

UNISSON

DISABILITY

BUILDING
CONNECTIONS
SINCE 1924

STRATEGIC PLAN
2017 - 2020

OUR VISION

A world where every person is welcomed

OUR PURPOSE

Working together to create possibilities for a great life

OUR VALUES

CONVICTION

We have the courage not to give up

INTEGRITY

We do what we say we will do

GENEROSITY

We give our hearts and minds in an effort to understand others

COLLABORATION

We work together, nurturing strong relationships

CEO MESSAGE

FIFTEEN YEARS AGO, WE CHARTERED A BOLD NEW COURSE FOR UNISSON DISABILITY. WE SET A VISION OF MOVING ALL OF THE RESIDENTS AT THE INSTITUTION AT GORE HILL INTO THEIR OWN HOMES IN THE COMMUNITY. THIS WAS A HUGE CHALLENGE FINANCIALLY TO THE ORGANISATION BUT A GREAT SUCCESS FOR CLIENTS AND FAMILIES. HOWEVER, A BIGGER CHANGE WAS TO COME AND IN 2011, WE CONTRIBUTED FUNDS AND TIME TO LOBBY BOTH LEVELS OF GOVERNMENT TO INTRODUCE THE NDIS. FINALLY IN MARCH 2013, THE NDIS ACT WAS PASSED AND BECAME LAW.

The past few years have been about transitioning to the NDIS. It's been about putting systems in place to ensure that we are fit for purpose and investing in the future.

We are excited by the opportunities the NDIS presents people with disability and the role Unisson will play in realising these opportunities. We recognise it is a time of uncertainty for many people including clients and families, so the Unisson team has been busy working together to ensure clients and their families and carers have all the necessary information and knowledge they need to successfully navigate the NDIS.

Unisson considers the NDIS to be a world leading approach to supporting people with disability, exceptional in its principles and intentions. We are excited that we have been able to explore the genuine hopes and dreams of individuals while guiding families in this new landscape.

We recognise one of our greatest risks is not being able to attract, develop and retain excellent staff. Workforce shortages are emerging as a growing issue as the NDIS and Aged Care demand continues to increase. This is an area of strategic focus and we are exploring innovative ways of attracting high calibre staff to the Unisson Disability team.

With changes in the sector, we recognise that we can no longer solely focus on a 'standard' approach to service. It is now about creating experiences for clients that have a substantial impact and create a memorable connection. The support we provide is WHAT we do, the connection we create is HOW we do it.

Unisson continues its growth trajectory. Our growth however will be measured by quality outcomes and impact while remaining sustainable.

The successful implementation of this rolling strategic plan will result in more quality supports and services to clients, but more importantly, the ultimate goal is to achieve the shift of community views and acceptance that allows full community inclusion for people with disability.

In addition to a strong management team, Unisson has a skilled, diverse and experienced Board of directors who provide sound overall direction and governance of our organisation.

We are in a good place to deliver on our strategy and enable the goals and aspirations of people with disability to become a reality so they can live a good and fulfilling life.

Rebecca Fletcher, CEO



OUR APPROACH

A VOICE FOR CHANGE

Unisson has always been at the forefront of change.

In all our interactions and relationships we advocate for the interests of people with disability. The reason we exist as an organisation is for them and we will be driven by their aspirations and desires.

WE MAKE THINGS HAPPEN

Relationships are not an end in themselves.

With courage and through strong relationships and with our passionate employees we make things happen. We enable the achievements and successes of others.

A LIFE WITH MEANING

We have been a long-term champion of the introduction of the NDIS in Australia,

a scheme which enables people with disability to self-direct and self-advocate as well as focus on building personal support networks that connect them with their communities.



OUR APPROACH

INDEPENDENCE

People with disability have rights and make choices about their own lives.

A meaningful life is one with purpose - a narrative about who we are and what we do; purposeful activities that contribute to the lives of others and a shared sense of belonging - in communities, families, at home and at work. As a result, Unisson is driven by the aspirations of clients who are determined to do it for themselves.

WHATEVER IT TAKES

We know the possibilities that should be open to people with disability, so we lead our employees at Unisson to enable this.

We work in ways that convey the message about rights and possibilities in all the things we do. We encourage staff to understand the purpose in their work - focusing on values, language and approach. We will continue to deliver a customer service framework that embodies this approach and delivers support that is grounded in our values.

ALWAYS LEARNING

We don't presume to know better about other peoples' lives.

We act with humility.
We listen, facilitate, support and enable.



REALISING OUR GOALS

A SERVICE THAT PEOPLE WANT

Objective:

Grow client services revenue by 10-20% in 2017/18

Actions:

1. Implement a customer enquiry tracking tool and develop a process to ensure maximum engagement with new clients is achieved.
2. Use the business modelling tool to review existing services and identify new service opportunities.
3. Develop a marketing strategy to support growth objectives.

Objective:

A quality service, driven by the client

Actions:

1. Continue with ongoing implementation of Person Centred Active Support.
2. Identify opportunities for people in shared living to live in houses with fewer residents.
3. Embed a culture of customer service by ongoing roll-out of the Art of Human Connection program and associated communications.
4. Develop a continuous improvement process, that also offers opportunities for clients and families to be engaged.
5. Implement an effective quality assurance process line with new NDIS Quality and Safeguards Framework.



REALISING OUR GOALS

A WORKFORCE INSPIRED BY PURPOSE

Objective:

We have enough available staff who are well trained to provide a high quality service

Actions:

1. Embed Performance Management & Development process throughout the organisation.
2. Develop innovative recruitment and onboarding processes.
3. Develop a training framework to offer varied opportunities for employee development.

Objective:

Our workforce is engaged and embrace the organisation's culture and values

Actions:

1. Develop Employee Value Proposition strategy.
2. Develop internal communication strategy aimed at increasing employee engagement.

Objective:

Our leadership is inspiring and our management structure is efficient and effective

Actions:

1. Develop a leadership program focussed on enhancing the strengths of our leadership team.
2. Develop a succession planning process for leadership roles.

Objective:

We have efficient HR Systems and Processes

Actions:

1. Introduce eLearning Content at Unisson as part of BOOM HR system roll-out.
2. Develop HR Metrics to drive informed decision making.
3. Continue to improve WHS Practices organisation wide.

REALISING OUR GOALS

A RESILIENT ORGANISATION

Objective:

We understand the business model for each service and bring Community Services back to break even

Actions:

Develop a business model for each service that is structured to maximise financial viability whilst maintaining quality support.

Objective:

We maximise M&A opportunities

Actions:

Monitor impact of NDIS on viability of organisations with less than \$10M turnover and respond to opportunities on a case by case basis.

Objective:

Our operations are well supported by the right systems and technology platforms

Actions:

1. Continue implementation of core IT systems in line with IT road map
2. Implement an ongoing process of review and incremental improvement for all of our supporting IT systems

Objective:

Unisson is an organisation that is well governed

Actions:

Put in place an effective organisation-wide risk management & compliance system and process.

Objective:

The organisation's brand and positioning strategy is fit for market opportunities

Actions:

1. Complete the rename/rebrand to Unisson Disability.
2. Develop and implement an advertising campaign to establish the new brand in the NDIS market.

Objective:

Unisson has a clear property strategy

Actions:

Develop a property strategy taking into account current requirements and likely future demand..



T: 1300 266 222 E: info@unisson.org.au
W: unissondisability.org.au

Corporate Support Office
6 West St, PYMBLE NSW 2073

Postal Address
PO Box 474, GORDON NSW 2072

ABN: 28 613 272 772
