



Lifeline

Hobart

---

STRATEGIC PLAN  
2008-2013

2008 Version



*“Connecting People with Care”*

## The President's Introduction

Welcome to Lifeline Hobart's Strategic Plan for 2008-2013.

It is a pleasure to introduce this ground-breaking plan for Lifeline Hobart's future development. Thanks to the inspirational work of our staff and volunteers, the continued and growing success of our "Chosen Pieces" retail business and to the financial support we receive from generous private and business donors, the Tasmanian State Government and COAG, Lifeline Hobart is in a strong position. The quality and capacity of the services we provide is high and our financial base is secure.

It is this performance, based on decades of hard work by thousands of volunteers and staff who have been involved with Lifeline Hobart since its foundation in 1973 that gives the Board the confidence to address how to deliver more fully on our purpose to "Connect People with Care".

This plan explains how we have identified a range of exciting opportunities to build on our current strengths and deliver new, complementary services to the Tasmanian community that:

- Help people build the resilience to deal with the challenges that life can bring particularly loneliness, disconnection and low self-esteem
- Provide support to people who are currently facing particularly challenging personal circumstances such as isolation, trauma or distress
- Continue to offer a safety net to those trying to cope with despair and continuing crisis

I would like to thank all the volunteers, members, staff, and board members who participated in the Strategic Planning Sessions earlier in 2008 and who identified a long list of inspiring ideas to consider. The Board has since reviewed all of these suggestions and focused on a core group based on the positive impact they will have and how well they fit with our strategic focus, purpose and capabilities.

More than 20 people gave up their Saturdays to contribute their thoughts and ideas and I'd particularly like to thank our CEO, Christopher John for initiating and arranging these sessions and for the help, insight and support he received from Chrissie Trousselot, Anna Mackey and Kathy Mason in designing and running the meetings. As well as producing valuable ideas I know all of us also had a lot of fun!

We are now developing proposals around each of the Strategies identified to test the benefit they will deliver, their achievability and the resources required. The Strategic Plan is therefore an evolving document that will change over time to reflect our thinking and decisions. I look forward to keeping you informed of progress and to providing you with further opportunities to get involved in developing and delivering new services that will make a huge difference to our community.

Thanks to all the Board members, staff and volunteers for your input to this strategic planning process...

With warm regards

Graham Flower  
President, Lifeline Hobart (2008)

## The Vision and Purpose of Lifeline Hobart

### THE ESSENCE OF WHAT WE DO:

“Connecting People with Care”

### LIFELINE HOBART’S PURPOSE

To be an enduring provider of telephone counselling and related services that benefit the social fabric and emotional wellbeing of Tasmanians.

### LIFELINE HOBART’S CORE VALUES

**Engendering Resilience:** We strengthen the resources of people and communities. We help people to help themselves.

**Valuing Individuals:** We treat every person with respect, care and acceptance.

**Instilling Optimism:** We assist people to find their own way forward. We believe everyone has the possibility of creating a better future for themselves.

### LIFELINE HOBART’S KEY ATTRIBUTES

We encourage and value the attributes of Honesty, Acceptance, Integrity, Compassion, Responsiveness, Respect, Humour and Commitment in everything we say, decide or do.

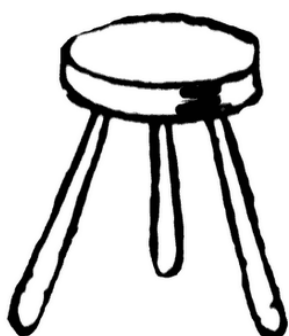
We apply these behaviours in our working practices...

Empathy... Dedication... Confidentiality...

## A Continuum of Care

Lifeline Hobart's 2008-2013 strategic plan is informed by the integrated service delivery model of a "continuum of care" where our current and future services are linked to, and in support of, three key focus areas:

### STRATEGIC PURPOSE – FOCUS AREAS



**A1. SAFETY NET & AT RISK SUPPORT...** aims to catch people at times of risk, in times of distress or despair.

**A2. COMMUNITY AWARENESS, EDUCATION & TRAINING...** aims to empower people with the knowledge, skills and resources necessary to assist them to improve their situation.

