

# Hello Sunday Morning Strategic Plan 2024 - 2026



 **Hello Sunday Morning**

**We're changing the world's  
relationship with alcohol.**

**One Sunday at a time.**



In the spirit of reconciliation, Hello Sunday Morning acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respects to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.



# MESSAGE FROM THE CHAIR AND CHIEF EXECUTIVE OFFICER

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Since its beginning fourteen years ago, Hello Sunday Morning has been at the cutting edge of public health solutions. We have impacted hundreds of thousands of lives in tangible and intangible ways.

Our Strategic Plan 2024-2026 presents a new era in leadership in reducing alcohol harm and promoting healthier living. It's an exciting way forward that will build on our exceptional origins to consolidate our position as industry leaders in high impact, innovative and self driven digital health care.

Digital health is a rapidly changing environment and Hello Sunday Morning has undergone significant change in the last three years, driving our decision of a three year Strategic Plan.

Our strategic plan builds on fourteen years of achievement and acknowledges our innovative past to ignite our future goals.

Our next three years is focused on increasing access to our services, especially in regional areas where services are hard to find, developing new digital services to fill important gaps in stepped care, and developing our relationships with our partners.

The key to success of this strategy is involvement of consumers and carers throughout the organisation.

We recognise our people are our greatest asset and we acknowledge their commitment, contribution and wellbeing are essential to our success.

The plan prioritises collaboration to leverage the strengths of our partnerships to make an amplified impact in the world.

Digital health is the way of the future and our new strategy will ensure we stay ahead.

Thank you to everyone who has contributed to Hello Sunday Morning. We look forward to sharing our progress against our strategic objectives over the next three years.



**Claire Hanratty**  
Board Chair



**Dr Nicole Lee**  
Chief Executive Officer

# WE'VE ALWAYS PUNCHED ABOVE OUR WEIGHT

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In achieving our aims we acknowledge our unique beginnings, peer driven and grounded in innovation and connection, and the ideas and values that created Hello Sunday Morning.

The idea for Hello Sunday Morning was born in 2009 when founder, Chris Raine undertook a year long experiment to quit drinking. A nightclub promoter at the time, Chris blogged about the challenges and successes of this experiment when he woke up hangover-free every Sunday Morning signing off with "Hello, Sunday Morning!"

As the blog gathered more and more followers, by 2010 'Hello Sunday Morning' had become a growing community.

The "sober curious" movement in Australia started with Hello Sunday Morning and we have continued to build on our beginnings to become the largest alcohol-focused online support community in the world.

In Australia, Hello Sunday Morning has more members than Alcoholics Anonymous and we want to continue to amplify and extend our impact.

For some, taking a break, cutting back or quitting alcohol is the first step to a healthier happier life. For others it is a necessity. Everyone's journey is unique. More than 150,000 like-minded people are supporting each other on their journey of change.

Wherever people are in the cycle of change, our challenge is to provide the right tools at the right time to enable them on their journey.



**Chris Raine**  
**Hello Sunday Morning Founder**

# WHY WE ARE HERE

Alcohol use costs Australians \$66.8 billion and causes more than five thousand deaths a year. While overall alcohol consumption has reduced, risky consumption hasn't changed in decades. Alarmingly, the top 5% of drinkers consume 40% of the alcohol.



Risky drinking contributes to a range of **physical health, mental health and social problems**



**Around a third of Australians** drink at risky or dependent levels



Regular drinkers **increase their risk of dying by 43%** and shorten their life by nearly seven years



**There is less than half** the publicly funded treatment places needed to meet demand



**Digital health is an alternative to treatment** and can enable earlier intervention



**Digital health can increase reach into regional areas** and to hard to reach groups

Alcohol is interconnected with a range of other issues including mental health, family violence and physical health. People who experience high or very high levels of psychological distress are 25% more likely than those who reported low levels of psychological distress to consume alcohol in ways that put their health at risk. On the flip side, nearly 40% of people with a mental health condition report drinking at risky levels. The rate has not changed substantially since 2013.

There are not enough treatment places for people who need it – only 10% of people receive the help they need.

