

### STRATEGIC STATEMENT



WA Health Promoting  
Schools Association (Inc.)

**WA Health Promoting Schools Association - strategic statement**

### VISION



**Health promotion embedded in the ethos of Western Australian schools**

Schools are a hub for health promotion in communities.  
The health of school users is improved and/or protected through their school.  
Throughout their schooling, children and youth are healthy, safe and equipped to embark on a journey of lifelong learning.  
Agencies better understand the needs of schools and can develop appropriate programs and initiatives.

### PURPOSE



**To assist schools in understanding and implementing the Health Promoting Schools Framework**

By helping schools define health in the context of their school and community, the health needs of school users can be more efficiently and effectively addressed. This in turn assists schools in achieving their educational and social goals.  
By informing and equipping schools with resources on how to implement the Health Promoting Schools Framework across the 3 main areas of Education, Environment, and Partnerships; how to identify areas of improvement or opportunity; and how to reorient health services and agencies based on the schools needs, both schools and stakeholders are better able to meet their health promotion objectives.

### STRATEGY



**Be the lead advocating body for the Health Promoting Schools Framework in WA**

Advocate for the development of school health promotion and promote the health promoting schools concept.  
Develop policies of mutual co-operation for groups working in the area of school health promotion.  
Promote the adequate resourcing of school health promotion and maximise the efficient use of existing resources.  
Provide a network to encourage appropriate partnerships among health and education organisations.  
Provide professional development opportunities.  
Provide a forum for the exchange of knowledge and expertise; and an opportunity to comment on issues affecting school health promotion.

### INTRODUCTION

This document outlines the future direction of the Western Australian Health Promoting Schools Association Inc. (WAHPSA) which is shaped by previous successes; identified areas of improvement and development; emerging needs of our stakeholders; and an evolving responsibility of the Association in its promotion of health in a time of rapid change.

### WAHPSA OVERVIEW

Established in 1989 and formerly known as the School Health Coalition, WAHPSA is a not for profit, non-government entity currently comprising over 40 health and school organisations. WAHPSA advocates a whole school and community approach to health and wellbeing through the implementation of the Health Promoting Schools (HPS) Framework. This is achieved through education and collaboration with school communities and health agencies.



# WA HEALTH PROMOTING SCHOOLS ASSOCIATION (INC)

## STRATEGIC PLAN (2014-2017)

### WAHPSA OBJECTIVES

- Advocate for the development of school health promotion and promote the health promoting schools concept
- Develop policies of mutual co-operation for groups working in the area of school health promotion
- Promote the adequate resourcing of school health promotion and maximise the efficient use of existing resources
- Provide a network to encourage appropriate partnerships among health and education organisations
- Provide professional development opportunities
- Provide a forum for the exchange of knowledge and expertise; and an opportunity to comment on issues affecting school health promotion.

### WAHPSA LONG TERM OUTCOMES

1. Provide a network of agencies and schools that work in collaboration to advocate and support a whole school approach to health and well-being.
2. Effectively deliver, and promote access to relevant, up-to-date health promotion information and resources for schools and agencies to enhance their effectiveness in implementing the Health Promoting Schools Framework.
3. Raise the profile of the WAHPSA statewide, within the education and health sectors.
4. Investigate the feasibility of an accreditation process for schools to be recognised as a 'Health Promoting School'.
5. Develop and implement a sustainable funding model to ensure the long term financial viability of WAHPSA.
6. Provide professional learning opportunities for both staff in schools and health and education professionals about what a health promoting school is and what role they play within it.

### DEFINING A HEALTH PROMOTING SCHOOL

A Health Promoting School is a school that is constantly strengthening its capacity as a healthy setting for living, learning and working.

#### **A Health Promoting School:**

- fosters health and learning with all the relevant measures at their disposal
- engages health and education officials, teachers, students, parents, health providers and community leaders in efforts to make the school a healthy place
- strives to provide a healthy environment including: school health education, school health services along with school/community projects and outreach, health promotion programs for staff, opportunities for health and safety to be addressed, nutrition and food safety programs, opportunities for physical education and recreation, programs for counselling, social support and mental health promotion

- implements policies and practices that respect an individual's wellbeing, provides multiple opportunities for success, and acknowledges good efforts and intentions as well as personal achievements
- strives to improve the health of school personnel, families and community members as well as students
- works with community leaders to help them understand how the community contributes to, or undermines, health and education.

