

QAHC Strategic Plan 2009-2011: Progress Report July 2011

Strategies from Strategic Plan	Actions/Milestones 2009			Actions/Milestones 2010			Progress
1. Expanding and Delivering Quality Services							
1.1 Expansion of Services Areas							
	<i>What</i>	<i>Who</i>	<i>When</i>	<i>What</i>	<i>Who</i>	<i>When</i>	
1.1.1 Develop innovative ways of delivering services into rural and remote areas.	<ul style="list-style-type: none"> Hold workshop at face-to-face to generate ideas. Investigate best and/or innovative practice. Develop proposals. 	GN GN GN	April May - Oct Dec	<ul style="list-style-type: none"> Pilot & evaluate proposals. 	GN	All yr	Little progress. Workshop held. Specific proposals yet to be developed.
1.1.2 Actively utilise and promote the use of technologies that will enhance QAHC's ability to deliver innovative, timely and relevant programs to individual communities.	<ul style="list-style-type: none"> Provide instructions to staff on use of QAHC Facebook page. Expand sexual health outreach to Manhunt. Investigate web 2.0 options. Investigate options and costs for videoconferencing from QAHC offices. Agree & implement web 2.0 strategies. 	MF DW SS JT Lead	May July → May June Dec	<ul style="list-style-type: none"> Evaluation web 2.0 strategies. 	Lead	June	Good Progress. Appointment of Online & Social Media Coordinator – has assessed HC's online presence. Several Facebook pages in use by staff. Several staff attended web 2.0 conferences. Videoconferencing quote received \$15,000.
1.1.3 Develop counselling and client assessment, referral and coordination services.	<ul style="list-style-type: none"> Investigate D&A counselling outreach at QAHC office/s. Expand relationships counselling by RA to Cairns. Develop LGBT advocacy & referral project proposal. Identify & secure 	DW DW PM JR	July → July → July → Aug	<ul style="list-style-type: none"> Implement A&R project. Investigate other counselling outreach (e.g. victim support). 	PM DW	Feb June	Good Progress. Six counsellors providing services from HC offices. Inc 1 in Sunshine Coast and 2 in Cairns. Advocacy & referral project outline developed (see series of project funding proposal outlines). Funding for state-wide disaster relief position providing support for individuals.

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	funding for A&R project.		→				
1.1.4 Develop and implement targeted programs and services specific to LGBT people within the Aboriginal & Torres Strait Islander, Culturally & Linguistically Diverse, Lesbian, Trans and Seniors demographics.	<ul style="list-style-type: none"> A&TSI LGBT youth consultation project (Oxfam funded). Joint bid with Care Connect for CAP and HACC services in Brisbane. Respond to recommendations from CALD review of sexual health program. Develop trans msm resource. Produce lesbian health strategy. 	WM PM Lead PM PM	Jan – June Jan June Feb April Apl - Aug	<ul style="list-style-type: none"> Develop proposals. Implement proposals. 	Lead tbc	Feb – April July →	Good Progress. A&TSI youth project completed. Joint bid made with Care Connect successful for CACP, EACH & EACH-D packages. Established LGBT Multicultural Action Group and several events & activities held. Trans msm resource not produced (permission from Canada not received). Trans Action Group established. Lesbian issues paper developed, but not strategy (unclear where funding would come from). Lesbian Health Action Group, History Action, Ageing Action Group working well. Need extra staff capacity to support these groups. Progress in developing trans training resources and facilitating trans patient pathways workshops.
1.1.5 Increase volunteer capacity and skills base to expand areas of service provision.	<ul style="list-style-type: none"> Write & pilot outreach volunteer training module. Develop 'group' version of self-paced learning manual. 	SS, BS tbc	April July →	<ul style="list-style-type: none"> Secure resources for Volunteer Coordinator position. 	JR	Jan →	Okay progress. Outreach manual written, and translated into training module. Volunteer core module written and delivered. No overall Volunteer Coordinator, but position in SEQ sexual health team refocused on outreach volunteers.
1.2 Professional Capacity Staff/Board	<i>What</i>	<i>Who</i>	<i>When</i>	<i>What</i>	<i>Who</i>	<i>When</i>	
1.2.1 Board succession planning including the identification of suitable 'professional' board members	<ul style="list-style-type: none"> Advertise Board positions, highlighting skills required in prep for AGM. 	Brd	Aug	<ul style="list-style-type: none"> Advertise Board positions, highlighting skills required in prep for AGM. 	Brd	Aug	Good progress. All Board positions filled. Succession from President to Vice-President planned. Greater number of 'professional' board members. #Note – only 1 woman on Board!
1.2.2 Undertake a staff and board skills audit.	<ul style="list-style-type: none"> Develop & trial staff & board audit. 	PM	June	<ul style="list-style-type: none"> Implement board audit. 	PM	Dec	Partial progress. Completed in 2009. Not repeated in 2010.
1.2.3 Development and	<ul style="list-style-type: none"> Write work-life balance 	GN,	May	<ul style="list-style-type: none"> Implement 'work is play' 	Lead	All yr	Partial progress. Completed work-life balance

