

STRATEGIC PLAN 2017 - 2022

OUR VISION
Better liver health for Victorians, free from hepatitis and stigma

Respect

We respect all people affected by liver disease, promoting dignity and challenging stigma and discrimination.

Inclusion

We seek to understand and value the diverse circumstances and cultures of the people and communities with whom we work.

Collaboration

We work in partnership with those affected by liver disease, and with others who share our values and aims.

Impact

We strive for maximum impact, building on evidence, being innovative, and driving change to achieve better liver health.



IMPROVE LIVER HEALTH



SUPPORT AND MOBILISE THOSE AFFECTED



STOP STIGMA



PROMOTE RESPONSIVE HEALTH CARE



DRIVE ORGANISATIONAL PERFORMANCE

Shift community and cultural understanding of liver health, and its implications

Lead the community response and drive awareness in relation to liver disease

Assist people to understand and manage their liver health

Improve public understanding of how to prevent liver disease

Advocate for an increased investment in, and expanded response to, liver health

Empower people with lived experience and affected communities

Resource the advocacy and leadership of people affected by liver disease

Provide information and support for people affected by liver disease

Facilitate and support peer led responses within affected communities

Ensure the voice of lived experience drives Hepatitis Victoria's work

Strive for the elimination of stigma and discrimination associated with hepatitis and other liver disease

Reduce stigma and discrimination within the health care system

Reduce stigma and discrimination by improving understanding within affected communities

Improve awareness and responsiveness in the wider community

Reduce the impact of stigma by building resilience and offering support

Champion best practice liver care, including prevention, testing and treatment

Increase the knowledge and willingness of community and health care workers to respond to liver disease

Advocate equity of access to health services, for all, especially key affected communities

Promote integrated and person-centered health care for liver disease

Drive the increased capacity of relevant workforces in a sustainable manner

Increase organisational effectiveness and optimal allocation of resources

Actively respond to changing environments, including new knowledge and technologies

Collaborate effectively and strategically across diverse sectors and communities

Ensure a sustainable and viable and agile organisation

Attract and retain talented and high performing staff

Highlights and Milestones

1992	First meetings of hepatitis C Support Group.
1993	Called Hepatitis C Foundation of Victoria.
1995	First edition of Good Liver magazine produced.
1996	Commenced telephone support.
1997	Campaign for elimination of hepatitis C discrimination. Awareness Week launched at Treasury Gardens. Founding member of Hepatitis Council of Australia. Changed name to Hepatitis C Council of Victoria.
1998	Commenced work in prisons and schools.
1998	Digital presence commenced with a new website.
2002	Victorian Hepatitis C Strategy 2002–2004 released.
2003	Partnership with Victorian Aboriginal Community Controlled Health Organisation. Member of consortium to create the Multicultural Health and Support Service.
2005	Part of first national Hepatitis Awareness Week.
2007–2008	Name changed to Hepatitis C Victoria.
2010–2011	Name changed to Hepatitis Victoria. Remit broadened to encompass hepatitis B.
2013–2014	Adoption of Participation Framework, for public speakers, HEPHeroes and Advocates.
2015–2016	Be Free From Hep C campaign to promote access to new easy cures. State Government hosts first World Hepatitis Day event. Represented at first World Hepatitis Summit.
2016–2017	Launch of Victorian Hepatitis B and Hepatitis C Strategies 2016–2020.
2017–2018	Diverse communities and the hepatitis challenge event with Ethnic Communities' Council.
2017–2021	Strategic Plan expands mission to encompass broader liver health.

Why we do what we do

Nearly half a million Australians live with chronic viral hepatitis (hepatitis B and C) – this would fill the MCG more than four times

People are dying of this preventable condition.

It is estimated that in Australia during **2015**:

Over 800 people died of hepatitis C

Over 400 people died of hepatitis B

That is **nearly 6 Victorians** dying as a result of chronic hepatitis each week

We can stop these deaths through reducing the risk of transmission, having people know of the vaccines to prevent hepatitis B and the cures available to cure hepatitis C.

From hepatitis to broader liver health

A focus on broader liver health can help stem the deaths not only from viral hepatitis, but from other liver conditions that lead to cirrhosis and liver cancer.

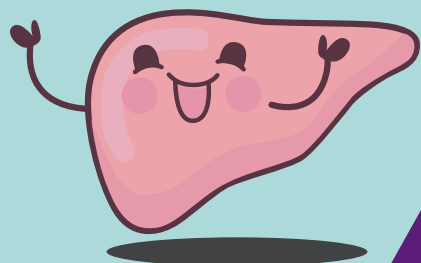
Liver cancer is the fastest increasing cause of cancer death in Australia, and is now projected to be the sixth most common cause of cancer death.

Five main causes are driving liver cancer deaths in Australia:

Tobacco
Hepatitis C
Hepatitis B
Obesity
Alcohol

Many common liver diseases that can lead to cirrhosis and liver cancer – including hepatitis B and C – are preventable.


**A simple liver check can save your health –
it may even save your life.**



STRATEGIC PLAN 2017 - 2022

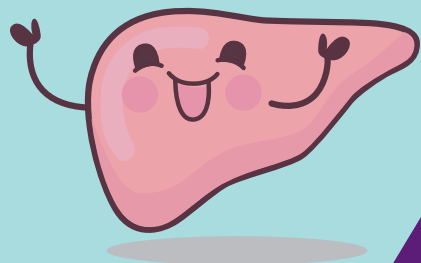
Report Card for the fifth year: 2021-2022

