OUR VISION

Our vision is for all people to have high quality reproductive and sexual health.

OUR MISSION

To enhance the reproductive and sexual health and rights of our communities by supporting all people to have control over and decide freely on all matters related to their reproductive and sexual health throughout their life.

OUR VALUES

- **Human rights focus** - promoting the rights of all people to reproductive and sexual health
- **Integrity** - maintaining a strong ethical base, being accountable and transparent
- **Inclusiveness** - valuing and respecting diversity without judgement
- **Equity of access** - ensuring access to our services for all, including priority populations
- **Client centred** - placing the needs of the whole person at the centre of our work
- **Commitment to excellence** - ensuring high standards in all our work

OUR PRINCIPLES

- Focusing on the whole person throughout their lifespan
- Working in collaboration and through partnerships to strengthen our services and programs
- Being advocates for the community
- Developing and using best practice and evidence-based approaches
- Designing and delivering optimal services to the community
- Promoting freedom of choice which reflects individual differences and preferences
- Building the capacity of our organisation, and the skills of other professionals and the community
- Promoting professionalism and continuous improvement in our ways of working
- Fostering innovation and creativity in our work
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INTRODUCTION

WELCOME TO OUR
STRATEGIC PLAN 2014 - 2018

Since 1926 Family Planning NSW has been committed to the reproductive and sexual health and rights of individuals, families, high need groups and the broader community.

We fight for priority populations, including young people; those living in rural and remote communities; lesbian, gay, bisexual, transgender and intersex (LGBTI) people; Aboriginal and Torres Strait Islanders; people with disability; and people from culturally and linguistically diverse (CALD) backgrounds.

Our focus adapts rapidly to areas of emerging need. We have been increasing our services in the Asia Pacific region where reproductive and sexual health needs are great. Working with overseas governments, NGOs and communities, our goal is to see ongoing improvement in reproductive and sexual health policy, services and knowledge across the region as well as build key relationships to assist us in being an effective international partner.

In Australia, Family Planning NSW works in active collaboration with a network of community, NGO, private sector and government organisations. We value these and future partnerships, and will continue to invest in their effectiveness to enhance our capacity.

Our bar is high to ensure we strengthen our role as a leading provider of reproductive and sexual health services and a best practice model for NGO service delivery. We must continue to challenge ourselves to be innovative, effective, and focussed on the expectations of the people and communities we serve and the partners who support us.

We attract and retain a high quality workforce and I am humbled by their passion and commitment.

Ann Brassil, Chief Executive Officer MA Hons (Clin. Psych), MBA, MAPS, MAICD
INCLUSIVENESS
OVERVIEW OF FAMILY PLANNING NSW

As an independent, not-for-profit organisation, we recognise that every body in every family should have access to high quality clinical services and information, and we provide a safe place for people to talk about their most intimate and personal issues.

Family Planning NSW is the leading provider of reproductive and sexual health services in NSW. We are experts in contraception, pregnancy options counselling, sexually transmissible infections (STIs), common gynaecological problems including menstrual disorders, cervical cancer screening, breast awareness and women’s and men’s sexuality and sexual function. We respect the rights of our clients to make choices about their reproductive and sexual health and we treat each and every person with respect, dignity and understanding.

Family Planning NSW’s education and training activities are evidence-based, broad-ranging and include programs for clinicians, disability workers, teachers, parents and carers, and other health education and welfare professionals, both locally and internationally.

Family Planning NSW is committed to excellence in meeting the reproductive and sexual health needs of the community. We achieve this by providing best practice, accredited clinical services, enhancing the knowledge and skills of service providers, improving the body of knowledge about reproductive and sexual health through rigorous research and evaluation, and leading international development projects to promote the rights of marginalised people in developing countries.

Informed by our vision, mission, values and guiding principles, we work to assist poor and disadvantaged communities in developing countries to increase access to comprehensive reproductive and sexual health services.

We collaborate with organisations at national and international levels to strengthen the ability of local health providers to deliver optimal family planning services.

We focus on translating research findings into clinical practice and guiding medical professionals, government and other decision making bodies on best practice reproductive and sexual health service delivery.
OUR POLICY, CLINICAL AND ADVOCACY WORK IS UNDERPINNED BY RIGOROUS RESEARCH AND ANALYSIS
OUR FOCUS AREAS FOR THE NEXT FIVE YEARS

**Expert reproductive and sexual health services to the community through clinical care, health promotion and innovative information service provision**

Family Planning NSW is the state’s leading provider of reproductive and sexual health services. We provide accredited expert clinical care to clients from priority populations across NSW. Family Planning NSW upholds a commitment to the provision of high quality, confidential services to all clients.

**Best practice education, training and workforce development to service providers and our priority communities**

We are a Registered Training Organisation and our education and training activities meet industry standards established by a range of bodies including the Australian Skills Quality Authority, the Royal Australasian College of General Practitioners and the NSW Institute of Teachers. Our work builds the capacity of doctors, nurses, teachers, disability workers and other health, education and welfare professionals to deliver quality reproductive and sexual health services in communities across NSW. We understand the importance of capacity building and equipping local people with skills and knowledge to meet the needs of rural and remote communities and vulnerable populations.
Assisting poor and disadvantaged communities to access reproductive and sexual health services, while building the capacity of governments and civil society to improve reproductive and sexual health

Family Planning NSW will continue to assist poor and disadvantaged communities in developing countries to improve access to comprehensive reproductive and sexual health services. Our International Program will expand on previously successful partnerships with family planning organisations at national and international levels to promote the reproductive and sexual health rights and well-being of all people in the context of a sustainable environment.

Increasing the body of evidence for reproductive and sexual health, translating research into practice and evaluating project outcomes

Our work will continue to be informed and shaped by our research through the Family Planning NSW Sydney Centre for Reproductive Health Research, our published clinical practice handbooks on reproductive and sexual health, and our nationally recognised data and evaluation unit. We will maintain our focus on translating research findings into clinical practice and guiding medical professionals, government and other decision-making bodies on best practice reproductive and sexual health service delivery. We will uphold a standard of excellence in the evaluation of our services.
OUR GOALS
AT A GLANCE

INTEGRATED CLINICAL SERVICES
Deliver high quality reproductive and sexual health prevention, screening and management services
Build innovative, best practice delivery models
Engage with consumers and build partnerships that assist us to better serve the needs of priority populations

EDUCATION AND TRAINING
Broaden the range of accredited education and training programs
Establish a comprehensive education program for schools
Build our capacity to meet educational demand

RESEARCH, MONITORING AND EVALUATION
Provide leadership in setting reproductive and sexual health research priorities
Increase our research funding and build our research capacity
Add to the body of knowledge in reproductive and sexual health research publications

INTERNATIONAL DEVELOPMENT
Build the capacity of international partners to deliver optimal reproductive and sexual health information, education and clinical services to priority populations
Raise our profile as a key collaborator in reproductive and sexual health in the Asia Pacific region
Build our capacity to contribute to international development work in reproductive and sexual health in the Asia Pacific
• Strengthen leadership in reproductive and sexual health policy and advocacy
• Build our profile through enhanced communication and media strategies
• Ensure a workforce that enables the achievement of our strategic priorities
• Diversify and build sustainable funding sources
• Grow through the provision of corporate services to other organisations
• Enhance technology support for service delivery
• Extend our quality framework across all organisational processes
• Ensure safe and fit for purpose facilities
The Family Planning NSW operating model illustrates how we deliver optimal reproductive and sexual health for individuals and populations, in line with strategic priorities.