Hello Sunday Morning plays a unique and crucial early intervention role, which translates to

reduced individual and community harms, lower tertiary treatment costs reduced pressure on the overwhelmed alcohol and other drug and mental health systems.

The more people we can support to change their own alcohol consumption earlier, the fewer people that will need treatment in the future.

Our digital health services offer unparalleled reach into all corners of Australia and provide a platform to empower people to make the changes they want and need.

An investment in Hello Sunday Morning is an investment in downstream early intervention.





## OUR VISION

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A world where every individual has the right support at the right time to change their relationship with alcohol.

## OUR MISSION

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To harness technology to create effective, engaging and cutting edge programs that inspire and empower people to change their relationship with alcohol.



# OUR VALUES

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## Innovation

### **We innovate for impact**

We continuously evolve to create truly transformative outcomes. We ask questions, adopt a flexible mindset, and are always open to fresh ideas and new ways of doing things. We believe in pushing boundaries, embracing creativity, and challenging traditional norms to find cutting-edge solutions to problems.

## Excellence

### **We always bring our best**

We believe in setting and upholding the highest standards, continuously challenging ourselves to deliver services that exceed expectations. We view excellence as a continuous journey and embrace the opportunity to do better and achieve more. Our commitment to excellence reflects our unwavering dedication to making a positive impact on the lives of those we serve and the broader community.

## Curiosity

### **We are curious to learn and evolve**

We ask questions to challenge assumptions, explore new perspectives and solve problems in unique ways. We learn from diverse experiences and encourage a culture that asks questions, seeks first to understand and encourages open conversations. Our curiosity helps us fail forward, inspire innovative solutions and create transformational change.

## Caring

### **We foster connection and understanding**

We prioritise empathy, compassion, and genuine concern for the wellbeing of everyone we meet. We are at our strongest when we work together, listening and learning in a spirit of open collaboration. We approach everyone with humility and compassion and value their knowledge. Our commitment to caring empowers individuals to make positive choices, fosters resilience, and builds connection where everyone feels valued and supported.

## Evidence based

### **We prioritise informed decision making**

We embrace the scientist practitioner approach and consider the evidence at every touchpoint in our work to ensure we only provide effective options with the highest impact and best possible outcomes. Our solutions are grounded in a unique combination of data and practice expertise to build trust and enable people to make informed choices.

# STRATEGY 2024 – 2026

## OUR VISION

A world where every individual has the right support at the right time to change their relationship with alcohol.

## OUR MISSION

To harness technology to create effective, engaging and cutting edge programs that inspire and empower people to change their relationship with alcohol.



### INNOVATION

We innovate for impact

### EXCELLENCE

We always bring our best

### CURIOSITY

We are curious to learn and evolve

### CARING

We foster connection and understanding through caring

### EVIDENCE BASED

We prioritise informed decision making

# OUR THEORY OF CHANGE

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Alcohol harm is a complex global problem affecting more than four hundred million people each year, contributing to more than two hundred diseases, and risk of poor mental health, family violence and physical health issues. It takes an average of nearly twenty years from a problem emerging to seeking help.

Hello Sunday Morning's bold ambition is to change the world's relationship with alcohol. One Sunday at a time. We aim to have two million members by 2030.

Our vision is a world free from alcohol-related harm, where everyone has access to the right supports at the right time to make the changes they want. The main barrier to achieving this vision is the lack of accessible, evidence based, early intervention.

Our mission is to harness technology to create effective, engaging and accessible programs that inspire and empower people. We believe community support and connection are key to change. Our anonymous digital support program is accessible anywhere in the world, 24/7, the moment people want to make changes.

It will lead to significant and immediate reductions in drinking and improvements in mental health, wellbeing and quality of life and a reduction in population level alcohol-related harms in the long term.

The success of our programs is dependent on engaging and maintaining risky drinkers by raising our profile and demonstrating the benefits of our programs through marketing efforts, the support of partners, ambassadors and high profile service users, committed and high skilled staff globally, strong operational processes and robust research and evaluation.





