STRATEGIC PLAN

2012-2017

healthway
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INTRODUCTION
FROM THE CHAIR

I am pleased to present the Healthway Strategic Plan for the period to and including the 2016/17 year. This Strategic Plan provides an overview of Healthway’s approach to achieving its Vision of a healthy Western Australia and outlines the key strategic directions the organisation will pursue over the next five years.

Healthway operates in a complex environment. The health of individuals is affected by their social, cultural, economic and physical environments and these factors are not all within the control of the health sector. Healthway recognises that it can only address some of these broader determinants of health by working in partnership with a range of organisations and that health promotion is not the sole responsibility of any one agency in WA.

At the same time Healthway is recognised as an agent for change in moving community thinking and action into a healthier direction for Western Australians, challenging community norms and encouraging individuals and organisations to change their behaviour and practices. Healthway acknowledges this work may create challenges for some of our partners and at times threaten the stronghold of vested interests.

The leadership Healthway provides in this respect has been a feature of our work for over 20 years and will continue over the life of this Strategic Plan.

Importantly, this Plan has been developed following consultation with Healthway stakeholders and is based on the best available evidence in health promotion. Healthway has always based its priorities and policies on peer-reviewed evidence and independent evaluation of our programs. This will continue to be a feature of our work over the life of this Strategic Plan. Healthway will continue to review our priorities and policies if necessary and as new evidence emerges.

This Plan will be used as a foundation for all Healthway operational plans and performance monitoring. I expect it will also prove to be an invaluable source of information for organisations seeking Healthway sponsorship or grants funding. I would recommend this Plan to anyone with an interest in the health of Western Australians.
OUR VISION
A healthy Western Australia, where everyone has a role in promoting health and shares in the benefits of a healthy population.

OUR MISSION
Healthway is a health promotion foundation, with a legislated obligation to promote good health and encourage healthy lifestyles. Healthway fulfils this obligation by:
- Promoting and facilitating healthier lifestyles, policies and environments.
- Empowering individuals, groups and communities to be healthier.

OUR VALUES
- We have a sense of purpose about our work and are committed to improving the health of all Western Australians.
- We support our people and stakeholders, recognising they are integral to our Mission.
- We strive to support and empower the community to adopt healthier lifestyles.
- We are ethical, accountable and fair.
- We enjoy our work and acknowledge our achievements and those of others.
THE HEALTHWAY APPROACH

Healthway strives to deliver visionary and proactive leadership in health promotion in WA. Healthway works in partnership with a wide range of organisations, bases its policies and funding decisions on evidence where possible, and through our expertise and experience adds value to health promotion efforts.

The core functions supporting Healthway’s work are:
- Health promotion advocacy
- Health promotion project grants
- Health promotion research grants, and
- Health promotion sponsorship

Healthway provides grants to a range of organisations in WA to support programs which encourage healthy lifestyles. These include grants for innovative health promotion projects and campaigns in the community, as well as research funding to support studies that add to the knowledge-base around what works in health promotion.

Since its inception, Healthway has provided sponsorship to sport, arts, and racing organisations to promote health campaign messages and create healthy environments as well as aiming to increase participation in healthy activities. The primary focus of the sponsorship program is to extend the reach of health promotion campaign messages of other agencies, where these are aligned to Healthway priorities. More recently, Healthway has introduced an additional objective for the sponsorship program, which is to reduce exposure to food and beverage sponsorships which undermine health promotion objectives.

Healthway encourages people to make healthier choices and works to create healthier environments, where the healthy choice is the easy choice. Healthway actively seeks to challenge community norms and encourages individuals and organisations to change their behaviour and practices. This is a progressive agenda, whereby Healthway revises its priorities as necessary to tackle emerging health priorities and supports organisations to implement healthy reforms beyond their legislated obligations. For example, smoke free areas were a condition of Healthway funding arrangements several years before legislation to create smoke-free public places was introduced in WA.

