

Strategic Plan 2018-2022



Butterfly
Foundation for Eating Disorders

VISION: For everyone at risk of or affected by an eating disorder:

Prevention is a priority, intervention is early in illness and episode,
treatment is effective, affordable and accessible,
and recovery is rapid and sustained

MISSION: Our purpose is to:

Change the experience of eating disorders:
Save lives, minimise incidence and impacts,
improve quality of life, and make recovery a reality

GOALS: To fulfil our mission we need to:

1. Reduce stigma
and increase
understanding -
*change conversation
and culture*

2. Prevent
eating disorders
from developing -
*change beliefs
and behaviours*

3. Ensure effective,
affordable and
accessible care -
*change policies
and practice*

These three goals are underpinned by the critical fourth:

4. Raise funds and generate major support -
achieve resources for sustainability and advancement

VALUES: While achieving our mission we will:



Butterfly
Foundation for Eating Disorders

Act with compassion and respect
Encourage collaboration and excellence
Respond with empathy and without judgement



Butterfly
Foundation for Eating Disorders

Butterfly Strategic Plan 2018-2022



GOAL 1 - Reduce stigma, and increase help seeking – *Change Conversation and Culture*

Our priorities for the next four years:

- We will strengthen recognition and support of our position as the Australian leading peak voice for people with lived experience of eating disorders and their carers
- We will generate public awareness campaigns and advocacy on issues that are core to this goal
- We will focus on improving understanding through harnessing the power of the lived experience, sharing personal stories and evidence from that experience
- We will expand our capacity to deliver accessible sources of compassionate, non-judgemental, affordable evidence-based help and information

How will we know if we are progressing towards our goal:

An increasing percentage of Australians will:

1. Understand that eating disorders are mental illnesses which need and deserve help
2. Understand that eating disorders are not a choice and that no individual or carer affected by an eating disorder needs to feel blame or shame
3. Recognise the early warning signs of an eating disorder

And:

4. An increasing number of individuals and carers affected by an eating disorder are accessing our services to seek help

GOAL 2 - Prevent eating disorders from developing - *Change Beliefs and Behaviours*

Our priorities for the next four years:

- We will extend the national reach and impact of our prevention programs in schools, communities and workplaces
- We will engage in knowledge dissemination and advocacy on issues that are core to this goal

How will we know if we are progressing towards our goal:

If we are successful, we will see measurable changes in the general norm:

1. An increase in the percentage of students who report that they have positive body esteem or a healthy relationship with food and exercise
2. An increase in weight-neutral health policies and in the integration of the no-diet approach into health policy

GOAL 3: - Ensure effective, affordable and accessible care - *Change Policy and Practice*

Our priorities for the next four years:

- We will fully implement the Butterfly EndED Residential Program
- We will showcase the impact of programs and services which either address key gaps in care or improve access to care for people with ED and their carers
- We will work in collaboration with others to change policies and practices and instil core principles that advance the implementation of the National Eating Disorders Agenda
- We will advocate for inclusion of evidence-based levels of treatment across the continuum of care to be funded by private health insurers
- We will advance the knowledge & research base, and will improve dissemination of peer-reviewed information on eating disorders

How will we know if we are progressing towards our goal:

If we are successful, we will see improvements in:

1. Effectiveness of treatment - evidence-based eating disorders treatment is mainstream, all treatment is person-centred and individualised.
2. Affordability of treatment - Medicare rebates and Private Health Insurance cover are available for an evidence-based level of eating disorders treatment, across the continuum of care
3. Accessibility of face-to-face treatment - eating disorders treatment is core business in every PHN (or the equivalent), when and where needed, across the spectrum of eating disorders;
4. Accessibility of remote treatment – increase in number of people who access support, advice and therapeutic intervention through telephone and online services

GOAL 4 – Raise funds and generate major support

Achieve resources for sustainability and advancement

Our priorities for the next four years:

- We will build and implement an enhanced major fundraising and financing strategy, which unlocks major philanthropy and grants
- We will galvanise community engagement and support for our cause
- We will highlight our cause as a priority social investment and our brand as a reliable, responsive, progressive brand within the eating disorders and mental health sectors.

