



# HEALTHY, SAFE, EMPOWERED AND THRIVING

STRATEGIC PRIORITIES 2023 - 2028

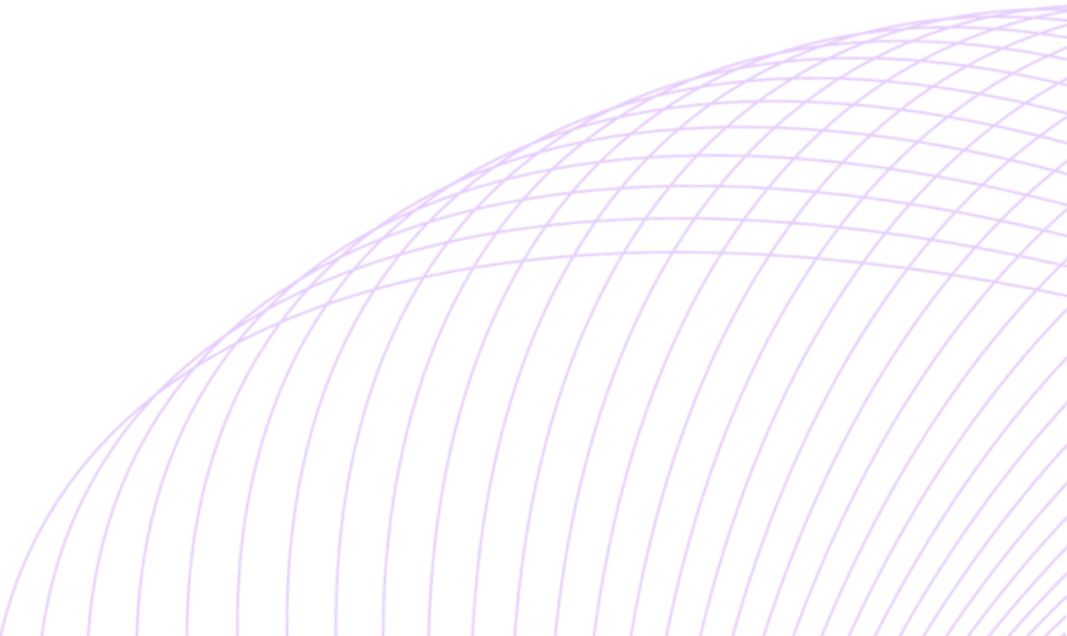
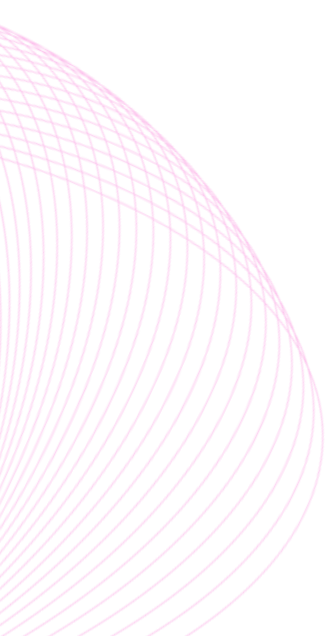


Leichhardt Women's Community Health Centre (LWCHC) acknowledges and pays respect to the Gadigal and Wangal people of the Eora Nation as the Traditional Custodians of the land on which we work. We acknowledge the continuation of cultural and spiritual practices of Aboriginal and Torres Strait Islander peoples. LWCHC supports The Uluru Statement From the Heart.

LWCHC is committed to embracing diversity and eliminating all forms of discrimination in the provision of health services. LWCHC welcomes all women irrespective of ethnicity, mental health, history of suicidality, drug use, faith, sexual orientation, or gender identity.

# TABLE OF CONTENTS

- About Us.....4-6
- Delivery of the Strategic Plan.....7
- Our Strategic Framework.....8
- Strategic Objectives, Goals, Aims.....9
- Our Strategic Objectives/Aims/Goals 2023 – 2028.....10-13



# ABOUT US

## OUR INTENTION

This document is driven by the needs and voices of women in our community and confirms our promise to them. The document guides our work and articulates our vision, goals and commitment to our purpose.