FAMILY PLANNING NSW OPERATIONAL MODEL

**FOCUS AREAS**

1. INTEGRATED CLINICAL SERVICES
2. EDUCATION AND TRAINING
3. RESEARCH, MONITORING AND EVALUATION
4. INTERNATIONAL DEVELOPMENT

**KEY FUNCTIONS**

1. CLINICAL SERVICES
2. HEALTH PROMOTION
3. COMMUNITY EDUCATION
4. PROFESSIONAL EDUCATION
5. COMMUNITY EDUCATION
6. CLINICAL TRAINING
7. CLINICAL POPULATION STUDIES
8. MONITORING & EVALUATION
9. TRANSLATING RESEARCH INTO PRACTICE
10. BEST PRACTICE GUIDELINES
11. HEALTH SYSTEM STRENGTHENING
12. PROFESSIONAL EDUCATION
13. CLINICAL EDUCATION
14. SERVICE DEVELOPMENT

**PRIORITY POPULATIONS**

- BENCHMARKING
- EVIDENCE BASED
- BEST PRACTICE
- PARTNERSHIPS
- NEEDS ANALYSIS
- EXTERNAL POLICY DRIVERS
- PLANS
- CONSUMER ENGAGEMENT

**OPERATIONAL SUPPORT**

Human Resources, Information Technology, Data Management, Evaluation, Finance, Payroll, Ethics, Quality Management, Library, Rostering, Media and Communications, Accreditation
FOUNDATIONS
Within a state, national and international policy context, our services are based on the foundations of thorough needs analysis, sound planning, evidence-based best practice, benchmarking to inform target setting, and strong and effective partnerships.

PRIORITY POPULATIONS
Our services are targeted to marginalised communities, including people from culturally and linguistically diverse and Aboriginal and Torres Strait Islander backgrounds, people with disability, young people, LGBTI people and people from rural and remote communities.

FOCUS AREAS AND KEY FUNCTIONS
Family Planning NSW works in four client-facing areas - our ‘four pillars’. These are integrated clinical services, education and training, research, monitoring and evaluation and international development. Underpinning these areas are our operational support and corporate services which provide superior organisational capabilities. Our corporate and operational support also allow us to provide corporate services to partner organisations.

POLICY AND ADVOCACY
All our key functions are strengthened through policy and advocacy. We advocate for the reproductive and sexual health of every body in every family, and support people in our community who are marginalised and vulnerable. As the leading provider of reproductive and sexual health services in NSW, Family Planning NSW is consulted on policies and practices related to our expertise.
**REPRODUCTIVE & SEXUAL HEALTH NEED**

**WHAT WE KNOW**

Effective, safe and affordable contraception provides fertility control, the choice of if or when to have children and the ability to manage the number and spacing of children.

**CONTRACEPTION**

Half of all pregnancies in Australia are unintended and about one in four pregnancies are terminated. The majority of unintended pregnancies result from either not using contraception or using contraception incorrectly. Only a small proportion of unintended pregnancies are due to contraceptive failure. To reduce unintended pregnancy rates we must improve awareness and informed uptake of highly effective contraceptive methods, especially long acting reversible contraception (LARC) methods. This means challenging the myths about contraception amongst women and health care providers, providing training for the safe provision of LARC and ensuring that women can access balanced evidence based information about their contraceptive options in order to make an informed choice for their particular circumstances.

**ESTIMATES OF CONTRACEPTIVES USED IN AUSTRALIA**

- **Partner Sterilisation**
- **Tubal Ligation**
- **IUD**
- **Implant**
- **Contraceptive Injection**
- **Other inc. Diaphragm**
- **Natural, Rhythm or Billing Method**
- **Withdrawal Method**
- **Condoms**
- **Oral Contraceptives**

Sources:
- ASHR - Australian Study of Health and Relationships 2002
- ABS NHS - Australian Bureau of Statistics National Health Survey 2001

Male sterilisation has declined since 2002.
FERTILITY

The total fertility rate in Australia is higher (1.9 children per woman) than the average of 1.7 children per woman for developed countries. The total fertility rate for Indigenous women is 2.6 children per woman.

Unintended teenage pregnancy is associated with poorer health outcomes for mothers and babies.

TOTAL FERTILITY RATE

<table>
<thead>
<tr>
<th>Year</th>
<th>All Women</th>
<th>NSW Women</th>
<th>Indigenous Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>16,100</td>
<td>14,200</td>
<td>18,400</td>
</tr>
<tr>
<td>2011</td>
<td>15,100</td>
<td>14,200</td>
<td>17,000</td>
</tr>
<tr>
<td>2012</td>
<td>16,200</td>
<td>15,100</td>
<td>17,000</td>
</tr>
</tbody>
</table>

TEENAGE FERTILITY RATE

<table>
<thead>
<tr>
<th>Year</th>
<th>All Teenagers</th>
<th>NSW Teenagers</th>
<th>Indigenous Teenagers</th>
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<tbody>
<tr>
<td>2004</td>
<td>20,000</td>
<td>19,000</td>
<td>22,000</td>
</tr>
<tr>
<td>2008</td>
<td>18,000</td>
<td>17,000</td>
<td>20,000</td>
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<tr>
<td>2012</td>
<td>16,000</td>
<td>15,000</td>
<td>18,000</td>
</tr>
</tbody>
</table>

For more information on reproductive and sexual health indicators, see our latest publications on the reproductive and sexual health in Australia.
**SEXUALLY TRANSMISSIBLE INFECTIONS (STIs)**

The often asymptomatic silent nature of some STIs means that individuals are less likely to seek testing and treatment, and the true prevalence of STIs is not accurately known.