# OUR STRATEGIC GOALS

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## **Develop and deliver safe high quality products and services**

- Deliver new innovative digital products, programs and services that enrich the consumer experience.
- Significantly increase our reach through effective partnerships, marketing and promotion.
- Maintain world leading, safe and effective digital health systems through strong governance.

## **Demonstrate social impact and value**

- Develop world leading research and data capability that demonstrates our impact and value.
- Develop exceptional marketing and awareness campaigns to communicate our impact and value.
- Elevate lived experience through sharing success stories that demonstrate our impact and value.

## **Build an active and engaged stakeholder community**

- Use design thinking processes to drive technology improvements that enrich the user experience and increase stakeholder engagement.
- Create systems and processes to enhance consumer involvement throughout the organisation.
- Develop a program of customer appreciation, team building, networking and social events that engages a broad cross section of our stakeholder community.

## **Ensure business sustainability**

- Strengthen our brand and profile to be internationally known as thought leaders and innovators in alcohol change.
- Diversify funding streams by developing long term philanthropic and corporate partnerships.
- Develop strong and long term partnerships like-minded service organisations.

## **Attract and engage a high performing team**

- Ensure organisational excellence and be known as an Employer of Choice by investing in our team through a high quality people and culture development strategy that spans the lifecycle of employment.
- Support strong, visionary and inspirational leadership.

# ACHIEVING OUR STRATEGIC GOALS

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## STRATEGIC GOAL

### Develop and deliver safe high quality products and services

#### Our products and services

Our values of innovation, curiosity and excellence means we are always improving and enhancing our services. Our aim is to have a seamless, state of the art digital health product that can support people across the entire spectrum of drinking levels and change goals, wherever they are in the cycle of change.

##### Daybreak

Our flagship program is Daybreak, our unique digital health platform that provides access to free anonymous 24/7 peer support for people wanting to change their relationship with alcohol, whether that is taking a break, cutting back or quitting.

Daybreak allows members to post and share about their experiences, as well as support, comment or simply read about other people's experiences making changes. Daybreak has over 150,000 members and consistently attracts over 11,000 new registrations a year. There are more than 3,600 active users and 36,000 posts each month.

Our strategic aim is to develop products and services around Daybreak to build a complete stepped care early intervention system, and to continue to improve the integration and responsiveness of these products and services to create more seamless, personalised services.

##### My Drink Check

We know that assessment is an effective treatment itself. So, in 2022 we introduced an alcohol and

wellbeing self assessment tool, My Drink Check, which has been used by nearly 8,000 people.

My Drink Check is a short assessment tool for people to check their drinking status and wellbeing compared to community norms, as well as their readiness to change. At completion they are provided with a snapshot of their results (e.g. high or low risk drinking range, high or low levels of mental health distress) along with some helpful information and resources.

##### Drink Tracker

We also know that monitoring drinking has a significant impact on reducing consumption and harms and is a powerful motivator for change. In 2023 we developed Drink Tracker with support from the nib foundation. Drink Tracker enables people to measure and track their alcohol intake.

The Drink Tracker allows members to set goals, visually track the number of standard drinks they consume via calendars and graphs. Members can self-monitor and receive feedback as well as reminders to login and track their drinks. Members can share their entries with the Daybreak community.

Evaluation of Daybreak, My Drink Check and Drink Tracker all show significant reductions in drinking and improvements in mental wellbeing.

## Developing and delivering highly quality products and services

### Hello Change

We will launch Hello Change in 2025, a six-session self directed internet based behaviour change program based on cognitive behaviour therapy, which will provide a low threshold alternative to, preparation for, and/or adjunct to, tertiary treatment.

### Product integration

We will integrate all products and services into a single access point and create both app and web platforms for all our products services. Our current services operate on different standalone platforms.

### Personalise Daybreak

To offer a more personalised experience we will create break out spaces within Daybreak tailored to specific cohorts, such as parents, moderators, abstainers and people in regional areas.

### AI assisted moderation

We will leverage AI technology to provide Daybreak moderators with draft responses to risky posts, which they will review and tailor so they can help more people.

