

LWHC Detailed Program and Services Strategic Plan 2013-2014/2014-2015

- **Health Priority 1: Lifestyle-related Chronic Disease** (NSW Health Framework for Women’s Health 2013)

Objectives	Activities	Performance Indicators	Time Frame	Who	Progress/Outcome
1. To promote women’s active participation in managing their own health across the life span through provision of healthy lifestyle information, programs and activities	1.1 Conduct group programs and workshops addressing a range of identified health priorities for women-diabetes, smoking cessation, cardio vascular health, physical exercise and falls prevention in older women	<ul style="list-style-type: none"> • Conduct minimum of 2 Diabetes multi session workshops with at least 1 workshop targeting at risk population e.g. Refugee women/Aboriginal women 	Annually	Health Promotion/Naturopath	
		<ul style="list-style-type: none"> • Conduct Healthy Heart Workshop 	Annually	Nurse Practitioner	
		<ul style="list-style-type: none"> • Provide physical activity based program for older women to increase muscle strength and balance to prevent falls e.g. Tai Chi for Health 	Ongoing		
		<ul style="list-style-type: none"> • % of women reporting increased skills & knowledge 	Annually		
		<ul style="list-style-type: none"> • % of women reporting lifestyle changes 	Annually		
		<ul style="list-style-type: none"> • Pilot multi session smoking cessation & support workshops targeting a priority population at risk 	2014/15	HP/Naturopath/HP Aboriginal Access/Nurse Pract/counsellor	

	<p>1.2 Conduct complementary holistic therapies clinic/s group/s prioritising women that experience the poorest health e.g. Aboriginal women, Refugee women addressing identified health priorities e.g. diabetes, chronic pain, obesity, nutrition, depression/anxiety, cardio vascular health & cancer</p>	<ul style="list-style-type: none"> • No and type of complimentary health clinics • No and type of group/s conducted • % of women presenting with chronic health/pain issues • % of women reporting lifestyle change/s 	<p>Annually</p> <p>Annually</p> <p>Annually</p>	<p>Naturopath/Acupuncture/Massage/Health Promotion</p>	
	<p>1.3 Conduct outreach services to Budyari Community Health Centre incl. complimentary health clinic/s, counselling, Aboriginal Access worker- addressing identified health issues- diabetes, liver health, diet & nutrition, tobacco AOD use, cardio vascular health etc</p>	<ul style="list-style-type: none"> • No of appointments Naturopath • % of women presenting with chronic health issues • % of women reporting lifestyle change/s • No and type of program/group • No of outreach sessions • % of women reporting increased knowledge 	<p>Annually</p> <p>Annually</p> <p>Annually</p> <p>Annually</p> <p>Annually</p>	<p>Clinical/counselling/HP Aboriginal Access worker</p> <p>Health Promotion/Counselling /Nurse Pract.</p>	

<p>2. Innovative Practice Develop quality innovative project/s program/s that address selected priority health issues and incorporate a gender analysis</p>	<p>1.4 Continue to provide women's health/healthy lifestyle programs in Centre and in outreach locations</p> <p>2.1 Investigate & develop a holistic gender informed program addressing obesity & trauma</p>	<p>and skills</p> <ul style="list-style-type: none"> • % of women reporting change/s in lifestyle • Report on progress incl. tertiary partner 	<p>2014/15</p>	<p>Manager/Nurse Pract/Counsellor/HP</p>	
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- **Health Priority 2 Mental Health & Social Well Being** (NSW Health Framework for Women’s Health 2013)

Objectives	Activities	Performance Indicators	Time Frame	Who	Progress/Outcome
1. To offer women safe opportunities for self development, healing and social development.	1.1 Conduct a quality individual counselling service providing crisis support, short and medium term counselling options.	<ul style="list-style-type: none"> ▪ 500 client sessions per year ▪ % of clients reporting improved psychological status/well being at conclusion of counselling (using GAF tool) ▪ % of clients reporting improved confidence & life skills ▪ % of clients reporting improved ▪ FTA < 10% ▪ No of booked appointments 	<p>Annually</p> <p>Annually</p> <p>Annually</p>	<p>Couns team</p> <p>Couns team/</p>	
	1.2 Promote & conduct therapeutic groups addressing key issues- effects of domestic violence on women and children, mental health, depression, substance misuse/abuse, grief & loss, refugee health, aging isolation & ill health	<ul style="list-style-type: none"> ▪ Conduct min 3 strength based group addressing identified health priorities ▪ 400 women attend groups ▪ % of participation retention rate ▪ % participants reporting improved confidence, learning new skills/positive change 	Annually	Counselling Naturopath/Nurse pract.	