**CHLAMYDIA** is the most common notifiable STI in Australia.

<table>
<thead>
<tr>
<th>Year</th>
<th>CHLAMYDIA</th>
<th>Gonorrhea</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>24,400</td>
<td>6,400</td>
</tr>
<tr>
<td>2011</td>
<td>80,800</td>
<td>12,086</td>
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</table>

**CANCERS OF THE REPRODUCTIVE TRACT 2007**

<table>
<thead>
<tr>
<th></th>
<th>Incidence</th>
<th>Mortality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cervical</td>
<td>6.8</td>
<td>1.8</td>
</tr>
<tr>
<td>Ovarian</td>
<td>11</td>
<td>7</td>
</tr>
<tr>
<td>Uterine</td>
<td>17</td>
<td>2.7</td>
</tr>
</tbody>
</table>

Cervical screening participation rate for women aged 20-69 years:

- AUS: 57%
- NSW: 56%

Early screening, detection and treatment can save lives.

**CANCERS OF THE REPRODUCTIVE TRACT AND CERVICAL CANCER SCREENING**

Australia has lower rates of cancer of the female reproductive tract but higher rates of cancer of the male reproductive tract than the developed world average. In 2007, cancer of the reproductive tract in Australia accounted for about 24,000 new cases (22% of all cancers) and around 4,400 deaths (10% of all cancer deaths).
**INDUCED ABORTION**

There is no NSW data collection on the incidence of induced abortion and estimates are therefore derived from a number of sources. Lack of data limits the capacity of reproductive and sexual health services to target reductions of unintended pregnancies and to provide services for the management of these pregnancies.

In a survey of 2,000 Australian women, approximately half (51%) experienced an unintended pregnancy. Of those, about half (49%) continued the pregnancy, 31% had an abortion, 18% miscarried and 2% chose adoption.

**INFERTILITY AND ASSISTED REPRODUCTIVE TECHNOLOGY (ART)**

ART is indicated for the clinical management of infertility. Published population surveys reveal that 16% to 25% of women have, at some time in their lives, experienced a period of infertility that lasted 12 months or more, and that between 3.4% and 14% were currently infertile.

For more information on reproductive and sexual health indicators, see our latest publications on the reproductive and sexual health in Australia.
Family Planning NSW adheres to the World Health Organisation (WHO) position that sexual rights are human rights and include the right of all people to:

- the highest attainable standard of sexual health, including access to sexual and reproductive health care services
- seek, receive and impart information related to sexuality
- sexuality education
- respect for bodily integrity
- choose their partner
- decide to be sexually active or not
- consensual sexual relations
- consensual marriage
- decide whether or not, and when, to have children
- pursue a satisfying, safe and pleasurable sexual life

FAMILY PLANNING AUSTRALIA ALLIANCE (FPAA)

Family Planning Australia Alliance is the peak national body representing Family Planning and related reproductive sexual health services across Australia. FPAA is a leader in shaping the reproductive and sexual health agenda nationally and internationally through policy, advocacy and networking. The aim of FPAA is to inform and influence the development of and commitment to action on policies and services conducive to high quality sexual and reproductive health for all, nationally and internationally.

FPAA believes that everyone should:

- have the right to make informed choices about sexual and reproductive health, without harm to others
- be free from all forms of discrimination
- exercise self-determination in fertility and sexual expression
HUMAN RIGHTS FOCUS
OUR AMBITIONS

Influence of Family Planning NSW

Family Planning NSW has a long, proud history of advocating for and providing services to the community to ensure the best reproductive and sexual health for all. Family Planning NSW is well respected for its balanced representation and the promotion of social equity. We will keep the voice of Family Planning NSW strong and loud through a range of innovative strategies, ensuring that the rights of all in the community are heard and respected.

Promotion of Long Acting Reversible Contraception (LARC)

Long acting reversible methods of contraception, which include the contraceptive implant, IUDs and the contraceptive injection, provide women with a highly effective and cost effective means to control their fertility and shape their lives during their reproductive years. LARC methods have a proven impact on reducing the rate of unintended pregnancy yet despite their benefits, the uptake of LARC in Australia lags behind other developed countries. Family Planning NSW will promote the informed uptake of LARC to give women more control over their bodies and their lives.

Implementation of the NSW Ministry of Health ‘Partnerships for Health’

The Non-Government Organisation (NGO) sector is complex which presents significant challenges for its integration within the whole of health. Under ‘Partnerships for Health’, the NSW Ministry of Health objective is for quality and cost effective health services. Under the banner of contestability, the NSW Government has indicated it will be seeking high performing NGOs to provide services traditionally delivered by government. Family Planning NSW is in an excellent position to respond strategically. For Family Planning NSW, this could include services outside our current direct focus on reproductive and sexual health. Family Planning NSW stands ready to take up this challenge through evolved operational models which underpin all our work and are well placed to support other health organisations to drive efficiency, accountability and transparency.

Enhancing evidence-based cervical cancer screening

Cervical cancer can be effectively prevented by both organised screening programs and immunisation against HPV. Early detection of changes to the cervix caused by HPV infection, is a high priority for Family Planning NSW and cervical cancer remains a significant public health issue, especially in areas of high cervical cancer mortality, such as in Aboriginal and Torres Strait Islander women and in neighbouring Asia Pacific countries. The success of the HPV immunisation program for school aged girls and boys together with the proposed changes to the national cervical screening program to enhance its effectiveness will lead to declining rates of cervical cancer over coming years.
The Commonwealth Medical Services Advisory Committee has made evidence-based recommendations to government to support a change from traditional cytology-based screening to primary HPV testing with implementation from 2016.

Our focus on cervical cancer prevention will therefore be threefold:

1. Translating our current clinical services, education and training programs in line with new government guidelines

2. Supporting the uptake of HPV vaccination in low uptake areas and increasing the reach of culturally appropriate screening services in these populations

3. Working collaboratively with partners to provide accurate information to the community about the changes to the cervical cancer screening program as they arise

Expanding our online and distance education and training

Modes of delivery for professional development and training are evolving rapidly, particularly in online and distance learning. We will build our course content and develop innovative learning platforms to ensure we are well placed to meet the training and development needs of the future both in Australia and internationally.

Building our digital interface with the community

Communication channels in our world are changing rapidly. It is foreseeable that we will no longer send or receive mail through the post, our electronic clinical systems will interface at the level of the client rather than the agency, our health promotion will increasingly be delivered through innovative ‘apps’ and eForums, our training services will involve less face to face and significantly more use of technologies and our evaluations will be in real time. Family Planning NSW will adapt to these challenges to ensure we are achieving the most effective communication with all our stakeholders.

Education for schools and parents

There is a growing need for parents and schools to better understand the issues around reproductive and sexual health and well-being. Family Planning NSW has a long history of working with teachers to build their capacity to deliver age appropriate sexuality and relationship education. We will expand our work to develop and deliver programs for teachers, schools and parents.

