



Strategic & Operational Plan 2015 - 2018

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Our Vision...

Shoalhaven Women's Health Centre (SWHC) has a vision for a peaceful and equitable society where all women are empowered, respected and enjoy optimum health and wellbeing.

Our Mission...

Shoalhaven Women's Health Centre empowers women to take control of their health and wellbeing through the provision of accessible, multidisciplinary integrated health services within a caring, supportive, feminist environment.

Our Objectives...

- To provide a non-profit primary health care service for women, which is managed by women, within a feminist framework in the Shoalhaven area.
- To prioritise access for women who are marginalised and/or have poorest of health issues by providing services at a minimal cost or for no cost to ensure that women are able to receive service and support.
- To ensure that services reflect the needs of local women providing educational, preventative and self-help programs which encompass women's life span, experience and cross a broad range of health issues which also recognise and respect Aboriginality and CALD backgrounds.
- To network, liaise, collaborate and establish MOU's where applicable with other local service providers in order to provide necessary services to women in the community.
- To facilitate access to services and activities and to assist women to access other appropriate services (acknowledging and addressing the different needs of women of diverse backgrounds and the social barriers).
- To uphold the rights of women who may use the service to express themselves freely, to be treated with respect, dignity and consideration.
- To ensure the creation and maintenance of a safe, healthy and supportive environment for the wellbeing of staff, volunteers, Committee of Women (CoW) and women who use the centre and its services.

- To actively encourage the empowerment of women in both the personal and social aspects of their lives by promoting informed decision making processes and strategies.
- To provide a range of integrated services which reflect the complex nature of women's health with a focus on prevention and early intervention.
- To ensure effective Governance and operation of the Centre by and for women.
- To encourage training and staff development in all areas of women's health to ensure the highest standard of integrated, client centred health care to consumers.
- Strive to maintain ethical standards in all our activities.
- Commitment to best practice and continued Quality Improvement.
- Advocating for and supporting women from a feminist perspective including at all levels of Government and their Ministries.

Our Goals 2015-2018...

1. Secure and develop a strong and dynamic organisation capable of providing a range of sustainable and effective programs which address women's health and wellbeing
2. Provide a range of multidisciplinary, integrated health services, education and information to empower women and improve their health and wellbeing, and build social and community capacity.
3. Work collaboratively with strong partnerships and cross sector organisations at local, state, national and global levels. To advocate, lobby and have a positive influence on public opinion, recognition, policy, services and practices relating to women especially those who are marginalized and of the poorest of health issues.
4. Improve access to health services and information for all women with the aim to expand and develop greater opportunities.

Our Strategies...

Goal 1 – Secure and develop a strong and dynamic organisation capable of providing a range of sustainable and effective programs which address women’s health and wellbeing

Strategies:

- Maintain, evaluate and review the SWHC Policy and Procedure Manual and continued implementation of procedures across the organisation.
- Maintain planning and evaluation processes and cycles to ensure SWHC operates effectively and continues to meet the changing needs of women.
- Ensure that the governance of SWHC is of the highest standard and members are drawn from the local community.
- Ensure that the SWHC delivers high quality health and wellbeing services to target groups with budget.
- A Business Plan embedded into our Strategic & Operational Plan to steer the financial planning and management of SWHC and its services.
- Maintain appropriate Key Performance Indicators in line with the ‘NSW Health Framework for Women’s Health 2013’ in collaboration with The Ministry of Health to underpin our yearly Contractual obligations.
- Complete the self assessment process (QIP) and maintain best practice industry standards.
- Ensure all staff and volunteers have optimum access to professional development opportunities. Ensure that mandatory training is undertaken.
- Ensure that all women involved in the Centre feel valued and supported.
- Maintain a strong, diverse and dynamic membership base with the aim to build and grow these numbers.
- Continually assess and source funding for service provision, training and development, and infrastructure.
- Build the public profile of the Centre through a variety of activities and mediums.

Goal 2 - Provide a range of multidisciplinary, integrated health services, education and information to empower women and improve their health and wellbeing, and build social and community capacity.

Strategies:

- Continue to provide education, information and referral.
- Continue to provide and expand a range of core clinical services including alternate therapies, counselling and massage services and the Well Women's Program.
- Continue to provide and expand clinical, therapeutic and information and education groups and activities
- Expand service provision to encompass groups and activities which address women's social, cultural and recreational wellbeing

Goal 3 - Work collaboratively with strong partnerships and cross sector organisations at local, state, national and global levels. To advocate, lobby and have a positive influence on public opinion, recognition, policy, services and practices relating to women especially those who are marginalized and of the poorest of health issues.

Strategies:

- Work collaboratively and develop relationships, exchange information and work with key local stakeholders, organisations, associations, networks, and agencies including all levels of Government.
- Advocate and lobby through a range of mediums to facilitate improved outcomes relating to women's health and wellbeing.
- Advocate for greater support and recognition of the importance of gender specific health strategies through promotion, policy, practices and activism.

Goal 4 - Improve access to health services and information for all women with the aim to expand and develop greater opportunities.

Strategies:

- Target key groups of women to expand our client profile. Working to expand our 'new to service' client base.

