

WHERE WE'VE COME FROM

"The first year of our new 2020 Strategic Plan, 2013 was an exciting one. For the first time, we were able to test the robustness of our action plans as well as learn from unexpected challenges along the way."

Lincoln Hopper, CEO, MS Queensland

In closing-out the previous 2009–2011 Strategic Plan, it was apparent that MS Queensland was already in good shape and well positioned for the future. The future strategy would be *evolutionary* rather than *revolutionary*. Following a Board and CEO-led process of research and review, the new MS Queensland 2020 Strategic Plan was finalised and launched in late June 2012.

ACHIEVING THE PLAN

Over the three years from 2012–2015, MS Queensland's Strategic Plan is focused on 35 key objectives that will enable us to deliver the following three goals:

GOAL 1

High quality solutions for people living with MS/Progressive Neurological Disease (PND) in Queensland, by raising the access, quality and geographic spread of service solutions.

Our objectives are to:

- accurately understand the met and unmet needs of people living with MS/PND in Queensland;
- clearly articulate and update our service offerings and capabilities for people living with MS/PND in Queensland;
- develop a unique value proposition for our areas of work with people living with MS/PND in Queensland;
- ensure our clinical services are delivered to world's best practice standards;
- raise awareness of available clinical service offerings;
- establish permanent physical service hubs on the Gold Coast, Brisbane South and Brisbane North, Sunshine Coast, Toowoomba, Rockhampton and Townsville;
- develop specific outreach and facilitation servicing models; and
- have a client information management system that directly supports our work and enables strong advocacy.

GOAL 2

Societal, policy and sector reform that directly benefits our clients through highly regarded and influential advocacy.

Our objectives are to:

- increase our financial contribution to MS Research Australia;
- establish and build relationships with key Queensland influencers;
- add value to local and national development of the NDIS;
- encourage, support and harness grass-roots advocacy;
- deliver specific communication to government, the public, corporates, supporters, members and people with MS/PND;
- develop our business intelligence capability;
- significantly increase our brand awareness;
- build strategic partnerships with other organisations and the wider business community;
- measure and improve our partnering record based on feedback;
- deepen our relationship with government; and
- get a Queensland PND alliance partner network off-the-ground.

GOAL 3

A strong, developing and sustainable organisation by having excellent people, strong finances, efficient processes and clever systems.

Our objectives are to:

- develop a strategy for disposing, retaining and acquiring MS Queensland property;
- complete the Coorparoo development;
- resolve the Dutton Park site use;
- diversify fundraising revenue mix and configuration;
- increase our share of government funding;
- position ourselves for client servicing via individualised fee-for-service, commercial and NDIS arrangements;
- begin to reconfigure fundraising towards service innovation and research, particularly focusing on individual and corporate donors;
- raise operating efficiencies (to industry standard) of corporate overhead, fundraising and service offerings;
- build a leadership culture;
- develop and implement a strategy to upskill the MS Queensland workforce in both soft and hard skills;
- create market leading staff and volunteer practices including conditions, skills development, rewards and recognition;
- create a single Enterprise Bargaining Agreement for staff;
- measure and improve staff and volunteer engagement;
- improve our WH&S performance;
- invest in back office technologies, systems and processes that drive organisation performance; and
- reduce our environmental impact.

WHERE WE'RE AT

To ensure we achieve our 35 key objectives, we put in place 68 individual action plans for completion in the first year of the Strategic Plan.

OUR FIRST YEAR PROGRESS towards the 35 stated objectives looks like this:

GOAL 1
OBJECTIVES
Fair



GOAL 2
OBJECTIVES
Good

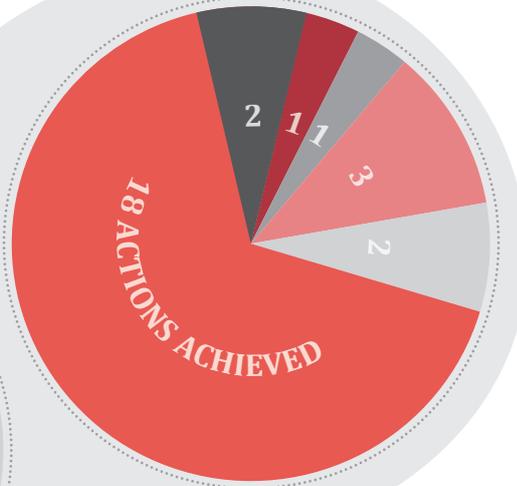
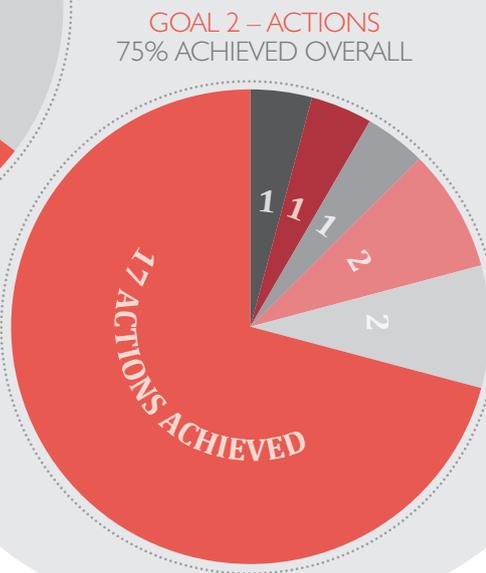
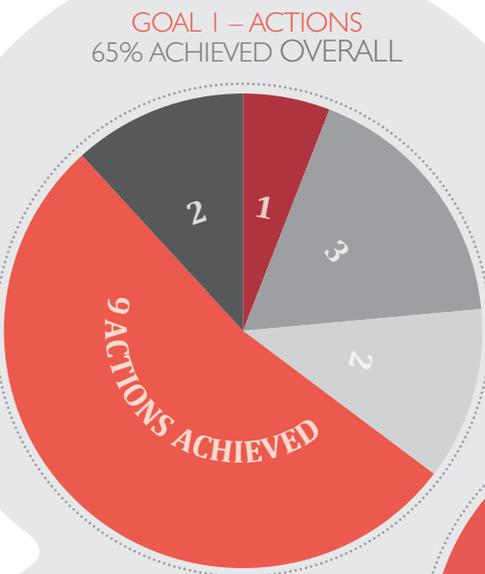


GOAL 3
OBJECTIVES
Good



At the end of June 2013 we had fully or substantially achieved 49 (72%) of these action plans, with eight actions (12%) partially achieved or incomplete and five of these will be carried forward into next year for completion. Only five action plans (7%) were not achieved. Throughout the year, work was deferred on 6 (9%) actions and we will also carry these forward into next year's plan for further work.

AT THE END OF YEAR 1, our performance against the 68 individual action plans looks like this:



- Achieved
- Sustainably achieved
- Partially achieved
- Incomplete – carried forward
- Not achieved
- Deferred – carried forward

STEP CHANGE INITIATIVES

In the 2020 Strategic Plan not all planned activities have the same weight or impact. Some initiatives, through incremental continuous improvement, “polish” an already acceptable level of performance. Some other initiatives however, offer our organisation significant “step-change” improvement opportunities.

As such, alongside our “business as usual” activities, the following significant initiatives have been written into the Strategic Plan.

1 Determining our role as a provider, a partner and/or a facilitator under the new Disabilitycare arrangements.

2 Delivering greatly expanded MS-specific housing and in-home support across Queensland.

3 Renewing our entire IT systems and platforms.

4 Leading the establishment of an alliance partner network of Queensland-based Progressive Neurological Disease organisations.

5 Investigating redevelopment options for our Dutton Park site.

6 Fundraising for service innovation and for MS research.

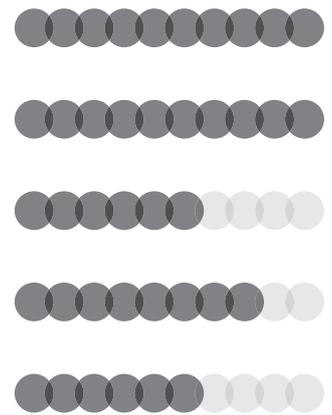
OUR PROGRESS TOWARDS OUR GOALS

GOAL 1
 High quality solutions for people living with MS/Progressive Neurological Disease in Queensland, by raising the access, quality and geographic spread of service solutions.