### Care Navigator

We will initiate a personalised service, Care Navigator, which will connect members to ours, our partners' or external organisations' programs and services.

### Daybreak toolbox

We will develop an emergency toolbox of pop up tips and ideas to help members navigate difficult times. This provides immediate support to members when they need it most.

### Integrating SMART Recovery

We will trial the intensive group recovery support program, SMART Recovery, within Daybreak for people who need a greater level of intervention. SMART Recovery is cognitive behaviour therapy based and peer facilitated.

### On demand AI Chatbot support

We will develop AI chatbot integration into our services to assist answering simple factual questions by our members and potential members after hours.

### Wearables app

We will integrate Daybreak into wearables, such as smart watches to enable Daybreak features to be accessible on the go.





## STRATEGIC GOAL

# Demonstrate social impact and value

## Our social impact

Our values of excellence, curiosity and evidence based decision making, drive our commitment to demonstrating our social impact through research and evaluation.

Hello Sunday Morning is committed to create the highest possible social impact and value through our services and to demonstrate this impact through research and evaluation. Our aim is

to drive a culture where research and evaluation are a routine part of our every day.

Thanks to the Ian Potter Foundation, we now have the capacity and capability to move beyond small evaluations of specific programs to develop a world leading research framework and program for digital health that demonstrates our social impact and value.

## Demonstrating social impact and value

### Research governance

Research governance is critical to ensure the integrity, quality, and accountability of research activities. We will establish a Research Reference Group that will provide input into the research and evaluation activities conducted at Hello Sunday Morning and comprise a wide range of stakeholders including consumers of our services.

### Research partnerships

Collaborating with other key stakeholders is important to advance research and increase impact. Partnerships will be established with alcohol and other drugs peak bodies, university partners, consumer networks, alcohol support and treatment providers, and allied services.

### Data analytics

Our suite of products and programs provides us with a wealth of data about who is using our services, and the impact our services are having. We will develop an enhanced data system that not only provides us

with the analytical insights we need to meet our improvement and impact goals, but also allows for efficient dissemination of these insights to our stakeholders.

### Research funding

We will develop our program of research into social impact and value through identifying and securing funding and research partnerships.

