



Hepatitis  
NSW

# strategic plan

2020 - 24



Inclusiveness  
**Excellence**  
Collaboration  
**Integrity**  
Independence

# Vision

A world free of viral hepatitis.

# Mission

We work to prevent the transmission of viral hepatitis and to improve the health and wellbeing of affected people and communities.

# Values

## EXTERNAL

**Inclusiveness** – we provide a range of non-judgemental services and information to a culturally diverse group of people living with or affected by viral hepatitis.

**Excellence** – we deliver quality and innovative services informed by evidence-based research, harm reduction principles and engagement with affected communities.

**Collaboration** – we build strong partnerships with our stakeholders.

**Integrity** – we are accountable to our communities and transparent in our actions.

**Independence** – we work in the best interests of people affected by viral hepatitis.

## INTERNAL

**Inclusiveness** – we celebrate and promote diversity and difference through acceptance, respectful language and healthy work life balance.

**Excellence** – we will improve and expand on our success, support staff to develop, are reliable, and hold ourselves to high standards.

**Collaboration** – we work together to build in participation that values everyone's expertise, input and experience. Siloing and bureaucracy are reduced where possible.

**Integrity** – we are accountable to each other and for the work that we do, are approachable and transparent, demonstrate trust and respect and use clear, open communication.

**Independence** – we are trusted to work autonomously, are given the freedom for creativity and use our knowledge and experience to innovate.

# Who we are

Hepatitis NSW is a statewide, not-for-profit charity started by members of the hepatitis community in 1991.

We provide information, support, referral and advocacy for people affected by viral hepatitis in NSW. We also provide workforce development and education services both to prevent the transmission of viral hepatitis and to improve services for those affected by it.

We strive to represent people affected by viral hepatitis and work actively in partnership with other organisations and with the affected communities themselves to bring about improvements in quality of life, information, support and treatment, and to prevent hepatitis B and C transmission.

# Who we work with

- People living with, at risk of or affected by hepatitis C
- People living with, at risk of or affected by hepatitis B
- People who inject, or who are at risk of injecting, drugs
- People in custodial settings
- People experiencing homelessness
- Aboriginal and Torres Strait Islander peoples
- People from culturally and linguistically diverse backgrounds

# How we work

- People centred
- Community informed
- Partnership based
- Informed by people with lived experience
- Statewide

# Our partners

NSW Ministry of Health

NUAA

Local Health Districts – HARP units

Justice Health and Forensic Mental Health Network

Aboriginal Health and Medical Research Council of NSW

Aboriginal Community Controlled Health Services

414 Close the Gap partners – SWOP, ACON, Positive Life, HALC, NUAA

Multicultural HIV and Hepatitis Service

Research Institutes including Kirby Institute and Centre for Social Research in Health

Primary Health Networks

Culturally and linguistically diverse community groups, including Chinese Australian Services Society (CASS) and Korean Australian Medical Society (KAMS)

Pharmaceutical industry

# Creating our plan

To develop a Strategic Plan which helps us best represent, support and get results, we talked with our communities. We also talked with our funding agencies, government and community service providers, our sector partners, stakeholders and researchers.

We reflected on what we as an organisation have done in the previous four years; thought about what we can do better or differently; looked at what has changed and imagined what the future may look like.

During 2019, we did a survey of members, peer workers, volunteers, service users and people working in the viral hepatitis sector. We also had more in-depth interviews with key stakeholders. As well, we held a workshop with our Board and another with staff to put forward their ideas.

This Strategic Plan is the result.

# Guiding our work

- WHO Hepatitis B and Hepatitis C Elimination Goals
- Third National Hepatitis B Strategy
- Fifth National Hepatitis C Strategy
- Fifth National Aboriginal and Torres Strait Islander Blood Borne Viruses and Sexually Transmissible Infections Strategy
- NSW Hepatitis B Strategy
- NSW Hepatitis C Strategy

# Our work aims to improve or increase

- Awareness and knowledge amongst affected communities
- Access to appropriate healthcare services, especially to priority populations
- Prevention, testing, treatment, and cure of hepatitis C
- Testing, vaccination, and monitoring or treatment of hepatitis B

# We also work to create and support

- Health and community services workforces with knowledge and skills
- Non-judgemental services free from stigma and discrimination
- An enabling environment where policy and services are designed to improve health outcomes
- Equitable access to services for marginalised people

# Towards elimination

Hepatitis NSW is committed to achieving a world free of viral hepatitis. We do this by reducing transmission and, every day, we are working to improve the health and well-being of affected people and our community. To improve health and well-being we need to be effectively communicating about hepatitis, improving awareness and understanding, and providing support.

