

HCCA Strategic Plan 2025-30



Acknowledgement of Country

HCCA proudly acknowledges Aboriginal and Torres Strait Islander people as the Traditional Custodians of the lands and waters throughout Australia.

Our office stands on the land of the Ngunnawal people. We value their cultures, identities, and continuing connection to country, waters, kin, and community. We pay our respects to Elders past, present, and emerging and are committed to making a positive contribution to the well-being of Aboriginal and Torres Strait Islander people by being welcoming, safe, culturally appropriate, and inclusive. We are committed to contributing to closing the gap in health outcomes.

We also acknowledge that we have much to learn from the wisdom of Aboriginal cultural practices and beliefs around health.

This Strategic Plan was shaped through consultation with our members, staff and key stakeholders plus our assessment of current trends and future opportunities. We thank Susan Helyar for guiding this process.

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HCCA Strategic Plan 2025-30

Vision



A health system that supports consumers to be active in managing our health and delivers safe, high quality health care that meets the needs of individuals and communities.

About HCCA



We are the peak consumer health advocacy organisation in the Canberra region. We are a health promotion charity that works to improve health outcomes through systemic advocacy and consumer empowerment. Our advocacy has impact in the ACT and across Australia.



We are a voice for consumers on health issues and provide opportunities for health care consumers to participate in all levels of health service design and planning, policy development, research and decision making.



We are an inclusive organisation and recognise and respect the diversity of consumer experiences and perspectives. We value the contribution of our members, allies and partners.

How we work

WE PROMOTE HEALTH AND WELLBEING WITH A FOCUS ON:



Supporting health consumers to be active in managing their own health.



Improving safety and quality of health services.

We facilitate connection, communication, and collaboration between stakeholders across the health system. We include consumers, health services, health professionals, policy makers, and decision-makers in our advocacy.

Our advocacy is informed by evidence-based research. If the research is not available, we may undertake research with consumer-focused design and participation.

WE CONSULT THE COMMUNITY THROUGH:



Meetings, forums and workshops.



Focus groups, interviews and surveys.

We identify and advocate on specific health and wellbeing issues of people who need health services, with a particular focus on:

- ✓ people with co-occurring conditions
- ✓ people reliant on the public health system and bulk-billed services to meet their health care needs
- ✓ people who are at risk of discrimination, stigma and/or exclusion in health care.

Our work is guided by the objectives in our Constitution and these key documents which can be found on the HCCA website at www.hcca.org.au/publications/:

- ✓ Health Promotion Framework
- ✓ Consumer and Community Participation Framework
- ✓ Consumer-centred Care Position Statement
- ✓ Consumer Participation in Research Position Statement
- ✓ Co-design Position Statement
- ✓ Health Literacy Position Statement
- ✓ Climate Health and Wellbeing Position Statement
- ✓ Inclusive Health Care Position Statement

Our values

1

WE DEMONSTRATE INTEGRITY BY:

- ✔ Ensuring advocacy priorities align with evidence of what will improve safety and quality of health services.
- ✔ Providing meaningful opportunities for engagement that are respectful, inclusive of diversity and trauma informed.
- ✔ Being accountable to stakeholders, including ensuring consumers are informed about the outcomes from their input.
- ✔ Being committed to transparency and good governance.

2

WE COLLABORATE EFFECTIVELY BY:

- ✔ Being clear about the long-term goals of the organisation.
- ✔ Being focused and flexible, responding to the environments in which we operate.
- ✔ Developing advocacy positions and strategies with members and our networks.
- ✔ Effectively engaging, communicating and collaborating with organisations that share our objectives and values.

3

WE PRIORITISE EQUITY IN HEALTH OUTCOMES BY:

- ✔ Adopting an intersectional approach to identifying advocacy priorities and developing advocacy positions.
- ✔ Promoting the voice of all, especially those that are underrepresented or unable to advocate for themselves.
- ✔ Facilitating greater consumer participation in health service planning, policy development, and decision-making processes by providing training and guidance to consumers to be effective advocates.

4

WE DEMONSTRATE INCLUSIVENESS BY:

- ✔ Valuing our members' knowledge, experience and involvement in our organisation and the consumer movement.
- ✔ Seeking and reflecting diverse perspectives on the experience of care and the planning and design of health services, policies, and systems.
- ✔ Ensuring contributions to HCCA activities can be made online, in person and in a range of other ways and locations to optimise participation.

Strategic Plan 2025-2030



Goal 1

Support health consumers to be active in managing their own health



Goal 2

Improve safety and quality of health services



Goal 3

Influence strategic priorities for investment and development of the public health system



Goal 4

Our members, staff and stakeholders regard HCCA as a strong and responsive organisation

Goal 1

Support health consumers to be active in managing their own health

We build consumer empowerment by providing information and developing tools and skills to improve health literacy. We strengthen consumers' confidence in their ability to manage their own health, advocate on their own behalf and improve their health outcomes.

