

Sunnyfield Strategy 2008 – 2028 ‘Light on the hill’

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Our Core Purpose

Core Purpose of Sunnyfield is ..

To enrich the lives of people with intellectual disabilities by creating choice, opportunities and independence for them to lead the lives they want.

To enable people with intellectual disabilities:

- to exercise whole-of-life choices;
- be as independent as they can and want to; and,
- feel and be valued by the community.

Respect
Honesty
Trust
Innovation

Values

What we had previously

Vision / Mission

Sunnyfield, the best place for people with a disability to learn , live, work, make friends, have fun and get help when needed

... aligned with 'Our Envisioned Future'

Respect
Integrity
Openness
Service
Results Driven
Equity
Efficiency

Values

Realigned
as above

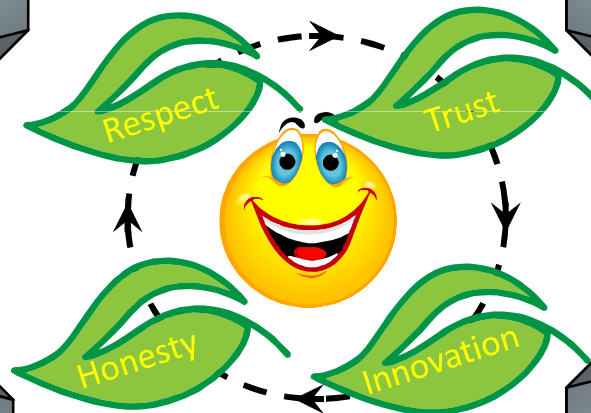
- based on the combined output from the series of workshops with staff, management and people we support.

It's all about being person centred.....

Our Core Values

- Treat each other kindly, and have consideration and appreciation for each other's choices and needs
- Be friendly and accepting of diversity
- Be fair and impartial
- Allow for equal opportunity and democracy

- Knowing that people will support each other
- Having Integrity and being reliable



- Be transparent no secrets, tell the truth
- Be sincere and genuine

- Strive for excellence through continued learning and improvement, passion, creative thinking, personal dreams, enjoyment and fun

Our Envisioned Future (by 2028)



- Sunnyfield is the “light on the hill” – a beacon for everyone.
- We are admired for being truly person centred and a trusted partner for people with intellectual disabilities and their families.
- We help people we support exercise individual, whole-of-life choices on where and how they live, learn, play and work.
- We are innovative and our approaches are replicated around the world.
- We specialise in and deliver services that we can do best but, facilitate and present a whole network of quality service choices.
- Sunnyfield is a major driver behind legislative and social change. We share our best practices, experience and knowledge and raise the bar for the overall industry.

It's all about being person centred.....

Our Envisioned Future (by 2028)



- **For the People We Support/Families/Carers:**
 - People we Support:
 - enjoy life to the fullest potential;
 - along with their families, make the decisions;
 - can access funding directly and have the freedom to choose service providers;
 - have access to and can avail of a wide range of educational, employment, leisure and retirement opportunities;
 - are well integrated and involved with the community and feel valued; and
 - lead healthy lives and get the right balance between ‘independence’ and ‘support/care’.

Our Envisioned Future (by 2028)



- **For Our Staff**

- Sunnyfield staff have pride and satisfaction in their work and what has been achieved.
- It is prestigious to work at Sunnyfield.
- We attract and retain the best staff; we do not rely on agency staff.
- Sunnyfield staff feel appreciated and have a sense of belonging.

- **For Sunnyfield**

- Sunnyfield is financially viable and sustainable over the long term.
- We have a wide range of funding sources and opportunities to continually subsidise and improve services across the whole of Sunnyfield.
- Sunnyfield will grow the range of services for people we support.
- Demand will drive growth and we are attractive to both Government and Corporates.

Our Envisioned Future (by 2028)

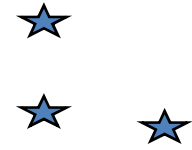


- **For Community/Rest of the World**
 - Government seeks out Sunnyfield for help with strategy and policy formulation as they know that Sunnyfield delivers ‘best practice’ and is **the** industry leader.
 - Funds given to Sunnyfield guaranteed as “money well spent”.
 - Corporates approach us to be a charity partner and be part of their Corporate Social Responsibility program. They want to align with the Sunnyfield Brand.
 - Sunnyfield Brand is recognised across all of Australia and beyond as being innovative and leading edge.
 - Volunteers and community groups approach us to offer support
 - There is full integration within the community; people with a disability will be valued by the community.
 - There is no discrimination between ‘abled’ and ‘disabled’.

