

# Strategic Plan.

## 2022 - 2027



# About Sonder.

We help people to improve their wellbeing and live better lives.



**Mental Health**



**Alcohol & Other  
Drugs**



**Employment**



**Disability**



**Homelessness**



**Aboriginal  
Health**



**Nutrition &  
Exercise**

Sonder is an inclusive, not-for-profit organisation that has been providing better quality health and support services to the South Australian community since 1993.

We support thousands of people each year with mental health challenges, alcohol & drug use concerns, chronic disease management and employment.

Clients are able to access multiple services to address their needs from a range of centres located across SA.

Over the past 29 years, the organisation has earned a solid reputation for the delivery of high quality, evidence-based clinical psychological

therapy services and is now one of the leading providers of mental health services in the state.

Sonder supports children, young people and adults living with mental health concerns to improve their wellbeing and pursue a life with meaning, hope and purpose.

Additionally, Sonder is the lead agency for headspace Adelaide, Edinburgh North, Marion and Onkaparinga.

The headspace Centres act as a one-stop-shop for young people who need help with mental health, physical health, alcohol and other drugs or work and study support.

Sonder is fully accredited under ISO Standard AS/NZS ISO 9001:2015 and the National Standards for Mental Health Services.

Our accreditation status is maintained by an internal Quality, Risk and Safety Committee, which aims to build, maintain and support a culture of continuous quality improvement with a proactive approach to risk management and work health and safety.

Sonder also supports health and medical professionals to remain up-to-date with the latest medical advances and best practices by facilitating a wide variety of professional development education events, delivered by Medical Educators and subject matter experts.

**Sonder n.** the realisation that each random passerby is living a life as vivid and complex as one's own.



## Our vision

Better Care, Better Health

## Our values

- Respect
- Fairness
- Equity
- Honesty
- Trust

## Our purpose

To deliver high-quality, local healthcare and community services.

## Our goal

We will be the leading organisation at delivering integrated primary care and community services to the most vulnerable people across South Australia.



# Strategic Plan.

## 2022 - 2027

### We are pleased to share Sonder's Strategic Plan for 2022 - 2027.

As we finalise the transition from defining ourselves by what we are not – a former Division of General Practice and a former Medicare Local – to what we are – a leading community services provider serving all South Australians, our Strategic Plan reframes our vision and goals and sets the foundation for the Sonder of tomorrow.

Developed with input from our staff, stakeholders, clients, and consumers with a lived experience, this plan is centred on our commitment to workforce development, an industry-best workplace culture, diversity and cultural safety, and building innovation in all that we do. It builds upon our achievements over the past 30 years, and outlines our pathway to greater success.

Under the four themes of Growing our Impact, Increasing our Capacity, Investing in our People,

and Improving Aboriginal Cultural Capacity, we have documented our plan to support us to fulfil our social justice quest to enable and facilitate full citizenship for all individuals that we provide services for.

We are building the data frameworks to monitor our progress towards meeting our goals and we are dedicated to transparent reporting to our staff, clients, consumers, and stakeholders on whether we are achieving them.

While we acknowledge the deep challenges faced by our communities at the time of crafting this plan, we are optimistic for the future of all Australians, and committed to being an ongoing partner with our communities.

This Strategic Plan speaks to that positivity and pathway to attaining our goal – to be the leading organisation at delivering integrated primary care and community services to the most vulnerable people in South Australia.



**Rizwan Latif**  
Board Chair, Sonder



**Sageran Naidoo**  
CEO, Sonder



# 1.

## Growing our impact

### KEY OBJECTIVE

Focus efforts on supporting the most disadvantaged and complex clients in the communities that we serve.

### THEMES

- Focus on working with the most disadvantaged and complex clients.
- Deliver services across a wider geographic area in SA.

### OUTCOMES

- Increase in percentage of clients that meet complex criteria.
  - Increase in number of clients who reside in socio-economic disadvantaged areas, as identified by SEIFA.
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### KEY OBJECTIVE

Optimise the client journey through the provision of integrated and coordinated care.

### THEMES

- Expand number of multi-portfolio services delivered.
- Develop workforce strategy to allow specialists to work across multiple portfolios seamlessly.

### OUTCOMES

- Increase in percentage of funding for multi-portfolio services.
  - Increase in number of employees working across multiple portfolios.
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### KEY OBJECTIVE

Improve access by building purposeful partnerships and optimising service models to reduce wait times and ensure our clients seamlessly receive the right care, at the right time.

### THEMES

- Partner with not-for-profit organisations to deliver new services outside of existing service mix.
- Expand multi-agency hubs to deliver impactful integrated services.
- Monitor waitlists and actively work to reduce waiting times to access services.

