



**Royal Far West**  
Children's health, country-wide

# *Strategic Plan*



**2016-2020**



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# We Care for Country Kids

**We believe** that all kids have the right to have fun, to learn, to play... and to be safe and healthy.

**We believe** that family is central to a child's wellbeing.

**We believe** it takes a supportive community to raise a child.

**We believe** that every child has the right to access the services they need to thrive and grow, no matter where they live.

**We believe** that every child has a right to be respected – as an individual and as a member of a family – for their beliefs, culture and individual character.

**We believe** that a child's health and wellbeing has many dimensions.

**We believe** healthy country children are critical to our nation and our future.

**We care for country kids.**

# Introduction

A growing number of Australian children experience developmental, behavioural and mental health issues that impact on their ability to learn, grow and be happy. These children need services and support as early as possible to give them the best chance of developing to their full potential – but this can be very challenging for children in rural and remote areas. In 2016, we estimated that more than 100,000\* country children who are developmentally vulnerable cannot access the health services they need because of where they live.

For 94 years, Royal Far West has been working with determination to meet the health and wellbeing needs of Australia's country children. We've grown from our origins in New South Wales to become a national service provider.

Royal Far West is committed to ensuring that all children can access the specialist services and support that are essential to their growth. We are intervening as early as possible to improve their health, development, learning and life trajectory of children across rural and remote Australia.

Through our 2016-2020 Strategy, we aim to reach more children with effective, targeted services; directly tackle inequalities in access; build the capacity of families and communities to support children who are developmentally vulnerable; and advocate for country kids. This will improve outcomes for children and families, and rural and remote communities. Early intervention will lead to long term savings in health, education, justice and social welfare costs, thus enhancing economic productivity through investing in the next generation.

**We will advocate for all children with health and developmental needs, and aim to support up to 15,000 children by 2020 through service provision, capacity building and partnerships.**

\* Estimation derived from the Australian Census data (2009) and Australian Early Development Census (2015)



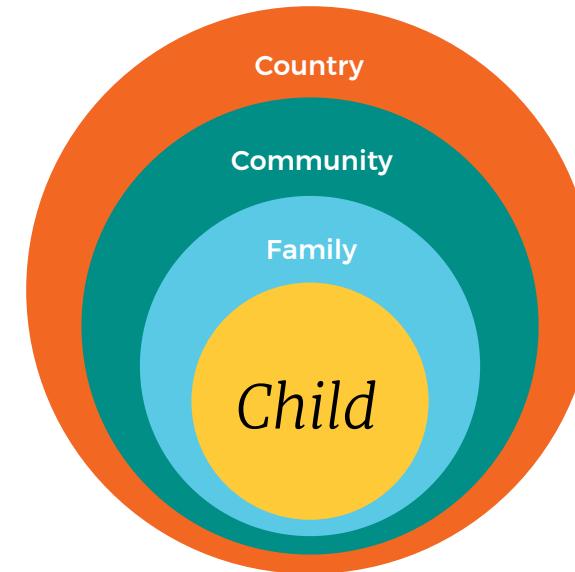
We have expertise in child development

We focus on the whole child and their family

We understand rural and remote communities

We empower families and communities to support their children

# How We Work



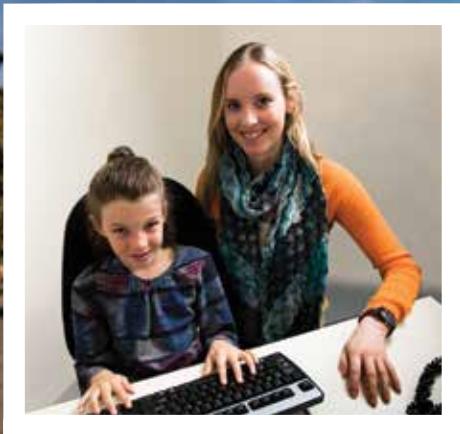
Royal Far West's specialist team of medical and allied health staff, educators, researchers and community staff works together to **deliver services** to children and families with health and developmental needs, to **build capacity** within families and communities, and to **advocate** for country children.

We have a unique, integrated health, education and disability service model that is focused on the whole child, their family and community, and we support children and families with a broad range of developmental and behavioural concerns.

From our base in Manly, we provide an intensive service for children with complex developmental needs on site, and virtual assessment, therapy and capacity building via our Telecare programs provided directly into schools, homes, and local clinics. We also work directly in communities.