### Principles of a Health Promoting School

#### A Health Promoting School:

1. promotes the health and wellbeing of students
2. enhances the learning outcomes of students
3. upholds social justice and equity concepts
4. provides a safe and supportive environment
5. involves student participation and empowerment
6. links health and education issues and systems
7. addresses the health and wellbeing issues of all school staff
8. collaborates with parents and the local community
9. integrates health into the school's ongoing activities, curriculum and assessment standards
10. sets realistic goals built on accurate data and sound scientific evidence
11. seeks continuous improvement through ongoing monitoring and evaluation.

A Health Promoting School is one that uses a health promoting schools approach (or whole school approach). The Health Promoting Schools Framework is one which considers the broad health needs of all school community members. These health needs are addressed collaboratively using a combination of strategies linked to the three interrelated components of:

- **curriculum**, teaching and learning
- school organisation, **ethos and environment**
- **partnerships** and services.

These three interrelated components make up the Health Promoting Schools Framework.

The **curriculum** considers the formal content of teaching and learning approaches, key issues, the developmental and sequential nature of the program, and resources.

The school **ethos and environment** considers the school policy and philosophical support for the health curriculum, approaches to health and wellbeing, school community relationships and the school's physical environment e.g. school grounds, canteen amenities.

School **partnerships** include family consultation and involvement, community based programs and the development of strong community links to the school.

Diagram 1 shows examples of the components of a Health Promoting Schools Framework.



Diagram 1: The Health Promoting Schools Framework



# WA HEALTH PROMOTING SCHOOLS ASSOCIATION (INC)

## STRATEGIC PLAN (2014-2017)

### ASSOCIATION MEMBERSHIPS

Membership consists of financial members and affiliate members and is inclusive of the health and education sectors and other related sectors with the common goal of improving the health and wellbeing of children and adolescents through school based health promotion activities.

At the commencement of 2014 there were approximately 40 financial and observer members of the Association.

### WAHPSA CONSTITUTION

The WAHPSA Constitution was updated in 2012 and ratified by the Department of Commerce. The Constitution is accessible on the WAHPSA website.

### WAHPSA COMMUNICATIONS

The WAHPSA website is the main point of contact for new and existing members and the broader community. It contains member details and updates, meeting information and WAHPSA resources. It was developed in approximately 2005 and uses an outdated and cumbersome content management system. The WAHPSA Executive Committee has identified that the website is in need of an upgrade.

In 2014, WAHPSA members and subscribers received an e-news prior to each meeting. This is developed using Mail Chimp and has provided a more efficient method of communicating relevant information in a timely and professional manner.

### WAHPSA EXECUTIVE COMMITTEE

The Executive Committee comprises representatives who are passionate about health promotion in schools and volunteer their time to coordinate the operation and future direction of WAHPSA. The Association employs an Executive Officer to undertake the clerical duties on behalf of the Executive Committee.

2014 Executive Committee			
Committee Title	Name	Agency	Position
President	Sally Blane	Cancer Council WA	Schools Nutrition Coordinator
Vice President	Miranda Chester	Foodbank	Coordinator, School Breakfast Program
Secretary	Jill Darby	School of Exercise and Health Sciences, Edith Cowan University	Lecturer Health Promotion & School Health, Health Science Practicum Coordinator
Treasurer	Jen Day	Community Development Foundation	Program Manager
Committee Member	Megan Neeson	WA School Canteen Association Inc	Executive Officer
Committee Member	Stephanie Godrich	Foodbank	Regional Strategy Coordinator
Committee Member	Jess Richards	KidSafe WA	Senior Project Officer
Committee Member	Chrissy Halton	Child and Adolescent Community Health	Statewide Healthy School Coordinator
Executive Officer	Michelle McIntosh	WAHPSA and WASCA	Executive Officer (WAHPSA), Nutritionist

CURRENT as per Wednesday, 22 October 2014

### RECENT ACHIEVEMENTS

#### Reflections and Future Directions Networking Breakfast

In May 2013, WAHPSA hosted a networking breakfast titled the 'Reflections and Future Directions Networking Breakfast'. Professionals interested in school health promotion were able to attend this unique networking opportunity which included representatives from health and education organisations, school staff and other delegates attending the *Positive Schools Conference*. The breakfast provided information about the resources and services, provided by health and education agencies that are available for WA schools.

