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THE LINK YOUTH HEALTH SERVICE

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STRATEGIC PLAN
2022-2025

the link
youth health service



nipaluna / Hobart



FROM THE CHIEF EXECUTIVE OFFICER

Over thirty years of providing a wide range of innovative health and wellbeing services to young people has built an organisation with experience and staying power in addressing the needs of young people in Tasmania. **The Link Youth Health Service Strategic Plan 2022-2025** outlines the organisation's commitment and vision for the next three financial years, and provides the building blocks for the next thirty.

The Board, in partnership with its staff, clients, and our community, wants The Link to celebrate where it has come from, take stock of its resources and understand its place in the clinical, operational, social, economic, and political environments where we deliver our services today.

This strategic plan outlines our plan to consolidate the great organisation, to make it stronger and more flexible. Our future will be in our ability to develop the capability and capacity of our Board, staff, service partners, young people and their family and friends. Our future also relies on our ability to grow and become more sustainable.

The next three years will stretch our organisation: it will make our leaders think hard about where to next. It will also reveal the great source of talent, skills and experience we have in our Board, staff, and clients.

Building a stronger foundation for the next thirty years is our focus, whilst we continue to support young Tasmanians to be healthy and empowered.

Miranda Ashby



THE LINK
YOUTH HEALTH
SERVICE

The Link is a well established and resilient holistic Health Service providing pathways and a safe space for young people aged 12 - 25 years. Our core program and service delivery elements are the Community Youth Health Program which runs the Open Access health hub, the Youth Health Fund, the Alcohol and Other Drugs (AOD) Program, the headspace Centre (separately accredited), and the Short Term Psychological Intervention (STPI) program.

Our Mission Supporting young Tasmanians to be healthy and empowered.

Our Purpose To provide free and confidential health and wellbeing services for young people aged 12-25.

ABOUT US

what we do

- Deliver quality whole health services and programs.
- Provide information for young people about personal care, sexual and health management.
- Support young people overcome barriers preventing them from accessing services.
- Provide referrals and support to appropriate services.
- Advocate for young peoples' health and wellbeing.
- Support young people find the way that's right for them.