Priorities	What we have achieved	Destination
 Improve Liver Health <ul style="list-style-type: none"> Lead the community response and drive awareness in relation to liver disease Assist people to understand and manage their liver health Improve public understanding of how to prevent liver disease Advocate for an increased investment in, and expanded response to, liver health. 	<ul style="list-style-type: none"> Increased awareness of the personal impacts of liver disease through liver health campaigns. Liver disease lived experience stories published online each week during Liver Awareness Month. Consultation with consumers and health professionals on enhancements to the LiverWELL app. Joined governance committee for the Victorian Department of Health, Sexual and Reproductive Health and Viral Hepatitis Strategy 2022-2030. Translated Your Liver, Your Health resource to Chinese, Vietnamese, and Khmer languages. Developed Terms of Reference to facilitate participation by people with lived experience. Retained skills-based Board with expertise in medicine, nursing, and liver disease research. Established and continued partnerships with institutes and stakeholders. New brand identity has been developed for all LiverWELL communications and publications. Campaign highlighted in The Age's Healthy Living Guide on liver health and fatty liver disease. 	<i>Champion the consumer Journey</i> <ul style="list-style-type: none"> Review and enhance the LiverLine. Increase solutions for those who fall through the cracks – identify gaps and ways to close these. Unique value proposition, including mapping support and treatment pathways. Further build our lived experience knowledge base.
 Support and Mobilise those Affected <ul style="list-style-type: none"> Ensure the voice of lived experience drives our work Resource the advocacy and leadership of people affected by liver disease Provide information and support for people affected by liver disease Facilitate and support peer-led responses within affected communities 	<ul style="list-style-type: none"> Created a catalogue of lived experience video and podcast stories. 4 additional podcast platforms along with a range of new podcasts and interviews. Recruited new members to the Lived Experience network and provided speaker training. Recruited two new Lived Experience Speakers who have non-viral hepatitis liver disease. Implemented Reconciliation Action Plan (RAP) and promoted to staff and stakeholders. Consultations and activities conducted with Aboriginal and Torres Strait Islander organisations. Conducted livestream for Vietnamese community, focusing on liver health and hepatitis B. Completed AOD and Youth Healthy Living Guides and distributed through our channels. Hepatitis B vaccinations information sessions included in all CALD education sessions, regional forums, HEPreReady Essentials, and perinatal research groups. 	<i>Amplify the voice of the community</i> <ul style="list-style-type: none"> Identify new partnership opportunities and enhance existing relationships. Build understanding of the growing liver health crisis. Explore support for collaborating on a nationally recognised plan for eliminating viral hepatitis by 2030.
 Stop Stigma <ul style="list-style-type: none"> Reduce stigma and discrimination by improving understanding within affected communities Improve awareness and responsiveness in the wider community Reduce the impact of stigma by building resilience and offering support. 	<ul style="list-style-type: none"> Conducted interviews for podcast with Lived Experience individuals, Research Doctor and Academics with a special interest in stigma and hepatitis C. Established ongoing relationships with Odyssey House, Launch Housing and Salvation Army. Facilitated the VHBA Spotlight forum and participated in meetings and activities. Engaged with young people in the StreetShot Program to develop an options paper on alcohol, and its effects on the liver. Promoted stigma awareness content in StreetShot program, social media campaigns included "Word from the Street" and concluded with StreetShot Arts Competition. 	<i>Engage and mobilise the community</i> <ul style="list-style-type: none"> Improve accessibility of programs. Expand the lived experience network and record interviews for use in education. Develop and document our community engagement and mobilisation model.

Priorities	What we have achieved	Destination
 Promote Responsive Health <ul style="list-style-type: none"> • Increase the knowledge and willingness of community and health care workers to respond to liver disease • Advocate equity of access to health services, for all, especially key affected communities • Promote integrated and person-centred health care for liver disease • Drive the increased capacity of relevant workforces in a sustainable manner. 	<ul style="list-style-type: none"> • Continual review of HEPReady Essentials workforce development, ensuring accreditation. • Developed and strengthened educational relationships with contacts in schools and TAFEs. • Developed and strengthened relationships with clinicians via events and activities. • Conducted hepatitis C Campaign in Ballarat and Horsham, including integrated hepatitis C nurses. • Completed a Living Well with hepatitis B video later translated into Khmer, Chinese and Vietnamese, promoted on social media and incentivised with a quiz. • Completed data analysis and continued into the final year of HepLOGIC project. • Consulted with clinical services to promote the LiverWELL app to clinics. • Delivered 10 My Liver Health online programs on health literacy, goal setting and living well. • My Liver Health program content updated with an increased focus on community building. • Expanded the AOD service map to include all Victoria and a broader range of services. • Investigated and made initial contact with nursing undergraduate course training providers. • Strengthened relationships with Uniting Regen and Viral hepatitis nurse practitioner at Victorian Infectious Disease Service through the Torque and Catalyst program sessions. 	<i>Engage and mobilise the health system</i> <ul style="list-style-type: none"> • Build and strengthen relationships with the health system at all levels for hepatitis elimination. • Build and strengthen relationships with the health system at all levels for liver health.
 Drive Organisational Change <ul style="list-style-type: none"> • Actively respond to changing environments, including new knowledge and technologies • Collaborate effectively and strategically across diverse sectors and communities • Ensure a sustainable, viable and agile organisation • Attract and retain talented and high performing staff. 	<ul style="list-style-type: none"> • Provided feedback to 2021 Stakeholder Consultation Project in developing the new Strategic Plan 2023-2030. • Development of the Business Development Manager role to investigate additional funding sources. • Created new Health Services Manager role to manage health promotions and LiverLine operations. • Professional development provided to all staff, including Cultural Training, Resilience Training, and Presentations. • Continued to monitor government guidelines and adjust working from home requirements accordingly allowing for staff to continue to work flexibly with some return to the office. • Staff provided a gifted day off, and Welcome to Country gift vouchers. • Regular attendance by staff at online social events and meditation sessions during lockdown periods. 	<i>Create an inspiring workplace</i> <ul style="list-style-type: none"> • Continue to master our approach to Quality. • Build clinical capacity. • Develop operational plan. • Support staff development and retention. • Identify new revenue streams. • Measure and communicate our impact.




