



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

A
PASSION
FOR
HUMAN
RIGHTS

EVOLVING
OUR
APPROACH
AND
GROWING
OUR REACH



INCLUSIVENESS



WHO WE ARE

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.

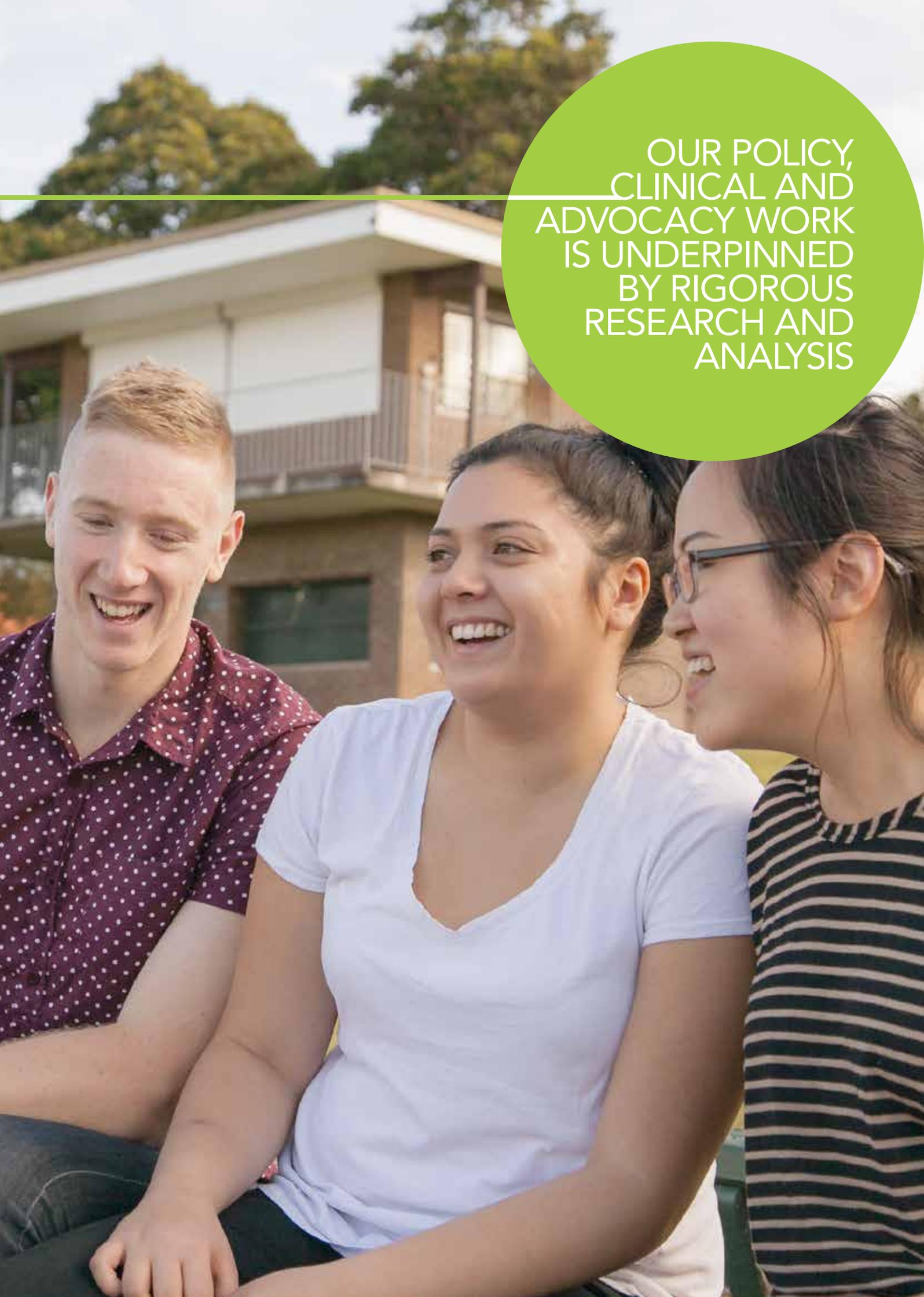
Family Planning NSW is committed to excellence in meeting the reproductive and sexual health needs of the community.

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.

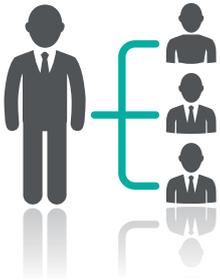
We focus on translating research findings into clinical practice and guiding medical professionals, government and other decision making bodies on best practice reproductive and sexual health service delivery.

A photograph of three young people (two women and one man) sitting outdoors and laughing joyfully. They are in front of a modern building with large windows and a balcony. The man on the left is wearing a maroon shirt with white polka dots. The woman in the middle is wearing a white t-shirt. The woman on the right is wearing a black and white striped shirt and glasses. A large green circle is overlaid on the right side of the image, containing white text.

OUR POLICY,
CLINICAL AND
ADVOCACY WORK
IS UNDERPINNED
BY RIGOROUS
RESEARCH AND
ANALYSIS

STRATEGIC DIRECTIONS

OUR FOCUS AREAS FOR THE NEXT FIVE YEARS



INTEGRATED CLINICAL SERVICES

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.



EDUCATION AND TRAINING

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.

Family Planning NSW has four strategic pillars closely aligned with a strong clinical governance framework

INTEGRATED CLINICAL SERVICES
EDUCATION AND TRAINING
RESEARCH, MONITORING AND EVALUATION
INTERNATIONAL DEVELOPMENT

INTEGRITY



RESEARCH, MONITORING AND EVALUATION

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.



INTERNATIONAL DEVELOPMENT

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.

