



STRATEGIC DIRECTION 2014 -2017



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Our Vision

Communities in which women are valued and are accessing the health care and health education that they need

Our Purpose

To improve women's health and wellbeing in the south west metropolitan region, prioritising the needs of women with the highest risk of poor health outcomes, through provision of services based on a social model of health.

Our Values

- Act **HONESTLY**, to encourage an environment of integrity and mutual trust;
- Be **ACCESSIBLE**, by providing affordable services and facilitating equal access to services for women regardless of age, ability, religion, culture, sexuality or socio-economic circumstances;
- Be **WOMEN-CENTRED**, by acknowledging women's individuality, their family and group affiliations and encouraging women to become equal and active partners in their health care; and
- Show **COMPASSION** by caring, offering empathy and providing adequate time in our interactions with women.

Our Goals

- To be a leader in the provision of high quality, specialist health and wellbeing services, including health promotion, prevention and treatment, for women by women.
- To provide a comfortable, friendly and professional setting, in which staff give time to listen and understand.
- To deliver services, with integrity, transparency, accountability and sustainability.
- To be responsive to community needs.

Focus on Women's Health and Wellbeing	Focus on sustainability	Focus on outcomes and Impact
<p>Strategic Objective One To provide health promotion, prevention and treatment services that improve women's physical and mental health and wellbeing</p>	<p>Strategic Objective Two To engage with the dynamic women's health environment in order to develop and grow sustainably</p>	<p>Strategic Objective Three To deliver positive outcomes for women's health and wellbeing</p>

Fremantle Women's Health Centre measures success through a Balanced Score Card Approach developed around a set of measures designed to meet our overall Objectives

Foreword from the Chair

Looking forward and envisioning a future is somewhat challenging and requires considerable collaboration and motivation to plan for it and achieve it. For Fremantle Women's Health Centre the past has provided a solid foundation on which to build and this strategic plan for 2014-2017 serves to reinforce that foundation whilst taking the organisation into the future. This plan reflects the collective wisdom of clients and their families, staff members, Board members, funders and other stakeholders.

In the development of this plan we have been supported by Lotterywest to engage external consultants Dee Roche and Jane Forward who encouraged us to think differently and assisted us to express our plans in a coherent manner. Considerable consultation involving key stakeholders included questionnaires, interviews and workshops. Discussion, analysis and observation have informed the strategic planning process. Thank you to everyone who has participated.

We have identified three strategic pillars that express our intentions and guide our actions for the period of the plan. As we implement this plan it is essential to acknowledge that it is the people of the organisation that make it happen. The enthusiasm of the staff and board members as they collaborated to produce this Strategic Plan was profound, and demonstrated a commitment and professionalism that augurs well for the future of the organisation. The planning occurred with our clients in the front of our minds at all times, and with complete awareness of our responsibilities to our funders.

The leadership of the Director is critical to successful outcomes from this Strategic Plan. The Board acknowledges the excellent outcomes achieved during the life of the preceding Plan under the leadership of the Director, Diane Snooks, and looks forward to working with her through the life of the 2014-2017 Strategic Plan.

Diedre Timms
30th June 2014.

Director's Report

This plan builds on the previous Strategic Plan which guided FWHC for the last three years. Our focus areas were women's health and wellbeing services; operational excellence and sustainability; relationships and partnerships; and marketing and communications. We achieved a great deal in all these areas.

There were new developments in health promotion, prevention and treatment services, in particular, a much expanded health promotion program, and the introduction of nurses' clinics and outreach services. All of these service developments utilised collaborations and partnerships with other organisations and facilitators and small grants to cover additional expenses.

FWHC successfully engaged with target groups of women - indigenous women, young women, women with young children, CaLD women, older women, disabled women, and carers.

FWHC continues to provide high quality and cost effective health services – clients reported high levels of satisfaction in annual client satisfaction surveys, feedback from referring agencies is very positive, and evaluations confirmed improved health and wellbeing.