Operational Achievement Highlights

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| <ul style="list-style-type: none"> • 104 Education sessions were delivered throughout the state • StreetShot education sessions were delivered in 16 schools and youth organisations to 193 young people throughout Victoria • 10 Community Incentives were awarded for World Hepatitis Day activities and events to the workforce Over 500 people were reached through the activities including 20 people sent for hepatitis testing and vaccination. | <ul style="list-style-type: none"> • 44, 821 unique visits to the LiverWELL websites, resulting in over 105, 000 page views • 83 Facebook, 64 Instagram and 56 LinkedIn social media posts made on a wide variety of subjects • Videos on YouTube reached 28,600 views • Distributed 31 HEPChat electronic bulletins to 2,150 recipients for each edition • Regional Forums on hepatitis and liver health conducted for health workers in Bendigo, Mildura and Geelong. | <ul style="list-style-type: none"> • 179 LiverLine enquiries were answered including 61 enquiries to the Webchat • 40 lived experience speaker presentations were delivered to 1320 health and community workers and the general community • 4 volunteers and 6 interns were active - who together with existing volunteers - contributed 1475 hours of volunteer and intern time in support of administration, health promotion and education activities. |
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STRATEGIC PLAN 2017 - 2022

Report Card for the fourth year: 2020-2021

Priorities	What we have achieved	Next steps
 Improve Liver Health <ul style="list-style-type: none"> Lead the community response and drive awareness in relation to liver disease Assist people to understand and manage their liver health Improve public understanding of how to prevent liver disease Advocate for an increased investment in, and expanded response to, liver health. 	<ul style="list-style-type: none"> Launched and promoted enhanced LiverWELL app and new website with language translations. Developed Reveal Program survey to investigate how to best support workforce and patients. Completed Stakeholder Consultation with critical stakeholders to ensure a collaborative agenda. Clarified relevant clinical and research evidence to inform policy, service provision and education, and priority gaps to be addressed. Completed and distributed Aboriginal Healthy Living Guide. Enhanced Living Well Guides incorporating animations. Translated into multiple languages and conducted promotional campaigns. Conducted Liver Health social media and radio campaign to increase awareness of liver health and LiverWELL. Created a staff professional development tool to further knowledge of liver conditions. World Hepatitis Day grants and campaign undertaken digitally. 	<ul style="list-style-type: none"> October Liver Health Campaign to increase awareness and understanding of liver health and LiverWELL. Extend LiverWELL App promotion to consumers and health professionals. Identify funding opportunities and advocate for increased and sustainable investment in the response to liver health. Explore further promotional channels for the enhanced Living Well Guides. Establish a consumer participatory mechanism where people with lived experience and their supporters can contribute to our work. Establish a clinical advice network to review liver health resources. Best practice audit LiverWELL's communications and publications. Update our liver health resource development policy and process to include clinical and consumer input. Increase participation of people with broader range of liver health concern.
 Support and Mobilise those Affected <ul style="list-style-type: none"> Resource the advocacy and leadership of people affected by liver disease Provide information and support for people affected by liver disease Facilitate and support peer-led responses within affected communities Ensure the voice of lived experience drives Hepatitis Victoria's work. 	<ul style="list-style-type: none"> Re-branded Infoline to LiverLine and implemented new logo and portal. Delivered training for new speakers, including broader liver conditions. Received funding to implement Community Educators Framework. Finalised and submitted Reconciliation Plan to Reconciliation Australia. Broadcast web series in English and Urdu on Facebook in collaboration with the Pakistani Welfare Organisation of Australia. Delivered Facebook livestream to the Cambodian community with over 3,000 views. Completed community education sessions including livestream for multicultural GPs and specialists. Optimised the Vietnamese Facebook page to maximise community knowledge about liver disease. Conducted education sessions and produced guides for Youth and AOD sectors. Developed targeted service mapping pilot project (Fit for Cure) in Brimbank area. Developed series of digital tools to raise profile of viral hepatitis and liver disease. 	<ul style="list-style-type: none"> Build a system for capturing, storing, and accessing lived experience stories. Grow lived experience stories and participation, incl. NASH & cirrhosis. Launch and implement Reconciliation Action Plan (RAP). Launch livestream for Vietnamese community with gastroenterologist. Continue podcast development and broadcast strategy. Research best practice models of chronic disease self-management. Develop multilingual animations and videos for priority CALD Communities and promote with social media messaging. Complete and distribute AOD and Youth Healthy Living Guides. Complete the Street Shot social media engagement project. Explore opportunities to increase vaccinations for mothers and children with/at risk of Hepatitis B.
 Stop Stigma <ul style="list-style-type: none"> Reduce stigma and discrimination by improving understanding within affected communities Improve awareness and responsiveness in the wider community 	<ul style="list-style-type: none"> Conducted education sessions for Rotary clubs, broadening awareness of liver disease and viral hepatitis. Continued partnership with Rotary to deliver End Hepatitis Now program and recruited 7 Rotary HEPHeroes. Updated and distributed factsheets and statistics on hepatitis B and hepatitis C to Rotarians to build stigma awareness. 	<ul style="list-style-type: none"> Develop and conduct interviews to document personal experiences, addressing treatment and stigma. Publish a short report about people living with hepatitis B and/or liver conditions. Include stigma awareness and reduction in StreetShot Word from the Street.

- Reduce the impact of stigma by building resilience and offering support.



Promote Responsive Health

- Increase the knowledge and willingness of community and health care workers to respond to liver disease
- Advocate equity of access to health services, for all, especially key affected communities
- Promote integrated and person-centred health care for liver disease
- Drive the increased capacity of relevant workforces in a sustainable manner.

- Provided HEPReady Essentials course for priority populations and education sessions to Rotary and StreetShot participants.
- Participated in Department of Health consultation meetings to raise issues regarding stigma and discrimination in priority populations.
- Published articles about impact of stigma on people with hep B in HEPChat e-newsletter.

- Delivered monthly digital HEPReady workforce training session for sector workforce by specialised trainer.
- Conducted regional forums for clinicians and healthcare workforce in collaboration with local communities and services.
- Participated in VHBA Spotlight digital forums.
- Engaged further with liver health workforce through Doherty HepLOGIC partnership and promotion of the LiverWELL app.
- Delivered health promotion and education virtually and provided sector support.
- Promoted and provided liver cancer poster to GP Clinics servicing the Vietnamese community.
- Conducted the annual World Hepatitis Day grants round digitally, bolstering community capacity to increase knowledge of liver disease during the COVID-19 pandemic.

- ◆ Develop partnerships with peak bodies to support priority populations with mental health and related issues living in supported residential settings.
- ◆ Work with VHBA to implement Hepatitis B forum: a community perspective on listening to hep B voices to provide recommendations to government.
- ◆ Develop an options paper for a focus on youth and alcohol.



