



Strategic Plan

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From the Chief Executive Officer

Urgent action is needed to arrest the rising health, social and economic impact of viral hepatitis in Australia.

Over a quarter of a million people in Australia have been exposed to the hepatitis C virus and thousands more continue to be infected each year. The number of people dying as a direct result of their chronic hepatitis C infection is rising annually. The hepatitis C epidemic is not under control.

The work on assessing and addressing the needs of people with chronic hepatitis B has barely begun. The current lack of a national strategy for hepatitis B is hampering efforts to address this significant epidemic in a coordinated, concerted and comprehensive fashion.

Hepatitis Australia (previously known as the Australian Hepatitis Council) was incorporated in 1997 as the peak national community organisation to progress national action on issues of importance to people affected by hepatitis C. Our members are the eight state and territory hepatitis councils. Our history, funding and community links relate predominantly to viral hepatitis C. Increasingly we are extending our work to incorporate chronic hepatitis B.

This strategic plan has been developed with input from people affected by hepatitis C, our community partners and stakeholders. The plan defines our future directions to stem the growth and impact of viral hepatitis in Australia.

We will give particular attention in all areas of our work to addressing the needs of specific groups of people impacted disproportionately by viral hepatitis and to those most at risk of contracting hepatitis. These groups include: Aboriginal and Torres Strait Islander people, people from culturally and linguistically diverse backgrounds, people in custodial settings, people who inject drugs, and young people.



Helen Tyrrell

Our vision

A nation free of new cases of viral hepatitis. A society which is mindful of and responsive to the needs of those affected by viral hepatitis.

Our mission

To provide national leadership and advocacy on viral hepatitis and support partnerships for action to ensure the needs of Australians affected by or at risk of viral hepatitis are met.

Outcomes in relation to viral hepatitis that we are working to achieve

- Community understanding is high
- New infections are rare
- Barriers to treatment uptake are eliminated
- Quality services are easily accessible, wherever people live
- Support networks are strong
- Stigma and discrimination are eradicated

What we do

Hepatitis Australia strives to achieve six key goals in addressing the viral hepatitis epidemic:

- Alert the nation to the urgency for action
- Influence decision makers to ensure effective policy and action
- Connect with affected communities
- Link people to quality information
- Build national partnerships and cooperative action
- Build a strong, innovative and well governed organisation

The way we work

- We are responsive to the needs of people with viral hepatitis
- We collaborate with people and organisations that share our goals
- We value cultural diversity and promote equality
- We respect the cultures, traditions, views and ways of life of Aboriginal and Torres Strait Islander people
- We are professional and ethical in our work
- We are innovative thinkers and take bold steps to make real gains

Goal 1

Alert the nation to the urgency for action

Community awareness raising around viral hepatitis will be a major priority for our work. We will alert the nation to the urgent action needed to prevent new cases and the serious implications for individuals and Australia if this does not occur. To support those living with chronic viral hepatitis we will work to change community attitudes to viral hepatitis, reduce the attached stigma and create a positive, collective and comprehensive response.

Strategies	Priorities for next period
Build strong relationships with the media to expand and improve the quality of coverage of viral hepatitis	<ul style="list-style-type: none">• Give higher priority to media work to ensure greater and more accurate coverage• Develop and deliver clear, consistent and strong media messages for all audiences• Use personal stories in mainstream media to counter fear and discrimination and build empathy and understanding• Establish a viral hepatitis journalism award to improve the quantity, quality and regularity of reporting• Provide information to the media on preferred terminology and language
Initiate and implement awareness campaigns and projects	<ul style="list-style-type: none">• Campaign for and influence the content of a national public awareness and education campaign• Take the lead in coordinating annual National Hepatitis C Awareness Week• Ensure our web site includes current, accurate information and commentary of interest to the media and public

Goal 2

Influence decision makers to ensure effective policy and action

We will work to increase our capacity to influence national policy and action and to put viral hepatitis on the agenda as a serious and urgent health priority which requires workable and effective policy and sound investment.