A focus on good governance, involved recruitment of new board members according to the skill set required, and a board evaluation process that resulted in the development of new policies and processes. Sound financial management resulted in budget surpluses in each year. The auditor's governance and management letters confirmed appropriate and effective governance and financial processes were in place.

FWHC did particularly well at establishing formal partnerships and close working relationships with other organisations in order to extend the range and volume of services on offer from our premises and in the community. Strategic partnerships were built and maintained in the women's health sector to further the interests of women's health.

A very high percentage of self-referrals indicate that FWHC is well known in the region, having operated here since 1988, but considerable effort was made to further raise our profile – public relations and networking, rebranding, development of a website and Facebook page, and an ambassador project.

With the current strategic plan we have refreshed our charter so that our vision, purpose and values more precisely communicate what is unique about the services we provide. We have developed three new strategic objectives that set the priorities for the next three years and the key actions required to achieve them. The Board, management and staff, guided by our new Strategic Plan, will work hard to ensure that women in our region access the health care and health education that they need and that our services achieve improved health and wellbeing for our clients.

Diane Snooks

30th June 2014.

Who We Are

Improving Women's Health and Wellbeing

Fremantle Women's Health Centre (FWHC) is a not-for-profit community health centre for women living and working in the south west metropolitan region. We provide a range of health promotion, prevention and treatment services in the area of women's health. These include medical, nursing, physiotherapy, counselling, health education and group activities with a crèche facility for some groups and appointments. Staff and facilitators are experienced, caring, female health professionals – doctors, nurses, physiotherapist, counsellors and health educators.

Services are based on a social model of health that acknowledges that health is determined by a broad range of social, environmental, economic and biological factors. It recognises that differences in health status and outcomes are linked to gender, age, socio-economic status, ethnicity, disability and location.

FWHC is dedicated to women-centred care that aims to provide a safe environment in which women have access to a variety of health care and health education options provided by women. We respect women's individuality and encourage them to become equal and active partners in their health care.

Why a Strategic Plan?

This Strategic Plan sets out where we are, where we are going and how we plan to get there.

Our Vision describes our overall direction and a future we are striving to achieve. Our Purpose describes why we exist and what we do. We are committed to delivering the services that work. As such our Goals, measure how we are going. And finally our Values represent the ethical ideals we hold, which drive all that we do and the way that we want to do it.

How our Strategic Plan was developed

With the assistance of a LotteryWest grant we were able to appoint external consultants who worked in partnership with us, to facilitate a rigorous and thorough strategic planning review and development process. Stakeholder input was a major consideration in developing this Strategic Plan. This included both interviews and surveys with our clients, staff, Board and funders. There exists a visible alignment with what each stakeholder told us and the decisions contained within the final plan.

A phased approach was deployed and saw us consult existing data and collect new opinion, all of which cumulated into a two day workshop in which enduring analysis and decision making tools were applied.

We are extremely proud that an overwhelming key theme from the stakeholder consultation was a request for more, and as such the 2014 Strategic Plan details our intent to grow and expand our services.

Our Values

Our values underpin all that we do and represent the ethical way from which we provide service.

Act **HONESTLY**, to encourage an environment of integrity and mutual trust;

Be **ACCESSIBLE**, by providing affordable services and facilitating equal access to services for women regardless of age, ability, religion, culture, sexuality or socio-economic circumstances;

Be **WOMEN-CENTRED**, by acknowledging women's individuality, their family and group affiliations and encouraging women to become equal and active partners in their health care; and

Show **COMPASSION** by caring, offering empathy and providing adequate time in our interactions with women.