who we work with

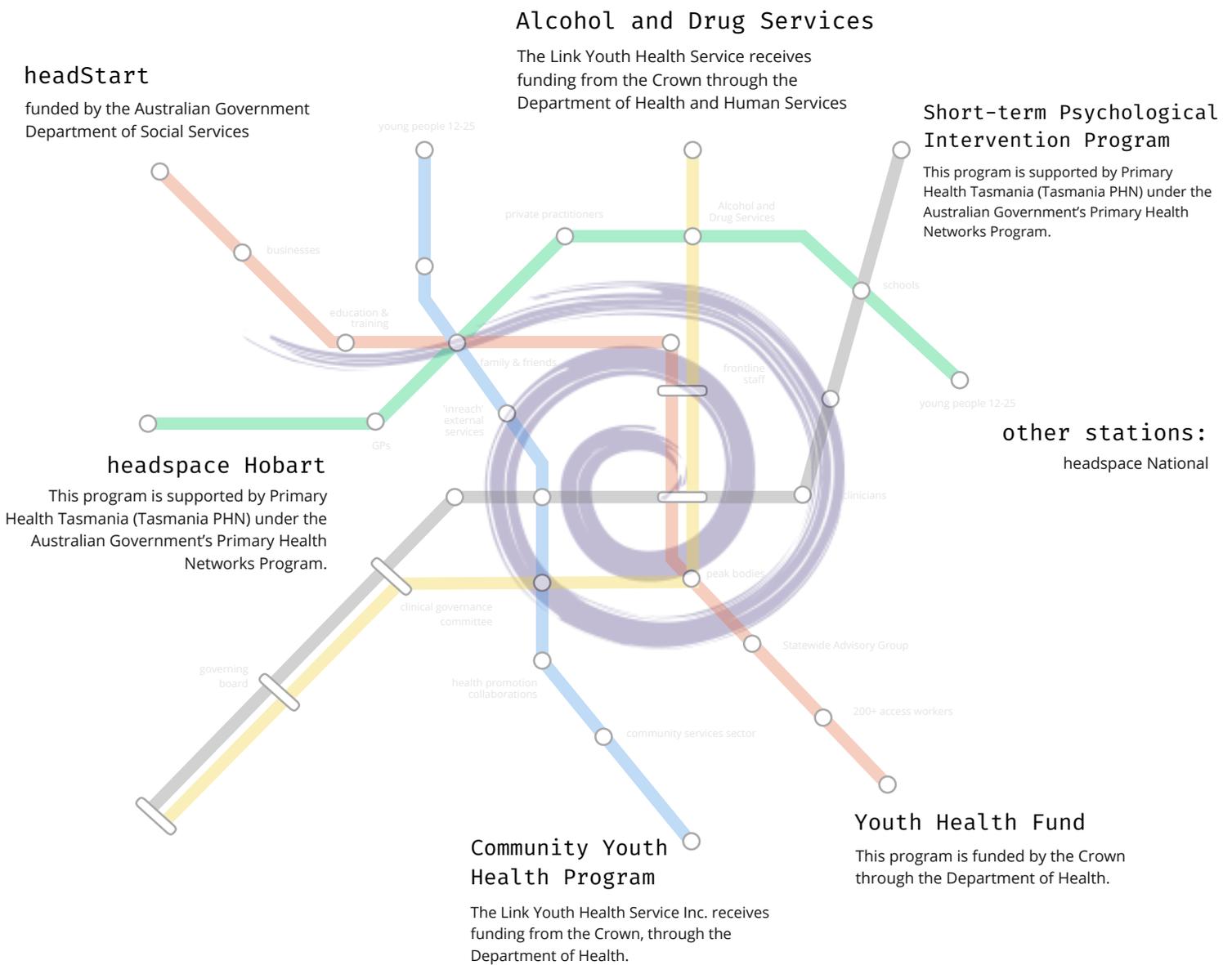
- Young people aged 12 – 25.
- Our Youth Reference Group.
- Families, carers, and supporters of young people.
- Our Staff, Board, and volunteers.
- Other service providers.
- The Community.
- Government and our funding agencies.
- Sector peak bodies.

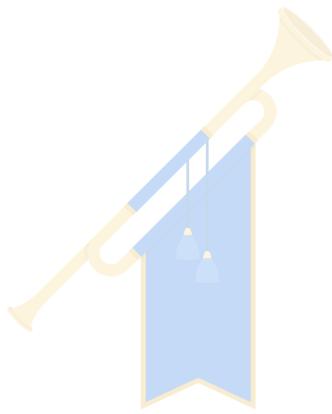
what we value

- **Health**
 - *All young people should have access to health services when they need them and where they need them*
- **Safety**
 - *We will support and encourage young people to make safe choices and minimise harm, whilst providing services within clinically-approved models.*
- **Diversity**
 - *Everyone is welcome and their opinions and ideas are valued and celebrated*
- **Youth Centred/Client led**
 - *Our clients are at the centre of everything we do*
- **Organisation Capacity**
 - *We will always be professional, we will develop our skills and we will build our future as a sustainable, agile and well governed Organisation*

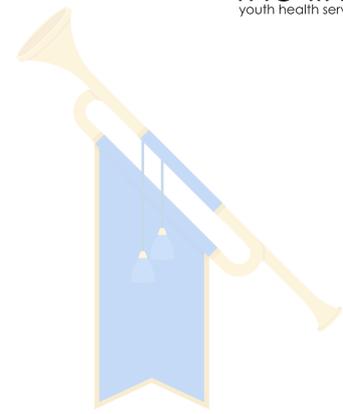
WHO SUPPORTS US TO DO WHAT WE DO...