The breakfast included a special presentation from Associate Professor Stacey Waters, the Head of Edith Cowan University's Child Health Promotion Research Centre, on the '*Social development needs of children for the future.*' The presentation reflected on the application of the Health Promoting Schools Framework; current trends and resources; and provided the audience with advice about how to effectively support the health needs of young people for the future.

#### The "What is a Health Promoting School?" Resource

In 2011, with the financial assistance of a Healthway grant, the resource booklet "*What is a Health Promoting School?*" was revised and published (first publication was 1995). The resource was designed for health and education professionals and explains concept of a Health Promoting School, as well as how it can be achieved.

The resource showcases 10 Western Australian schools who have successfully adopted the Health Promoting Schools Framework. These schools understand the benefits that the framework provides in promoting a positive approach to their student and school community's health and wellbeing. Reading about the experiences of these schools through their case studies outlines the steps that guided them in their efforts to become a genuine Health Promoting School.

All WA schools received a free hard copy in 2011. Additionally, the resource was distributed widely to Healthy School Officers and School Nurses. The resource is available online via the WAHPSA website.





# WA HEALTH PROMOTING SCHOOLS ASSOCIATION (INC)

## STRATEGIC PLAN (2014-2017)

### Hosts of the Australian Health Promoting Schools Association conference

From 6-8 October 2010, WAHPSA hosted the Australian Health Promoting Schools Association conference, held at Burswood, Perth. A range of dynamic local, national, and international speakers addressed key issues in school health promotion. Delegates gave feedback that they left the two day event with a raft of new ideas to apply in their own school and local community.

The theme of the conference was *Connected Schools, Connected Communities* and attracted 200 international, national, regional and local delegates from a range of government and private health, education and health promotion fields.

The program included a combination of keynote addresses, plenary sessions, round table discussion groups, poster presentations and concurrent workshops. There was also a health expo with a number of key health organisations and agencies showcasing programs and resources.

### STUDENT PLACEMENT

In 2014, WAHPSA is fortunate to have the assistance of a 4<sup>th</sup> year UWA Health Science student to assist with a number of key tasks as part of defining WAHPSA's future direction.

The primary focus of the student's placement will involve investigating the feasibility of developing an accreditation framework for schools to become a 'Health Promoting School'.

The investigation will be guided by the Health Promoting Schools Framework and will involve:

- A review of similar national and international Health Promoting Schools programs (e.g. Victoria's Achievement Program)
- A comprehensive survey conducted with key school contacts from a primary and secondary school setting – the information gathered in this survey will inform WAHPSA of the information required by schools, and also what information would be useful to include on the website
- Possible needs assessment of WA schools
- Funding sources available and requirements
- Working with WAHPSA member agencies and school programs (e.g. Cancer Council, WASCA, Foodbank etc).

WAHPSA hopes to host a health promotion student each year to assist in the delivery of WAHPSA's objectives, and improve the understanding of tertiary students using a proactive, well supported approach. The Association is considering formalising this process.

### SPECIFIC OBJECTIVES FOR 2014/2015 – STRATEGIC REASSESSMENT AND RESOURCE DEVELOPMENT

To improve WAHPSA's ability to achieve the outcome outlined above, 2014/2015 will be used as a period of strategic reassessment and resource development. This is to ensure the creation of a solid foundation on which future initiatives, programs and resources will be developed.

CURRENT as per Wednesday, 22 October 2014



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Progress towards the achievement of the following highlighted objectives will occur during 2014/2015:

1. Provide a network consisting of agencies and schools that work in collaboration to advocate and support a whole school approach to community health and wellbeing.
2. Effectively deliver, and promote access to relevant, up-to-date health promotion information and resources for schools and agencies to enhance their effectiveness in implementing the health promoting schools framework.
3. Raise the profile of the WA Health Promoting Schools Association statewide within the education and health sector.
4. Develop an accreditation process for schools to be recognised as a Health Promoting school.
5. Develop and implement a sustainable funding model to ensure long term financial viability.
6. Provide Professional Learning opportunities for both staff in schools and those working in affiliated agencies about what a Health Promoting School is and what role they play within it.