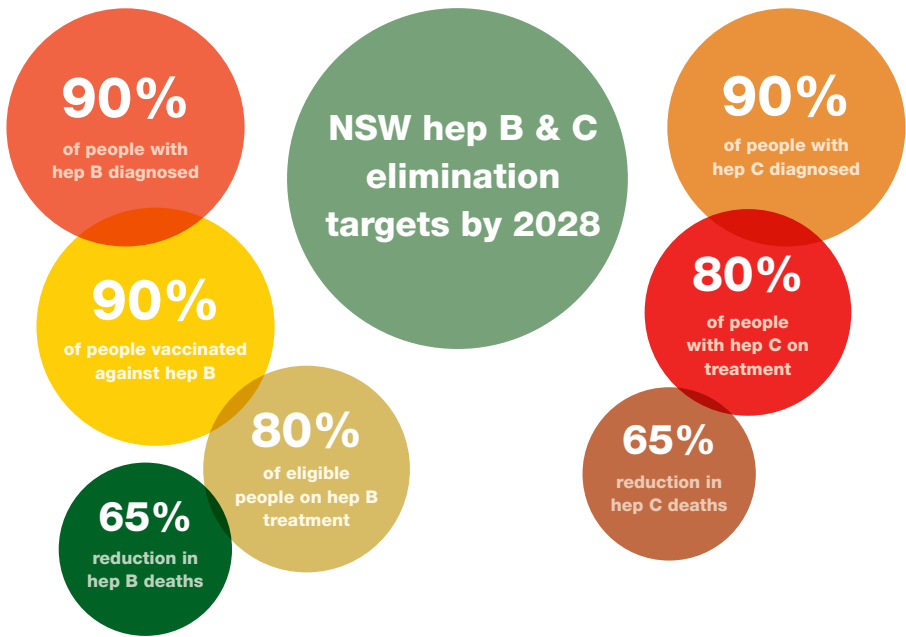
We know that to prevent transmission we must empower people with knowledge and support communities to make informed decisions about their health. We need to promote access to information, advice and services for the prevention, care, treatment, management and cure of hepatitis B and hepatitis C.

In 2016, people living with or affected by hepatitis C received the best possible news. New cures for hepatitis C had been developed and would be available to everyone via the Pharmaceutical Benefits Scheme (PBS). The treatment is now simple – just pills, no injections. Treatment lasts just 8 or 12 weeks and has little or no side effects for most people. Importantly, over 95% of people get cured. It has truly changed people's lives for the better. Health issues, such as tiredness, pain, nausea, itching, and easy bruising, which they had learned to just accept and live with, were gone.

The treatment, direct-acting antivirals (DAAs), has also changed how we work and what we do to make the lives of our community better. We now need to work more closely with Local Health Districts, General Practitioners, Aboriginal Community Controlled Health Services and other community health service providers and clinical staff to reach our communities so they can benefit from treatment and cure.

This means working together to help make sure services are welcoming, understanding and supportive of people seeking treatment. It also means making sure that access to information, support and care is easy, appropriate, and available in ways that meet the health and wellbeing needs of our communities.





We must make sure the broader community has access to current information about the prevention, testing, treatment, management and cure of hepatitis B and hepatitis C.

Stigma and discrimination remain a major barrier to service access and therefore treatment. We will continue to provide education, training and services that highlight the challenges of stigma and discrimination in society. We will continue to support our partners to identify and address stigma and discrimination where it exists in services.

A great number of people living with hepatitis C have now been cured but more needs to be done to reach others who may still be wary of, or not be aware of, the new treatment. This group will be harder to reach, but we will find innovative ways to do so, while maintaining our statewide focus and reach, as well as building on our existing strengths. Key to this work will be the expansion of our peer programs and networks. Our peer workers are an invaluable resource. Through their lived experience of hepatitis C, they give a strong voice and a human face to the challenges of accessing, the barriers to, and the rewards of, treatment and cure.

