



Spectrum Care

Strategic Plan
2023–26

Our journey – 2018–23...

In 2018, we set out to achieve an aspirational five-year strategic intent. As we have now met this objective, it's time to look to the future...

Trusted partner

Taking the time to listen, hear and understand. Walking alongside and working together. Being reliable, competent and sincere. Working at pace of the individual. Being mainstream, local and engaged.

Diverse cultural groups

- Pākehā/NZ European
- Māori (Auckland/Waikato/Northland/Bay of Plenty)
- Pasifika (Auckland/Wellington)
- Asian (Auckland/Wellington)

Our strategic intent

To grow towards being a **trusted partner of 1700 people and whānau** by 2023 appealing to **diverse cultural groups** through the provision of **differentiated** and **customer-led support options** in **five North Island centres**

1700 people and whānau

Increase the number of people and whānau supported from 1300 in 2018 to 1700 in 2023, and diversify the funding sources.



MOH – Ministry of Health
MSD – Ministry of Social Development
OT – Oranga Tamariki
ACC – Accident Compensation Corporation
FFS – Fee for Service

Differentiated

Offering co-designed support options across the different stages and ages of a person's life.

Customer-led

Identifying and building upon opportunities for people and whānau to be involved in organisational decision-making, including the co-design of support options.

Support options

Frontline customer managers trained in service co-design, and backed by systems that are responsive and customer focused, and support participation, growth and independence. Support delivery is flexible, customer led, mainstream and local wherever possible.

Five North Island centres

1. Northland
2. Auckland
3. Waikato
4. Bay of Plenty
5. Wellington

A window on our future...

Welcome to Spectrum Care in 2030

We genuinely make a difference in people's lives and love doing so. We're diverse and inclusive, and we're all committed to **maximising the potential of the people we support**.

We stand for equity and believe that **every person with a disability deserves a life of choice, freedom and independence**.

You'll see all people prosper here, especially Māori and Pasifika disabled people and whānau.

You'll be impressed by our **cultural responsiveness**, with te ao Māori and Pasifika approaches and partnerships driving change and creating better outcomes for all.

Voice and choice of people and whānau is embedded in our DNA. We take a personalised approach, so that everyone we support has an equal opportunity to live a good life, to have a safe place to live, money in their pocket, to have a sense of purpose and belonging, and to be connected to their communities.

You'll know that we **lead with intent** to drive social change, and we're all for positive disruption to **maximise our impact** – especially when it comes to breaking down the barriers disabled people and their whānau face in having choice and control in their lives.

Because we're **committed to a culture of excellence**, our staff know that all our decisions are legitimate, validated and have the voice of disabled people and whānau at the centre.

