

Purpose: Building  
strong communities

DAISI purpose and  
Strategic directions  
2022-2027



## Purpose



When starting the work of understanding the purpose for DAISI, there are many stories that come to mind.. We are funded to do things, we have customers who need something, our staff have skills in something....

The story we tell about who DAISI is and why we are here is vital.

The most important story for me in looking at who we are.. has been Bill's story...

Bill was shunned by the local community, he was barred from most shops, pubs, services and community venues. Bill was difficult and angry, he was a fighter and hated being shut out, he knew it wasn't fair.. But he struggled with the rules of community. One of the most tenacious, caring staff I have ever worked with, decided to work with him. It was not easy... but they worked together to get Bill included in services, funding, appropriate support and connect him back into his community.

The real story of Bill is that one day, after months of work, Bill walked into the DAISI office and put \$5 in the donation jar. It might not seem like much.. But in that act.. Bill became a contributor to his community. He had travelled on a journey with DAISI from outcast to community member, he had built a stronger community that he was now contributing to.

**Our purpose is to build strong, inclusive and resilient communities together; for the Bills of the world.**

# Introduction



This strategic framework includes Strategies, Outcomes, Result areas and Success indicators which are for a five-year period (2022–2027) these will be reviewed on an annual basis. This strategic framework will form the basis of operational work-plans for DAISI Board, CEO and other staff.

## **Rationale**

The redevelopment of DAISI has occurred at a time where the social welfare sector in general and the disability sector specifically has undergone fundamental change. This has been an opportunity to re-think the way organisations provide support to their communities in type, practice, efficiency, and focus. DAISI Services has been through a redevelopment process that has reviewed all aspects of the organisation and redeveloped the service focus.

There have been 2021-22 several major external drivers that provide further opportunity for the organisation to continue structural development and consolidate its strategic direction. The COVID 19 health crisis has focused the redevelopment of work practices and policy scaffolding to ensure the safety and continuity of services. The current disaster in Northern NSW and South East Queensland has challenged the organisation, with losses and the need to review again the way we function in the community.

# Introduction



## Key issues

- Firstly, disaster needs, organisational and community recovery
- Secondly, the **volatility of the NDIA policy direction**. The primary DAISI business is provision of supports in the NDIS. This means that the organisation is vulnerable to shifts in policy from the NDIA. There has been development of diversity within the NDIS provision to spread the risk of policy change. Thought has gone into the current approach in terms of the participant cohort and their vulnerability in the system. For example, working in support coordination and specialist support coordination, with those individuals with complex and extremely complex needs, is a strategy that uses the skill set of staff and maximise the number of customers that require long term support.
- Thirdly, a clear challenge in **workforce management and recruitment**. Setting the organisation as a high-quality independent organisation means all staff need to be well paid, highly qualified, and totally committed to the values of the organisation. There is little capacity to have management structures, so the resourcing of self-managing teams and strong practice focus is an ongoing requirement. Working with customers with exceptional needs also presents a risk of burnout; this must be considered in the structure and resourcing of the DAISI team for long term sustainability.
- Finally, we now need to move the organisation forward into a **long-term sustainable approach** to the provision of high-quality support and development for the community. There is still vulnerability in the current structure and there are difficulties in the current size. The cost benefit sweet point now sits at about 5-6m turnover.

# Introduction



## Key strategic outcomes required:

- **Meeting demand** in service, both the NDIS and other community supports such as Therapy services, education and practice development. Management of the demand and innovation in DAISI's support is critical.
- **Organisational profile and stability**, our strategic approach to marketing and fundraising needs to continue and develop. Engaging in philanthropic partnerships to meet rising community need is a key strategy. Working to develop key messages and training staff, board and customers in how to communicate the impact of the organisation is vital.
- **Diversification** being able to take-up opportunities as they arise, into other supports leveraging off the existing skill set of the organisation.
- **Organisational agility** needs to continue to be a strong focus for the organisation, as there are continuing challenges and fluidity in the sector across all provisions; continuing to learn and adapt is vital.
- **Meaningful connection to community** needs to be developed. We need a strong understanding of need in the community and have ongoing meaningful engagement at all levels; driving the organisational development.
- **Mapping organisational impact** to assist in the long-term stability of the organisation; understanding and mapping the impact of our services is a key component of engaging partners, funds, organisational development and effective support of our community.



