



# Strategic Directions 2018 - 2021

Real Connections





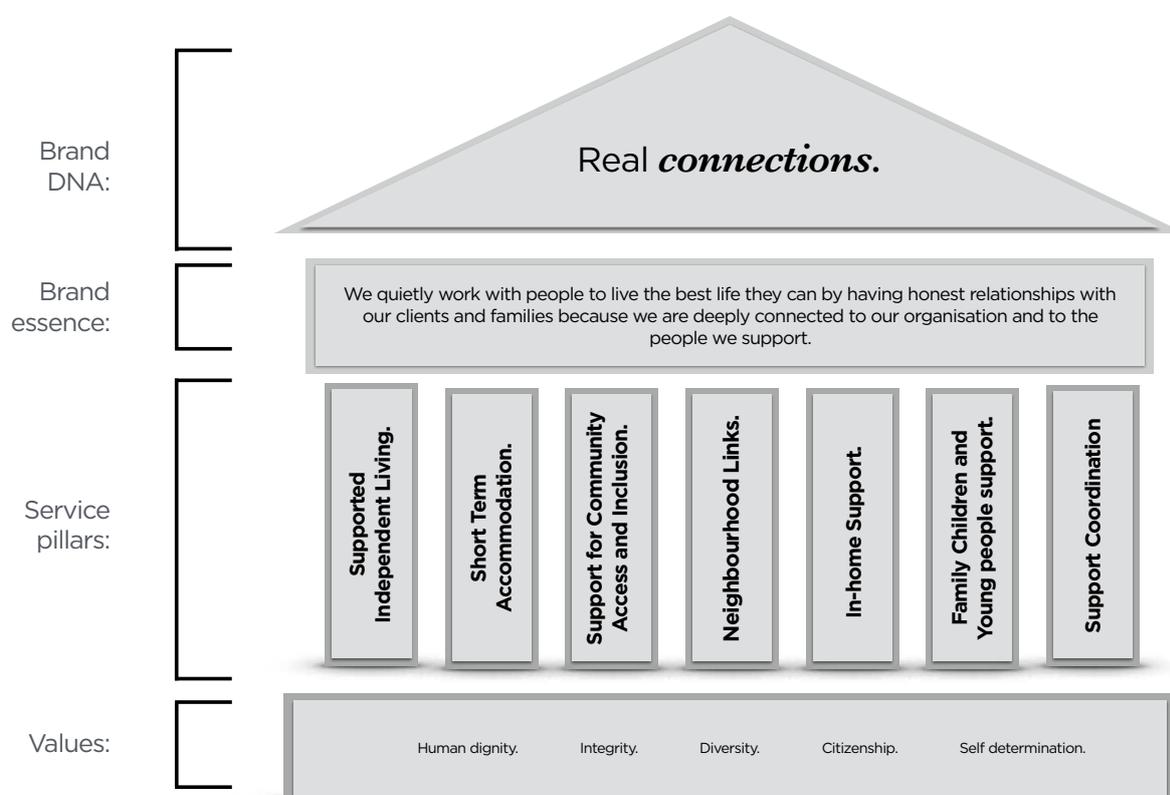
## **Strategic Directions 2018 - 2021**

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# Introduction



Established in 1995, Hills Community Options (HCO) is a, membership based, not for profit specialist disability service provider.

Initially supporting people with an intellectual disability in community group homes, HCO has grown to provide a range of disability support services to a diverse client group.

Currently servicing the Adelaide Hills and Western region of Adelaide, HCO supports more than 130 clients.

In 2018 HCO employed around 130 staff, with most employed as Disability Support Workers.

With the imminent changes associated with the National Disability Insurance Scheme (NDIS) business model, it is timely that HCO reviews its Strategic Direction and sets course for the next three years.

This report summarises the deliberations of the Board and Leadership.

# People

## Real connections

### Profile and location

Of the 130 clients that we support, most live in the Adelaide Hills region with a smaller number living in Metropolitan Adelaide.

