

strategic plan

2009 – 2011

Family Planning Queensland



Sexual and reproductive health for all

About FPQ

Family Planning Queensland (FPQ) is a not for profit, member based organisation established in 1972. Since this time FPQ has continuously provided quality sexual and reproductive health services to metropolitan and regional Queensland. Today FPQ is a leading provider of sexual and reproductive health clinical, education, and training and information services from offices in Brisbane, Sunshine Coast, Gold Coast, Ipswich, Toowoomba, Townsville, Cairns, Rockhampton and Bundaberg.

mission statement

To promote and achieve sexual and reproductive health for all, through excellence in clinical services, education, research, and advocacy and by influencing policy development

vision

Sexual and reproductive health services for all

key values

Respect for others

Social justice

Professionalism

Innovation

Courage

Openness and honesty

Sexual and reproductive health for all

Family Planning Queensland aims to promote and achieve sexual and reproductive health for all through the provision of a range of both clinical and education services. The provision of these services will be prioritised over the life of the strategy to reflect the current needs within the communities we serve and the resources available to FPQ to deliver these services in an efficient and effective manner.

The sexual and reproductive health needs of young people will be a priority area for our work, along with work with Indigenous communities and cultural and linguistically diverse communities. FPQ will continue to provide a range of professional training and education opportunities for health care workers, including doctors, nurses and allied health workers, particularly those who deliver sexual and reproductive health services to disadvantaged populations, especially to Aboriginal and Torres Strait Islander peoples and people in areas of high population growth and rural areas. We will also continue our work with schools, teachers and those who provide professional education services.

FPQ will continue its provision of clinical services across the state from our six clinics and link these services to our professional training role. It is acknowledged that to achieve our aim of “sexual and reproductive health for all” we need to focus on the continued expansion of our services, through a balance of direct service delivery of clinical and education services and a model where FPQ facilitates the training and upskilling of other professionals to provide this information more broadly.

FPQ will also expand its role in media campaigns and awareness raising initiatives as part of our role to provide information and awareness on STIs and other factors impacting on sexual and reproductive health. This work will be undertaken where possible in collaboration with other partner agencies such as Government departments or other not for profit organisations.

In order to effectively achieve our goal, FPQ will play an advocacy role aimed at influencing the development of new and existing policy at the state and national level. Through an expansion of our work in this area, we will also seek to raise the profile of FPQ as an organization which is well positioned to provide advice and leadership to government, business and professional bodies on matters relating to sexual and reproductive health policy in Queensland. At a national level, FPQ will continue to monitor and respond to emerging sexual and reproductive health priorities and participate nationally with other Family Planning Organizations through our affiliation with Sexual Health and Family Planning Australia (SH&FPA).

An expanded role in the area of research will also be evident throughout the life of this strategy. This work will provide FPQ with evidence on which to base its recommendations for future sexual and reproductive health policy direction.

Critical success factors

new client populations

Throughout the life of this strategy FPQ will need to remain responsive to changing needs and community expectations for sexual and reproductive health. This will mean looking at how we identify and engage new client populations and program opportunities. We will need to remain innovative and flexible in the way we provide services to meet new demands.

service excellence

Over the years FPQ has build a reputation as a provider of high quality education programs and clinical services in sexual and reproductive health to both professional consumers and to the community in general. In order that FPQ maintains its reputation as a provider of quality services, its education, information and clinical services will be evidence based and meet appropriate accreditation standards.

These services will also continue to be provided in a culturally appropriate way, with acknowledgement of access issues facing different populations.

resources

FPQ will aim to maximize its existing resources to achieve its stated mission. Our activities will be aligned to available resources, with mechanisms in place to identify additional resource requirements and strategies for achieving these. Realistic strategies will need to be identified for increasing resource capacity, as part of any commitment to undertake new programs. These must consider financial, staffing, accommodation, and IT, resource needs.

research and information

To maintain our position as a leader in sexual and reproductive health services, we need to participate in the acquisition and dissemination of new knowledge and information in the field. Through our diverse range of services and stakeholder groups, FPQ is in a unique position to generate significant data to inform quality research within the field. To this end, FPQ will be focusing within the life of this strategy on a research agenda and seeking to undertake opportunities to participate in quality research on a number of levels.

partnerships

Mindful of the complex nature of sexual and reproductive health issues across the community, FPQ will seek to partner with other organisations in order to maximise the effectiveness of our work. Building relationships and networks with other organisations and key individuals will enable FPQ to deliver outcomes under this strategy beyond that which could be achieved within its own resources.

