



Enable WA acknowledges the traditional custodians throughout Western Australia and their continuing connection to the land, waters and community.

We pay our respects to all members of the Aboriginal communities and their cultures; and to Elders both past and present.

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Statement from the CEO and Board

Strategic Planning is an essential critical task that all healthy organisations engage in. Building on the Service Planning completed in 2022, Enable WA is committed to regular Strategic Planning that reviews current operations, captures service improvements, generates ideas and innovation and most importantly sets out the plan that, for Enable WA, is all about maximising the layers of support and care we provide for participants, their families, and carers.

Working across all four regions (Perth metro, Peel, Upper South West and Lower South West) and actively involving all layers of the organisation, our Strategic Planning has engaged with participants, staff and Board to listen and learn. Key to this planning is being alert and aware of the National Disability Insurance Scheme (NDIS) sector review currently underway and the Royal Commission into Violence, Abuse, Neglect and Exploitation of people with Disability, both expected to report in October 2023.

Our Strategic Plan documents a number of structured outcomes that will require targeted work to deliver. Most importantly these outcomes will be measured and evaluated with the Strategic Planners returning every six months to assist us to stop and check and as required, act to deliver.

Key will be innovation across all aspects of the organisation supported by technology and an ongoing major focus on Quality and Safeguarding as a major pillar of the organisation.

Thank you for being part of this Strategic Planning process, please read and absorb, share and talk about our Strategic Plan, it is a living and vital document that informs the future of Enable WA to early 2027.

David Naughton
Chief Executive Officer

Roger Veen
Board Chair

Quality and Safeguards

Quality and Safeguarding supports Enable WA to deliver supports in line with the NDIS Practice Standards and Performance Indicators. Considering these standards in addition to all other legislative requirements ensures Enable WA works to industry standards and ensures we have the systems in place to provide high quality and safe services.

Over the course of this strategic plan, the quality and safeguards department plans to work on several initiatives to ensure effective clinical governance (established governance that ensures leadership, culture, risk management, safety systems and the clinical and support activity delivered is of a high quality every time), throughout the organisation. By reviewing and addressing team resourcing we can work to have team representation across the organisation's geographical footprint. The team can then effectively work to support and guide the implementation of Positive Behaviour Support and high intensity daily activities. The development and implementation of the Workplace Health and Safety (WHS) coordinator role will be working towards an increased awareness and focus on the safety, health, and wellbeing of our workforce. WHS management systems will be developed, and the team will provide increased communication, additional consultation and

considered project planning to achieve this.

We aim to holistically address WHS in the context of support provision which will be continually improved with a review of the initiative in December 2024.

The needs of participants, workers and the wider organisational environment will be addressed through a refinement of continual improvement processes, increased risk management activities, a focus on training and development, and additional collaboration with staff groups from all departments. Refinement using the available and most effective Information and Communication Technology (ICT) systems, whilst reviewing policies and procedures to address any relevant changes to standards or legislation will be planned and actioned throughout the duration of this strategic plan. Audit activities will ensure compliance with these activities in January 2025 and June 2026.

Review and action related to clinical governance, risk management, continual improvement, and the sharing of this information, will work to embed quality and safeguarding into everyday practice across the organisation. Through working closely with participants, their families and wider support networks, and within local communities, the Quality and Safeguards Team will work to support the development of the Client Advisory Group (CAG), best practice and the delivery of best practice and the delivery of high quality and safe supports, importantly strengthening participant feedback mechanisms.

What is Enable WA's Strategic Plan?

- It is a document that will detail a shared purpose for the organisation of positive, progressive and proactive change whilst maintaining Enable WA's principles.
- It will be adaptive and flexible to the requirements of the Enable WA.
- It will identify priorities and be a tool for long term sustainable change.
- It will be developed as a collaborative document within input from participants, staff and the Board.
- It will be reflective on current practices that require improvement but will also provide direction and a road map into the future.
- It will promote the implementation of change based on best practice along with quality and safeguarding.
- It will be used to develop Key Performance Indicators to be measured every six months.
- And, time will be allowed to consolidate, review, implement and then assess/ evaluate the goals detailed within the Strategic Plan and amend and adjust, as necessary.

Our Values:

We listen.
We have integrity.
We are respectful.
We are all about the person.
We are accountable.
We are innovative.

