

People Living With HIV/AIDS Victoria Inc.  
**Strategic Plan**  
**2007 - 2010**

# People Living With HIV/AIDS Victoria Inc. Strategic Plan 2007 - 2010

## PLWHA Objects of Association

To provide services and relief from suffering, alleviating poverty, distress and financial hardship, for people living with HIV/AIDS, with the aim of improving their life expectancy and also their quality of life. The primary purpose will be achieved by:

- (a) providing information, advice, advocacy, support (both financial and otherwise) and representation, in a manner which is non-judgmental, and respects each person's right to independence, dignity and privacy.
- (b) ensuring people living with or affected by HIV/AIDS in Victoria are provided with accurate information and advice on all relevant HIV/AIDS issues and in particular information concerning treatment of HIV infection and information on care and support for those living with or affected by HIV/AIDS.
- (c) liaising and working with various community groups, government and other organisations about issues of concern to people living with or affected by HIV/AIDS with the aim of ensuring the best possible level of care, support and treatment;
- (d) promoting a positive image of people living with or affected by HIV/AIDS with the aim of eliminating prejudice, isolation, stigmatisation and discrimination arising from HIV/AIDS.
- (e) the disbursement of funds, food or credit vouchers to members who face immediate financial hardship and distress.
- (f) the provision of a safe and confidential environment for the delivery of services, exchange of information and social support between members and, where appropriate, their partners and dependents.

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## PLWHA Organisational Values

<b>Teamwork</b>	We acknowledge our shared goals. We openly cooperate and communicate our knowledge and share our expertise and information with positive people and those involved in supporting the positive community.
<b>Integrity</b>	We are ethical, accountable and transparent in our dealings with positive people and their supporters.
<b>Inclusion</b>	We seek to foster a culture of inclusion and active participation by encouraging members of the positive community to become involved as members and volunteers.
<b>Respect &amp; Self Determination</b>	We respect the right of positive people to determine their own needs and have meaningful input into decisions that affect them.
<b>Commitment</b>	We are committed to monitoring service providers and governments to ensure they are responsive the changing needs of positive people in maintaining high quality health services.
<b>Promote Health</b>	We embrace a full definition of “health” which encompasses access to employment, access to adequate and appropriate housing and freedom from discrimination and stigma.
<b>Equity</b>	We are committed to achieving equitable health outcomes for positive people.
<b>Diversity</b>	We value and respect the diversity of the positive community and recognise each other’s diverse knowledge, skills and capabilities.
<b>Support</b>	We work to cultivate a safe and supportive organisational environment for positive people.
<b>Positive Education</b>	We respect and encourage positive people to have a central role in identifying and providing their health information.
<b>Confidentiality</b>	We work to ensure that the right to confidentiality by positive people is preserved at all times.
<b>Innovation</b>	We encourage innovation to provide solutions and achieve better health outcomes for positive people.

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## Strategic Goals and Service Priorities

### Introductory note to the 2007-2010 Strategic Plan

PLWHA Victoria's activities, indeed the creation of the PLWHA Victoria itself, demonstrate the principle that the most effective way to meet individual needs is to bring together people who share these needs in recognition that they are best placed to provide one another with support, whether that be information, skills development, practical or emotional support, reduced isolation, a sense of belonging, or developing community identity.

Peer empowerment is central to the process of community development. Successful peer initiatives help to achieve greater power over decisions affecting people's lives by combining individual voices in community action to overcome systemic discrimination and gain greater community acceptance and support. Such principles highlight the broader social context within which individual and community health needs arise and responses are framed, recognising people living with HIV/AIDS are much more than simply "health consumers", and that addressing HIV/AIDS requires more than a health sector response alone. The broader physical and social needs and the human rights of HIV-positive people need to be addressed as well by government and society. Internationally these principles are articulated in the 1986 Ottawa Charter as endorsed by the World Health Organisation.

The 2007-2010 Strategic Plan therefore, reflects these central principles with peer engagement and participation in community development activities reinforced in all program areas: Organisational Development; Advocacy; Education and Health Promotion; Networks and Referral; and, Communications Strategy; and their goals and initiatives, whether it be attending an issue specific peer support group or volunteering as a Board of Management member.