Our Vision, Purpose and Goals

<p>Our Vision (what we aspire to be)</p>	<p>Communities in which women are valued and are accessing the health care and health education that they need.</p>
<p>Our Purpose (the reason we exist)</p>	<p>To improve women’s health and wellbeing in the south west metropolitan region, prioritising the needs of women with the highest risk of poor health outcomes, through provision of services based on a social model of health.</p>
<p>Our Goals (the desired result)</p>	<ul style="list-style-type: none">• To be a leader in the provision of high quality, specialist health and wellbeing services, including health promotion, prevention and treatment, for women by women.• To provide a comfortable, friendly and professional setting, in which staff give time to listen and understand.• To deliver services with integrity, transparency, accountability and sustainability.• To be responsive to community needs.

Strategic Focus

In fulfilling our Charter, the strategy focuses around three priority themes that could impact on our services over the next three years and beyond. To bring our themes to life, we have developed three objectives, to which our Vision and Values are fundamentally aligned. These objectives are

1. To provide health promotion, prevention and treatment services that improve women’s physical and mental health and wellbeing
2. To engage with the dynamic women’s health environment in order to develop and grow sustainably
3. To deliver positive outcomes for women’s health and wellbeing

These objectives will be key drivers in achieving successful outcomes for the women we partner with.

We will measure our success from four perspectives:

Clients	How we create value for our clients; and how we continuously improve our level of service
Financial	How we add value for our clients while controlling costs and how we provide a balanced approach to investment in a full range of services
Internal Business Processes	How we improve and excel in our joint business processes
Learning and Growth	How we build our people and system capacity to meet future needs

Our Strategic Objectives

Strategic Theme: Focus on women's health and well being

Strategic Objective One: To provide health promotion, prevention and treatment services that improve women's physical and mental health and well being

Driving Statement: We are committed to providing a range of high quality services that identify and respond to the diverse health needs of women in the south west metropolitan region

Key actions How we will achieve the objective	Key Measures We will know we have achieved the objective by	When		
		Yr1	Yr2	Yr3
1. Maintain current level of service provision	<ul style="list-style-type: none"> The number of services we provide and the number of women we see is maintained 	√	√	√
2. Build capacity to meet increasing demand	<ul style="list-style-type: none"> We are seeing more women 	√	√	√
	<ul style="list-style-type: none"> Women wait less time for an appointment 	√	√	√
	<ul style="list-style-type: none"> Women tell us that we are meeting their needs 	√	√	√
3. Identify changing demand and build capacity to meet it	<ul style="list-style-type: none"> Changing demands identified 	√	√	√
	<ul style="list-style-type: none"> New initiatives developed to build capacity to meet changing demand 			√
4. Develop new services to meet needs of identified groups – most at risk of poor health outcomes	<ul style="list-style-type: none"> At risk groups of women identified 	√	√	√
	<ul style="list-style-type: none"> We are running more services for at risk groups of women 		√	√
	<ul style="list-style-type: none"> These new services are well attended and the women tell us that we are meeting their needs 			√
5. Be innovative and provide leadership in women's health sector practice	<ul style="list-style-type: none"> Unique services are developed and promoted 	√	√	√
	<ul style="list-style-type: none"> We are consulted regarding our expertise in women's health care 	√	√	√
6. Recruit and retain high quality staff	<ul style="list-style-type: none"> Staff levels are adequate for service provision 	√	√	√
	<ul style="list-style-type: none"> Suitably qualified and experienced staff are recruited and retained 	√	√	√
	<ul style="list-style-type: none"> Staff reflect organisational values 	√	√	√

Our Strategic Objectives

Strategic Theme: Focus on sustainability

Strategic Objective Two: To engage with the dynamic women's health environment in order to develop and grow sustainably

Driving Statement: We are committed to developing and growing resources in a sustainable way to meet demand whilst managing those resources effectively and efficiently