Our Purpose:

To enable people to live a life of their choice.

What We Do:

We are a registered NDIS service provider delivering quality support underpinned by service matching and participant owned decision making.

Our Participants:

People living with a disability in the South West, Peel, and Perth metro areas who aspire to live a life of their choice.

Our Difference:

Our innovative, participant-centric approach.



Key Strategic Drivers

1

To provide equal opportunities along with support and choice for the diverse individuals that form part of the organisation (both Participants and Staff). In this context, 'diverse' refers to race, ethnicity, gender identity, sexual orientation, physical and mental abilities.

2

To provide participants and staff both personal and professional development, learning and growth opportunities.

3

Continue to promote an inclusive, collaborative and adaptive culture where participants and staff work together to achieve goals and improve their lives.

4

To provide a quality service delivered with integrity and transparency that results in an outstanding industry reputation and becoming an industry leader in our field and regions.

5

Have the ability to effectively and efficiently adapt to changing market conditions and ensure organisational sustainability.

Services of Quality

Culture is Key

Financially Strong

Future Focused

Technology Savvy

Key Strategic Pillars

These Key Strategic Pillars act as a base for our Short Term Goals and Objectives (within 12 months), Medium Term Goals and Objectives (12 - 24 months), and Long Term Goals and Objectives (3 - 5 years).

Each Key Strategic Pillar is explained in detail on the following pages.

Consistent Communication

Short Term Goals and Objectives

Through the identification of current gaps in standards and consistency in the completion of daily shift reports (a short record of what support occurred that day with the participant), by undertaking internal audits.

Medium Term Goals and Objectives

Through the development of standardised shift report templates supported by technology. Inclusion of participant information and the ability to use the reports for data collection to meet organisational requirements, Quality and Safeguarding and to capture practice outcomes and person centred goals.

Long Term Goals and Objectives

Through the design and implementation of organisational training packages to support the introduction of standardised shift report templates.

Participant Support Planning and Implementation

Short Term Goals and Objectives

Through the identification of opportunities to standardise rostering and improve participant matching.

Medium Term Goals and Objectives

Through active recruitment to increase Support Workers within each Region, to facilitate participant matching and to meet the growing demand for services.

Long Term Goals and Objectives

Through the design and implementation of an ICT solution that facilitates a user friendly rostering system. The system should be supported by new and ongoing training to ensure that the organisational rostering requirements are achieved.

Increased Training, Education, Professional Development, Career Progression

Short Term Goals and Objectives

To provide a consistent foundation of knowledge, skills and development in accordance with Quality & Safeguards and organisational governance.

Medium Term Goals and Objectives

Through the development of a Career Progression Matrix, supported by a Training Matrix to clearly demonstrate the organisational pathways and required training.

Long Term Goals and Objectives

Through the development of an 'in house' training team to meet organisational requirements through the delivery of consistent training that is Enable WA focused.

Meeting Participant Expectations and Needs

Short Term Goals and Objectives

Through improved communication and strengthened professional boundaries. Enhancing our systems for gathering participant/client satisfaction/feedback and using this to inform service improvement.

Medium Term Goals and Objectives

Through the development and implementation of a Social Inclusion Strategy to address the demand for group activities, social engagement and organisational collaboration.

Long Term Goals and Objectives

Through ongoing improved communication, review and update of the Social Inclusion Strategy, improved rostering and participant matching.

Culture is Key

Fostering a Multidisciplinary Organisation

Short Term Goals and Objectives

Through the identification of different skills and knowledge to create:

- Improved coordination
- Increased efficiency
- Increased quality
- Increased innovation

Medium Term Goals and Objectives

Through the implementation of collaborative research projects and case study presentations.

Long Term Goals and Objectives

By providing one consolidated service, supported by appropriate infrastructure, to meet the needs of the organisation and its participants.

Facilitate Team Building

Short Term Goals and Objectives

Through the design and implementation of Regional based activities, which also acknowledges the diverse backgrounds of staff.

Medium Term Goals and Objectives

Through training opportunities, social collaboration with participants and Regional based activities.

Long Term Goals and Objectives

Through the implementation of biannual all of organisation team building events.

Improved Recruitment and Retention

Short Term Goals and Objectives

Through the identification of current gaps, demands and implementation of organisational support network.