Deepening research capability and partnerships

We will continue to be a significant force in reproductive and sexual health research and evaluation. We will do this through strengthening and broadening our own research and evaluation capability while simultaneously partnering with other organisations such as universities, the private sector, professional bodies and health services organisations. We will increase our efforts over the next four years to lead national reproductive and sexual health research which includes a major collaborative research program in reproductive and sexual health.
Broadening the skill base of our staff and capacity building

Family Planning NSW has a unique set of capabilities in reproductive and sexual health. Over the coming years we will focus on developing and broadening the skill base of our staff while contributing to the development of other professionals working in the field. We will continue to explore the role of nurses in clinical practice and support the expansion of their scope of practice, for example in the provision of LARC including contraceptive implants and IUDs. We will continue to equip our staff to work within, and contribute to, our international portfolio.
OUR PASSIONS

Continuing to address the needs of diverse priority populations

A primary challenge continues to be addressing the complex needs of our diverse, geographically dispersed priority populations in a consumer centred, high quality and efficient manner. Many of our clients such as young people, people with disability, Aboriginal and Torres Strait Islanders, LGBTI and CALD populations have complex needs that must be sensitively addressed. Our research and data analysis continue to reveal worrying gaps and inequalities for our priority populations in areas such as STIs, cervical cancer mortality and teenage fertility. People in rural and remote regions also experience difficulties in accessing reproductive and sexual health services and information.

Respectful relationships

A hallmark of the work of Family Planning NSW has been our long term focus on respectful relationships. This is intrinsic to and permeates all of our work. Evidence of this occurs throughout our clinical services, the information and coaching we provide to external providers in our training programs, in our relationships with funders and partners and through our capacity building in overseas countries to deliver services independently of us. Maintaining and enhancing this focus is essential to our culture, our integrity and our credibility.

Refining and developing the way we manage risk

Family Planning NSW has a sophisticated risk management process. We are committed to maintaining accreditation against the National Safety and Quality Health Service Standards (NSQHS), and Australian Quality Training Framework. We are also committed to our accreditation through the Department of Foreign Affairs and Trade (DFAT) and the Australian Council for International Development (ACFID) code of conduct. Over time, we expect our financial risk profile to evolve as the current block funding models cease, more of our funding becomes contestable and our cash flow is potentially less predictable. We will strive for success in obtaining new and potentially diverse service contracts within a strong risk management framework.

Fundraising and philanthropy

Broadening our funding base and attracting philanthropic support offers both opportunities and challenges for Family Planning NSW. We see significant opportunities to attract individual, corporate, foundation and global support for our portfolio of domestic and international work. It has been traditionally difficult to obtain philanthropic dollars to enable us to deliver core services and information to disadvantaged communities and populations. Over the life of this plan, as we work to diversify our funding, we will grow community awareness of our work, and develop our internal capability in fundraising and philanthropy.

Maintaining a balanced, evidence-based policy on pregnancy termination

Family Planning NSW recognises that there are a range of views on this issue but drawing on our core Guiding Principle of “promoting freedom of choice which reflects individual differences and preferences” we believe that maintaining the individual’s right to choose in regard to all aspects of reproductive and sexual health - including pregnancy termination - is one of our most important challenges. Family Planning NSW will continue to provide accurate, up to date advice and information to all our clients and to advocate effectively on this issue. We know there are great inequities in how women in NSW access these services. Our role is to work to address these issues and to be an advocate for those who are marginalised and disadvantaged.
UNDERSTANDING AND EMBRACING DIVERSITY
Family Planning NSW is a not-for-profit Company Limited by Guarantee, incorporated under the Corporations Act 2001. It is governed by an expertise-based Board of Directors and managed by the CEO.

**BOARD COMMITTEE STRUCTURE**

**BOARD OF DIRECTORS**

- Finance & Audit Committee
- Ethics Committee
- Clinical Advisory Committee
- Fundraising Advocacy & Marketing Committee
- Performance Remuneration Committee
- Research Advisory Committee
- International Program Advisory Committee
- Peak Consumer Participation Committee

**CHIEF EXECUTIVE OFFICER**

**INTEGRATED CLINICAL SERVICES**
- Ashfield
- Dubbo
- Fairfield
- Hunter
- Penrith
- State Health Promotion
- State Social Work
- Talkline

**EDUCATION AND TRAINING**
- Medical Education
- Nursing Education
- Professional Education
- Clinical Training

**RESEARCH, MONITORING AND EVALUATION**
- Research
- Monitoring & Evaluation
- Library
- Ethics
- Quality Systems
- Data Systems & Management

**INTERNATIONAL DEVELOPMENT**
- Capacity Building
- Clinical Education
- Professional Education
- Health Systems Strengthening
- Resource Development

**CORPORATE SUPPORT SERVICES**
- Government & Community Affairs
- Communications & Marketing
- Bookshop
- Finance
- Human Resources
- Information Technology
### OUR TARGETS

**OUR TARGETS OVER THE NEXT FIVE YEARS ARE**

<table>
<thead>
<tr>
<th>KEY FOCUS AREA</th>
<th>2018 GOAL</th>
<th>ASPIRATIONAL GOAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INTEGRATED CLINICAL SERVICES</strong></td>
<td>112,000 client visits&lt;br&gt;45,000 community education participants&lt;br&gt;400,000 health promotion resources distributed&lt;br&gt;5% increase in services to priority populations&lt;br&gt;Telemedicine trialled and evaluated&lt;br&gt;Consumer engagement framework developed and implemented</td>
<td>Fee for service capability implemented&lt;br&gt;10% increase in women receiving a LARC method&lt;br&gt;Ante and post natal services provision&lt;br&gt;10% increase in services to priority populations&lt;br&gt;Pilot of mid-life specialised clinic completed and evaluated and provides increased income to Family Planning NSW&lt;br&gt;Telemedicine implemented across Family Planning NSW sites&lt;br&gt;Nurses credentialed to insert and remove implants and IUDs</td>
</tr>
<tr>
<td><strong>EDUCATION AND TRAINING</strong></td>
<td>5,200 course participants with an 80% pass rate&lt;br&gt;16,000 hours of clinical training&lt;br&gt;Electronic clinical placement system implemented&lt;br&gt;Increased training for teachers, parents and students&lt;br&gt;Revenue generated through sale of program resources</td>
<td>Family Planning NSW College of RSH well known and respected&lt;br&gt;Post graduate certificates established for doctors and nurses&lt;br&gt;60% of courses accessible online&lt;br&gt;New parent sex education course developed and implemented to provide additional income to Family Planning NSW&lt;br&gt;Independent and faith based schools provided with comprehensive sexual education&lt;br&gt;Safe Schools Coalition Australia implemented in NSW&lt;br&gt;10% increase in education funding through increased course fees and grants&lt;br&gt;10% increase in revenue from sale of program resources</td>
</tr>
</tbody>
</table>
**KEY FOCUS AREA**