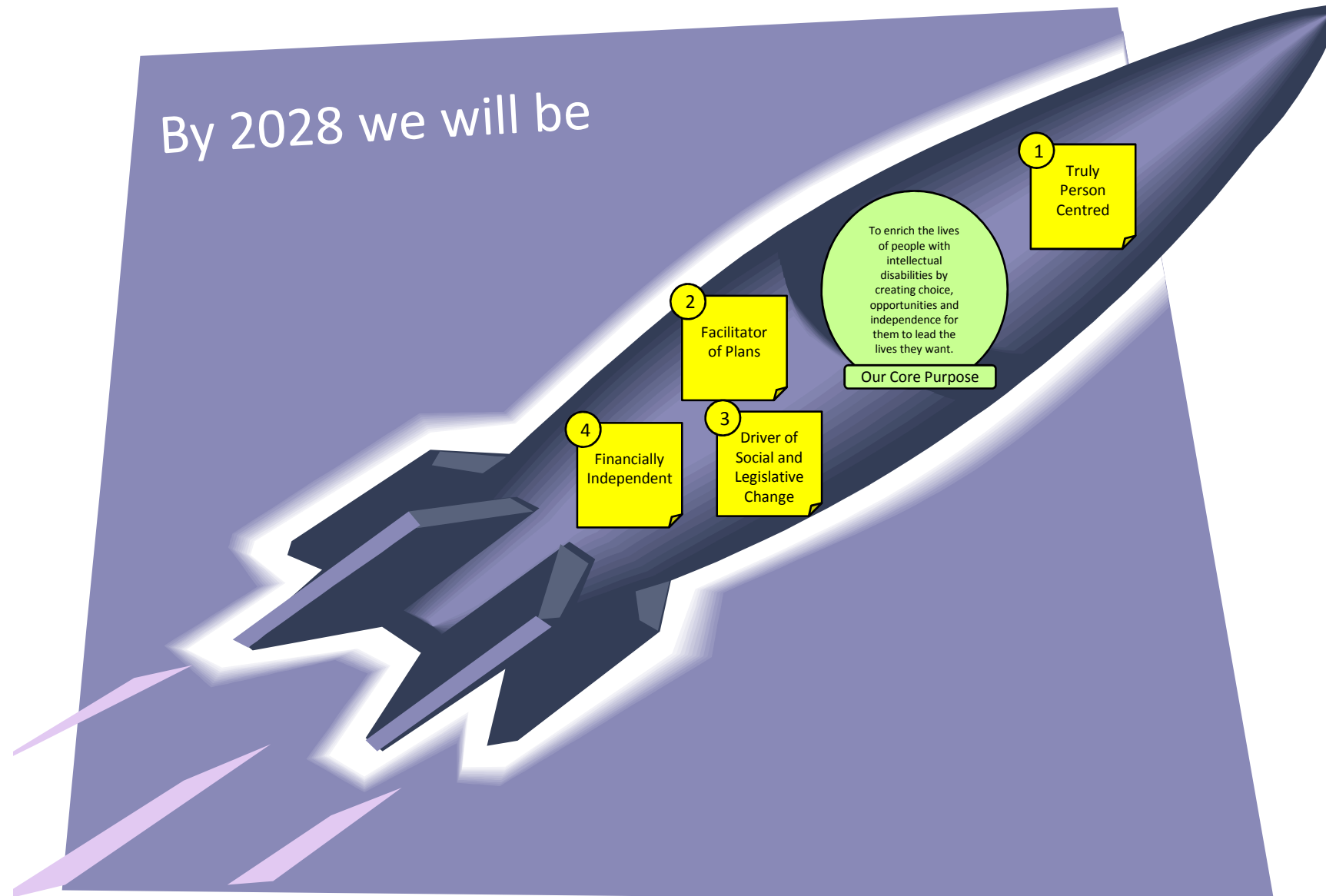
Our Strategic Focus

- At Sunnyfield we will be a “Specialist” and “Differentiate” our services from the others
 - We will **focus** on Intellectual Disability as a main disability class
 - Person Centred Thinking dictates that we follow a specialist approach; it also dictates that we need to do something different to the norm.
 - We will provide services that we are or can achieve ‘best practice’ i.e. a recognised Specialist
 - We will “Differentiate” by being a trusted adviser and a facilitator of plans.
- It’s all about being Person Centred

