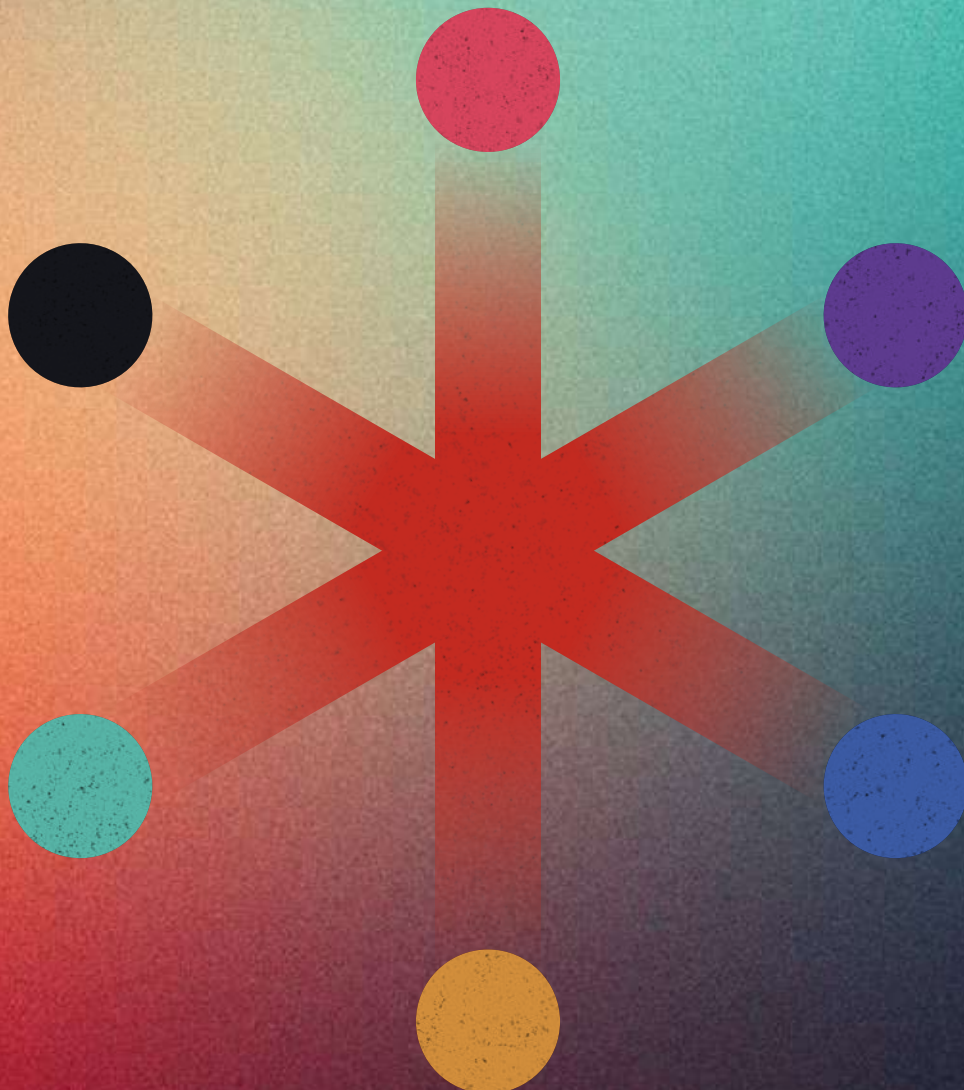




STRATEGY & ACTION PLAN ²⁰²⁵—₂₀₃₀



OUR CORE PURPOSE

Our core purpose is to deliver health and community services that empower people affected by or at risk of HIV and other sexually transmissible infections (STIs) and blood-borne viruses (BBVs), and LGBTIQ+ individuals, to achieve physical, mental and social well-being.



OUR COMMUNITIES

1

We are a statewide organisation operating on the lands of First Nations people.

