

# Grief Support Services

*Healing in the face of grief and loss*

**APPROVED draft Strategic Plan 2017 - 2022**

Adopted by the Grief Support Services Board of Trustees – 20 July 2017

## This is a strategic plan for the future of the organisation 2017 – 2022

*Grief Support Services was established in 1986 as a voluntary agency to support people struggling with grief and loss. In 2008 the organisation developed into a professional counselling agency with capacity to manage counselling contracts to the government health sector and to provide service to those in the community who experience all forms of grief and loss.*

*The organisation covers the Western Bay of Plenty community, from Katikati to Te Puke, and offers individual, family and group counselling and after suicide support (postvention). In addition, we work on raising awareness of grief and loss services and provide input to local promotions and plans such as the Bay of Plenty District Health Board Suicide Prevention and Postvention Plan.*

*More work needs to be carried out to identify the specific needs of our various client segments. For example, national and local data reliably guides us to provide an increased focus on youth. The 2016 Ministry of Social Development social report on suicide noted, 'New Zealand's youth (15 – 24 years) suicide rate was the highest among the 34 OECD Countries'. Counselling services appropriately targeted, can make a significant contribution to a suicide prevention framework. We are positioned to be part of this journey.*

*Studies have shown that 3.5% of people requiring counselling services are affected by complex issues related to grief and loss. The Bay of Plenty area is experiencing major growth, particularly the Western Bay of Plenty which is the coverage area for this*

*organisation. The population of Tauranga City is becoming more ethnically diverse and conservatively expected to grow to 162,000 by 2033. Consequently, we can confidently predict the need for our services will grow considerably over the coming years.*

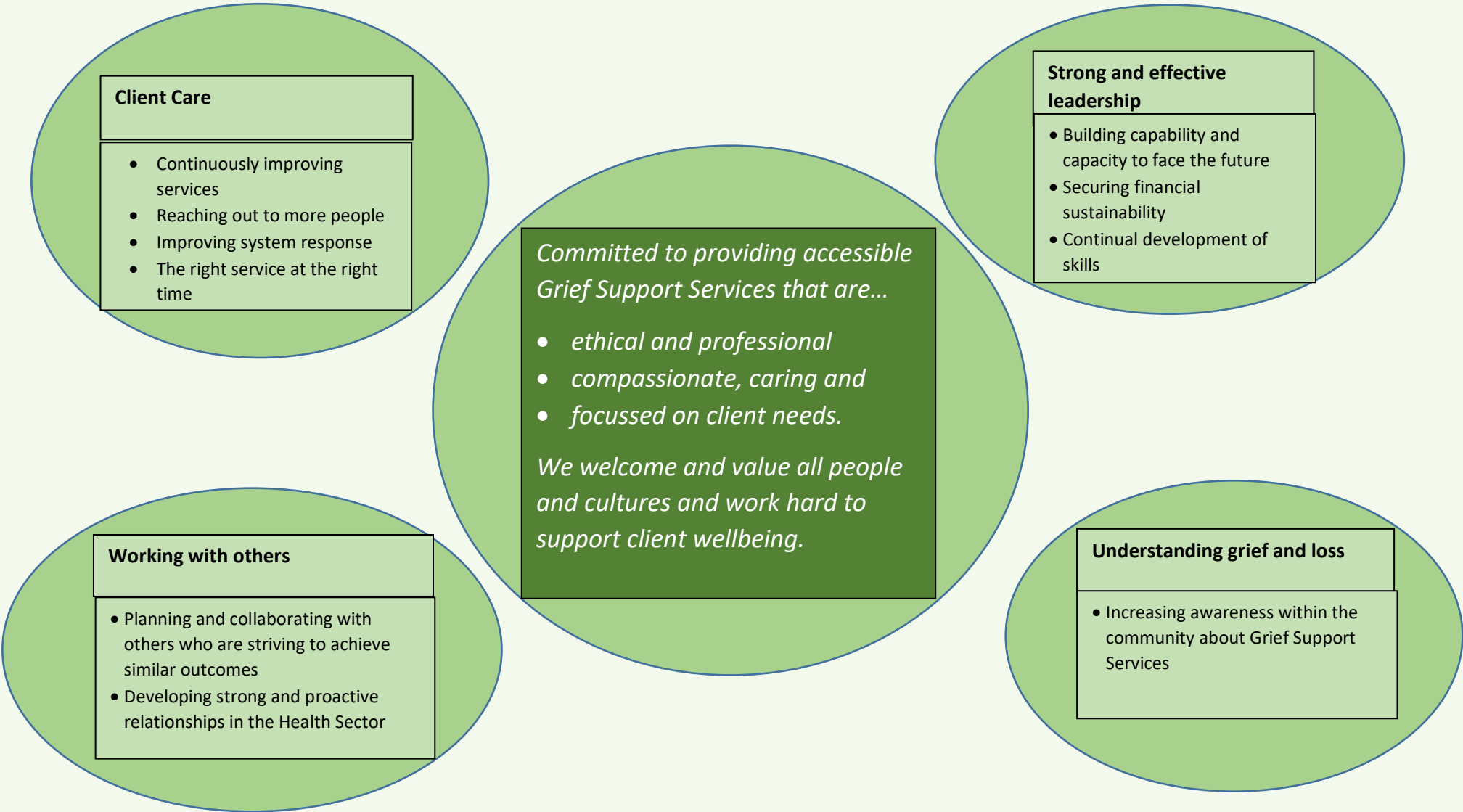
*The governance board is committed to providing strong and effective leadership to maintain and grow the provision of grief and loss support services to the Western Bay of Plenty area. In researching and preparing this plan we have identified the areas where there is a need to develop further information and sophistication to manage the increasing complexities of the business. This strategic plan, 2017 – 2022 will direct the capability and capacity building groundwork of the organisation.*