Key actions How we will achieve the objective	Key Measures We will know we have achieved the objective by	When		
		Yr1	Yr2	Yr3
1. Proactively advocate and articulate the importance of women's health issues and the social determinants of health	• The profile of women's health is raised	√	√	√
	• The profile of FWHC is raised	√	√	√
2. Develop opportunity pathways	• Partnerships are developed	√	√	√
	• Revenue opportunities explored	√	√	√
	• We have added new revenue streams to our budget			√
3. Build an evidence base for services (Research and Development)	• Information on research needs and institutions is gathered	√	√	
	• We have developed formal partnerships with tertiary institutions and/or consultants to undertake research			√
4. Maintain governance best practice	• Budget compliance is achieved	√	√	√
	• Board has engaged and appropriately skilled board members	√	√	√
	• Board evaluation outcomes are achieved	√	√	√

Our Strategic Objectives

Strategic Theme: Focus on outcomes, impact and improvement

Strategic Objective Three: To deliver positive outcomes for women’s health and well being

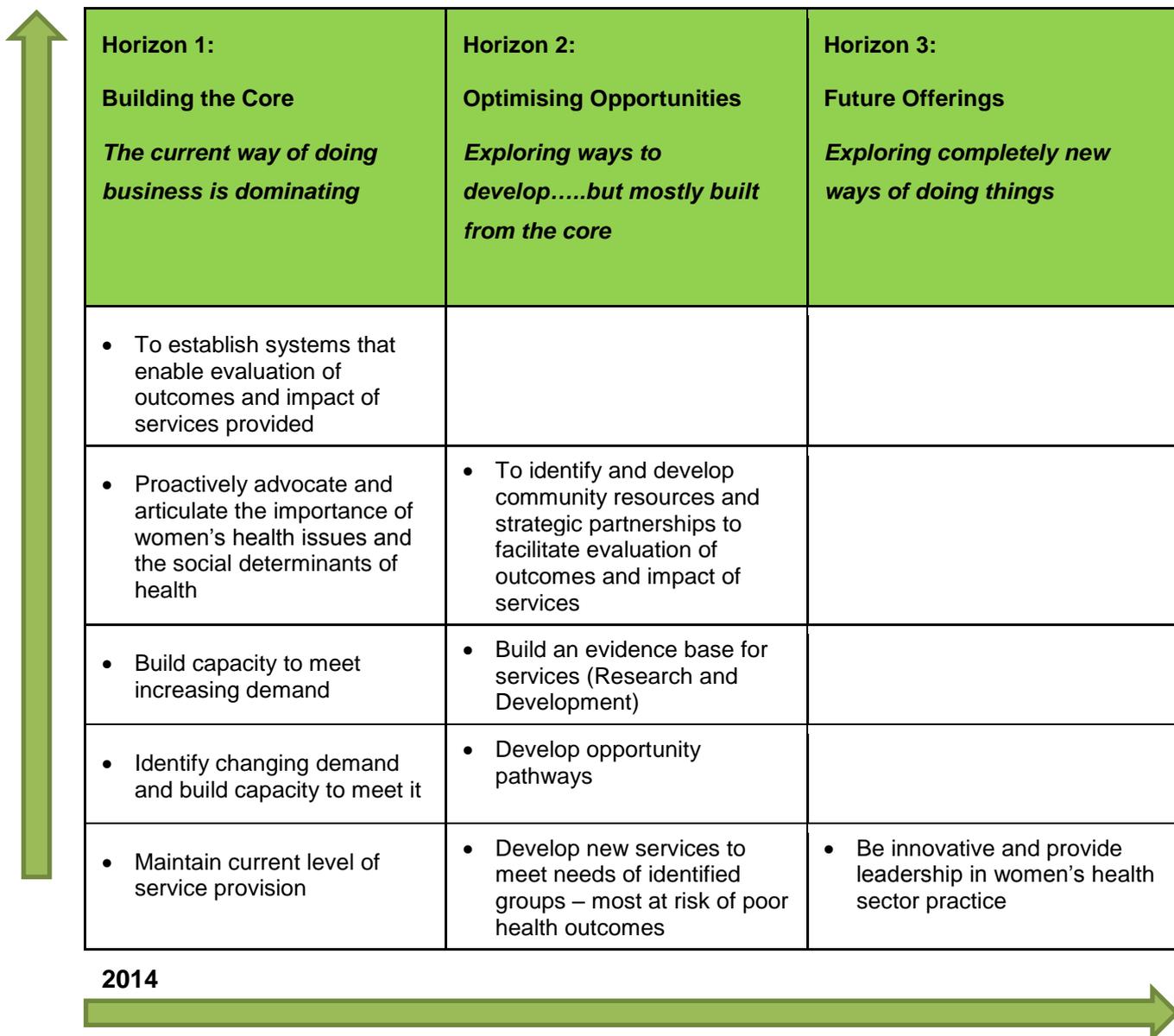
Driving Statement: We are committed to achieving positive health and wellbeing outcomes and improvement for women, by monitoring the effectiveness of services through appropriate evaluation