## **Vision:**

**Flourishing, connected and inclusive communities where everyone is treated with respect and dignity**

## **Mission:**

**To support people living with disadvantage to be valued and able to live meaningful and personally satisfying lives connected and contributing to their community.**

## **Impact:**

**Individuals feel empowered to take responsibility for their lives and make changes. They develop knowledge and skills and supports, enabling them to take up opportunities to be part of their community.**

# Values

## Trust and Accountability

Establishing trust by being honest, open and transparent by doing what we say, in every relationship, and by ensuring we take ownership for our actions and decisions.

## Individualised Practice

Being responsive to the needs of individuals and ensuring the person is at the centre of decision making.

## Sustainability

Ensure that all we endeavour to do is cost effective and sustainable, giving value for money to our customers.

## Capacity Building

Developing capacity of our community and our people; by providing information and support and listening to ideas.

## Where DAISI was in June 2021

EOY financial result surplus \$241,849.00

NDIS support coordination and plan management business underway,

NDIS certification process successfully completed,

New CRM and IT systems in place and being refined,

Demand increasing and need in a range of areas across the community,

Fundraising strategy started

Organisational profile needs to be lifted.

Purpose needs to be clarified

Cultural development needs to be supported

Growth needs to be supported



# Key Financial Considerations



% Targets	Forecast	Status	Comments	Achieved	Date Due
<b>Targets for 2022-2027</b>	<b>P/A amount @ 2027 eofy</b>				
Support Coordination 33.8%	\$2,028,000	ongoing	As at February 2022 sitting at \$483,381 YTD (160 clients). Forecast to be \$713,970 eofy 21-22. currently will need to grow to 450 customers @ \$4,500 PA average package		
CHSP 1.2%	\$72,000.00	2 years	Ongoing and on target	Funding secured to eofy 2023	
Therapy Supports 40%	\$2,400,000	ongoing	As at February 2022 - \$105,438 YTD forecast to be \$171,000 eofy 21-22. Needs to approximately double each year first 4 years to meet 2027 target		
Plan Management 5%	\$300,000	ongoing	As at February 2022 - \$238,737 YTD (212 clients) forecast for EOFY 21-22 \$360,138, needs to double by 2027 approx. growth of \$58,000 per year = 41 additional clients pa		
projects 20%	\$1,200,000	5 years	As at November 2021 seed funded \$10,000 from reserve for grand carer project		
<b>Total 100%</b>	<b>\$6,000,000</b>				

# Key Financial Considerations

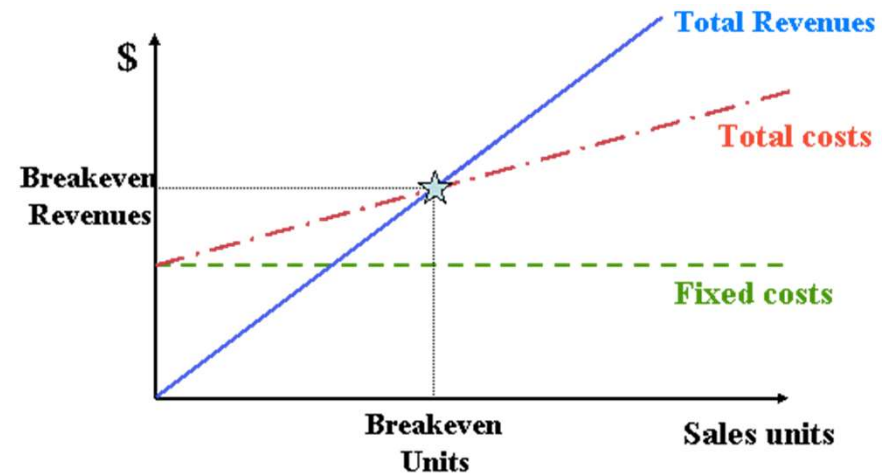
## Discussion of unit cost estimates and cost volume profit analysis

Overall margin per staff hour is sitting at approximately \$8.48 across the whole organisation.

Program based unit costs are calculated at:

- Support Coordination \$86.34
- Therapy Services \$158.10
- Plan Management \$107.14

Organisational margin is 14% for the 2020-2021 financial year.



