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WOMEN'S HEALTH
NORTHERN RIVERS

Strategic Plan

FY27

Annual Strategic Plan — Financial Year 2027

Our Vision and Mission

Vision

To lead our region as the trusted specialist service for women — where every woman, regardless of background, can access quality care.

Mission

WHNR supports and advocates for women across the Northern Rivers to be well, safe, strong and empowered to thrive.

Our Core Values

Our core values guide every decision and action we take. These values define our culture and support our vision.

Equity

Fair access and just outcomes for all women and children.

Integrity

Transparency and honesty in all we do.

Respect

Dignity and cultural safety at the heart of our practice.

Kindness

Compassion in every interaction.

Courage

Speaking up for systemic change.

Sustainability

Building an organisation that endures.

Strategic Context

Community Need

- Increasing complexity of presentations
- Housing and cost-of-living pressures
- Ongoing disaster recovery impacts
- Growing demand for integrated women's health services

Organisational Strengths

- Trusted specialist service
- Strong multidisciplinary team
- Established partnerships
- Strong governance and leadership

Strategic Opportunities

- Outreach and telehealth expansion
- Revenue diversification
- Strategic partnerships
- Service innovation

Key Risks

- Funding uncertainty
- Workforce shortages
- Premises limitations
- Increasing demand and complexity

Demand and complexity are increasing faster than service capacity. FY27 focuses on strengthening workforce sustainability, securing funding and expanding access to integrated care.

Our Strategic Focus

Sustainable workforce + secure funding → expanded services → improved outcomes for women

Care for Our People

A safe, supported & sustainable workforce

A strong, supported workforce enables the delivery of high-quality, trauma-informed services, ensuring women receive consistent, safe and effective care.

Sustainable Funding

Diverse and reliable Funding streams

Sustainable and diversified funding enables workforce stability and service continuity, ensuring WHNR can respond to community need and expand access sustainably across the region.

Integrated, Accessible & Inclusive Care

High quality, connected services for women

Integrated, accessible and inclusive services deliver improved outcomes for women, increasing safety, wellbeing, and access to care across the Northern Rivers.

Together, these priorities strengthen our workforce and funding base to expand access and improve outcomes for women across the Northern Rivers.

Strategy on a Page

Women in the Northern Rivers are well, safe, strong and empowered to thrive

Caring for Our People
A safe, supported and sustainable workforce

Sustainable Funding
Diverse and reliable funding streams

Integrated, Inclusive & Accessible Care
High quality, connected services for women across the Northern Rivers

How We Deliver (Enablers)

Strategic Communications
Visibility, trust, engagement

Partnerships
Collaboration, reach, funding

Governance & Systems
Structure, accountability, quality

Disaster Resilience
Continuity, flexibility & responsiveness

Road Map (FY27)

Q1 - BUILD
Foundations, systems & frameworks established

Q2 - ACTIVATE
Services, funding and partnerships launched

Q3-Q4 – SCALE & DEMONSTRATE IMPACT
Services expanded, revenue diversified, outcomes measured

Success Will Look Like

- More women accessing services across the region
- Improved outcomes for women (safety, wellbeing, empowerment)
- Stronger, more sustainable workforce
- Reduced reliance on single funding sources
- Increased visibility and partnerships across the Northern Rivers

Key Measures

- Client outcomes improved
- Regional reach increased
- Revenue diversified
- Workforce engagement improved
- Partnerships and referrals increased

Strategic Roadmap FY27

Our roadmap highlights key quarterly milestones for FY27 — focus, build, and deliver.

Q1

Build Foundations

- Workforce structure, governance and systems established
- Core frameworks developed (supervision, comms, evaluation, fundraising)
- Service and revenue groundwork defined

Q2

Activate & launch

- Outreach locations established and hybrid service delivery operational
- Revenue streams and billing systems launched
- Fundraising and partnerships activated
- Communications strategy launched

Q3–4

Scale, Embed & Demonstrate Impact

- Services expanded across priority locations and populations in the Northern Rivers
- Revenue diversification delivering measurable income
- Workforce model embedded and disaster-ready
- Partnerships formalised and delivering outcomes
- Outcomes measured and impact demonstrated
- Future service model finalised

Key Initiatives – Caring for Our People

Strengthening workforce structure, capability and wellbeing to ensure WHNR can deliver consistent, high-quality, trauma-informed care.

Workforce Structure & Clarity

Clear roles, responsibilities and systems reduce ambiguity and duplication, enabling staff to work effectively and deliver consistent, coordinated care.

