

# STRATEGIC PLAN

## 2011 – 2014

### Our Vision

**A society that values, respects and embraces diversity.**

### Our Mission

To work in partnership with targeted communities to promote health and well being that enhances the capacity of individuals to achieve quality of life and reach their full potential.

Our target communities include:

- people living with HIV and/or viral hepatitis; (PLHIV / PLVH)
- gay men and other men who have sex with men; (Gay Men and MSM)
- people who inject drugs; (PWID)
- culturally and linguistically diverse (CALD) communities adversely affected by, or at increased risk of, HIV and viral hepatitis;
- other people at risk of HIV and/or viral hepatitis; and
- lesbian, gay, bisexual, transgender and intersex (LGBTI) communities.

## Guiding Principles

1. Understanding that the health and wellbeing of individuals includes their physical, mental and social health needs;
2. Promoting an inclusive environment where people are able to reach their full potential;
3. Utilising a health promotion framework and harm reduction approach; and
4. A commitment to ongoing continuous quality improvement.

## Strategic Goals

### 1. Community Engagement and Capacity Building

TasCAHRD engages with the community on a variety of levels. This includes conducting projects in partnership with specific community stakeholders as well as broader awareness raising activities targeting the whole Tasmanian community. TasCAHRD works with individuals and groups to support them in developing greater capacity to respond to their own needs and make informed choices.

	Strategies	Indicators
1.	Increase the participation of our target communities in the development and delivery of services and education.	<ol style="list-style-type: none"> <li>1. Relevant community participation in the planning of our work;</li> <li>2. The number of projects developed and delivered that have involved community participation;</li> <li>3. Participant evaluations indicates effectiveness; and</li> <li>4. The capacity of individuals is increased.</li> </ol>
2.	Strengthen relationships with the relevant CALD communities in Tasmania to minimise the impact of blood-borne viruses.	<ol style="list-style-type: none"> <li>5. TasCAHRD participation in relevant CALD networks and events;</li> <li>6. CALD community participation at TasCAHRD related events; and</li> <li>7. CALD community representation in TasCAHRD's planning processes, such as Program Advisory Groups.</li> </ol>
3.	Increase the Tasmanian community's awareness and knowledge of the issues affecting our target communities to reduce discrimination and stigma.	<ol style="list-style-type: none"> <li>8. Public awareness campaigns have been conducted; and</li> <li>9. Positive media take up and promotion of relevant issues.</li> </ol>

## 2. Shared Responsibilities and Collaborations

TasCAHRD believes that no one service can meet all the needs of an individual or community. Working in partnership with the relevant community or individual as well as forming strong, collaborative relationships with other organisations is important for effective outcomes.

	Strategies	Indicators
1.	Redefine our role in the community and work in an open and transparent manner.	1. Target communities understand the role of TasCAHRD; 2. Clients understand their rights and responsibilities when accessing TasCAHRD services; and 3. Information about TasCAHRD is easily accessible.
2.	Identify new, and strengthen existing relationships that enhance our capacity to work with our target communities.	4. Opportunities for relevant partnerships and collaboration have been acted upon; and 5. Partnerships reflect shared responsibilities and collaborations across various programs.
3.	Provide support to relevant external projects that align with our core business.	6. Number of projects identified and supported; and 7. Support provided has been of benefit.
4.	Strengthen alliances with national and interstate partners.	8. Memberships of relevant national bodies; 9. Evidence of joint projects; and 10. Greater Tasmanian representation in national research.

## 3. Client Advocacy and Service Delivery

Individual and systemic advocacy continue to be an important role for TasCAHRD. The development of appropriate services, targeting individuals and communities will continue to be a key function of TasCAHRD. Services include those encompassing advocacy, support and education.

	Strategies	Indicators
1.	Build strategic alliances so as to influence public and organisational policy so as to reduce inequities in service delivery and accessibility.	1. Number of policies identified and relevant submissions effecting change; 2. Identified barriers to equitable access that have been removed; and 3. Target communities are satisfied with and have access to the services required.
2.	Respond to the changing needs of our target communities to ensure the most appropriate services are available.	4. Clients have contributed to the development of projects and services; 5. Services have been monitored and reviewed; and 6. High levels of client satisfaction with services.
3.	Utilise a model of case management that articulates the role of TasCAHRD's staff in relation to client support, advocacy and community development.	7. A 'chronic disease self management' approach is utilised; 8. Service data indicates positive client outcomes; and 9. Satisfaction surveys demonstrate clients are very satisfied with the services provided.
4.	Monitor relevant state and national data to inform community education and health promotion priorities.	10. Shifts in Tasmanian epidemiology indicate a positive impact of health promotion strategies; and 11. Services provided are in line with shifts in trends.

#### 4. Governance, Leadership and Growth

TasCAHRD has strong foundations and established governance structures and is committed to continuous quality improvement. TasCAHRD will endeavour to build on this foundation to maximise its capacity to respond to existing and new issues effecting its target communities.

	<b>Strategies</b>	<b>Indicators</b>
1.	Diversify and expand the funding base of the organisation.	1. Financial goals are established and attained; 2. Long term fundraising strategy is in place; and 3. The number and variety of funding submissions submitted and obtained.
2.	Be an employer of choice and maintain a highly skilled and well-supported workforce, paid and unpaid.	4. Remuneration is commensurate with skills sought; 5. Performance monitoring processes are in line with best practice; 6. Unpaid workforce is valued, appropriately trained and supported; and 7. Succession plans are in place for key positions within the organisation.
3.	Use resources efficiently.	8. Assets of the organisation are of a high standard and well maintained; and 9. Annual budgeting processes are robust and monitored.
4.	Be a leader and promote and offer our knowledge and expertise.	10. Government and media are responsive to, and seek appropriate input from, TasCAHRD; and 11. Accreditation status is maintained or improved.
5.	Remain resilient and responsive to change.	12. The name of the organisation has been reviewed and changes made accordingly; 13. Opportunities to introduce new services have been explored and acted upon as appropriate; and 14. Client and stakeholder have been consulted to inform service planning.

TasCAHRD uses Operational Plans and a Board Work Plan to implement the Strategic Plan. These are developed on an annual basis. Program staff are required to report against the Operational Plan on a quarterly basis.

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