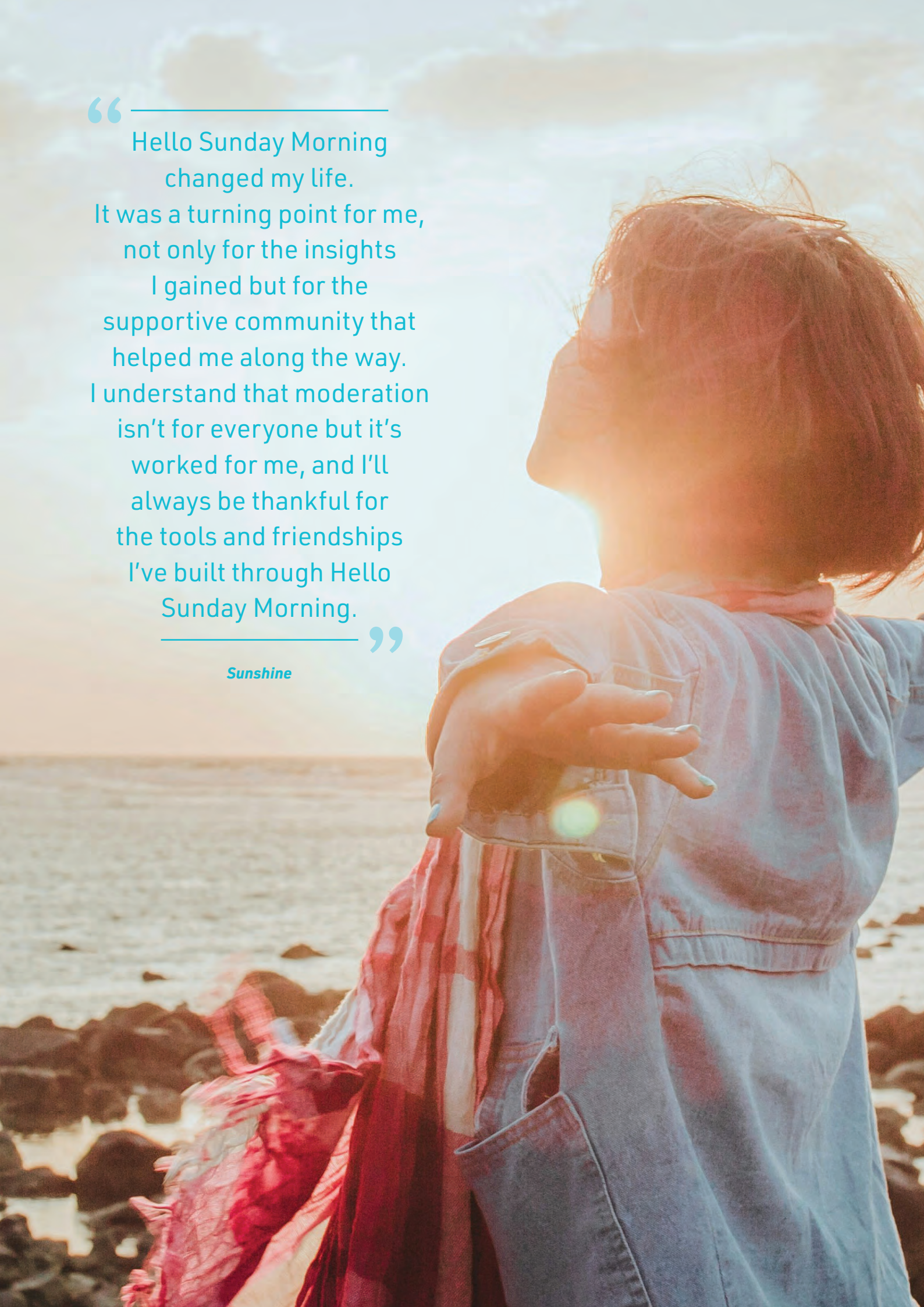
### Communication

Sharing findings is an integral component of any research and evaluation activity. Findings will be shared publicly with a broad range of stakeholders. The Research Manager and the Marketing Manager play an active role in ensuring findings are communicated to our Hello Sunday Morning team, members, funding bodies, external providers, research partners and other key stakeholders.

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Hello Sunday Morning  
changed my life.  
It was a turning point for me,  
not only for the insights  
I gained but for the  
supportive community that  
helped me along the way.  
I understand that moderation  
isn't for everyone but it's  
worked for me, and I'll  
always be thankful for  
the tools and friendships  
I've built through Hello  
Sunday Morning.

”

*Sunshine*







## STRATEGIC GOAL

# Inspire an active and engaged stakeholder community

## Our stakeholders

Our values of caring and curiosity drive our stakeholder and community engagement. We aim to inspire an active and engaged community of people who use our services, funding partners and collaborators to enhance and broaden our impact

Our three key stakeholders are people who use or need our services, funding partners and collaborating partners. We aim to cultivate long term partnerships, including funding commitment from government, business and philanthropy that share our vision.

Our collaboration partners are important for us to help us reach our goal of building a stepped care digital health system that provides the right tools and the right time wherever people are in the cycle of change.

Our focus on diversifying our revenue streams and establishing key partnerships with philanthropic entities, State and Federal Governments, as well as corporate partners and foundations, will enable us to increase our funding to support innovation.

## Inspiring an active and engaged stakeholder community

### Consumer Advisors

We will reinvigorate our current consumer advisory group and appoint Consumer Advisors who will act in advisory roles throughout the organisation.

### Codesign framework

We will develop and implement a codesign framework to ensure our members and the people who use our services have a good experience with us and are inspired to remain active and engaged.

### Friends of Hello Sunday Morning

We will develop a "Friends of Hello Sunday Morning" program that engages key advocates, who will play a pivotal role in elevating Hello Sunday Morning's impact by fostering widespread awareness and trust.

### Corporate partners

We will develop a program of corporate partnerships. Corporate companies can gain organisational benefit from a partnership and provide material support and influence to support our work.