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## Organisational Development

PLWHA organisational structure and policies reflect the needs, rights, experiences and diversity of its constituents, its status as a legally incorporated association and appropriately facilitate the effective ongoing operation of all activities promoting greater community confidence and respect in the organisation.

### ***Governance and strategic direction***

- A formalised triennial strategic planning process linked to DHS funding and service agreement, and state and federal electoral cycles, and addressing changing statutory and regulatory frameworks, ensures funding bodies are aware of and responsive to strategic planning goals whilst confident all legal obligations are in compliance including those governing incorporated associations and the provision of a safe and healthy workplace;

Year 1	Critical dates calendar Constitution review Governance review Audit skills necessary for governance Promote skill 'vacancies' on Board OHS Plan development
Year 2	Succession planning-Ongoing OHS Plan implementation (and ongoing review)
Year 3	OHS Plan Reviewed and formal ongoing review established

### ***Funding and financial accountability***

- Continuing financial accountability and communication regarding funding needs with DHS provides funding continuity and security with the flexibility to enable capacity building initiatives and respond to the changing needs of PLWHA, whilst additional fundraising efforts, expended upon unfunded priorities, provide material aid and financial support to PLWHA

Year 1	Critical dates calendar Finalise DHS Triennial Funding/Annual Reporting Templates adopted – ongoing DHS BBV/STI liaison and raise priority funding needs – ongoing Fundraising Committee – ongoing
Year 2	DHS Disability Services (advocacy) and other funding opportunities Michael Masters Emergency and Distress Fund Review of Disbursement Policy

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Year 3	Prepare framework for development of the next triennial Strategic Plan Prepare framework for DHS negotiations regarding 2011-2014 Funding and Service Agreement
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### **Member and Constituent consultation**

- Member, constituent and volunteer consultation, engagement and participation, as well as the consideration of research and evidence based interventions, ensures PLWHA remains focused upon the needs of PLWHAs;

Year 1	Critical Dates Calendar Develop and formalise Volunteer Program New Member Welcome Script Member Survey – ongoing Membership promotion – ongoing
Year 2	GP diagnosis liaison and PLWHA info kit Member /peer support networks
Year 3	Quarterly members meetings

### **Policies, Procedures and professional development**

- Documented policies, procedures including governance and administrative practices provide the ongoing day to day framework necessary for effective operation including organisational training and professional development for Board members, staff and volunteers;

Year 1	Critical Dates Calendar Staff professional development – ongoing
Year 2	Board Induction and Governance Training
Year 3	Volunteer recruitment, training and supervision

### **Service Management**

- Professional service and program management, delivery, data collection, evaluation and reporting, enable capacity building initiatives and respond to the changing needs of PLWHA, staff and volunteers

Year 1	Critical Dates calendar Service delivery data collection – ongoing Program policy and procedure development – ongoing
Year 2	Critical Dates calendar – annual review
Year 3	Critical Dates calendar – annual review

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## Advocacy

PLWHA Victoria activities reflect the needs, rights, experiences and diversity of people living with HIV/AIDS and appropriately engage their participation in identifying and addressing advocacy issues of importance to them, thereby promoting greater awareness of HIV/AIDS issues, just and fair outcomes for individual people living with HIV/AIDS and subsequent systemic reforms where appropriate.

### **Empowerment and Self-Advocacy**

- Providing skills development programs empower PLWHA to advocate on behalf of themselves and other PLWHA promoting greater individual and peer empowerment and increasingly just and fair outcomes.

Year 1	Positive Living Centre (PLC) consultation and liaison regarding self-advocacy skills development course
Year 2	Self-advocacy skills development course developed and delivered collaboratively with PLC
Year 3	Self-advocacy skills development course delivered and reviewed

### **Peer Networks**

- Peer support networks and other community development initiatives promote knowledge of and community action addressing specific PLWHA advocacy issues;

Year 1	Identify advocacy issues appropriate for delivery in a peer support network model
Year 2	Develop and deliver peer support network(s)
Year 3	Continue delivery and review peer support network(s)

### **Collaborative systemic advocacy**

- Collaborative initiatives with services targeting people with HIV/AIDS or providing specialist expertise in relevant areas address systemic advocacy promotes networks of agencies working on HIV/AIDS advocacy issues, sharing of community resources and more effective use of PLWHA resources;

