



therapy
focus

HELPING CHILDREN GROW

Strategic Plan

2012-14

Purpose



Helping children grow.

Just like Sunny the Sunflower, children with Therapy Focus can grow and blossom!

Value Proposition

We add value because we help children grow!

We employ one of Western Australia's largest professional therapist workforces.

We use evidence based practice to work with children and the people in their lives to define goals and therapy plans that will achieve real life, practical outcomes.

We connect with others, where we are needed, to work together to create growth opportunities for every child.

We are committed to community inclusion.

We are creative, we are passionate, we are professional and we live our values...

Values

Respect

We respect the people we serve, the people we work with, the organisations we partner with, and the *teamwork* of all involved.

Inclusion

We *communicate openly* with people to make decisions with their informed input, and the outcomes of the decisions are evaluated according to their *satisfaction*.

Courage

We work with courage and gain *fulfillment* from the courage others gain as a result of our work.

Integrity

We apply professional integrity to our work and strive to *continuously improve* our services to meet people's needs today and into the future.

Our Services

Our Business

Therapy Focus employs over 80 therapists in the Speech Pathology, Physiotherapy and Occupational Therapy disciplines and contracts psychological services and other allied health disciplines as required.

These therapists are supported by efficient administration with corporate offices in suburban Bentley. With advanced systems for tracking and reporting services delivered, the allocation of place based funding is accountable at all times.

An effective coverage of the Perth metropolitan area is achieved through therapists being located in six bases, of which four are within school grounds. With well established links to the education sector, the health sector, and to other disability service providers Therapy Focus is able to guide referrals to more specialised services when appropriate.

Therapy Focus' lead role in therapy service provision in Western Australia is confirmed by its signature Graduate Program. With its depth of expertise and commitment to the sector, Therapy Focus is the natural choice for stewardship of the brightest university graduates in the formative years of their careers.

A journey with Therapy Focus is a journey in partnership. The children, and the people in their lives, are included in all aspects of decision-making. From the realistic goals to be achieved through therapy interventions, to the way the therapy is delivered and where.

This service and the model it is based on is the reason why Therapy Focus is Western Australia's largest provider of school age intervention services, and why over 2,000 children and their families choose this partnership journey.



Our Model

The service model is designed to build on the capacity of the child and the people in their lives by providing therapeutic strategies for use in the home, the school and the community. It uses the ongoing reinforcement of these strategies by family, teachers, and the people involved in the child's life, to ensure the intervention has a lasting benefit for the child. This is the evidence based method for delivering therapy.

All of Therapy Focus staff and Board Directors undergo Police Checks. Staff that have direct contact with children, including management staff, also undergo a Working With Children Check.

Ongoing scrutiny is assured as Therapy Focus engages with the Disability Services Commission's Quality Management Framework, which involves an independent Evaluation Team assessing all aspects of the services provided, including from interviews with clients and their families. This scrutiny is enhanced with registration for accreditation under the ISO 9001:2008 quality management standards.

To complement the work done by Therapy Focus for children eligible for a placement with a Disability Professional Service, Therapy Focus has established The Complete Advantage. This business arm of the organization provides comprehensive services on a fee-for-service basis and is designed to complement government funded services, or provide access to children and young people ineligible for government services.

The logo for 'The Complete Advantage' features the words 'The Complete' in a purple serif font above the word 'advantage' in a grey sans-serif font. The 'a' in 'advantage' is stylized with a purple swoosh that extends under the 'v' and 'a'.

Strategic Objectives

To achieve our purpose of helping children grow, Therapy Focus has identified four strategic domains, with eight objectives. The key activities to achieve these strategic objectives, and the measures to verify the achievement, are listed on the following pages.

People

1. Improved service outcomes for clients
2. Service provider of choice
3. Employer of choice

Services

4. Services that are valued by clients
5. Services that are delivered proactively and responsively
6. Services that meet relevant quality standards

Innovation

7. Services that clients need and want

Sustainability

8. An organization that is respected as a steward of the sector



The Complete
advantage

Our Measures

We judge the success of our strategic objectives on the following key measures:

Objective	Measure	Who	When
People	Member engagement rates (involvement) Staff retention rate (attrition ratio & tenure) Employee satisfaction (survey)	Members Management Staff	Annually; Ongoing Quarterly Annually
Services	Client satisfaction (survey) Quality accreditation (ISO 9001; QMF*)	Independent survey Independent assessment	Annually 2012; Ongoing
Innovation	Efficiency of service delivery (unit cost) Diversity of service (access opportunities)	Management Management	Quarterly Quarterly
Sustainability	Industry / peer recognition Compliance (Legislation; Contracts; Standards)	Independent award Independent audit(s)	2012-2014 Quarterly; Ongoing

*QMF = Disability Service Commission's Quality Management Framework

By combining internal measures with independent assessments, Therapy Focus is able to demonstrate transparency and accountability.