**2018 GOAL**

- Research Plan implemented
- Two national Reproductive and Sexual Health Research forums coordinated
- New edition of Reproductive and Sexual Health: an Australian clinical practice handbook
- New edition of Contraception: an Australian clinical practice handbook
- Twelve grants submitted
- Three MOUs signed with partners
- National meeting held to discuss the feasibility of FPOs to be involved in Reproductive and Sexual Health Cooperative Research Centre (CRC) or similar
- Visiting local and international researcher’s program trialled and evaluated
- Scholarship program trialled and evaluated
- Thirty presentations at conferences

**ASPIRATIONAL GOAL**

- Family Planning NSW Research Institute well known and respected
- National Reproductive and Sexual Health Research Plan developed and implemented
- Participation in at least one clinical trial study per annum
- Family Planning Organisation (FPO) data dictionary and reporting agreed and distributed to all FPOs
- NSW and National Reproductive and Sexual Health Indicator reports updated and published
- 10% increase in formal evaluations of service delivery
- At least three new collaborative projects per annum
- One national research collaboration per annum
- Research internship program established
- Eight peer-reviewed publications

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**INTERNATIONAL DEVELOPMENT**

- Three cervical cancer screening pilots completed
- Needs assessment completed to inform program priorities in contraception, disability and men and boys programs
- Quarterly communication with donors and community stakeholders through newsletters, reports and social media
- International program fundraising strategy developed and implemented
- Two grants submitted each year for projects

**TARGETS**

- 10% increase in funded capacity building grants
- Outcomes of pilots published in peer review journal and presented at international conference
- Disability pilot implemented and evaluated in one Pacific country
- Increased awareness of the voice of Family Planning NSW international development
- 40% increase in donor funding
- 10% of international funding from grants other than ANCP funding

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**CORPORATE SUPPORT SERVICES**

- Demonstrable impact on policy and advocacy
- 10% increase in media hits
- 10% increase in website hits
- Increased engagement in social media
- Suite of corporate services defined and marketed to external organisations
- Four new IT systems implemented
- Decrease in energy consumption per staff member

**FIFTY SUBMISSIONS AND REPRESENTATION ON PUBLIC POLICY**

- Fifty submissions and representation on public policy
- Statewide communication strategy about Family Planning NSW developed and implemented
- Statewide communication campaign to promote LARC implemented
- Corporate services offered to external organisations on a fee for service basis
- Family Planning NSW preferred supplier for LHD funded services
- Master client database implemented
- Enhanced billing system implemented, enabling seamless billing for clients for all Family Planning NSW services
- Accreditation of clinical, education and international programs and compliance with NHMRC research guidelines achieved
- Ashfield site renovations completed
Family Planning NSW has in place an effective framework to translate our plan into results. The framework underpins the development of a shared understanding across the organisation of how our plan has been developed, and how it will be implemented, executed and reviewed across all our strategic priority areas.

The framework is based on a logical four step process of Assess, Plan, Do, Review.

Within this framework, key actions provide a check-list of what needs to be considered at each step.
REPRODUCTIVE AND SEXUAL HEALTH FOR EVERY BODY IN EVERY FAMILY
## Detailed Implementation Plan

### Focus Area 1: Integrated Clinical Services

Expert reproductive and sexual health services targeted to marginalised communities, through clinical care and health promotion.

<table>
<thead>
<tr>
<th>Goal</th>
<th>Strategy</th>
<th>Results: By 2018 we will have</th>
<th>Success Indicator</th>
<th>Aspirational Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Deliver high quality reproductive and sexual health prevention, screening and management services</td>
<td><strong>Provide high quality clinical services</strong>&lt;br&gt;Promote and provide family planning information, contraception and pregnancy options services&lt;br&gt;Promote and provide cervical cancer prevention, screening and referral services</td>
<td>Maintain accreditation for clinical services&lt;br&gt;Increased funding for clinical service delivery&lt;br&gt;Increased uptake of effective long acting reversible contraceptives (LARC)&lt;br&gt;Increased access to pregnancy options information and clinical pathways for unplanned pregnancies</td>
<td>112,000 client visits&lt;br&gt;45,000 community education participants&lt;br&gt;400,000 health promotion resources distributed&lt;br&gt;Medicare charging changed to fee for service model</td>
<td>Family Planning NSW achieves and maintains accreditation under the National Quality Standards&lt;br&gt;Fee for service capability implemented</td>
</tr>
<tr>
<td>GOAL</td>
<td>STRATEGY</td>
<td>RESULTS: By 2018 we will have:</td>
<td>SUCCESS INDICATOR</td>
<td>ASPIRATIONAL GOAL</td>
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<tr>
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</tr>
<tr>
<td>Deliver high quality reproductive and sexual health prevention, screening and management services</td>
<td>Promote and provide STI prevention, testing and treatment services to at risk groups</td>
<td>Increased STI screening tests (opportunistic and targeted) provided to at risk groups Treatment/referral pathways provided to people diagnosed with an STI</td>
<td>Increased number of Condom Credit Card holders No. of STI tests performed by type and age range % clients under 25 years tested for chlamydia and other STIs % clients managed and/or referred to an external service provider following a positive STI result No. of STI resources distributed</td>
<td>Condom credit card implemented across NSW</td>
</tr>
<tr>
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</tr>
<tr>
<td></td>
<td>Provide information, diagnosis, management and referral services for common reproductive and sexual health issues across the reproductive life span</td>
<td>Provided services to target populations of women and men with common gynaecological, subfertility or sexual function problems throughout the reproductive lifespan</td>
<td>No. of clients managed and/or referred to external service provider for gynaecological problems No. of clients given information on sub-fertility or sexual function issues No. of clients managed and/or referred to external service provider for subfertility or sexual function problems</td>
<td>10% increase in consultations about sub-fertility</td>
</tr>
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</tr>
<tr>
<td></td>
<td>Broaden services into ante-natal and post-natal support</td>
<td>Increased ante-and post-natal services</td>
<td>No. of clients who were given advice on ante and post natal issues</td>
<td>Ante and post natal services provision</td>
</tr>
<tr>
<td></td>
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</tr>
<tr>
<td></td>
<td>Provide and promote reproductive and sexual health information and referral service</td>
<td>Increased reach of Family Planning NSW Talkline services</td>
<td>Number of calls and emails answered by Family Planning NSW Talkline</td>
<td>10% increase in Family Planning NSW Talkline reach</td>
</tr>
<tr>
<td></td>
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</tr>
<tr>
<td></td>
<td>Improve responses to sexual, domestic and family violence</td>
<td>Improved identification of clients at risk of sexual, domestic and family violence</td>
<td>Domestic violence routine screening compliance in line with NSW Health policies and procedures No. of clients who had domestic violence screening No. clients provided support and/or referred to external service provider</td>
<td>8% increase in domestic violence screening</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase services and programs to priority populations</td>
<td>Clinical services and programs targeted to priority populations</td>
<td>Increase in proportion of client visits by priority populations No. of community education sessions by target group No. of resources distributed per target group No. of partnerships developed and maintained in each of the priority areas</td>
<td>10% increase in priority population clients</td>
</tr>
</tbody>
</table>
FOCUS AREA 1: INTEGRATED CLINICAL SERVICES
Expert reproductive and sexual health services targeted to marginalised communities, through clinical care and health promotion.