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implementation of a 'Work is Play' program to foster creativity and innovation in the workplace.	<ul style="list-style-type: none"> policy. Research & develop 'work is play' program. 	WM	Dec	program.			<ul style="list-style-type: none"> policy. No progress on 'work is play' program.
1.3 Partnerships and Collaborations	<i>What</i>	<i>Who</i>	<i>When</i>	<i>What</i>	<i>Who</i>	<i>When</i>	
1.3.1 Identification of staff secondment opportunities.	<ul style="list-style-type: none"> Survey staff re: interest in secondments, inc. potential placements. Liaise with placement sites. 	Lead	Sept – Oct	<ul style="list-style-type: none"> Begin placements. 			No progress.
		Lead	Nov - Dec				
1.3.2 University 'connect' program to implement short-term project based activities.	<ul style="list-style-type: none"> Identify projects that students could undertake. Identify schools/courses that match with QAHC. Promote student placement possibilities with universities. 	Lead	July – Aug	<ul style="list-style-type: none"> Respond to requests. Promote student placement possibilities with universities. 	RM	→ Nov - Dec	Good progress. Student placement policy revised. Have had several student placements, including 1 international. Contacted several uni/TAFE schools re: opportunities.
		RM	Sept – Oct				
		RM	Nov - Dec				
1.3.3 'Professional' activities program to engage corporate and government representatives to participate in discussions with the LGBT community.	<ul style="list-style-type: none"> Conduct consultation/needs assessment to identify approach/ideas. 	PM	Dec	<ul style="list-style-type: none"> Trial activities. Evaluate and plan for 2010/2011. Continue successful activities. 	PM	Jan - April	No progress.
					PM	May	
						June	
						July - Dec	
1.4 Continuous Quality Improvement	<i>What</i>	<i>Who</i>	<i>When</i>	<i>What</i>	<i>Who</i>	<i>When</i>	
1.4.1 Implement systematic review of all operational aspects of QAHC.	<ul style="list-style-type: none"> Explore quality schemes and make proposal to QAHC Board. Start work on achieving registration. 	PM	June	<ul style="list-style-type: none"> Continue work on quality scheme registration. 	Lead	Jan - Dec	On hold. Work happening in Queensland Compact to harmonise various quality schemes. Will implement following. Continue to use 'internal quality schemes of Qld Health and Department of Health & Ageing (OATSIH).
		Lead	July - on				