Progress towards objectives 1 and 6 will occur naturally by addressing objectives 2 through 5, however specific effort will be put towards these objectives following the 2014/2015 period.

Based on the strategic reassessment performed in June 2014 by the Executive Committee, 4 key areas were identified as areas of improvement and opportunity:

1. Strategic reassessment and planning
2. Resource planning and development
3. Financial planning and long-term viability
4. Marketing and communication

It is important to note that due to the voluntary nature of involvement in the Association, tasks will be divided amongst committee members based on their area of expertise and available time. Where significant tasks fundamental to the operation of WAHPSA must be undertaken, prospects of paid employment to complete the task may be considered.

### **1. Strategic Reassessment and planning**

#### **Rationale:**

- The membership numbers of WAHPSA have fluctuated over recent years
- The Association's purpose is broad and unclear to current members and potential new members
- Schools have expressed their interest in adopting a whole school approach to health promotion, however find it difficult to achieve with the resources at hand and limited support and understanding of the process
- WAHPSA currently comprises a number of well-respected and influential agencies, from whom schools could benefit highly
- Lack of policies and procedures within the Association to provide direction and assistance to the Executive Officer and Executive Committee members.



# WA HEALTH PROMOTING SCHOOLS ASSOCIATION (INC)

## STRATEGIC PLAN (2014-2017)

### Key Development Areas:

- 1.1 Complete Strategic Documentation
- 1.2 Form a strategic committee and determine regular meeting schedules
- 1.3 Translation to annual operational business plan
- 1.4 Determine timelines for review and reassessment
- 1.5 Determine measures of success for the Association

## **2. Resource planning and development**

### Rationale:

- Finite income and resources
- Lack of understanding of what we are required to do to deliver the Association's strategy
- Lack of knowledge of what schools actually want to know
- Lack of process and resources for schools implementing the Health Promoting Schools Framework
- Government departments and other agencies do not fully understand what we do, therefore find it difficult to advocate our services.

### Key Development Areas:

- 2.1 Based on our resource plan, determine what resources we have already, what resources need to be upgraded or redeveloped, and what new resources need to be created. For each of these, an estimate of time and financial resources required to complete the task is needed
- 2.2 Website redevelopment and upgrade
- 2.3 Policies and Guidelines -  
For example, develop policies of mutual cooperation for groups working in the area of school health promotion; develop generic school health policy templates
- 2.4 Research the feasibility of developing an accreditation framework for schools to become a 'Health Promoting School'.

## **3. Marketing and communication**

### Rationale:

- Limited engagement of schools
- Few links between agencies
- Lack of knowledge of what schools actually want to know
- Government departments and other agencies do not fully understand what WAHPSA do, therefore find it difficult to advocate our services
- Potential opportunity to engage with more schools through the accreditation process
- Need to increase paid and non-paid memberships. Many relevant agencies are not yet members.

### Key Development Areas:

- 3.1 Communication strategy to engage more schools
  - Find out exactly what services and information schools are seeking and become the leading agency to deliver this
    - Simple survey





# WA HEALTH PROMOTING SCHOOLS ASSOCIATION (INC)

## STRATEGIC PLAN (2014-2017)

- Why would a school go to an external website regarding health promotion? – potential research project for health promotion student
  - What else could we offer schools? Opportunity to bring agencies together and develop an accreditation or PD event for staff.
- 3.2 Define member benefits and communicate these to the members
- What are the benefits for members?
  - How do we communicate this to our existing members and to potential new members?
- 3.3 How do we better link our members and encourage collaboration where possible?
- 3.4 Communication strategy to government departments, agencies and organisations about the services we offer
- 3.5 Events and resources to improve our public image and public's awareness of our organisation

### **4. Financial planning and long-term viability**

#### Rationale:

- The Association can't rely on membership fees to cover expenditure each year
- WAHPSA aims to deliver quality events and resources.