Our strategic intention is to always be led by the needs and choices of women, work with others committed to our purpose and to never compromise on quality care and support. Our activities and work are guided by the outcomes and impact we seek to deliver.

## OUR VISION

All women in our community are **healthy, safe, empowered and thriving.**

## OUR PURPOSE

Leichhardt Women's Community Health Centre's (LWCHC) purpose is to provide choice, knowledge, connection and skills to women through the provision of high-quality professional health care, education and support services in an inclusive and safe environment.

## OUR VALUES

### FEMINISM

We believe in all genders having equal rights and opportunities. We work to level the playing field between genders, to ensure that diverse women have the same opportunities in life available to men

### RESPECT

Respecting diverse women's experiences, identities, knowledge and strengths, and using that lived experience to empower all women. Validating women's stories through empathy, trust and safety

### COLLABORATION

Working collaboratively to build and maintain partnerships with the purpose of championing social justice, equality and equity

### CHOICE

Quality, accessible and inclusive care choices for women delivered through trauma informed, evidence based models of care

# WHO WE ARE

LWCHC was Australia's first Women's Health Centre established in 1974 and has been a leader and innovator in the development and delivery of affordable, holistic, gender and trauma informed health care services for 50 years. We are an accredited service run by women for women. LWCHC is part of a network of womens health centres across NSW (Women's Health NSW).

Our multi-disciplinary team offers wrap-around health, education, and support services, including mixed-billing medical clinics specialising in women's health, complementary health clinics including acupuncture and naturopathy, generalist and drug & alcohol counselling, on-site and outreach health education programs, dance movement, yoga and art therapy groups, and community health education and support programs specifically for Vietnamese women. Our services emphasise preventative health and empower women to participate in their own informed health care and related life decisions, providing information that improves health literacy and promotes healthy lifestyle choices.

Our specialised state-wide service called Women Partners of Men who Have Sex with Men offers individual counselling and group support, as well as capacity building and training for other health professionals, health information and research and seeks to reduce stigma and influence health policy.

We are a proactive presence in the community, partnering with other organisations to broaden our impact, integrate services, and empower women to improve their health, personal and social wellbeing, and safety. LWCHC further assists women to thrive and have meaningful, fulfilling lives through collaboration with government, non-government, business, health, welfare, education, justice and housing sectors.

Our centre is funded by NSW Health, Sydney Local Health District for three grant programs: Women's Health, Drug and Alcohol Counselling and Women Partners of Men who have Sex with Men Service.

LWCHC provides services across the inner west LGA. It is a culturally diverse area with 30% of women speaking a language other than English. While there are areas of affluence in the LGA there are also pockets of significant disadvantage, with the area experiencing significant challenges related to accessing housing and health services. This is due to a combination of high demand, scarcity of resources and high costs.



## OUR CLIENTS

LWCHC is operated by women, for women, and all cis and trans women are welcome here. We listen to women and advocate on their behalf and amplify their voices in the community and with policy makers.

We currently provide services to over 2500 women across the inner west LGA and the wider community. We offer continuity of care for women who are at risk of poorer health, or who have limited access to the mainstream health care system. Our priorities for access therefore include:

- Women with no or low income, or who are otherwise experiencing financial disadvantage, (including homelessness, and food insecurity);
- Women experiencing or escaping from domestic and family violence;
- Aboriginal and/or Torres Strait Islander women/First Nations women;
- Culturally and linguistically diverse women, including refugees and women with interim visas;
- LGBTQIA+ women and non-binary women;
- Women living with disabilities;
- Women living with chronic and complex health conditions, including mental health conditions, drug/alcohol and other addictions, chronic pain, and HIV;
- Women with complex trauma, including those experiencing systemic racism and transgenerational trauma;
- Women with complex caring obligations.
- Women Partners of Men who Have Sex with Men.
- Women who have been subject to sexual violence as a child or adult or both.