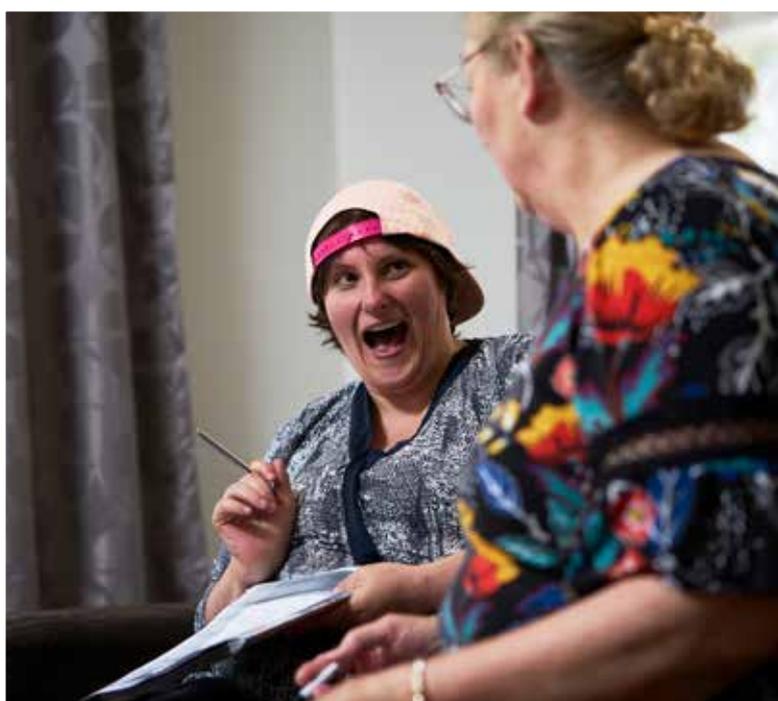
Slightly more men than women are actively supported by our team and nearly half of all clients are aged between 30 and 50 years. A growing number of clients are children and young people.

Our clients, most commonly, have an intellectual disability and they access a range of supported living, accommodation and social support services from us.

### Brand essence

HCO's history and local connection drives the organisation, which places our people at the centre of everything that we do, and is summarised in our brand essence, which is:

*We quietly work with people to live the best life they can by having honest relationships with our clients and families because we are deeply connected to our organisation and to the people we support.*



# Strategic drivers

## Organisational decision making

HCO has clearly defined the business value system for the organisation. The HCO Brand Strategy and Brand Architecture provides overarching guidance as to 'why' the business exists.

However, it is important to balance the collective values with commercial reality and to this end, HCO recognises that all decisions will be assessed according to the three strategic drivers:

**01 Service delivery and quality**

**02 Workforce capability**

**03 Sustainability**



# Quality standards

## Contemporary decisions

Services are currently delivered with regard for human rights and standards and meet all levels of necessary accreditation.

Moving forward, HCO aims to adopt a 'full participation' model of service that is a contemporary approach to people with a disability.

This means that HCO will adopt a Quality Framework to act as a decision making tool for the Board and staff alike in checking responsibilities that will have regard for:

- United Nations Convention on the Rights of Persons with Disabilities
- Disability Inclusion Act 2018
- 2010-2020 National Disability Strategy
- NDIS Quality and Safeguarding Framework
- The new NDIS Practice Standards





# Service delivery

Both strategically, and operationally, HCO will align the Brand Architecture to service delivery. This means that we will:

## Personalise

- Develop service delivery models matched to the needs of an individual and what is important to them.
- Coordinate services to maximise individual and financial viability.

## Be consistent

- Develop service delivery models that provide consistent care and quality support for clients.

## Involve

- Expand participatory decision making models to include clients in service delivery design decisions.

## Measure and monitor

- Benchmark success and culture through an annual survey of clients and their families.
- Make continual improvement to organisational culture through genuine feedback, monitoring and service enhancement.

# Workforce

## Diversity and compatibility

HCO currently employs more than 130 people across 19 different cultural groups and all front line staff are Certificate 3 qualified (in Disability or its equivalent).

Competitively, HCO is an employer of choice, with staff retention averaging 4 years with most people employed on a permanent basis.

This provides HCO with a stable workforce and an opportunity to influence workplace culture.

Into the future, however, there may be a need to be more flexible in our workforce approach to support changing service delivery, locations and client needs. Key workforce considerations will include:

- **Building a responsive workforce pool** – to enable HCO to respond to 'last minute' shifts, change requests and to identify new talent and ensure every shift is completed.
- **Client matching** – to enable HCO to provide a consistent staff team to clients.
- **Promotion of the HCO Culture** - we will clearly articulate our culture; identify what makes us different; and protect our culture in an increasingly competitive market.





