

**Strategic Framework
2005 - 2008**

**Hepatitis C Council
of Victoria**



Our vision

**A WORLD WHERE PEOPLE
WITH HEPATITIS C ARE ABLE
TO MAXIMISE THEIR HEALTH
AND SOCIAL OUTCOMES,
AND WHERE THERE IS A
REDUCTION IN THE
INCIDENCE OF HEPATITIS C.**

Our role and purpose

The Hepatitis C Council of Victoria is a strong and effective voice for people with hepatitis C. Our work is informed by the needs, views and experiences of people with hepatitis C.

The Hepatitis C Council of Victoria works in partnership to:

- **REDUCE THE SPREAD OF HEPATITIS C**

Implementing prevention strategies that focus on people who inject drugs or are at risk of doing so.

- **BUILD WORKFORCE CAPACITY**

Supporting the growth and development of a well informed, trained and knowledgeable workforce, able to meet the needs of people affected by hepatitis C and to work to reduce new infections.

- **BRING ABOUT SYSTEMIC CHANGE**

Providing informed opinions and advocating for systems and policies which work towards reducing the number of new infections of hepatitis C and building the health and wellbeing of people affected by hepatitis C.

- **SUPPLY EXPERTISE AND RESOURCES**

Fostering understanding and empowerment through the provision of accurate and credible information on hepatitis C and its prevention.

- **BUILD THE INVOLVEMENT OF PEOPLE WITH HEPATITIS C**

Enhancing the strength, capacity and involvement of people with hepatitis C in our work through a range of flexible and sensitive strategies.

- **PROVIDE LEADERSHIP**

Collaborating with other organisations on a State and National basis to ensure the needs of people with hepatitis C are met and efforts to prevent new transmission of hepatitis C are effective and coordinated.

- **EFFECT SOCIETAL CHANGE**

Building a society where people with hepatitis C have the same rights and privileges as any other person and where there is no new transmission of hepatitis C.

- **BE RECOGNISED AS A STRONG AND CAPABLE ORGANISATION**

Ensuring effective alignment of work of the organisation with the strategic framework through strong governance, management and a skilled, flexible and cohesive staff team.

Strategic outcomes

Our work is directed towards achieving the following long-term outcomes:

- There is a reduction in the incidence of hepatitis C.
- People with hepatitis C are diagnosed early, are accurately and sensitively informed about treatment options and have access to treatment in a supportive environment.
- People with hepatitis C have the full enjoyment of all human rights and fundamental freedoms and can access a full range of services and supports.
- Policies and laws effectively combat and resolve stigma, discrimination and social exclusion of people with hepatitis C.
- There is a coordinated and well supported sector, working together for the benefit of people affected by hepatitis C.

Our core values

We value:

- **People affected by hepatitis C** - We act with respect towards people affected by hepatitis C, working always to see people's humanity, without judgement or prejudice.
- **Empowerment** - We encourage and support people to exercise their rights and to make their own choices.
- **Partnerships** - We work together with people who have hepatitis C and with other organisations to bring about change.
- **Courage** - We face all challenges and are not deterred by them.
- **Excellence** - We aspire to do what we do well and base our work on evidence-based practice.

Future Directions

People with or at risk of hepatitis C come from all parts of the Victorian community and the Hepatitis C Council of Victoria will continue to work in the interests of the diversity of people affected by the disease. In line with the Victorian Hepatitis C Strategy, however, we give priority in our work to:

- People who inject illicit drugs.
- People who live or work in custodial settings.
- Young people.
- Indigenous people.
- People from culturally and linguistically diverse backgrounds.
- People living in regional and rural Victoria.

We will:

- Work more boldly and strategically, with clear targeting and rationale for our work.
- Build stronger partnerships and work collaboratively with other organisations delivering services to people with hepatitis C, showing leadership when appropriate and acceptable to our partners.
- Work towards systemic change rather than trying to plug the holes in the system ourselves.
- Endeavour to build the capacity of other organisations to impart information, develop skills and bring about systemic changes.
- Use technology more effectively to disseminate knowledge on hepatitis C.
- Evaluate what we do, reflect on what we have learned and continually build the internal strength and capacity of the organisation.

Future goals and broad strategies

REDUCING THE SPREAD OF HEPATITIS C

Our goal is to work in partnership to implement effective prevention strategies focusing on people who inject drugs or those at risk of doing so. To achieve this we will:

- Develop and deliver targeted prevention strategies to new injecting drug users, young people, Indigenous people, CALD communities and prisoners. In particular this may include:
 - Working with the Department of Education and Training to ensure that Hepatitis C is incorporated consistently into core curriculum.
 - Targeting frontline workers who work with these groups to encourage effective education and action to prevent hepatitis C.
 - Working with VACCHO (under the conditions of our Memorandum of Understanding) to develop targeted projects and strategies to be delivered within a community controlled framework.
 - Developing specific programs targeted at Indigenous people in custodial settings.
 - Working to increase access to needle and syringe programs for injecting drug users. This may include promoting debate about a trial of needle syringe programs in prisons.
 - Developing partnerships with culturally and linguistically diverse communities and relevant organisations.