#### Key Development Areas:

- 4.1 Determine current sources of income and expenditure
- 4.2 Determine opportunities to increase sources of income



# WA HEALTH PROMOTING SCHOOLS ASSOCIATION (INC)

## STRATEGIC PLAN (2014-2017)

### OPERATIONAL PLAN 2014/2015

Key Focus	Corresponding WAHPSA Objective	Tasks	Success Measure(s)	Completion Timeline	Funding Source	Key contact(s)
<b>1. Strategic Reassessment and planning</b>	Assists in the delivery of all of WAHPSA's objectives	Complete Strategic Documentation	Agreement of final strategic and operational docs by exec committee	June to September 2014	Pro bono	Jen and Sal
		Form a strategic committee and determine regular meeting schedules		July 2014		Jen
		Formation of sub-committees as required (Marketing, Strategic, Policy and Resources)		As required	N/A	
		Translation of strategic plan to annual operational business plan		July/August 2014	Pro bono	Jen
		Determine timelines for review and reassessment of strategic documents		July 2014		
		Communicate strategic documents with financial and non-financial WAHPSA members	Request feedback from members	On going	N/A	Sal
		Liaise/communicate with national body (AHPSA)		Quarterly	N/A	Sal
<b>2. Resource planning and development</b>	2. Effectively deliver, and promote access to relevant, up-to-date health promotion information and resources for schools and agencies to enhance their effectiveness in implementing the Health Promoting Schools Framework	<p>WAHPSA resource plan:</p> <ul style="list-style-type: none"> <li>a) determine what resources WAHPSA has already</li> <li>b) determine what resources are available from other organisations/sources</li> <li>c) what resources need to be updated or redeveloped</li> <li>d) what new resources need to be created.</li> </ul> <p>For each of these, need to estimate time and financial resources required to complete the task.</p>	<p>WAHPSA resource audit</p> <p>Development of new resources (if required)</p> <p>Dissemination of resources</p> <p>Website hits and downloads</p>	July – November 2014, then ongoing	To be determined	Resource committee



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	1. Provide a network consisting of agencies and schools that work in collaboration to advocate and support a whole school approach to community health and well-being.	Website redevelopment and upgrade	Successful funding application	Quarterly	Grant application (e.g. Healthway)	
	2. Effectively deliver, and promote access to relevant, up-to-date health promotion information and resources for schools and agencies to enhance their effectiveness in implementing the health promoting schools framework.	Provide webcasts/recordings of meetings and speakers (or a way that members who are unable to attend the meeting can still receive the key information)	New website launch			
	3. Raise the profile of the WA Health Promoting Schools Association statewide within the health and education sector.	Policies and Guidelines e.g. Develop policies of mutual cooperation for groups working in the area of school health promotion.		July – November 2014		
	4. Develop a process for schools to be recognized/supported as a 'Health Promoting school'.	Research the feasibility of developing an accreditation framework for schools to become a 'Health Promoting School'. <ul style="list-style-type: none"> <li>School survey (primary and high school)</li> <li>Research how other agencies have approached this</li> <li>Accreditation development</li> <li>Trial accreditation process</li> <li>Redevelopment</li> </ul>	To be determined	July – November 2014	As part of student placement	Katie (Student)
		Implementation/statewide launch, 25 <sup>th</sup> birthday		Mid 2015	Grant application, combine with existing events	



# WA HEALTH PROMOTING SCHOOLS ASSOCIATION (INC)

## STRATEGIC PLAN (2014-2017)

<b>3. Marketing and communication</b>	1. Provide a network consisting of agencies and schools that work in collaboration to advocate and support a whole school approach to community health and well-being.	<p>Communication strategy developed to engage more schools</p> <ul style="list-style-type: none"> <li>• Find out exactly what services and information schools are seeking and become the leading agency to deliver this               <ul style="list-style-type: none"> <li>○ Simple survey</li> <li>○ Why would a school go to an external website regarding health promotion?</li> </ul> </li> <li>• What else could we offer schools? Opportunity to bring agencies together and develop an accreditation or PD event for staff.</li> </ul>		Ongoing	Use of free survey tools. Survey disseminated by agencies.	Student (Katie), Sal
	2. Effectively deliver, and promote access to relevant, up-to-date health promotion information and resources for schools and agencies to enhance their effectiveness in implementing the health promoting schools framework.					
	3. Raise the profile of the WAHPSA statewide within the education and health sector	<p>Invitation to new agencies/organisations</p> <ul style="list-style-type: none"> <li>• Develop list of agencies to contact</li> <li>• Designate WAHPSA exec committee to contact</li> <li>• Invite to final 2014 meeting (October 2014) and promote next year's activities (25<sup>th</sup> year celebrations)</li> </ul>			Exec committee	
		<p>Define member benefits and communicate these to the members</p> <ul style="list-style-type: none"> <li>• What are the benefits for members?</li> <li>• How do we communicate this to our existing members and to potential members?</li> </ul>	Increase in membership. 15 paid memberships in 2014.	July to December 2014	Exec committee recruitment Use of health networks and contacts (eg. PHAA)	EO
	Ensure that meetings and other communication strategies encourage collaboration between agencies and relevant information.	Request feedback from members and meeting attendees as to relevance to their agency	Ongoing – during meetings and through e-news		EO	



