

# strategic plan

2010-2015



People with disabilities living great lives

**Spectrum Care**   
Te Wai Kahukura Atawhai

# who we are

## spectrum care

Spectrum Care is an independent charitable trust that provides services for children, young people and adults with disabilities and their families.

Our services include 24-hour support for people living in residential homes throughout the Auckland and Waikato regions, respite care for adults in the Waikato and Bay of Plenty, and respite care for children in Auckland.

Spectrum Care also offers specialised Home Support, Behavioural and Aspiration services for people in the greater Auckland region.

As an organisation, we believe in providing people-centred services and options that focus on individual needs.

All our services support people to identify their personal goals and aspirations. These are developed into a personalised and achievable 'Outcomes' plan, which enables the people we support to achieve their immediate and lifelong objectives.

Spectrum Care supports the principles of the New Zealand Disability Strategy and places great emphasis on the worth of the individual, personal growth and the provision of holistic support for people with an intellectual disability.

Open two-way communication and the development of community partnerships are integral to Spectrum Care's philosophy.

## our journey towards excellence

One of Spectrum Care's most important Values is the pursuit of 'excellence' and we are driven, in all our activities, to provide the highest-quality support to the people we serve.

The better we can be as an organisation, the more able we'll be to achieve our vision of 'people with disabilities living great lives'.

Motivated by the desire to test ourselves against other high-performing global organisations via an internationally recognised benchmarking or accreditation body, Spectrum Care undertook the decision in 2008 to hand back our 'Accreditation Certificate' to the auditing agency.

We're now applying a much more rigorous, internationally recognised standard – the New Zealand Business Excellence quality framework (ie the Criteria for Performance Excellence) – to all aspects of our organisation and activities.

The Criteria for Performance Excellence have been used by thousands of organisations worldwide to improve performance and capability; to help them respond to current challenges; and to address all the complexities of delivering results today while preparing effectively for the future.

This is a complementary approach to an Outcomes focus. It supports the people we serve (and their families) in a more robust 'quality' context and is an inherently more person-centred approach which we aim to establish as 'best practice' by collaborating with stakeholders and providers across the sector.

It's an exciting journey, for as we improve as an organisation, so too we improve our ability to deliver the highest-quality support to people we serve.

## vision and values

**Spectrum Care's Vision:** People with Disabilities Living Great Lives

### **Spectrum Care's Values:**

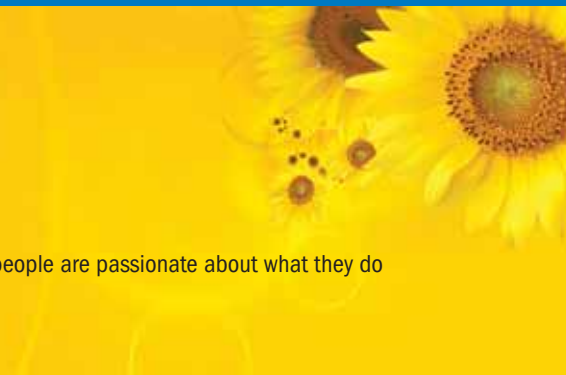
**Person Centred** – Responsive to the person; individualised services and support

**Innovation** – Pioneering and looking for better ways

**Commitment and Passion** – Creating and maintaining a high performance culture, where people are passionate about what they do

**Partnership** – Working successfully together with others, valuing each other's contribution

**Excellence** – Leading the way



## we believe...

- People with disabilities and their families have the same human rights as everyone else
- People with disabilities should have choice and control over the support they need to go about their daily lives
- People with disabilities should be involved in and in control of decisions made about their lives
- People with disabilities need to be able to participate in all the aspects of their communities

## our journey towards 'person centred'

He aha te mea nui?

He tangata!

He tangata!

He tangata!

What is the most important thing?

It is people!

It is people!

It is people!

Spectrum Care is committed to providing person-centred services.

Our 'Outcomes-driven' approach stems from this commitment and asks two key questions of the people we support: What do you want to achieve to have a great life? How can we support you to make this happen?

We learn about Outcomes when we talk to a person and discover what's important to them and why. This information is skilfully and patiently gathered through an interview process which, where appropriate, may also include parents/whanau, guardians, friends and support staff.

Outcomes are then broken into short- and long-term goals, which are recorded in each person's Outcomes Plan.

Progress towards achieving goals and Outcomes, and the organisational supports that are provided to assist the individual, are regularly assessed.

It is our ambition to become comprehensively and intrinsically person centred in all our activities. We strive to put the individuals we support at the centre of our organisational structure and empower each person to achieve independence in and control of their own life and destiny.