Strategies	Priorities for next period
Develop policies to clearly articulate the systemic changes needed for an improved response	<ul style="list-style-type: none">• Develop, distribute and promote position statements
Build the organisational profile of Hepatitis Australia as a leader in viral hepatitis	<ul style="list-style-type: none">• Develop and implement a brand plan which builds the visibility, credibility and national profile of Hepatitis Australia
Build strong relationships with decision makers and opinion leaders to encourage effective action and ensure the interests of people with viral hepatitis are heard and addressed	<ul style="list-style-type: none">• Annually determine the key priorities for focussed action in the next period and develop a communication plan to influence positive action in each area• Strategically participate in national working groups and committees addressing our priorities.• Make submissions, respond to inquiries and prepare papers as necessary to advance issues relevant to viral hepatitis.

Goal 3

Connect with affected communities

We will hear and respond to the voices of affected individuals and groups whose needs will drive our work. We will create opportunities for affected people to speak on their own behalf.

Strategies	Priorities for next period
Strengthen the direct connections between Hepatitis Australia and individuals affected by viral hepatitis	<ul style="list-style-type: none">• Facilitate and enhance the participation of the community board members in the work of Hepatitis Australia• Facilitate and enhance the participation of the community reference group in the work of Hepatitis Australia• Develop new avenues for people affected by viral hepatitis to share their ideas, views and stories
Provide opportunities for people affected by viral hepatitis to speak on their own behalf	<ul style="list-style-type: none">• Nominate individuals affected by viral hepatitis to decision-making bodies and forums• Facilitate the participation of people with viral hepatitis in media work and conference presentations

Goal 4

Link people to quality information

We will ensure individuals, organisations and the media have access to high quality and current information on viral hepatitis.

Strategies	Priorities for next period
Provide access to quality and accurate information	<ul style="list-style-type: none">• Further develop the website to provide a hub of quality information, resources, news, commentary and links to service providers• Ensure that quality information of interest to key population groups is available and accessible
Improve the capacity of the community workforce to deliver accurate, consistent and up to date information on viral hepatitis	<ul style="list-style-type: none">• Link the viral hepatitis community workforce to accurate information and commentary on topical issues via the website.• Develop online tools to assist the community workforce to deliver viral hepatitis education• Provide workshops, forums and conferences to extend and improve the knowledge of the community workforce.

Goal 5

Build national partnerships and cooperative action

We will enhance our leadership role and build strategic national partnerships to ensure powerful, coordinated action on viral hepatitis.

Strategies	Priorities for next period
Build active and effective strategic national partnerships with other organisations	<ul style="list-style-type: none">• Develop collaborations with other relevant organisations to advance work with priority populations• Continue to support the National Resource Network• Collaborate with other national hepatitis organisations, individually and collectively to progress action on key priorities
Influence the development and dissemination of research on viral hepatitis	<ul style="list-style-type: none">• Strategically participate in national research centre committees and working parties to influence the research agenda• Provide regular opportunities to assist the translation of research findings into the practice of community workers• Seek independent funding for strategic research focussed on the impact of viral hepatitis on the nation to inform future action

Goal 6

Build a strong, innovative and well governed organisation

We will be a well run, innovative and sustainable organisation. We remain committed to a healthy, supportive organisational culture and the development of our staff.

Strategies	Priorities for next period
Ensure board performance meets or exceeds contemporary corporate governance practices	<ul style="list-style-type: none">• Ensure appropriate induction of new board members• Support formal governance training• Conduct board evaluations to inform and support performance improvements
Ensure financial sustainability and security for the ongoing work of the organisation	<ul style="list-style-type: none">• Develop and implement strategies to expand and diversify Hepatitis Australia's funding base.
Maintain an environment that continuously supports, values and invigorates staff and develops capacity to deliver innovative results	<ul style="list-style-type: none">• Support the individual development needs of staff• Develop a process for translating innovative staff ideas into achievable projects• Foster a supportive, cooperative and productive team culture
Regularly evaluate all aspects of the organisation to ensure performance continually improves	<ul style="list-style-type: none">• Regularly evaluate staff performance and provide constructive feedback• Conduct staff surveys and take appropriate action• Periodically seek the views of stakeholders on our role and performance