Partnerships must also extend beyond the program and service delivery activities of the organization, and be developed in areas, which will assist FPQ to building stronger community relationships and to increase our profile within the general community.

workforce

Workforce continues to be a priority area for FPQ, with an ongoing shortage of skilled trained professionals across the sector. FPQ must work within this strategy to address the many workforce challenges. These include workforce development programs to ensure FPQ maintains its committed highly skilled workforce, remaining competitive in remuneration and employment conditions to ensure FPQ can compete in the workforce market and provide high level quality services.

facilities

FPQ facilities and infrastructure need to evolve and improve so that the organisation can continue to provide high-level quality services. These demands for infrastructure, in relation to accommodation, IT support, and resources will require ongoing monitoring and implementation during the life of this strategy.

policy

FPQ will build on its unique perspective as a non-government organisation with strong direct community links to influence policy development in the area of sexual and reproductive health. FPQ will continue to maintain its close links with government and provide input into the development of good policy in Queensland. At a national level FPQ will continue to work in partnership with other sexual health and family planning organizations, through its membership of SH&FPA, to influence national policy and to advocate for a national sexual and reproductive health strategy.

social determinants

Whilst continuing to support and up skill mainstream health and education professionals to deliver sexual and reproductive health services, Family Planning Queensland will maintain its commitment to equity and access and addressing sexual and reproductive health issues for socially disadvantaged populations. This will be achieved through an ongoing engagement with partners, the maintenance of a focus on holistic sexual and reproductive health service provision and through our commitment to ensuring that the organisation continues to engage in strategies that address disadvantage within the sexual and reproductive health field. These strategies will be evident within both our direct service delivery and throughout our work with health and education providers.

A: Programme and service development

goals



To provide high quality clinical, training, education, and information services using the best available evidence within a quality assurance framework.

outcomes and strategies:

1. **Evidence based standards and information are integrated into policies, procedures and work practices across the organization:**
 - 1.1 *Ongoing review and identification of service excellence within a quality improvement framework;*
 - 1.2 *Research on practice in sexual and reproductive health is regularly disseminated and communicated to staff, integrated into policies, procedures and work practices, and accessed via regular professional development;*
 - 1.3 *Accreditation to relevant service standard systems.*

2. **Education and training programs are developed and delivered to meet the identified needs of priority health, education and community services professionals:**
 - 2.1 *Develop and sustain external partnerships to ensure a range of education and training programs are offered which are informed by, and responds to, contemporary professional needs;*
 - 2.2 *Develop and implement a range of promotion strategies to promote FPQ programs, resources and services to target audiences;*
 - 2.3 *Work proactively with organisations to improve accessible and equitable responses to the sexual and reproductive health needs of young people and socially disadvantaged populations.*

3. **FPQ services are continuously improving:**
 - 3.1 *Regularly review client interactions, information, resources and services to ensure currency and contemporary evidence base;*
 - 3.2 *Monitor services and resources to ensure they address access and equity and are responsive to current and emerging issues in sexual and reproductive health;*
 - 3.3 *Ensure services and resources are informed by feedback from participants, external partners and community members;*
 - 3.4 *Ensure FPQ services and resources are appropriate and effective in addressing sexual and reproductive health issues for socially disadvantaged populations Statewide;*
 - 3.5 *Regularly review production and purchasing processes for cost effectiveness and efficiency.*

4. **FPQ contributes positively to current knowledge and debate on sexual and reproductive health:**
 - 4.1 *Publicly advocate for sexual and reproductive health for all in the community (for example, through communication strategy, expert opinion in sector media);*
 - 4.2 *Maintain a presence in regional and remote areas through strategic use of media, IT and local community members;*
 - 4.3 *Form partnerships with influential researchers, journalists, bureaucrats and politicians;*
 - 4.4 *Develop use of 'patrons' for specific projects and campaigns.*

B: Emerging opportunities

goals



To develop opportunities through research, partnership building, advocacy and marketing to increase the capacity of FPQ and other organisations to respond to the sexual and reproductive health needs of communities throughout Queensland.

outcomes and strategies

1. **An increase in community awareness of the services and programs provided by FPQ across Queensland:**
 - 1.1 *Inform staff and external stakeholders through a wide range of media including website, publications, conference presentations, research forums;*
 - 1.2 *Design media/communication campaigns annually to target community awareness;*
 - 1.3 *Partner with key community organisations to promote sexual and reproductive health needs as part of broader public health strategies, particularly in rural and regional Queensland;*
 - 1.4 *Develop capacity of staff to employ strategic planning skills in the development and management of social marketing;*
 - 1.5 *Promote FPQ as a leading public resource for advice and information on sexual and reproductive health.*
 - 1.6 *Participate in targeted campaigns that engage our target populations and increase their access to services and information.*

2. **FPQ services work in partnership with key organisations and agencies to enhance service delivery to key target groups:**
 - 2.1 *Prioritise key organisations in the health, youth, Indigenous and education sectors and those organisations targeting socially disadvantaged communities;*
 - 2.2 *Participate on key health provision networks and partnerships to advocate for the inclusion of equitable sexual and reproductive health services;*
 - 2.3 *Develop publications to enable key target groups / organisations to support sexual and reproductive health service delivery.*