Our Big Hairy Audacious Goals



By 2028 we will be



Our Big Hairy Audacious Goals

1

Truly Person Centred

Background:

- Truly person centred organisation focuses not simply on care or support needs but on the individual's aspirations, dreams and wishes.
- This includes people we support as well as staff across all levels of Sunnyfield
- The primary objective here is of supporting someone to achieve their individual aspirations in life. This may include helping develop individual plans for any stage of a person's life, but more importantly this is about really understanding individuals aspirations and wishes, and acting in ways that helps to achieve them.
- This is fundamentally about culture, but may include practical tools and techniques, for example developing person centred plans.

Our BHAG (By 2028):

We will be a great person centred organisation; we will, at all levels of Sunnyfield, consistently, comprehensively and genuinely excel in placing the individual at the centre, truly understand the person's dreams and aspirations, and act in ways that supports individuals to achieve these.

Our Big Hairy Audacious Goals

2

Facilitator of Plans

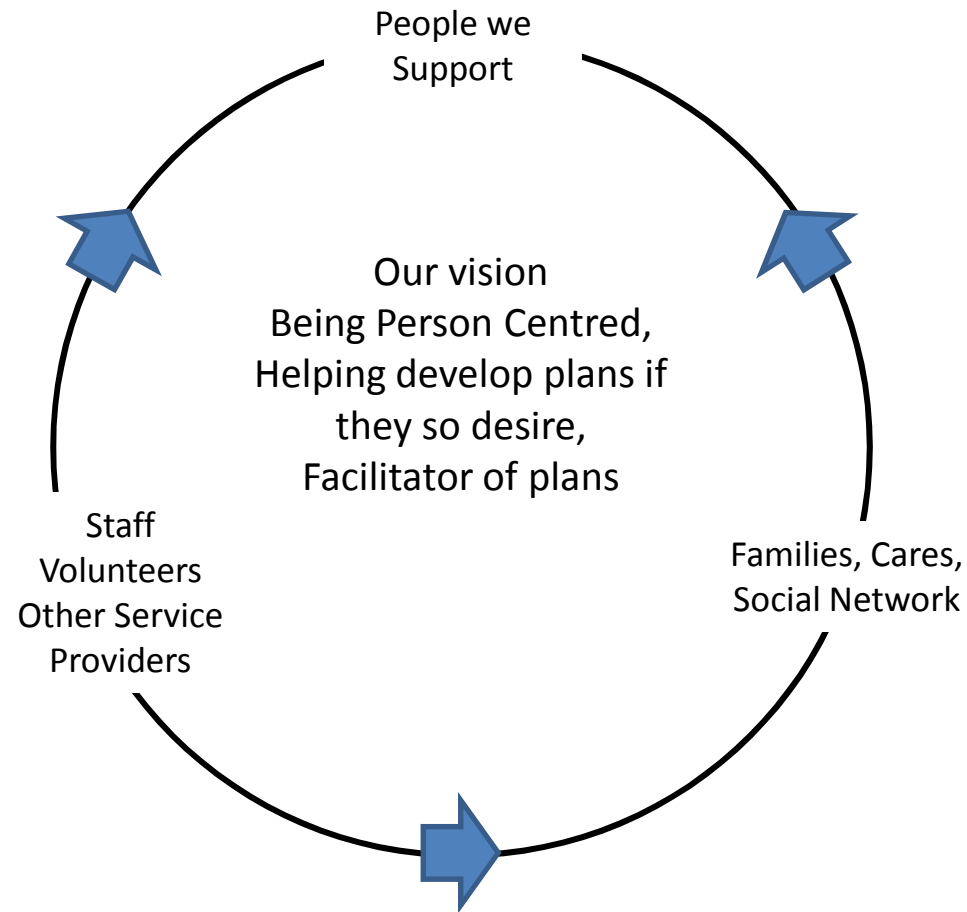
Background:

- While being person centred, this relates more to the way services are delivered or made accessible to individuals that are in line with their aspirations and wishes.
- Individuals may have plans – either formal or informal for any aspect or stage of life; this is about helping develop and implement those plans, by:
 - understanding the plans as well as the aspirations and wishes behind those plans;
 - working and exploring with the individuals, and their families and carers in a person centred manner to identify the services and options that go towards achieving those aspirations and wishes, while at the same time managing unrealistic expectations;
 - Helping people access those services based on individual circumstances.
- The services may apply to any aspect or stage of ones life and will include services from a network of providers including Sunnyfield's. Individuals along with their families and carers have the choice of accessing services and providers.
- Facilitator is a role played by the organisation in part to achieve the person centered objective; while the previous BHAG on 'truly person centred' is more about culture.
- Also, facilitation does not mean ownership of plans. Facilitation is about supporting individuals to develop and implement their plans.
- Some services may apply more to the families (e.g. Respite) and through that making a difference to the individuals.