Drive Organisational Change

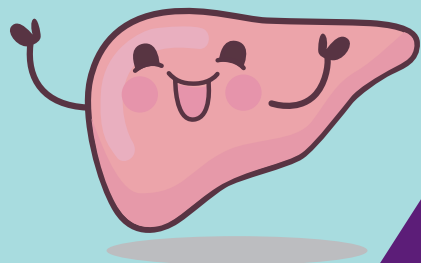
- Actively respond to changing environments, including new knowledge and technologies
- Collaborate effectively and strategically across diverse sectors and communities
- Ensure a sustainable, viable and agile organisation
- Attract and retain talented and high performing staff.

- Advised that ongoing funding streams from Department of Health are now recurrent, building sustainability of liver health and viral hepatitis strategies and outcomes.
- Completed digital strategy project to identify tools and systems to ensure best practice, content consistency, protection of IP and staff capability.
- Upgraded IT protocols to enhance security.
- Successfully conducted remote recruitment and onboarding of new staff during COVID-19 restrictions, and implemented and ratified new Enterprise Agreement with staff.
- Contributed to Victorian government forums and submissions regarding renewal of Victorian BBVSTI strategies for 2021-2025.
- Introduced formal whole-of-staff professional development day program.
- Implemented self-care and resilience measures during COVID-19 lockdowns.

- ◆ Update HEPReady content including accreditation to ensure best practice delivery.
- ◆ Strengthen and develop new professional and clinical relationships.
- ◆ Develop hepatitis B vaccination digital resources for priority CALD communities.
- ◆ Continue collaboration with Doherty HepLOGIC and engage with clinics to improve liver health outcomes.
- ◆ Increase uptake of our chronic disease self-management program through broadening our promotion and partnerships.
- ◆ Expand the AOD service mapping and engagement project across Victoria.
- ◆ Scope liver health inclusion in nursing undergraduate courses.
- ◆ Scope and pilot workforce training in post-release custodial settings.
- ◆ Communicate with our 2021 Stakeholder Consultation Project participants.
- ◆ Secure project funding from non-government sources to deliver strategic goals and grow our capacity to support people with liver disease.
- ◆ Progress LiverLine operator's professional development to ensure currency of knowledge about liver conditions beyond viral hepatitis.
- ◆ Expand social media messaging and digital communications around broader liver conditions in priority populations.
- ◆ Strengthen collaborations with research bodies and service providers.
- ◆ Review arrangements for flexibility of staff employment conditions.
- ◆ Review ways to recognise staff requirements for self-care and resilience.

Operational Achievement Highlights




- 107 education sessions were conducted throughout the state, reaching a total audience of 10,183 people. Of these, 88 education sessions were delivered online due to the COVID-19 pandemic restrictions.
- StreetShot education sessions were delivered in 12 schools and youth organisations to 153 young people throughout Victoria.
- 12 LIVERability Community Grants were awarded for World Hepatitis Day activities and events to AOD (5), CALD (2), Indigenous (2) and Community organisations (3) throughout the state. Over 800 people reached through these engagement activities.
- 106,605 unique visits to the Hepatitis Victoria, StreetShot and LiverWELL websites, resulting in over 140,564 individual content pages being viewed.
- 115 Facebook, 88 Twitter, 59 Instagram and 58 LinkedIn social media posts made on a wide variety of subjects.
- 11 podcasts were produced and were played more than 2,336 times.
- Videos on YouTube had 4,100 views.
- Distributed 25 HEPChat electronic bulletins to 2,300 recipients for each edition.
- 15 HEPSpeakers presentations were made by trained lived experience hepatitis B and C speakers to 428 health and community workers and the general community.
- 231 Hepatitis Infoline enquiries were answered - including 38 calls through the Prisons Telephone Hepatitis Infoline and 37 enquiries to the Webchat.
- 20 new volunteers - who together with existing volunteers - contributed 731 hours of volunteer time in support of administration, health promotion and education activities.



HEPATITISVICTORIA | LiverWELL®

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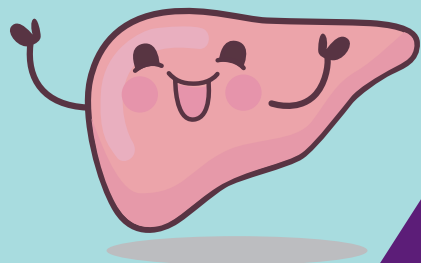
Report Card for the third year: 2019-2020

