

Business Strategy 2016-2020

Montrose is a well-established for-purpose disability services provider with a reputation for customer satisfaction and a proud history spanning more than 80 years.

Our vision and mission provide the foundation for everything we do and are reflected in our values and culture. Our business strategy articulates our future and maps the next stage of the Montrose journey. Our focus remains strongly on the Montrose community - our customers, staff, families and stakeholder networks.

The disability sector in Australia is undergoing generational change. The National Disability Insurance Scheme (NDIS) is fundamentally transforming the delivery of disability support in Australia. It aims to make disability support more equitable and provide people with greater control and decision making regarding their supports. Montrose is actively preparing our organization and customers for the change.

We aim to transform Montrose into an organisation capable of competing in an open market whilst retaining our core values and commitment to improving the lives of people with a disability.

The business strategy will be achieved through a focus on four strategic priorities which we will implement and monitor using a strong governance framework.



Our strategic priorities



Montrose
Therapy & Respite Services

1. Provide customers with high quality services that help them achieve their goals
2. Agile, efficient and financially sustainable service delivery
3. Engaged & appropriately skilled team sharing Montrose values
4. A Charitable Purpose Program that provides services to customers who need additional support

Mission

Improving the lives of people with a disability

Values

INFORMED ADVICE

While our feet are firmly planted, we keep one eye on the horizon. Being aware of what's coming allows us to plan ahead and help the Montrose community understand, prepare for, and take advantage of any opportunities and challenges.

STEADFAST FOCUS

A lot has changed in our history. Throughout this shifting landscape we've maintained our focus: how we can best help the members of the Montrose community, both individually and as a whole. Times change and needs vary – Montrose stays focused.

HOLISTIC APPROACH

Living a satisfying life means something different for everyone. It can't be achieved through a single course of action, which is why we work at providing comprehensive support wherever necessary – physical, emotional or social.

Culture

EMPOWERING

Enabling is as important as supporting. We believe in making the Montrose community stronger, happier and more confident. We provide control and plan pathways for long term development and improvement.

INVESTED

We listen. We take the time to understand and face challenges, celebrate the victories, and share the load when needed.

WELCOMING

Together we're stronger. We work to open doors to a larger world by building and activating communities. These communities represent many views and talents, and all are valued. As our services expand, we are becoming more inclusive than ever.

Strategy at a Glance

How will we deliver services?

We will operate a network of Service Centres and Clinics throughout Queensland. Our Service Centres and Clinics will be:

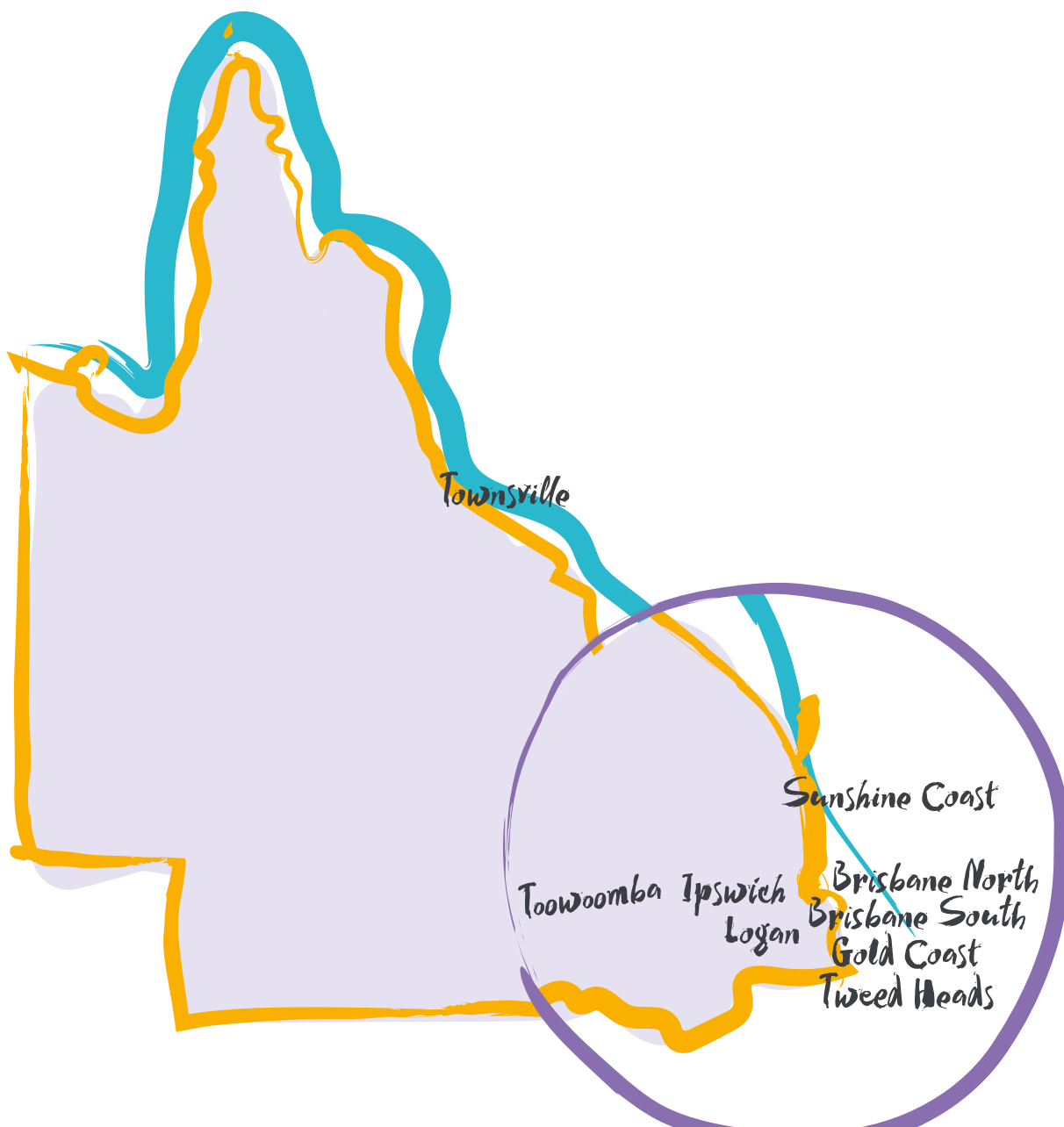
- Well located and easy to find
- Wheelchair accessible
- Supported by state of the art technology and therapy resources
- Welcoming and professional spaces

Where we plan to be located

- New service centre opened in Townsville in 2016
- New centres opened in Toowoomba and Ipswich in 2017

What will we deliver?

- Therapy and early intervention services
- Assistive technology assessment
- Assistance with daily living
- Support to access community, social and recreational activities
- Shared living
- Accessible holiday accommodation
- Short stay accommodation
- Coordination of supports



Montrose Business Strategy

1. Provide customers with high quality services that help them achieve their goals
2. Agile, efficient and financially sustainable service delivery
3. Engaged & appropriately skilled team sharing Montrose values
4. Provide services to customers who need additional support

one

STRATEGIC PRIORITIES

SP1: Provide customers with high quality services that help them achieve their goals

KEY INITIATIVES

- 1.1 Retain & gain customers
- 1.2 Deliver tailored services that help customers achieve their goals
- 1.3 Enhance customer experience

two

STRATEGIC PRIORITIES

SP2: Agile, efficient and financially sustainable service delivery

KEY INITIATIVES

- 2.1 Increase service delivery efficiency
- 2.2 Optimal workforce mix
- 2.3 Reduce costs per transaction
- 2.4 Improve efficient use of assets

three

STRATEGIC PRIORITIES

SP3: Engaged & appropriately skilled team sharing Montrose values

KEY INITIATIVES

- 4.1 Determine skills requirement
- 4.2 Recruit and retain
- 4.3 Staff engagement
- 4.4 Training and performance

four

STRATEGIC PRIORITIES

SP4: A Charitable Purpose Program that provides services to customers who need additional support

KEY INITIATIVES

- 4.1 Program development