Our BHAG (By 2028):

We will facilitate the development and implementation of individual's formal or informal plans for any aspect or stage of life, through best practice contact, advisory and referral services and making available the widest range of services and choices for individuals to access.

We need to recognise that people immediately around the individual are who make the difference



Our Big Hairy Audacious Goals

3

Driver of Legislative and Social Change

Background:

- Both government and community at large are critical factors in ensuring that we are successful in being truly person centred and facilitator of plans.
- Both are external to Sunnyfield and we will need to bring them along the journey; Government controls the industry through both policies and funding while community at large sets the overall social context and about inclusiveness
- In order to achieve our vision we will need to both champion and influence legislative changes as well as community support along two key aspects:
 - person centred thinking as the fundamental approach; and
 - Individualised funding as a key mechanism for exercising choice

Our BHAG (By 2028):

We will be a key industry participant educating and championing social and community support, and contribute to legislative policy changes incorporating:

- Individualised funding and choice in using funds; and,
- Person Centred Thinking

Our Big Hairy Audacious Goals

4

Financially Independent

Background:

- Ultimately for us to be successful in our vision and the top three BHAGs, we need adequate financial support and to be financially independent and sustainable over the long term.
- Currently a large part of our funding is from government (State and Federal) and as such we are dependent on their continued support.
- To be financially independent, we need to:
 - Continue to grow our revenue from direct government funding sources
 - Continue to increase our overall surplus that we can reinvest internally
 - Diversify and seek out other sources of funds
- Set out below is a quantifiable BHAG over a five year time horizon. We will significantly grow our financial targets beyond this initial phase; the BHAG for the subsequent fifteen years will be more aspirational.

Our BHAG (By 2013 – First Five Years):

We will increase financial independence by:

- Increasing our **direct government funding to \$40 mil** in five years
- Continue to grow the **total revenue to \$55 mil** in five years, through other sources such as individualised funding, increased surplus, fund raising and additional fee based services
- Achieve a **cumulative surplus prior to reinvestment of \$10mil over five years** by increased economies of scale, increased efficiencies in our service offerings, increased profits from employment services and increased fund raising.

Our BHAG (By 2028 next fifteen years):

- We will achieve financial independence through overall growth, increasing substantially the proportion of non-government revenue and maintaining a steady and growing surplus.

Strategic Implications - Shifting

From

To

Internal to Sunnyfield

Deliverer of government funded programs

Generic services around day-care, respite, accommodation, employment

Providing Care

Just another Non-Government Organisation in the disability sector

Delivering Own Services

Dependent on Government Funding

External

Families, individuals accepting 'whatever' is provided

Community not Inclusive of Intellectually Disabled

Shaping the future – driver of legislative and social change

Individual Person Centred Services for any aspect and stage of one's life

Caring about the individual – support people to make choices and lead lives they want

Leading practitioner of Person Centred Thinking and Approach (The Experts)

A facilitator of plans; pulling together range of services (ours and others')