<table>
<thead>
<tr>
<th>GOAL</th>
<th>STRATEGY</th>
<th>RESULTS: By 2018 we will have:</th>
<th>SUCCESS INDICATOR</th>
<th>ASPIRATIONAL GOAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Build innovative, best-practice delivery models</td>
<td>Explore alternative clinical service models and staff mix to provide reproductive and sexual health clinical services</td>
<td>Piloted alternative clinical service models to reach priority population groups</td>
<td>Expanded reach into priority populations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pilot innovative uses of information technology to provide efficient and effective service delivery</td>
<td>Piloted telemedicine initiatives for remote and priority population groups</td>
<td>Telemedicine trialled and evaluated</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Expand the role of nurses in clinical service delivery</td>
<td>Nurses credentialed with extended scope of reproductive and sexual health practice</td>
<td>No. of nurses credentialed to:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Provide outreach services to build the capacity of local providers</td>
<td>Effective collaborations and partnerships to increase service delivery to priority populations</td>
<td>No. and profile of partners</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Engage with consumers and build partnerships that assist us to better serve the needs of priority populations</td>
<td>No. of services to priority populations</td>
<td>10% increase in services to priority populations</td>
</tr>
</tbody>
</table>

- No. of IUDs/implants inserted
- • insert and remove implants
- • provide clinical training
- • insert and remove IUDs
- • insert and remove contraceptive implants
- No. of nurses credentialed to:
- No. of partnerships per priority population group
- 5% increase in services to priority populations
## FOCUS AREA 2: EDUCATION AND TRAINING

Best practice education, training and workforce development to service providers and our target communities.

<table>
<thead>
<tr>
<th>GOAL</th>
<th>STRATEGY</th>
<th>RESULTS: By 2018 we will have</th>
<th>SUCCESS INDICATOR</th>
<th>ASPIRATIONAL GOAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Deliver targeted courses for doctors, nurses, disability, health and welfare professionals</td>
<td>All education delivered under the AQF national framework</td>
<td>5,200 course participants with an 80% pass rate</td>
<td>Tertiary-level accredited program in reproductive and sexual health that meets post graduate standards</td>
</tr>
<tr>
<td>1.2</td>
<td>Implement blended and online courses</td>
<td>Expanded education reach</td>
<td>Increase in number of online courses and enrolments</td>
<td>Funding for targeted education services achieved</td>
</tr>
<tr>
<td>1.3</td>
<td>Increase education services to support priority population groups</td>
<td>Education services developed to support the NDIS</td>
<td>NDIS funding for targeted education services explored</td>
<td></td>
</tr>
<tr>
<td>2.1</td>
<td>Review current programs for teacher, parent and student education to align with national curriculum</td>
<td>Increased confidence and knowledge of teachers and parents to discuss sexuality education</td>
<td>No. courses completed for teachers, parents and students</td>
<td>New Parent Sex Education course developed and implemented and provides additional income to Family Planning NSW</td>
</tr>
<tr>
<td>2.2</td>
<td>Expand reach of sexuality education in schools to independent and faith based schools</td>
<td>An active relationship with independent schools</td>
<td>No. schools engaged in sexuality education</td>
<td>Independent and faith based schools provide comprehensive sexual education</td>
</tr>
<tr>
<td>2.3</td>
<td>Provide targeted programs to reduce homophobia and transphobia in schools</td>
<td>Increased awareness of homophobia and transphobia in schools</td>
<td>Increase in engagement about sexual and gender diversity for teachers and students</td>
<td>Safe Schools Coalition implemented in NSW</td>
</tr>
<tr>
<td>3.1</td>
<td>Provide targeted clinical training for course participants</td>
<td>Balanced clinical service and clinic education resourcing</td>
<td>16,000 clinical training hours provided</td>
<td>10% increase in education funding through increased course fees and grants</td>
</tr>
<tr>
<td>3.2</td>
<td>Develop saleable resources aligned to each education program</td>
<td>Income producing resources available across all education programs</td>
<td>Revenue generated through sale of program resources</td>
<td>10% increase in revenue from sale of program resources</td>
</tr>
</tbody>
</table>
# FOCUS AREA 3: RESEARCH, MONITORING AND EVALUATION

Increasing the body of evidence for reproductive and sexual health, translating research into practice and evaluating project outcomes.