Priorities	What we have achieved	Next steps
 Improve Liver Health <ul style="list-style-type: none"> Lead the community response and drive awareness in relation to liver disease Assist people to understand and manage their liver health Improve public understanding of how to prevent liver disease Advocate for an increased investment in, and expanded response to, liver health 	<ul style="list-style-type: none"> Developer commissioned to enhance award-winning LiverWELL app REVEAL surveys to determine liver health needs of clinicians and consumers Commenced a digital Aboriginal Healthy Living Guide LiverWELL suite of brochures expanded to include hepatitis B, Liver Cancer and NASH NASH-specific page added to the LiverWELL website Inaugural social media World Liver Day #KindToYourLiver campaign Advocated for liver cancer to be prioritised in Victorian Government cancer plan Targeted resources to support people with liver disease during COVID-19 pandemic Expanded offering in LiverWELL Lifestyle Guides Co-branding of Hepatitis Victoria and LiverWELL across external facing resources and information 	<ul style="list-style-type: none"> Launch and promote enhanced LiverWELL app REVEAL surveys outcomes used to extend and tailor liver health information and resources Complete and distribute Aboriginal Healthy Living Guide Explore partnerships to expand and distribute liver health information Establish Task Force to guide the organisation's work in relation to broadened liver health remit, including advocating for increased and sustainable investment in the response to liver health Further enhance Living Well Guides, especially the Drink Aware materials Increase participation of people with a broad range of liver health concerns World Hepatitis Day grants and campaign undertaken digitally Continued professional development for staff to further knowledge and awareness of whole of liver health conditions to support expansion of <i>LiverLine</i> and other services
 Support and Mobilise those Affected <ul style="list-style-type: none"> Resource the advocacy and leadership of people affected by liver disease Provide information and support for people affected by liver disease Facilitate and support peer-led responses within affected communities Ensure the voice of lived experience drives Hepatitis Victoria/LiverWELL's work 	<ul style="list-style-type: none"> Commenced investigation of structured mechanisms to obtain consumer, as well as clinician input into resources Delivered digital/online presentation training for HEPspeak lived experience speakers to expand capacity to present Introduced Webchat online function that provides new model for live engagement and information sharing with our community Reconciliation Action Plan (RAP) reviewed in consultation with Aboriginal-led organisations and submitted for ratification by Reconciliation Australia Chinese Health Promotion Coalition supported to complete registration as Incorporated Association Vietnamese language Facebook page used to livestream panel discussion co-presented with GPs to discuss hepatitis and COVID-19 	<ul style="list-style-type: none"> Rename Hepatitis Infoline to <i>LiverLine</i> Establish a mechanism to facilitate consumer-driven responses to liver health concerns, including programs, resources and messaging Extend Lived Experience Speakers' remit to include whole of liver health conditions Review Community Educator Framework to expand and implement recommendations, and explore funding sources for this program Implement recommendations of ratified Reconciliation Action Plan (RAP) Develop an engagement strategy for liver health ambassadors in CALD communities Produce and broadcast podcasts with multilingual and low-literacy information to targeted audiences Investigate possible chat functions and online support groups to increase support options for people in different locations and with varying liver health needs
 Stop Stigma <ul style="list-style-type: none"> Reduce stigma and discrimination by improving understanding within affected communities Improve awareness and responsiveness in the wider community 	<ul style="list-style-type: none"> Engagement with, and delivery of education sessions for youth through the StreetShot program, including discussions on stigma relating to viral hepatitis Integrated discussion of stigma, discrimination and privacy/confidentiality issues within all workforce development training Advocacy and awareness campaign regarding hepatitis B and visa requirements to counter stigma and discrimination and update on legislation changes End Hepatitis Now partnership formed with Rotary Club of Melbourne, involving lived experience speakers, multiple club presentations and Rotary HEP Heroes 	<ul style="list-style-type: none"> Continue to recruit HEP Heroes through planned activities and other opportunities Provide HEP Heroes with tools to assist in stigma and discrimination advocacy Use a range of community education sessions to raise awareness of stigma and discrimination against people living with viral hepatitis and other liver conditions Advocate and continue to highlight the difficulties that marginalised and disadvantaged people experience when accessing hepatitis testing and treatments Continue Rotary's End Hepatitis Now project and recruit Rotary HEP Heroes, including in non-metropolitan clubs

<ul style="list-style-type: none"> ● Reduce the impact of stigma by building resilience and offering support 	<ul style="list-style-type: none"> • Participation in Kirby Institute Hepatitis B Stigma Indicators Advisory Committee • Collaboration with VHHITAL to deliver inclusive practice training on stigma issues • Featured a video of a personal story as part of significantly expanded content of Feeling Well domain 	<ul style="list-style-type: none"> ◆ Expand Stigma Stories series, including people with other liver health conditions ◆ Develop a stigma comparative survey to measure outcomes for three years post initial survey ◆ Build knowledge base of stigma associated with other liver conditions in addition to viral hepatitis
 <h3>Promote Responsive Health</h3> <ul style="list-style-type: none"> ● Increase the knowledge and willingness of community and health care workers to respond to liver disease ● Advocate equity of access to health services, for all, especially key affected communities ● Promote integrated and person-centred health care for liver disease ● Drive the increased capacity of relevant workforces in a sustainable manner 	<ul style="list-style-type: none"> • Conducted HEPReady Essentials education sessions for sector workforce and education sessions for pharmacy and dentistry tertiary students • HEPReady Workforce Development sessions modified to also be offered by webinar • Delivered outer metro and regional community Hepatitis B mobilisation education sessions • Engaged community audience for Living Well with Hepatitis B online information sessions • Collaborated in Doherty HepLOGIC research on program and service improvements regarding liver health and viral hepatitis • Successfully delivered TEST CURE LIVE hepatitis C resources for the Indian community, including animations • Responded to COVID-19 pandemic to raise awareness of telehealth and worked with the sector to reinforce the importance of accessing liver healthcare during the crisis 	<ul style="list-style-type: none"> ◆ Explore collaborations with research entities to enhance liver health focus and build evidence base to support cost-effectiveness of interventions to prevent liver disease ◆ Develop mechanism to work with clinical experts and primary care to ensure our work is accurate and well informed ◆ Expand Living Well domains to support prevention and treatment of childhood obesity ◆ Ongoing HEPReady Workforce Development program to deliver education sessions; to be delivered as webinars and face-to-face sessions, and 2 regional locations ◆ Ongoing HepLOGIC work to improve engagement across the health sector and promote the LiverWELL app ◆ Support Victorian Hepatitis B Alliance, including Spotlight workshops ◆ Develop and deliver Zoom support groups, online Q&A forums with experts and offer online support and information groups for specific communities ◆ Further implement Community Educators Framework into multiple communities
 <h3>Drive Organisational Change</h3> <ul style="list-style-type: none"> ● Actively respond to changing environments, including new knowledge and technologies ● Collaborate effectively and strategically across diverse sectors and communities ● Ensure a sustainable, viable and agile organisation ● Attract and retain talented and high performing staff 	<ul style="list-style-type: none"> • Ongoing support for professional development of staff and Board members • Contributed to Victorian government forums in relation to blood-borne viruses, including in response to hepatitis A outbreak and COVID-19 adjustments • Collaborated on joint submissions and advocacy activities with sector partners • Secured project funding from government and non-government sources to expand the organisation's capacity in relation to migrant and refugee communities, AOD workforce capacity, and digital tool enhancement • Staff presentations made to Board and Staff meetings to raise awareness of and celebrate work undertaken, particularly focusing on resilience and innovation • Business continuity planning with regular updates instituted in response to COVID-19 under the oversight of newly instituted 'leadership' team 	<ul style="list-style-type: none"> ◆ Advocate for secure organisational funding streams to ensure viability and sustainability of liver health and viral hepatitis strategies and outcomes ◆ Comprehensive review of digital tools and systems to ensure best practice, content consistency, protection of IP, and staff capability to utilise tools ◆ Review organisational functions to better deliver on strategic goals, with particular focus on clinical knowledge, knowledge management, digital capacity and fundraising ◆ Explore opportunities for supporting people with liver conditions beyond viral hepatitis across Australia, including collaborations with other research bodies and service providers ◆ Update and further utilise client relationship management and other internal systems ◆ Explore additional ways to recognise staff contributions and opportunities for staff training, including self-care and resilience.

