Strategic Plan
2013 – 2016

Cerebral Palsy
ALLIANCE
Formerly known as The Spastic Centre
Our journey

Our Strategic Plan 2013-2016 begins as Australia witnesses the launch of DisabilityCare Australia. This heralds a truly remarkable and momentous time for people with disability and their families.

As the reform agenda set by DisabilityCare starts to shift the environment to allow greater voice, choice and control in the availability of services and supports, so too must we prepare for radical change. Our Strategic Plan 2013-2016 maps out how we will support our clients and their families make the most of the opportunities that this change will bring.

In our planning for the three years ahead, we have anticipated many new possibilities and challenges. A great deal of thought and rigorous debate have been undertaken by many as to how Cerebral Palsy Alliance will respond to the scale of change. Our recent client/family survey and other feedback from clients, staff and key stakeholders have given us insight into the magnitude of what we need to do to reflect clients’ and families’ aspirations for different and more flexible ways of working together.

We know that some change will be realised quite quickly as we participate in launch sites of DisabilityCare while other changes will only have an impact as the full scheme takes effect. We must learn from these experiences to inform and influence all we do, wherever we may be operating. We must integrate these changes seamlessly.
We will ensure Cerebral Palsy Alliance continues to show leadership in providing customer centred experiences. We will continue to build our authority in cerebral palsy so that clients and families have confidence in us and assurance that our efforts in supporting research will impact the future of cerebral palsy. To achieve this, we must foster and sustain innovative ways of doing business.

We are positioned for the longer term and prepared for the transition from traditional models of funding and supports. The risks and challenges ahead are not to be underestimated.

The competitive element that an insurance model of funding will bring to the sector will not deter us from our core values of respect, integrity and excellence; we maintain our passion about the future and draw upon a long history of determination, courage and energy. We are inspired by those we serve and committed to their full participation in all aspects of community life.

There may be opportunities to expand our reach but we will not change our values or purpose.

This Strategic Plan 2013-2016 shows how we will continue to build futures and we are pleased to present it to you.

Marelle Thornton AM  
President  
1 July 2013

Rob White  
Chief Executive Officer  
1 July 2013
Our risks and opportunities ahead

Keeping our organisation sustainable in an unpredictable future and climate of competitiveness

• As government policy shifts to stimulate market mechanisms to transition from traditionally publicly funded services, the sector will experience provider competition that brings different risks to those associated with the existing approach of government contracting for services and supports

• Customer choice will depend on good competition, meaningful communication and service innovation that delivers value for money

Meeting clients’ and families’ demand for creativity and flexibility

• The world is changing quickly, and responding to the implications of reforms will be a challenge unless change management is embraced, resourced and supported

• Clients and families wanting to ‘BYO’ their resources will require versatility and timely responses

Supporting the emergence of new workforce roles and functions

• For every ten workers leaving the workforce today, only eight are entering to replace them

• Baby Boomers and Generation Xs are a loyal workforce and Generation Ys are loyal to people rather than organisations and professions

• To meet the expected doubling of the disability workforce there is a limited supply of talent nationally and overseas

Maintaining a viable service network within demographic realities

• NSW’s population is growing with significant growth expected in outer Sydney, the Hunter and in areas where there is already disadvantage

• There will be some population decline in rural areas

• Similar patterns are expected across Australia
Stretching our thinking, service offering and boundaries as research knowledge grows

- There is a need to accelerate the translation of research knowledge into practice
- Evidence-based thinking and decision-making become the foundations of effective and efficient service delivery

Managing our corporate responsibilities during times of greater scrutiny and accountability

- With instantaneous worldwide exchanges of information, consumer expectations and demand for accountability have risen
- Clients and families will expect to receive transparent information to support their choices
Our purpose