**A3. RESILIENCE & CAPACITY BUILDING...** aims to assist a wider range of people to build their life skills and resilience.

### ORGANISATIONAL PERFORMANCE – FOCUS AREAS

Underpinning the Continuum of Care service delivery model are 4 key areas of focus that will direct and inform our organisational performance.

These focus areas will provide high level guidance to a range of strategies and activities that ensure the ongoing growth and strength of the Lifeline Hobart.

As part of the ongoing planning process, the organisational focus areas will be continually monitored, developed and adapted to meet our changing needs as we seek to provide relevant, viable and sustainable services to the Tasmanian Community.



**B1. COMMUNITY CONTRIBUTIONS & PROFILE...** To increase our profile and reputation across the Tasmanian Community and to build positive awareness of Lifeline Hobart's purpose. To see this awareness translated into increased community engagement via volunteering, financial and pro-bono support.

**B2. SERVICE & OPERATIONAL SYSTEMS...** To ensure our support systems for volunteer management and service / retail are relevant, effective and efficient.

**B3. PEOPLE MANAGEMENT & LEADERSHIP...** To provide quality development and leadership opportunities so that Lifeline can meet the needs of our clients in a manner consistent with our vision purpose and values.

**B4. SUSTAINABLE INFRASTRUCTURE & FINANCIAL VIABILITY...** To ensure our on going business capability by improving the quality of our resources, technology and infrastructure so that we achieve our outcomes and purpose.

## STRATEGIC PURPOSE FOCUS

### AI. Safety Net & “At Risk” Programs

**We seek to provide targeted services that support people who are affected by emotional pain, loss, trauma and isolation. Our programs aim to preserve the sanctity of life, enhance emotional wellbeing and reconnection.**

For 35 Years, Lifeline Hobart has provided a support service aimed at catching people “at risk” and those experiencing personal crisis or trauma. We are well known for our high quality services such as 24/7 Telephone Counselling, Suicide Intervention and Crisis Counselling.

Some disturbing statistics: Tasmania continues to have a higher rate of suicide per capita than the rest of Australia. National surveys indicate 1 in 17 people consider suicide annually.

In response to this we will explore ways in which we can better target our efforts and offer services that help to reduce these statistics. During 2008 - 2013 we will direct further resources to a wider range of targeted Safety Net programs aimed at suicide prevention and bereavement support.

#### DESIRED OUTCOMES:

- A Tasmanian Community which acts proactively to address the issue of suicide and its impact on those affected.
- A stronger, more accessible network of support systems for those who are at risk of suicide or bereaved by suicide.

#### STRATEGIES:

#### Estimated Start:

#### Success Measures:

| STRATEGIES:                                                                                                                                                          | Estimated Start: | Success Measures:                                                                                                                     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| 1. Investigate and invest in the feasibility of establishing a range of Suicide Bereavement and Support Services                                                     | 2008-10          | An increase in help seeking behaviour for those affected by suicidal thoughts behaviours or those bereaved by suicide.                |
| 2. To increase our services capability across three areas: Prevention, Intervention and Postvention<br>e.g. Explore a Mobile Division for suicide prevention support | 2010-11          | A decrease in the stigma and shame associated with suicidal behaviour and increased access to support.                                |
| 3. To increase access points to suicide education support and information                                                                                            | 2008-10          | A 100% Community awareness rate of where to go for help.<br>Increased access to suicide awareness, training, support and information. |
| 4. To increase collaboration with other service providers, business and government to reduce “at risk” factors                                                       | 2008-ongoing     | A decrease in Tasmanian suicide rates.                                                                                                |

**STRATEGIC PURPOSE FOCUS**

**A2. Community Education & Training**

**We seek to heighten community awareness in emotional health and wellbeing and to provide a strong level of connection to available services, skills or activities**

Lifeline actively promotes the philosophy of a “Connection to Care” in times of emotional need. We offer programs and services that encourage people to develop a strong sense of self awareness and self care in life situations. We aim to empower people with the knowledge and skills to assist them to build their emotional health.