AND, to ensure responsible stewardship of those resources:

- We will improve operations management to ensure that our resources (both finance and people) are utilised responsibly, ethically, efficiently and effectively
- We will optimise our workforce – the right number of the right people in each role, with the right skills and motivation, developed to their full potential
- We will implement size-appropriate, fit-for-purpose business systems, information management and technology
- We will grow the engagement and satisfaction of our employees and volunteers

How will we know if we are progressing towards our goal:

If we are successful, we will have:

1. Funds for operations - secured committed funds and sufficient capital reserves to sustain core operations and program/service requirements for at least the next five years
2. Funds for advancement – raised the necessary funds for the implementation of the Butterfly-EndED Residential Program
3. Community engagement and support – increased the number and activity of donors, community fund-raisers, volunteers, story-tellers, ambassadors and of our social media/digital community

AND we will be operating with

4. An appropriate organisational infrastructure - able to demonstrate strong operational management, fit-for-purpose business systems and a high performing, happy, engaged and expert workforce

The Butterfly Strategy Map

Our strategy map documents our strategic objectives.

Our four goals provide the focus for our priorities.

Every strategic objective links to at least one of our priorities.

*We use a balanced scorecard approach of four perspectives,
to ensure that our strategy is balanced and robust.*

Every strategic objective fits into one of the four perspectives.

Every strategic objective is SMART.

The four perspectives

1. Stakeholders Perspective

The top level shows the objectives that our stakeholders want to see us achieve. These objectives link together and roll up to enable us to drive towards our overarching social impact goals.

2. Capacities Perspective

Objectives in this perspective show where we need to excel in order to succeed.

3. Enabling Learning and Growth Perspective

Objectives in this perspective focus on where we need to invest our resources, to enable the growth and learning that is needed to excel.

4. Financial Resources Perspective

Our ground level perspective tells us where we need to focus to ensure that we can financially sustain our mission and achieve our underpinning fourth goal.

Stakeholders' perspective (beneficiaries, donors/funders):

To achieve our mission what do our stakeholders want to see?

1. **Improve community understanding** - harness the power of the lived experience, sharing personal stories and evidence from that experience
2. **Expand help** - expand our capacity to deliver accessible sources of compassionate, non-judgemental, affordable evidence-based help and information
3. **Improve care** - showcase the impact of programs and services which either address key gaps in care, or improve access to care
4. **Extend prevention** - extend the national reach and impact of our schools and community prevention programs
5. **Increase affordability** - evidence-based levels of treatment across the continuum of care to be funded by private health insurers
6. **Deliver residential treatment** – fully implement the Butterfly EndED Residential Program

Capabilities perspective:

What do we need to excel at, to deliver for our stakeholders?

(Image, Innovation, Evaluation/Measurement, Quality)

1. **Excel in leadership** - strengthen recognition and support of our position as the Australian leading peak voice for people with lived experience of eating disorders and their carers
2. **Excel in demonstrating impact** – demonstrate the impact of all our services and programs
3. **Excel at collaboration** – collaborate with others to change policies and practices and instil core principles that advance the implementation of the National Eating Disorders Agenda
4. **Excel at knowledge management** - advance the knowledge & research base, and will improve dissemination of peer-reviewed information on eating disorders
5. **Excel in communications** - generate public awareness and advocacy on issues that are core to our goals

Enabling learning & growth perspective:

Where do we need to invest our resources, to enable us to learn, grow and excel? (Human capital, information capital, organisation capital)?

1. **Strengthen operations management** – to ensure we utilise resources (both finance and people) responsibly, ethically, efficiently and effectively
2. **Optimise our workforce** – the right number of the right people in each role, with the right skills and motivation, developed to their full potential
3. **Upgrade business systems, information management and technology** - size-appropriate, fit-for-purpose, agile
4. **Grow employee and volunteer engagement and satisfaction**

Financial resources perspective:

On what must we focus to financially sustain our mission?

1. **Raise funds** - unlock major philanthropy and grants
2. **Galvanise engagement and support** - galvanise community engagement and support for our cause
3. **Highlight our cause as a priority social investment** – and our brand as reliable, responsive, progressive