# WA HEALTH PROMOTING SCHOOLS ASSOCIATION (INC)

## STRATEGIC PLAN (2014-2017)

<b>3. Marketing and communication (cont'd)</b>		Communication strategy to departments, agencies and organisations about the services we offer		July to December 2014 then ongoing		
		Events and resources to improve our public image and public's awareness of our organisation		Ongoing		
<b>4. Financial planning and long-term viability</b>	5. Develop and implement a sustainable funding model to ensure long term financial viability.	4.3 Determine current sources of income and expenditure 4.4 Determine opportunities to increase sources of income - pursue corporate funding for individual projects or aspects of the Strategic Plan – Note that all corporations that are approached must complement WAHPSA's values	Continuation of financial viability. Grants/ sponsorships for projects	Ongoing		



# WA HEALTH PROMOTING SCHOOLS ASSOCIATION (INC)

## STRATEGIC PLAN (2014-2017)

### OPERATIONAL PLAN 2015/2016

The Operational Plan will be developed annually following the review of WAHPSA's Strategic Plan by the executive committee.

WAHPSA Objective	Success Measure(s)	Completion Timeline	Funding Source	Key contact and supporting team members	
1. Provide a network consisting of agencies and schools that work in collaboration to advocate and support a whole school and community health and well-being.	Host Networking Events Annual events to allow networking between schools and agencies affiliated with WAHPSA. In 2015, host a joint WAHSP/WAHPSA event	<ul style="list-style-type: none"> <li>Financially viable</li> <li>Majority of attendees are school staff</li> <li>Positive post-event feedback/evaluation</li> </ul>	2015 event – 2 day symposium with WAHSP. Annual networking events are on-going	Funding / assistance sought from member agencies	
	Provide access to meetings through online platforms to regional members		Late 2015 (post website launch).	Utilise Department of Education or Department of Health technology services.	
2. Effectively deliver, and promote access to relevant, up-to-date health promotion information and resources for schools and agencies to enhance their effectiveness in implementing the health promoting schools framework.	New website		mid 2015	Grants (e.g. Healthway in conjunction with other activities)	
	E-newsletter Newsletter format to be created and managed within the new website. Circulation to be increased	Read rate of a minimum of 25% Increase in requests from agencies to include information	2014 - 2015	Use of free e-news programs. Quotes for e-news linked to website.	EO
	Annual review of Strategic Plan and Operational Plan by Executive Committee		June 2015	N/A	
	Resource review – form a resource committee and develop a resource plan		Formation of committee – Nov 2014		
	Conduct formal evaluation/implement evaluation strategies		January 2015/ Ongoing		



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3. Raise the profile of the WA Health Promoting Schools Association statewide within the health and education sector.	Showcase Health Promoting Schools initiatives and exemplary schools and publications on website and in e-news.		Quarterly		Potential student placement
	Assess needs of schools to implement the Health Promoting Schools Framework. Review annually based on feedback from schools and agencies and make adjustments where required		October 2013 April 2014 July 2014 March 2015	Ongoing	
4. Develop an accreditation process for schools to be recognised as a Health Promoting school.	Pursue corporate funding for individual projects or aspects of the Business Plan		Ongoing		Practicum student
5. Develop and implement a sustainable funding model to ensure long term financial viability.	Professional Learning Sessions Extend presentations to 30 minutes and align with current studies being undertaken at Universities		Ongoing		
6. Provide Professional Learning opportunities for both staff in schools and those working in affiliated agencies about what a Health Promoting School is and what role they play within it.	•				

### REVIEW OF THIS DOCUMENT

This document will be reviewed annually by the Executive Committee and updated accordingly.