Operational Achievement Highlights




- 160 education sessions conducted throughout the state, reaching a total audience of 3,493 people. 23 additional education sessions were delivered online during the COVID-19 pandemic restrictions.
- 15 schools and youth organisations were enrolled in the StreetShot program and 22 education sessions delivered to 428 young people throughout Victoria.
- 20 LIVERability Community Grants were awarded for World Hepatitis Day activities and events to AOD, CALD, Indigenous and Community organisations throughout the state.
- 155,704 unique visits to the Hepatitis Victoria, StreetShot and LiverWELL websites, resulting in over 199,000 individual content pages being viewed.
- 169 Facebook, 528 Twitter, 98 Instagram and 89 LinkedIn social media posts made on a wide variety of subjects.
- 15 podcasts were produced and were played more than 7,898 times in more than 50 countries.
- Distributed 48 electronic bulletins, including the regular HEPChat bulletin to 94,000 recipients.
- 43 HEPspeak presentations were made by trained lived experience hepatitis B and C speakers to 1,835 health and community workers and the general community.
- 536 Hepatitis Infoline enquiries were answered - including 73 calls through the Prisons Telephone Hepatitis Infoline and 85 enquiries to the Hepatitis Webchat (introduced in late March 2020).
- 22 new volunteers - who together with existing volunteers - contributed 1,205 hours of volunteer time in support of administration, health promotion and education activities.



HEPATITIS VICTORIA

STRATEGIC PLAN 2017 - 2022

Report Card for the second year: 2018-2019

Priorities	What we have achieved	Next steps
 Improve Liver Health <ul style="list-style-type: none"> Lead the community response and drive awareness in relation to liver disease. Assist people to understand and manage their liver health. Improve public understanding of how to prevent liver disease. Advocate for an increased investment in, and expanded response to, liver health. 	<ul style="list-style-type: none"> Love your liver campaigns delivered in Shepparton, Frankston/Dandenong, La Trobe, Brimbank/Maribyrnong and Mildura. Developed and launched LiverWELL app in July 2018. Liverability Grants broadened to include liver health awareness raising activities. Developed LiverWELL brand and applied to register LiverWELL as a trademark. Social media and website expansion to include LiverWELL and new liver health resources. Three new resources released in print and online: <i>Cirrhosis: Understanding Your Liver</i>, <i>Fatty Liver Disease: We Can Break Feel</i>, and <i>Your Liver, Your Health</i>. Development and online launch of LiverWELL's <i>EatingWELL Lifestyle Guide</i>. Produced mood piece which highlights the importance of responding to liver disease. Adopted new constitution to reflect broaden remit. Informed key stakeholders of our expansion into liver health. 	<ul style="list-style-type: none"> Continue to develop LiverWELL app to increase functionality and accessibility in other languages. Continue to promote Love Your Liver campaign and existing liver health resources and Develop, expand and produce additional LiverWELL Lifestyle Guides, HEPReady training material and liver disease resources, including information for Alcoholic Liver Disease. Contribute to relevant Victorian government strategy development. Investigate partnerships for producing liver health resources for the Aboriginal community. Build stakeholder relationships to facilitate an increased response for liver disease.
 Support and Mobilise those Affected <ul style="list-style-type: none"> Resource the advocacy and leadership of people affected by liver disease. Provide information and support for people affected by liver disease. Facilitate and support peer led responses within affected communities. Ensure the voice of lived experience drives Hepatitis Victoria's work. 	<ul style="list-style-type: none"> HEPSpeak and HEPHeroes have continued to expand, and HEPReady Regional outreach has continued to identify campaign opportunities. LiverWELL™ coaching trialled and further developed. LIVERability grants continue to offer excellent peer led approached especially with culturally and linguistically diverse (CALD) groups. Developed working relationships with Aboriginal communities. CALD Health Promotion team plan developed – with an emphasis on Afghani, Egyptian, Pakistani and Iraqi communities. Collaborating with CHPC partners to design, coordinate and implemented various hepatitis B community engagement and education activities. Hep B Community Mobilisation project delivered 36 education sessions in multiple settings to 1450 people. Translation of resources into multiple languages. Prison peer programs expanded. 	<ul style="list-style-type: none"> Formalise a policy for consulting people with lived experience. Review of HEPConnect and investigate the expansion to online chat functions. Review and renew our Reconciliation Action plan. Roll out CALD Health Promotion program. Support Chinese Health Promotion Coalition to become an independent Health Promotion Charity. Continue expansion of multilingual resources. Investigating opportunities to expand support for people with lived experience.
 Stop Stigma <ul style="list-style-type: none"> Reduce stigma and discrimination by improving understanding within affected communities. 	<ul style="list-style-type: none"> Produced resources including the <i>Know Your Rights</i> e-book and <i>#Language Matters Guide</i>. Created <i>Australian Visa Applicants and Hepatitis</i> guide in multiple languages in response to community need. Inclusion of stigma and resilience information in LiverWELL app. 	<ul style="list-style-type: none"> Review stigma and discrimination module for HepReady. Conduct a research project on the stigma associated with liver disease. Continue to raise awareness of stigma and discrimination against people living with viral hepatitis, through HEPHero recruitment. Host a second stigma forum for health professionals to raise awareness around stigma in the sector.

- Improve awareness and responsiveness in the wider community.
- Reduce the impact of stigma by building resilience and offering support.



Promote Responsive Health

- Increase the knowledge and willingness of community and health care workers to respond to liver disease.
- Advocate equity of access to health services, for all, especially key affected communities.
- Promote integrated and person-centered health care for liver disease.
- Drive the increased capacity of relevant workforces in a sustainable manner.

- Completed 12 month #StopStigma stigma stories multimedia campaign.
- Successful street activation awareness raising event in Melbourne CBD, focussing on coffee cups, coffee liver benefits and viral hepatitis stigma.
- Initiate and development of 'Have the Conversation' video for frontline healthcare staff.
- Launch of Indigenous hip hop video at 2018 Viral Hepatitis Conference and on multiple social media channels.