<table>
<thead>
<tr>
<th>GOAL</th>
<th>STRATEGY</th>
<th>RESULTS: By 2018 we will have</th>
<th>SUCCESS INDICATOR</th>
<th>ASPIRATIONAL GOAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Provide national leadership in reproductive and sexual health research</td>
<td>Family Planning NSW Research Plan implemented</td>
<td>Research Plan implemented</td>
<td>National Reproductive and Sexual Health Research Plan developed and implemented</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Two National reproductive and sexual health research forums coordinated</td>
<td>Coordinate one national Reproductive and Sexual Health Research forum per annum</td>
<td>Rebrand our Research pillar as an ‘Institute’ in its own right and as part of Family Planning NSW</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reproductive and sexual health priorities identified and agreed</td>
<td>At least one research priority topic identified per annum</td>
<td>Participation in at least one clinical trial study per annum</td>
</tr>
<tr>
<td>2</td>
<td>Provide leadership in setting reproductive and sexual health research priorities</td>
<td>Participation in relevant clinical trials</td>
<td>Number of clinical trial participants required by sponsor met</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Expanded external networks and partnerships</td>
<td>At least one new research MOU relating to fertility management and contraception signed per annum</td>
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<tr>
<td></td>
<td></td>
<td>New research collaborations developed with research institutions, pharmaceutical companies and universities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Provide leadership in fertility management and contraception research</td>
<td>Population research and data translated into policy and clinical practice</td>
<td>New edition of Reproductive and Sexual Health: an Australian clinical practice handbook</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Family Planning Organisations data dictionary and reporting framework defined</td>
<td>New edition of Conception: an Australian clinical practice handbook</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Published state and national reproductive and sexual health data reports to inform planning</td>
<td>Contraception and other reproductive and sexual health factsheets updated and available to public</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Provide leadership in population health research</td>
<td>Service delivery reflects relevant research findings</td>
<td>Clinical policies, advocacy, education and materials reviewed and updated to reflect research findings and feedback from clinic clients, course participants and community education participants</td>
<td></td>
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<tr>
<td></td>
<td>Provide leadership in evaluating health service delivery and programs</td>
<td></td>
<td></td>
<td>10% increase in formal evaluations of service delivery</td>
</tr>
<tr>
<td>GOAL</td>
<td>STRATEGY</td>
<td>RESULTS: By 2018 we will have:</td>
<td>SUCCESS INDICATOR</td>
<td>ASPIRATIONAL GOAL</td>
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<td>------</td>
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</tr>
<tr>
<td>2.</td>
<td>Expand our research funding</td>
<td>Comprehensive list of tender and grant programs updated and maintained Other research funding opportunities explored</td>
<td>12 grants submitted Three MOUs signed with other partners</td>
<td>At least three collaborative projects per annum</td>
</tr>
<tr>
<td></td>
<td>Build collaborations with research partners</td>
<td>Participation in national and international research collaborations Partnerships with universities and research institutions to expand research infrastructure developed Reproductive and Sexual Health Cooperative Research Centre explored</td>
<td>National reproductive and sexual health network established International research collaborations explored National meeting held to discuss the feasibility of FPOs to be involved in Reproductive and Sexual Health Cooperative Research Centre (CRC) or similar</td>
<td>One national research collaboration per annum</td>
</tr>
<tr>
<td></td>
<td>Strengthen our research workforce</td>
<td>Trialled visiting local and international researcher’s program Partnership developed with Universities to increase post graduate student placements</td>
<td>Visiting local and international researcher’s program trialled and evaluated Scholarship program trialled and evaluated</td>
<td>Research internship program established</td>
</tr>
<tr>
<td></td>
<td>Improve our research infrastructure</td>
<td>Data systems support integrated service delivery</td>
<td>Data systems in place support research, operations and other organisational needs</td>
<td>Data informs all service planning decisions with NSW Ministry of Health and other partners</td>
</tr>
<tr>
<td></td>
<td>Strengthen our research governance and strategies to communicate findings to the broader community</td>
<td>Research Advisory Committee established and meets regularly Research and ethics governance in line with best practice guidelines Ethics approval process in place for the review of Low/Negligible Risk Projects Promote our research excellence</td>
<td>Research Advisory Committee meets biannually Research, evaluation, ethics and data management governance reviewed and updated 90% of ethics submission approved per annum No. of ethics submissions per annum Two published Family Planning NSW reports Thirty presentations at conferences Fifteen journal club/research seminars conducted Research excellence promoted through newsletters and media</td>
<td>Low/Negligible ethics approval process incorporated in Family Planning NSW research governance Eight peer-reviewed publications</td>
</tr>
</tbody>
</table>
FOCUS AREA 4: INTERNATIONAL DEVELOPMENT

Working to assist poor and disadvantaged communities in the Asia Pacific region to access comprehensive reproductive and sexual health services.

<table>
<thead>
<tr>
<th>GOAL</th>
<th>STRATEGY</th>
<th>RESULTS: By 2018 we will have:</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Provide capacity building and support to enable partners to deliver high quality family planning services</td>
<td>Projects implemented to support the achievement of universal access to family planning services</td>
<td>No. projects completed and evaluated</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increased skills, knowledge and confidence of clinicians providing family planning services</td>
<td>% increase in skills, knowledge and confidence with clinicians trained</td>
<td>10% increase in funded capacity building grants</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increased capacity to deliver community based programs to priority groups</td>
<td>No. projects completed and evaluated</td>
<td>10% increase in funded capacity building grants</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Expand cervical cancer screening programs in areas of defined need in the Pacific</td>
<td>Expansion of cervical cancer screening programs in areas of defined need in the Pacific</td>
<td>Three cervical cancer screening pilots completed</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Explore our role in supporting people with disability to access optimal reproductive and sexual health services in the Pacific</td>
<td>Planned and coordinated approach to supporting people with disability to access optimal reproductive and sexual health services in the Pacific</td>
<td>Needs assessment completed to define disability pilot</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ensure evidence based programmatic approach to international projects</td>
<td>Current projects expand to other countries of defined need</td>
<td>Needs assessment completed to inform program priorities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Outcomes of projects disseminated through reports, conference presentations and publications in peer review journals</td>
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<td></td>
</tr>
</tbody>
</table>
## GOAL

### FOCUS AREA 4: INTERNATIONAL DEVELOPMENT

#### GOAL

**To international projects**

**Programmatic approach services in the Pacific**

**And sexual health**

**Optimal reproductive**

**Disability to access**

**Supporting people with**

**Explore our role in delivery**

**Screening program**

**Prevention and**

**Support to improve**

**Provide leadership**

**Planning services**

**High quality family**

**Partners to deliver**

**And support to enable**

**Provide capacity building**

**Groups**

**Programs to priority**

**Deliver community based**

**Increased capacity to**

**Planning services**

**Clinicians providing family**

**Confidence of**

**Increased skills, knowledge**

**Universal access to**

**Support the achievement**

**Projects implemented to**

**By 2018 we will have:**

**Review journals**

**And publications in peer**

**Conference presentations**

**Disseminated through reports,**

**Outcomes of projects**

**To inform program priorities**

**Needs assessment completed**

**Disability pilot**

**Completed to define**

**Needs assessment**

**Screening pilots completed**

**Three cervical cancer**

**Expansion of cervical**

**Capacity building grants**

**10% increase in funded**

**Capacity building grants**

**10% increase in funded**

### STRATEGY

#### STRATEGY

**Partnerships result in increased development work in the Asia Pacific region**

**Raise our profile as a key collaborator in reproductive and sexual health in the Asia Pacific region**

**Build our capacity to contribute to international development work in reproductive and sexual health**

### RESULTS:

**By 2018 we will have:**

**Effective partnerships**

**With key stakeholders**

**Promoted Family Planning NSW through national and international forums**

**Strengthened relationships**

**With key decision makers**

**Enhanced connections with the Parliamentary Group on Population Development**

**Transparent, regular promotion of international program activities**

**Quarterly communication with donors and community stakeholders through newsletters, reports and social media**

**Increased funding for international projects**

**International program fundraising strategy developed and implemented**

**2 grants submitted each year for new projects**

**Improved communication about international projects and activities**

**International program staff participate in health promotion forum, clinical update days and journal club as appropriate**

**Project updates and achievements communicated via staff and corporate newsletters**

**Integrated planning and rostering to support staff involvement in international project work**

**All staff delivering international program work are mentored to provide appropriate technical assistance using a development approach**

**Staff rate training as highly satisfactory in building their competence in international development work**

### SUCCESS INDICATOR

**No. and profile of partnerships**

### ASPIRATIONAL GOAL

**Partnerships result in increased funding of international development activities**
## FOCUS AREA 5: CORPORATE SUPPORT SERVICES

A strong and sustainable organisation with efficient core services to support our staff, partners and clients.

