

MATES4MATES

Here for those
impacted by service.

JOURNEY TO 2030

Strategic Plan
2023 - 2030





“Supporting the Defence family to 2030 and beyond.”

A message from the Mates4Mates Board Chairman, Major General Stephen Day DSC, AM.

It has been ten years since RSL Queensland established Mates4Mates to help address the significant health and wellbeing challenges faced by some Australian Defence Force community members. Over that time, we have drawn on our values of integrity, innovation, compassion and collaboration to improve the mental health, physical health, wellbeing and social connections of veterans and their families. Service-related injuries can significantly impact someone's health and wellbeing, and those around them. Our team at Mates4Mates understand this and I am immensely proud of the work they do each day, which has improved the lives of thousands.

Mates4Mates has grown to better understand the needs of those who have served and what it means to be part of the Defence community. This journey has been one of learning and discovery, change and adoption. Today, Mates4Mates continues to move forward with a

clear focus on the core health and wellbeing of veterans and their families. We have drawn on our knowledge and experiences, client feedback, new data sets (2021 Census) and health and wellbeing data to chart our way forward.

Our new 2023 – 2030 Strategic Plan gives Mates4Mates defined strategic objectives with a clear motivation on **Service Excellence**, where we will focus on high quality, evidence-based and inclusive services; **Growth and Sustainability** will see us expand services based on need and responsible use of resources; and finally, **Collaboration and Connection** with aligned partners and an ongoing investment in our staff.

As we enter our next ten years, we embrace the opportunity to support the Defence family to 2030 and beyond.

Stephen





“We are proud to support this community.”

A message from the General Manager of Mates4Mates, Emma Whitehead.

The experiences of our clients and their families who have been impacted by their service in Defence has helped us to learn that for some people, their time in Defence or transitioning to civilian life can have challenges, mentally, physically, emotionally, and socially.

In developing this strategic plan, we have reviewed our political, economic, social, technological, legal, and environmental circumstances. We have listened to our clients and their families, and in doing so, we recognise that Mates4Mates services provide an inclusive and supportive space to understand the context of our clients’ lives and circumstances.

We are proud to support this community and, based on feedback and evidence, we have, in this strategic plan, a strong commitment to continue to invest in mental, social, and physical wellbeing services, continuing with our existing purpose and vision.

We look forward to improving and growing our services to meet the needs of more members of the community we serve.

Emma



Strategic Framework

Our **Journey to 2030 Strategic Plan** will allow Mates4Mates to grow and better serve veterans and families impacted by service. Using data, we will deliver services that are evidence-based and inclusive, and we will reach more clients in more places through sustainable growth. Collaboration with other providers will also improve our pathways of care. Finally, we will attract and retain the best staff by investing in our team and establishing Mates4Mates as an employer of choice.

Our Purpose

To make life better for the ADF community affected by injury and trauma.

Our Vision

An Australia where all members of the ADF community are supported physically, psychologically and socially.

Our Values

- Integrity: We are always true to our purpose and treat everyone with openness and honesty.
- Innovation: We are problem solvers, innovating and adapting to ensure we provide holistic services that enhance lives.
- Compassion: We provide a welcoming space for all; you will find empathy, understanding, care and respect.
- Collaboration: We foster a collaborative culture and work collectively as a team with clients, stakeholders and partners to deliver positive outcomes.

Our Services

- Mental Health & Wellbeing
- Physical Rehabilitation & Wellbeing
- Social Connection
- Skills for Recovery

Strategic Objectives

- Service Excellence: We focus on high-quality, evidence-based, inclusive services.
- Growth & Sustainability: We expand services based on need and responsible use of resources.
- Collaboration & Connection: We collaborate with partners and invest in our staff.

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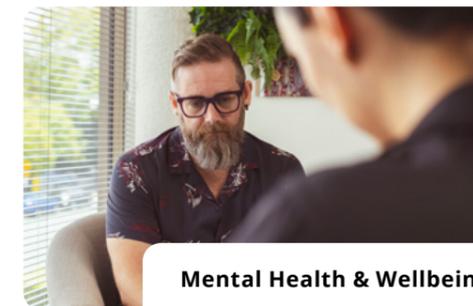
An Australia where all members of the ADF community are supported physically, psychologically and socially.

Integrity

Innovation

Compassion

Collaboration



Mental Health & Wellbeing.



Physical Rehabilitation & Wellbeing.



Social Connection.



Skills for Recovery.



High-quality, evidence-based, and inclusive services.

Expanded services based on need and responsible use of resources.

Collaboration with partners and investment in our staff.

Strategic Goals & Objectives

Success for us will look like:

- Demonstrated impact of our services with positive outcomes to our clients' lives.
- Our face-to-face services will target areas with high numbers of veterans and Defence Force personnel. We will engage those living in areas with fewer numbers with our online support services.
- Efficient and effective processes, maximising use of donations and other revenue streams.
- Collaboration with other community, health and wellbeing, and ex-service organisations to link our clients to care and connection.
- A highly engaged, passionate, enabled workforce.



“Veterans and their families have put everything into supporting Australia, now many need the support that Mates4Mates provide.

James*
Veteran, North QLD

**Names have been changed for privacy reasons.*



Service Excellence

We focus on high-quality, evidence-based, inclusive services

STRATEGIC OBJECTIVE ONE

Strategic activities	What success looks like
We use evidence-based clinical and non-clinical service models	Our service models will be evidence-based, or where we innovate, evidence-informed
We have a learning approach to service development	Reliable and valid data, used to improve services
Consumer involvement informs our service planning and delivery	We will demonstrate high consumer engagement and satisfaction metrics (%)
We offer accredited services and continuous quality improvement practice	Accreditation against relevant quality standards
We deliver accessible and inclusive services	We will offer demonstrably inclusive services, demonstrating cultural competency, reconciliation, gender equality and inclusivity for people of all ages, accessible by people with all levels of ability
We demonstrate consumer outcomes	Demonstrated improvement outcomes for our clients



Growth & Sustainability

We expand services based on need and responsible use of resources

Strategic activities What success looks like

We will expand our service footprint, based on need	Our services will expand based on evidence
We will deliver online/ telehealth options for remote and regional clients	
We will optimise all available revenue sources	Our clinical service revenue will increase to 5% of our income
We will promote and amplify our brand	Our brand awareness and value will be measured by a yearly brand equity survey

We will explore aligned grant opportunities, including research funding	We will succeed in winning and delivering at least one grant annually
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Collaboration & Connection

We collaborate with partners and invest in our staff

Strategic activities What success looks like

We will connect clients across ex-service organisations and health services	Formal and informal partnerships with organisations supporting our client group
We will create pathways and connections to civilian communities	Our referral pathways and service collaboration will connect clients to multiple service providers
We will support capability development for mainstream providers who work with veterans and their families	Our civilian service partners understand veterans' needs
We are an employer of choice	Our staff recruitment, retention and feedback will demonstrate engagement, empowerment and satisfaction

We communicate effectively to amplify our message	Annual client and partner feedback
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Our Locations

Brisbane

Hobart

Ipswich

Launceston

Townsville

Online

Cairns

Darwin

 1300 4 MATES

 mates4mates.org



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Here for those
impacted by service.

With mates behind you, there's
power to move forward.

For information and support

 **1300 4 MATES**

 **mates4mates.org**

If you're looking for information
and support offered in your area,
call us on 1300 4 62837, or visit
your local centre.

ABN: 54 160 646 999