- ◆ Continue to develop media-based awareness campaigns such as videos and audio content addressing stigma for #StopStigma.



Drive Organisational Change

- Actively respond to changing environments, including new knowledge and technologies.
- Collaborate effectively and strategically across diverse sectors and communities.
- Ensure a sustainable, viable and agile organisation.
- Attract and retain talented and high performing staff.

- Working with La Trobe external evaluation to evaluate the education sessions.
- Increased options for funding through development of LiverWELL company to allow further expansion.
- Expansion of ongoing volunteer and intern policies.
- Ongoing and planning of improved office environment.
- Enterprise Agreement approved for 2018-2020.
- Improved archiving systems.
- Staff development, including presentations by external experts.

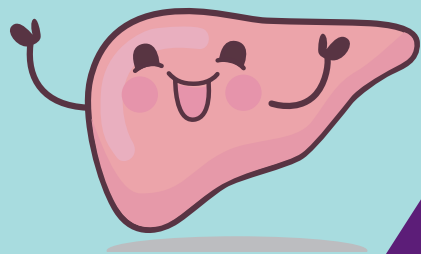
- ◆ Ongoing professional development for all staff.
- ◆ Maintain existing partnerships and collaborations.
- ◆ Secure ongoing recurrent and non-recurrent funding.
- ◆ Revise and update to Client Relationship Database, financial systems and exploration of cloud based online storage.
- ◆ Review, update and familiarise Human Resource and inclusion policies.
- ◆ Commence work on new Enterprise Agreement.
- ◆ Continue to recognise and celebrate staff contributions.
- ◆ Ensure expert skillset for governance of organisation.

Operational Achievement Highlights

- ◆ Conducted a total of 313 education sessions throughout the state, reaching a total of 7,247 Victorians, a nearly 50% increase in both sessions and the number of people attending from the previous year.
- ◆ Enrolled 36 schools and youth organisations in the 2019 StreetShot program and conducted 44 education sessions to 684 young people throughout Victoria.
- ◆ Provided 20 Liveability Community Grants in 2019 for World Hepatitis Day activities and events by AOD, CALD, Indigenous and Community organisations throughout the state.

- ◆ Attracted 150,768 unique visits to the Hepatitis Victoria, StreetShot and LiverWELL websites, resulting in over 196,000 individual content pages being viewed.
- ◆ Posted 205 Facebook, 805 Twitter, 100 Instagram and 97 LinkedIn social media posts on a wide variety of subjects.
- ◆ Produced a total of 30 podcasts that have been downloaded more than 5,300 times to more than 50 countries.
- ◆ Distributed a total of 67 electronic bulletins, including the weekly HEPChat bulletin to 126,058 recipients.
- ◆ Provided 36 HEPspeak presentations by trained lived


- experience hepatitis B and hepatitis C public speakers to in excess of 1,100 health and community workers and members of the public.
- ◆ Answered a total of 557 enquiries to the Hepatitis Infoline, including 103 calls through the Prisons Telephone Hepatitis Infoline, a 54% increase on the previous year.
- ◆ Recruited 30 new volunteers during the 2018-2019 year, who together with existing volunteers contributed 1,578 hours of volunteer time in support of administration, health promotion and education activities.



HEPATITIS VICTORIA

STRATEGIC PLAN 2017 - 2022

Report Card for the first year of the plan 2017-2018

Priorities	What we have achieved	Next steps
 Improve liver health <ul style="list-style-type: none"> Lead the community response and drive awareness in relation to liver disease. Assist people to understand and manage their liver health. Improve public understanding of how to prevent liver disease. Advocate for an increased investment in, and expanded response to, liver health. 	<ul style="list-style-type: none"> New suite of digital tools to check liver risk and health. Development of the LiverWELL app. First Love Your Liver campaign run in north west Melbourne. Second Love Your Liver campaign developed and run in Shepparton. Position education for priority CALD communities to focus on liver. Reframing of Chronic Disease Self-Management course as LiverWELL; which is suitable for all liver diseases. Hepatitis Infoline adaptation to capture other liver issues. Establishment of the Liver Health Advisory Committee. Production of liver health and coffee consumption mugs. Staff training in relation to cirrhosis. 	<ul style="list-style-type: none"> Launch and promote availability of LiverWELL app. Roll out Love Your Liver campaign to six further locations. Develop implementation plan to support the expanded remit, in consultation with the Liver Health Advisory Committee. Broaden resources to include general liver health and cirrhosis. Scope needs of people with other liver diseases. Pilot LiverWELL Coaching to include physical training support. Continued capacity building of staff regarding liver health. High level communication to public and stakeholders. Distribution of liver health coffee mugs. Position HEPReady® to support other liver health issues.
 Support and mobilise those affected <ul style="list-style-type: none"> Resource the advocacy and leadership of people affected by liver disease. Provide information and support for people affected by liver disease. Facilitate and support peer led responses within affected communities. Ensure the voice of lived experience drives Hepatitis Victoria's work. 	<ul style="list-style-type: none"> Training programs for new HEPSpeakers conducted. Additional HEPHeroes added to website and promoted. HEPConnect program offered, including to people with hepatitis B. Volunteer recognition with monthly awards, 'Cheers Volunteers'. Conduct LiverWELL chronic disease self-management course. Hep B projects; Afghan community in South-East, Vietnamese Hepatitis B outreach with people who inject drugs. Established Chinese Community Coalition project. Support participation in UniMelb Blood! Exhibition. Develop coalitions to respond to hepatitis B in Melbourne's south east and amongst newly arrived communities. Involve prison peer educators through 'Art Inside' project. Hepatitis Infoline providing support including free Prison calls. Trained and supported Chinese and Vietnamese peer educators. Pilot Aboriginal hepatitis B education program in prison. 	<ul style="list-style-type: none"> Maintain and expanded participation programs: HEPspeak, HEPConnect, HEPHeroes. Recruit people with experience of other liver diseases in programs. Work with Community advocates to identify campaign opportunities. Trial LiverWELL Coaching in conjunction with other organisations. Develop strategy for working with established Indigenous groups. Identify additional CALD communities for education and resources. Launch 'Jade Ribbon Tick' with Chinese Community Coalition. Continue to support Chinese and Vietnamese peer educators. Expand peer educator program in priority communities. Hep B Community Mobilisation project to promote hep B testing and vaccination in Melbourne's west and south east. Distribute peer developed resources across prison system. Expand prison education; including for Aboriginal prisoners.
 Stop stigma <ul style="list-style-type: none"> Reduce stigma and discrimination by improving understanding within affected communities. 	<ul style="list-style-type: none"> Research and publish baseline data regarding stigma experiences. Convene Stigma Workshop featuring complaints mechanisms. Publish website content on discrimination, privacy, and disclosure. Develop staff capacity for stigma and discrimination complaints. 	<ul style="list-style-type: none"> Follow up research on stigma experience and strategies. Include stigma and resilience within LiverWELL Coaching. Expand HEPReady® stigma components and further promote.