Year 1	Housing – ongoing
Year 2	GP diagnosis liaison
Year 3	Community awareness of limitations of new notification statistics as indicator of transmission

### **Individual advocacy and referral**

- Access to individual advocacy supports and referral networks documents contacts to build a profile of individual advocacy needs promoting best practice in ensuring specialist PLWHA advocacy assistance for specific issues;

Year 1	Individual service statistics data base updated – ongoing
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	Referral agency data base redeveloped
Year 2	Formalise referral agency network with direct contacts and potential liaison
Year 3	Evaluate Referral network and data base

### ***Systemic advocacy for policy/law reform***

- Providing systemic advocacy where the issue creates barriers for the target cohort to effectively self-advocate, ensures the representation of PLWHA changing needs promoting changes to systems, policies and legislation affecting either a wide cross-section or a specific sub-group of PLWHA.

Year 1	Welfare eligibility and work capacity assessment – ongoing
Year 2	Crimes Act use vs. Health Act
Year 3	PLWHA in the corrections and/or forensic system

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## Education and Health Promotion

PLWHA activities reflect the needs rights, experience and diversity of PLWHA and appropriately engage their participation identifying and developing peer based or delivered education and health promotion initiatives promoting issues of importance to them and the general community.

### ***Physical and mental wellbeing***

- Providing relevant health information, skills development and supportive environments promotes self-esteem and positive choices improving health maintenance and reducing stress

Year 1	QUIT Program – ongoing Positive Education – ongoing Interactive Events – ongoing Positive Plots – ongoing Planet Positive – ongoing Genesis – ongoing Healthy Living Program course redeveloped and implemented – ongoing Speaks Bureau
Year 2	New course content identified and developed where appropriate
Year 3	Review <i>Physical and Mental Wellbeing</i> program priority

### ***Living with HIV/AIDS***

- Providing relevant information addressing experiences of living with HIV/AIDS including: setting life goals and aspirations; health expectations, maintenance and monitoring; evidence-based medicine and treatment options including drug side affects; positive self-image and sexual identity, and psychosocial and mental health issues, promotes proactive choices improving health maintenance and disease prevention

Year 1	Interactive Events – ongoing PosLink – ongoing Redevelop Treatments resources and course content to become <i>Living with HIV/AIDS</i> – ongoing
Year 2	Interactive Events – review PosLink – review
Year 3	Review <i>Living with HIV/AIDS</i> framework

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## **Reducing HIV transmission**

- Providing relevant social marketing campaigns targeting gay men reflecting the range of issues impacting upon unsafe sexual behaviour **and where appropriate likewise campaigns designed for the positive heterosexual community.**  
This includes the need for greater community acceptance of PLWHA sexual expression. It promotes behaviour change focusing upon improving communication and negotiation, challenging assumptions about HIV status and awareness of factors that may reduce individual decision-making capacity.
- Providing relevant social marketing campaigns targeting gay and other men who have sex with men that are not aware of their HIV status, choose not to have HIV antibody testing and who practice unsafe sex promotes behaviour change. This focuses on greater community acceptance of PLWHA sexual expression and individual and collective responsibility to protect themselves and their sexual partners

Year 1	Think Again – Disclosure Campaign Crystal Use Campaign Positive Notions Testing Campaign
Year 2	Positive Notions Testing Campaign Review all year 1 Campaigns
Year 3	New Campaign development and implementation

## **Community Education**

- Providing relevant HIV/AIDS community education and awareness programs targeting young people in education settings, community based organisations, health services, business and government promote greater community understanding of HIV/AIDS transmission, prevention and treatment as well as the needs, rights and experiences of PLWHA.

Year 1	Speakers Bureau – ongoing Positive Education – ongoing
Year 2	Developing community networks to increase education provision (Rural and Metropolitan Access Workers, Community Legal Centres, Family Planning Speakers Unit)
Year 3	Review Community Education Networks

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## Networks and Referral

PLWHA activities reflect the needs rights, experience and diversity of PLWHA and appropriately engage their participation identifying and liaising with other organisations and agencies of importance to them in formal networks promoting greater community responsibility for proactively assisting people with HIV/AIDS and addressing HIV/AIDS issues.