The stations young people can stop on their journey





LET'S JUST REMIND OURSELVES ABOUT THE LAST 3 YEARS



- In 2021 we reached the significant milestone of **30 years of uninterrupted service delivery** to young people in Southern Tasmania
- We successfully completed the **headspace Model of Integrity Framework**; this is a cycle of certification with the National headspace Office and provides a model of continuing improvement for our service delivery
- With the support of our funding partners, Primary Health Tasmania, we expanded our **headspace footprint in Liverpool Street** to increase our consultation rooms and refresh our Reception and client wait areas; this work was completed with oversight of our headspace Youth Reference Group
- Delivered our innovative, 3 year sexual health education program **This Way That Way - Making Choices**, co-designing a blog for young people to share and question
- In 2021 we achieved **accreditation against the National QIC Health and Community Service Standards** for our Community Youth Health and Alcohol and Other Drugs programs
- The **Mystate Foundation** has provided funds to offer a nutrition program for our clients visiting Open Access, with a focus of cooking and eating healthy and affordable food
- **AND then there was COVID!** The social isolation and other impacts of this pandemic have been as great a burden on young people as on any other sector of our community; The Link is proud to have continued to deliver our services to support the health and wellbeing of young people; we are so proud of our staff and their ability to adapt and be resilient through two years of disruption and constant change.



**So 2025... this is what
we've got planned for you!**

OUR FOCUS 2022-2025

OUR PROGRAMS AND SERVICES



OUR PEOPLE (STAFF, BOARD, STUDENTS, AND YOUTH REFERENCE GROUP)