We respect First Nations cultures, knowledge and lived experiences. We are committed to working with and learning from First Nations people so that health equity can be achieved and sustained.

2

We were founded by LGBTIQ+ community groups to meet the needs of people affected by HIV.

We are proud of our longstanding and ongoing connection to the LGBTIQ+ community, and we are steadfast in our commitment to all people living with HIV as we advocate for their evolving needs.

3

We are resolute in our mission to ensure no community is left behind in the public health response to HIV.

While gay, bisexual, and other men who have sex with men have historically accounted for the majority of HIV notifications, WAAC stands as an ally to and advocate for all affected communities—this includes heterosexual individuals, people who inject drugs, people who use alcohol or drugs, overseas-born populations, women, and trans and gender-diverse people.

4

Looking to the future, we acknowledge the wealth of skills, knowledge, experience, and long-term community relationships we have built over time.

Our expertise extends to communities affected by other STIs and BBVs, in addition to meeting the broader health and social needs of LGBTIQ+ individuals. Specifically, we have developed a strong reputation for providing LGBTIQ+ young people aged 12-25 years with the foundations to live authentic, affirming and fulfilling lives.

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The common thread uniting our work is a commitment to celebrating and supporting those:

- who are stigmatised due to their physical health status; or
- whose well-being is impacted by societal stigma associated with their identity.

OUR WAYS OF WORKING



We innovate

We lead with courage, embracing change to drive progress. We foster an environment of creativity and innovation to remain responsive to the evolving needs of our communities.

We include and affirm

We are inclusive, affirming, sex-positive and non-judgmental. We celebrate the diversity of our communities, recognise their worth and dignity, and champion their rights.

We are guided by community

We continue to be guided by the communities that founded us, ensuring their needs and voices shape every aspect of our work from service planning to the delivery of peer-based services. We also nurture and benefit from a strong spirit of community volunteerism, which strengthens our connections, deepens our understanding, and propels our collective efforts forward.

We learn

We seek knowledge, allowing epidemiology, research, evaluations, policy, expert opinion, and lived experience to inform our work. These insights inform tailored responses to community needs and drive effective outcomes.

We empower

We exist to create the conditions that allow individuals and communities to thrive. Our approach focuses on both empowering individuals and addressing the systemic factors that shape their choices, fostering an environment where everyone can live a fulfilling, healthy, and affirming life.

We collaborate

We collaborate closely with other agencies and stakeholders, leveraging our collective expertise to achieve the outcomes our communities deserve. Our communities are best served when sectoral partnerships are trusting and strong.



OUR LONG TERM VISION



We are working towards a future in which:

1

All persons, regardless of sexuality, gender, STI/BBV status, STI/BBV risk profiles or drug and alcohol use, experience dignity and inclusion.

2

Every person living in Western Australia has access to services that affirm their sexual and gender identities and experiences and meet their health and psychosocial needs without stigma, judgment or discrimination.

3

Every person living in Western Australia is empowered with the knowledge and resources necessary to prevent the transmission of STIs and BBVs.

4

Every person living in Western Australia knows their STI/BBV status and is linked to early, ongoing and person-centred care, as required.

5

Every LGBTIQ+ young person in Western Australia has access to services that foster inclusion, belonging, and empowerment, enabling them to lead authentic and fulfilling lives.

6

Our organisation is resilient, sustainable, and diversified, ensuring its ability to adapt to evolving funding landscapes while consistently delivering the essential services that our communities rely on.

OUR METHOD FOR SUCCESS



Education and Access to Resources

We provide accessible, evidence-based education and resources, ensuring people living in Western Australia have the knowledge and tools to make informed decisions about their own health and well-being, while also empowering them to contribute to the creation of healthy and inclusive communities.



Inclusive Service Delivery

We enhance access to inclusive and knowledgeable health and social services, ensuring that people seeking support for issues relating to their gender identity, sexual practices, substance use, or STI/BBV status receive appropriate, person-centred care.