Medium Term Goals and Objectives

Through the active engagement with other community services to understand the cultural and diversity requirements specific to each Region. Implement these findings into a proactive Recruitment Strategy to create a diverse organisation.

Long Term Goals and Objectives

Through the design and development of a Retention Strategy that is proactive and builds upon the Organisation Career Progression Matrix and the internal review of current gaps and/or demand.



Business Development

Short Term Goals and Objectives

Prioritisation as an integral part of roles and responsibilities within the organisation to review current demand, current gaps and opportunities for growth.

Medium Term Goals and Objectives

Through the creation and implementation of a Business Development Plan inclusive of priority rankings and time frames.

Long Term Goals and Objectives

Continuation and evaluation, including 360 strategy reviews, market trend analysis and the progression of organisational growth.

Standardise Practices

Short Term Goals and Objectives

As an outcome of an internal audit to identify current gaps along with the opportunities to streamline and improve processes through targeted training.

Medium Term Goals and Objectives

Supported by ongoing Regional based audits and training for invoicing and coding of NDIS line items.

Long Term Goals and Objectives

Through ongoing audits and training to identify gaps and improve consistency and outputs.

Addressing NDIS Changes/Updates

Short Term Goals and Objectives

As part of ongoing Quality and Safeguard reviews to confirm the impacts to the organisation. Robust communication plans and strategies developed to inform the organisation of changes and the potential impact to workflow, processes, compliance, training and reporting.

Medium Term Goals and Objectives

As part of ongoing Quality and Safeguard reviews to confirm the impacts to the organisation. Implementation of communication plans and strategies to provide consistent organisational updates.

Long Term Goals and Objectives

As part of ongoing Quality and Safeguard reviews to confirm the impacts to the organisation. Updates to communication plans and strategies to provide consistent organisational updates.



Facilitating Organisational Growth

Short Term Goals and Objectives

Finalise consolidation of existing services, operational policies and procedures, systems and organisational compliance with the NDIS, linked to wider trends across the disability sector.

NDIS Review and the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability – Review, consider and as required, implement recommendations, change and reform.

Continue to develop and deliver on the Reconciliation Action Plan 2023 – 25.

Medium Term Goals and Objectives, through:

- Targeted recruitment to meet demand, specifically Service Coordinators, Support Workers and Therapy.
- The provision of growth across all sectors of the organisation to support the targeted recruitment of roles in demand.
- The implementation of Change Management practices to support Business Development, streamlining of processes, standardisation of workforce practices, compliance with Quality and Safeguarding.
- Plan and implement any required nation-wide change and reform to the way NDIS services operate.

Long Term Goals and Objectives, through:

- The exploration of digital innovation as part of the overall ICT Strategy.
- The design and implementation of a Therapy Expansion Plan.
- Expansion of metropolitan services to target outcomes of market growth analysis (South of Perth catchment).
- The investment of appropriate facilities to support one organisation, through the delivery of multidisciplinary services.
- Evaluate impact on Enable WA of 2023 nation-wide NDIS change and reform.



A few of the Busselton Group Activities Members, 2023

Strengthening the ICT Working Group

Short Term Goals and Objectives

Through the review of existing hardware and software to determine:

- Current utilisation
- Current constraints
- Opportunities for consolidation of platforms to reduce duplication
- Opportunities to utilise technology to improve all sectors of the organisation
- Training requirements
- ICT support requirements - internal and external
- Utilise ICT innovations and equipment to improve participant outcomes

Undertake a cost benefit analysis of improving the existing software versus new software applications.

Medium Term Goals and Objectives

Through the development of:

- An asset replacement plan including priority rankings for equipment
- A training program on the existing software to provide continuity of training across all sectors of the organisation.

In collaboration with the Board and Management Team, review the outcomes of the cost benefit analysis of the existing versus new software applications to determine the next steps of the ICT Strategy.