# Strategic Framework



#	Strategy	Key Outcome	Goals	Success indicators
1	Grow	Increased support for the communities we work in through therapy services	Provide therapy supports online, and in three key locations, Ballina, Lismore, south east Queensland	<ul style="list-style-type: none"> <li>• DAISI has at least three senior psych positions ( currently have 1, 1 in the process of registration)</li> <li>• Provide counselling and psych services for both NDIS and fee for service customers</li> <li>• DAISI provides appropriate group work for the communities we work with building peoples capacity to and ongoing well being</li> <li>• Mobile counselling service is up and running</li> </ul>
		Increased community inclusion, capacity to use mainstream services	Provide community inclusion project	<ul style="list-style-type: none"> <li>• Gain funding to provide capacity building and community connection support</li> <li>• Decrease isolation of a range of individuals in the communities we work with</li> <li>• Maximise peoples connection and use of mainstream supports</li> </ul>
		Increased capacity to manage and maintain healthy relationships	Develop and provide a healthy relationships project	<ul style="list-style-type: none"> <li>• Gain funding to provide healthy relationships project</li> <li>• Develop appropriate approach</li> <li>• Provide education and support through the project</li> </ul>

# Strategic Framework



#	Strategy	Key outcomes	goals	Success indicators
2	Build	Increase connections for older people in our local community	Identify and undertake ways to support older people in our community	<ul style="list-style-type: none"> <li>• DAISI has run at least 1 community consultation</li> <li>• DAISI has engaged in at least 1 new project/partnership around supporting older people</li> <li>• Project for grand carers is launched</li> <li>• Ongoing funding for grand carers project received</li> </ul>
		Increased support for the communities we work in through therapy services	Provide therapy supports online, and in three key locations, Ballina, Lismore, south east Queensland	<ul style="list-style-type: none"> <li>• DAISI has at least three senior psych positions</li> <li>• Provide counselling and psych services for both NDIS and fee for service customers</li> <li>• DAISI provides appropriate group work for the communities we work with building peoples capacity to and ongoing well being</li> </ul>
		DAISI has better understanding of community need and engages in effective co design of projects	To engage people with lived experience to provide advise to the board	<ul style="list-style-type: none"> <li>• Recruit advisory group members</li> <li>• Develop structures and mechanisms for function</li> <li>• Start process with review of a new project idea and feedback on currant services.</li> </ul>

# Strategic Framework



#	Strategy	Key outcomes	goals	Success indicators
3	Maintain	DAISI is a high-quality service that supports people to increase their connections, capacity and choice	Maintain a successful NDIS business including support coordination, plan management and therapy support	<ul style="list-style-type: none"> <li>• Feedback from customers is positive at least 95% of the time</li> <li>• Business model is financially viable and is holding at least 2021 margin</li> <li>• Quality services with maintained client numbers</li> <li>• Staff are working at sustainable levels (e.g. 5 billable hours per day for SC and working in SC 3-4 days per week)</li> <li>• Staff are supported to be professional and make decisions</li> <li>• We invest in our people and their ideas</li> </ul>
		CHSP providers develop their quality of practice across the region	Maintain an effective CHSP SSD program	<ul style="list-style-type: none"> <li>• Funding source is secured for post 2023</li> <li>• At least one new project for SSD is engaged with</li> <li>• Focus on relationship development with CHSP service providers to develop practice</li> </ul>
		Increased consistency in decision making and purpose across the organisation	DAISI has a clear and consistent decision-making system	<ul style="list-style-type: none"> <li>• Staff make 80% of financial decisions using the system</li> <li>• Staff make 100% of project funding decision within their budget using the system</li> <li>• Board and staff use system for 100% of growth decisions</li> </ul>

# Strategic Framework



#	Strategy	Key outcomes	goals	Success indicators
3	Maintain	DAISI's culture continues to develop. Staff capacity and consistency bring ongoing improvement	Maintain a successful DAISI culture across various teams and a wholistic approach to support and service is achieved	<ul style="list-style-type: none"> <li>• Staff retention</li> <li>• Quality of service</li> <li>• Community need is embedded in culture ad approach</li> </ul>
4	Develop	DAISI develops smart teams infrastructure and scaffolding	To Maintain high level of autonomy for staff And high quality services for communities	<ul style="list-style-type: none"> <li>• Staff make great decisions ad support each other</li> <li>• Staff engage and understand principle vales and live them at work with a common purpose</li> <li>• Staff contribute their strengths to organisational goals and community projects</li> <li>• Staff feel trusted and valued</li> </ul>
		Each team of DAISI staff, reflects the community it is working in, and fits community need	Each community team is developed and functions well, building stronger communities	<ul style="list-style-type: none"> <li>• Communities grow stronger</li> <li>• Community connections are developed</li> <li>• Individual inclusion increases</li> <li>• Capacity to contribute to the community increases</li> </ul>