Build Knowledge and Capacity in the Wider Community

We work to increase the knowledge and capacity of all individuals and service providers in Western Australia, helping to reduce stigma and discrimination, address social determinants of inequities, and create spaces for our communities to thrive.



Advocacy for Systemic Change

We advocate for policy and systemic changes that address the root causes of health disparities and injustices, ensuring that the voices of the communities we serve are heard in decision-making processes.



Uphold Quality and Best Practice Standards

We equip our staff with the tools, support, and resources necessary to deliver the highest quality service, ensuring that we consistently exceed regulatory requirements, legislation, and professional standards to deliver services that are safe, effective, and tailored to the diverse needs of the communities we serve.

OUR ORGANISATIONAL STRUCTURE

BOARD

Corporate Governance
Sub-Committee

Clinical Governance
Sub-Committee

Finance and Audit
Sub-Committee

OVERARCHING SERVICES

Office of the CEO

Marketing and
Communications

Finance

Volunteer program

ADVISORY GROUPS

WAACIFY (People Living with HIV
Advisory Group)

LGBTIQA+ Advisory Group

PEOPLE AND CULTURE

HR
Workplace Health
and Safety
Payroll

POPULATION HEALTH AND COMMUNITY DEVELOPMENT

Freedom
Community
Development
Programs
Health Promotion
Workforce
Development
Needle and Syringe
Exchange Program
Methamphetamine
Peer Education
Project