Key actions How we will achieve the objective	Key Measures We will know we have achieved the objective by	When		
		Yr1	Yr2	Yr3
1. To establish systems that enable evaluation of outcomes and impact of services provided	• Outcomes are identified	√		
	• Our evaluation systems provide us with accurate measures on outcomes for clients		√	√
	• We use recognised and endorsed measurement tools	√	√	√
	• We communicate our evaluation outcomes to our stakeholders			√
2. To identify and develop community resources and strategic partnerships to facilitate evaluation of outcomes and impact of services	• Potential partnerships are identified	√		
	• Partnerships are developed with organisations/ universities that can facilitate the development of evaluation tools and undertake evaluation of longer-term outcomes		√	√
3. To use evaluation data to achieve improvement and future planning	• A continuous improvement approach to service delivery and planning is adopted	√	√	√

Balance Score Card

Balanced Score Card Perspective	Focus	Strategic Objective Alignment	Key Performance Indicators
Financial	Focus on sustainability	To engage with the dynamic women's health environment in order to develop and grow sustainably	Development of opportunity pathways
Client	Focus on outcomes and impact	To deliver positive outcomes for women's health and well being	Outcome and impact data
	Focus on women's health and well being	To provide health promotion, prevention and treatment services that improve women's physical and mental health and well being	Expansion of service
Business Process	Focus on outcomes and impact	To deliver positive outcomes for women's health and well being	Adoption of evaluation systems
	Focus on sustainability	To engage with the dynamic women's health environment in order to develop and grow sustainably	Build on evidence base
Learning & Growth	Focus on women's health and well being	To provide health promotion, prevention and treatment services that improve women's physical and mental health and well being	Capacity development

Strategic Objectives Time Horizon



Horizon 1: Building the Core <i>The current way of doing business is dominating</i>	Horizon 2: Optimising Opportunities <i>Exploring ways to develop.....but mostly built from the core</i>	Horizon 3: Future Offerings <i>Exploring completely new ways of doing things</i>
<ul style="list-style-type: none"> To establish systems that enable evaluation of outcomes and impact of services provided 		
<ul style="list-style-type: none"> Proactively advocate and articulate the importance of women's health issues and the social determinants of health 	<ul style="list-style-type: none"> To identify and develop community resources and strategic partnerships to facilitate evaluation of outcomes and impact of services 	
<ul style="list-style-type: none"> Build capacity to meet increasing demand 	<ul style="list-style-type: none"> Build an evidence base for services (Research and Development) 	
<ul style="list-style-type: none"> Identify changing demand and build capacity to meet it 	<ul style="list-style-type: none"> Develop opportunity pathways 	
<ul style="list-style-type: none"> Maintain current level of service provision 	<ul style="list-style-type: none"> Develop new services to meet needs of identified groups – most at risk of poor health outcomes 	<ul style="list-style-type: none"> Be innovative and provide leadership in women's health sector practice

2014



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