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



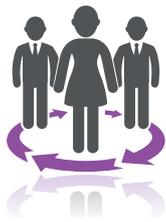
RESEARCH, MONITORING AND EVALUATION

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



CORPORATE SUPPORT SERVICES

- 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

COMMITMENT
TO EXCELLENCE

OPERATING

MODEL

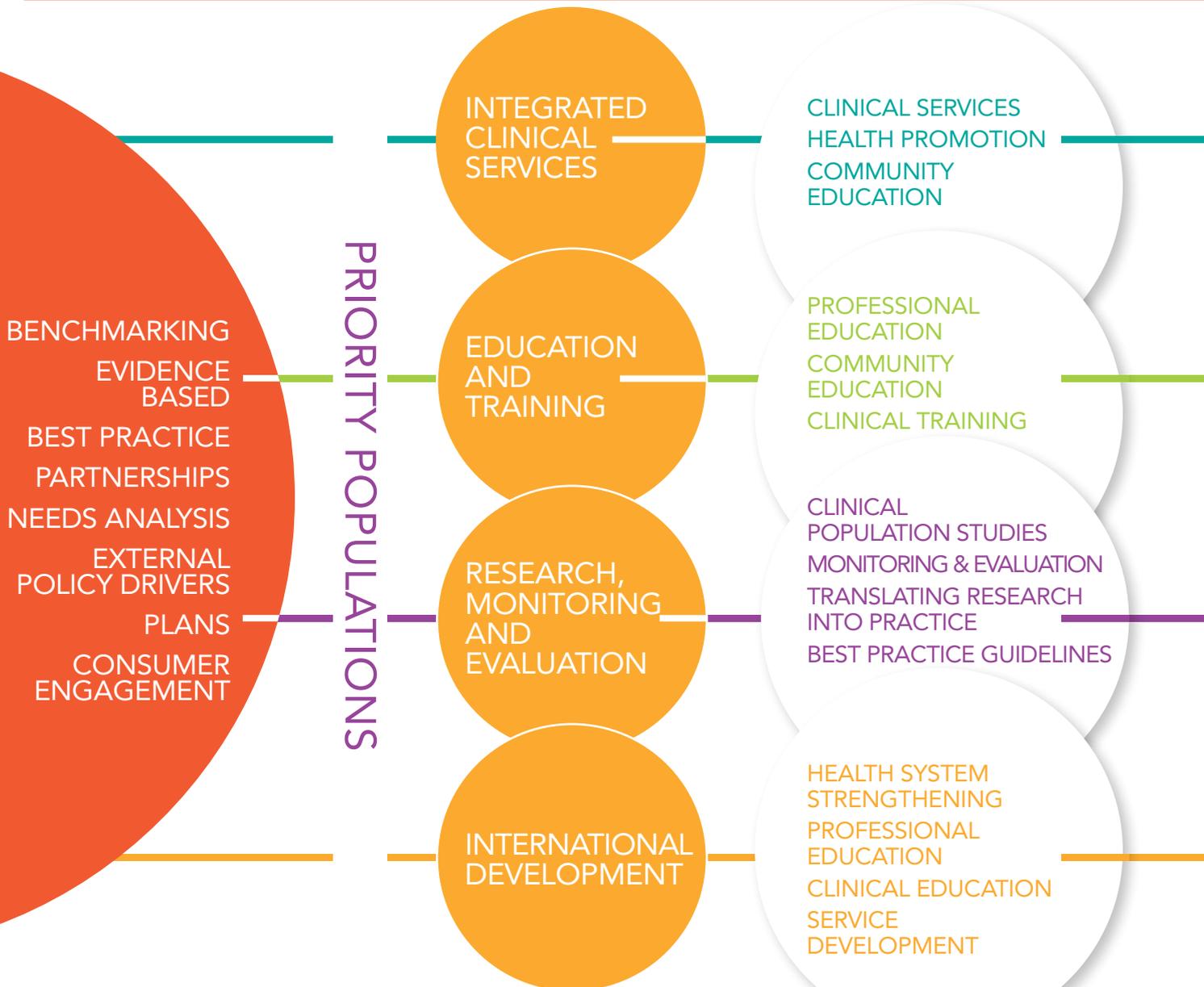
HOW WE DO IT

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

KEY FUNCTIONS



OPERATIONAL SUPPORT

Human Resources, Information Technology, Data Management, Evaluation, Finance, Payroll, Ethics, Quality Management, Library, Rostering, Media and Communications, Accreditation

OUTCOMES

POLICY AND ADVOCACY

IMPROVED
INDIVIDUAL
AND POPULATION
HEALTH OUTCOMES
IN REPRODUCTIVE
AND SEXUAL
HEALTH IN LINE
WITH STRATEGIC
PRIORITIES

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

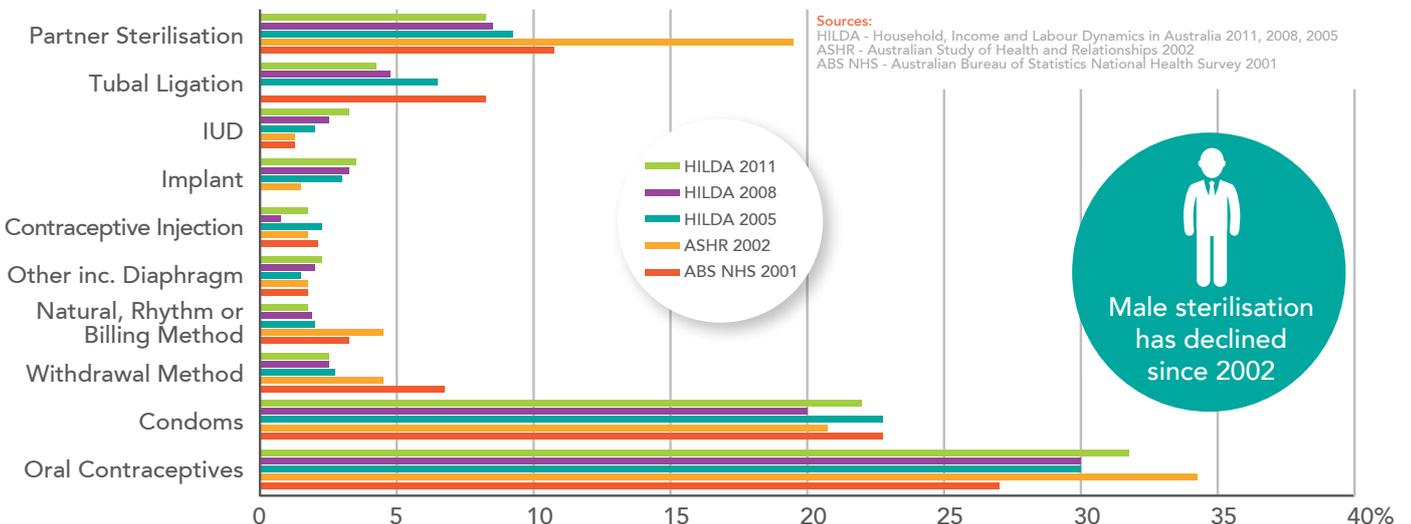
Half of all pregnancies in Australia are unintended and about one in four pregnancies are terminated. The majority of unintended pregnancies result from either not using contraception or using contraception incorrectly. Only a small proportion of unintended pregnancies are due to contraceptive failure. 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.



Very few women use highly effective long acting reversible contraception (LARC)

