

# Windana Drug and Alcohol Recovery

## Strategic Plan 2014 – 2019

### Our 5 year Vision

Windana will be a \$15m organisation, offering comprehensive, evidence-informed, public and private AOD treatment services to support individuals in recovering from the harmful effects of AOD dependence

### Client Impact

All Windana clients will receive evidence-informed, best practice clinical treatment, supplemented with additional support services designed to address their often complex needs, building resilience and self-sufficiency to enhance their recovery

- Best practice clinical treatment: All of our services are designed in-line with best practice clinical evidence and supplemented with alternative treatment regimes which are proven to enhance client recovery
- Client-centred services: We address the needs and aspirations of our clients through comprehensive planning and the delivery of wrap-around AOD services, integrated with complementary services in collaboration with other agencies
- Outcomes management: We can demonstrate the impact of our work by measuring client outcomes across all of our programs and evaluating our performance against the sector

### Leadership

We will improve Windana's standing within the AOD sector and actively promote the interests of AOD clients and service providers

- Partnerships: We have developed strategic alliances with service providers and academic institutions, which are aligned with our values and objectives and support our future sustainability
- Industry recognition: We are recognised as a leading provider within the AOD and broader social services sectors
- Sector influence: We are recognised by government and the broader community as an effective advocate for change on AOD issues in Victoria

### Sustainability

Windana will be financially strong and operationally effective, with the resources required to support innovation and growth

- Governance and compliance: We have effective governance and compliance frameworks, including robust quality and risk management systems
- Information and communications systems: We have implemented information and communications systems specifically designed to support efficiency, innovation and growth
- Financial performance: We will return an annual surplus of 2.5% (or higher), which funds our innovation and growth

### People

We will empower our people with the skills, expertise and resources to best meet the needs of our clients

- Increased capability: Windana's Board, management team, staff and volunteers will have the skills, expertise and resources to best meet the needs of our clients and fulfil Windana's strategic vision
- High engagement: Our staff and volunteer community will be highly engaged through innovative leadership, communication and learning

### Growth

We will generate \$15m in annual revenue by expanding our existing services and moving into the delivery of private AOD services

- Grow existing services: We will expand the breadth and geographic reach of our existing public adult and youth AOD services
- Deliver private services: We will deliver profitable, private non-residential AOD services and explore the opportunity to deliver private residential AOD services