*As a not for profit organisation, we rely on grants, contracts for services, donations and sponsorship. Financial sustainability is always a challenge and we will continue to identify and pursue new funding opportunities to meet existing operational requirements and to provide for increased capability and capacity to meet future needs.*

*The Board and staff of the organisation will operate within New Zealand Government legislation and are committed to the principles of the Treaty of Waitangi. This strategic plan will be reviewed every three years, and implemented annually through the organisation's annual business plan.*

Grief Support Services - Board of Trustees

*Peter Gibbs (Chair); Bronwyn Jackson; Eddie Jackson; Yvonne Lambert; Philip Brown.*



## Strong and effective leadership

This is what we are going to do	We will
<p>There is an increasing need for the services we provide in the Western Bay of Plenty community. Governance will provide strong and effective leadership, recognise the need to be in good shape, be well connected to other governance bodies in the social sector, and maintain respect for the organisation and work we undertake.</p> <p>We will work hard to ensure appropriate governance and organisational skills are developed and maintained to support everyone who needs our services, in the community.</p> <p>As a not for profit organisation financial sustainability is fundamental to service provision, and over the coming years the Board will focus on positioning the organisation financially to meet existing and future challenges, and opportunities.</p> <p>To meet client and community need, the organisation will further develop its capacity and capability in accordance with the strategic direction set out in this plan.</p> <p>Grief Support Services are committed to business improvement and we will ensure the organisation remains relevant and responsive to client needs.</p>	<ul style="list-style-type: none"> <li>• Develop, monitor and review a robust strategic plan that sets out our leadership principles and values, manages risk, charts our future direction and directs the business planning of the organisation.</li> <li>• Develop and implement a financial/funding strategy to ensure the future sustainability of the organisation and its programmes and services.</li> <li>• Identify and prepare a governance skills and diversity profile, and succession plan for implementation over time.</li> <li>• Advocate to others in the interests of meeting identified community needs and wants, and actively participate locally in the planning of future services in the social sector.</li> <li>• Develop and implement systems and processes so that the Board’s decisions are based on current research and information and evaluation of the programmes and services provided.</li> <li>• Ensure the capacity and capability of the organisation is appropriately developed and resourced over time to implement the organisation’s Strategic Plan.</li> <li>• Monitor organisation and client accommodation needs and ensure plans and resources are in place to meet changing demand.</li> <li>• Survey from time to time, including satisfaction surveys, current service users, to ensure the organisation’s services and programmes are appropriate and delivered to an agreed quality.</li> <li>• Communicate with potential clients in the community to determine their needs, so that services remain relevant, valued and responsive to change.</li> </ul>