- Expand our existing outreach services in the Shoalhaven.
- Build and expand partnerships and MOU opportunities with other services, organisations and groups to offer an extensive, diverse, supported, client focused service to women.
- Explore and build our technological capacity to increase opportunities for women including services profile and contact via Website and social media.
- Continue to work towards increased service provision by exploring a variety of options including funding submissions and opportunities, partnerships, MOU's, consortia or amalgamation.

Our Philosophy...

SWHC is committed to empowering women and valuing women's life experiences. We strive to incorporate into our work the feminist ideal of women's right to a valued place in society; accountability in providing quality multidisciplinary, integrated health care services; integrity in maintaining ethical standards in the provision of services; and on-going development and support for staff and volunteers.

We have adopted the following four guiding principles to assist us in our decision making processes:

1. **Equity** - targeting women with special needs and/or at high risk, marginalized and/or poorest of health issues.
2. **Effectiveness** - offer services and programs that have proven benefits and follow the client centred focus of integrated care.
3. **Relevance** - address issues of significance to local women
4. **Appropriateness** - services delivered with sensitivity to a diverse client base of women i.e. culture, language, financial circumstances, age, sexuality, abilities, etc.

Shoalhaven Women's Health Centre operates from a feminist perspective that views health within a social context as emphasised by the World Health Organisation and supported by the frameworks within Health Ministries both State and Federal. This view recognises that:

- Health is determined by a broad range of social, environmental, economic and biological factors;

- Differences in health status and health objectives are linked to gender, age, socio-economic status, ethnicity, disability, location and environment, racism, sex-role stereotyping, gender inequality and discrimination, ageism, sexuality and sexual preference;
- Health promotion, disease prevention, equity of access to appropriate and affordable services and strengthening the primary health care system are necessary, along with high quality illness treatment services;
- Information, consultation and community development are important elements of the health process.

Furthermore, critical considerations in women's health include:

- Women's health being understood as encompassing all of a woman's lifespan and reflecting women's various roles in Australian society, not just their reproductive role;
- The greater participation by women in decision making about health services and health policy, as both consumers and providers;
- The recognition of women's rights, as health care consumers, to be treated with dignity in an environment which provides for privacy, informed consent and confidentiality;
- The availability of accessible information which is appropriately targeted for different socioeconomic, educational and cultural groups; and
- Women's health policy and services must be based on accurate data and research concerning women's health, women's views about health, and strategies which most effectively address women's health needs.

Review cycle:

As part of our quality improvement process we will ensure that our Strategic and Operational Plan has measurable outcomes that align with our community and the individual needs of our women; encompassing the changing framework to which we have to work towards, including environmental, political and procurement processes. SWHC must ensure that a robust review of our services takes place on an annual basis to ensure that the strategies put in place at the initial time of authorship of this document remain authentic and relevant.

A Business Plan has been developed to ensure we are reaching our goals in regard to the delivery of service, customer service and outcomes to our key stakeholders, our funding bodies and other stake holders.

The SWHC Business Plan will report in line with the quarterly report requested and provided to The Ministry of Health (MOH). A calendar of significant dates has been developed and this will be included in the Business Plan. The Business Plan will be measured against the Key Performance Indicators (KPI) which are negotiated with the MOH on a yearly basis.

A QIP Register will also form part of our monitoring and review cycle. This register will be presented at the monthly CoW Meeting and outcomes assessed against our quarterly reporting mechanisms in the Centre's Business Plan. The Business Plan will form an intricate part of our Strategic and Operational Plan.

Key stakeholder engagement:

SWHC acknowledges our greatest strength is engaging our key stakeholders who include: clients, staff, our partners, other community service organizations, funding bodies and the broader community.

To ensure that all these service participants have a 'voice' an annual survey will be held in the month of November. The survey will be circulated throughout our networks and client lists via emails, post, Website, Facebook and available at SWHC.

The information will be disseminated and available for the SWHC Annual Planning Day in December in preparation for the coming service delivery year.

Memorandums of Understanding (MOU's) are reciprocated with other service organisations within the region that hold the same philosophy and provide gender specific services.

MOU's will be updated and maintained in line with the review cycle and noted in the calendar of significant dates. SWHC will continue to seek further appropriate opportunities to form MOU's.

Our community and environment:

To ensure that we continue to be abreast of the changes to the current climate in which we provide services, including pressures and uncertainty around continued funding, tendering or procurement processes (if applicable), political environment, potential alliances and opportunities to engage or merge with other women's specific services and

the changing 'face' of our community; the CoW will ensure that these elements are included in our Business Plan; linking outcomes to possible threats and/or opportunities.

Statistics/predictions will be included from the Australian Bureau of Statistics (ABS) and the Shoalhaven City Council (SCC) Community Plan.

What will remain unwavering is the commitment to the women of the Shoalhaven, who we continue to serve and advocate on their behalf.

Shoalhaven Women's Health Centre is a not for profit, community based organisation.

Related Documents:

SWHC Business Plan
SWHC Calendar of Significant Dates
Key Performance Indicators from the Ministry Of Health
SWHC QIP Register