### **Memorandum of Understanding**

- Preparing detailed agreements between PLWHA and other key organisations or agencies detailing the nature and precise purpose of the relationship and specific collaboration, agreed principles governing the agreement, individual agency resources, roles, responsibilities and accountability promotes greater reciprocal clarity of purpose, process and outcome and reduces unnecessary miscommunication, inaction or conflict

Year 1	Review existing MOUs and scoping new agreements with a range of key agencies - ongoing
Year 2	Critical dates calendar for ongoing review of MOUs
Year 3	Update Critical dates calendar for ongoing review of MOUs

### **Networks**

- Developing and maintaining close and effective relationships including establishing MOUs where appropriate, with other PLWHA peer organisations.

Year 1-3	Critical dates calendar for ongoing review of MOUs – ongoing
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- Developing and maintaining networks that represent the needs, rights, experience and diversity of people with HIV/AIDS for specific purposes such as systemic advocacy, peer interest/support, individual referral, etc. promotes strengthened lobbying power, more appropriate use of targeted community resources and expertise leading to earlier resolution of presenting need/problem and greater levels of people with HIV/AIDS needs being met

Year 1	BBV/STI organisations Drug and Alcohol agencies HIV/AIDS Research Institutes
Year 2	GLBTI community organisations Broader Social Justice organisations
Year 3	Evaluate referral networks and data base to determine ongoing effectiveness

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- Ensuring the needs, rights, experiences and diversity of PLWHA are represented on a range of research, education, care and support, treatment and other relevant bodies

Year 1-3	Ongoing representation on relevant committees/advisory/reference groups as appropriate
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### ***PLWHA referrals***

- Providing people living with HIV/AIDS with appropriate referrals to relevant agencies or services that can meet their presenting needs with specific resources or expertise promotes earlier resolution of presenting need/problem and greater community and agency responsibility to assist people with HIV/AIDS and addressing HIV/AIDS issues

Year 1	Update and formalise referral data base including welfare agencies and emergency aid providers
Year 2-3	Evaluate referral networks and data base to determine ongoing effectiveness

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## Communications Strategy

PLWHA Victoria activities reflect the needs, rights, experience and diversity of people living with HIV/AIDS and appropriately engages their participation in communicating issues of importance to them at all levels within the organisation, the wider PLWHA community and to the general public, promoting effective internal communication and greater broader community awareness of HIV/AIDS issues.

### Media Strategy

- Providing consistent and easily recognisable proactive public statements to media outlets, and where necessary responses, regarding HIV/AIDS media coverage strengthens the profile of the PLWHA and promotes greater community awareness of PLWHA issues and needs

Year 1	Consistency of Branding PLWHA Victoria Rewrite PLWHA Victoria Media Policy to focus media opportunities and overcome challenges Community media – ongoing (GLBTI, 3CR, etc.)
Year 2	Establish productive relationships with academic journals in health and social research journals including submitting articles Produce community service announcements for mainstream media – ongoing Respond to relevant government inquiries impacting upon HIV/AIDS – ongoing
Year 3	Review PLWHA Victoria Media Policy

### Community Campaigns/Events

- Providing diverse opportunities for media exposure and broader community campaign messages, particularly in the performing and visual arts and community arts projects, promotes greater awareness of PLWHA needs and issues across a greater diversity of the population

Year 1	Explore media opportunities/community participation
Year 2	Developing and delivering Promotional projects/events
Year 3	Review Community Participation Program

- Providing specific community media campaigns relevant to PLWHA such as the PLWHA 20<sup>th</sup> Year Anniversary Celebrations, promotes opportunities for PLWHA to celebrate the successes of its work whilst generating greater awareness of PLWHA needs and issues across a greater diversity of the population

Year 1	Critical Dates Calendar
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Year 2	20 <sup>th</sup> Year Anniversary Celebrations
Year 3	Review Community Campaigns/Events held to date

### ***Publications and Resources***

- Providing consistent and easily recognisable publications and promotions materials across the full range of broadcast media including online strengthens the profile of the PLWHA and promotes greater community awareness of PLWHA issues and needs

Year 1	Critical dates calendar Website development
Year 2-3	Review existing publications and resources