



# Strategic Plan 2016-2020

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4 April 2016

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## Women's Health and Wellbeing Services Charter

### Our Vision

Our vision is a world where all women and families are supported to be the best version of themselves.

### Our Mission

To provide a diverse, innovative, quality-focused wellness service that sets the benchmark for the industry. We will continue growth in order to ensure sustainability and further our aim of being a provider of choice for all our services.

### Our Purpose

To promote the overall health, self-esteem, independence, self-responsibility and health awareness of disadvantaged women in the community with the commitment to the philosophy of multiculturalism being maintained at all times.

To provide a confidential, holistic health service for the benefit of the disadvantaged women regardless of age, religion, politics or lifestyle.

To aid in the relief of poverty, sickness, suffering, distress, misfortune, destitution or helplessness among women in the wider Gosnells region.

To promote public and government awareness and understanding of the health and other special needs and circumstances of disadvantaged women in the community and to advocate for the implementation of services to meet those needs.

### Our Values

- Respect – valuing diversity and actively seeking everyone's contribution
- Equity – advocating for the whole community
- Integrity – aligning our actions with our values
- Excellence – Striving for the highest personal achievement in all aspects of service delivery.
- Passion – intense emotion and compelling enthusiasm.



## Background to WHWS's Strategic Plan

At the time of writing this in April 2016 the health sector is undergoing a significant amount of state and federal funding reform. WHWS has always relied on state and federal funding for operational costs. With the changes to funding WHWS cannot be reliant on government funding by December 2018 and as such changes are needed to our business model. It is anticipated that social enterprise will allow WHWS to generate income to support the services we offer and ultimately support the vulnerable and disadvantaged women in our community.

## Where WHWS is now

- 44% funding from WA Health – Women and Newborn's Health
- 26% funding from Mental Health Commission
- In excess of 2000 women accessing services per year.
- Membership on key committees including steering committee for Women's Health Network, Local PNDA reference Group, etc
- 500+ facebook followers, website with integrated blog

## Where we want to be by 2020

- Self-sustaining with diverse income streams
- 6,000 consumers assisted by co-located services in key metropolitan sites.
- Co-located out-reach services for funded counselling programs and groups.
- Full fee paying service offering holistic health for women operating from WHWS current location. All profits generated to fund low cost services for identified vulnerable and disadvantaged clients.
- Wait times of no more than 21 days as per best practice.
- Diverse new networks from partnering with other health NGOs and networks.
- 5000+ social media followers, regular blogs and guest blogs, updated content, updated website



## How we are going to get there – WHWS Strategic Objectives 2015 -2020

Support  
vulnerable and  
disadvantaged  
women and  
families in our  
community

Support  
individuals and  
community  
through holistic,  
multidisciplinary  
health services

Maintain an effective,  
innovative organisation



# Strategic Objective One

## Outcome

### Support vulnerable and disadvantaged women and families in our community

#### *Strategies*

- Increase the range of WHWS outreach locations.
- Engage vulnerable and disadvantaged individuals and communities reflecting the community we live in and embracing all cultures and groups through outreach.
- Develop web-based tools for the community to support self-advocacy and improve health knowledge.

#### *Activities*

- Investigate partnerships with health services to co-locate psychologists and counsellors.
- Target audience groups identified and appropriate communication methods adopted.
- Communicate changes to key stakeholders and referring organisations.
- Host community events run in partnership with NGOs, etc. on health promotion, specific health issues and population issues to increase diversity of WHWS' community reach.

#### *1. Outputs*

- 1.1 Expanded number of outreach locations
- 1.2 Decreased wait times between referral and face to face service delivery
- 1.3 Decreased number of 'Did not eventuate clients'
- 1.4 Increased consumer mental health as evidenced by participant pre and post mental health measures and survey feedback.
- 1.5 Enhanced community understanding of mental health.
- 1.6 Improved visibility of WHWS.



# Strategic Objective Two

## Outcome

### Support individuals and community through holistic, multidisciplinary health services

#### Strategies

- Increase the range of WHWS's complimentary and traditional health services.
- Engage women and families in the community who have not previously attended WHWS due to perceptions of services for vulnerable and disadvantaged clients.

#### Activities

- Rebrand WHWS holistic multidisciplinary full fee paying service as a service for all women in the community
- Highlight 'pay it forward' business model of this arm of the business.
- Target audience groups identified and appropriate communication methods adopted.
- Marketing to target audience, key stakeholders and referring partners
- Create a pool of consultants to undertake training and facilitation of fee for service WHWS events
- Partner to develop training for NGOs.

## 2. Outputs

- 2.1 Expanded services available at the Gosnells location
- 2.2 Income generated to cover WHWS overheads
- 2.3 Fee paying services at 90% client capacity
- 2.4 Improved visibility within the community.



# Strategic Objective Three

## Outcome

### Maintain an effective, innovative organisation

#### Strategies

- Maintain an effective organisation through competent governance, strategic partnerships, consumer-centred leadership and outcomes based organisational management.
- Promote and support opportunities for WHWS Members, Board, Volunteers and Staff to input into WHWS policy, research and advocacy activities.
- Create diverse income streams
- Investigate “Excellence Award” opportunities and foster innovation
- Ensure EAP is standard and is accessed annually by all staff.
- Attract and retain staff that are reflective of our community

#### Activities

- Develop social enterprise activities such as fee for service training, especially targeting the private health sector.
- Embed fundraising activities within WHWS core functions.
- Develop and implement a new WHWS Communication Strategy to direct media and marketing activities, and an Organisational Stakeholder Management plan including relationship management responsibilities
- Develop and implement new models of consumer engagement in service planning.
- Maintain an active voice in influencing policy directions in women’s health.
- Develop WHWS website to ensure it is user friendly, resource-rich and easy to navigate.
- Maintain constitution and incorporation style in alignment with external environment to optimise organisational effectiveness.
- Finalise review of WHWS’s policies.
- Support and align WHWS workforce skills and strategies.
- Develop WHWS’s Risk Management Framework

### 3 Outputs

- 3.1 Enhanced community understanding of the services WHWS offer.
- 3.2 Diverse streams of income to enhance WHWS’s sustainability and independence.
- 3.3 WHWS fundraising targets established and exceeded.
- 3.4 Robust governance framework and organisational structure maintained.
- 3.5 A robust outcomes reporting mechanism is developed with effective quantitative and qualitative performance indicators
- 3.6 Updated Constitution.
- 3.7 Demonstrable evidence of continuously improving WHWS Board effectiveness.



3.8 Client Satisfaction Surveys undertaken, demonstrating satisfaction with WHWS's performance and value.

3.9 5,000 social media "followers"