Lifeline will pursue the following outcomes and strategies to ensure it continues to develop and provide support for those “at risk”.

**DESIRED OUTCOMES:**

- An increased sense of engagement and connection in target populations (youth, men, rural) within our community.
- To decrease the flow on effects of relationship difficulties and breakdown in the community.
- A sense of increased connectedness to family, friends, work colleagues and the community for all Tasmanians.

**STRATEGIES:**

**Estimated Start:**

**Success Measures:**

| STRATEGIES:                                                                                                                  | Estimated Start: | Success Measures:                                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Increased community awareness activities for segments identified as “At Risk” or as a priority.                           | 2008-09          | A ‘conscious’ increased involvement for people identified as “at risk” with their family, friends, work colleagues and the Tasmanian community.                                                                                              |
| 2. Collaborate in research to better inform our programs and services around current and emerging “at risk” areas.           | 2009-10          | People have increased access to support and activities which contribute to the sense of freedom, acceptance and ability to express emotions.<br>People able to feel happiness.                                                               |
| 3. To further develop comprehensive and innovative models of information delivery methods.                                   | 2008-09          | An increase in help seeking behaviour during “at risk” circumstances including relationship issues, geographical isolation and targeted ‘needs’ populations.<br>Increased appropriate media messages which engage and direct people to help. |
| 4. To investigate opportunities for “New Arrivals” programs that welcomes and helps new residents to assimilate more easily. | 2011-12          | A decrease in the risk factors of isolation and disconnection for those relocating to Tasmania.                                                                                                                                              |

## STRATEGIC PURPOSE FOCUS

### A3. Resilience & Capacity Building Programs

**We seek to develop services that build their strengths and improve their capacity of people to handle daily and life challenges.**

At Lifeline, a core part of the work we do is to support people to develop their resilience so that they are better able to manage life’s issues and challenges.

This is an emerging area in which we will research and develop innovative programs that aim to build community connection, belonging and a sense of contribution.

#### DESIRED OUTCOMES:

- To increase the sense of connection between people and their community.
- To increase awareness around “a balanced lifestyle” and improved self-care practices
- To contribute to building well being and a sense of positive self worth, so that people have a safe and accepting place to access where they feel valued.

#### STRATEGIES:

#### Estimated Start:

#### Success Measures:

| STRATEGIES:                                                                                                                                                                                                                                           | Estimated Start: | Success Measures:                                                                                                                                                                                                   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. To create and foster Community based activities. This will be achieved through “Reach your potential” Lifeline Challenges, development of an Editorial Column for GNW stories and development of E-Tools and checklists for “Meaning and Purpose”. | 2008-10          | Increased number of participants in programs.<br><br>An increase in the individuals reporting a sense of positive self worth.                                                                                       |
| 2. To create and facilitate “Community Connect” opportunities. Opportunities will be explored around “connection clubs” – virtual and physical for sharing and increased meaning and purpose.                                                         | 2009-10          | An increase in business engaging with Lifeline Hobart in areas such as corporate and community volunteering and donations.<br><br>Increased opportunities to share each others experience in ‘meaning and purpose’. |
| 3. To build our skills in facilitating Community Recovery, helping communities to recover after disasters.                                                                                                                                            | 2010-11          | Collaboration with other organisations to increase the capacity of communities to respond to challenges.                                                                                                            |
| 4. Further explore the opportunities for developing innovative programs to support this need.                                                                                                                                                         | 2009-10          | An increase in the emotional wellbeing and resilience of people contributing to their wider community.                                                                                                              |

**ORGANISATIONAL PERFORMANCE FOCUS**

**BI. Community Contributions & Profile**

**We seek to increase community engagement with Lifeline Hobart and to convert this into an increased commitment to volunteering or financial and pro-bono assistance. “Connecting people with Care”**

Lifeline Hobart has been strongly supported by the donations and contributions of our volunteers and sponsors. Our reputation, based on the 13 11 14 telephone counseling service has been a fundamental reason why we have received strong support from the Tasmanian Community.