INDICATORS

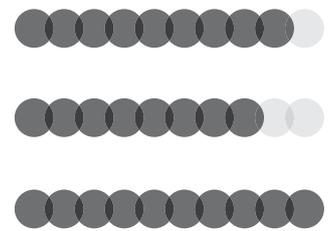
- ACCESS
availability, eligibility, affordability and service provision
- THE QUALITY OF SERVICE OFFERING
standard and satisfaction
- TIMELINESS OF SERVICE PROVISION
response time and waiting period
- CONVENIENCE
proximity of service provision to residential location
- NEED
level of unmet need of people living with MS/PND in Queensland

OUR PROGRESS THIS YEAR



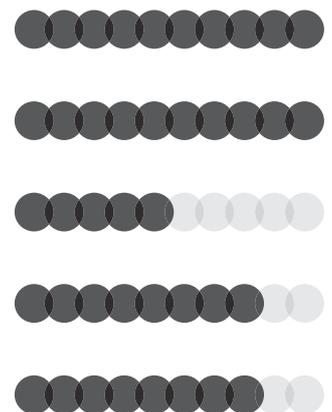
GOAL 2
 Societal, policy and sector reform that directly benefits our clients through highly regarded and influential advocacy.

- SELF-REPORTED QUALITY OF LIFE OF PEOPLE LIVING WITH MS/PND
- GENERAL COMMUNITY AWARENESS OF DISABILITY ISSUES IN QUEENSLAND
- ALIGNMENT OF GOVERNMENT POLICY TO THE NEEDS OF PEOPLE WITH MS/PND IN QUEENSLAND



GOAL 3
 A strong, developing and sustainable organisation by having excellent people, strong finances, efficient processes and clever systems.

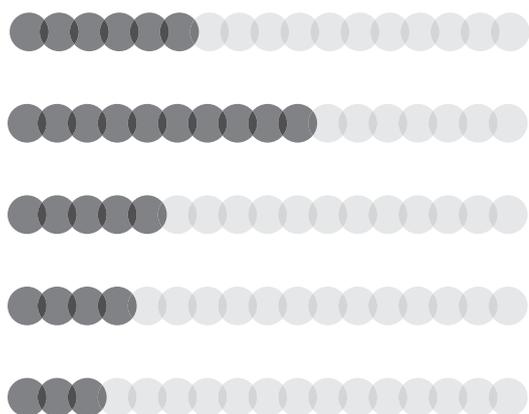
- BALANCE SHEET
- ANNUAL BUDGET SURPLUSES
- REVENUE MIX
proportion of fundraising, government, commercial
- EFFICIENCY
- EMPLOYEE AND VOLUNTEER SKILL, SAFETY AND ENGAGEMENT



This year saw MS Queensland embark on its 2020 Strategic Plan that sees the organisation doing even more to give life back to people living with MS. The Board and management team have set themselves some great challenges for the coming years.”

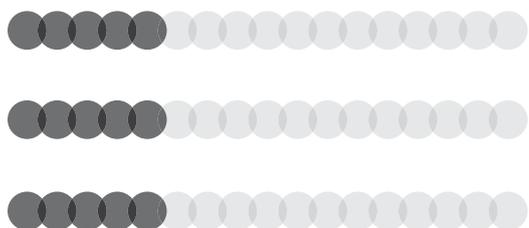
Jonathan Loraine, Chairman, MS Queensland

OUR PROGRESS TOWARDS 2020

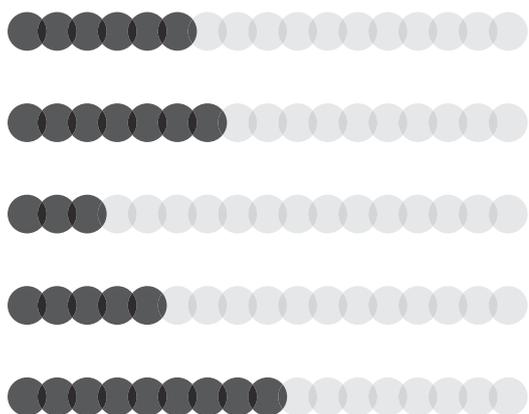


COMMENTARY

- Increased RSC staff; reduced caseloads; redistributed regional service boundaries.
- 100% Jas-ANZ re-certification for Human Services Quality Standards; 85% client satisfaction ratings from post-service evaluation.
- Physiotherapy assessment wait time reduced to no more than three weeks; RSC wait time increased to four weeks.
- Expanded educational workshops; introduced Skype for MS Support Groups; QUT and UQ clinical psychology partnerships.
- More services delivered; challenges identified with planned needs survey.