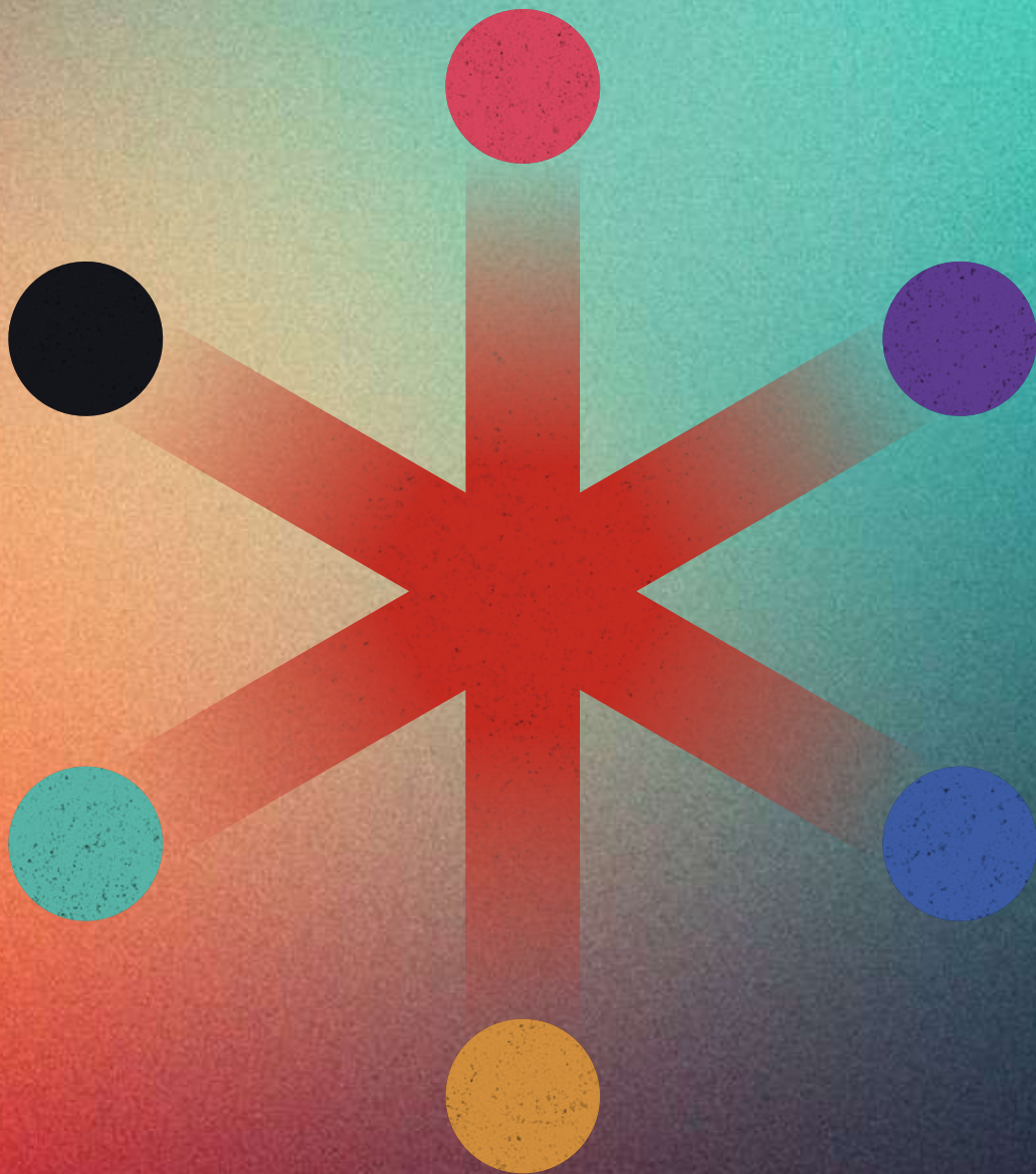
CLINICAL AND THERAPEUTIC SERVICES

M Clinic
Gender Affirming
Care Clinic
HIV Counselling
Freedom
Counselling

SOCIAL SUPPORT SERVICES

Freedom Centre
HIV Peer program
Case Management
Leavers

OUR 5-YEAR ACTION PLAN



Our vision for Western Australia

1

All persons, regardless of sexuality, gender, STI/BBV status, STI/BBV risk profiles or drug and alcohol use experience dignity and inclusion.

| Our contribution | Responsibility |
|---|---|
| a) Embed community advisory groups into WAAC's operational and governance structures. | CEO/Managers |
| b) Recruit and support the professional development of staff, volunteers and Board Members with relevant lived experiences. | CEO/Managers People and Culture |
| c) Develop and implement best practice models for training, supervising, and supporting a lived experience peer workforce. | CEO/Managers People and Culture |
| d) Provide internal training and maintain policies, procedures and industry accreditation to ensure the safety of WAAC staff and clients. | CEO/Managers People and Culture |
| e) Develop and deliver services to increase the capacity of other organisations to provide inclusive and affirming environments to their stakeholders. | Population Health and Community Development Social Support Services |
| f) Develop and implement campaigns that highlight the importance of dignity and inclusion for the communities we serve, and challenge myths and misconceptions. | Population Health and Community Development Marketing and Communications |
| g) Train and support people living with HIV, people with past or present use of drugs and alcohol, and LGBTIQ+ people to deliver lived experience talks with a view to addressing stigma and discrimination in the community. | Population Health and Community Development Social Support Services |
| h) Meaningfully acknowledge days of community significance and participate in community events that promote inclusion. | CEO/Managers Population Health and Community Development Marketing and Communications |
| i) Co-design programs, services and resources with the communities we serve to ensure appropriateness, maximise effectiveness, and build capacity. | CEO Population Health and Community Development Social Support Services Clinical and Therapeutic Services Marketing and Communications |
| j) Partner with local, state, and national advocacy groups to promote dignity and inclusion for our communities, ensuring the amplification of their voices in relevant policy discussions. | CEO/Managers |

Our vision for Western Australia

2

Every person living in Western Australia has access to services that affirm their sexual and gender identities and experiences and meet their health and psychosocial needs without stigma, judgment or discrimination.

