



# Strategic & Operational Plan 2019-2029

## 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 safe, caring, supportive, feminist environment.

## 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; professional integrity in maintaining ethical standards in the provision of services; and on-going development and support for staff and volunteers.

Our decision making process is guided by equity, effectiveness, relevance and appropriateness.

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 recognizes that:

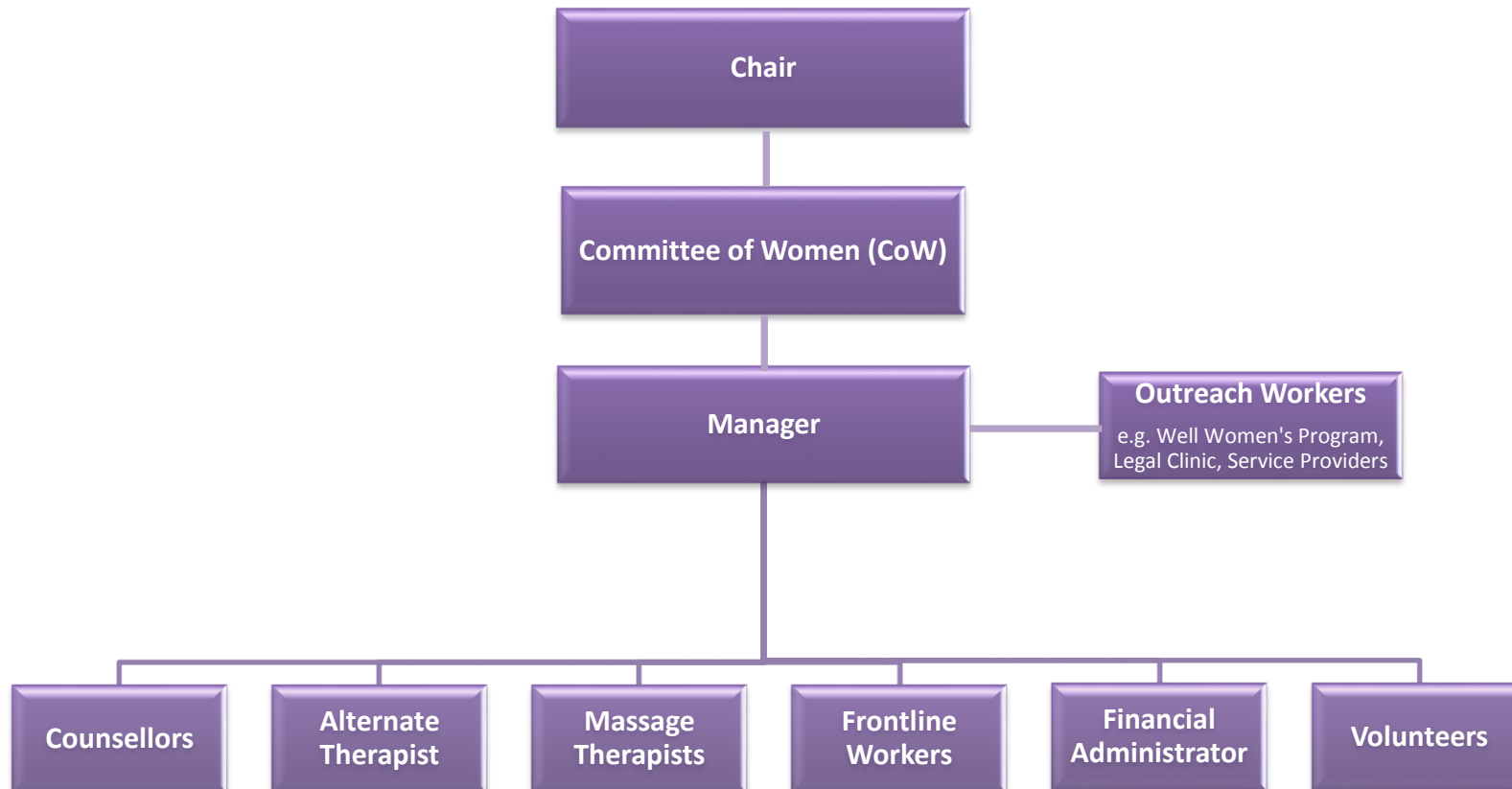
- Health is determined by a broad range of social, environmental, economic and biological factors;
- Differences in health status and health objectives are linked to gender, age, socio-economic status, ethnicity, disability, location and environment, racism, sex-role stereotyping, gender inequality and 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.