- Evaluated and selected the AQoL-8D as our preferred Quality of Life assessment instrument to be incorporated into the new client IT system.
- MS Queensland unprompted brand awareness up 3.4%; public support of Every Australian Counts campaign.
- Created 9 MS Queensland policy position statements to advocate more strongly and to assess government policy change over time.



- Increased by 13%.
- Exceeded operating budget surplus by \$317k and total budget surplus by \$996k.
- Stable funding mix fundraising/government/commercial (2013: 57%/35%/8%) (2012: 55%/37%/8%); we made two (unsuccessful) government funding submissions.
- Improved by 2%.
- Very strong employee engagement measured through independent annual staff survey; disappointing and atypical Lost Time Injury (LTI) rate experienced.

OUR JOURNEY

OUR STRATEGY

OUR PERFORMANCE

OUR FUNDING

OUR PEOPLE

OUR GOVERNANCE

OUR FINANCIAL PERFORMANCE

WHERE WE'RE HEADING

Within each section of this report we detail how we have performed in the first year of our Strategic Plan and the initiatives we have set ourselves to achieve in 2013–14. Looking ahead to 2020, our goals and long-term strategies are:

GOAL →

LONG TERM STRATEGIES (2020) →

● GOAL 1

High quality solutions for people living with MS/Progressive Neurological Disease (PND) in Queensland by raising the access, quality and geographic spread of service solutions.

- 1.1 Becoming the first choice in Queensland across the MS/PND lifecycle.
- 1.2 Servicing Queensland equitably.
- 1.3 Investing in e-health client technology.

● GOAL 2

Societal, policy and sector reform that directly benefits our clients through highly regarded and influential advocacy.

- 2.1 Supporting and promoting cutting-edge MS research.
- 2.2 Becoming the lead advocate for people living with PND in Queensland; shaping government policy, public opinion and influencing social change.
- 2.3 Credibly reporting the impact of our work.
- 2.4 Having a dominant brand presence in Queensland.
- 2.5 Being the preferred partner of clients, state and local government and a top three partner for donors and the business community.
- 2.6 Successfully operating a Queensland PND alliance partner network.

● GOAL 3

A strong, developing and sustainable organisation by having excellent people, strong finances, efficient processes and clever systems.

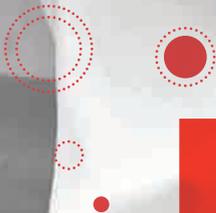
- 3.1 Maximising the benefits of our assets, including its property holdings.
- 3.2 Operating financially sustainable activities.
- 3.3 Fundraising for service innovation and MS research.
- 3.4 Being the most effective and efficient not-for-profit in Queensland.
- 3.5 Being the best employer and volunteer placement option in our sector.
- 3.6 Investing in systems and technology that support our work.
- 3.7 Reducing our impact on the environment.

MEASURING OUR SUCCESS

By the year 2020 we will assess the success of our Strategic Plan efforts through the positive impact we have made as an organisation in the lives of people living with MS. We will measure our success by:

- 1 The proportion of people living with MS/ Progressive Neurological Disease in Queensland that can access quality, timely and convenient service solutions.
- 2 The quality of life of people living with MS/PND in society and the level of general community awareness of disability issues.
- 3 The strength of our balance sheet, profitability, diversified revenue, safe, skilled and engaged staff and volunteers.

This year we began assembling the measures and indicators needed to track and report on the long-term success of our 2020 Strategic Plan.



This year we continued to work closely and collaboratively with our national research arm MS Research Australia, contributing a total of \$258,665 to MS research and further support for the annual Kiss Goodbye to MS campaign.