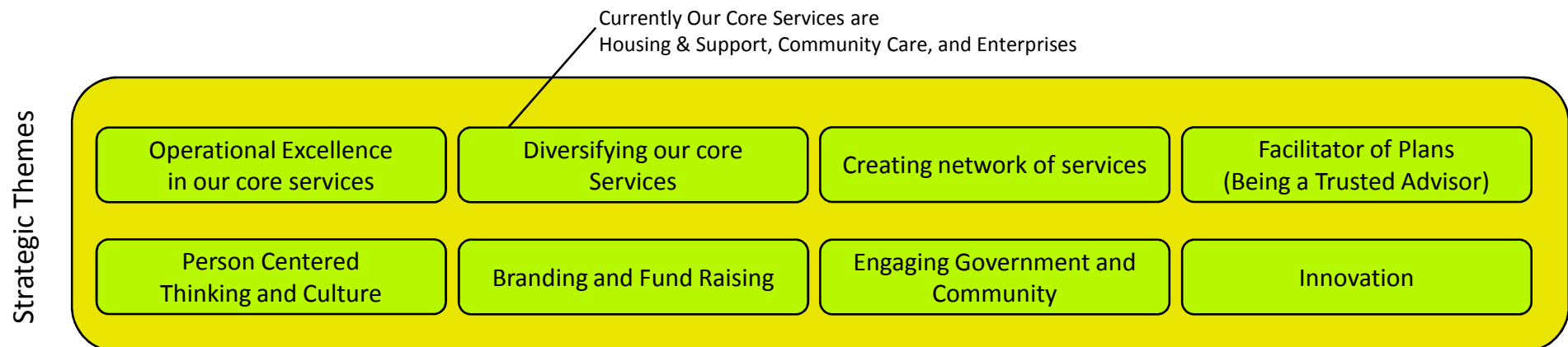
Diversified funding sources including Individualised Funding

Families, individuals have real choice, control finances and make decisions

Intellectually Disabled well integrated and valued by Community

Strategic Themes

- Strategic themes provides the key mechanism (the how) for achieving our vision (the what).
- They provide the anchor or focus points under which a series of tasks are undertaken to achieve the objectives and outcomes
- While our core purpose and vision are relatively static, the strategic themes will change over time, within the context of changing priorities, as well as what has been achieved to date
- Also as opposed to the vision, which looks to the future, strategic themes need to recognise the present and through specific tasks provide the mechanism to, over time, move towards our vision
- Strategic themes while providing distinct focus areas are also inter-related; actions under one theme will have impacts on other themes.
- Below is an initial set of strategic themes for Sunnyfield to focus on:



Strategic Themes

Strategic Theme	Description (This is about)
1. Operational Excellence in our core services	<ul style="list-style-type: none"> • Continuous improvement and getting to 'best practice' in what we do • Excelling in what we do (being the best) • Aspects to consider are: <ul style="list-style-type: none"> – Our people (skills, training etc), Provision of care and services to people we support – HR Practices, OH&S practices, risk management, financial management, business processes – Accommodation, real estate, other services specific requirements and equipment – Embedding cultural aspects values including: <ul style="list-style-type: none"> • person centred thinking, being a trusted adviser and innovation
2. Diversifying our core services	<ul style="list-style-type: none"> • Our current services are Housing & Support, Community Services and Enterprises • This is about adding to our portfolio other services • Identifying and developing other services that we can do best and in a person centred manner • For example Open employment, Early intervention programs
3. Creating network of services	<ul style="list-style-type: none"> • Identifying and building a network of services and providers external to Sunnyfield that may be accessed by individuals. • For example transport, vacation care.

Strategic Themes

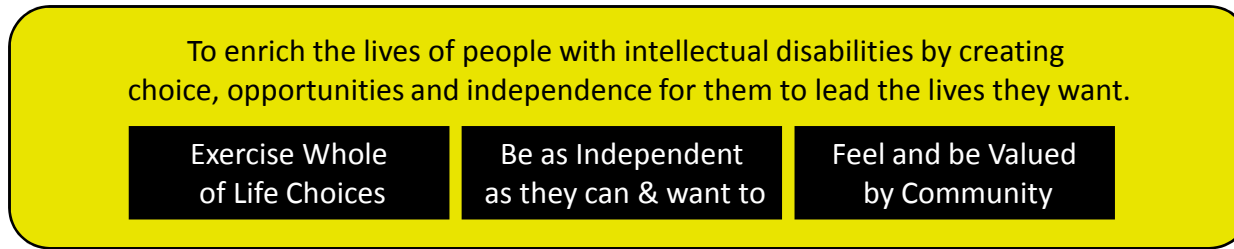
Strategic Theme	Description (This is about)
4. Facilitator of plans	<ul style="list-style-type: none"> • Facilitating the development and implementation of plans for individuals • This is about being a trusted adviser and may be implemented as an organisational level function • Exploring a range of services, ours and others, with individuals and their families/carers and supporting them make informed choices
5. Person Centred Thinking and Culture	<ul style="list-style-type: none"> • Culture and a belief system around individuals having the freedom to make choices according to their dreams and aspirations • Establishing and maturing the capability across the whole organisation • This may involve developing person centred plans, but more importantly this is about acting in a manner that helps individuals make choices and achieve their dreams and goals across the whole of their lives
6. Branding and Fund Raising	<ul style="list-style-type: none"> • Creating a strong brand and recognition that reflects the core purpose, values and vision of Sunnyfield • Using the brand franchise is maturing and improving our fund raising capability
7. Engaging Government and Community	<ul style="list-style-type: none"> • Championing and influencing government and community around: <ul style="list-style-type: none"> – Person centred thinking – Individualised funding – Inclusiveness and leading valued lives