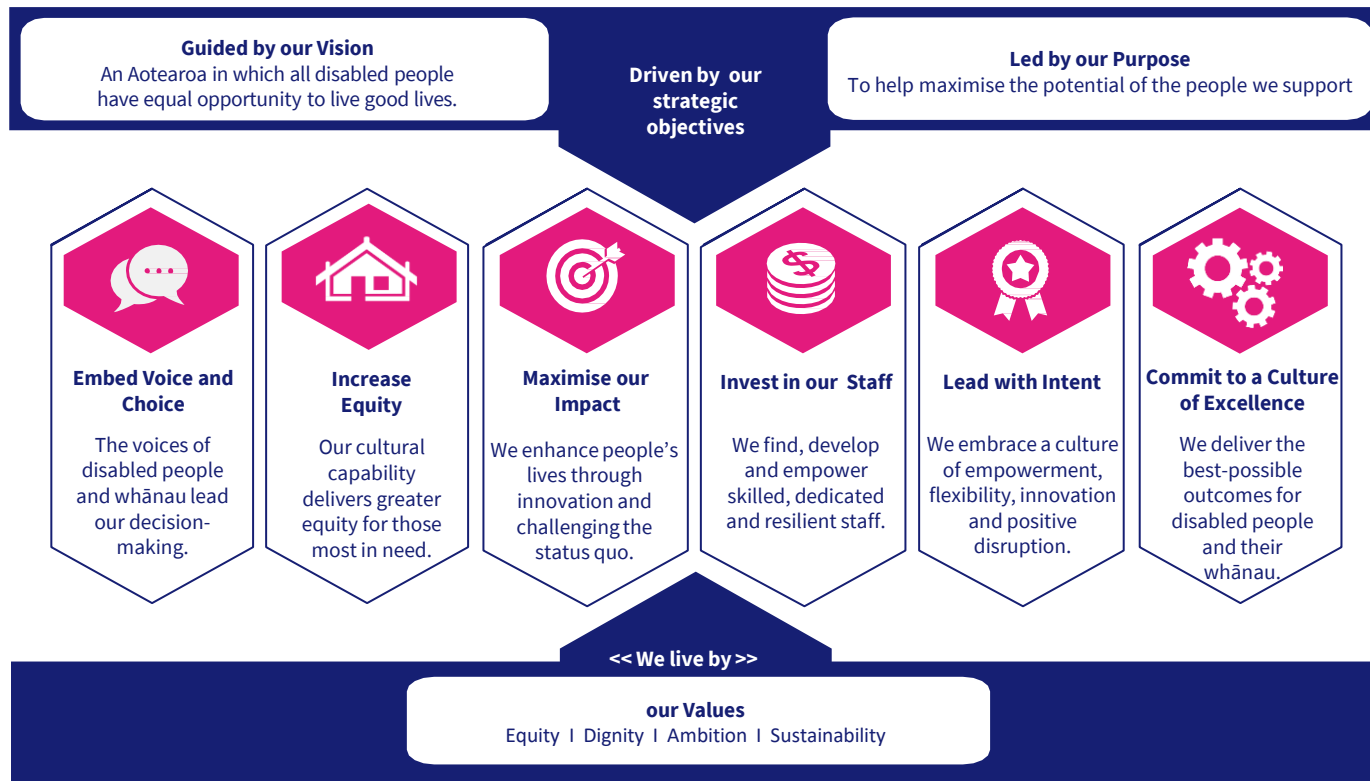
Because we **invest in our people**, when you talk to our people, you'll notice that every single one of us is here to make a difference.

When you hear the name 'Spectrum Care', you'll know that we **do the right thing**, we **listen completely**, we're **kind** and we **bounce back** when facing barriers or adversity.

When you come through our front door, in person or virtually, you'll feel how we live by our promise of **wholehearted optimism every day**.

Nau mai, haere mai, afio mai

How we'll get there – our strategic intent 2023–26...



Appendix

Workplans

Embed Voice and Choice – Year one

Our Vision	The voices of disabled people and whānau lead our decision-making.		
What we stand for	We listen to and understand the experiences of disabled people and their whānau. Growing our customer voice enhances our ability to meet and exceed our customers' needs and expectations.		
Year one	We will grow our customer voice	We will listen, understand and act	We will work in partnership
	<p>Establish a range of forums, processes and internal structures where influence, voice and decision-making of people and their whānau can be embedded.</p> <p>Establish a steering group of disabled people and whānau to oversee how best to encourage and grow customer voice.</p> <p>Well-defined consent, choice, will and preference, formal and informal communications aligned with person-centred communication descriptors.</p>	<p>We define and establish multiple tailored and coordinated channels to engage with our customers, communities, gather insights and act upon them to improve what we do every day.</p> <p>Implement the regime of regular shorter topic specific surveys to acquire insights from people and whānau (including accessible formats) and have a clearly established process to act upon feedback to improve individual and wider experiences.</p> <p>We offer clear information around the services we offer and how people and whānau can use them. We ensure that this information is accessible to all and easy to use.</p> <p>We value diversity, equity, inclusion and accessibility. Different cultural, ethnicity, gender and community perspectives and voices influence and inform our organisational culture and processes.</p>	<p>We work with people and their whānau to ensure a shared understanding of goals and expectations.</p> <p>We understand how all people and whānau want to communicate and we are responsive to their preferred way of communicating.</p> <p>We understand what it truly means to work in a partnership approach as the foundation of all successful support arrangements.</p> <p>Partnership is central to how services are facilitated.</p>