<ul style="list-style-type: none"> ● Improve awareness and responsiveness in the wider community. ● Reduce the impact of stigma by building resilience and offering support. 	<ul style="list-style-type: none"> • <i>Good Liver</i> magazine edition featuring Stigma. • Research and publish resilience content for website. • #StopStigma 'hand' campaign, with monthly Stigma stories. • Developed HEPReady® stigma module. • Research discrimination in relation to hepatitis B and immigration. • Investigate limitations faced by people post hepatitis C cure. • Assist with content for Ilbijerri production about hepatitis stigma. • Initiate Aboriginal youth Hip Hop video focusing on stigma. 	<ul style="list-style-type: none"> ◆ Infoline data review for stigma to inform responses. ◆ Continue roll out of #StopStigma campaign. ◆ Present stigma research project at Viral Hepatitis Conference. ◆ Publish and distribute guide for navigating immigration system. ◆ Scope possible strategies to reduce barriers to full and engaged community involvement for people post cure. ◆ Distribution of Aboriginal youth Hip Hop video focusing on stigma. ◆ Research into and developing "Difficult-conversation" tools.
<div data-bbox="85 347 168 432"></div> Promote responsive health <ul style="list-style-type: none"> ● Increase the knowledge and willingness of community and health care workers to respond to liver disease. ● Advocate equity of access to health services, for all, especially key affected communities. ● Promote integrated and person-centered health care for liver disease. ● Drive the increased capacity of relevant workforces in a sustainable manner. 	<ul style="list-style-type: none"> • Ongoing delivery of HEPReady® in multiple locations across state and at Hepatitis Victoria offices. • Pharmacist education program including tailored resources. • Infection control education delivered to community care workers. • Ararat regional forum for remote health and community workforce. • Continued involvement with VHBA, working towards advocating and enhancing best practice hepatitis B care. • Participate in VHBA Spotlight forum including lived experience. • Pilot linking of hepatitis B education, testing and vaccination in community setting. • Collaborated with Burnet Institute as part of the EC partnership. • Contributed modules to CPD portal for nurses in Victoria. • Collaborated with cohealth in community based hepatitis B clinic. 	<ul style="list-style-type: none"> ◆ Continue to engage with primary and allied health care practitioners via Primary Health Networks. ◆ Deliver state-wide workforce development program for AOD sector. ◆ Expansion of regional workforce development including delivery of Regional HEPReady workshops in priority locations across state. ◆ Participate in VHBA Spotlight forum on hepatitis B. ◆ Partner in hepatitis C health provider education in south east. ◆ Continue involvement with EC partnership. ◆ Strengthen partnerships to enable workforce response. ◆ Collaborate with researchers to strengthen evidence base and develop evaluation framework. ◆ Expand online learning capabilities.
<div data-bbox="85 762 168 847"></div> Drive organisational change <ul style="list-style-type: none"> ● Actively respond to changing environments, including new knowledge and technologies. ● Collaborate effectively and strategically across diverse sectors and communities. ● Ensure a sustainable, viable and agile organisation. ● Attract and retain talented and high performing staff. 	<ul style="list-style-type: none"> • Upgrade capability of client relationship management system. • Quality candidates attracted for quality innovative programs. • Commission external evaluation of six newly funded projects. • Strengthened relationships with State Government. • Sourced and secured additional non-traditional funding. • Increased ability to respond quickly to issues such as hepatitis B vaccination shortage and hepatitis A clusters. • Introduction of regular podcasts, and link to them on our website. • Transitioned <i>Good Liver</i> magazine to digital delivery. • Jointly hosted with Ethnic Communities Council "Diverse Communities and the Hepatitis Challenge – Towards Elimination". 	<ul style="list-style-type: none"> ◆ Embed client relationship management system to drive evidence based data. ◆ Multi-level external independent evaluation of all programs. ◆ Explore cloud based online storage to enhance the server capabilities and communication. ◆ Ongoing commitment to high quality education and community resources including in digital format. ◆ Involve staff in broadening organisational offering for liver health. ◆ Investigate brand evolution and associated strategic communications. ◆ Investigation external resources to support transition to liver health.

Operational achievements

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| <ul style="list-style-type: none"> ✓ Conducted 211 education sessions across Victoria, with 34% being delivered in regional areas. These education sessions reached a total of 4,934 Victorians. ✓ Provided 35 education sessions to schools and youth organisations for the 2018 StreetShot program to total of 496 young people. ✓ Provided a total of 18 LIVERability Community Grants in 2018 to community groups and organisations across the state. | <ul style="list-style-type: none"> ✓ Attracted more than 86,791 unique visits to Hepatitis Victoria websites, resulting in nearly 1110,000 individual content pages being viewed on the websites. ✓ Posted 335 Facebook, 683 Twitter and 101 Instagram social media posts on a variety of hepatitis related matters, a 45% increase on the previous year. ✓ Answered a total of 727 enquiries to the Hepatitis Infoline, including 67 calls from the Prisons Telephone Hepatitis Infoline. | <ul style="list-style-type: none"> ✓ Distributed a total of 58 electronic bulletins, including the HEPChat weekly bulletin, to 114,619 recipients, a 23% increase on the previous year. ✓ Provided a total of 61 HEPspeak presentations by trained lived experience hepatitis B and hepatitis C public speakers, to 1,307 attendees, an increase of more than 110% on the previous year. ✓ A total of 77 volunteers contributed 1,474 hours of volunteer time in support of administrative, health promotion and education programs throughout 2017-2018. |
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