Healthway’s work incorporates the concepts of priority health areas and priority populations, within a comprehensive ‘whole of population’ approach which aims to promote healthy lifestyles and discourage unhealthy habits in order to reduce the risk of preventable chronic disease. A whole of population approach seeks to improve health at the broad community level, and includes people who are currently well and those at risk of developing disease. This approach aims to achieve incremental shifts in risk factors and risk behaviours which over time lead to significant reductions in the overall burden of chronic disease in the community, and is consistent with best practice in health promotion.

Identifying priority health areas and priority populations ensures Healthway’s efforts are applied to maximum effect in support of the Healthway Vision. The recommendations of the Australian National Preventative Health Taskforce have been adopted as a guide for Healthway’s agenda.
HEALTH PROMOTION

The World Health Organisation defines health as a resource for everyday life. Health is a positive concept emphasising social and personal resources, as well as physical capacities. Health promotion is the process of enabling people to increase control over, and to improve, their health. It extends beyond individual responsibility for health and embraces social, environmental and political actions.

Modern health promotion is based on the Ottawa Charter for Health Promotion, which includes three core actions; to advocate, enable and mediate for health. The Ottawa Charter states that health promotion involves building healthy public policy, creating supportive environments, strengthening community actions, building personal skills and reorienting health services. Health promotion is therefore not just the responsibility of the health sector; it puts health on the agenda for all sectors, requiring them to be responsible for the health consequences of their decisions.

PRIORITY HEALTH AREAS

Our focus is to reduce the impact of preventable chronic diseases in WA, such as cardiovascular disease, type 2 diabetes, cancer and mental ill-health. The highest priorities are those risk factors that have the most significant influence on preventable early death and disability in terms of their contribution to the overall burden of chronic disease in the community. They are also consistent with state, national and international health promotion priorities:

- Reducing smoking and working towards a smoke-free WA
- Reducing harm from alcohol
- Preventing overweight and obesity
- Promoting good community and individual mental health

In the current strategic period Healthway will also include a focus on preventing skin cancer and reducing harm from illicit drug use.

PRIORITY POPULATIONS

Some groups in the community are at greater risk of preventable chronic disease and have higher rates of unhealthy behaviours. While recognising that Healthway has a legislated mandate to focus its efforts on children and young people in WA, our priority populations are those groups in the WA community who are at higher risk of early death and disability:

- Aboriginal and Torres Strait Islander people
- People living in rural and remote communities
- People disadvantaged through economic, cultural, social or educational factors
Healthway actively seeks to challenge community norms and encourages individuals and organisations to change their behaviour and practices.

Our focus is to reduce the impact of preventable chronic diseases in WA, such as cardiovascular disease, type 2 diabetes, cancer and mental ill-health.
The primary focus of the sponsorship program is to extend the reach of health promotion campaign messages.

The recommendations of the Australian National Preventative Health Taskforce have been adopted as a guide for Healthway’s agenda.

This Plan has been developed following consultation with Healthway stakeholders and is based on the best available evidence in health promotion.
TARGETING OUR PARTNERSHIPS

Healthway prioritises its resources towards organisations strongly aligned to Healthway objectives, with a high degree of organisational capacity and reach. Healthway also seeks to influence organisations to support Healthway’s objectives and, where possible, assists organisations to further develop capacity and reach. This concept can be illustrated as follows:
OUR OBJECTIVES

1. Health promotion returns on investment
   Maximise health promotion returns through evidence-based priority setting, expert selection of opportunities and robust evaluation

2. Community awareness and engagement
   Enhance community awareness of, and engagement with, Healthway objectives and outcomes

3. Partnerships
   Encourage and support organisations to advance Healthway’s mission

4. Governance
   Deliver clear direction and manage risk, through effective leadership and transparent decision making

5. Organisational capacity
   Ensure operational capabilities deliver organisational efficiency and drive performance
1. Maximise health promotion returns through evidence-based priority setting, expert selection of opportunities and robust evaluation

**Strategies**

1.1 Invest in projects that are either evidence-based or evidence-building
1.2 Strengthen the focus on health promotion outcomes through more integrated funding pathways
1.3 Ensure Healthway funded projects are effectively evaluated to guide investment decisions
1.4 Benchmark sponsorship benefits to ensure the sponsorship program delivers value for money
1.5 Optimise and streamline access to programs to enhance reach to priority populations