### OUTCOMES

- Increase in number of partnerships.
- Increase in number of Sonder centres with multi-agency or co-located agencies.
- Decrease in wait times for clients to access our services.

# 2.

## Increasing our capacity

### KEY OBJECTIVE

Develop advanced data management and analytics capabilities to enable us to measure our impact and support leaders to make informed decisions about service models.

### THEMES

- Deploy effective outcomes and performance management systems to all programs.

### OUTCOMES

- Increase in percentage of programs with access to data and performance support systems.

### KEY OBJECTIVE

Prioritise the delivery of safe and high-quality services for clients.

### THEMES

- Grow the impact of our services to improve the wellbeing of our clients and help them to live better lives.

### OUTCOMES

- Increase in number of clients who demonstrate improved outcomes.

### KEY OBJECTIVE

Ensure financial sustainability and operational excellence.

### THEMES

- Grow income organically.
- Expand fee-for-service models and other alternative funding models.
- Ensure ethical stewardship of assets.

### OUTCOMES

- Increase in total income across client cohorts.
- Increase in total fee-for-service revenue as a proportion of total funding.
- Decrease in reliance on single-source of funding.

# 3.

## Investing in our people

### KEY OBJECTIVE

**Build the leaders of tomorrow by developing the essential leadership skills of our people.**

### THEMES

- Increase the capability of employees to work across population cohorts by improving our technical capabilities.
- Review Governance Structure bi-annually to ensure it remains applicable to our Strategic Plan.

### OUTCOMES

- Increase in number of employees employed across multiple programs.
- Evaluations and assessments of Governance Structure are completed by the Board bi-annually.

### KEY OBJECTIVE

**Provide a positive, respectful, supportive and fair work environment where employee differences are celebrated, valued and utilised.**

### THEMES

- Position Sonder as an employer of choice across population and professional diversity.

### OUTCOMES

- Reduction in staff turnover rate.
- Reduction in staff recruitment costs.
- Reduction in vacancy rates.

### KEY OBJECTIVE

**Foster a resilient and capable workforce that uses data to inform practice.**

### THEMES

- Ensure employees are supported to be responsive, resilient and aware of the need for data-driven service improvements.
- Develop pathways for employment retention and promotion across workforce.

### OUTCOMES

- Increase in staff retention rates.
- Improvements in productivity are reported to staff to demonstrate the impact of innovation.
- Increase in staff engagement.

### KEY OBJECTIVE

**Ensure the lived experience voice is intricately involved in service design.**

### THEMES

- Lived experience guides all aspects of the organisation's governance, planning and service delivery.

### OUTCOMES

- Increase in recruitment and retention rates of Lived Experience Workers.

# 4.

## Improving Aboriginal cultural capability

### KEY OBJECTIVE

**Demonstrate our commitment to Reconciliation through collective action.**

### THEMES

- Position Sonder as the preferred mainstream provider of health and community services for Aboriginal and/or Torres Strait Islander communities.

### OUTCOMES

- Increase in number of partnerships and co-design ventures with ACCHOs and ACCOs.
- Increase in number of clients across all programs who identify as Aboriginal and/or Torres Strait Islander.

### KEY OBJECTIVE

**Establish and build mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders with the aim of bringing genuine respite and strengths-based solutions for mental and physical health needs.**

### THEMES

- Enhance Aboriginal service capability.
- Proactively seek alternative funding to ensure sustainable service delivery.

### OUTCOMES

- Key performance indicators relating to Aboriginal cultural capability as outlined in Cultural Capability Framework and Reconciliation Action Plan are met.
- Increase in percentage of staff who identify as Aboriginal and/or Torres Strait Islander in a non-identified role.
- Increase in on-going funding for Aboriginal Health services.

### KEY OBJECTIVE

**Provide cultural learning opportunities for staff to increase understanding of Aboriginal cultures, histories, and achievements.**

### THEMES

- Provide cultural competency training for Directors, staff, contractors and reference group members.

### OUTCOMES

- Increase in number of directors, staff, contractors and reference group members who have completed cultural competency training.



# Get in touch, today!

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Sonder acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia. We pay respect to them, their cultural and spiritual heritage, and to Elders past, present, and emerging.

We acknowledge the ongoing impact of intergenerational trauma that has occurred since colonisation and commit to truth-telling as we walk alongside them toward reconciliation.

Sonder welcomes people from all cultures, faiths, backgrounds, and experiences, and celebrates all identities, genders, sexes, orientations and abilities.

We embrace diverse voices in our decision-making to ensure we deliver inclusive services.