ESTIMATES OF CONTRACEPTIVES USED IN AUSTRALIA

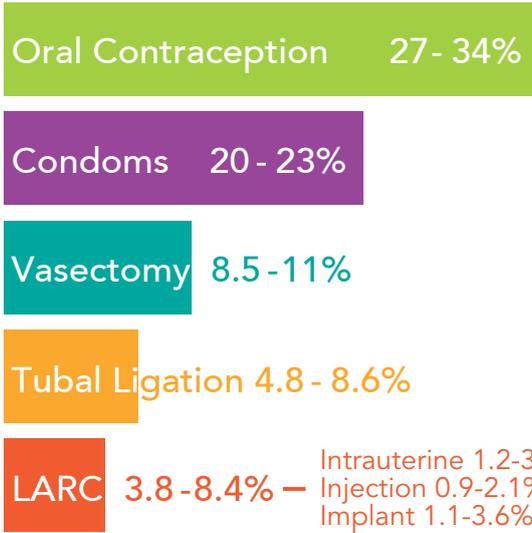
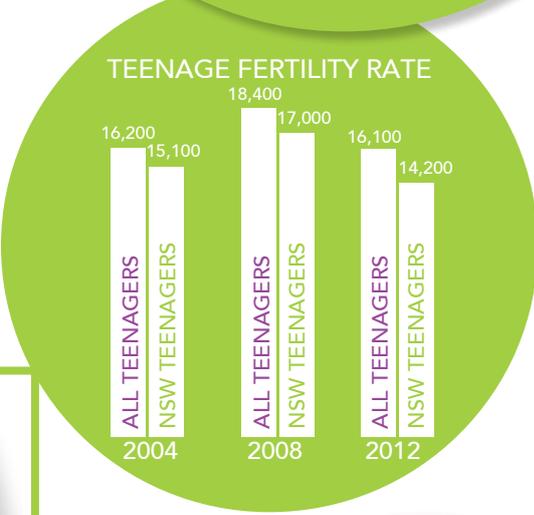
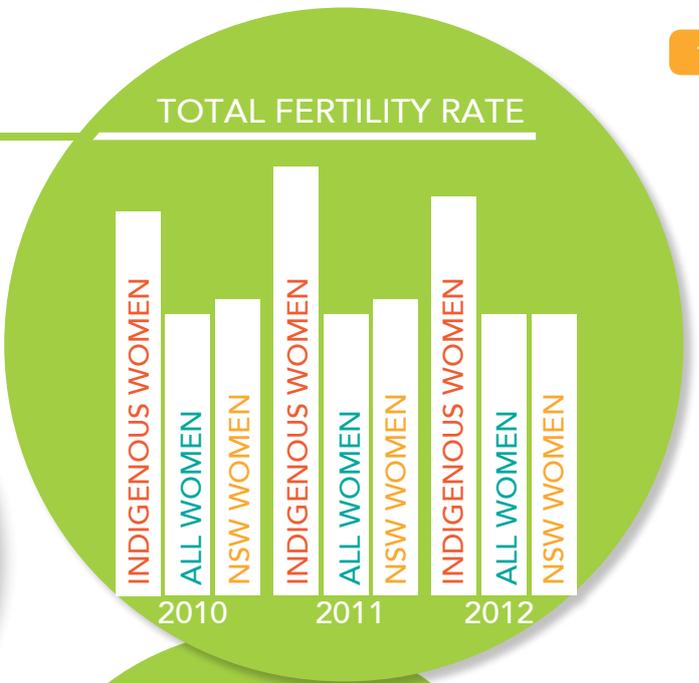


FERTILITY

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



Use of oral contraception and sterilisation was more common in Australia than in other developed countries, but use of IUDs was much less common.



CLIENT CENTRED

Similar to other developed countries, the majority of Australian women use or have used contraception.

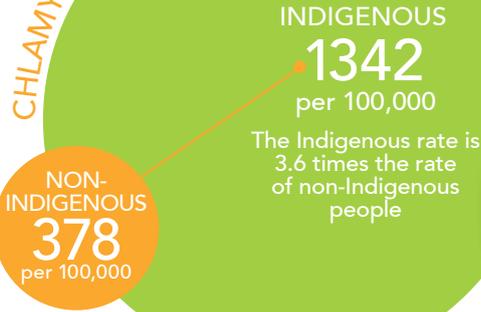
For more information on reproductive and sexual health indicators, see our latest publications on the reproductive and sexual health in Australia.

SEXUALLY TRANSMISSIBLE INFECTIONS (STIs)

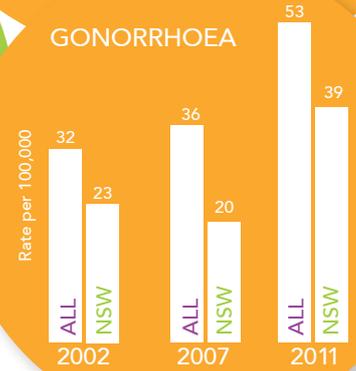
The often asymptomatic silent nature of some STIs means that individuals are less likely to seek testing and treatment, and the true prevalence of STIs is not accurately known.



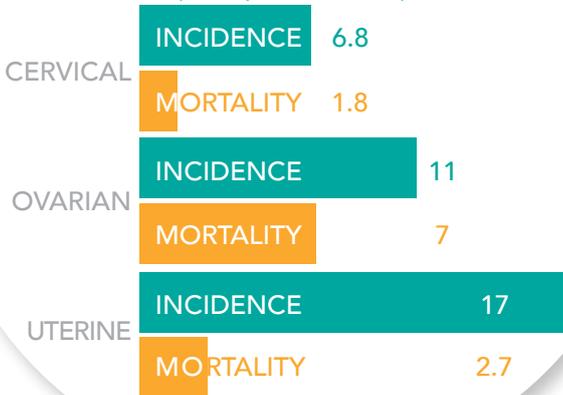
CHLAMYDIA notifications 2011



CHLAMYDIA IS THE MOST COMMON NOTIFIABLE STI IN AUSTRALIA



CANCERS OF THE REPRODUCTIVE TRACT 2007 (/100,000 women)



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).

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 2007 (/100,000 men)



INDUCED ABORTION

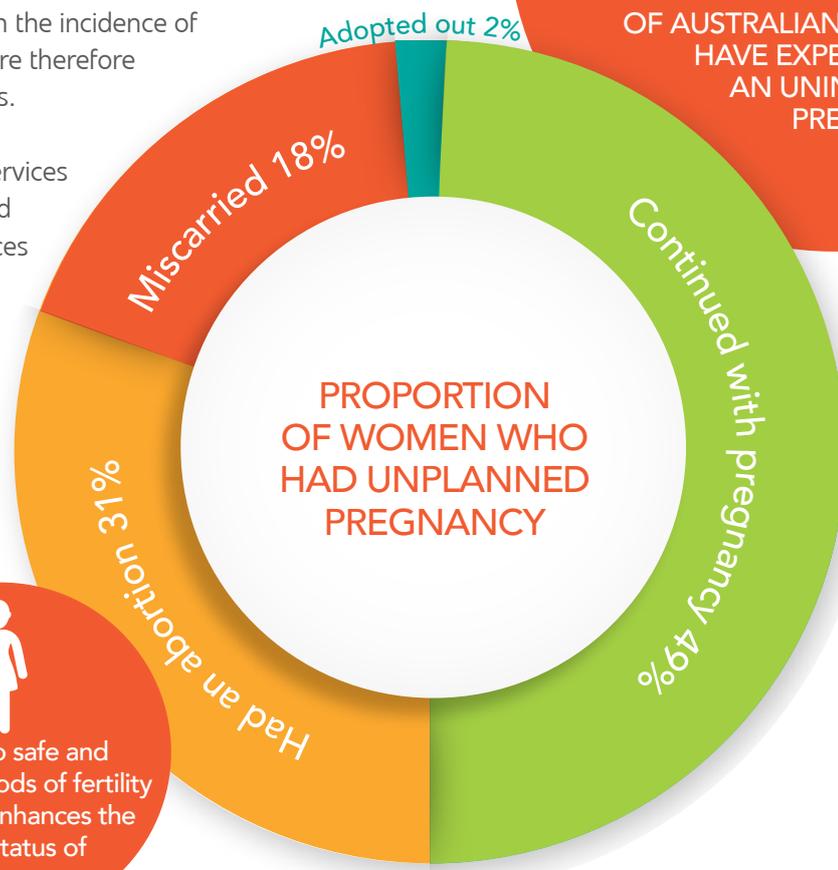
There is no NSW data collection on the incidence of induced abortion and estimates are therefore derived from a number of sources.

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.