BUILDING WORKFORCE CAPACITY

Our goal is to identify and build relationships with a range of training organisations and individuals in community health and welfare settings and fully resource them to develop their hepatitis C workforce.

To achieve this we will:

- Determine priority settings and regions for our efforts in the next period.
- Identify and build relationships with training providers appropriate to these priorities.
- Develop and test a range of diverse methods and technologies for workforce development.

BRINGING ABOUT SYSTEMIC CHANGE

Our goal is to play a pivotal role in developing good laws, policies and services around hepatitis C and its prevention. In particular in the next period we will work to:

- Ensure the Hepatitis C Council of Victoria is an active participant in state and national strategic policy and funding decisions, making decisions with government about laws, policies and services.
- Advocate for and assist hospitals and primary health care providers to develop policies which facilitate access and quality treatment in a supportive environment in hospital and primary health care settings.
- Advocate laws that are not discriminatory and which facilitate decreasing the transmission of hepatitis C; the application of existing laws to prevent discrimination and to ensure there is assistance available to people when discrimination happens.

To achieve this we will:

- Understand who we have to engage with and how we get there and build our credibility with these players.
- Ensure the Council is well known and is invited to participate in key decision making forums.
- Develop and enhance a range of community participation strategies to ensure that we understand the experience of people affected by hepatitis C and are well informed about their needs.

SUPPLING EXPERTISE AND RESOURCES

Our goal is that people living with and affected by hepatitis C and the general public can get the information they need on hepatitis C in a manner and style that makes sense for them and within their own community context. To achieve this we will:

- Develop and/or source a suite of resources specifically tailored to meet the information needs of priority populations.
- Develop a variety of innovative pathways for the distribution of information on hepatitis C to priority populations.

Future goals and broad strategies continued

- Proactively identify local and state based organisations and groups that are in contact with priority populations and provide them with the resources for distribution.

BUILDING THE INVOLVEMENT OF PEOPLE WITH HEPATITIS C

Our goal is to enhance the strength, capacity and involvement of people with hepatitis C in our work through a range of flexible and sensitive strategies.

To achieve this we will:

- Develop and enhance a range of community participation strategies to ensure we understand the experience of people affected by hepatitis C, and are well informed about their needs. This may include developing:
 - An effective membership scheme.
 - Strong partnerships with peer based organisations.
 - An advisory group of people affected by hepatitis C.
- Develop a public speakers bureau to ensure people with hepatitis C are: well trained in public speaking; networking across all levels of community and government; and are regularly presenting to the community.
- Recruit and effectively manage volunteers using best practice principles.

PROVIDING LEADERSHIP

Our goal is to draw together a coalition of organisations working effectively together to stop the spread of hepatitis C and ensure appropriate services, supports and protections for people affected by hepatitis C.

To do this we will:

- Implement a communication strategy about ourselves and our work, that will communicate clearly and effectively our directions for the next period.
- Demonstrate our commitment to partnership by being transparent and fair in our dealings with others and valuing our partners expertise and skills
- Take the initiative to bring the sector together to work towards common goals.

- Work to develop relationships with particular key partners so that we actively support one another to fulfil our respective roles and responsibilities in the interest of people with hepatitis C.

EFFECTING SOCIETAL CHANGE

Our goal is to lessen the fear and stigma experienced by people with hepatitis C. To do this we will:

- Identify and begin to work with people who are 'influencers' of society so they can effectively speak about hepatitis C and the people who have it.
- Find opportunities for people with hepatitis C to speak with people in the general public.
- Support people with hepatitis C and the organisations that they attend in their actions to lessen stigma and to advocate for their rights.

BEING RECOGNISED AS A STRONG AND CAPABLE ORGANISATION

Our goal is to:

- Be a best practice organisation with a cohesive and highly skilled Board of Directors and staff team.
- Increase funding and resources to improve public health outcomes in relation to hepatitis C.
- Be up to date and innovative in our work.

To achieve this we will seek to:

- Build capacity to evaluate our work and seek to establish an ongoing relationship with a recognised Program Evaluation Unit.
- Implement continuous quality improvement processes.
- Build adequate IT and communications infrastructure.
- Ensure adequate administrative support throughout the organisation.
- Continue and refine professional development and training programs and ensure representation at major sector conferences.
- Work actively with the Department of Human Services to increase funding, and investigate other potential sources of funding.