Both strategically, and operationally, HCO will implement the Brand Architecture. This means that we will:

## Identify and grow our culture

- Build a HCO Culture Framework
- Communicate expectations
- Monitor impact and alignment

## Actively build our team

- Communicate, lead and demonstrate culture through recruitment and induction processes and reinvention of strategies.

## Measure and monitor

- Benchmark culture through an annual survey of clients, their families and our team.
- Make continual improvement to organisational culture through genuine feedback, monitoring and education.

## Challenge

- Build organisational leadership by living our values at every level.
- Recruit staff members that identify with our brand DNA.

## Region

### Geography vs growth

To date, HCO, has serviced, not exclusively, but largely the Adelaide Hills region. Services are also delivered to the Western Region of Adelaide.

Moving forward, HCO acknowledges that geographic boundaries should not necessarily drive service delivery. Importantly, HCO is clear that other elements will drive sustainable growth into the future, namely:

- **Market driven growth** – The NDIS presents HCO with an opportunity to respond to market needs, rather than arbitrary locations.
- **Client driven growth** – HCO has a strong and loyal client base. Value adding, increasing services to existing clients and intensifying infrastructure are all sustainable ways to grow the HCO business.
- **Community driven growth** – Removing geographic boundaries from our 'service region' means that HCO will be able to respond to communities of demand and assess the viability of such services. A 'no boundaries' approach means that HCO can deliver to natural customer and community groups.
- **Build on our strengths** – Historically, HCO has been a strong provider of services to people with intellectual and neurological disabilities. We are committed to growing our services to this client group.





# Sustainability

Our Brand Architecture will drive decision making and together, with sound financial decisions, we will create a sustainable business model.

Critical actions to ensure sustainability include:

## Balanced growth

HCO will deliberately seek out growth opportunities from:

- existing clients
- expansion into new communities of interest
- delivery to new client groups

## Income generation

HCO will actively pursue new opportunities for funding including:

- philanthropy
- diversification of Income

## Informed decisions

The Board and Management will:

- utilise organisational intelligence for strategic reporting, compliance and decision making.

## Cost reductions

- HCO will deliberately seek financial growth of 30% to reduce margin levels appropriate under an NDIS operating environment.

# Brand

## Appetite for change

Working with Nation (Brand Specialists) has assisted HCO to clearly articulate it's Brand Essence, Brand DNA and Brand Architecture.

The Brand Architecture will support HCO to align commercial decision making with our values.

This strategic shift highlights a need for change and we have an appetite for reinvention (with safe guards in place) that means that we will:

- **Reinvent our brand** – by defining who we are and managing the change and the language that we use to describe us.
- **Operationalise our brand architecture** – by actively integrating our brand in all decision making, influencing and leadership roles.
- **Strategically adopting our brand architecture** - again, by driving decision making at the Board level in accordance with our brand.



## What's next

At HCO we have a genuine connection with the people we serve and their families.

In everything that we do, we will operationally and strategically adopt the Brand Manifesto, the Brand DNA and the Brand Values.

This Brand Architecture will drive the business of the Board, culture, workforce, service delivery models and financial decision making.

HCO has genuine connection and lives it's brand values of human dignity, integrity, diversity, citizenship and self determination.



“True  
leaders  
don't create  
followers,  
they create  
more  
leaders”

*Tom Peters*



» We work with children, adults and young people living with disability and their families to create personalised, consistent and affordable services matched to their individual needs.

» We enable quality home and community life through Supported Independent Living, In-home Support, Short Term Accommodation, Community Access Programs and Support Coordination.

» We proactively respond to client, community and market demands with a focus on quality standards and a commitment to informed and balanced growth that builds on our strengths.



» We place the people we serve at the centre of all we do, creating genuine connections and working along side people living with disability to help them live their best life possible.

» We build highly skilled teams who deliver consistent, compatible and responsive care to people living with disability and their families, to help them live their best life, in the way they want.

» We are an employer of choice focused on flexibility, diversity, continual improvement and growth of our unique culture and our team.



# OUR VALUES

Human Dignity • Integrity • Diversity • Citizenship • Self Determination





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