YOUNG PEOPLE

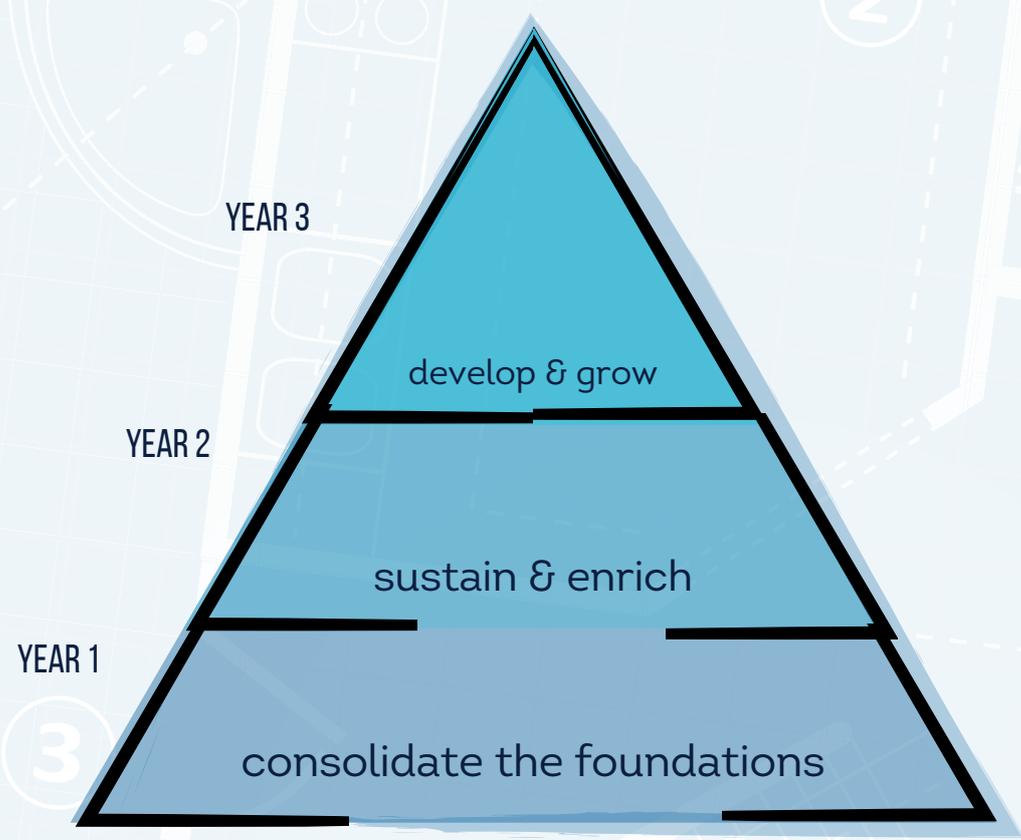


OUR STAKEHOLDERS - GOVERNMENT, SECTOR AND COMMUNITY



OUR SUSTAINABILITY - FINANCE, GOVERNANCE, & OPERATIONS

OUR APPROACH 2022-2025



Our Strategic Plan contains **three phases** over the next three years that focuses on strengthening the foundations of the organisation, which will prepare us well for growth and development opportunities into the future.

WHAT WE WILL DO
OVER THE NEXT 3
YEARS – AND HOW
YOU’LL KNOW...



Our Goals

and our Signposts

Area of Focus	Year 1	Year 2	Year 3	Over the life of the plan
Our Programs and Services <ul style="list-style-type: none"> ■ ■ ■ ■ ■ ■ ■ 	2022/23 Theme: Consolidate the foundations <i>Reflections: be sure what we're doing is right....ask our clients, our staff, the community.</i>	2023/24 Theme: Sustain and Enrich <i>Reflections: Where is the sector heading? What do our clients say? What do our people need to get us there?</i>	2023/24 Theme: Develop and Grow <i>Reflections: What is our future direction? What is on the next planning horizon?</i>	A stable, sustainable organisation with the necessary corporate infrastructure for growth and new opportunities.
	Goal: Demonstrated compliance with accreditation standards and contract KPIs. Initiative: <ul style="list-style-type: none"> • Complete external audits for all programs and renegotiated contracts in place Measures of success: External audits successfully completed for all programs; contracts in place for all services; quality improvement plan in place for next 3 years Initiative: <ul style="list-style-type: none"> • Consumer engagement and input to service delivery development formalised • Finalising The Link Family and Friends Program, including representation on reference groups Measures of success: <ul style="list-style-type: none"> • Consumer and Family and Friends Reference Groups established and participating in service design and evaluation 	Goal: Partnerships model developed to deliver the range of programs and services reflected in consumer and community feedback Initiatives: <ul style="list-style-type: none"> • Initiate MOUs and service models of care with stakeholders Measures of success: <ul style="list-style-type: none"> • Consumers and community surveys and focus session report satisfaction with models of service delivery • New services or programs. • Active partnerships and MOU's maintained. • Each program's Business Plan includes an analysis of Key Objectives and Success Metrics 	Goal: Establishment of a Professional Supervision and Support Program for Psychologists and Allied Health staff Initiatives: Fund and implement 22/23 Model, Plans and Strategies; Develop sector and service partnerships, with UTas and other learning institutions negotiated Measures of success: <ul style="list-style-type: none"> • Funding in place and a program of Agency-wide professional supervision and pathways for students and interns is in place. • Link Learning 	Established rigour and governance around clinical programs to ensure delivery of best-practice care and support. Full contract compliance Workforce uplift Place-based, collaborative and inclusive service planning and delivery
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2022/23

Theme: Consolidate the foundations

Reflections: be sure what we're doing is right....ask our clients, our staff, the community.

Goal: To embed best practice financial, HR and governance systems and processes.

Initiatives:

- Formalise all financial practices through a comprehensive Finance Manual
- Budget methodology accepted, endorsed and formalised
- Review ongoing virtual CFO arrangements with BDO

Measures of success:

- Documentation including Manuals and IT platforms consistent and understood
- Board and Program Leaders understand total cost of Link operations and participate in budget development
- Actual financial results with minimal variance to budget

Finances

Our Sustainability



2023/24

Theme: Sustain and Enrich

Reflections: Where is the sector heading? What do our clients say? What do our people need to get us there?