| Our contribution | Responsibility |
|--|---|
| a) Support equitable access to affirming healthcare services across Western Australia, including regional and remote areas, by partnering with local organisations and utilising telehealth options. | Clinical and Therapeutic Services |
| b) Provide clinical services to support gender affirming care in response to community need. | Clinical and Therapeutic Services |
| c) Provide free and low-cost counselling services to LGBTIQ+ young people and people living with HIV and ensure access to mental health support tailored to their unique experiences. | Clinical and Therapeutic Services |
| d) Provide pre-service training and ongoing professional development to key workforces (e.g. allied health, youth, disability and aged care) to support affirming and sex-positive practices. | Population Health and Community Development |
| e) Engage in clinical outreach to remove barriers to access to clinical services (e.g. sex-on-premises venues, universities, community events). | Clinical and Therapeutic Services |

Our vision for Western Australia

3

Every person living in Western Australia is empowered with the knowledge and resources necessary to prevent the transmission of STIs and BBVs.

Our contribution

- a)** Provide an accessible needle and syringe program through fixed sites, mobile outreach, and postal services.
- b)** Increase community access to free and low-cost condoms, lubricant and dental dams.
- c)** Offer face-to-face and telehealth PrEP clinics through the M Clinic and appropriate outreach locations (e.g. sex-on-premises venues).
- d)** Increase PrEP awareness (including different available PrEP strategies such as on-demand dosing) and offer support and information to approved prescribers.
- e)** Develop and implement campaigns and other educational programs to normalise sexual health, and promote awareness of safer sexual practices, PEP, PrEP, U=U, and safer injecting practices.
- f)** Work with sector partners to adopt evidence-informed, community-based responses to novel/emerging methods of prevention, including doxy-PEP.
- g)** Participate in local and national research and quality improvement initiatives to support the prevention and management of STIs and BBVs.
- h)** Develop service responses to changes in STI and BBV epidemiology, including new and emerging infectious diseases affecting the communities we serve (e.g. mpox).

Responsibility

Population Health and
Community Development

Population Health and
Community Development

Clinical and Therapeutic Services

Clinical and Therapeutic Services
Population Health and
Community Development

Population Health and
Community Development
Marketing and Communications

Clinical and Therapeutic Services
Population Health and
Community Development

CEO/Managers
Social Support Services
Clinical and Therapeutic Services
Population Health and
Community Development

CEO
Social Support Services
Clinical and Therapeutic Services
Population Health and
Community Development
Marketing and Communications

Our vision for Western Australia

4

Every person living in Western Australia knows their STI/BBV status and is linked to early, ongoing and person-centred care, as required.

Our contribution

Responsibility

| | |
|---|---|
| a) Develop and implement campaigns and other educational programs to normalise STI/BBV testing among priority populations and to encourage health providers to offer opportunistic testing. | Population Health and Community Development Marketing and Communications |
| b) Provide free or low-cost STI/BBV testing through accessible testing sites, including M Clinic and outreach testing in key communities such as schools, sex-on-premises venues, youth centres, and community hubs. | Clinical and Therapeutic Services |
| c) Investigate and implement innovative testing options to increase STI/BBV testing rates among people in regional and remote areas of WA. | Clinical and Therapeutic Services |
| d) Promote awareness of and access to innovative, evidence-based STI/BBV alternatives to clinical testing, including self-testing. | Population Health and Community Development Marketing and Communications |
| e) Provide a HIV, STI and BBV clinical service which includes HIV/STI/BBV testing, treatment and vaccination, and sexual health and risk reduction interventions. | Clinical and Therapeutic Services |
| f) Offer free and low-cost counselling services to people living with or affected by HIV. | Clinical and Therapeutic Services |
| g) Provide details of and referrals to health and other relevant services in multiple formats to cater for differing levels of accessibility and engagement within priority populations. | Social Support Services Clinical and Therapeutic Services Population Health and Community Development |
| h) Work with community and sector stakeholders to develop and support the implementation of a comprehensive, evidence-based patient journey model to provide a best practice guide for service delivery to support the needs of people living with HIV across the life course. | Social Support Services Clinical and Therapeutic Services Population Health and Community Development |
| i) Provide sexual health training and educational opportunities for students and newly graduated health practitioners. | Clinical and Therapeutic Services Population Health and Community Development |

