

STRATEGIC PLAN

2017-2020



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Overview

In the two decades over which The Bump WA has operated (previously as 'Community Midwifery WA'), society has changed almost beyond recognition. One thing that has remained constant, though, is that expectant and new parents continue to want and deeply value education, support and community connection during pregnancy and in the early weeks with a new baby.

The Centre for Pregnancy, Childbirth Education and Early Parenting Services Inc (trading as 'The Bump WA') aims to support women and families to have well informed, well prepared and well supported birth and early parenting experiences.

Our approach to serving those who use our organisation to have (physically, mentally, emotionally, socially and spiritually) safe, informed birth and early parenting experiences is founded in a philosophy of respect, integrity, client confidentiality, inclusiveness, organisational transparency, and compassion.

The specific objects of the service include,

- the provision of information and support services for all childbearing women;
- the facilitation of access to the full range of choices in childbirth for Western Australian women;
- the promotion of a positive birth experience and the benefits of breastfeeding.

Context

The Bump WA is primarily focused on supporting expectant and new parents to develop knowledge, confidence and skills for childbirth and the early parenting period. This learning occurs in a range of facilitated antenatal and postnatal information sessions and workshops, for which the service has seen consistent annual growth in demand over its 20 year history.

Additional to its educational sessions, The Bump WA central site provides accommodation to a number of complementary services on a sessional basis in its two group rooms, and through an ongoing relationship with two clinical maternity services in offices and clinic spaces.

Key stakeholders include:

- The WNHS Community Midwifery Program
- Perth Maternity
- Playgroup WA
- LotteryWest
- City of Cockburn

The organisation also provides a range of birth and breastfeeding equipment (e.g. birth pools, TENS machines, breast pumps) for hire, and has a comprehensive book & DVD lending library.

In the spirit of optimal access and inclusion to which The Bump WA is committed, all services are free or low cost so they are available to all.

Goals and Actions

1. ORGANISATIONAL STABILITY			
Continuation of The Bump WA's existence			
Goals/Actions	Responsibility	Timeframe	Measure of Success
Goal 1: Retention of key staff through Board support and alignment of personal and organisational values and behaviours			
Action 1.1.1 Maintenance of effective and efficient Staff-Board relations	Chair / Board / Staff	Ongoing	Staff and Board members report effective and efficient relations
Action 1.1.2 Provision of professional development opportunities and support	Chair / Service Lead	Ongoing	Staff members are recorded to have undertaken at least one funded professional development activity each year
Action 1.1.3 Maintenance of service accessibility, equity and inclusivity	Staff and Board	Ongoing	The profile of service users is socially and culturally diverse
Goal 2: An attributes-based Board of Management			
Action 1.2.1 The Board of management comprises members with essential and desirable attributes for effective organisational management	Staff and Board	6 months	Essential and desirable attributes of Board members are identified, recorded and operationalised
Goal 3: A positive financial position			
Action 1.3.1 Ensure spending efficiency	Service Lead and Board	Ongoing	Organisation operates at maximum spending efficiency
Action 1.3.2 Accessible pricing of services	Service Lead and Board	Ongoing	Costs of services are reported by service users as affordable
Action 1.3.3 Procurement of external funding	Chair and Business Development Assistant	Ongoing	External funding is procured from a range of sources

<ul style="list-style-type: none"> • 1.3.3a Identification of potential funding sources • 1.3.3b Development and submission of funding proposals 			
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2. ORGANISATIONAL GROWTH WITH INTEGRITY			
Increase the number of service users whilst maintaining program fidelity, quality and effectiveness			
Goals/Actions	Responsibility	Timeframe	Measure of Success
Goal 1: Effective marketing and promotion			
Action 2.1.1 Ensure website remains up to date	Service Lead	Ongoing	Website consistently reflects current services and offerings
Action 2.1.2 Maintain social media presence	Service Lead and Social Media Assistant	Ongoing	A constant Social Media presence is maintained
Action 2.1.3 Capture effectiveness of marketing and promotional activity	Service Lead and Business Services Coordinator	Ongoing	Translation of marketing and promotional activity into service uptake
Action 2.1.4 Provide regular promotional communications to members	Service Lead and Business Services Coordinator	Ongoing	Members are provided with regular promotional communications
Action 2.1.5 Hold at least three marketing / promotion events per year	Board and Staff	Ongoing	At least three marketing/promotional events are held per year
Goal 2: Contracted provision of antenatal education to metropolitan WA public maternity services			