## strategic focus 2010-2011

Outcomes	Activities/Actions
Personal 'Outcomes' framework	<ul style="list-style-type: none"> <li>Develop 'Statement of Need' for each person supported by Spectrum Care</li> <li>Review person-centred planning and implement 'Circles of Support'</li> </ul>
Service development	<ul style="list-style-type: none"> <li>Develop a 'Supported Living' model within current contracts</li> </ul>
Service improvement	<ul style="list-style-type: none"> <li>Implement findings of 'High &amp; Complex Needs' and Behaviour Support Services reviews. Review Autism and Asperger's Syndrome service delivery</li> </ul>
Social inclusion	<ul style="list-style-type: none"> <li>Develop natural and volunteer supports for the people we support to increase social inclusion</li> </ul>
Family engagement	<ul style="list-style-type: none"> <li>Improve communication with families, particularly Maori, Pacific and Asian cultures</li> </ul>
Empowerment	<ul style="list-style-type: none"> <li>Develop communication training to enable self advocacy for the people we support</li> </ul>

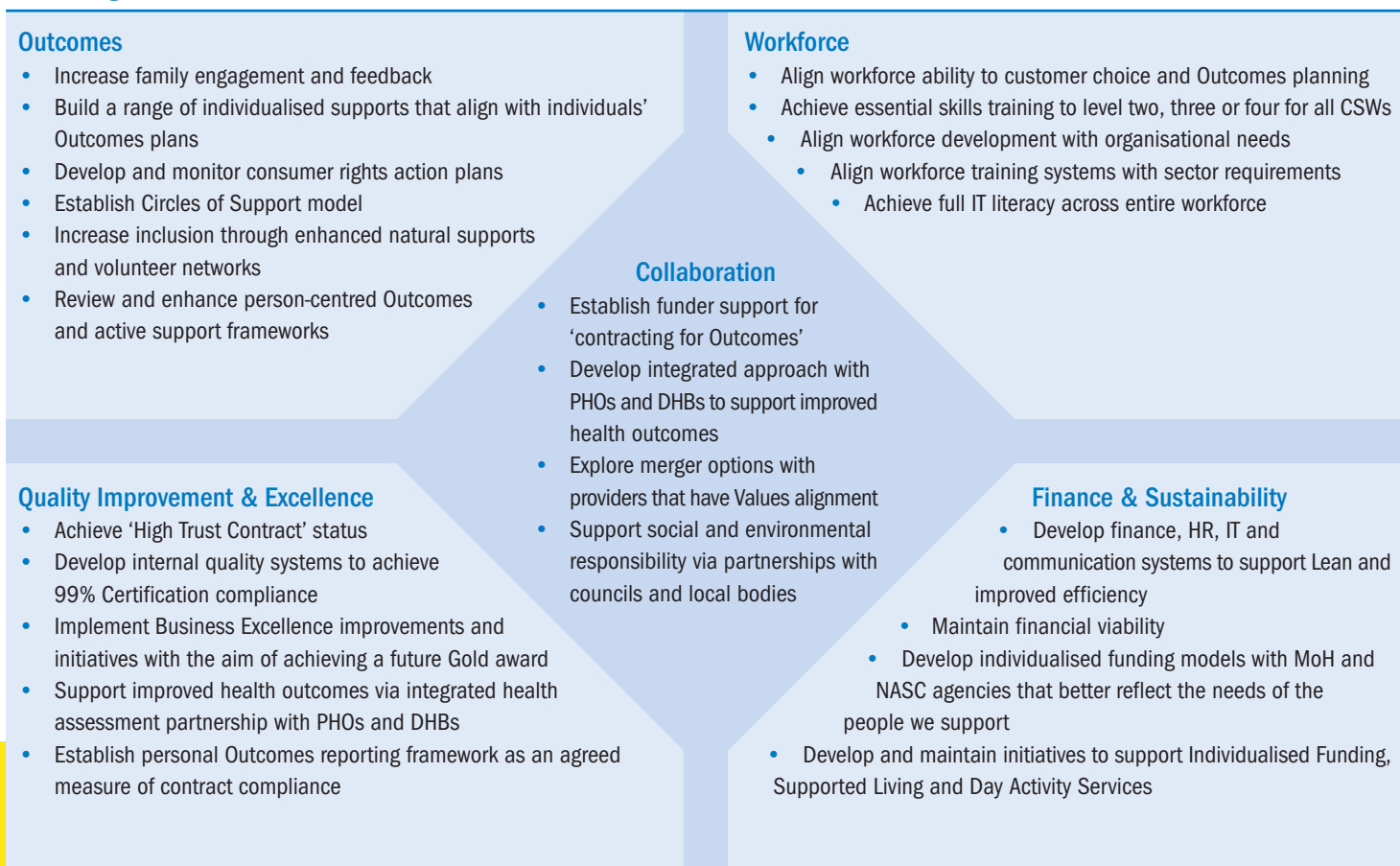
Workforce	Activities/Actions
Essential skills training	<ul style="list-style-type: none"> <li>Train all permanent staff to minimum level two certificate in Community Support, plus IT, 'Active Support' and 'Outcomes' training</li> <li>Accelerate learning, innovation and professional capability within organisation</li> </ul>
Workforce analysis	<ul style="list-style-type: none"> <li>Analyse workforce training needs (including casual pool) in terms of Statements of Need, person-centred planning and future contract requirements</li> </ul>
Workforce recognition	<ul style="list-style-type: none"> <li>Celebrate staff achievements and progress towards 'person-centredness'</li> </ul>
Values alignment	<ul style="list-style-type: none"> <li>Embed Vision and Values throughout the organisation</li> </ul>
Workforce review	<ul style="list-style-type: none"> <li>Review effectiveness of Service Coordinator role</li> </ul>
Workforce engagement	<ul style="list-style-type: none"> <li>Involve house and centre staff in planning processes</li> </ul>