Development & Support

Structured supervision, feedback and professional development build workforce capability and confidence, improving quality of care and reducing risk in complex client work.

Staff Wellbeing & Retention

A proactive wellbeing approach reduces burnout and turnover, maintaining workforce stability and ensuring continuity of care for women.

Key Initiatives – Sustainable Funding

Establishing a diversified and resilient funding model to sustain services, support workforce stability, and enable growth in access to care.

Fundraising and Philanthropy

A structured fundraising program builds new income streams, reducing reliance on government funding and enabling service expansion.

Service Based Revenue

Implementing Medicare and fee-based models generates sustainable income, supporting ongoing service delivery while maintaining equitable access.

Social Enterprise & Strategic Investment

Investing reserves in mission-aligned opportunities creates additional revenue and strengthens long-term financial sustainability.

Partnerships & Strategic Relationships

Strategic partnerships expand funding opportunities and enable shared service delivery, increasing both impact and financial resilience.

Communications for Revenue

Clear, compelling messaging increases visibility and demonstrates impact, attracting funders, donors and partners.

Key Initiatives – Integrated, Accessible & Inclusive Care

Expanding access to culturally safe, inclusive and integrated care that responds to the diverse needs of women across the Northern Rivers.

Service Integration

Strengthening multidisciplinary and wrap-around care improves coordination between services, ensuring women with complex or intersecting needs receive holistic, continuous support.

Service Expansion & Access

Expanding priority services and outreach models reduces geographic, financial and social barriers to access, enabling more women — particularly those underserved — to receive care.

Evaluating & Improving Quality

Implementing outcome measurement and evaluation ensures services are effective, culturally safe, and responsive to the needs of diverse communities.

Future Service Model

Developing a staged, integrated service model enables scalable, inclusive and sustainable delivery of care across the region, designed to meet the needs of women across different life stages, identities and experiences

Community Awareness & Access Pathways

Strengthening referral pathways and community awareness improves navigation of services and ensures women know how and where to access support, including women from diverse cultural backgrounds, marginalised groups, and those experiencing barriers to access

Enabler: Strategic Communications

Role Across All Priorities:

- Strengthens workforce alignment and culture
- Builds trust and visibility with community
- Supports fundraising and partnerships
- Improves access to services

Key Actions:

- Develop a communications strategy and plan
- Define key messages and audiences
- Align all outward comms with impact & strategy
- Improve consistency across channels

Key Risks & Mitigation

Risk	Why it Matters	Strategic Response
Funding uncertainty	Short-term grants impact workforce stability and service continuity	Diversify revenue through philanthropy, partnerships, Medicare and service-based income
Workforce burnout & turnover	Increasing complexity creates workforce pressure	Supervision, wellbeing framework, clear structures and workforce development
Growing demand & complexity	Community need exceeds current capacity	Integrated care pathways, prioritisation framework and scalable service models
Climate & disaster impacts	Northern Rivers remains vulnerable to disruption	Hybrid delivery, outreach, continuity planning and disaster-ready workforce
Infrastructure limitations	Current premises limit growth and accessibility	Explore relocation and long-term infrastructure options
Policy & funding changes	External priorities may shift	Strong partnerships, advocacy and diversified funding

How We Will Measure Success

Success will look like: A stronger workforce, more sustainable funding, expanded access to care and improved outcomes for women across the Northern Rivers

Impact on Women

- 85% of clients report positive outcomes and satisfaction
- Improved wellbeing, safety and empowerment outcomes
- Increased access for Aboriginal and Torres Strait Islander women, women with disabilities, Multicultural women and other underserved communities

Access & Reach

- Growth in women accessing services
- Increased outreach, telehealth and regional reach
- Greater proportion of clients outside Lismore

Financial Sustainability

- ≥25% increase in revenue from diversified sources
- New revenue streams established
- Increased funding security

Workforce Sustainability

- Improved staff engagement and wellbeing
- Reduced turnover
- 100% staff receiving structured supervision

Strategic Positioning

- Increased referrals and community awareness
- Growth in active partnerships
- Stronger regional influence and collaboration

Governance: Board oversight will occur through quarterly reporting against these priorities, KPIs and outcome measures, with implementation managed by the CEO and leadership team.

Board Resolution

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WOMEN'S HEALTH NORTHERN RIVERS

Recommendation

- Endorse the FY27 Strategic Plan.
- Delegate implementation of the strategy to the CEO within approved budgets and delegations.
- Receive quarterly reports on progress against strategic priorities, KPIs and risks.