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1.4.2 Annual evaluation of performance and assessment of service program delivery.	<ul style="list-style-type: none"> Produce reports for funding bodies against operational plans. Produce Annual Report and summary version. Rolling program of staff project evaluations. 	Lead PM, Lead Staff	Jan, July Aug-Sep →	<ul style="list-style-type: none"> Produce Strategic Plan Progress Report. Produce reports for funding bodies against operational plans. Produce Annual Report and summary version. Rolling program of staff project evaluations. 	PM Lead PM, Lead Staff	Jan Jan, July Aug-Sep →	Done and ongoing.
2.1 State-wide Policy Agenda	<i>What</i>	<i>Who</i>	<i>When</i>	<i>What</i>	<i>Who</i>	<i>When</i>	
2.1.1 Actively participate in state and national policy development to increase the profile of the needs of LGBT Queenslanders.	<ul style="list-style-type: none"> Continue involvement in National LGBT Health Alliance. Continue involvement in Qld Health LGBT Health Issues Group. Lobby Qld Gov/Dep't Comm to establish LGBT group. Make submissions or representations to relevant consultations. 	PM PM PM Staff	→ → Jan – Mar →	<ul style="list-style-type: none"> Continue involvement in National LGBT Health Alliance. Continue involvement in Qld Health LGBT Health Issues Group. Make submissions or representations to relevant consultations. 	PM PM Staff	→ → →	Good progress. Active member (and Chair) of National LGBTI Health Alliance. Department of Communities has established LGBT Roundtable and appointed 3 QAHC connected people. Various submissions made directly (e.g. ageing, multiculturalism) and through National LGBT Health Alliance. However Qld Health LGBT Group has lost focus despite approaches by QAHC to reinvigorate. Participation in Marriage Alliance.
2.2 Communication of Key Messages	<i>What</i>	<i>Who</i>	<i>When</i>	<i>What</i>	<i>Who</i>	<i>When</i>	
2.2.1 Develop and implement Communications Strategy.	<ul style="list-style-type: none"> Develop implementation plan. Begin implementation of plan. 	PM	June July	<ul style="list-style-type: none"> Continue implementation of plan. 		→	Good progress. Fundraising Coordinator position changed to incorporate Marketing. Marketing plan developed and in process of being implemented.
2.2.2 Increase profile and activity within LGBT communities and more broadly the general community	<ul style="list-style-type: none"> Produce summary of annual report and publish in LGBT press. Revise QAHC services 	PM PM	Jan Feb -	<ul style="list-style-type: none"> Produce summary of annual report and publish in LGBT press. 	PM	Jan	Done. Also refreshed and launched HC logo.

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throughout the state.	leaflet and distribute widely.		Mar				
2.2.3 Establish a style guide for all QAHC collateral.	<ul style="list-style-type: none"> Style guide produced. 	RC, JA	June				Partial progress. Awaited new logo, and is in early draft form.
2.2.4 Establish professional QAHC image library.	<ul style="list-style-type: none"> Identify images needed. Source existing images or commission new. 	CL RC, JA, CL	May June →	<ul style="list-style-type: none"> Commission new images (if needed). 	CL	→	Good progress. Some stock photos taken. Also identified diverse (age, ethnicity) models for future shoots. Have arrangement with professional photographer to attend HC events.
2.2.5 Identify suitable organisational spokespersons including health professionals & civic leaders who can represent the organisations on a diverse range of issues.	n/a			<ul style="list-style-type: none"> Develop spokesperson policy. Source and brief spokespersons. Deploy spokespersons as appropriate. 	PM PM PM	April May – Jun →	No progress.
2.3 Enhanced Profile and Reputation	<i>What</i>	<i>Who</i>	<i>When</i>	<i>What</i>	<i>Who</i>	<i>When</i>	
2.3.1 Build database of case studies and 'lived experience' to promote QAHC vision and mission.	<ul style="list-style-type: none"> Develop case-study template. 		Sept – Dec	<ul style="list-style-type: none"> Brief staff on template. Develop case studies. 	Staff	Feb Feb →	Partial progress. Case study template completed. Not well used at this stage.
2.3.2 Identify LGBT successes and promote QAHC vision and mission.	<ul style="list-style-type: none"> Respond to news stories on LGBT issues. 	GM	→	<ul style="list-style-type: none"> Respond to news stories on LGBT issues. 	GM	→	Some progress. Limited by time and relevance of media stories. Built in to Fundraising & Marketing Coordinator's role.
2.3.3 Celebrate successful programs and events within the LGBT community.	<ul style="list-style-type: none"> Launch/release evaluation reports. Generate media coverage. 	All All	→ →	<ul style="list-style-type: none"> Launch/release evaluation reports. Generate media coverage. 	All All	→ →	Little progress. Need to be better at self promotion. Media attention on Rip & Roll campaign.
2.4 Partnership Programs	<i>What</i>	<i>Who</i>	<i>When</i>	<i>What</i>	<i>Who</i>	<i>When</i>	
2.4.1 Develop partnership criteria including code of conduct.	n/a			<ul style="list-style-type: none"> Develop criteria on which we would assess suitability of partner. Develop partnership agreement/MOU template. 		June – July June – July	No progress.