2. To respond to women experiencing crisis related to mental health and/or AOD use with a focus on immediate safety and psycho-social needs	1.3 Provide quality individual counselling and therapeutic group program which is available in at least one language other than English.	<ul style="list-style-type: none"> • Min 1 Therapeutic group conducted • % of participants reporting improved confidence/coping skills 	Annually	Counselling tm/ all staff	
	2.1 operate a crisis walk in service for immediate assessment and/or referral by trained counsellors	<ul style="list-style-type: none"> • No of crisis/walk in assessment 	Annually	Counselling team	
	2.2 Provide short to medium term therapeutic counselling sessions addressing issues such as self harm, depression, D&A misuse/abuse, trauma and grief.	<ul style="list-style-type: none"> • % of counselling sessions • Provide min 2 therapeutic groups to increase knowledge, awareness/self healing • % of clients attending for DV/sexual assault/child sexual assault issues • Provide comprehensive training for staff in improving data recording • % of clients satisfied with counselling 	Annually	Counselling team	
			Annually		
			Annually		
		Tri-annually			

		service via 3 year needs analysis			
	2.3 Focus on the mental health of young women addressing issues such as bullying, social media, family/domestic violence, self harm, D& alcohol misuse/abuse, sexuality, body image, disordered eating	<ul style="list-style-type: none"> • Conduct min 2 strength based groups for on young women • % young women reporting increasing knowledge, skills • % young women reporting increase confidence and coping skills 	Annually	Couns. Team/nurse Pract.	
3. To conduct health education sessions/ programs which focus on emotional, mental and social wellbeing	3.1. Promote service availability amongst local service providers.	<ul style="list-style-type: none"> ▪ 10 sessions organized ▪ 100 women attend ▪ Feedback from participants ▪ % of positive feedback through service evaluation 	Annually	HP team/ Couns team	
4. Foster research initiatives which examine strengthening women's emotional and social resilience.	4.1 Develop research partnerships with other women's health Centres and Universities	<ul style="list-style-type: none"> ▪ Active participant in one research project 	Triennially	Couns team/ Centre staff	
5. To offer opportunities for creative expression applied to mental health and wellbeing.	5.1 Conduct groups/ projects which use creative expression as a process for exploration and development.	<ul style="list-style-type: none"> ▪ 1 groups conducted ▪ Attendance of 10 ▪ No. of projects undertaken 	Annually	Counselling/	
6. Innovative Practice- Develop program/s project/s incorporating gendered analysis on a selected mental	6.1 Investigate feasibility of project/program targeting service providers and implementing gender	<ul style="list-style-type: none"> ▪ Identify program partners ▪ Complete scoping paper 	2015	Counselling/HP/Nurse Pract/Complimentary therapists	

health/social well being issue that results in innovative responses to women mental health and Social Well being	analysis in service responses/provision to women and mental health/wellness				
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- **Health Priority 3 Reproductive & Sexual Health (NSW Health Framework for Women’s Health 2013)**

Objectives	Activities	Performance Indicators	Time Frame	Who	Progress/Outcome
1. To promote women’s active participation in managing their health through access to clinics providing appropriate reproductive and sexual health services with a focus on preventive health.	1.1 Operate free or low cost centre-based clinical services including medical/ alternative/ complementary therapies services.	<ul style="list-style-type: none"> ▪ 1200 clients use service per year. • 600 Pap smears (inclusive of follow ups) provided • 500 breast checks provided ▪ 80% of clients satisfied through 3 year surveys. ▪ 90% of avail. appointments filled ▪ Fail to attend rates: 10% 	Annually Annually Annually	Nurse Pract.	
	1.2 Promote specific reproductive/ sexual health issues and clinics with identified at risk groups e.g. Pap tests and breast checks with Refugee, CALD women, Aboriginal women, low income women, women 50-69 years, young women.	<ul style="list-style-type: none"> • 30% clinical clients are ‘at risk’/ have special needs. • % of first time screened accessing • % of under screened accessing • No of health information sessions conducted 	Annually Annually Annually Annually	Nurse Pract./ HP	
	1.3 Implement & monitor Maintain best practice	<ul style="list-style-type: none"> • All women with abnormal Pap smear 	Annually	Nurse Pract.	