## Organisational Structure



## Our Objectives

- Ensure that the Governance of SWHC is of the highest standard and members are drawn from the local community.
- Strive to maintain ethical standards in all our activities.
- Commitment to best practice and continued quality improvement.
- To provide a non-profit primary health care service for women, 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 across a broad range of health issues which also recognise and respect Aboriginal and Torres Strait Islander women and women of 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 provide services and activities to guide women by the referral process, acknowledging and addressing the different needs of women of diverse backgrounds and social, physical and emotional barriers and mental health issues.
- To provide specialised support and service provision for women who have experienced historic or current trauma and/or domestic violence.
- To uphold the rights of women who may use the service to express themselves freely, to be treated with confidentiality 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.

## Goals and Corresponding Strategies

Each goal is underpinned by the SWHC on-going commitment to advocate for and support women from a feminist perspective including at all levels of government and their Ministries.

- 1. To secure and develop a strong and dynamic organisation providing a range of multidisciplinary and integrated health services by professional and experienced practitioners.**

- Maintain evaluate and review the SWHC Policy and Procedure Manual.
  - Maintain appropriate KPI's 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.
  - 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.
- 2. To work collaboratively through strong partnerships and cross sector organisations at local, state, national and global levels.**
- To ensure the SWHC delivers high quality health and wellbeing services to target groups within budget.
  - A Business Plan embedded into our Strategic & Operational Plan to steer the financial planning, budget and management of SWHC and its services.
  - Build the public profile of the Centre through a variety of activities and mediums.
  - Build and expand partnerships and MOU opportunities with other services, organisations and groups to offer an extensive, diverse, supported, client-focused service to women.
- 3. To improve access to health services and information for all women with the aim of expanding and developing greater opportunities for their health and wellbeing.**
- Maintain planning and evaluation processes and cycles to ensure SWHC operates effectively while meeting the changing needs of women.
  - Ensure that all women involved in the Centre feel valued and supported.
  - To provide a range of services which reflect the nature of women's health with a focus on prevention and early intervention, empowering all women through:
    - the referral process;
    - education provided by the nurse and through workshops; and
    - provision of alternate therapy, counselling, massage and legal counselling for continued wellbeing.
- 4. To work towards expansion of services operating on a five day basis.**
- Maintain a strong, diverse and dynamic membership base with the aim to build and grow these numbers.
  - To decrease lengthy waiting lists for current services provided.
  - Expand service provision to encompass groups and activities which address women's social, cultural and recreational wellbeing. Service provision to include the introduction of new services such as financial counselling.

- Advocate for greater support and recognition of the importance of gender specific health strategies through promotion, policy, practices and activism.
- 5. To expand our client profile and services targeting new groups as a response to the changing population of the Shoalhaven.**
- Expand our existing outreach services in the Shoalhaven to include off-site health workshops and women's and cultural festivals.
  - Explore and build our technological capacity to increase opportunities for women including services profile and contact via Website, email and social media.
  - Continue to work towards increased service provision by exploring a variety of options including funding submissions and opportunities, partnerships and MOU's.

## 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 a yearly 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 is negotiated with the MOH on a yearly basis.

Quality Improvement forms part of our monitoring and review cycle. This will be discussed at scheduled CoW Meetings with 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 organisations, 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 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. These include but are not limited to, The Red Cross, Barnardos, Waminda, Community and NSW Health and YWCA.

MOU’s will be updated and maintained in line with the review cycle and noted in the compliance register. 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 Compliance Register