### Brand recognition

We will develop a comprehensive marketing and promotions plan to increase our brand recognition, impact and value by strategically increasing targeted marketing and promoting activities. Wide recognition of our brand among our broad stakeholder group is the key to sustainability and impact.





## STRATEGIC GOAL

# Ensure business sustainability

## Our operations

Our values of excellence, curiosity and evidence based drive our business sustainability efforts through continuous quality improvement and implementing what works.

Hello Sunday Morning requires clear operational processes to ensure the team has the tools and supports they need to work efficiently.

## Ensuring business sustainability

### Income and revenue

We will develop and implement a plan to increase the number and strength of our funding lines including submission based fundraising (government, philanthropic and foundation grants), and corporate funding.

We plan to reduce reliance on individual donations, bequests and community fundraising but maintain a small automated program. This includes making it easier to select Hello Sunday Morning as a charity of choice when creating a fundraising campaign, sell merchandise on our website, enhancing automated processes for accepting individual donations and acknowledging donors and developing a bequest information pack so it is available when requested and include the option of bequests on our website.

We will build relationships with a group of commercial entities aligned with our values that are willing to provide in kind and pro bono support. This is especially valuable to develop a pilot or initial concepts of a new product or service from where we can seek funding.

### Continuous quality improvement

As a digital health organisation, we are in an ongoing cycle of change to update our technology

and cyber security. Putting in place a clear cadence of review and implementation is high on the operational agenda. We will achieve ISO9001 re-accreditation by December 2024. We will be accredited under the Digital Mental Health Standards by 2025.

### Risk management

We will undertake a detailed risk review, and create and implement a plan to ensure a proactive regular approach to managing enterprise risks and compliance. Hello Sunday Morning will achieve a rating of Maturity Level One by September 2024 and a rating of Maturity Level Two by 2026.

### Operational processes and efficiencies

We will review and implement streamlined processes to enhance organisational productivity. This includes improving knowledge management, brand identity and policy development and review. We will plan and pilot AI-assisted technologies that increase efficiency.

We will plan and implement improved financial management systems and continue to simplify complex financial processes, creating a more straightforward system for internal and external stakeholders.



## STRATEGIC GOAL

# Attract and engage a high performing team

## Our team

Our values of excellence, curiosity and caring drive our key objective to nurture and grow a high performing team.

2024 marks the end of a transition and realignment phase for Hello Sunday Morning and the beginning of a phase of growth and rebuilding. Our key objective now is to nurture and grow on our current

high performing team through professional, team and organisational development and growth.

Becoming an Employer of Choice is critical for staff attraction and retention. Through our three-year plan we aim to embed our values into the employee lifecycle and culture.

## Attracting and engaging a high performing team

### Right people. Right roles. Right support.

We will streamline processes to enhance productivity and attract the right people for the right roles. We will refresh our onboarding program to an engaging, streamlined, supportive and immersive offering to ensure new team members have the right support at the right time to enhance productivity, engagement and retention. We will create and implement a plan to embed values and behaviours into the employee lifecycle and culture.

### Team development

We will develop and implement a people development program to educate, innovate and develop the team through a variety of learning interventions, including three key areas.

### Employer of Choice

We will create and implement a plan to become an Employer of Choice, both through formal recognition and by offering a range of benefits and supports to staff, identifying Hello Sunday

Morning's employee value proposition and embedding our values into the employee lifecycle and culture. We will conduct staff engagement surveys bi-annually to understand and respond to changing workplace needs.

### Support strong, visionary and inspirational leadership

We will develop and implement a leadership program through education, exposure and experiential learning interventions for senior leaders. We will develop a business continuity plan, including retention and succession planning.

### Board enhancement and development

We will review and implement a new Board induction and professional development program, including regular review of the Board skills matrix and an effective recruitment and succession plan. We will engage the Board in team activities to ensure the Board is connected with the vision and mission of the organisation.

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To build a healthier, more equitable society,  
we must urgently commit to bold  
actions that reduce the negative health  
and social consequences of alcohol  
consumption and make treatment for substance  
use disorders accessible and affordable

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*Dr Adhanom, WHO Director-General*