People

Objective	Strategy
1. Improved service outcomes for clients	<ol style="list-style-type: none"> 1. Reinforce evidence-based therapy practice 2. Strengthen community engagement strategy 3. Emphasize realistic development outcomes being defined and agreed within service 4. Establish a Members' Advisory Group <ul style="list-style-type: none"> - Incorporate membership from the Members' Advisory Group on the Board of Management
2. Service provider of choice	<ol style="list-style-type: none"> 1. Induct and train staff to understand the service model 2. Support the implementation of the <u>Count Me In</u> policy 3. Work with clients to evolve from a service recipient paradigm to a self directed supports and services paradigm 4. Improve strategic alliances to extend service offerings 5. Grow further partnership affiliations with like-minded organizations that have strong membership engagement and complimentary core business, including mentoring of smaller organisations 6. Implement comprehensive training that addresses latest research and supports evidence-based practice
3. Employer of choice	<ol style="list-style-type: none"> 1. Deliver services by a trained and committed workforce with the skills to make a difference <ul style="list-style-type: none"> - Maintain currency of evidence-base of prevailing therapy practice - Attract and retain professional staff with skills and competencies to deliver therapy practice - Implement flexible working conditions - Enable employees to access professional development to deliver services appropriate to the model - Implement structured professional development practices to support the development of a workforce for therapy, support and ancillary services and programs

Services

Objective	Strategy
1. Services that are valued by clients	<ol style="list-style-type: none"> 1. Deliver innovative services that compliment therapy services 2. Deliver services for clients beyond 18 years age and streamline the transition points within clients' lives 3. Deliver services to people not eligible for Disability Professional Services 4. Deliver services to siblings and friends of clients receiving Disability Professional Services 5. Partner with alternative providers who have the capacity to deliver small community-based projects
2. Services that are delivered proactively and responsively	<ol style="list-style-type: none"> 1. Include clients in the design, implementation and delivery of local community support projects 2. Deliver a holistic model of service provision that is well regarded, valued and accessed by clients <ul style="list-style-type: none"> - Therapy is intrinsic to education outcome monitoring - Therapy is complimented by each client's access to comprehensive primary health care services - Therapy is defined and is realistic to client outcome needs 3. Contribute to the development of individualized services and support clients to access self-directed services and supports
3. Services that meet relevant quality standards	<ol style="list-style-type: none"> 1. Attain accreditation under the ISO 9001:2008 Quality Management Standards <ul style="list-style-type: none"> - Maintain positive engagement with Quality Management Framework and implement recommendations for improvement - Annual Client Feedback Survey by independent evaluator 2. Participate in Quality Management Framework (QMF) evaluations and publish results to clients and the public 3. Develop, implement and monitor a Clinical Governance Framework

Innovation

Objective	Strategy
<p>1. Deliver services that clients need and want</p>	<ol style="list-style-type: none"> 1. Provide opportunities for clients and staff to propose new initiatives and to share information to improve service delivery <ul style="list-style-type: none"> - Increase focus on research - Monitor client contributions and suggestions / feedback - Establish virtual networks via social media 2. Monitor existing and emerging technology as it applies to the service sector and develop workforce initiatives to take advantage of advances made 3. Develop a culture that embraces and encourages change to enable positive outcomes <ul style="list-style-type: none"> - Change champions identified among staff - Enhance the awareness of clients and staff of the policy environment - Develop expertise in responding to public inquiries into policy related matters 4. Develop a technology strategy which supports our strategic direction and delivers positive service outcomes <ul style="list-style-type: none"> - Identify new technologies for efficient practice - Identify new technologies for efficient, collaborative work - Embrace technology as an enabler rather than a hindrance

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| | <ol style="list-style-type: none">5. Safely implement relevant new technologies to improve efficiency and quality of services<ul style="list-style-type: none">- Develop a web-based tool for secure referral, triage (assessment), management, transfer and/or discharge of clients across providers- Link the sector to other providers in the primary, secondary and tertiary health sectors- Enable systematic clinical audits to be undertaken periodically6. Develop client directed access to therapy plans and records via a web-based portal<ul style="list-style-type: none">- Comply with standards determined by the National Electronic Health Transition Authority (NEHTA) in the move to Personally Controlled Electronic Health Records (PCEHR) |
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Sustainability

Objective	Strategy
1. A service that is respected as a steward of the sector	<ol style="list-style-type: none"> 1. Engage with clients to facilitate clients' input to policy advice and service design, implementation and delivery <ul style="list-style-type: none"> - Influence policy outcomes congruent with strategic objectives - Facilitate client involvement in policy communities - Facilitate service improvement from client evaluations 2. Contribute to the collaborative leadership of the sector by comprehensive and targeted services, peak representative bodies and lead government agencies <ul style="list-style-type: none"> - Research, develop and implement solutions for industry workforce issues 3. Acknowledge competitors as partners in the first instance, who can provide viable alternative services to benefit our clients 4. Account for actions as a corporate citizen according to social, economic and environmental impacts 5. Embrace change and manage growth according to sound business principles 6. Identify and manage risks systematically in conducting business 7. Administer a complaints handling process that is compliant with the Disability Services Standards