Due to the confidential nature of our service, we encounter some unique marketing challenges so we need to ensure that we find new ways to build partnerships and alliances and to keep our profile actively in the minds of the Community.

Lifeline will maintain a high level of integrity in our business activities and service delivery. This will ensure the community remains trustful and supportive of the organisation’s vision and purpose. Additionally we will encourage and be supportive of others (governments, community organisations, individuals and businesses) who desire to participate and contribute. With this support Lifeline will work to provide access and services to meet the need of callers and clients.

**DESIRED OUTCOMES:**

- An above national average level of access and call answer rate for southern Tasmania callers to 13 11 14.
- To be recognised as a highly respected organisation through connection, partnerships and networking with other service providers, corporate entities and government sectors with a strong level of corporate partnerships supporting service delivery.
- A profile of a “responsible & conscientious” organisation within the wider public and business sectors.

**STRATEGIES:**

**Estimated Start:**

**Success Measures:**

| STRATEGIES:                                                                                                                                                                                                                     | Estimated Start: | Success Measures:                                                                                                                                                                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Increase and refine our marketing so that we are better positioned to generate community contributions.                                                                                                                      | 2008-ongoing     | An annual increase in 13 11 14 access and calls taken from people calling to seek assistance or information.<br><br>Un-stigmatised access to 13 11 14 line.                                      |
| 2. Develop our market research so that we gain quality information on which to target our marketing efforts.                                                                                                                    | 2008-ongoing     | An annual increase in the involvement of community members and businesses supporting Lifeline Hobart’s purpose with volunteers and callers.                                                      |
| 3. Inform, encourage and engage the wider public and business sectors with opportunities to be involved in the support of the callers and clients of Lifeline. This will lead to a better understanding of client/caller needs. | 2009-ongoing     | Increased opportunities for pro-bono support and engagement of employees in understanding and delivering Lifeline services.<br><br>An increase in sponsorship and other financial contributions. |

## ORGANISATIONAL PERFORMANCE FOCUS

### B2. Service & Operational Systems

**We seek to provide appropriate support systems for volunteer management and service / retail delivery to ensure Lifeline Hobart remains a relevant and effective organisation.**

Lifeline, like other businesses, services and organisations requires high quality work and service delivery practices to achieve sustainable outcomes

To maintain this we will assess and further develop our governance and operations and will engage all stakeholders in the review and improvement of our service and business practices.

#### DESIRED OUTCOMES:

- To maintain a high level of user satisfaction by clients of Lifeline services.
- To inform the services we provide with a research based evidence model.
- To further streamline pathways for clients accessing services.
- To ensure the information we gain is available for review, evaluation and to re-inform our service delivery.

#### STRATEGIES:

#### Estimated Start:

#### Success Measures:

| STRATEGIES:                                                                                                                                           | Estimated Start: | Success Measures:                                                                                                                                                                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Maintain and further develop practices around service evaluation and outcome monitoring.                                                           | 2008-ongoing     | An annual increase in consumers' satisfaction of our service delivery.                                                                                                                             |
| 2. Use data collected to inform future access and service delivery. .                                                                                 | 2009-ongoing     | An annual increased level of feedback provided to inform future service delivery.<br><br>Collaborative information sharing and research with other government and community service organisations. |
| 3. Utilise a variety of feedback mechanisms (including technology) to measure consumer satisfaction for reinforcing service refinement and practices. | 2010-ongoing     | Increased efficiencies of resource allocations (relative to level of service provision) for the delivery of services.<br><br>Increased use of technologies to improve stakeholder feedback.        |

**ORGANISATIONAL PERFORMANCE FOCUS**

**B3. People Management & Leadership**

**We seek to provide quality development and leadership opportunities to staff and volunteers so that Lifeline can continue to meet the needs of our stakeholders.**

The contribution of staff and volunteers make it possible for us to achieve the outcomes of Lifeline Hobart. We recognise that their ongoing engagement is critical to our success.

We will continue to maintain and improve our interactions. We will continue to provide support, recognition, professional development and education opportunities to ensure we maintain a high level of skill, and knowledge. Additionally we recognise the importance of providing a high level of leadership opportunities so that our volunteers and staff can continue to develop and grow.