| | | |
|-----------|---|--|
| j) | Investigate and implement options to ensure that the treatment needs of community are met in a manner that complements and supports existing services. | Clinical and Therapeutic Services Social Support Services |
| k) | Provide education and support to people living with HIV, including activities to promote social connection and improve quality of life. | Social Support Services |
| l) | Provide case management support to clients living with HIV experiencing complex life circumstances. | Social Support Services |
| m) | Establish, implement and evaluate clinical service models to support people ageing with HIV, including services to support general practitioners. | Clinical and Therapeutic Services |
| n) | Work with community legal centres, law schools and/or private law firms as appropriate to build local legal expertise in supporting people living with HIV on a pro-bono or reduced-cost basis. | Social Support Services |
| o) | Offer long-term support for individuals living with STIs or BBVs, ensuring they have access to ongoing, person-centred care that addresses their medical, psychological, and social needs. | Social Support Services Clinical and Therapeutic Services |

Our vision for Western Australia

5

Every LGBTIQ+ young person in Western Australia has access to services that foster inclusion, belonging, and empowerment, enabling them to lead authentic and fulfilling lives.

Our contribution

- a) Increase access to dedicated counselling and social support services for LGBTIQ+ youth, ensuring they have safe spaces to express their identities and receive tailored care.
- b) Support parents, carers and families to meet the needs of LGBTIQ+ young people.
- c) Develop and promote spaces and events where LGBTIQ+ youth can meet, connect, and build supportive communities that foster inclusion and positive identity formation.
- d) Work closely with schools and other youth-focussed organisations to implement initiatives to promote LGBTIQ+ inclusion and belonging.
- e) Support LGBTIQ+ young people facing discrimination and disadvantage that hinders or obstructs the affirmation of their LGBTIQ+ identities.

Responsibility

Social Support Services
Clinical and Therapeutic Services
Population Health and Community Development

Clinical and Therapeutic Services
Population Health and Community Development

Social Support Services
Population Health and Community Development

Population Health and Community Development

Social Support Services

Our vision for Western Australia

6

Our organisation is resilient, sustainable, and diversified, ensuring its ability to adapt to evolving funding landscapes while consistently delivering the essential services that our communities rely on.

Our contribution

Responsibility

| | |
|--|-------------------------------------|
| a) Actively pursue a range of funding sources, including government grants, corporate partnerships, philanthropic donations, and new revenue-generating service models, to reduce reliance on any single funding stream. | CEO/Managers |
| b) Strengthen the collection and analysis of data to demonstrate the impact of services on the community. | CEO/Managers |
| c) Seek out and develop strategic partnerships with organisations that complement the mission and can provide additional resources, expertise, or access to new funding opportunities. | CEO/Managers |
| d) Develop close partnerships with other non-profits, businesses, and government agencies to leverage collective resources for shared goals, such as joint funding applications or collaborative service delivery. | CEO/Managers |
| e) Develop a strong communication strategy that regularly updates stakeholders on the organisation's successes, challenges, and the impact of their support, ensuring that the organisation remains visible and relevant. | CEO Marketing and Communications |
| f) Regularly assess and review expenditure to identify cost-saving opportunities without compromising service delivery. | CEO/Managers |


WE WILL KEEP PUSHING FORWARD


**For 40 years, we've
championed the needs of
those who have been excluded,
shunned, or overlooked.**


While we've made significant strides, our work is far from finished. We remain steadfast and committed to addressing the evolving needs of our communities, ensuring that no one is overlooked or left behind. As long as inequities persist, stigma endures, and communities continue to be underserved, we will keep pushing forward—because our mission is just as vital today as it was when we first began, and our dedication to those we serve remains unwavering.




Contact us

 664 Murray Street, West Perth, WA 6005

 (08) 9482 0000

 hello@waac.com.au

 www.waac.com.au