3. **The development of a research plan that identifies current and future research opportunities for FPQ:**
 - 3.1 *Support staff and external stakeholders to undertake postgraduate study;*
 - 3.2 *Develop capacity of staff and systems for recording and identifying data, stories, trends;*
 - 3.3 *Establish a research component for all funding proposals to prioritise FPQ commitment to establishing 'centre of excellence approach' for all programs;*
 - 3.4 *Establish a working partnership between Queensland researchers and FPQ.*

C: Sustainability

goals



To acquire and use resources effectively so that FPQ increases its capacity to respond to needs within a secure and sustainable financial environment.

outcomes and strategies

- 1. Evidence of continued responsiveness of FPQ services to needs across Queensland:**
 - 1.1. *Collect and report on relevant service statistics;*
 - 1.2. *Utilise epidemiological and demographic data to inform service development processes.*

- 2. Engagement of members and supporters in the work of FPQ:**
 - 2.1. *Expansion of activities for recruiting and relationship development with members and supporters;*
 - 2.2. *Review of membership structures to identify categories and values of membership services;*
 - 2.3. *Increased involvement and financial support for FPQ from engagement with external organisations and individuals;*
 - 2.4. *Investigation of strategies through which members and supporters can provide financial contributions to FPQ through bequests and other philanthropic endeavours.*

- 3. Renegotiated government funding sources:**
 - 3.1. *Maintain ongoing engagement with key staff in government funding bodies to ensure the organisation is well represented, particularly around funding opportunities;*
 - 3.2. *Ensure FPQ is represented in all appropriate forums in which future funding opportunities are negotiated or current funding is renegotiated;*
 - 3.3. *Ensure FPQ financial and activity reporting is transparent and timely;*

- 4. Achievement of a diversified funding base to support the ongoing viability of the organization**
 - 4.1. *Develop ethical and transparent processes for engagement with external organisations to provide sponsorships to support the provision of FPQ services;*
 - 4.2. *Ongoing review of fees charged for services & facilities;*
 - 4.3. *Investigate the option of Medicare funding where appropriate to support FPQ clinical service provision.*

C: Sustainability

5. Maintain a skilled and experienced workforce:

- 5.1. Ensure effective recruitment and retention strategies are in place for all staff positions at FPQ;*
- 5.2. Mechanisms in place to ensure workload is continuously monitored and matched to available staffing levels;*
- 5.3. Human resource policies and procedures are reviewed at least annually;*
- 5.4. Regular review and monitoring of accommodation needs across the organisation to ensure that, within budgetary constraints, FPQ facilities are appropriate and support staff to deliver optimal services;*
- 5.5. Continuously monitor Australian Industrial Relations trends and legislative requirements to inform an annual review of FPQ employment conditions and salary structures, to ensure FPQ remains competitive and an employer of preference.*

D: Organisational development and governance

goals



To continue to improve FPQ resources and facilities to support the provision of excellent service and staff development.

outcomes and strategies

- 1. Workforce development strategy for FPQ developed:**
 - 1.1 *Specific skills, knowledge and organisational supports identified and mapped to key learning areas for all areas of work;*
 - 1.2 *Review of processes and resources designed to meet learning and development needs.*

- 2. FPQ infrastructure in place to support the organisation in meeting its strategic targets:**
 - 2.1 *Maintain effective and transparent financial systems, including external audit;*
 - 2.2 *Plan organisational investment in IT systems in response to service development and delivery needs;*
 - 2.3 *Plan organisational investment in equipment and resources in response to service directions.*

- 3. The implementation of workplace practices which support a consistent representation of FPQ through all organisational materials and publications:**
 - 3.1 *Review and maintain FPQ Style Guide;*
 - 3.2 *Redevelop and promote the FPQ website as a key organisational resource;*
 - 3.3 *Streamline and implement policies for media comment and resource approvals.*

- 4. The maintenance of workplace facilities which support the conduct of FPQ business to an optimal level:**
 - 4.1 *Conduct regular Occupational Health and Safety reviews and implement required changes;*
 - 4.2 *Improve client accessibility to FPQ premises through consideration of location, opening hours and physical construction;*
 - 4.3 *Undertake improvements to systems of energy and water efficiency in all locations;*
 - 4.4 *Utilise resources with an awareness of environmental concerns.*

- 5. FPQ meets all its legislative and corporate governance obligations:**
 - 5.1 *Investment in Board induction and development processes;*
 - 5.2 *Regular review of requirements for insurance and financial administration processes;*
 - 5.3 *Regular review and implementation of recommendations from risk management processes;*
 - 5.4 *Provision of secretariat support for FPQ Board of Directors;*
 - 5.5 *Regular review and update of all policies.*

FPQ vision: sexual and reproductive health for all

program and service development and delivery

goals

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emerging opportunities

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organisational development and governance

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To continue to improve FPQ resources and facilities to support the provision of excellent service and staff development