Goal: Agreement on financial KPIs and business growth targets that support the organisation's strategy.

Initiatives:

- Board will identify, and investigate revenue diversification opportunities e.g. Medicare claimable services
- Model and test commercial/private revenue streams feasibility to formulate a Business Development Plan
- Develop a Friends of The Link Fundraising Plan, including partnerships and sponsorships.

Measures of success:

- Quality Budget
- The Link Business Plan 2023-25
- *Friends of The Link* membership model in place

2023/24

Theme: Develop and Grow

Reflections: What is our future direction? What is on the next planning horizon?

Goal: Organisational and Business Development to actively pursue alternative revenue streams to reduce grant reliance and fund corporate overheads and initiatives.

Initiative:

- Implement 2022/23 Plans and establish roles and responsibilities for business opportunity pursuit

Measures of success:

- The Link Youth Health Service is participating in business community forums and has formed partnerships.
- The Link Partnership and Marketing Team is established within the Organisation.

A stable, sustainable organisation with the necessary corporate infrastructure for growth and new opportunities.

Stable financial performance with strong financial management processes and controls that inform our contract and Board reporting
Diversified and increased revenue to mitigate potential risk of losing large contracts and achieve financial sustainability

Goal: Confidence in our policies and structures that support our people, and program leaders empowered to manage staff, budgets and contracts

Initiatives:

- Consolidation and review of HR policies
- Establish a Performance Management Framework and HR KPIs - consolidating Leave Liability
- YRG drafted work plan for the life of this plan
- Program leaders are skilled and empowered to manage their staff, budget, and contract

Measures of success:

- Operational Plan and continuous improvement processes in place and monitored

Our People

Goal: Securing a future workforce that can sustainably be supported by the organisation

Initiatives:

- Fully implemented YRG workplan with metrics and succession plan
- Formulate Workforce Development Plan and Pathways and Professional Development, including costs to implement
- Program leaders actively manage their staff, budget, and contract
- Develop a Recruitment and Retention Strategy, including costs to implement

Measures of success:

- Staff turnover reduced
- Staff satisfaction surveys show percentage improvement in results over two plus years.
- Applications to work at The Link increase

Goal: Staff feel empowered, supported to lead and effect change and success

Initiatives:

- Implement Workforce Development Plan
- Implement Recruitment and Retention Strategy
- Develop reference and advisory groups and participate in sector/academic/government groups and activities

Measures of success:

- The Link Workforce Development Plan
- Participate in Employee of Choice program
- Participation in external reference groups/advisory bodies

Our people feel well supported, have opportunities to grow and learn within the organisation, and enjoy coming to work each day

2022/23

Theme: Consolidate the foundations

Reflections: be sure what we're doing is right....ask our clients, our staff, the community.

Goal: Consolidated and Strengthened Relationships

Initiatives:

- "Virtual Reference Group" engaged over social media and face-to-face sessions on site
- Establish how different groups wish to engage with us
- Focus groups to "test" our models for currency and appropriateness
- Feedback provided shared with broader community of providers
- Develop pathways for involvement in decision-making, recruitment etc
- Re-establishing rapport and working relations with Funders Contract Managers

Measures of success:

- Clients and consumers voices are included in Program Design and Delivery
- Consumer forums surveys

2023/24

Theme: Sustain and Enrich

Reflections: Where is the sector heading? What do our clients say? What do our people need to get us there?

Goal: Exploring Opportunities with stakeholders

Initiatives:

- Market scan of opportunities to 'sell' youth health services in search of partnership, merger, grant, brokerage and other opportunities
- Develop MOU's, other tools/methods for partnering
- Marketing strategy in place (based on revenue strategy), and resourcing requirements understood

Measures of success:

- The Link's Communication and Marketing Plan is in place.
- Partnerships are being developed

2023/24

Theme: Develop and Grow

Reflections: What is our future direction? What is on the next planning horizon?