Long Term Goals and Objectives

Through the:

- Roll out of an asset replacement program
- Implementation of training programs for new or existing software applications
- Implementation of the key objectives of the ICT Strategy

Roadmap to Success

Services of Quality

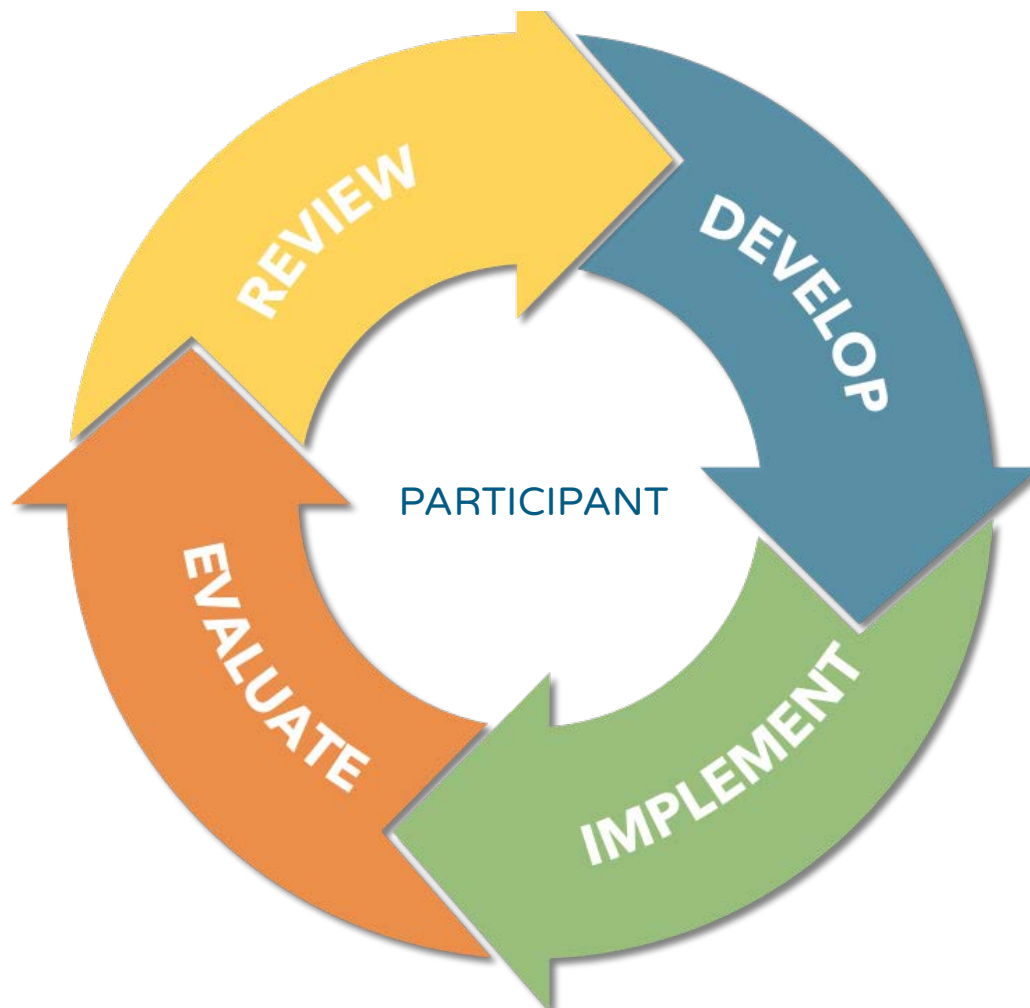
Culture is Key

Financially Strong

Future Focused

Technology Savvy

How Do We Get There?



- Review**
 - Demands
 - Gaps
 - Constraints
 - Opportunities for Improvement
 - Industry trends and nation-wide NDIS reforms
- Develop**
 - ICT Working Group
 - Human Resources Workforce Planning
 - Scoping project for Therapy growth
 - Scoping project for expansion
 - Training and Career Progression Matrix
- Implement**
 - ICT Strategy
 - Reconciliation Action Plan
 - Workforce Strategy
 - Social Inclusion Strategy
 - Business Development Plan
 - Therapy Expansion Plan
 - Training & Career Progression Plan
 - Consolidate Quality and Safeguarding Team
- Evaluate**
 - Growth
 - Retention
 - Participant Satisfaction
 - Quality and Safeguarding
 - NDIS reforms

Signature Page:






David Naughton
Chief Executive Officer



Roger Veen
Board Chair



-  (08) 9792 7500
-  reception@enablewa.org.au
-  www.enablewa.org.au