Action 2.2.1 Establish and maintain relationships with spending and contracting decision-makers in metropolitan WA public maternity services	Chair	3 months	Relationships established with spending and contracting decision-makers in metropolitan WA public maternity services
Action 2.2.2 Develop and present business cases for provision of antenatal education for metropolitan WA public maternity services	Chair and Business Development Assistant	6 months	Business cases developed and submitted to relevant services
Action 2.2.3 Establish and maintain contractual agreement(s) to provide antenatal education in partnership with preferred maternity services	Service Lead and Business Services Coordinator	6 months (and ongoing thereafter)	Contractual agreements for service provision established and maintained
Goal 3: Partnered provision of antenatal education with at least one early childhood services (ECS) provider			
Action 2.3.1 Identify and develop relationships with all appropriate potential partner ECS providers	Chair	3 months	Relationships established with all appropriate potential partner ECS providers
Action 2.3.2 Develop and present business cases for appropriate potential partner ECS providers	Chair and Business Development Assistant	6 months	Business cases developed and submitted to relevant services
Action 2.3.3 Establish contractual agreement(s) to provide antenatal education in partnership with appropriate ECS providers	Service Lead and Business Services Coordinator	6 months (and ongoing thereafter)	Contractual agreements for service provision established and maintained
Goal 4: Become a preferred provider of antenatal education with a range of health insurance providers			
Action 2.4.1 Establish business relationships with a range of health insurers	Chair	3 months	Business relationships with a range of health insurers established
Action 2.4.2 Establish contractual agreement(s) to provide antenatal education in partnership with willing health insurance providers	Service Lead and Business Services Coordinator	12 months (and ongoing thereafter)	Contractual agreement(s) to provide antenatal education in partnership with willing health insurance providers established
Goal 5: Maintain program fidelity, quality and effectiveness			

Action 2.5.1 Capture The Bump WA's antenatal education workshop structure and content, postnatal group format and content, and educational philosophy in a replicable format	Service Lead	6 months	The Bump WA's antenatal education workshop format and content, postnatal group format and content, and educational philosophy are captured in a replicable format Intellectual property is protected
Action 2.5.2 Develop and deliver core training program and competencies for antenatal education facilitators	Service Lead	6 months and ongoing thereafter	Core training and competencies are developed for and delivered to antenatal education facilitators
Action 2.5.3 Develop and implement meaningful evaluation and quality assurance/improvement program	Service Lead and Board	3 months and ongoing thereafter	Meaningful evaluation and quality assurance processes are in place

Add another goal and actions related to private maternity services – identify process to become accredited to provide CBE through private insurers as an 'extra'

3. ORGANISATIONAL INNOVATION			
Retire redundant services and introduce new offerings in response to latest best evidence and consumer/maternity service demand			
Goals/Actions	Responsibility	Timeframe	Measure of Success
Goal 1: Regular determination of the demand for each service offered			
Action 3.1.1 Regular review of class attendance figures	Service Lead and Business Services Coordinator	Monthly	Class attendance trends are captured

Action 3.1.2 Regular review of hire service uptake	Service Lead and Business Services Coordinator	Monthly	Equipment hire trends are captured
Action 3.1.3 Regular review of library lending activity	Service Lead and Business Services Coordinator	Monthly	Library borrowing activity trends are captured
Action 3.1.4: Regular review of leased office space uptake	Service Lead and Business Services Coordinator	Monthly	Office leasing activity trends are captured
Action 3.1.5: Regular review of leased clinic space uptake	Service Lead and Business Services Coordinator	Monthly	Clinic space leasing activity trends are captured
Action 3.1.6: Regular review of group space hire uptake	Service Lead and Business Services Coordinator	Monthly	Group space hire trends are captured
Goal 2: Regular review of childbirth education and adult learning research literature to ensure practices are based on latest best evidence			
Action 3.2.1: Ensure organisation-wide access to research literature	Chair	1 month	Staff and Board members have access to research literature
Action 3.2.2i: Provision of protected time to Service Lead to search and review research literature	Chair	Ongoing	Service Lead is provided with protected time and support to search and review research literature
Action 3.2.2ii: Provision of support and assistance to Service Lead to search and review research literature	Board Member with 'Evidence-Based Practice' portfolio		

Action 3.2.3 Establish and implement evidence translation mechanism	Chair and Service Lead	3 months	Evidence translation mechanism is established and implemented
Goal 4: Regular communications with target service users to determine pregnancy and postpartum education information and support needs			
Action 3.4.1 Include invitation on client evaluation form to suggest new workshops/services/content	Service Lead and Business Services Coordinator	1 month and ongoing thereafter	Suggestions for new services, workshops and content are received from service users
Action 3.4.2 Provide 'virtual suggestion box' on website and develop & implement process to action submissions	Service Lead and Business Services Coordinator	3 months and ongoing thereafter	Suggestions for new services, workshops and content are received from service users and others
Action 3.4.3 Invite suggestions via routine follow up email to workshop attendees email	Service Lead and Business Services Coordinator	1 month and ongoing thereafter	Suggestions for new services, workshops and content are received from service users