	<p>follow up and recall system for women returning abnormal Pap smear results</p> <p>1.4 Provide access to pre-conception screening to improve the health of women planning to become pregnant/provide opportunity to identify women at risk of gestational diabetes etc.</p> <p>1.5 Provide Chlamydia screening to women 14-29 & where there has been a change in sexual partner</p> <p>1.6 Provide contraception information, counselling & assessment including Implanon insertion</p> <p>1.7 Increase participation of young women in sexual, gynaecological & reproductive health clinics</p>	<p>receive a reminder letter.</p> <ul style="list-style-type: none"> • No. of pre conception screening performed • No of women identified at risk • No of Chlamydia screens performed • % of Chlamydia cases identified & treatment commenced • No of Implanon insertions • % contraception client contacts • No of young women accessing Young Women's Clinic • No & type of sessions conducted 	<p>Annually</p> <p>Annually</p> <p>Annually</p> <p>Annually</p> <p>Annually</p>	<p>Nurse Pract.</p> <p>Nurse Pract.</p> <p>Nurse Pract.</p> <p>Nurse Pract.</p> <p>Nurse Pract./Counselling/HP</p>	
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	1.8 Increase access of LGBTI women to women's health clinics via identified strategies e.g. needs analysis and/or consultation with key services, stakeholders and consumers to identify and inform service promotion and access	<p>with young women e.g Cross Roads program, young women specific sessions</p> <ul style="list-style-type: none"> • Investigate feasibility of young women specific Expo • Conduct Sexual Health Week activity <ul style="list-style-type: none"> • Needs Analysis completed 	2014/2015 2014/2015	<p>Manager/HP/Nurse Pract/Counselling</p> <p>Counselling/HP/nurse pract.</p> <p>Counselling/Health Promotion</p>	
2. To promote informed choice and healthy behaviours through provision of information and education.	2.1 Conduct education sessions/ programs/ groups. Examples include: <ul style="list-style-type: none"> - Menopause - Osteoporosis - Menstruation - Breast health 	<ul style="list-style-type: none"> • 4 multi session programs • 15 Single information sessions • 300 attendances • 80% positive evaluations • 30% sessions 	Annually	Nurse Pract. / HP	

	<ul style="list-style-type: none"> - Natural approaches to health - Women's health (general) - Preventative health 	targeted at 'at risk' groups			
3. Innovative Practice- investigate and develop program/s project/s research to address selected reproductive and sexual health issues affecting women across the life span	Investigate feasibility of initiating evidence based research project in partnership with Sydney University to determine effective of gendered approach in promoting sexual health and safety related to the choices & practices of young women aged 14-24 with a view to increase participation rates in preventative health screening STI, contraception and counselling services in relation to self harm and risky behaviour tendencies	<ul style="list-style-type: none"> • Progress report 	2014/2015	Manager/ Nurse Pract./counsellor/HP	

- **Health Priority 4 Violence Against Women (NSW Health Framework for Women’s Health 2013)**

Objectives	Activities	Performance Indicators	Time Frame	Who	Progress/Outcome
1. To provide information, support, referral and counselling to women who are survivors of domestic violence, sexual assault or child sexual assault within a trauma informed framework	1.2 Provide quality drop-in / telephone support to women experiencing domestic violence/sexual assault/violence who make contact with the Centre	<ul style="list-style-type: none"> • % of women reporting domestic/family violence 	Annually	Counselling Team	
		<ul style="list-style-type: none"> • % of women reporting sexual violence e.g. sexual abuse/assault, adult survivors child sexual assault 	Ongoing		
		<ul style="list-style-type: none"> • Investigate partnerships to provide quality crisis case work to women reporting domestic/family violence 	Ongoing	Manager	
	1.2 Provision of therapeutic counselling addressing impacts of trauma/violence	<ul style="list-style-type: none"> • % presenting issues in counselling 	Annually	Counselling	
	1.4 Conduct best practice domestic violence support group open to women reporting domestic/family violence	<ul style="list-style-type: none"> • No of women attending DV support group 	Annually	Counselling	
		<ul style="list-style-type: none"> • % of women reporting increased knowledge 	Annually		
<ul style="list-style-type: none"> • % of women reporting positive change/s 		Annually			