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				<ul style="list-style-type: none"> Identity capacity building activities that we could offer. 		June - July	
2.4.2 Establish business development process.				<ul style="list-style-type: none"> Identify potential partners. Contact partners and negotiate. 		June - Jly Aug - Oct	No progress.
2.4.3 Establish 'entrepreneurial' culture amongst Board and Senior staff.	<ul style="list-style-type: none"> Workshop at Board face-to-face potential links/partnerships and great ideas. Follow-up priority ideas. 	Brd GM	June July →				Little progress. Workshop held with Board. Little follow-up.
2.5 Evaluation and Consultation	<i>What</i>	<i>Who</i>	<i>When</i>	<i>What</i>	<i>Who</i>	<i>When</i>	
2.5.1 Consult with LGBT people on priority health and wellbeing needs.	<ul style="list-style-type: none"> Undertake mental health, ATODS and A&TSI youth consultations. Develop annual consultation process for QAHC. 	DF, SG, WM PM, Brd	Jan - Sep June	<ul style="list-style-type: none"> Implement annual consultation process. 		Mar-April	Partial progress. 'States of Mind' project completed successfully. Survey of lesbian health needs and gay men's sexual health needs. Launch of 'Equality in Health' campaign (poor results). Annual consultation process not developed (although discussed at Board workshop).
2.5.2 Provide opportunities for LGBT people to be involved in the management and delivery of services.	<ul style="list-style-type: none"> Continue to recruit volunteers from target communities. Encourage nominations to Board. 	PM	→ Oct - Nov	<ul style="list-style-type: none"> Discuss expanding community lead projects/ advisory groups etc. Encourage nominations to Board. 	Staff PM	Aprl Oct - Nov	Okay progress. 100 volunteers in 2009/10. ? in 2010/11. Full Board of Directors. Action groups (especially lesbian, history) working okay under volunteer leadership, but need support.
2.5.3 Establish a rigorous and appropriate process of evaluation.	<ul style="list-style-type: none"> Produce guide to evaluation resource for staff. Each member of staff to identify 1 project for evaluation. 	Lead Staff	Jan - June July	<ul style="list-style-type: none"> Each member of staff to identify 1 project for evaluation. Evaluate project. 	Staff Staff	July July →	Okay progress. Evaluation guide at final draft stage. Evaluations conducted and written up by some staff, but need to support further. Some staff attended AFAO evaluation training.

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	<ul style="list-style-type: none"> Evaluate project. 	Staff	July →				
2.6 Advocacy and Lobbying	<i>What</i>	<i>Who</i>	<i>When</i>	<i>What</i>	<i>Who</i>	<i>When</i>	
2.6.1 Develop and implement 'individual' issues based advocacy advice line.	<ul style="list-style-type: none"> Scope out needs and service model. 	Lead	Jul - Dec	<ul style="list-style-type: none"> Identify and apply for funding. Implement advice line. 	JR tbc	Jan → tbc	No progress.
2.6.2 Engage with a broader range of Government and community organisations on issues of strategic importance.	<ul style="list-style-type: none"> Identify priority Gov. Departments and CBOs. Arrange & attend meetings. 	Lead , Brd tbc	June July →	<ul style="list-style-type: none"> Identify priority Gov. Departments and CBOs. Arrange & attend meetings. 	Lead , Brd tbc	June July →	Good progress. Better links with Department of Communities, esp. through roundtable. Development of 'Improving the Lives of LGBT Queenslanders' paper and distribution to politicians and state-wide NGO/peaks. Development of lobbying papers for next state election. Participation in Futures Forum and Community Health Services Network. Could do much more with increased capacity.
2.6.3 Develop and implement issues based campaigns to initiate community engagement and support.	<ul style="list-style-type: none"> Election 09 campaign. Agree campaign/s theme. Implement campaign. 	PM Brd tbc	Jan – Mrch June July →	<ul style="list-style-type: none"> Agree campaign/s theme. Implement campaign. 	Brd tbc	June July →	Partial Progress. Election 09 done, although little tangible achieved. No other campaigns developed. Plans developed for next state election.
2.6.4 Increase representation on Government and non-Government Taskforces and Working Groups.	<ul style="list-style-type: none"> Join 'Futures Forum'. Attend Dep't Comm regional meetings (Bris north) Identify priority taskforces & working groups. Seek membership of taskforces & working groups. 	PM PM Lead , Brd tbc	Feb Feb → June July →	<ul style="list-style-type: none"> Identify priority taskforces & working groups. Seek membership of taskforces & working groups. 	Lead , Brd tbc	June July →	Partial progress. Participate in Futures Forum, Community Health Services Network and Department of Communities Roundtable. Not identified other groups due to lack of capacity. Could do more with increased capacity.