For people with cerebral palsy, building futures
Our values

**Integrity**
we are ethical, compassionate, and open

**Passion**
we are inspired by challenges and enthusiastic about the future

**Respect**
we put people first, listen and embrace diversity

**Courage**
we act bravely and with conviction

**Excellence**
we exceed expectations
Summary of our key goals

Key goal 1
A customer-focussed organisation ready for DisabilityCare

Key goal 2
Recognition as the authority on cerebral palsy

Key goal 3
Leadership in research into prevention, management and cure of cerebral palsy

Key goal 4
An innovative and productive organisation
## A customer-focussed organisation ready for DisabilityCare

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<tr>
<th>OUTCOME</th>
<th>ACTIONS / INITIATIVES</th>
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| 1. An unrivalled customer experience                                    | • Embed a personalised approach in every stage of the delivery experience  
• Design and implement a Customer Relationship Management process  
• Expand the Ideas4CPA campaign                                                                                                     |
| 2. The right services in the right markets                              | • Segment the markets and develop services to meet segment needs  
• Establish services in geographical areas of growing demand                                                                                                                                   |
| 3. Expanded opportunities for self-managed and self-directed lifestyle packages and transition support for clients and families | • Expand offers for clients with individualised funding  
• Explore the option of becoming a Plan Management provider  
• Secure funding through the Stronger Together 2 reform in NSW                                                                     |
| 4. A lead provider in DisabilityCare launch sites                        | • Develop and execute a service offer plan for Hunter and ACT launch sites  
• Develop marketing and fundraising propositions for a DisabilityCare environment  
• Capture client learnings from all launch sites  
• Explore alliances with state organisations in other launch sites                                                              |
| 5. World leading assistive technology solutions                          | • Invest and resource an assistive technology blueprint  
• Develop mechanisms to co-create ideas and solutions with clients and families  
• Build alliances and partnerships with research & development organisations and technology companies                                 |
## SUCCESS STATEMENTS FOR PEOPLE, CARERS AND FAMILIES

- People know who I am, listen to what I have to say and respond to my requests
- I know who to speak to, understand the process to follow and who will help me
- I know how to get involved and share my thoughts on issues

- I know what is available, what are the benefits and possibilities and how much they cost
- I feel secure during this time of change

- I have greater choice and control in decisions about the services I want
- I can use a provider I trust to help me manage my plan
- I have more options and flexibility in the services available

- I know what is happening at the DisabilityCare launch sites in NSW and ACT and what that might mean for me
- The community remains committed to supporting organisations to continue their work
- I am kept up to date with what is happening nationally
- I am aware of other service providers I can contact

## SUCCESS STATEMENTS FOR CEREBRAL PALSY ALLIANCE

- We are the service provider of choice
- We have processes that make customers feel supported and help them navigate the system
- We support solutions for people living with cerebral palsy that will make a difference

- We are well informed and are actively analysing costs to maintain viable services
- We have services and supports in growth areas and outreach offers in areas of lower demand

- We are skilled in supporting opportunities for improved decision-making and greater independence
- We are effective and efficient in organising financial and administrative aspects of a plan
- We have greater capacity and reach in some services

- We are an active partner in the co-design of the launch sites
- We are able to sustain our services and continue to add value
- We are well informed and are actively involved in shaping the implementation at DisabilityCare launch sites
- We have strong partnerships in place

- We are an assistive technology provider of choice
- We work closely with our clients and families to provide the best solutions
- We use the best evidence about equipment and technology so that our suppliers can meet expectations
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| 6. World class evidence-based services in cerebral palsy               | • Facilitate the training and accreditation of providers to implement CP Check Up as a routine service nationally  
• Translate evidence-based interventions into service offers for cerebral palsy  
• Offer intervention programs to all referrals from early diagnosis clinics within hospitals |
| 7. Leadership in information and knowledge about cerebral palsy        | • Enhance information management strategies of website and other communication channels  
• Launch a new Knowledge Hub                                                                                                                                 |
| 8. Leadership in education about cerebral palsy                        | • Expand Registered Training Organisation (RTO) activity in response to sector need  
• Trial the establishment of a Community College for adults with cerebral palsy                                                                 |
| 9. Effective advocacy for cerebral palsy                               | • Build a strong advocacy campaign on key issues                                                                                                                                                               |
| 10. A recognised and respected brand                                  | • Continue to shift public awareness from The Spastic Centre name and further strengthen the Cerebral Palsy Alliance brand                           |
### Recognition as the authority on cerebral palsy