OF AUSTRALIAN WOMEN HAVE EXPERIENCED AN UNINTENDED PREGNANCY



Access to safe and reliable methods of fertility regulation enhances the health status of women



90%

INCREASE IN CLAIMS FOR ASSISTED REPRODUCTIVE TECHNOLOGY

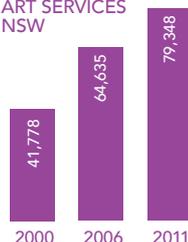
INFERTILITY AND ASSISTED REPRODUCTIVE TECHNOLOGY (ART)

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.

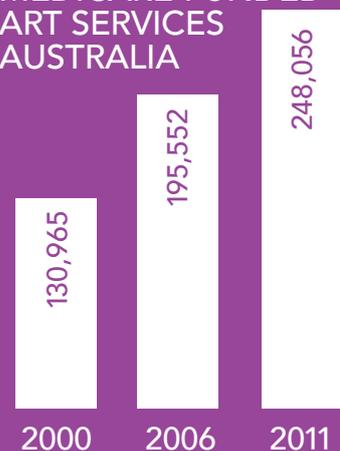
<30yrs **24%**
>45yrs **2.4%**

The likelihood of a live birth from ART treatment diminishes as a woman's age increases.

MEDICARE-FUNDED ART SERVICES NSW



MEDICARE-FUNDED ART SERVICES AUSTRALIA



For more information on reproductive and sexual health indicators, see our latest publications on the reproductive and sexual health in Australia.

NATIONAL & INTERNATIONAL CONTEXT OUR INFLUENCERS & ENVIRONMENT

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



REPRODUCTIVE
AND SEXUAL
HEALTH FOR
EVERY BODY IN
EVERY FAMILY

HUMAN
RIGHTS FOCUS



SHAPING

OUR FUTURE

OUR ROLE

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'

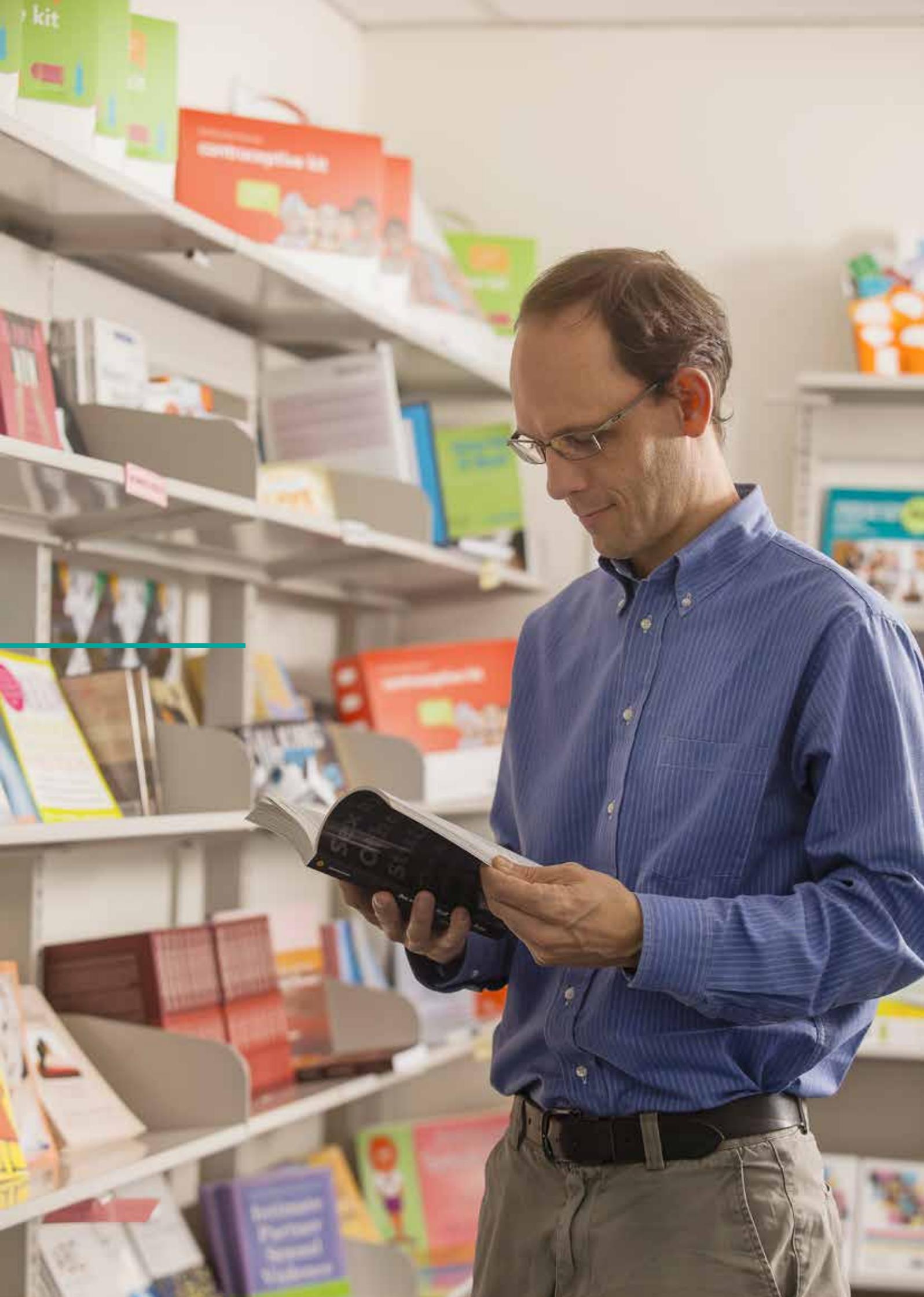
The Non-Government Organisation (NGO) sector is complex which presents significant challenges for its integration within the whole of health. Under 'Partnerships for Health', the NSW Ministry of Health objective is for quality and cost effective health services. Under the banner of contestability, the 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

PROVIDING
PROVEN
OPTIONS
TO BOTH
CLINICIANS
AND
CONSUMERS

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.



CHAMPIONING THE RIGHTS OF ALL PEOPLE

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.

NEVER BEING COMPLACENT WITH THE STATUS QUO

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.

ENSURING
LONG TERM
VISION
CAN BE
ACTUALISED

PROTECTING THE COMMUNITY WITH PREVENTABLE HEALTH MEASURES

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.