# Royal Far West Strategy 2016-2020

Our headline goal is to ensure that all country children can access the services and support that are essential to their development. We will advocate for all country children, and by 2020 we will support up to 15,000 children with health and developmental needs.



We Care  
for Country Kids



Five strategic pillars support our vision, inform our decision making, and enable us to deliver on our goals.



1	2	3	4	5
<b>Country Kids</b>	<b>Access and Equity</b>	<b>Partnerships</b>	<b>Families and Communities</b>	<b>Value</b>
Our services and programs are focused on children up to 12 years of age with developmental and behavioural issues who live in rural and remote Australia.	We seek to improve access to health services, and reduce inequalities in this access, through service delivery, capacity building and advocacy.	We work in partnership with governments, schools and local services to make best use of limited resources to support children and families.	We understand the importance of family and community for a child's wellbeing. We work with them to meet their needs and build capacity.	We value our people, our donors, our volunteers and supporters. We strive to make every dollar count, and to make a real difference to children's lives.

# We Work with Children with:

- **Global development delay**
- **Intellectual disability**
- **Autism spectrum disorders**
- **Learning disorders**
- **Speech and language disorders**
- **Anxiety and depression**
- **Behavioural and conduct disorders**
- **Regulation, movement and sensory processing disorders**
- **Disorders arising from complex trauma**

# We Care for Country Kids



## Our Service Model

Service Delivery	Capacity Building	Advocacy
<p>Assessment, diagnosis and treatment of childhood developmental and behavioural disorders</p> <p>Telecare programs for speech and language, fine motor skills, regulation, anxiety/depression and behaviours</p> <p>Health and developmental screening</p>	<p>Family resilience and parenting support</p> <p>Capacity building and professional support for teachers and health service providers</p> <p>Community engagement and capacity building</p> <p>Community-led funding models and partnerships</p>	<p>Research and evidence base building, including:</p> <ul style="list-style-type: none"> <li>• Rural child health</li> <li>• Family-centred practice</li> <li>• Telecare</li> </ul> <p>Policy positions</p> <p>Advocacy partnerships</p> <p>Advocacy campaigns</p>



## Delivery Channels





## Strategic Priorities: To deliver our 2020 Vision



## Strive for Service Excellence

**By putting quality and outcomes at the heart of what we do**

## Goals:

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- 1.1 Extend our expertise in trauma and family-centred practice to better support children, families and communities.
  - 1.2 Continually refine and improve our services and programs based on current evidence and community needs.
  - 1.3 Embed a consumer focus across our organisation, and act as a resource advocate and navigator for our families.
  - 1.4 Promote cultural respect, develop culturally responsive services and authentically engage with Aboriginal communities.
  - 1.5 Use high quality information and outcomes to help target our services and drive service improvement.
  - 1.6 Build strong clinical networks and service partnerships that enable integrated care and best outcomes for rural and remote children and their families.
- 

## We will know we have been successful when:

- Aboriginal and other children from remote/vulnerable communities represent an increased proportion of our client base.
- We receive feedback from the majority of our clients and satisfaction rates are high.
- Our families feel they are actively involved in decisions about their care.
- Our expertise in trauma and family-centered practice is recognised by our clients and partners.
- We consistently measure and report on outcomes.



## Strategic Priorities: To deliver our 2020 Vision



## Extend our Reach

**By supporting more children and families across rural and remote Australia**

## Goals:

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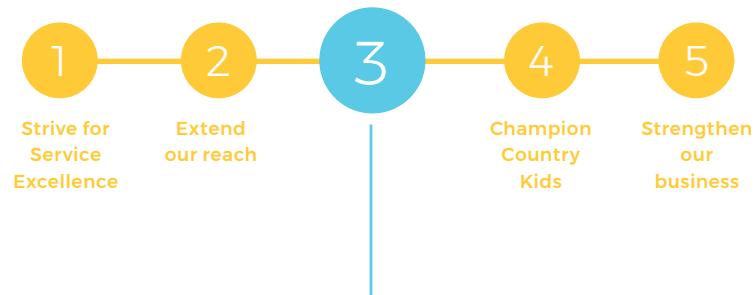
- 2.1 Grow the number of children, families and communities that benefit from our services and programs each year, particularly in our most remote communities.
  - 2.2 Build a strong, national Telecare program with a virtual workforce that fills gaps, supports local service providers, and provides better care for country children with health and developmental issues.
  - 2.3 Expand our child mental health services, with a focus on right care, right place, right time.
  - 2.4 Become a valued provider of disability services to rural and remote children and families under the National Disability Insurance Scheme (NDIS).
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## We will know we have been successful when:

- We are reaching 15,000 children through direct services, capacity building and service partnerships.
- A greater number of Aboriginal children and their communities are engaged in being supported by Royal Far West.
- We are providing a comprehensive suite of early intervention mental health services to support country children and families.
- We are an NDIS provider of choice for rural children and families.