## OUR GOVERNANCE

LWCHC is an Incorporated Association and registered with the Australian Charities and Not-for-profit Commission (ACNC) as a Charity with Public Benevolent Institution status. We have an elected voluntary Board who are responsible for the governance of the Association. LWCHC is accredited through QIP by the Australian General Practice Accreditation Limited (AGPAL) - Royal Australian College of GP Standards 5th Edition 2022. We are part of a network of women's community health centres across NSW.

# DELIVERY OF THE STRATEGIC PLAN

The operating context for women's health and care services is shifting and the issues faced by women continue to impact on their health and wellbeing. Gendered violence, poverty, unpaid caring responsibilities, pay disparity, and old age poverty all have an impact on women's health across our State and local region. In developing this strategy we have relied on the experiences of women who use our services as well as key governmental strategies including but not limited to:

- The National Scheme's Aboriginal and Torres Strait Islander Health and Cultural Safety Strategy 2020-2025
- NSW LGBTIQ+ Strategy 2022-2027
- NSW Plan for Healthy Culturally and Linguistically Diverse Communities 2019-2023
- NSW Women's Health Framework 2019
- NSW HIV Strategy 2021-2025
- Inner West Council Strategic Plan entitled Our Inner West 2036
- NSW Government ICE enquiry 2022
- Domestic Violence NSW Strategic Plan 2021-2024
- NCOSS 2022-25 Strategic Plan
- Women's Health NSW Strategic Plan 2023-2026
- Central East Sydney Primary Health Network Needs Assessment 2024
- Multicultural Centre for Womens Health – Various Policy Positions and Submission

# OUR STRATEGIC FRAMEWORK

This Plan is not stand alone. The Plan aligns with our Theory of Change and our range of operational plans. The Strategy sets a direction and keeps us focussed on what matters most to our purpose.

**Engagement Strategy; How we work with Others**

**Theory of Change: The Impact we seek to make**

**Healthy, Safe, Empowered and Thriving: Strategic Priorities 2028**

**Annual Business Plan: Our work priorities**

**Clinical Governance Plan: evidence based service delivery**

**Human Resource/Staff Training Plan; Investing in our People**



# STRATEGIC OBJECTIVES, GOALS, AIMS

The Strategic focus is driven by the needs of women in our region, our purpose and the impact we want to have. Our strategic focus areas are:

## **1. Quality, accessible and inclusive care choices for women**

We seek to provide quality and accessible care and support choices for women in our community. Our services add value to the existing service system and are accessible to all women in our community.

## **2. Collaborations**

We seek to work with others to deliver good health and wellbeing outcomes. Over the next few years we will refine our collaborations and develop partnerships that bring about deep, lasting positive change for women.

## **3. Research and Evidence-Based Practice**

We will invest in research and help to build the evidence of community based women's health service models. We will partner with others and help build the body of evidence that will deliver better health and wellbeing outcomes for women, particularly in our Inner West community.

## **4. Organisation Sustainability and Governance**

We seek to develop a high performing, sustainable organisation through supporting our people and building better processes and systems.

# OUR STRATEGIC OBJECTIVES/AIMS/GOALS 2023 – 2028

Key Focus	Activities	Signs of Success/KPI's
<p>Quality, accessible and inclusive care choices</p>	<ul style="list-style-type: none"> <li>• Specialist GP consultations</li> <li>• Nurse clinics</li> <li>• Counselling</li> <li>• Complementary medicine</li> <li>• Support groups</li> <li>• Community education</li> <li>• Information and referral</li> </ul>	<ul style="list-style-type: none"> <li>• Our services meet all funding, accreditation and good practice benchmarks</li> <li>• Our client base increases</li> <li>• Numbers of people who access all our services and programs increase</li> <li>• Increase in diversity of women who access services and programs including ATSI, LGBTIQ+, CALD, refugee, older women</li> <li>• Women report high level of satisfaction with services and programs</li> <li>• Service delivery partners increase</li> <li>• A range of peer led programs delivered in collaboration with women with lived experience</li> </ul>