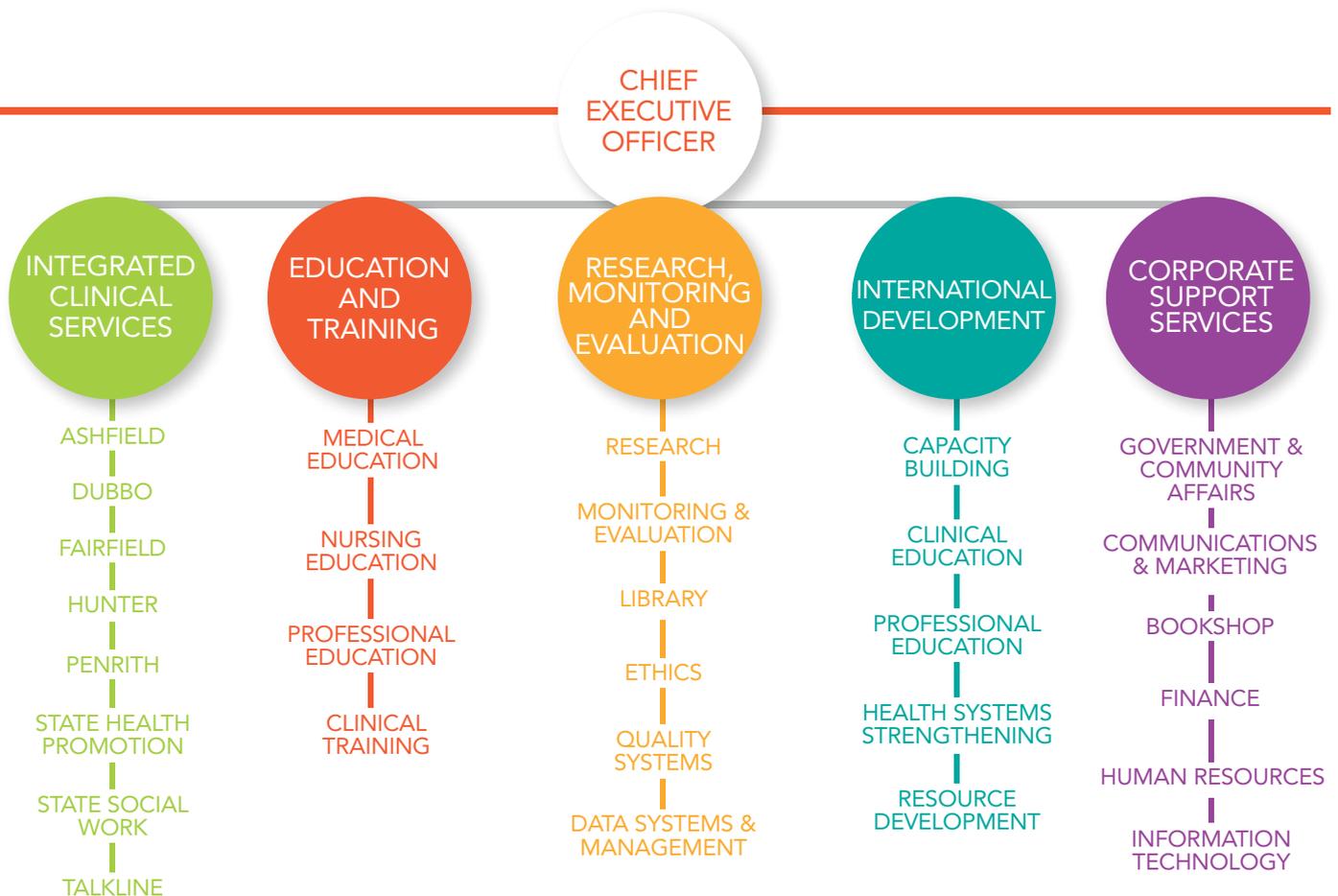


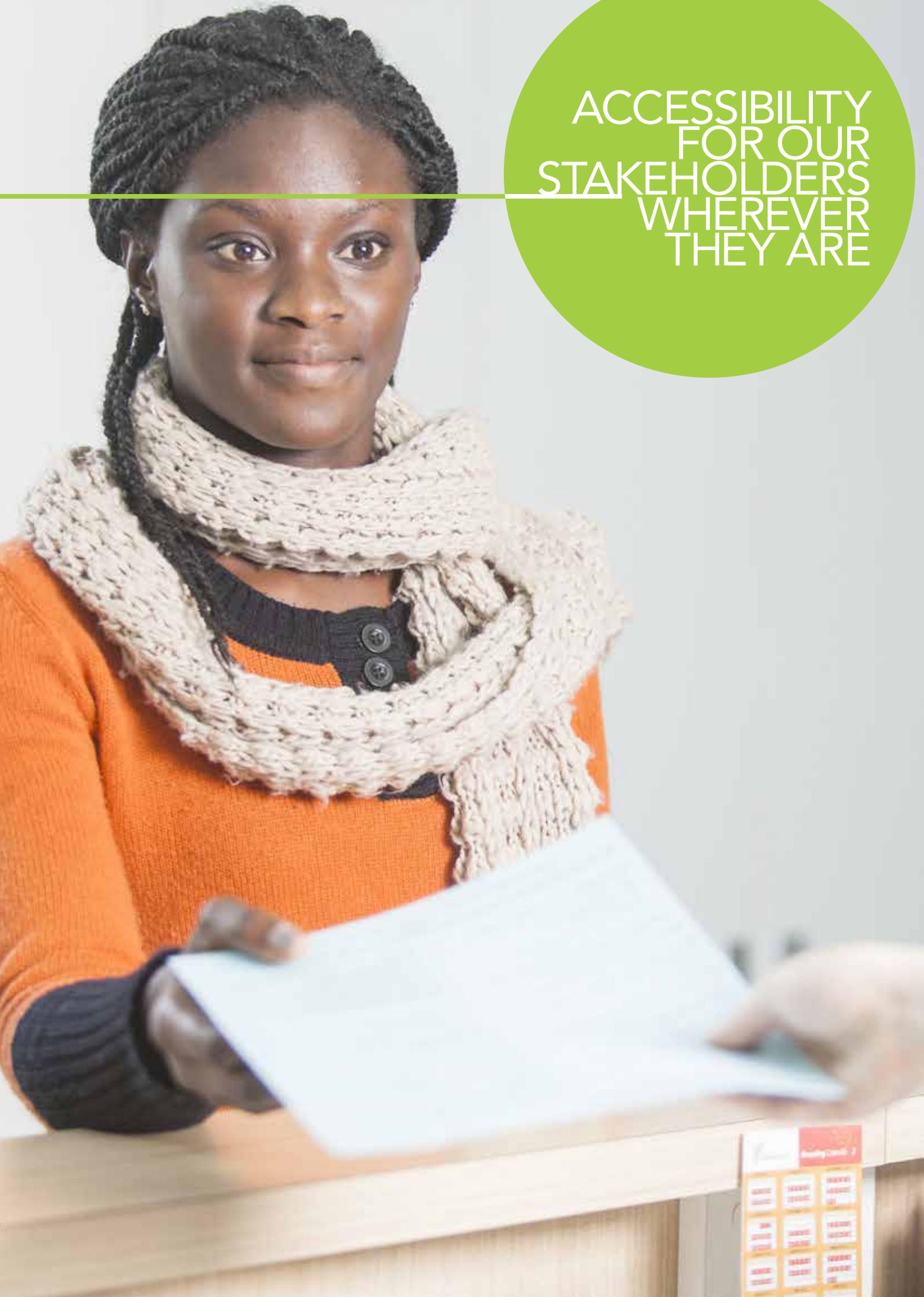
UNDERSTANDING
AND
EMBRACING
DIVERSITY

ORGANISATIONAL GOVERNANCE & STRUCTURE

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





ACCESSIBILITY
FOR OUR
STAKEHOLDERS
WHEREVER
THEY ARE

Ready Cash 7		
AMOUNT	TRANSACTION	STATUS
DATE	DESCRIPTION	DATE
TIME	AMOUNT	STATUS
DATE	DESCRIPTION	DATE
TIME	AMOUNT	STATUS
DATE	DESCRIPTION	DATE
TIME	AMOUNT	STATUS