Goal: Leverage opportunities in the pursuit of greater financial security

Initiatives:

- Marketing initiatives put into place (resourced appropriately)
- Implement engagement plan
- Develop and implement advocacy plan, including position statements, submissions, etc

Measures of success:

- Engagement Plan activated
- Partnerships in place
- Targeted service expansion plan prepared

A stable, sustainable organisation with the necessary corporate infrastructure for growth and new opportunities.

We leverage our already strong brand of The Link by proactively engaging with our broader stakeholder network, finding opportunities to provide better services to young people

The organisation is appropriately supported by the corporate and physical infrastructure required to deliver the best services to young people

Goal: ICT systems enhance service delivery and support efficient organisational operations

Initiatives:

- Implement new ICT
- Re-engage IT consultant to reassess Organisation against previous IT reviews and recommendations

Measures of success:

- Successful implementation of new IT strategy to support Organisation's growth and development

Goal: ICT systems and business processes are fit-for-purpose and improve business efficiency

Initiatives:

- Develop/Review Operational Manuals and Procedures
- Explore ICT to enhance service delivery and internal operations, including costs
- Improve eco-friendly practices

Measures of success:

- The Link's IT platform, policy and procedures are in place and fit for purpose.
- Staff satisfaction surveys are improving in this area.

Goal: ICT systems are appropriately managed to support flexible/remote working, safe data storage and privacy laws etc.

Initiatives:

- New hardware is rolled out to support IT platforms
- Soft phone changeover is complete
- IT Committee is re-established
- Work, Health and Safety Plan developed and maintained to demonstrate compliance

Measures of success:

Area of Focus	Year 1	Year 2	Year 3	Over the life of the plan
<p>2022/23 Theme: Consolidate the foundations <i>Reflections: be sure what we're doing is right....ask our clients, our staff, the community.</i></p>	<p>2023/24 Theme: Sustain and Enrich <i>Reflections: Where is the sector heading? What do our clients say? What do our people need to get us there?</i></p>	<p>2023/24 Theme: Develop and Grow <i>Reflections: What is our future direction? What is on the next planning horizon?</i></p>	<p>A stable, sustainable organisation with the necessary corporate infrastructure for growth and new opportunities.</p>	<p>The Board actively contributes to the organisation's ongoing development and success in supporting young people</p>
<p>Our People: Board</p>	<p>Goal: Establish and embed practices to further develop and support effective ongoing governance</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Dedicated succession planning exercise • Review of onboarding • Establish a framework for identifying, reviewing and supporting Board development and engagement (incl. annual self-reviews) <p>Measures of success:</p> <ul style="list-style-type: none"> • Deputy Chair role established • Board attendance and engagement at meetings and TLYHS events • Documented and effective onboarding process for new Board members 	<p>Goal: Support ongoing professional development of the Board that reflect organisational needs</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Establish a Board PD Policy to support Board capability development • Implement annual self-reviews to identify development areas and skills gaps to inform Board recruitment • Board engagement opportunities developed <p>Measures of success:</p> <ul style="list-style-type: none"> • Endorsed Board PD Policy and Board professional development activities implemented • Committees work with management and leadership collaboratively 	<p>Goal: Embed these practices to support recruitment and engagement of the Board</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Board engagement activities established • Board performance review process reviewed, and recruitment objectives identified <p>Measures of success:</p> <ul style="list-style-type: none"> • Annual Self-reviews • Board recruitment timely and targeted, resulting in minimal Board vacancies 	<p>Embed these practices to support recruitment and engagement of the Board</p>