# OUR STRATEGIC OBJECTIVES/AIMS/GOALS 2023 – 2028 CONT.

Key Focus	Activities	Signs of Success/KPI's
Collaboration	<ul style="list-style-type: none"> <li>• Establish structures that engage women with lived experience in service delivery</li> <li>• Develop new and improve ways to engage with women and ensure their voice and engagement drives our service delivery</li> <li>• Plan, host and participate in a series of women's health information events and celebrations</li> <li>• Work with researchers to build evidence based, trauma informed practice models</li> <li>• Expand our networks and work with diverse women's groups on issues that impact on health and wellbeing in our region</li> <li>• Enter into partnership arrangements to deliver care and support</li> </ul>	<ul style="list-style-type: none"> <li>• Governance structure includes local women, with diverse lived experience</li> <li>• Advisory groups and committees are established to lead our work</li> <li>• Increase volunteering opportunities to engage local women in our Centre</li> <li>• A peer support and lived experience engagement model exists</li> <li>• Number of members and supporters increased</li> <li>• LWCHC team involved in over 30 health information and events and celebrations per annum</li> <li>• Extend our network of relationships within and beyond our region</li> <li>• LWCHC team takes an active role in forums on women's health and wellbeing needs – speak out with and on behalf of women</li> <li>• Increase in media (including social media) attention on our work and outcomes for women</li> </ul>

## OUR STRATEGIC OBJECTIVES/AIMS/GOALS 2023 – 2028 CONT.

Key Focus	Activities	Signs of Success/KPI's
<p>Research and evidence-based practice</p>	<ul style="list-style-type: none"> <li>• Establish robust and credible evaluation and feedback mechanisms</li> <li>• Collect and analyse data</li> <li>• Collect and champion womens stories and experiences with health care</li> <li>• Training and support to deliver evidence-based models of care</li> <li>• Partner with researchers on projects that promote accessible choices in health care</li> <li>• Participate in pilot programs that seek to improve care choices for women</li> </ul>	<ul style="list-style-type: none"> <li>• Our experience and relationships leveraged to promote evidence based models to funders and policy makers</li> <li>• Utilise demographic and social information and practitioner feedback to better understand our clients and their unmet needs.</li> <li>• Research leads to better practice</li> <li>• Research partnerships developed</li> <li>• Voice and experience of women evidenced in our work</li> <li>• LWCHC recognised for our services and support</li> <li>• Continue to host students from a range of disciplines</li> <li>• We grow our online presence and brand through our work</li> </ul>

## OUR STRATEGIC OBJECTIVES/AIMS/GOALS 2023 – 2028 CONT.

Key Focus	Activities	Signs of Success/KPI's
<p>Organisation Sustainability and Governance</p>	<ul style="list-style-type: none"> <li>• Undertake service review</li> <li>• Review service systems and processes</li> <li>• Maintain and support a specialist accredited team of health professionals to deliver centre programs</li> <li>• Support a development program for our community led Board and other engagement and governance structures</li> <li>• Review and improve the functionality of centre,</li> <li>• Identify alternative models of service delivery (e.g. tech based, virtual or outreach)</li> <li>• Explore business opportunities and collaboration with other sectors to achieve efficiencies and effectiveness</li> <li>• Understand and reduce our environmental impact</li> </ul>	<ul style="list-style-type: none"> <li>• Service review leads to sustainability, flexibility and growth opportunities.</li> <li>• Technology is better integrated into our service models</li> <li>• Board is skilled &amp; appropriately equipped to provide guidance and make decisions in line with ethical responsibility &amp; governance requirements</li> <li>• Stronger relationship with Women's Health Centres NSW is developed to support efficiency and effectiveness</li> </ul>



Leichhardt Women's  
COMMUNITY HEALTH CENTRE

## STRATEGIC PRIORITIES 2023 – 2028

Email: [info@lwchc.org.au](mailto:info@lwchc.org.au)

Website: [lwchc.org.au](http://lwchc.org.au)

Tel: 9560 3011

55 Thornley St

Leichhardt NSW 2040

Funded by NSW Health

We are a Public Benevolent Institution and  
donations are tax deductible