OUR TARGETS

OUR TARGETS OVER THE NEXT FIVE YEARS ARE

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

KEY FOCUS AREA

2018 GOAL

ASPIRATIONAL GOAL



RESEARCH, MONITORING AND EVALUATION

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

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



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

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



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

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

OUR IMPLEMENTATION FRAMEWORK

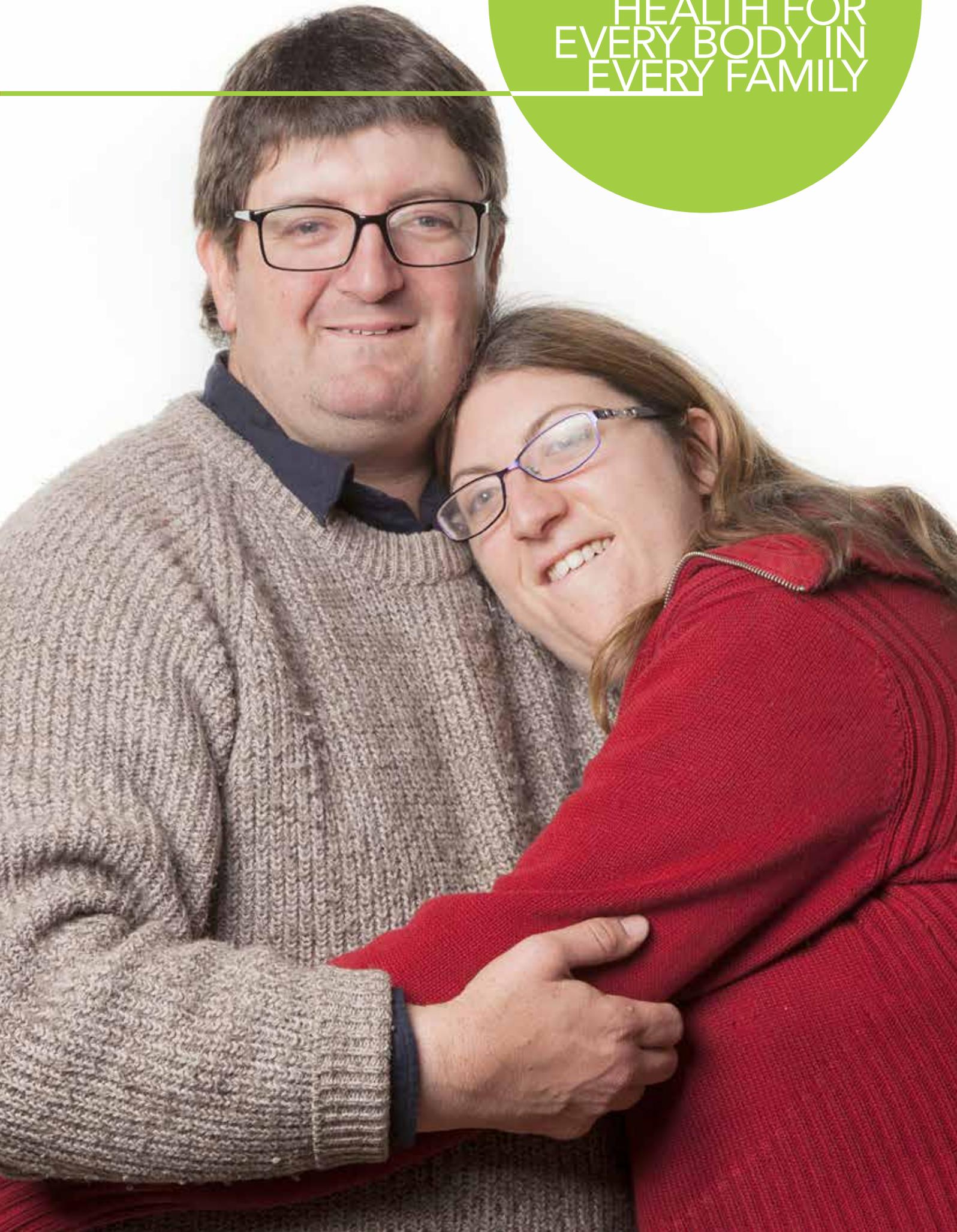
Family Planning NSW has in place an effective framework to translate our plan into results. The framework underpins the development of a shared understanding across the organisation of how our plan has been developed, and how it will be implemented, executed and reviewed across all our strategic priority 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.

GOAL	STRATEGY	RESULTS: By 2018 we will have:	SUCCESS INDICATOR	ASPIRATIONAL GOAL
 <p>Deliver high quality reproductive and sexual health prevention, screening and management services</p>	Provide high quality clinical services	<ul style="list-style-type: none"> Maintain accreditation for clinical services Increased funding for clinical service delivery 	<ul style="list-style-type: none"> 112,000 client visits 45,000 community education participants 400,000 health promotion resources distributed Medicare charging changed to fee for service model 	<ul style="list-style-type: none"> Family Planning NSW achieves and maintains accreditation under the National Quality Standards Fee for service capability implemented
	Promote and provide family planning information, contraception and pregnancy options services	<ul style="list-style-type: none"> Increased uptake of effective long acting reversible contraceptives (LARC) Increased access to pregnancy options information and clinical pathways for unplanned pregnancies 	<ul style="list-style-type: none"> Increased % of women receiving a LARC method No. of contraceptive methods provided by type No. of community education activities to at risk groups No. of contraceptive and pregnancy options resources distributed No. of clients seeking advice on pregnancy options 	<ul style="list-style-type: none"> 10% increase of women receiving a LARC method
	Promote and provide cervical cancer prevention, screening and referral services	Delivered up to date evidence-based cervical cancer prevention information, screening and referral services to at-risk groups, including full implementation of the guidelines of the renewal of the National Cervical Cancer Screening Program	<ul style="list-style-type: none"> Increased access to cervical cancer screening services by at-risk groups No. of tests provided by target group No. of community education sessions by target group No. of cervical cancer prevention resources distributed 	<ul style="list-style-type: none"> Clinical services lead implementation of DNA HPV screening program protocols

GOAL	STRATEGY	RESULTS: By 2018 we will have:	SUCCESS INDICATOR	ASPIRATIONAL GOAL
Deliver high quality reproductive and sexual health prevention, screening and management services	Promote and provide STI prevention, testing and treatment services to at risk groups	Increased STI screening tests (opportunistic and targeted) provided to at risk groups Treatment/referral pathways provided to people diagnosed with an STI	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	Condom credit card implemented across NSW
	Provide information, diagnosis, management and referral services for common reproductive and sexual health issues across the reproductive life span	Provided services to target populations of women and men with common gynaecological, subfertility or sexual function problems throughout the reproductive lifespan	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	10% increase in consultations about sub-fertility
	Broaden services into ante-natal and post-natal support	Increased ante-and post-natal services	No. of clients who were given advice on ante and post natal issues	Ante and post natal services provision
	Provide and promote reproductive and sexual health information and referral service	Increased reach of Family Planning NSW Talkline services	Number of calls and emails answered by Family Planning NSW Talkline	10% increase in Family Planning NSW Talkline reach
	Improve responses to sexual, domestic and family violence	Improved identification of clients at risk of sexual, domestic and family violence	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	8% increase in domestic violence screening
Increase services and programs to priority populations	Clinical services and programs targeted to priority populations	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	10% increase in priority population clients	