Strategic Themes

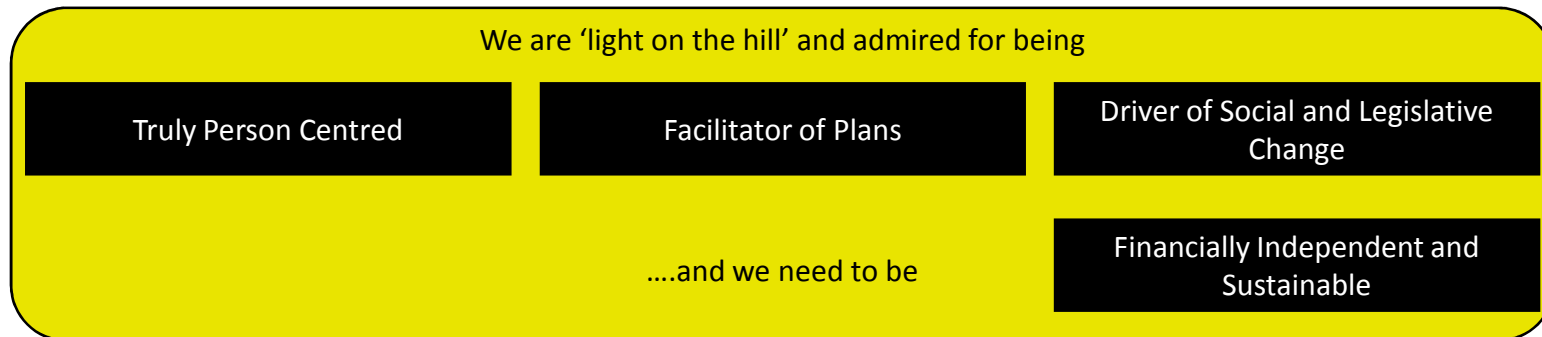
Strategic Theme	Description (This is about)
8. Innovation	<ul style="list-style-type: none">• Innovation is a broad term and can apply at multiple levels – from simple things that we can do in the way we deliver services to being person centred and diversifying our range and network of services• This strategic theme is about creating and embedding a culture of innovation across Sunnyfield