Strategies from Strategic Plan	Actions/Milestones 2009			Actions/Milestones 2010			Progress
3.1 Income and Funding Generation	What	Who	When	What	Who	When	
3.1.1 Secure the continuation of current government funding streams.	<ul style="list-style-type: none"> Lobby for implementation funds for mental health & ATODS needs assessments. Sign-off new agreement for sexual health program. Secure increased funding for 2 Spirits. Ensure compliance obligations are met. 	PM PM, CH PM, WM PM	Jan → Aprl Aprl →	<ul style="list-style-type: none"> Ensure compliance obligations are met. 	PM	→	Good progress. ATODS project continues, but not mental health. Sexual Health program 3½ year contract signed. Small increase for 2 Spirits Program (although not enough to cover increased wage costs and unsure medium term funding future). Disaster relief funding received. Compliant obligations met.
3.1.2 Identify and secure additional government and philanthropic funding opportunities.	<ul style="list-style-type: none"> Develop list of potential funding sources and keep current. Develop QAHC grant application policy. Write and/or support staff to develop applications. 	JR JR JR, PM, staff	→ Feb Mrch →	<ul style="list-style-type: none"> Write and/or support staff to develop applications. 	JR, PM, staff	→	Partial progress. Grant sources identified. Many grant applications made. Some success with relatively small grants. Grant writing policy developed. Staff involved in developing grant applications. Few grants available for LGBT causes.
3.1.3 Develop a suit of professional 'fee for service' products (e.g. training, policy & procedures, employment).	n/a			<ul style="list-style-type: none"> Consult with LGBT community re: products/services required. Develop proposals for products. 	PM	Feb – April May – June	No progress.
3.1.4 Develop and implement a Fundraising Strategy, including the employment of a Fundraising Coordinator.	<ul style="list-style-type: none"> Appoint Fundraising Co-ordinator. Write and agree Fundraising Strategy. Begin implementation 	PM JR	Nov 08 Mrch Mrch	Review Fundraising Strategy.	JR	Mrch	Okay progress. Coordinator appointed and strategy written and implemented. Not enough income being generated yet to cover cost of Fundraising Coordinator position.

Strategies from Strategic Plan	Actions/Milestones 2009			Actions/Milestones 2010			Progress
	of Strategy.						
3.1.5 Identify and secure corporate sponsorships and partnerships.	<ul style="list-style-type: none"> Secure sponsors for TAFF. Secure sponsors for HCF. 	JR	Mrch				Partial progress. Sponsorship secured for TAFF in 2009, 2010. Some donations for HCF, but not sustainable.
3.1.6 Expand 'membership benefits' program.	<ul style="list-style-type: none"> Continue 'Advantage Card' offering. Identify sectors to develop sponsorship arrangements. Follow-up with businesses. 	Brd	→ June				No progress. 'Advantage Card' out of business.
3.1.7 Implement a targeted membership recruitment campaign.	<ul style="list-style-type: none"> Develop membership recruitment plan. Develop materials. Release campaign. Review success of campaign. 	PM, JR	Mrch April May Sept	Re-release campaign.		April	No progress. Focus on getting contact details for people (e.g. Q-List Cards and raffles).
3.1.8 Investigate and identify possible funding sources for LGBT services 'gaps': mental health, alcohol, tobacco & other drugs, aged care, community & cultural development, Aboriginal & Torres Strait Islander, culturally & linguistically diverse, Lesbians, Trans etc	<ul style="list-style-type: none"> Develop list of potential funding sources and keep current. Write and/or support staff to develop applications. 	JR	→	<ul style="list-style-type: none"> Write and/or support staff to develop applications. 	JR	→	Okay progress. Some sources identified and applications written. Few large (\$100,000+) sources available and certainly not for LGBT issues. ATODS project continues to be funded on a yearly basis by Qld Health.
3.2 Resource Centres	<i>What</i>	<i>Who</i>	<i>When</i>	<i>What</i>	<i>Who</i>	<i>When</i>	
3.2.1 Develop a capital fundraising campaign as part of the fundraising strategy.	<ul style="list-style-type: none"> Include in QAHC's State Election 2009 Statement. Develop and initiate campaign. 	PM	Jan →	<ul style="list-style-type: none"> Continue capital fundraising campaign. 	JR	→	Little progress. Included in 2009 and 2012 (tbc) election lobbying. Listed in Fundraising Plan, but not started yet. Requested assessment of HC's capacity to enter into finance arrangements to expand (awaiting results).