Quality Improvement & Excellence	Activities/Actions
Organisational excellence	<ul style="list-style-type: none"> <li>Review and action key Business Excellence learnings/improvements</li> </ul>
Measurement and results	<ul style="list-style-type: none"> <li>Use Statements of Need and Outcomes data to inform strategic planning process</li> </ul>
Outcomes measurement	<ul style="list-style-type: none"> <li>Review data collection and results quarterly, with recommendations presented to Quality &amp; Risk Committee</li> </ul>
Systems deployment	<ul style="list-style-type: none"> <li>Review progress toward Business Excellence improvements quarterly, via certification findings, Outcomes data, training targets and person-centred planning progress</li> </ul>
Enhancing quality	<ul style="list-style-type: none"> <li>Implement quarterly reviews by frontline staff of achievement of person-centred and quality improvements, share and track regional progress</li> </ul>
Benchmarking	<ul style="list-style-type: none"> <li>Explore benchmarking opportunities through peer review, the NZ Disability Support Network, the disability sector and international organisations</li> </ul>

Finance & Sustainability	Activities/Actions
Financial viability and organisational sustainability	<ul style="list-style-type: none"> <li>Meet financial targets, maintain cash balance, investigate longer-term investment strategy and further reduce annual/credit leave liability</li> </ul>
Systems integration	<ul style="list-style-type: none"> <li>Implement a fully integrated computer system</li> </ul>
Property review	<ul style="list-style-type: none"> <li>Advance property strategy and investigate flexible housing/support approaches to Individualised Funding requirements</li> </ul>
Funding and contracts	<ul style="list-style-type: none"> <li>Align contract specifications with person-centred and Individualised Funding models</li> </ul>
Business diversity	<ul style="list-style-type: none"> <li>Investigate Home Support/Transitions/Behaviour Support/Supported Living/private respite/aged care and back office support opportunities</li> </ul>
Communication	<ul style="list-style-type: none"> <li>Enhance services to reflect person-centred, Individualised Funding and Circles of Support models</li> </ul>

Collaboration	Activities/Actions
Sector	<ul style="list-style-type: none"> <li>Explore opportunities for mergers, integration and joint ventures. Engage with the sector to support training targets and literacy pilots</li> </ul>
Health	<ul style="list-style-type: none"> <li>Develop relationship with PHOs and DHBs, including Clinical Nurse specialist support and Health Assessment Tool training to the wider sector</li> </ul>
Funder/NASC	<ul style="list-style-type: none"> <li>Develop 'High Trust' contract case for MoH. Establish evidence base with the NASC agencies and regional providers to demonstrate funding deficits</li> </ul>
Social responsibility	<ul style="list-style-type: none"> <li>Establish quarterly meetings with the HDC and Disability Advocacy Service</li> </ul>
Family	<ul style="list-style-type: none"> <li>Review formal mechanisms used by sector to support family/customer dialogue</li> </ul>
Union/Tripartite	<ul style="list-style-type: none"> <li>Establish PSA working parties in accordance with CEA</li> </ul>

## strategic focus 2012-2015



## contact information

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## services provided by spectrum care

- Adult Services
- Advocacy Services
- Aspirations Services (including Activity and Vocational Centres)
- Behaviour Support Services
- Child, Youth and Respite Services
- Cultural Services
- Home Support Services
- Orakau House
- Transition Services