2. Enhance community awareness of, and engagement with, Healthway objectives and outcomes

**Strategies**

2.1 Ensure Healthway’s profile and brand awareness supports the role of the organisation as an agent for change across the community
2.2 Provide leadership in health promotion and influence public debate on health promotion issues
2.3 Develop and build effective relationships with key ambassadors for health promotion, to engage with the community
2.4 Maximise exposure of the achievements of Healthway and its partners
3 Encourage and support organisations to advance Healthway’s mission

**Strategies**

3.1 Assist organisations to develop their capacity to deliver effective health promotion
3.2 Use evidence and precedents to encourage and influence organisations to support Healthway objectives
3.3 Prioritise resources towards organisations with a strong alignment to Healthway objectives and a high degree of organisational capacity and reach
3.4 Contribute to the development of the health promotion workforce and sector in WA
3.5 Encourage innovation in health promotion research

4 Deliver clear direction and manage risk, through effective leadership and transparent decision making

**Strategies**

4.1 Review strategic priorities to ensure ongoing alignment between objectives and actions
4.2 Monitor organisational performance to ensure ongoing alignment between objectives and actions
4.3 Build the knowledge-base and capacity of Board members to advance the objectives of the organisation
4.4 Intermittently review corporate governance practices to ensure the Board and advisory committees continue to operate effectively

5 Ensure operational capabilities deliver organisational efficiency and drive performance

**Strategies**

5.1 Develop a high level of internal expertise in the core functions of health promotion, sponsorship and corporate services
5.2 Maintain an effective and cohesive workplace culture
5.3 Advocate for an increase in funding and explore new revenue streams, in order to maximise health promotion opportunities
5.4 Embrace innovation, new technologies and contemporary workplace practices
Representatives from the following organisations provided input into the development of this Strategic Plan:

- Australian Council for Health, Physical Education and Recreation (ACHPER)
- Australian Council on Smoking and Health (ACOSH)
- Australian Health Promotion Association (WA Branch)
- Australian Medical Association (AMA) (WA Branch)
- Australian National Preventive Health Agency (ANPHA)
- Avon Descent Association
- Bodd Health Services
- Broome Senior High School
- Broome Soccer Association
- Broome Touch Association
- Buzz Dance Company
- Cancer Council WA
- Chamber of Arts and Culture
- Chronic Disease Prevention Unit of the Public Health Division, Department of Health
- City of Mandurah
- Community Arts Network
- Community Solutions
- Co-ordinator Southern Art & Craft Trail
- Country Arts WA
- Curtin University of Technology
- Disability in the Arts, Disadvantage in the Arts, Australia (DADAA)
- Department of Communities
- Department of Culture and the Arts
- Department of Health
- Department of Sport and Recreation
- Edith Cowan University, Child Health Promotion Research Centre
- Edith Cowan University, School of Exercise, Biomedical Sciences
- Esperance General Hospital
- Fairbridge Festival
- Football West
- Healthy Schools Coordinator
- Heart Foundation
- Hockey WA
- Kimberley Population Health Unit
- Mundaring Arts Centre
- Pearl Coast Gymnastics Club
- Perth Heat
- Pindi Pindi, National Research Centre for Aboriginal Children, Families and Community
- Population Health (South West)
- Propel Arts-Y-Culture
- School Drug Education and Road Aware (SDERA)
- Shire of Bruce Rock
- Southern Edge Arts
- Storm the Stage
- Surfing WA
- Swimming WA
- Targa West
- The Cancer Council WA
- University of WA, School of Population Health
- WA Athletics
- WA Ballet
- WA Circus School
- WA Disabled Sports Association
- WA Drug and Alcohol Office
- WA Local Government Association
- WA Sports Car Club
- WA Sports Federation
- WA Country Health Services (WACHS) Great Southern
- Water Pola WA
- Wheelchair Sports Association
- Yirra Yaakin
- YMCA