The road to elimination of hepatitis B is very different. While there is no current cure for hepatitis B, we do have very effective ways to prevent transmission of hepatitis B and drugs that effectively treat hepatitis B.

Hepatitis B transmission can be prevented by vaccination. In Australia, the hepatitis B vaccine has been available to every baby born since 2000. Identifying people who have not been vaccinated and remain at risk of becoming infected and offering vaccination plays a critical role in preventing transmission of hepatitis B.

Often hepatitis B does not cause any symptoms, and people don't know they have hepatitis B unless they have a blood test. In Australia, about 4 in 10 people with hepatitis B do not know they have it. Identifying those people is a key challenge for our work in the fight against hepatitis B.

For people living with hepatitis B, effective management is available. Not everyone needs to take medication. Management of hepatitis B involves monitoring with regular blood tests and ultrasounds of the liver. Doctors look out for when the virus is damaging the liver. When this happens, treatment with tablets can control the hepatitis B virus and prevent liver damage and liver cancer. These drugs have very few side effects. While these medicines don't cure hepatitis B, they are effective at making the virus undetectable, protecting the liver against damage and reducing the risk of transmission.

We will continue to work in partnership with Local Health Districts, the Multicultural HIV and Hepatitis Service, the Aboriginal Health and Medical Research Council, and with community groups to reach at-risk communities in safe and appropriate ways. We will make sure people have current information and support to access vaccination, testing, diagnosis, management and treatment in culturally appropriate formats which meet their needs.

We are on our way to eliminating viral hepatitis in NSW. Many lives have been saved and improved already. While there are still many more to be reached, elimination of hepatitis C and hepatitis B is now within sight.

**Hepatitis NSW is committed  
to achieving a world free of  
viral hepatitis**



GOAL

1

Increase the knowledge and awareness of people living with, or at risk of, hepatitis B and hepatitis C, by promoting testing, treatment, management, cure, prevention and well-being.

## Outcome

**People living with, or at risk of, hepatitis B are aware of, and informed about prevention, testing, management, treatment and health services.**

### ACTIVITIES

Provide a range of services to support and encourage people with hepatitis B into testing, management and treatment.

Partner with Aboriginal community-controlled health services to deliver information and support, access to testing, management and treatment of hepatitis B for Aboriginal and Torres Strait Islander people.

Increase HNSW attendance and participation in community health promotion and education events for people living with, and key communities affected by, hepatitis B.

Enhance and support the accessibility, relevance and reach of resources and services through social media, communications campaigns, websites and Information Communication Technology.

Promote and support the NSW hepatitis B campaign.

Identify, develop and deliver innovative, value-based and community informed services, in collaboration with partner organisations, that fill identified needs and gaps.

## Outcome

**People living with, or at risk of hepatitis B or hepatitis C, are equipped to make informed decisions about their health and supported to access services.**

### ACTIVITIES

Provide current evidence-based information, resources and support to people living with, or at risk of viral hepatitis to make personally appropriate decisions about their health needs.

Grow partnerships and collaboration with key stakeholders to develop and deliver pathways to care across sectors and between service providers which meets the individual needs of people living with, or at risk of, viral hepatitis.

## Outcome

**People living with, or at risk of, hepatitis C are aware of, and informed about prevention, testing, treatment, cure and health services.**

### ACTIVITIES

Provide a range of services to support and encourage people with hepatitis C into testing, treatment and cure.

Expand peer-based programs to meet the healthcare needs of people living with hepatitis C.

Partner with Aboriginal community-controlled health services to deliver information and support, access to testing, treatment and cure of hepatitis C for Aboriginal and Torres Strait Islander people.

Develop and deliver evidence-based, community informed communications campaigns for prioritised communities in partnership with key stakeholders.

Host and promote World Hepatitis Day in NSW and collaborate with sector partners and LHDs on activities to run during Hepatitis Awareness Week.

Increase HNSW attendance and participation in community health promotion and education events for people living with hepatitis C, people in custody, people who inject drugs, Aboriginal and Torres Strait Islander peoples and culturally and linguistically diverse populations.