**DESIRED OUTCOMES:**

- To achieve and maintain high levels of employee engagement.
- To develop and maintain high calibre people across the organisation.
- To maintain our reputation for high quality training, volunteering and leadership and extend opportunities for professional and personal development activities.

**STRATEGIES:**

**Estimated Start:**

**Success Measures:**

| STRATEGIES:                                                                                                                                       | Estimated Start: | Success Measures:                                                                                                                                                                                                                                                                     |
|---------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Extend opportunities for leadership contributions by the Board, volunteers and staff through professional and personal development activities. | 2008-ongoing     | Lifeline Hobart is externally recognised as a leader in people management.<br><br>Lifeline Hobart’s human resource management is recognised as a model by other organisations.<br><br>Recognition of leadership qualities within the volunteers, Board and staff of the organisation. |
| 2. Use of volunteers, Board and staff in focus groups to tap into the skill and knowledge of our people.                                          | 2009-ongoing     | High level of volunteer, Board and staff satisfaction with their engagement with Lifeline Hobart.                                                                                                                                                                                     |
| 3. Initiate a knowledge management project to ensure the organisational skills, knowledge and practice wisdom is maintained and improved.         | 2009-ongoing     | Maintain a high level of business practices and service delivery for the achievement of our purpose and objectives.                                                                                                                                                                   |

## ORGANISATIONAL PERFORMANCE FOCUS

### B4. Sustainable Infrastructure & Financial Viability

**We seek to ensure our resources, technology and infrastructure enables us to support the organisation's operations to achieve our outcomes and mission**

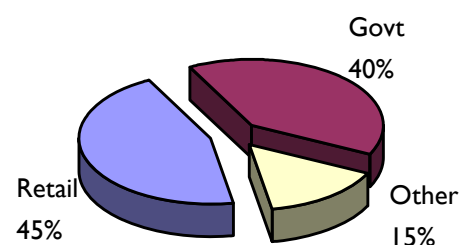
The viability and sustainability of Lifeline has always been of high importance to our Board, volunteers, staff and callers/clients. Thus our ultimate goal is to meet our desired service delivery priorities and use our funding and in-kind resources in the most effective way.

We recognise that changing community needs place increased pressure on us to remain relevant and in order to do this we must continue to operate in a financially responsible way. Therefore we will continue to hold the financial ratio (outlined here) for income to support the ongoing financial viability of the organisation.

#### DESIRED OUTCOMES:

- To maintain appropriate premises and infrastructure to underpin the changing needs of our external and internal environment
- To maintain and expand our level of technological skill and use, to ensure efficiencies and outcomes can be maximised.
- To maintain our preferred funding ratio of 40% government funds, 45% retail funds & 15% other funds.

#### Preferred Revenue Ratio



#### STRATEGIES:

#### Estimated Start:

#### Success Measures:

- | STRATEGIES:                                                                                                                                                                     | Estimated Start: | Success Measures:                                                                                                                                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. To regularly review and maintain appropriate premises and infrastructure to deliver the organisation's services.                                                             | 2008-ongoing     | Appropriate access and high levels of satisfaction for clients.<br>A safe workplace.<br>An appropriate level of volunteer and staff satisfaction in the physical work environment. |
| 2. To increase use e-technologies to improve access, support and information flow (including feedback) between callers/clients, external partners, volunteers, Board and staff. | 2009-ongoing     | A technologically 'savvy' organisation.                                                                                                                                            |
| 3. Maintain and further develop activities and operations to support the financial revenue ratio outlined in the best interest of the organisation.                             | 2009-ongoing     | A financially sound and viable organisation for the ongoing delivery of our mission.                                                                                               |

**Contact Details:**

Christopher John, CEO Lifeline Hobart

*Phone:* (03) 6224 3450

*Address:* 5 Battery Square, Battery Point, 7004

*Email:* [christopher.j@lifelinetasmania.com.au](mailto:christopher.j@lifelinetasmania.com.au)

*Website:* [www.lifeline.org.au/hobart](http://www.lifeline.org.au/hobart)