## Client care

This is what we are going to do	We will
<p>As an organisation we are well aware those who need our help are a growing number, and their stories are often complex.</p> <p>We will further develop counselling services to meet existing need and build capacity and capability so that our services are accessible to all. We will provide the right services at the right time to meet the needs of our various clients segments and the community.</p> <p>Over the next five years we will reach out to more people in need of our services through further promotion with potential referrers, and by linking with organisations who wish to support their staff in times of grief and loss. In addition, we will be building our capacity to enable post incident counselling services to be offered to other organisations on a contractual basis.</p> <p>Suicide prevention is a growing concern for our community, particularly our youth, and this organisation will continue to focus part of the service on supporting those contemplating or affected by suicide.</p>	<ul style="list-style-type: none"> <li>• Continue to provide quality counselling services to those in need.</li> <li>• Improve first response time so that within 3 years, every client can expect a first counselling session to be offered within 3 days from initial contact.</li> <li>• Investigate, develop and implement client friendly systems e.g. appointment management; online applications.</li> <li>• Investigate the potential for providing and monitoring online counselling services to identified client segments.</li> <li>• Develop and implement systems that will enable the collection of client information to give insight into client needs and service planning.</li> <li>• Investigate, develop, implement and manage the provision of outreach services to smaller communities in the Western Bay of Plenty.</li> <li>• Investigate, develop and implement improved methods to identify potential clients or organisations in need of support.</li> <li>• Implement an online assistance Application (App.)</li> <li>• Continuously review the way in which services are delivered, to ensure we recognise and respond to the needs of our community and clients.</li> </ul>

## Working with others

This is what we are going to do	We will
<p>Grief Support Services will continue to make a significant contribution to the provision of grief and loss counselling and information support to the Western Bay of Plenty community.</p>	<ul style="list-style-type: none"> <li>Actively promote the work of the organisation and seek out opportunities for funding and/or collaborative service and information provision.</li> </ul>
<p>The organisation will connect, plan and collaborate with others who are striving to achieve similar outcomes for community wellbeing.</p>	<ul style="list-style-type: none"> <li>Advocate locally for a planned and coordinated effort to achieve mutual community wellbeing goals.</li> </ul>
<p>The organisation will increase its capacity and capability with regard to collecting and understanding data to better inform the provision of its services. Sharing data and information with other organisations and agencies will ultimately lead to improved understanding and better planning within the sector.</p>	<ul style="list-style-type: none"> <li>Share data, information and experiences, and seek opportunities with other organisations and service providers to collaborate and/or partner on projects or initiatives of mutual interest and to work together to better understand community needs.</li> </ul>
<p>The organisation will advocate widely for better understanding and delivery of its services and continue to develop strong and proactive relationships with other agencies in the sector where they are mutually beneficial for both partners and the community we serve.</p>	<ul style="list-style-type: none"> <li>Collaborate with other organisations to investigate opportunities for shared accommodation and/or joined up administrative services.</li> </ul>
<p>The Board will position the organisation to develop further collaborative and strategic relationships for information and skill sharing, joined up service delivery, and funding opportunities and solutions.</p>	<ul style="list-style-type: none"> <li>Develop further the relationship with the mental health sector to identify future opportunities for support and projects/contracts for the provision of services.</li> </ul>
	<ul style="list-style-type: none"> <li>Link with educational and training industries to identify future learning opportunities to improve the capability of the organisation.</li> </ul>

## Understanding grief and loss

This is what we are going to do	We will
<p>We will work on increasing awareness within the community about this organisation and the services it provides and build organisational capacity and capability to reach a wider clientele by working with businesses and organisations who want to support their people/staff through grief and loss.</p>	<ul style="list-style-type: none"> <li>• Continue to connect with stakeholders and organisations to develop awareness of the services offered by Grief Support Services.</li> </ul>
<p>We will place additional focus on reaching youth and in promoting the services we provide.</p>	<ul style="list-style-type: none"> <li>• Investigate and facilitate sponsorship opportunities for the promotion and understanding of grief and loss awareness projects/programmes.</li> </ul>
	<ul style="list-style-type: none"> <li>• Promote our services to businesses and organisations.</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop, promote and provide online information and resources aimed at improving the understanding of grief and loss.</li> </ul>
	<ul style="list-style-type: none"> <li>• Promote the services offered by Grief Support Services to the general public via media (e.g. newspaper, radio, social media).</li> </ul>
	<ul style="list-style-type: none"> <li>• Promote accessible resources aimed at assisting with, and improving awareness of, grief and loss.</li> </ul>