Enhance the accessibility, relevance and reach of resources and services through social media, communications campaigns, websites and Information Communication Technology.

Identify, develop and deliver innovative, value-based and community informed services, in collaboration with partner organisations, that fill identified needs and gaps.

...a range of services to support and encourage people with hepatitis C into testing, treatment and cure.



GOAL

2

Build the capacity of the health and community workforce in key settings to deliver evidence-based services, free from stigma and discrimination, which meet the needs of people living with, or at risk of, hepatitis B and hepatitis C.



## Outcome

**The health and community workforce in NSW provides evidence-based, quality care, services and support to people living with, or at risk of, viral hepatitis.**

### ACTIVITIES

Deliver best practice capacity building and workforce development programs in prevention, care, treatment, management and cure.

Provide current and accessible information, training and resources for the health and community services workforce.

## Outcome

**Experience of stigma, discrimination and marginalisation is reduced for individuals and communities living with, or at risk of, viral hepatitis.**

### ACTIVITIES

Give voice and platforms to people with lived experience of viral hepatitis to reduce stigma and discrimination and improve health service access and outcomes.

Promote action and support implementation by agencies and service providers in delivering programs that reduce stigma and discrimination.

GOAL

3

Engage, empower and mobilise affected people and communities to advocate together to achieve viral elimination goals and promote equality of access to prevention, care and treatment services.

## Outcome

**Hepatitis NSW is an effective and respected advocate for and on behalf of our communities, people affected by, or at risk of, viral hepatitis.**

### ACTIVITIES

Participate in and influence the development and delivery of services, programs and research.

Develop policy positions and submissions that influence decision makers.

Lead, and participate in, public discussion on matters and issues impacting on people affected by or at risk of, viral hepatitis.

## Outcome

**Hepatitis NSW has active, engaged members advocating for policies to deliver effective responses to meet the needs of communities affected by viral hepatitis.**

### ACTIVITIES

Empower and support people living with or affected by viral hepatitis to speak about their experiences, issues and needs to improve and advance treatment and care and have equitable access to appropriate services.

Partner with organisations working with our communities to amplify the diverse voice of the viral hepatitis community.

Opportunities are created for our communities to:

- share experiences of living with hepatitis
- encourage and support people to access hepatitis C healthcare
- express needs, issues and concerns
- participate in policy and program development; and
- advocate and lobby at a personal, community, organisational and political level.

GOAL

4

**Maintain and grow Hepatitis NSW as an inclusive organisation with strong agility, expertise, competence, innovation and integrity.**

## Outcome

**HNSW is recognised as a sector leader in good governance and strategic leadership.**

### ACTIVITIES

HNSW has a diverse, engaged, informed and skilled Board membership which reflects the people and communities affected by viral hepatitis and expertise within the sector.

Provide transparency and accountability on organisational performance.

Exercise corporate responsibility and leadership through practical and meaningful financial, social and environmental initiatives.

Demonstrate leadership by ongoing implementation of the Hepatitis NSW Reconciliation Action Plan (RAP).

## Outcome

**HNSW is an attractive employer in the health and community services sector.**

### ACTIVITIES

Attract and retain staff and volunteers, support their development, growth, wellbeing and improvement.

Promote, acknowledge and reward innovation, continuous improvement and productivity.

Provide a positive, healthy, rewarding, respectful and inclusive environment for staff, volunteers and supporters.

## Outcome

**HNSW is financially sustainable and positioned for growth.**

### ACTIVITIES

Develop and implement a plan to diversify income streams.

Develop and maintain investment arrangements aimed towards growth.

## Outcome

**HNSW is efficient and effective in its use of resources through continuous improvement.**

### ACTIVITIES

Maintain existing accreditation.

Monitor and maintain systems and processes that measure operational impact, efficiency and outcomes.

**Provide transparency and accountability on organisational performance.**



## **Hepatitis NSW**

Working towards a world free of viral hepatitis

### **Hepatitis Infoline**

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Hepatitis NSW is proud to acknowledge Aboriginal people as the traditional owners and custodians of our lands and waters.

ABN 30 408 095 245

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