Embed Voice and Choice – Year two

	We will grow our customer voice	We will listen, understand and act	We will work in partnership
Year two	<p>Increase the pool of external and internal advocacy support for people without whānau support.</p> <p>Grow the circle of support for people who only have paid staff – this safeguards them and strengthens their networks.</p> <p>Create Lived Experience Partner roles that work alongside people and their whānau and directly influence the improvement of practice and processes.</p> <p>We offer a range of opportunities for people and their families to influence policies and practice.</p>	<p>The practice of embedding voice and choice is visible in trainings, coaching, SOPs, induction, performance reviews.</p> <p>Increase access to advocacy services by increasing our internal capacity for advocacy.</p> <p>We have an established external network of advocacy services which are routinely offered and utilised.</p> <p>When we offer multiple supports, people and whānau find our system easy to navigate, coordinate and transparent.</p>	<p>We confidently find ways to work with people and their whānau in a way that they remain leading the decision making.</p> <p>All communication for people is in Easy Read and we offer additional accessible format (sign language) if required.</p> <p>Our workforce can clearly articulate how they support choice, listen to and act upon the voice of people.</p> <p>We use Service Agreements when working with whānau to define how decisions are made, how support is provided and how challenges are resolved.</p>

Embed Voice and Choice – Year three

Domain/ timeframe	We will grow our customer voice	We will listen, understand and act	We will work in partnership
Year three	<p>Services, processes and projects are routinely designed and developed with people and whānau. Disabled people and whānau have a leadership role in the organisation and how we design and develop processes.</p> <p>People that are important to the person are actively invited in, welcomed and participate in the planning of programmes/services.</p> <p>Staff are actively working with whānau and understand how to work with them in partnership.</p> <p>Embed voice and choice at sector level, service design, team processes, day-to-day life choices and individual support.</p> <p>Lived Experience Partners are echoing people's and whānau voice, routinely supporting an ongoing improvement of services and processes. They are providing peer support where required.</p>	<p>Establish Navigator roles to support whānau in navigating service offerings, opportunities, government funding and understanding the system. The approach is tailored to the needs and goals of the person.</p> <p>Establish a Lead Coordinator and Community Facilitator role to work alongside whānau during the transition into services, continue to support them while they settle-in and assist with ensuring discharges or transfers from services are safe and inclusive. The approach is tailored to the needs and goals of the person.</p> <p>We obtain resources, design and allocate supports based on individual circumstance and aspiration.</p>	<p>People are proactively communicated with in an accessible and range of formats. Easy Read, plain language, emails, social media.</p> <p>We are acknowledged by our customers and their whānau as a sector leader in listening to and understanding their needs and meeting their expectations through the provision of people-led support options.</p>

