



Strategic Directions 2017 – 2020



**Looking
Forward
& Thriving
Through
Innovation**



“Mental health is just another sickness like measles or the mumps. I don’t believe that it should be pushed under the rug; it should be spoken about freely and without any fear or embarrassment.”

Ann

About Neami National

Neami National is a community mental health service that provides rehabilitation and recovery support services across Australia. We support people to improve their health, live independently and pursue a fulfilling life based on their strengths and goals.

As one of Australia's largest providers of community mental health services, we work in diverse communities across Australia, ranging from the inner-city suburbs to regional and remote areas.

Drawing on the knowledge, capacity and expertise of a national organisation we work in partnership at a local level, to deliver services that meet individual and community needs.

Our vision

Full citizenship for all people living with a mental illness in Australian society

Our mission

Improving mental health and wellbeing in local communities

Our evidence-based approach is integral to innovation, improvement and the quality of our services. Guided by the participation of consumers in shaping our services, and our peer workforce, we know the benefit that lived experience brings to the quality and integrity of our services.

Over 30 years, we have built partnerships with hospitals, clinical mental health services, non-government services, universities and community health services. Together, Neami, and our wholly owned subsidiary Me Well, support more than 8,000 individuals to achieve greater independence.

Our values

- Self-determination
- Choice
- Growth
- Learning
- Partnerships
- Change
- Respect
- Wellbeing
- Empowerment
- Hope
- Diversity
- Quality



“For a long time I felt like I was lost. I used to say in a joking way that my spirit ran away on me. Now I’ve found myself – my mind and my soul. I feel like the real me.”

Lona



Strategic Directions 2017 – 2020

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live independently and pursue a fulfilling life based
on their strengths and goals.

I am pleased to share the 2017 – 2020 Neami Group Strategic Directions.

These Strategic Directions will guide Neami National and Me Well, Neami's specialist provider of NDIS mental health services, as we work to support people to improve their mental health and wellbeing.

As we celebrate 30 years as a thriving and innovative organisation, these directions guide us to move into a future which demands that we are agile and adventurous. We have moved to higher level, less prescriptive Strategic Directions to aid us in our current fast-moving operating environment.

We focus on what we do well and where we can improve, to make the most difference to the lives of Neami consumers, Me Well customers and the carers that support them.

We work to ensure that the Board, management and all staff understand how we will achieve these directions through clearly identified markers of success. Our shared values mean we are confident of achieving these simple yet powerful goals.

The directions are the culmination of many voices within the organisation and in the communities where we work.

We drew on feedback from the people we support and their carers, as they told us what makes a great experience and collaborated with our many partners. Service staff shared their wisdom, and our Head Office teams provided great insight.

Together with the National Leadership Team, we work toward successfully achieving each of these directions; unifying around a clear vision, mission and values.



Sonia Law

Chair, Neami National

1. Great Consumer Experiences

Objectives

1. Achieve and ensure diversity of Neami's consumers, staff, models of care, choice (how, what, who)
2. To delight our consumers and customers so they become advocates for our services
3. Achieve positive, measurable health outcomes for our consumers focusing on physical health and social determinants of health (employment, accommodation, education)
4. Provide quality primary mental health care that supports consumers to self-manage, build resilience and reduce use of acute care
5. Deliver recovery-oriented services that are hopeful and aspirational
6. Ensure Neami retains and further adopts evidence based practices
7. Increase community awareness of consumer outcomes and our services
8. Increased staff capability and values alignment

Organisational Priorities

1. Partner with consumers to activate the Great Consumer Experiences Plan which includes diverse initiatives and projects that ensure a focus on the consumer, underpinned by quality and safety
2. Progress the Neami Reconciliation Action Plan, and Diversity and Inclusion Framework
3. Co-design community based service responses with consumers and carers, commissioning organisations and funders and broader networks to build system capacity
4. Increase consumer led research and evaluation capacity to support the evidence basis underpinning Neami's practices – including partnerships with universities to validate the efficacy and fidelity of Neami's practices.
5. Develop further marketing capacity – for consumers, funders, policy makers, partners, staff
6. Develop a workforce strategy to ensure a clear focus on customer service
7. Design brand and service offering differentiation between Me Well and Neami

2. Thriving Organisation

Objectives

1. Seek opportunities for growth and renewal that are aligned with Neami National's values and deliver positive consumer and customer outcomes and benefits
2. Demonstrate innovative practices, models of care and workforce strategies
3. Progress as an adaptable and agile learning organisation built for innovation
4. Monitor and improve our organisational culture
5. Strengthen consumer participation, leadership and co-design
6. Strengthen governance

Organisational Priorities

1. Build Neami's capacity to implement planned growth strategies through strategic collaborations and effective mergers and acquisitions, delivering consumer benefit and honouring the heritage and contribution of our partners
2. Scope and tailor solutions to meet Primary Health Networks, NDIS and local health network needs, recognising the importance of data
3. Ensure organisational and ICT infrastructure meet our needs
4. Implement sustainable business models, including marketing and communications strategies
5. Create fit for purpose workforce strategies underpinned by Neami values that are consumer centred
6. Implement and monitor strategies in response to staff engagement surveys
7. Implement a Consumer Participation Strategy across Neami
8. Review and improve board/management operations and performance



3. Partnerships with Purpose

Objectives

Every partnership will advance consumer and customer outcomes and benefits whilst also supporting Neami to:

1. Innovate
2. Extend organisational capability and reach
3. Deliver collective impact
4. Influence and provide leadership across the sector (policy, service model efficacy, funding attraction, strong collaboration)
5. Offer something new to benefit consumers and community
6. Promote consumer codesign and coproduction

Organisational Priorities

1. Clear commitment to participate in partnerships
2. Increase partnerships in the primary mental health space and in suicide prevention and community capacity building activities
3. Increase partnerships with Aboriginal and Torres Strait Islander community controlled organisations to grow our contribution to social and emotional wellbeing
4. Undertake diligence activities to ensure all partnerships are assessed against consumer and customer benefits and values/cultural alignment with Neami.



A photograph of two men sitting outdoors on a wooden bench. The man on the right is smiling broadly, showing his teeth. He has a mustache and a goatee, and is wearing a black long-sleeved shirt. The man on the left is seen from the back, wearing a blue hoodie and glasses. They appear to be in a conversation. The background shows a white railing and some greenery with orange flowers.

“I’m learning something new.
Not just about the world but
about myself.”

Drew

Drew and Simon at Joondalup Mental
Health Step Up Step Down service

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Contact details for individual services
are available online from
www.neaminational.org.au/services

We respectfully acknowledge that we work on Aboriginal land and pay our respects to community members and elders, past and present.

We welcome diversity in all its forms, including staff and consumers, and believe this makes our teams, services and organisation stronger and more effective.

Neami National's work would not be possible without funding support from the Australian Government; the Victorian, New South Wales, South Australian, Western Australian and Queensland Governments; Local Area Health Networks; and other funders.

We are an accredited organisation at national and state levels.

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for a translation of this publication.*