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3.2.2 Secure resources to purchase a larger Resource Centre in Brisbane, or second office.	<ul style="list-style-type: none"> Include in fundraising campaign above. Include funding for second office in any large funding bids involving workers. 	JR JR	July → →	<ul style="list-style-type: none"> Identify potential grants sources and make applications. 	JR	→	Partial progress. 'Office costs' included in all applications for new funding. Have identified budget internally for lease of 2 nd office. 2 offers to lease rejected.
3.2.3 Secure resources and funding for the establishment of a permanent Resource Centre on the Sunshine Coast.	<ul style="list-style-type: none"> Sell Noosa property. Identify and approach potential funding sources. Purchase and fit-out suitable property. 	PM JR PM, JT	Feb Feb - Aprl ?	<ul style="list-style-type: none"> Purchase and fit-out suitable property. 	PM, JT	?	Completed. New office purchased and fitted out at 107 Maud St, Maroochydore. Small grants received from SSC Regional Council and Energex, awaiting outcome of 2 nd Jupiter's application.
3.2.4 Scope possibilities for expanding the Cairns Resource Centre.	<ul style="list-style-type: none"> Write to architects asking for pro-bono support. Develop and submit plans to Council. Initiate fundraising campaign. 	PM BL JR	Feb Aug July	<ul style="list-style-type: none"> Undertake building works (dependant on funds). 		?	Partial progress. Wrote to architects, but no takers/advised would not be possible on current site. No source of money for expansion. Applied for money for internal renovations, but unsuccessful. Used sinking fund resources to replace carport and expand shed and install new internal wall, door and shelves.
3.2.5 Undertake feasibility studies for the establishment of resources in additional regional areas.	n/a			n/a			Little progress. Applied for funds to open Townsville office (from Council). Yet to hear outcome. No other sources of funding identified.
3.3 Employer of Choice	<i>What</i>	<i>Who</i>	<i>When</i>	<i>What</i>	<i>Who</i>	<i>When</i>	
3.3.1 Identify and provide opportunities and professional development for current staff.	<ul style="list-style-type: none"> Allocate \$1,000 for staff development for all staff and \$800 for conference attendance. Identify development needs through annual staff reviews. 	Lead Lead RM	July → → →	<ul style="list-style-type: none"> Allocate \$1,000 for staff development for all staff and \$800 for conference attendance. Identify development needs through annual staff reviews. Maintain folder of 	Lead Lead RM	July → → →	Done and ongoing.

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	<ul style="list-style-type: none"> Maintain folder of training opportunities. Organise in-service training for staff on common needs. 	Lead	→	training opportunities. <ul style="list-style-type: none"> Organise in-service training for staff on common needs. 	Lead	→	
3.3.2 Develop and implement a staff benefits program.	<ul style="list-style-type: none"> Link to membership benefits scheme. 						No progress (membership scheme defunct).
3.3.3 Develop succession planning and career progression programs for all staff.	<ul style="list-style-type: none"> Develop career progression program with staff. 	Lead	Sept - Nov	<ul style="list-style-type: none"> Implement program with individual staff. 	Lead	→	No formal progress.
3.3.4 Expand opportunities for student placements at QAHC.	<ul style="list-style-type: none"> Develop potential student project list. Promote student placement opportunities in Universities and TAFEs. 	Lead RM	Jan July →	<ul style="list-style-type: none"> Revise potential student project list. 	Lead	Jan	Done and ongoing.