Increase Equity – Year one

Our Vision	Our cultural capability delivers greater equity for those most in need.	
What we stand for	We embrace a te ao Māori worldview and uphold the Te Tiriti to deliver greater equity for those most in need. We partner with disabled Māori and Pasifika people and their whānau to deliver the best-possible outcomes and experiences.	
Year one	Uplift and enhance support for Māori disabled people and whānau	Expand our support for Pasifika families
	<p>Establish Māori leadership within the organisation.</p> <p>Develop a Te Tiriti o Waitangi position statement.</p> <p>Lift and enhance Māori cultural confidence and capability of leadership.</p> <p>Assess the cultural safety of existing Māori staff.</p> <p>Identify current iwi/hapū connections within regions.</p> <p>Develop a Māori strategic service enhancement plan and co-design initiatives.</p> <p>Design a Māori cultural training programme.</p> <p>Complete an organisational equity assessment.</p>	<p>Establish Pasifika leadership within the organisation.</p> <p>Lift and enhance Pasifika cultural confidence and capability of leadership and staff.</p> <p>Improve understanding of how the Enabling Good Lives principles can enhance services for Pasifika families.</p> <p>Assess the cultural safety of existing Pasifika staff.</p> <p>Build trust and relationships to have a stronger presence within Pasifika communities.</p> <p>Opportunities to support Pasifika families are explored with cultural team, networks and community engagements.</p> <p>Develop a Pasifika strategic service enhancement plan.</p> <p>Complete an organisational equity assessment.</p>

Increase Equity – Years two and three

Domain/timeframe	Uplift and enhance support for Māori disabled people and whānau	Expand our support for Pasifika families
Year two	<p>Continue to lift Māori cultural confidence and capability of leadership and staff.</p> <p>Enhance the cultural safety of existing Māori staff.</p> <p>Establish and strengthen relationships and partnerships with iwi, Māori groups, provider organisations in each geographical area.</p> <p>Deliver recommendations from the equity assessment with regular monitoring and reporting.</p> <p>Implement Māori strategic service enhancement plan.</p> <p>Commence the roll out of the cultural training programme.</p>	<p>Continue to lift Pasifika cultural confidence and capability of leadership and staff.</p> <p>Enhance the cultural safety of existing Pasifika staff.</p> <p>Workshop options for shared approaches to service delivery ranging from partnerships and alliances to more formal joint ventures.</p> <p>Deliver recommendations from the equity assessment with regular monitoring and reporting.</p> <p>Co-design initiatives with Pasifika partners.</p> <p>Implement Pasifika strategic service enhancement plan.</p>
Year three	<p>Embed Māori cultural confidence and capability of leadership and staff.</p> <p>Partner with iwi/hapū connections in each geographical area to co-design and deliver services/initiatives.</p> <p>Continue to implement Māori strategic service enhancement plan.</p> <p>Continue with the roll out of the cultural training programme; iterate, adapt and measure progress.</p>	<p>Embed Pasifika cultural confidence and capability of leadership and staff.</p> <p>Deliver on shared approaches to service delivery.</p> <p>Continue to implement Pasifika strategic service enhancement plan.</p> <p>Continue with the roll out of the cultural training programme; iterate, adapt and measure progress.</p>

Maximise our Impact – Year one

Our Vision	We enhance people's lives through innovation and challenging the status quo.				
	We meet and exceed our customer expectations through personalised approaches and valued experiences. We're flexible and responsive, and we're all for positive disruption when breaking down the barriers people and whānau face in having choice and control in their lives.				
What we stand for	We will meet the support requirements for people as they age	We will be recognised as a high-quality independent living services provider (CICL and SIL)	We will provide effective and sustainable supports for people with complex needs	Our new supported accommodation services will have a maximum of three people living together	We will ensure our service is sustainable
	<p>Co-design with people and whānau to deliver a service that meets the ageing needs of disabled people.</p> <p>Data analysis and a review of current cohort.</p> <p>Facilitate co-design workshops to confirm best practice framework.</p> <ul style="list-style-type: none"> Curriculum of support and staff competency Community access and location Partnerships (Age Concern, Dementia NZ, rest homes) Environment/property considerations Clinical criteria for successful service delivery Required technology. <p>Run a prototype to develop evidence for a funding model.</p>	<p>Co-design with people and whānau to determine best practice framework and improve service delivery.</p> <p>Data analysis and review of current cohort in CICL and SIL.</p> <p>Facilitate co-design workshops to confirm best practice framework including:</p> <ul style="list-style-type: none"> Curriculum of support and staff competency Community access and location Partnerships Environment/property considerations Technology. <p>Develop a detailed growth plan for CICL and SIL to inform the workforce and shared services scaling needs.</p>	<p>Co-design and collaborate with stakeholders (such as Complex Care Group, Explore and Oranga Tamariki) to understand and determine requirements of a complex support service model.</p> <p>Data analysis and review of the current cohort.</p> <p>Establish the required level of clinical support and oversight to ensure positive behaviour support, skill development and resilience building.</p>	<p>Formalise the organisational stance with the funders , Homes of Choice and external stakeholders.</p> <p>Review financial sustainability of all homes with vacancies to assess if any legacy services could move towards the goal of a three-person model.</p> <p>Advocate with NASCs and whānau to ensure expectations and individual funding levels align.</p> <p>Ensure people and whānau are asked what they want from a house, using this to advocate and inform design and compatibility.</p>	<p>Review struggling regions, service lines and cost centres to develop clear action plans towards financial sustainability without the need for cross-subsidisation.</p> <p>Establish workforce optimisation and sustainable rostering practices in line with people's individual funding and support needs. Actively advocate or support whānau to obtain the funding levels to appropriately meet people's support needs.</p>