<table>
<thead>
<tr>
<th>GOAL</th>
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<th>RESULTS: By 2018 we will have:</th>
<th>SUCCESS INDICATOR</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1. Strengthen leadership in reproductive and sexual health policy and advocacy</td>
<td>Build and strengthen linkages with government leaders, partners and decision makers to provide a voice for family planning issues from an evidence based position</td>
<td>Well-formed and informed state and national reproductive and sexual health policy</td>
<td>No. of invitations/appointments to key NSW and national forums and committees</td>
<td>Attendance and representation at 20 state/national/international policy/advocacy forums</td>
</tr>
<tr>
<td></td>
<td>Continue to provide a voice for reproductive and sexual health issues from an evidence based position</td>
<td>Evidence based decisions from Government about policy impacting on or regarding reproductive and sexual health</td>
<td>Demonstrable impact on policy and advocacy</td>
<td>50 submissions and representations on public policy</td>
</tr>
<tr>
<td></td>
<td>Build relationships with the consumers to ensure that Family Planning NSW is truly the voice of the community</td>
<td>Evidence of strong consumer engagement in Family Planning NSW decision making</td>
<td>Consumers involved in all major Family Planning NSW service developments</td>
<td>Well designed, implemented and Board approved Consumer Engagement Framework that represents all priority populations of Family Planning NSW</td>
</tr>
<tr>
<td>2. Build our profile through enhanced media and communication strategies</td>
<td>Increase the understanding within the community about our range of services</td>
<td>A wider understanding across the community of what we do in NSW and internationally</td>
<td>No. of newsletters and communications with stakeholders and the community</td>
<td>Statewide communication strategy about Family Planning NSW developed and implemented</td>
</tr>
<tr>
<td></td>
<td>Increase the discussion of topics relating to reproductive and sexual health in the media</td>
<td>Open dialogue about reproductive and sexual health issues and concerns across the media</td>
<td>10% increase in media hits</td>
<td>Statewide media campaign implemented to promote LARC</td>
</tr>
<tr>
<td></td>
<td>Progressive implementation of the Human Resources plan</td>
<td>Be an employer of choice in all areas in which we work</td>
<td>Maintain high level of employee engagement</td>
<td>Staff satisfaction levels high</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A responsive and valued workforce that supports the achievement of strategic goals</td>
<td>Reduced number of new staff separating within one year of start</td>
<td></td>
</tr>
<tr>
<td>GOAL</td>
<td>STRATEGY</td>
<td>RESULTS: By 2018 we will have</td>
<td>SUCCESS INDICATOR</td>
<td>ASPIRATIONAL GOAL</td>
</tr>
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</tr>
<tr>
<td>4</td>
<td>Diversify and build sustainable funding sources</td>
<td>Ensure staff have the necessary skills and resources in tendering and grant applications</td>
<td>Robust and successful tender responses</td>
<td>Tender success rate</td>
</tr>
<tr>
<td>5</td>
<td>Growth through provision of corporate services to other organisations</td>
<td>Tender for services outside ‘traditional’ reproductive and sexual health services</td>
<td>Submitted tenders for relevant opportunities</td>
<td>No tenders submitted</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Broadened our service offerings outside ‘traditional’ reproductive and sexual health services</td>
<td>Consistent achievement of KPIs related to new service offerings</td>
<td>Tender success rate</td>
</tr>
<tr>
<td>6</td>
<td>Enhance technology to improve service delivery</td>
<td>Market our corporate services capability initially through specific launches and pilots</td>
<td>Value propositions for use of corporate services and for other services developed and approved by Board</td>
<td>Suite of corporate services defined and marketed to external organisations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Corporate service packages marketed to external organisations</td>
<td>Positive feedback on performance from external clients</td>
<td>Revenue generated from corporate service</td>
</tr>
<tr>
<td></td>
<td>Progressive implementation of Information Technology plan</td>
<td>Digital strategy enables achievement of service delivery objectives</td>
<td>95% of projects from the Information Technology plan completed</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Responsive IT system has capacity to support future growth</td>
<td>Positive feedback from staff regarding changes made to IT systems</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Less than 2½ system downtime</td>
<td></td>
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<tr>
<td></td>
<td>Implement new systems to support strategic goals</td>
<td>IT system provides the ability to implement new solutions</td>
<td>Four new IT systems implemented</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Telemedicine system implemented to support broader geographic reach of clinical services</td>
<td>Telemedicine system implemented and user training provided</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Stable Learning Management System to support blended and distance education</td>
<td>Stage one of Learning Management System implemented</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>An enhanced billing system linked to master client database to allow seamless billing for our clients</td>
<td>Positive feedback from users regarding system upgrades and performance</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>A new website that has a new interface and supports business operations</td>
<td>Positive feedback from website users</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>New website operational</td>
<td></td>
</tr>
</tbody>
</table>
**FOCUS AREA 5: CORPORATE SUPPORT SERVICES**
A strong and sustainable organisation with efficient core services to support our staff, partners and clients.

<table>
<thead>
<tr>
<th>GOAL</th>
<th>STRATEGY</th>
<th>RESULTS: By 2018 we will have:</th>
<th>SUCCESS INDICATOR</th>
<th>ASPIRATIONAL GOAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>Comprehensive risk management framework implemented</td>
<td>An intuitive risk management framework that is embedded across all organisational systems and processes</td>
<td>Audit of risk mitigation strategies outlined in risk register and policies and procedures</td>
<td>Risk management framework meets all accreditation requirements including clinical, education, research and international accreditation systems</td>
</tr>
<tr>
<td></td>
<td>Extend quality framework across all organisational processes</td>
<td>No. of risks identified through incident reporting process added to risk register</td>
<td>Risk register regularly reviewed by Executive and Board</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Implement the Facilities Plan within financial parameters</td>
<td>Quality management framework embedded across all organisational systems and processes</td>
<td>Compliance strategies included within policies and procedures</td>
<td>Achievement and maintenance of accreditation of clinical, education and international programs and compliance with NHMRC research guidelines</td>
</tr>
<tr>
<td></td>
<td>Ensure safe and fit for purpose facilities</td>
<td>Retain the Family Planning NSW reputation as a high quality service provider</td>
<td>No. of issues identified during accreditation/ audits/ external assessments</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Minimise the environmental impact of the delivery of services</td>
<td>Facilities that support the achievement of strategic goals</td>
<td>No. of WHRS incidents</td>
<td>Ashfield site renovations completed</td>
</tr>
<tr>
<td></td>
<td>$ savings from increased environmental efficiency</td>
<td>Reduced costs through the implementation of environmentally sustainable business practices</td>
<td>No. of other incidents related to facilities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Proportional increase in electronic to paper client records</td>
<td>Positive feedback from staff and clients regarding quality of facilities</td>
<td>Decrease in energy consumption per staff member</td>
<td></td>
</tr>
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<td>STRATEGY</td>
<td>RESULTS:</td>
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<td>No. of WH&amp;S incidents</td>
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</table>