



Strategic Plan

2021-2024

Postal Address: PO Box A267, Arncliffe NSW 2205

Telephone: 02 9005 1570

ABN 76 178 954 930

OUR VISION OUR IMPACT (WHY WE EXIST)

- » Empowering mothers
- » Investing in children
- » Building families
- » Establishing connection
- » Improving society

OUR MISSION (WHAT WE DO, WHO DO WE WORK WITH?)

Phoebe House provides a safe, supportive environment for an evidence based, alcohol and other drug rehabilitation program for women on opioid treatment who have children under the age 5 in their care or partial care.

Our focus is on resident self-determination, embracing a holistic vision which includes cultural identity, understanding parenting capacity, improving positive community and family engagement and addressing mental health needs and other life skills.

Focus Areas 2021 - 2024

1. Service Provision

1.1 Phoebe House offers holistic evidence based comprehensive services for pregnant women and mothers and their children in a nurturing environment that is anchored in client and child-centred care.

- 1.1.1 Expand our current service to provide 9 mother/child placements
- 1.1.2 Expand and improve our pre, post and residential treatment
- 1.1.3 Review and improve culturally responsive services
- 1.1.4 Promote our specialist pregnancy program

1.2 Women and their children who have been assisted by Phoebe House are connected with family and community, empowered, have access to better outcomes and are better placed to contribute positively to society.

- 1.2.1 Provide professional and consistent services that are responsive to resident-identified needs
- 1.2.2 Enable shared decision making with residents, children, families and staff
- 1.2.3 Provide residents with the resources needed to ensure growth and to make healthy life choices
- 1.2.4 Continue to provide a safe, secure, respectful environment to encourage a sense of belonging and enable residents to fully engage in their recovery
- 1.2.5 Foster a culture of positive change, responsibility and accountability among residents
- 1.2.6 Work closely with families and other support networks to optimise resident's care and recovery

1.3 Phoebe House demonstrates best practice consistent with current evidence and service standards.

- 1.3.1 Develop our approach to collecting and reporting on our resident outcomes
- 1.3.2 Demonstrate efficacy through rigorous research
- 1.3.3 Develop a communications policy and plan to promote and share our best practice

2. Workforce Culture, Governance and Management

2.1. Phoebe House has a culture that promotes selfcare and wellbeing for staff

- 2.1.1. Ensure a culture of healthy worker well-being and positive self-care
- 2.1.2. Maximise resources that support well-being so staff can function at their best

2.2. Staff are appropriately skilled and access ongoing professional development

- 2.2.1 Provide consistent opportunities for learning through training and clinical consultation/Supervision
- 2.2.2 Review workforce skills and recruitment and selection processes to ensure appropriate skills and capability are available
- 2.2.3 Phoebe House is an employer of choice

2.3. Phoebe House is governed by a committed professional board supported by sound governance processes and practices

- 2.3.1 Phoebe House Board has access to annual governance training and evaluation
- 2.3.2 Phoebe House develops a strategic risk management plan
- 2.3.3 Phoebe House Board reviews reporting to ensure they are receiving appropriate information to track the strategic performance
- 2.3.4 Phoebe House Board provides annual direction and guidance to the Manager to support her role and ongoing performance

3. Sustainability

3.1 Phoebe House will continue to be financially secure to enable future growth

- 3.1.1 Investigate options for increased funding from the Department of Communities and Justice, NSW Health and relevant Local Health Districts
- 3.1.2 Promoting the value of our services through appropriate channels to improve our profile/brand.
- 3.1.3 Build partnerships to strengthen our position in the sector
- 3.1.4 Develop and maintain positive partnerships to share knowledge and collaborate

3.2 Phoebe House is an accredited organisation

- 3.2.1 Ensure accreditation is maintained and continually enhanced
- 3.2.2 Engage all staff in quality improvement
- 3.2.3 Phoebe House Board actively monitor quality improvement activities

3.3 Phoebe House is committed to environmental sustainability

4. Growth/Expansion

4.1 Phoebe House is responsive to the ongoing demand for services

- 4.1.1 Explore options for setting up a rural/regional residential treatment facility
- 4.1.2 Explore options for increasing the number of beds available, including in transitional care
- 4.1.3 Lobby/ develop partnerships with the Department of Communities and Justice for an additional site for residential care