#### Success Statements for People, Carers and Families

- I know that my progress is being monitored and services and supports are timed for maximum benefit
- I know that people with cerebral palsy will benefit from the results of research being done
- I know that my baby will have access to the best possible care
- I know where I can find the best information about cerebral palsy
- I can find information about what services and supports might work best for me
- I know my lived experiences will become more widely understood
- I have opportunities to develop my skills
- I feel connected and supported by the organisation
- I know the public is aware of the work of the organisation that supports me

#### Success Statements for Cerebral Palsy Alliance

- We know the best time to provide services
- We offer services and supports based on the best available evidence
- We collaborate with hospitals/health services and researchers to ensure the adoption of the best care protocols
- Our website is ranked the No. 1 Australian site in searches for cerebral palsy in Australia
- We support others to make evidence-based decisions about service delivery
- We are the best source of education about cerebral palsy
- We support lifelong learning opportunities for adults
- We are influential in our advocacy
- We have a brand that is well known and respected
Leadership in research into prevention, management and cure of cerebral palsy

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| 11. A research roadmap that provides direction for new discoveries     | • Expand the research grants program  
• Establish the Australian Cerebral Palsy Register (ACPR) as a population based register by June 2015  
• Analyse the population data from CP Check-Up to inform further evidence-based interventions  
• Advocate and promote early detection activities to assist in the design of evidence-based service delivery |
| 12. IMPACT for CP as the hub for research collaboration                 | • Develop a website as the key information hub  
• Secure key collaborators to work on projects identified in the research roadmap  
• Host and evaluate strategic CP Summits  
• Explore opportunities for data management solutions  
• Identify opportunities to create a community of CP Registers across the globe |
| 13. Sustainable partnerships and infrastructure to support cerebral palsy research and our Research Foundation | • Formalise links and partnerships with Australian and international research organisations  
• Identify and secure permanent premises for our Research Institute  
• Design and develop an audacious and compelling fundraising case for research  
• Strengthen career progression pathways for researchers  
• Utilise co-design principles for research with people with cerebral palsy  
• Encourage participation in key events/fundraising |
| 14. A strong voice in the translation and adoption of evidence-based research | • Create a real time dynamic decision-making tool based on evidence  
• Ensure the transfer of research into service provision  
• Target key conferences and events to deliver key research messages  
• Participate in DisabilityCare expert panels |
### Success Statements for People, Carers and Families

- I know more is being done to support research
- I know my data is contributing to knowledge about cerebral palsy
- I know my data is contributing to knowing when to provide the best service at the best time
- I know that my baby will have access to the best possible care
- I am kept up to date with what research is happening
- I know that Cerebral Palsy Alliance is working to bring the best minds together to find solutions
- I know our Research Foundation is supporting big ideas
- I know that the Research Foundation is using the best technologies to keep and share research data
- I know that people with cerebral palsy will benefit from the results of research no matter where they live

### Success Statements for Cerebral Palsy Alliance

- We are building research capacity
- We are making a significant contribution to the national database
- We can provide the research findings that will influence service delivery
- We are respected for our research work in early detection
- We are regarded as the No.1 source of information for cerebral palsy research
- We are the driving force for collaborative research work
- We are influencing research leadership internationally
- We use the best technologies to store and share important research data
- We are instrumental in the development of a global CP Register

- We build alliances to create new opportunities for more research
- We are located in a research precinct of influence
- We have compelling cases for our Research Foundation to secure support
- We are building careers in research
- We are partners in the design of our future research
- We are targeted in our efforts to raise more research funding