Maximise our Impact – Year two

Domain/ timeframe	We will meet the support requirements for people as they age	We will be recognised as a high- quality independent living services provider (CICL and SIL)	We will provide effective and sustainable supports for people with complex needs	Our new supported accommodation services will have a maximum of three people living together	We will ensure our service are sustainable
Year two	<p>Work in partnership with Whaikaha – Ministry of Disabled People to contract/fund appropriately following the co-design and prototype in year one.</p> <p>Establish a clear internal transfer pathway for those who are ageing and need a more sophisticated approach to support and care.</p>	<p>Implement the growth plan for CICL and SIL; actively seek out opportunities to provide more CICL and SIL options to people, whānau, regional NASCs and Whaikaha – Ministry of Disabled People.</p>	<p>Establish a clear complex support service model (this includes a multidisciplinary approach with Spectrum Foundation Shared Services).</p> <p>Commence implementing a complex support service model when designing/planning and delivering on complex support provisions.</p> <p>Grow our internal clinical support (ie, mental health) to ensure relevant expertise is available to provide sustainable solutions for people with complex needs.</p>	<p>Achieve a five per cent reduction in the number of group homes that have fewer people living together to a maximum of three (approximate reduction of five homes per 100). This is done in collaboration with Home of Choice.</p> <p>All new homes have a maximum of three people living together and all people or their whānau have participated in the decision-making around compatibility.</p>	<p>Implement regional action plans to lead services towards financial sustainability without the need for cross-subsidisation.</p> <p>Implement workforce optimisation and sustainable rostering practices in line with people's individual funding and support needs.</p>

Maximise our Impact – Year three

Domain/ timeframe	We will meet the support requirements for people as they age	We will be recognised as a high-quality independent living services provider (CICL and SIL)	We will provide effective and sustainable supports for people with complex needs	Our new supported accommodation services will have a maximum of three people living together	We will ensure our service are sustainable
Year three	<p>Continue to develop pathways for internal transfers and external entry for those who are ageing and need a more sophisticated approach to support and care.</p> <p>Expand the number of homes to specifically support people to age well.</p> <p>Develop robust training to equip staff in being able to identify early signs of health and ageing issues.</p>	<p>Evaluate the growth plan for CICL and SIL and use learnings to adapt the approach for further growth.</p> <p>Aim to proactively plan services for those who will benefit from the CICL and SIL approach to allow for better, more effective planning.</p> <p>Expand the pipeline that offers more independent living options by working with schools, other housing providers and external stakeholders.</p>	<p>Our complex support service model is efficient, and we are designing, planning and delivering the support well and in line with realistic expectations.</p> <p>Our internal clinical support (ie, mental health) has efficient practice models and is highly responsive to services and people with complex needs.</p>	<p>Achieve a further ten per cent reduction of group homes (approximate reduction of additional ten homes per 100). This is done in collaboration with Homes of Choice.</p> <p>We are a sector leader in this space. People and their whānau have participated in the decision-making around compatibility when new supported accommodation services are established.</p> <p>Explore the use of technology to further complement flexible support options.</p>	<p>Our costing models are sustainable, the percentage of financially vulnerable services is at a record low when compared to last two financial years.</p> <p>Whaikaha – Ministry of Disabled People and regional NASCs trust our expertise in developing costing models and we actively work in partnership towards financial sustainability.</p>

