ul style="list-style-type: none"> <li>• Reinforce third-party training and learning partnerships</li> </ul>

Business Excellence	Activities/Actions
Improve leadership communication	<ul style="list-style-type: none"> <li>• Continue developing intranet as primary internal communication channel</li> </ul>
Strengthen strategic planning process	<ul style="list-style-type: none"> <li>• Service users and families input to strategic plan via surveys or other sources</li> <li>• Build systematic organisational method for identifying key challenges, core competencies, blind spots and strategic advantages</li> </ul>
Enhance customer and market focus	<ul style="list-style-type: none"> <li>• Develop framework to better understand customer and culture segments</li> <li>• Systematic review of 'Outcomes' progress</li> <li>• Improve communication overall and develop workforce systems</li> </ul>
Enhance measurement, analysis and knowledge management	<ul style="list-style-type: none"> <li>• Integrate various databases for sharing, accessibility and reporting</li> <li>• Develop electronic timesheet system and extend 'dashboard' reporting</li> </ul>
Develop IT disaster recovery and maintenance system	<ul style="list-style-type: none"> <li>• Integrate various databases for sharing, accessibility and reporting</li> <li>• Continue skills-appropriate training</li> </ul>

Finance & Sustainability	Activities/Actions
Maintain financial viability	<ul style="list-style-type: none"> <li>• Focus on financial targets, monitor facilities that underperform and develop a formal review/consultation process</li> <li>• Build systems and processes supporting hosted and individualised funding</li> </ul>
Promote 'lean' systems	<ul style="list-style-type: none"> <li>• Streamline process relating to consumables, purchasing and leasing</li> </ul>
Enhance systems integration	<ul style="list-style-type: none"> <li>• Evaluate alternative applications and/or upgrades as appropriate</li> </ul>
Develop business opportunities	<ul style="list-style-type: none"> <li>• Develop wider range of disability and culturally appropriate services</li> </ul>
Active property analysis and review	<ul style="list-style-type: none"> <li>• Rationalise property portfolio and develop robust investment strategy</li> </ul>
Implement environmental approach	<ul style="list-style-type: none"> <li>• Increase sustainability</li> <li>• Support fundraising, sponsorship and donation initiatives, and family investment</li> <li>• Increase brand visibility targeting new sponsors, donors and funders</li> </ul>
Build service diversity	<ul style="list-style-type: none"> <li>• Build structure and capacity to meet new business opportunities associated with individualised funding and supported living</li> </ul>

## strategic focus 2011-2014

Outcomes
Meet Social Services Select Committee recommendations
'Outcomes' collaboration
Improve health outcomes
Improve family partnership
Actively promote self advocacy
Improve cultural responsiveness

Business Excellence
Achieve Business Excellence 'Gold'
Achieve on-line CRM facility to enhance health outcomes
Achieve web-enabled 'Facebook'-type capability for all respite, transition and home support

Workforce
Train workforce for 'Supported Living'
Achieve essential skills training to level two, three and four for all CSWs
Embed 'Optimal Team' model
Formalise career pathways
Promote training collaborations in sector
Achieve top 25% of staff satisfaction nationally

Finance & Sustainability
Actively promote and exploit new business opportunities
Enhance environmental and social responsibility
Achieve balanced revenue streams
Implement new funding and 'Outcomes' model

## contact information

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## services provided by spectrum care

- Adult Services
- Advocacy Services
- Aspirations Services (including Activity and Vocational Centres)
- Behaviour Support Services
- Child, Youth and Respite Services
- Cultural Services
- Home Support Services
- Orakau House
- Transition Services