	1.5 Provide up to date accessible printed information on violence related issues available in reception and targeting a range of women inc. CALD, Aboriginal & lesbian women	<ul style="list-style-type: none"> new resources on going agenda item at policy/staff/team meetings 	Ongoing	Admin support/HP/counselling	
2. To work collaboratively in providing integrated response to women who have experienced violence.	2.1 Participate in relevant committees, interagency and advisory groups related to integrated responses e.g. DV Liaison Committee, NSW Domestic Violence Death Review Team	<ul style="list-style-type: none"> Attendance of meetings 	Ongoing	Manager/counselling/HP/Aboriginal Access	
	2.2 Continue participation in consultations, recommendations, policy development, research and Parliamentary Inquiries into the responses and effects of domestic/family violence	<ul style="list-style-type: none"> No and type of activity 	Ongoing	Manager/staff	
3. To challenge community tolerance of violence against women.	3.1 Participate in community activities e.g. 16 Days for the Elimination of Violence against Women, Day of Action against Sexual	<ul style="list-style-type: none"> Activities attended 	Annually	Manager/staff	

	Assault & other relevant anti-violence campaigns				
4. To provide quality violence prevention program/s to reduce prevalence of violence against women	4.1 Participate in programs targeting young women/people	<ul style="list-style-type: none"> No and type of activity No of young women/people participants 	Annually	Counselling/nurse pract/ Aboriginal Access	
	4.2 Investigate and develop program/s project/s that influence attitudinal change e.g. challenging gender stereo types/gender inequality	<ul style="list-style-type: none"> Identify partners Scoping paper completed 	2014/2015	Manager/Counselling/nurs e pract.	
	4.3 Build on skills of staff in working with violence issues including adult survivors of CSA & DV.	<ul style="list-style-type: none"> Staff attendance training No staff accessing on line training e.g. Ask Lois 	Ongoing Annually	Manager	
5 Innovative Practice- investigate and develop research project, program/s addressing incidence of young women/domestic/family violence and sexual violence particularly in regards to social media		<ul style="list-style-type: none"> Identify partner/s Scoping paper completed 	2014/2015	Manager/staff	

- **Priority 5 Professional Development/Skills Transfer** (Incorporates National Women’s Health Policy, Goal Areas p112)

Objectives	Activities	Performance Indicators	Time Frame	Who	Progress/Outcome
1 Provide opportunities for students from a range of medical/ health related disciplines to promote gender based analysis of women’s health/social model health care & practice	1.1 Register EOI with relevant tertiary institutions to for student placements e.g. Medical faculties of UNSW, UWS, UTS, Nursing & Midwifery UWS, UTS	<ul style="list-style-type: none"> • No and discipline of students engaged in placement opportunity 	Annually	Manager/Nurse practitioner	
	1.2 Participate in partnership with SWSLHD in Pacific Midwives Leadership Program	<ul style="list-style-type: none"> • No of midwives hosted 	Annually	Manager/Nurse practitioner	
2 Promote importance and relevance of gender & social determinants of health in policy and practice related to women, women’s health and well being	2.1 Participate in and provide lectures to medical students, midwives in a range of tertiary institutions in relation to gender based analysis of women’s health, sexual and reproductive health, social model of health care	<ul style="list-style-type: none"> • No and type of presentation/lecture/works hop 	Ongoing	Nurse practitioner	
		<ul style="list-style-type: none"> • No of participants 	Annually		
	2.2 Participate in and provide lectures to students in a range of tertiary institutions in relation to gender base analysis of	<ul style="list-style-type: none"> • No and type of presentation/lecture/works hop • No of participants 	Annually	Manager/Counselling/nurse practitioner	
			Annually		

	<p>violence/domestic and family violence/sexual assault</p> <p>2.3 Delivery of conference paper presentations related to women and social issues that impact women's health and well being that promote gender informed practices to improve policies, practices, services and responses related to women/women's health and well being, gender equality</p>	<ul style="list-style-type: none"> • No and type of conference paper/presentation • No of participants • No of papers published 	Annually	Nurse practitioner/counselling/ Manager	
<p>3 Contribute to and build on the existing evidence based knowledge related to issues that affect women, women's health, wellbeing</p>	<p>3.1 Investigate selected issue/program/project for research</p> <p>3.2 Develop project proposal including identifying potential tertiary research partner/s</p>	<ul style="list-style-type: none"> • Participate in one research project 	Ongoing	Manager/staff	

- **Priority 6 Quality Improvement & Infrastructure**

Objectives	Activities	Performance Indicators	Time Frame	Who	Progress/Outcome
1 Monitor Continuous Quality Improvement (CQI) through best practice planning, evaluation methods	1.1 Participate in QIP process	<ul style="list-style-type: none"> • Signed Contract • Accreditation achieved 	2013/2014 2014	Manager/ Board of Management Manager/staff/BoM	
	1.2 Review and implement evidence based evaluation pro-forma for group programs including program record audit	<ul style="list-style-type: none"> • Evaluation completed • Program Record Audit conducted 	2014 Annually	Manager/staff Manager/staff	
	1.3 Conduct triennial Needs Analysis i.e. client satisfaction & service provider surveys.	<ul style="list-style-type: none"> • Needs Analysis (2014/2016) report produced and disseminated 	Triennially	Manager/Staff	
	1.4 Conduct Centre planning day/s- half year and yearly to monitor progress of KPI, identify emerging issues, revise goals	<ul style="list-style-type: none"> • Centre planning day/s held • Report tabled at BoM 	Annually	Manager	
	1.5 Provide access to quality external	<ul style="list-style-type: none"> • Suitably qualified supervisor under contract 	Ongoing	Manager	