Invest in our Staff – Year one

Our Vision	We find, develop and empower skilled, dedicated and resilient staff.				
What we stand for	We ensure workforce capability and competency meets the needs of people and whānau for current and future models of support. Our staff have the resources, knowledge and skills to deliver the best outcomes and experiences for the disabled people and whānau we support.				
Year one	Our recruitment processes are agile	Our staff learn and develop in a way that meets their needs	We are committed to professional development of our staff	Coaching and leadership	Workforce optimisation
	<p>Undertake a review of our recruitment processes to ensure:</p> <ol style="list-style-type: none"> Our onboarding is agile enough to meet the changing needs and preferences of our customers. We value diversity, equity, inclusion and accessibility, and attract staff from all communities. <p>Establish several pipelines for new recruits via secondary and tertiary education providers, churches, overseas onboarding routes, community and carer groups/programmes, hobbies and activity groups.</p> <p>Develop a plan to find and grow staff with lived experience and how these roles may enhance the quality of our service provision.</p>	<p>Review current training programmes for fit, purpose and NZQA alignment (where possible) for our support workers.</p> <p>Establish an annual training plan specific to roles/service offerings.</p> <p>Practice/clinical training offerings are reviewed, improved and prioritised with the expertise of the Clinical Team and engagement with primary health providers.</p> <p>Establish unique learning/competency gaps in the workforce and develop a plan to extend training offerings in year two and year three.</p>	<p>Develop a competency framework for support workers in collaboration with the Spectrum Foundation People and Culture Team.</p> <p>Establish efficient systems to ensure that staff are adequately meeting those competencies in the work that they do.</p> <p>Establish clear and transparent performance standards and performance measurements.</p> <p>Identify career development pathways for specific/key roles.</p>	<p>Implement coaching and leadership framework for all service coordinators.</p>	<p>Complete an analysis to determine a required ratio of staff- to-people we support within each service offering and high-level projections on future demand.</p> <p>Review rostering practices to enable efficiencies and ensure support is aligned to the contracted revenue (shared or individual).</p> <p>Establish effective mechanisms to significantly reduce current high leave balances.</p>

Invest in our Staff – Year two

Domain/ timeframe	Our recruitment processes are agile	Our staff learn and develop in a way that meets their needs	Competency framework	We provide coaching and leadership	Workforce optimisation
Year two	<p>Employ disabled people or whānau to assist with the recruitment process: participate in screening and interviewing, attending job fairs and promotions.</p> <p>Increase recruitment capacity within regions to ensure sufficient resource is allocated to maximise and address the local/regional and service-specific needs.</p> <p>Focus on growing interest in disability work with youth: go into schools, engage in community presentations/networking, offer work experience, offer enhanced student placements.</p> <p>Attract Māori and Pasifika people to the disability field, grow their interest in the disability sector and provide employment/training opportunities for skill development.</p>	<p>Implement an enhanced and extended training programme that is fit for purpose.</p> <p>Offer an extended specialist training for the Clinical Team.</p> <p>Offer literacy and numeracy training to meet the needs of the diverse workforce and newly on-boarded international recruits.</p> <p>Scope for existing peer support training as an offering to staff in lived experience roles.</p>	<p>Implement the competency framework for support workers in collaboration with the Spectrum Foundation People and Culture Team.</p> <p>Roll out a structured performance management system.</p> <p>Commence succession planning for the key roles.</p> <p>Undertake a review of how talent management* can benefit workforce optimisation.</p> <p>(*A process by which an optimal workforce is assembled to meet business needs and continually assesses their motivations, and addresses the needs so the workforce remains engaged, productive and keen to advance within the organisation.)</p>	<p>Implement a coaching and leadership framework for all other management roles.</p> <p>Scope up an advanced management training for the senior managers (eg Management 3.0).</p>	<p>Implement strategies to minimise the turnover and increase staff retention, performance and job satisfaction.</p> <p>Review rostering practices to enable efficiencies and ensure support is aligned to the contracted revenue (shared or individual).</p> <p>Implement effective mechanisms to significantly reduce current high leave balances.</p>