Our Strategy is to be **'truly person centred'**

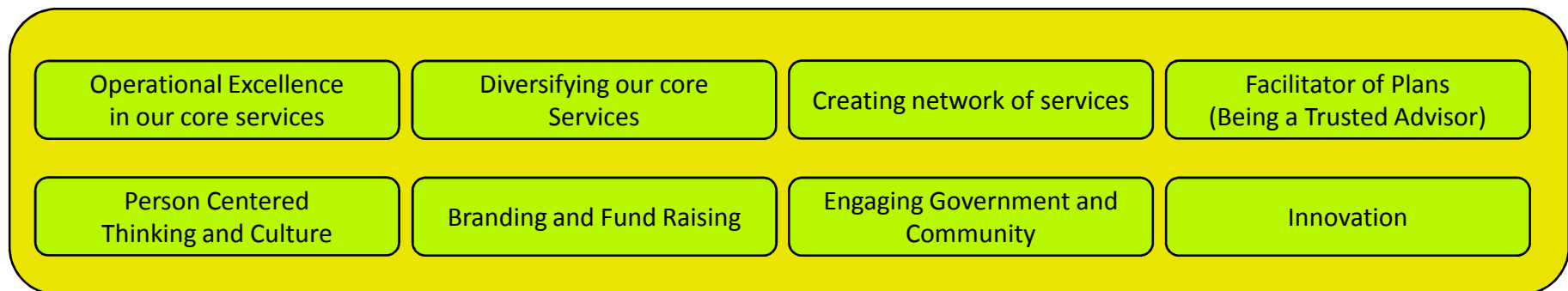
Core Purpose



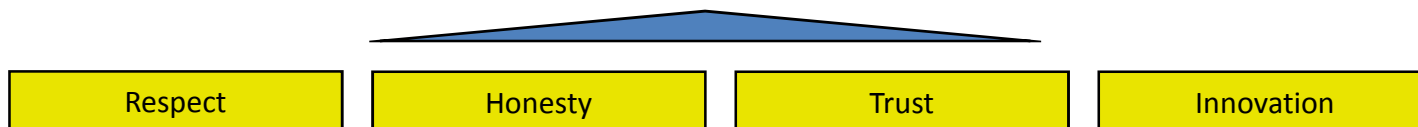
Vision



Strategic Themes



Core Values

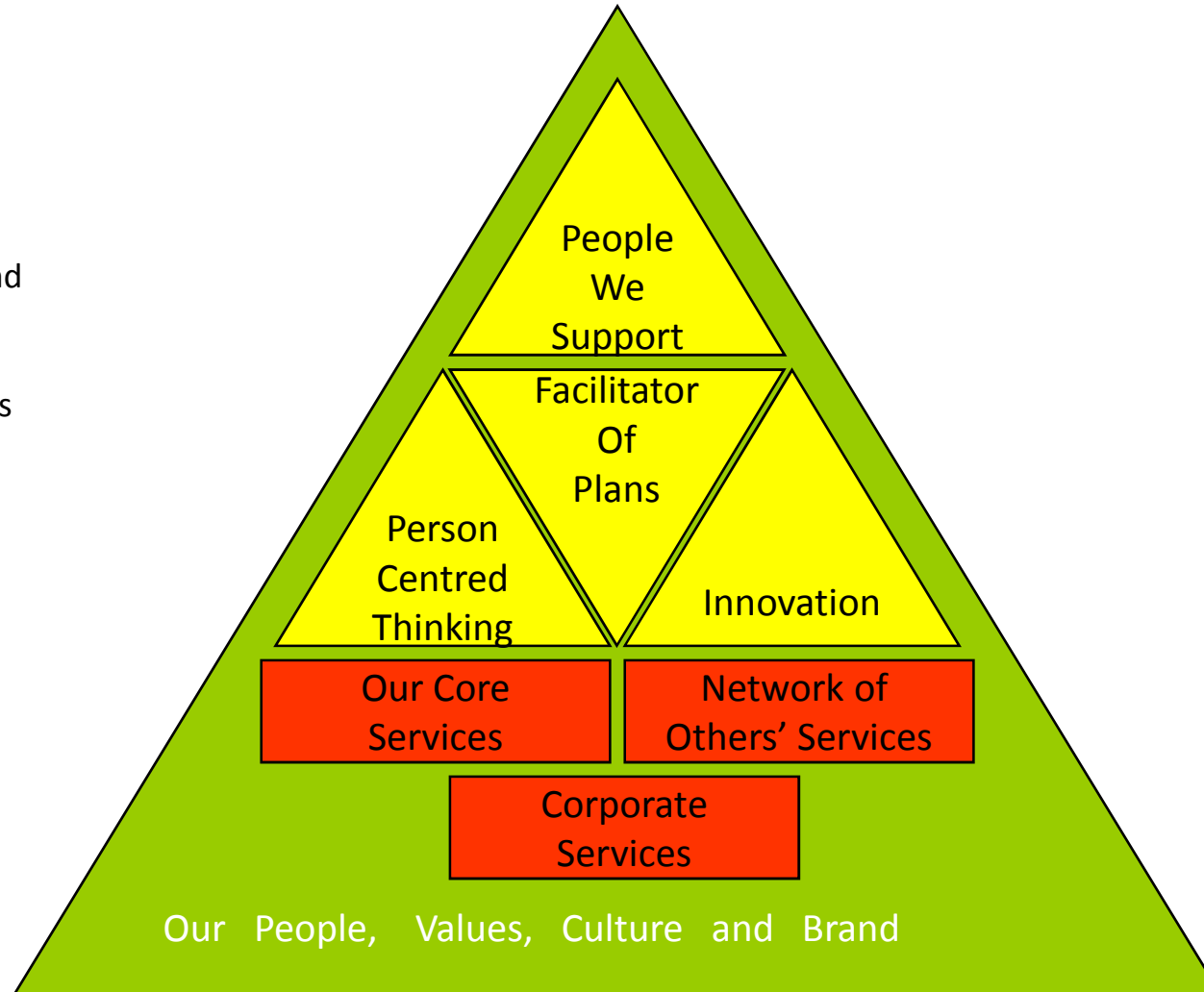


Our Strategic Alignment

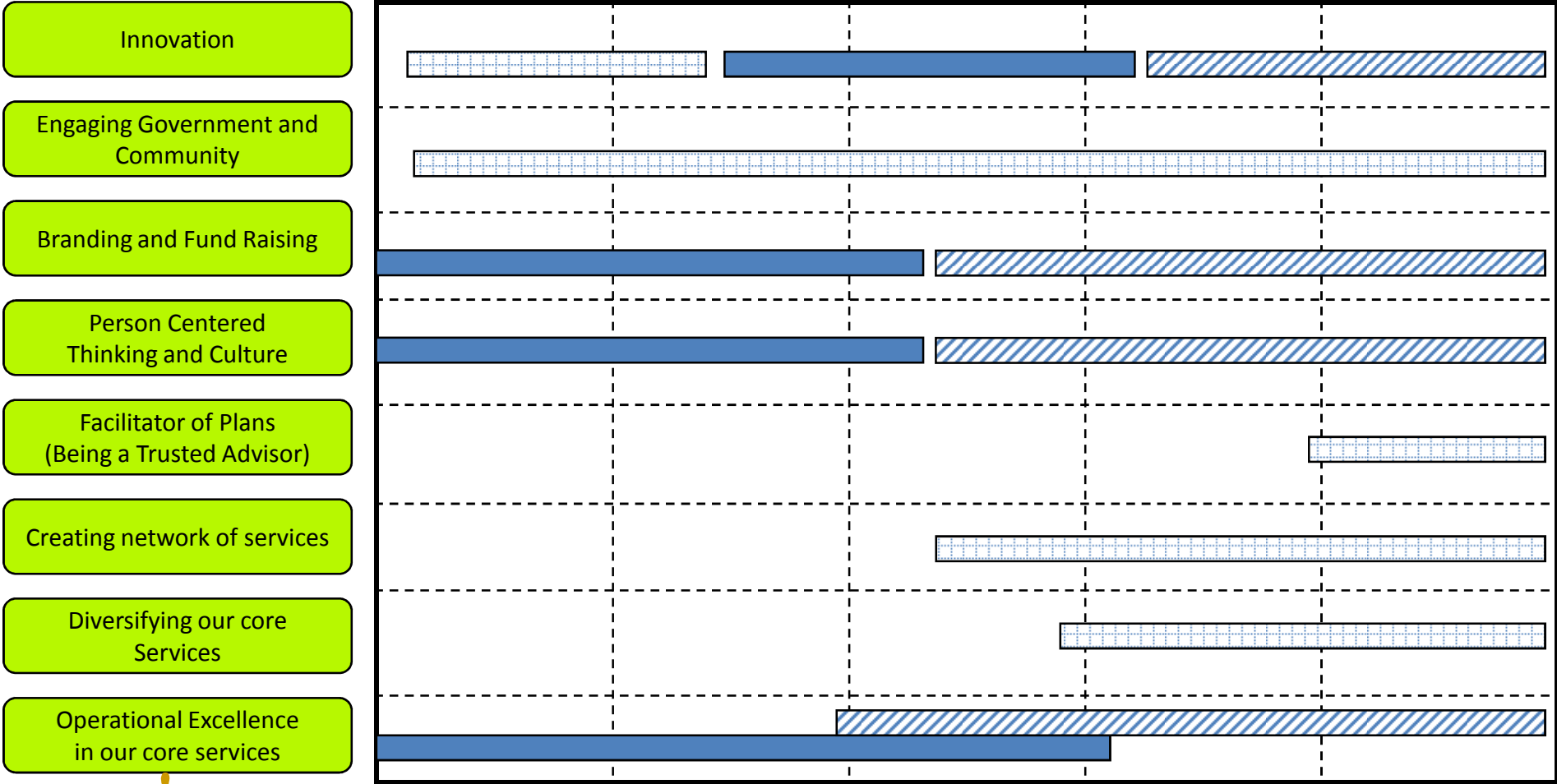
Our Differentiation and Specialisation.
Focus on People with Intellectual Disabilities

The Basics –
Services and Operational Excellence

Reinforcing factors, that make it happen



Horizon 1 Transition Plan



2008

Establish Basics

Fully Embed Capability

Leverage and Fine-tune Capability
Achieve 'Best Practice' Status
Look Beyond

24

2013

Focus Opportunistic Leverage