WHAT SUCCESS WILL LOOK LIKE



continuous
improvement



professional
people



partnerships
with purpose



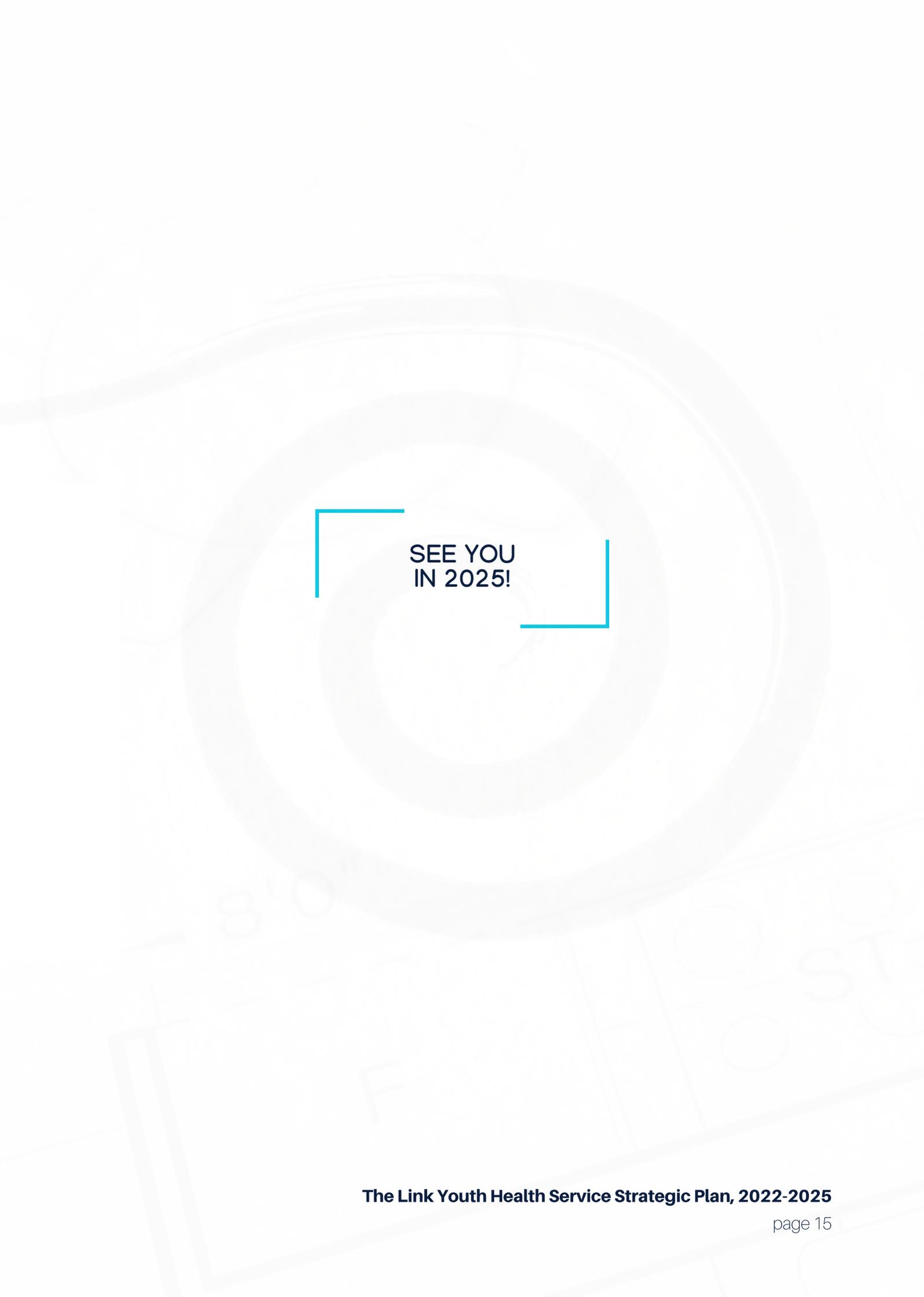
young people at the heart



opportunities to
grow and learn



celebrating
difference!



SEE YOU
IN 2025!



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The Link Youth Health Service

57 Liverpool Street Hobart Tasmania 7000

hello@thelink.org.au

(03) 6231 2927

thelink.org.au