Invest in our Staff – Year three

Domain/ timeframe	Our recruitment processes are agile	Our staff learn and develop in a way that meets their needs	Competency framework	Coaching and leadership	Workforce optimisation
Year three	<p>Maximise efficiencies in our recruitment, onboarding and matching of staff.</p> <p>Increase the number of staff with lived experience across all roles.</p> <p>Increase the number of Māori and Pasifika staff across all roles.</p>	<p>Implement peer support training for staff in lived experience role.</p> <p>Create an internal scholarship programme to better deliver on strategic objectives.</p>	<p>Implement talent management strategies to find and keep the best people to achieve business goals.</p>	<p>Design an internal mentorship support programme (eg, SSMT member with Board Member/ Executive Team Member).</p> <p>Our internal coaching and leadership framework is industry leading and others are adopting it.</p> <p>Offer a more advanced or extensive management training for the senior managers.</p>	<p>Implement roster-optimal initiatives and practices to enable efficiencies.</p> <p>Embed mechanisms that enable effective leave management. As a result, our workforce is well rested.</p>

Lead with Intent – Year one

Our Vision	We embrace a culture of empowerment, flexibility, innovation and positive disruption.			
What we stand for	We empower choice and control to enhance customer experiences. We understand our market and identify gaps, opportunities and unmet need. Through leadership, innovation, flexibility and a willingness to disrupt the status quo, we meet these needs and opportunities.			
Year one	We will enhance existing support options	We will build on new ideas for planned breaks and experiences	We will explore alternative models of respite and supported accommodation	We will embrace the opportunities that personal funding options bring
	<p>Review programmes to determine short and dedicated supported courses to enable a person to express creativity and skill development.</p> <p>Set up and facilitate groups based on common interests.</p> <p>Coordinate and plan regular social events with an emphasis on building social skills, enjoyment, friends and relationships, cultural experiences and building stronger cultural connections.</p> <p>Expand our partnerships with providers that offer services complementary to Spectrum Care.</p>	<p>Review recommendations from respite planned breaks report and data analysis.</p> <p>Implement pilot initiatives to trial experiences and develop guidelines.</p> <p>Review current offerings and facilitate workshops to enable people and whānau to influence the future of planned breaks (use of personal budgets).</p> <p>Consider activity or interest-based options for half day or whole day respite. Community activities, groups or bespoke sessions.</p> <p>Design a suite of <i>Destination respite options</i>: such as camping, fishing, zoo or farm trips.</p> <p>Design a suite of <i>Interest based</i> respite options (camps, weekend workshop, retreats – music, photography, nature, outdoors activities) for a variety of ages.</p>	<p>Engage with people and their whānau to understand their interest in changing their living situation.</p> <p>Proactively identify people and whānau who want to make changes in their supported accommodation and respite arrangements.</p> <p>Develop strategies to transition them to desired arrangements.</p> <p>Establish the Gig Buddies programme in Auckland to provide opportunities for event-based support.</p>	<p>Identify the types of services which may be of interest in partnership with people and whānau to provide choice and flexibility and offer better customer experience.</p>