STRATEGIES

- 1** Promote timely and effective access to information and resources to strengthen health literacy by:
 - Providing workshops and information for consumers and carers to build their health literacy.
 - Delivering on the objectives of the Quality Use of Medicines grant through the Using Medicines for Better Health Project.
 - Working with health service providers and relevant community organisations to improve their understanding of the importance of health literacy.
 - Monitoring and updating our website and social media sites to provide accurate, evidence-based information to contribute to reducing health disinformation and misinformation.
- 2** Strengthen self-advocacy skills:
 - Provide consumer information, training and support in diverse settings e.g. places where people work, study or participate socially.
 - Strengthen partnerships with condition specific and age specific advocacy organisations.
- 3** Sustain and strengthen the Chronic Conditions Network and Health Literacy Program.

PRIORITY GROUPS:

- ✓ People at risk of discrimination, stigma or exclusion in health care settings.
- ✓ People with co-occurring conditions.
- ✓ People reliant on the public health system and bulk-billed services to meet their health care needs.
- ✓ People facing language, cultural or communication barriers.

Goal 2

Improve safety and quality of health services

We work with our members, networks and health services to influence strategic priorities, monitor performance and co-design health services that meet the needs of consumers. We will focus our advocacy on safety and quality in the ACT public health system and Medicare funded system.

STRATEGIES

- 1** Sustain and strengthen the Consumer Representatives Program:
 - Seek opportunities to attract more members to HCCA and to participate in the consumer representative program.
 - Ensure consumer representative program training and ongoing support is effective, flexible and accessible.
 - Grow the diversity of people who are consumer representatives.
- 2** Deliver training, information and support to promote effective consumer collaboration, engagement, and involvement in consultation, co-design and evaluation of health care.
- 3** Promote the capacity of HCCA as a key source of expertise in consumer engagement and co-design of improvements in health care through:
 - Health policy
 - Models of care
 - Research
 - Infrastructure
- 4** Increase consumer participation in monitoring and evaluation of health care:
 - Identify and address gaps to improve the quality and safety of health services in the ACT.
 - Promote the importance of diverse service delivery methods to reduce barriers and improve access to health care – e.g. telehealth and virtual health care.
- 5** Build advocacy partnerships with:
 - Condition-specific and age specific advocacy organisations.
 - Community sector organisations with a focus on multicultural communities, First Nation communities, people with disabilities, LGBTIQ+ communities and older people.



PRIORITY TOPICS:

- ✔ Reducing wait times to planned health care for diagnosis and treatment.
- ✔ Improving the experience of care for older people in health services.
- ✔ Reducing barriers to accessing health care.
- ✔ Improving public reporting on the quality and safety of health care.
- ✔ Reducing low value care.
- ✔ Promoting Quality Use of Medicines.
- ✔ Decarbonising health care.
- ✔ Improving integration across services.
- ✔ Strengthening virtual health care.

PRIORITY GROUPS:

- ✔ People with co-occurring conditions.
- ✔ People at most risk of poor health outcomes.
- ✔ People reliant on the public health system and bulk-billed services.
- ✔ People at risk of discrimination, stigma or exclusion in health care settings.
- ✔ People facing language, cultural or communication barriers.



Goal 3

Influence strategic priorities for investment and development of the public health system



We work to improve the health system so it is more responsive to consumer and community needs. Our advocacy aims to make positive changes to attitudes, policies, processes, investment and laws in the health area.

STRATEGIES

- 1** Centre consumer perspectives in development of advocacy priorities and positions in health policy, models of care, research and evaluation by:
 - Seeking our members' advice on advocacy priorities and positions.
 - Inviting wider networks to contribute to development of advocacy priorities and advocacy positions.
- 2** Strengthen advocacy on health policy, models of care, research and evaluation by collaborating with other organisations that share our objectives and values to develop shared advocacy positions and to influence decision-makers.
- 3** Build our capability to sustain and strengthen evidence-informed advocacy by:
 - Strengthening ICT systems to streamline collating and analysing data generated by our engagement activities.
 - Securing resources to undertake high quality consumer-based research.
 - Monitoring data from published reports and findings from research and analysis that are relevant to our advocacy priorities.

PRIORITY TOPICS:

- ✓ Planning future health services.
- ✓ Health service investment priorities.
- ✓ Monitoring performance of health services and the health system.
- ✓ Virtual care and the Digital Health Record.
- ✓ Planning, design and evaluation of health infrastructure.
- ✓ Regulation of health services including health care standards and the Charter of Healthcare Rights.

PRIORITY GROUPS:

- ✓ People at most risk of poor health outcomes.
- ✓ People reliant on the public health system and bulk-billed services to meet their health care needs.

Goal 4

Our members, staff and stakeholders regard HCCA as a strong and responsive organisation

We will sustain and strengthen the capacity, relevance and impact of HCCA to ensure we are an influential voice for health care consumers.

STRATEGIES

- 1** Sustain and strengthen the organisation:
 - Responsible and accountable governance.
 - Knowledge sharing and transfer of corporate memory through changes in personnel.
 - Value proposition to members, allies and partners.
 - Visibility and credibility of organisation with stakeholders.
- 2** Ensure HCCA is a desirable place to work and attracts and retains suitable qualified, engaged and effective staff.
- 3** Ensure staff are supported to work in a trauma informed way, and leaders attend proactively to the risks of exposure to vicarious trauma.
- 4** Implement a Monitoring and Evaluation Framework that documents evidence of our impact and facilitates accountability to members, funders and the wider community.
- 5** Ensure access to fit-for-purpose physical and digital infrastructure.





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