	<p>clinical supervision</p> <p>1.6 Support staff in professional development opportunities</p> <p>1.7 Implement an annual staff appraisal system and work plan reviews in regular role supervision</p> <p>1.8 Ensure Client Files are maintained to best practice standard</p>	<ul style="list-style-type: none"> No of staff attending regular supervision Type of training attended Staff Appraisals completed Role supervision conducted Annual Client file Audit conducted 	<p>Annually</p> <p>Annually</p> <p>Annually Monthly</p> <p>Annually</p>	<p>Manager</p> <p>Manager</p> <p>Manager Manager</p> <p>Manager/staff</p>	
2 Maintain best practice data collection systems and processes to ensure accuracy and relevance	2.1 Continued participation in and use of WHNSW data base including training for staff on accurate data collection and recording	<ul style="list-style-type: none"> Statistical reports provided to staff via policy meetings, planning day/s No data training sessions conducted with staff 	<p>Ongoing</p> <p>Annually</p>	<p>Manager/Admin support</p> <p>Manager/Admin support</p>	
3 Effectively manage the Financial systems of the Centre	3.1 Monitor the implementation of the financial policy and procedures of Centre and legislative and funding body requirements.	<ul style="list-style-type: none"> Financial Reports tabled BoM each quarter Audit Report annually 	<p>Quarterly</p> <p>Annually at AGM</p>	<p>Manager/Financial Officer</p> <p>Manager/Financial Officer</p>	

	<p>3.2 Develop & monitor budget</p> <p>3.3 Oversee finances on quarterly basis</p> <p>3.4 Maintain a fortnightly payroll.</p> <p>3.5 Finances are audited and submitted to public scrutiny at an AGM and lodged with Fair Trading and funding body.</p> <p>3.6 Appropriate Insurances maintained</p> <p>3.7 Maintain an up to date assets register</p>	<ul style="list-style-type: none"> Financial reports tabled at BoM Annual budget drafted and approved Staff paid in accordance to industrial obligations AGM held statutory obligations fulfilled Risk Management conducted Assets register up to date 	<p>Quarterly</p> <p>Annually</p> <p>Ongoing</p> <p>Annually</p> <p>Annually</p> <p>Annually</p>	<p>Manager/Financial Officer</p> <p>Manager/Financial Officer</p> <p>Manager/Financial Officer</p> <p>Manager/Financial Officer</p> <p>Manager/Financial Officer</p> <p>Manager/Financial Officer</p>	
<p>4. To ensure that the Centre provides a safe and environmentally friendly work place for its staff.</p>	<p>4.1 Conduct a 6 monthly OH&S audit</p> <p>4.2 Monitor the effectiveness of the Centre's occupational health & safety policies and procedures.</p> <p>4.3 Monitor staff access strategies managing vicarious trauma</p>	<ul style="list-style-type: none"> Audit conducted Report tabled- staff meeting, BoM WH&S reviewed staff meeting/BoM Staff attend clinical supervision 	<p>Six monthly</p> <p>Six monthly</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Manager/staff</p> <p>Manager</p> <p>Manager</p>	

5. To ensure an effective governance through a skilled, accountable and active Board of Management	5.1 Review and distribute orientation manual to Board of Management members	<ul style="list-style-type: none"> • Orientation Manual updated and distributed 	2014	Manager	
	5.2 Investigate and develop best practice Board of Management recruitment and succession plan	<ul style="list-style-type: none"> • BoM recruitment and selection package implemented • BoM Succession plan developed 	2014/2015	Manager/BoM	
			2014/2015	Manager/ BoM	
	5.3 Conduct new BoM orientation session/s for new board members	<ul style="list-style-type: none"> • BoM orientation conducted as required 	Ongoing	Manager/Chairperson	
	5.4 Hold MC meetings on a 6 weekly basis	<ul style="list-style-type: none"> • No of BoM meeting held • No of BoM member in attendance 	Annually	Manager	
			Annually	Manager	