FOCUS AREA 1: INTEGRATED CLINICAL SERVICES

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

GOAL	STRATEGY	RESULTS: By 2018 we will have:	SUCCESS INDICATOR	ASPIRATIONAL GOAL
 <p>Build innovative, best-practice delivery models</p>	Explore alternative clinical service models and staff mix to provide reproductive and sexual health clinical services	Piloted alternative clinical service models to reach priority population groups	Expanded reach into priority populations	Pilot mid-life specialised clinic completed and evaluated and provides increased income to Family Planning NSW
	Pilot innovative uses of information technology to provide efficient and effective service delivery	Piloted telemedicine initiatives for remote and priority population groups	Telemedicine trialled and evaluated Innovative use of technology and online platforms trialled and evaluated	Telemedicine implemented across Family Planning NSW sites
	Expand the role of nurses in clinical service delivery	Nurses credentialed with extended scope of reproductive and sexual health practice	No. of nurses credentialed to: <ul style="list-style-type: none"> • implement Standing Orders • provide clinical training • insert and remove IUDs • insert and remove contraceptive implants No. of IUDs/implants inserted and removed by nurses	Nurses credentialed to insert and remove implants and IUDs
 <p>Engage with consumers and build partnerships that assist us to better serve the needs of priority populations</p>	Provide outreach services to build the capacity of local providers	Effective collaborations and partnerships to increase service delivery to priority populations	No. and profile of partners No. of partnerships per priority population group 5% increase in services to priority populations	10% 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.

GOAL

STRATEGY

RESULTS: By 2018 we will have:

SUCCESS INDICATOR

ASPIRATIONAL GOAL

1
Broaden the range of accredited education and training programs

Deliver targeted courses for doctors, nurses, disability, health and welfare professionals

All education delivered under the AQF national framework
Increased targeted vocational training

5,200 course participants with an 80% pass rate

Tertiary-level accredited program in reproductive and sexual health that meets post graduate standards
Rebrand our Education Services as a College that has a strong reputation in its own right and as part of Family Planning NSW

Implement blended and online courses

Expanded education reach

Increase in number of online courses and enrolments

60% of all courses can be accessed online

Increase education services to support priority population groups

Education services developed to support the NDIS
Increased in knowledge and confidence of professionals supporting priority populations

NDIS funding for targeted education services explored
Increase in knowledge, skills and confidence of course participants
No. of courses completed per priority population group

Funding for targeted education services achieved

2
Establish a comprehensive education program for schools

Review current programs for teacher, parent and student education to align with national curriculum

Increased confidence and knowledge of teachers and parents to discuss sexuality education

No. courses completed for teachers, parents and students

New Parent Sex Education course developed and implemented and provides additional income to Family Planning NSW

Expand reach of sexuality education in schools to independent and faith based schools

An active relationship with independent schools

No. schools engaged in sexuality education

Independent and faith based schools provide comprehensive sexual education

Provide targeted programs to reduce homophobia and transphobia in schools

Increased awareness of homophobia and transphobia in schools

Increase in engagement about sexual and gender diversity for teachers and students

Safe Schools Coalition implemented in NSW

3
Build our capacity to meet educational demand

Provide targeted clinical training for course participants

Balanced clinical service and clinic education resourcing
Increased educational funding

16,000 clinical training hours provided
Electronic clinical placement system implemented

10% increase in education funding through increased course fees and grants

Develop saleable resources aligned to each education program

Income producing resources available across all education programs

Revenue generated through sale of program resources

10% increase in revenue from sale of program resources

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.

GOAL	STRATEGY	RESULTS: By 2018 we will have:	SUCCESS INDICATOR	ASPIRATIONAL GOAL
 <p>Provide leadership in setting reproductive and sexual health research priorities</p>	Provide national leadership in reproductive and sexual health research	<p>Family Planning NSW Research Plan implemented</p> <p>Two National reproductive and sexual health research forums coordinated</p> <p>Reproductive and sexual health priorities identified and agreed</p>	<p>Research Plan implemented</p> <p>Coordinate one national Reproductive and Sexual Health Research forum per annum</p> <p>At least one research priority topic identified per annum</p>	<p>National Reproductive and Sexual Health Research Plan developed and implemented</p> <p>Rebrand our Research pillar as an 'Institute' in its own right and as part of Family Planning NSW</p>
	Provide leadership in fertility management and contraception research	<p>Participation in relevant clinical trials</p> <p>Expanded external networks and partnerships</p> <p>New research collaborations developed with research institutions, pharmaceutical companies and universities</p>	<p>Number of clinical trial participants required by sponsor met</p> <p>At least one new research MOU relating to fertility management and contraception signed per annum</p>	Participation in at least one clinical trial study per annum
	Provide leadership in population health research	<p>Population research and data translated into policy and clinical practice</p> <p>Family Planning Organisations data dictionary and reporting framework defined</p> <p>Published state and national reproductive and sexual health data reports to inform planning</p>	<p>New edition of Reproductive and Sexual Health: an Australian clinical practice handbook</p> <p>New edition of Contraception: an Australian clinical practice handbook</p> <p>Contraception and other reproductive and sexual health factsheets updated and available to public</p>	<p>Family Planning Organisation data dictionary and reporting agreed and distributed to all FPOs</p> <p>NSW and National Reproductive and Sexual Health Indicator reports updated and published</p>
	Provide leadership in evaluating health service delivery and programs	Service delivery reflects relevant research findings	Clinical policies, advocacy, education and materials reviewed and updated to reflect research findings and feedback from clinic clients, course participants and community education participants	10% increase in formal evaluations of service delivery



GOAL

STRATEGY

RESULTS:
By 2018 we will have:

SUCCESS INDICATOR

ASPIRATIONAL GOAL

Expand our research funding

Comprehensive list of tender and grant programs updated and maintained

Other research funding opportunities explored

12 grants submitted

Three MOUs signed with other partners

At least three collaborative projects per annum

Build collaborations with research partners

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

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

One national research collaboration per annum

Strengthen our research workforce

Trialled visiting local and international researcher's program

Partnership developed with Universities to increase post graduate student placements

Visiting local and international researcher's program trialled and evaluated

Scholarship program trialled and evaluated

Research internship program established

Improve our research infrastructure

Data systems support integrated service delivery

Data systems in place support research, operations and other organisational needs

Data informs all service planning decisions with NSW Ministry of Health and other partners

Strengthen our research governance and strategies to communicate findings to the broader community

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

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

Low/Negligible ethics approval process incorporated in Family Planning NSW research governance

Eight peer-reviewed publications

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.

