










# STRATEGIC PLAN 2016 – 2020



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|--|--|--|---|--|---|
| <b>OUR VISION</b>                            | An end to HIV transmission, stigma and discrimination in Queensland by 2020  |  |   |  |   |
| <b>OUR MISSION</b>                           | Reduce HIV transmission through achieving the United Nations 90-90-90 targets by 2020: 90% of all people living with HIV will know their status, 90% of all people diagnosed with HIV will receive sustained antiretroviral therapy and 90% of all people receiving antiretroviral therapy will have durable viral suppression   |  |   |  |   |
| <b>OUR OBJECTIVES</b>                        |  <b>LEADERSHIP &amp; SUPPORT</b><br>Provide leadership, coordination and support to Queensland's public health response to HIV  |  <b>RESEARCH &amp; PROGRAMS</b><br>Facilitate and support the growth of Queensland-led HIV/STI research and programs   |  <b>TESTING &amp; TREATMENT</b><br>Facilitate improved access to community based HIV testing and treatment in Queensland   |  <b>MARKETING &amp; COMMUNICATIONS</b><br>Coordinate HIV campaigns and build support for HIVFQ and the HIV sector   |  <b>OPERATIONS</b><br>Build strong governance, management and organisational health  |
| <b>KEY STRATEGIES</b>                        | <ul style="list-style-type: none"> <li>Leadership in facilitating and monitoring implementation of the Queensland HIV and Sexual Health Strategies including identification of gaps, barriers and priorities</li> <li>Contribute to the development of effective policy and programmatic responses to HIV.</li> <li>Consult closely with stakeholders on the Queensland Strategies and draw on their knowledge and expertise to inform actions</li> <li>Continue to strengthen and expand working relationships with governments, advisory bodies and other decision makers at both state and national levels across a range of portfolios</li> <li>Advocate for an enabling environment (social, legal, policy and human rights) for effective prevention, health promotion and service delivery</li> <li>Work to address the negative impacts of stigma and discrimination on people's health</li> </ul> | <ul style="list-style-type: none"> <li>Ensure research and program priorities are developed in partnership with community-based organisations and collaboration across disciplines. Research and programs will be well connected to current and emerging issues</li> <li>Ensure all funded programs and research encompass social, behavioural, clinical and structural drivers and barriers to achieving optimal sexual health and are evaluated effectively to build evidence for an effective response to HIV</li> <li>Investigate and support additional research and program partnerships to facilitate implementation of the Queensland HIV and Sexual Health Strategies</li> <li>Promote and support Queensland participation in relevant national and international HIV conferences</li> </ul> | <ul style="list-style-type: none"> <li>Support the expansion of community based rapid HIV/STI testing sites</li> <li>Improve priority populations and healthcare professionals' knowledge about the personal and public health benefits of early diagnosis, early treatment and support options available</li> <li>Advocate for and support access to new testing models including home testing</li> <li>Support capacity building in general practice to drive HIV testing, linkages into care and awareness of treatment</li> <li>Continue to work with state/national/international partners to promote treatment as prevention (TasP) and address barriers to expanded access to early treatment, pre-exposure prophylaxis (PrEP) and post exposure prophylaxis (PEP)</li> <li>Advocate for and provide support for universal access to free HIV treatment on public health grounds in Queensland.</li> </ul> | <ul style="list-style-type: none"> <li>Complement the strategies of community based organisations, while mutually respecting each other's independence and acknowledging differences</li> <li>Continue to implement and monitor the HIVFQ Communications and Marketing Strategy</li> <li>Continue to coordinate implementation and monitoring of the END HIV campaign to support the Queensland HIV and Sexual Health Strategies</li> <li>Continue to implement and monitor HIVFQ Fundraising Strategy to grow discretionary revenue through fundraising and other grants</li> <li>Continue to host HIV forums at both state and national levels addressing current and emerging issues facing the HIV response</li> <li>Provide sponsorships and participate in community, cultural and arts events and conferences as appropriate</li> </ul> | <ul style="list-style-type: none"> <li>Build the cultural competency of the organisation to understand and address the issues affecting priority populations and other stakeholders</li> <li>Support the meaningful involvement of people living with HIV and affected communities</li> <li>Support professional development and organisational capacity building to foster and maintain a well-trained and responsive workforce</li> <li>Ensure our Board and committees are well informed and supported to govern and add value to the mission</li> <li>Support the achievement of strategic goals through the selection, design, implementation and maintenance of systems and processes that deliver efficiency, effectiveness and strong governance</li> </ul> |
| <b>PERFORMANCE MEASURES</b>                  | <ul style="list-style-type: none"> <li>Achieve UN 90-90-90 targets by 2020</li> <li>Achieve progress on Queensland HIV Strategy performance indicators when approved</li> <li>Achieve progress on relevant Queensland Sexual Health Strategy performance indicators when approved</li> <li>Achieve progress on National HIV Strategy performance indicators</li> </ul>   | <ul style="list-style-type: none"> <li>Year 1 - 20% of HIVFQ budget to be spent on program and research funding</li> <li>Year 2 - 25% of HIVFQ budget to be spent on program and research funding</li> <li>Year 3 - 30% of HIVFQ budget to be spent on program and research funding</li> <li>Research and programs funded align and support priorities areas as identified in the Queensland HIV and Sexual Health Strategies</li> </ul>   | <ul style="list-style-type: none"> <li>Achieve UN 90-90-90 targets by 2020</li> <li>Increase the number of HIV rapid tests performed and the number of community sites where HIV rapid testing is available (including mobile outreach)</li> <li>Increase the number of HIV tests performed across three sentinel HIV/sexual health specialist GP sites and Queensland Sexual Health Clinics</li> <li>Increase the number of people accessing PEP and PrEP</li> </ul>   | <ul style="list-style-type: none"> <li>20% of the annual HIVFQ budget will be raised through fundraising and other grants by 2017</li> <li>Achieve progress on performance indicators of HIVFQ Communications and Marketing Strategy including increased visitors and engagement on variety of digital platforms</li> <li>Increased awareness, knowledge and acceptance of HIV in the community and behaviour change resulting from the END HIV campaign</li> </ul>  | <ul style="list-style-type: none"> <li>Resources are allocated effectively and efficiently and delivered within the annual HIVFQ budget</li> <li>Staff recruitment, retention, training and performance management</li> <li>Financial management through finance, audit and risk management committee, independent audit and investment performance relative to the market</li> <li>Board evaluation</li> </ul>   |
| <b>GUIDING VALUES</b>                        | <b>PARTNERSHIP &amp; CONSULTATION</b><br>Work in collaborative, respectful partnerships built on clear roles, common objectives and mutual trust with government, affected communities, researchers and health professionals.<br><br>Respect the meaningful involvement of people living with HIV and affected communities and support an empowered and self-determined response to HIV.   |  | <b>LEADERSHIP</b><br>Build an inspiring vision, set new directions and motivate others in a dynamic way.  | <b>INNOVATION</b><br>Strive to be flexible and open to change. Systematic application of new knowledge and understanding to implement improved services.   | <b>INTEGRITY &amp; ACCOUNTABILITY</b><br>Accept responsibility for activities and resources and model best practices and ethical behaviour in business, management and governance.  |
| <b>CONTRIBUTION TO GOVERNMENT OBJECTIVES</b> |  DELIVERING QUALITY FRONTLINE SERVICES  SUPPORTING DISADVANTAGED QUEENSLANDERS  STRENGTHENING OUR PUBLIC HEALTH SYSTEM  ENCOURAGING SAFER & INCLUSIVE COMMUNITIES  |  |   |  |   |