Lead with intent – Years two and three

Domain/ timeframe	We will enhance existing support options	We will build on new ideas for planned breaks and experiences	We will explore alternative models of respite and supported accommodation	We will embrace the opportunities that personal funding options bring
Year two	Expand our partnerships with providers that offer services complementary to Spectrum Care.	<p>Implement new initiatives for planned breaks and experiences. Evaluate the success and adapt as a result.</p> <p>Pilot destination and interest-based respite options. Evaluate the success and adapt as a result.</p> <p>Complete viability and impact assessment for more ‘before and after school care’ with flexible times and bookings as needed.</p> <p>Review <i>in-house respite</i> – support for the whole weekend while the family go away, and the person stays at home.</p>	<p>Actively support people and whānau who want to make changes in their supported accommodation and respite arrangement to do so.</p> <p>Implement strategies to transition them to desired arrangements.</p> <p>Offer and promote the Gig Buddies programme in Auckland to provide opportunities for event-based support.</p> <p>Plan to expand emergency crisis respite to meet complex needs of people.</p> <p>Prepare for emergency respite by ensuring targeted training, clinical planning, support and supervision can be offered.</p>	<p>Pilot a transition from the supported accommodation contracted revenue model to the personalised budget model to assess the impact holistically.</p> <p>Identify people and whānau that may prefer a personal budgeting option as opposed to other options.</p> <p>Provide support to people and whānau that would like to transition from their current support arrangements to personalised budgets.</p>
Year three	<p>Deliver on operational plans for partnered services and implement joint initiatives.</p> <p>Provide people with support in setting up micro-enterprises or becoming self-employed. Collaborate with other businesses to find open employment.</p> <p>Continue to deliver on enhanced services.</p>	<p>Continue to deliver new initiatives for planned breaks and experiences.</p> <p>Deliver an established suite of destination and interest-based respite options as a standard service offering.</p> <p>Deliver a programme for ‘before and after school care’ with flexible times and bookings.</p>	Expand emergency crisis respite to meet complex needs of people.	<p>The personalised budgeting process is seamless, clear and structured and is increasingly offered to people and whānau as a support option.</p> <p>Our personalised budgeting packages are growing following year two with the expansion of service offerings.</p>

Commit to a Culture of Excellence – Years one, two and three

Our Vision	We deliver the best-possible outcomes for disabled people and their whānau.	
What we stand for	Our culture of excellence means we consistently and sustainably deliver the best-possible outcomes, opportunities and experiences for the disabled people and whānau we support.	
	Service excellence	Workforce excellence
Year one	<p>Work with funders and regional NASCs to identify areas of greatest need and complete a viability assessment by service type or by location.</p> <p>Develop operational plans for enhanced services based on the viability assessments.</p>	<p>Identify learning and development opportunities to enhance workforce trends in retention, performance and job satisfaction.</p> <p>Undertake a review of the service coordinator role and commence implementation of recommendations.</p> <p>Roll out a new Rostering System to provide a user-friendly functionally-rich rostering tool.</p>
Year two	<p>Identify and innovate services in partnership with people and whānau to provide choice, control and flexibility and offer better customer experiences.</p> <p>Develop an easy to access catalogue of support options for direct purchase by people and their whānau.</p> <p>Deliver on operational plans for enhanced services based on the viability assessments.</p>	<p>Roll out learning and development opportunities to enhance workforce trends in retention, performance and job satisfaction.</p> <p>Fully utilise the new rostering system.</p>
Year three	<p>Partner with the Finance Team to develop an easy-to-access and streamlined pricing model for those with personal funding options.</p> <p>Review and embed enhanced services as part of our catalogue of support options.</p>	<p>Review learning and development enhancements via positive changes to workforce trends in retention, performance and job satisfaction.</p> <p>Expand on the expertise of our internal Clinical Team to support the increasing demand from services for additional support.</p>