- We are actively supporting others to use the best evidence
- We have reduced the gap from ‘bench to bed’
- We are regarded as an influential advocate for evidence-based research
- We are recognised for our expertise
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| **15. Improved commercial acumen and governance structures** | • Invest in new business systems  
• Review back office processes to gain efficiencies  
• Support recruitment and development in commercial skills  
• Refine risk management and compliance systems |
| **16. A work culture of inclusiveness, engagement and participation** | • Adopt mobile technologies  
• Establish a FlexiForce service  
• Prepare our workforce for a change of culture and capability |
| **17. An expansion of alliances and partnerships** | • Identify existing and emerging markets that could support service growth or diversification  
• Expand World CP Day  
• Create further national and international alliances |
| **18. A workforce driving creative solutions** | • Translate Innovation Hub activities into practice  
• Convert Ideas4CPA into value-add opportunities |
An innovative and productive organisation

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<td>• I have confidence in the way the organisation is run</td>
<td>• We have systems in place to help us achieve our best</td>
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<td>• I know that costs are being kept as low as possible</td>
<td>• We have competitive prices</td>
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<tr>
<td>• I am supported to understand how prices are set for services</td>
<td>• We have staff with the right skills and experience</td>
</tr>
<tr>
<td>• I know the organisation acts responsibly</td>
<td>• We have a culture of disciplined, policy-driven decision-making</td>
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| • I know staff have access to the right information quickly | • We have gained efficiency in the way we deliver services and supports |
| • I know staff can deliver services to me wherever I am and in a timely manner | • We have the staff capacity and capabilities to meet customer demands |
| • I am involved in shaping the staff roles that will support me | • We are a workforce that is satisfied and engaged |

| • I have access to a range of supports that help me live the life I want | • We build alliances with others to create new support opportunities for clients |
| • I feel part of a global community | • We support people with cerebral palsy to make connections |
| • I know the organisation is working with others across the globe | • We operate as part of a global network |

| • I know the organisation seeks to learn from experience | • We are proactive and improve the way we do things |
| • I know my ideas are worked on to make things better for me | • We have changed the way we do things as a result of our innovation |
Our key performance indicators

Key goal 1
A customer-focussed organisation ready for DisabilityCare

We will know we are achieving this key goal by measuring and reporting on the following:

• The level of new and existing individuals, families and carers in Hunter and ACT accessing and purchasing services and supports of their choice
• The change in the patterns of how Hunter and ACT services are purchased (self-managed, self-directed or plan managed, place funded)
• The change in the patterns of when services and supports are delivered and where these are provided
• Client and family satisfaction with their customer experience, their level of engagement and achievement of outcomes
• Technologies and services that support environmental, social, educational and other impacts on individuals and families
• The level of engagement with the DisabilityCare Launch Transition Agencies
• The level of fundraising in launch sites compared with other areas

Key goal 2
Recognition as the authority on cerebral palsy

We will know we are achieving this key goal by measuring and reporting on the following:

• The level of uptake of CP Check-Up nationally
• How our knowledge is sought by others including community, mainstream services and DisabilityCare

Key goal 3
Leadership in research into prevention, management and cure of cerebral palsy

We will know we are achieving this key goal by measuring and reporting on the following:

• How informed our clients and families feel about what choices they have and how satisfied they are with our communications
• Website usage statistics
• Brand recognition
• Registered Training Organisation activity

Key goal 4
An innovative and productive organisation

We will know we are achieving this key goal by measuring and reporting on the following:

• Revenue levels and cash flows
• The number of strategic alliances entered into that provide or extend service options for our customers
• Productivity increases demonstrated across all business areas and functions
• Availability and retention of skilled and experienced staff
• The number of planned innovations and developments funded by the organisation
• Early identification of actual and potential risks and how these are managed
• Work culture and satisfaction through the voice project – staff survey