Build the capacity of international partners to deliver optimal reproductive and sexual health information, education and clinical services to priority populations

GOAL	STRATEGY	RESULTS: By 2018 we will have:	SUCCESS INDICATOR	ASPIRATIONAL GOAL
Build the capacity of international partners to deliver optimal reproductive and sexual health information, education and clinical services to priority populations	Provide capacity building and support to enable partners to deliver high quality family planning services	Projects implemented to support the achievement of universal access to family planning services	No. projects completed and evaluated	10% increase in funded capacity building grants
		Increased skills, knowledge and confidence of clinicians providing family planning services	% increase in skills, knowledge and confidence with clinicians trained	10% increase in funded capacity building grants
		Increased capacity to deliver community based programs to priority groups	No. projects completed and evaluated	10% increase in funded capacity building grants
	Provide leadership and support to improve cervical cancer prevention and screening program delivery	Expansion of cervical cancer screening programs in areas of defined need in the Pacific	Three cervical cancer screening pilots completed	Outcomes of pilot published in peer review journal and presented at international conference
	Explore our role in supporting people with disability to access optimal reproductive and sexual health services in the Pacific	Planned and coordinated approach to supporting people with disability to access optimal reproductive and sexual health services in the Pacific	Needs assessment completed to define disability pilot	Disability pilot implemented and evaluated in one Pacific country
	Ensure evidence based programmatic approach to international projects	Current projects expand to other countries of defined need	Needs assessment completed to inform program priorities	Evidence base used as basis for further program priorities
			Outcomes of projects disseminated through reports, conference presentations and publications in peer review journals	

GOAL	STRATEGY	RESULTS: By 2018 we will have:	SUCCESS INDICATOR	ASPIRATIONAL GOAL	
 <p>Raise our profile as a key collaborator in reproductive and sexual health in the Asia Pacific region</p>	<p>Build partnerships with key global, regional and local stakeholders to support the achievement of universal access to family planning services</p>	<p>Effective partnerships with key stakeholders</p>	<p>No. and profile of partnerships</p>	<p>Partnerships result in increased funding of international development activities</p>	
	<p>Build and strengthen linkages with Government leaders, partners and decision makers to provide a voice for family planning issues from an evidence based position</p>	<p>Promoted Family Planning NSW through national and international forums</p> <p>Strengthened relationships with key decision makers</p> <p>Enhanced connections with the Parliamentary Group on Population Development</p>	<p>No. of meetings attended</p>		
	<p>Build and strengthen communication with Australian community regarding the impact of international development activities</p>	<p>Transparent, regular promotion of international program activities</p>	<p>Quarterly communication with donors and community stakeholders through newsletters, reports and social media</p>	<p>Increased awareness of the voice of Family Planning NSW international development</p>	
	 <p>Build our capacity to contribute to international development work in reproductive and sexual health</p>	<p>Diversify and build sustainable funding to support the growth of the program</p>	<p>Increased funding for international projects</p>	<p>International program fundraising strategy developed and implemented</p> <p>2 grants submitted each year for new projects</p>	<p>40% increase in donor funding</p> <p>10% of international funding from grants other than ANCP funding</p>
	<p>Develop and implement effective processes to ensure appropriate engagement of staff in the international program</p>	<p>Improved communication about international projects and activities</p>	<p>International program staff participate in health promotion forum, clinical update days and journal club as appropriate</p> <p>Project updates and achievements communicated via staff and corporate newsletters</p>	<p>General Family Planning NSW staff participate in delivery of international programs</p>	
		<p>Integrated planning and rostering to support staff involvement in international project work</p>	<p>All staff delivering international program work are mentored to provide appropriate technical assistance using a development approach</p>	<p>Staff rate training as highly satisfactory in building their competence in international development work</p>	

FOCUS AREA 5: CORPORATE SUPPORT SERVICES

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

GOAL	STRATEGY	RESULTS: By 2018 we will have:	SUCCESS INDICATOR	ASPIRATIONAL GOAL
 <p>Strengthen leadership in reproductive and sexual health policy and advocacy</p>	Build and strengthen linkages with government leaders, partners and decision makers to provide a voice for family planning issues from an evidence based position	Well-formed and informed state and national reproductive and sexual health policy	No. of invitations/ appointments to key NSW and national forums and committees	Attendance and representation at 20 state/national/ international policy/advocacy forums
	Continue to provide a voice for reproductive and sexual health issues from an evidence based position	Evidence based decisions from Government about policy impacting on or regarding reproductive and sexual health	Demonstrable impact on policy and advocacy	50 submissions and representations on public policy
	Build relationships with the consumers to ensure that Family Planning NSW is truly the voice of the community	Evidence of strong consumer engagement in Family Planning NSW decision making	Consumers involved in all major Family Planning NSW service developments	Well designed, implemented and Board approved Consumer Engagement Framework that represents all priority populations of Family Planning NSW
 <p>Build our profile through enhanced media and communication strategies</p>	Increase the understanding within the community about our range of services	A wider understanding across the community of what we do in NSW and internationally	No. of newsletters and communications with stakeholders and the community 10% increase in website hits	Statewide communication strategy about Family Planning NSW developed and implemented
	Increase the discussion of topics relating to reproductive and sexual health in the media	Open dialogue about reproductive and sexual health issues and concerns across the media	10% increase in media hits Increased engagement in social media	Statewide media campaign implemented to promote LARC
 <p>Ensure a workforce that enables the achievement of Family Planning NSW strategic priorities</p>	Progressive implementation of the Human Resources plan	Be an employer of choice in all areas in which we work A responsive and valued workforce that supports the achievement of strategic goals	Maintain high level of employee engagement Reduced number of new staff separating within one year of start	Staff satisfaction levels high

GOAL	STRATEGY	RESULTS: By 2018 we will have:	SUCCESS INDICATOR	ASPIRATIONAL GOAL
 <p>Diversify and build sustainable funding sources</p>	Ensure staff have the necessary skills and resources in tendering and grant applications	Robust and successful tender responses	Tender success rate	Family Planning NSW awarded eight contracts for services
	Tender for services outside 'traditional' reproductive and sexual health services	Submitted tenders for relevant opportunities Broadened our service offerings outside 'traditional' reproductive and sexual health services	No tenders submitted Tender success rate Consistent achievement of KPIs related to new service offerings	Contract for services outside traditional reproductive and sexual health signed Family Planning NSW preferred supplier for LHD funded services
 <p>Growth through provision of corporate services to other organisations</p>	Market our corporate services capability initially through specific launches and pilots	Value propositions for use of corporate services and for other services developed and approved by Board	Suite of corporate services defined and marketed to external organisations	Corporate services provided to external organisations on a fee for service basis
		Corporate service packages marketed to external organisations	Revenue generated from corporate service Positive feedback on performance from external clients	
 <p>Enhance technology to improve service delivery</p>	Progressive implementation of Information Technology plan	Digital strategy enables achievement of service delivery objectives	95% of projects from the Information Technology plan completed	Sophisticated digital strategy using all modern forms of communication that demonstrates Family Planning NSW capability and relevance
		Responsive IT system has capacity to support future growth	Positive feedback from staff regarding changes made to IT systems Less than 2% system downtime	IT services provided to external organisations on a fee for service basis
	Implement new systems to support strategic goals	IT system provides the ability to implement new solutions	Four new IT systems implemented	Master client database implemented
		Telemedicine system implemented to support broader geographic reach of clinical services	Telemedicine system implemented and user training provided	Enhanced billing system implemented enabling seamless billing for clients for all Family Planning NSW services
		Stable Learning Management System to support blended and distance education	Stage one of Learning Management System implemented	
		An enhanced billing system linked to master client database to allow seamless billing for our clients	Positive feedback from users regarding system upgrades and performance	
		A new website that has a new interface and supports business operations	Positive feedback from website users	New website operational

FOCUS AREA 5: CORPORATE SUPPORT SERVICES

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

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



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