## Strategic Priorities: To deliver our 2020 Vision



## Empower Communities

**By partnering with communities  
to support child health and  
wellbeing**

## Goals:

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- 3.1 Work with targeted rural and remote communities to strengthen their capacity to improve the health, development and wellbeing of their most vulnerable children.
  - 3.2 Actively engage rural communities in developing funding solutions alongside government, corporate and benevolent partners.
  - 3.3 Support local service providers, schools and other community agencies to sustain and grow local capacity around child health, development and wellbeing.
  - 3.4 Champion integration and partnership across government agencies, funders, service providers and clinicians to maximise outcomes for communities.
- 

## We will know we have been successful when:

- We are working in partnership with rural and remote communities nationally.
- Children are seamlessly transitioned from Royal Far West back to local services and support, where available.
- Innovative community-led funding models address gaps in child development and provide increased access to services.
- Children's outcomes continue to improve in the communities with which we are partnering.
- We enjoy strong and enduring partnerships with local, state and federal governments, NGOs, community organisations and the business community.



## Strategic Priorities: To deliver our 2020 Vision



# Champion Country Kids

**By building a strong evidence base on rural and remote child health and wellbeing that influences policy from an informed position.**

## Goals:

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- 4.1 Deliver an evidence and advocacy program that provides strategic policy leadership, supports evidence-based policy and sets system-wide direction in rural and remote child health and wellbeing.
  - 4.2 Drive a strong multi-platform communication strategy, harnessing new technologies, social media and grass roots advocacy campaigns.
  - 4.3 Expand our strategic links and partnerships with key academic and research organisations to further our policy and research objectives.
  - 4.4 Continue to access, enhance and translate the evidence-base around child health, development and wellbeing into service delivery and policy.
- 

## We will know we have been successful when:

- The issues facing rural and remote children with developmental vulnerability and disability are visible and debated in the public domain.
- We are recognised nationally for our expertise in rural child health and development.
- We are involved in targeted academic research projects that contribute to the evidence base.
- We are partnering with other advocacy groups to raise the profile of the health and wellbeing of children in rural and remote Australia.
- Local organisations seek to access our expertise and partner with us to make a difference.



## Strategic Priorities: To deliver our 2020 Vision



## Strengthen our Business

**By being an innovative, improving organisation with a sustainable funding model**

## Goals:

- 5.1 Build a fit-for-purpose new Centre for Child Health and Learning that is designed for children and their families.
- 5.2 Continue to invest in our workforce and support employee learning and growth.
- 5.3 Increase the profile, loyalty and brand value of Royal Far West to that of a contemporary and respected national charity for children.
- 5.4 Invest in our fundraising capability and broaden our funding base.
- 5.5 Establish an alliance of long-term, strategic partners (including universities, corporates, philanthropic foundations and others) that are committed to improving rural and remote child health and wellbeing.
- 5.6 Maintain clarity of purpose, strengthen planning and forecasting, and ensure informed decision-making that maximises value for money.

## We will know we have been successful when:

- We have built our new Centre for Child Health and Learning and it is embraced by our families, staff, governments and the community at large.
- Our staff report high levels of satisfaction and recommend RFW as an employer.
- We have achieved, or are on track to achieve, our strategic priorities by 2020.
- We have a diversified and stable funding base with a balance of government, fee-for-service, fundraising and commercial revenue.
- We continuously monitor and can demonstrate our impact.

# Summary

Royal Far West will work with determination to ensure that country children can access the services and support that are essential to their development. We will advocate for all country children with health and developmental needs living in rural and remote Australia, and will strengthen our capacity to support 15,000 children by the year 2020.

## Our Service Model



## Strategic Priorities

- 1: Strive For Service Excellence
- 2: Extend Our Reach
- 3: Empower Communities
- 4: Champion Country Kids
- 5: Strengthen Our Business

## Strategic Pillars





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Children's health, country-wide

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