



Strategic Plan 2017–2020



Waverley Care
making a positive difference

Today in Scotland, a person living with HIV can live a long, healthy life, and Hepatitis C can be cured.

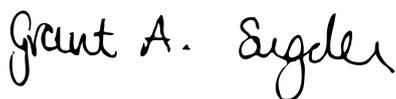
It hasn't always been this way but, as our understanding of the conditions has improved, so Waverley Care has adapted to ensure that we continue to support the needs of people living with, or affected by HIV or Hepatitis C.

As we launch our Strategic Plan for 2017-2020, we do so with a sense of pride in all that has been achieved, but also in the knowledge that significant challenges lie ahead.

Despite improvements in treatments, HIV and Hepatitis C continue to disproportionately affect some of Scotland's most marginalised communities, often driven by ignorance about what it means to live with the conditions. Through our work, we are helping to challenge this stigma and tackle the inequalities that vulnerable groups face in order to reduce new HIV and Hepatitis C infections, encourage people to get tested, and provide much needed support.

In the years ahead, it is our ambition to build on the progress that has been made, to expand existing services and to identify new opportunities to drive HIV and Hepatitis C prevention and support.

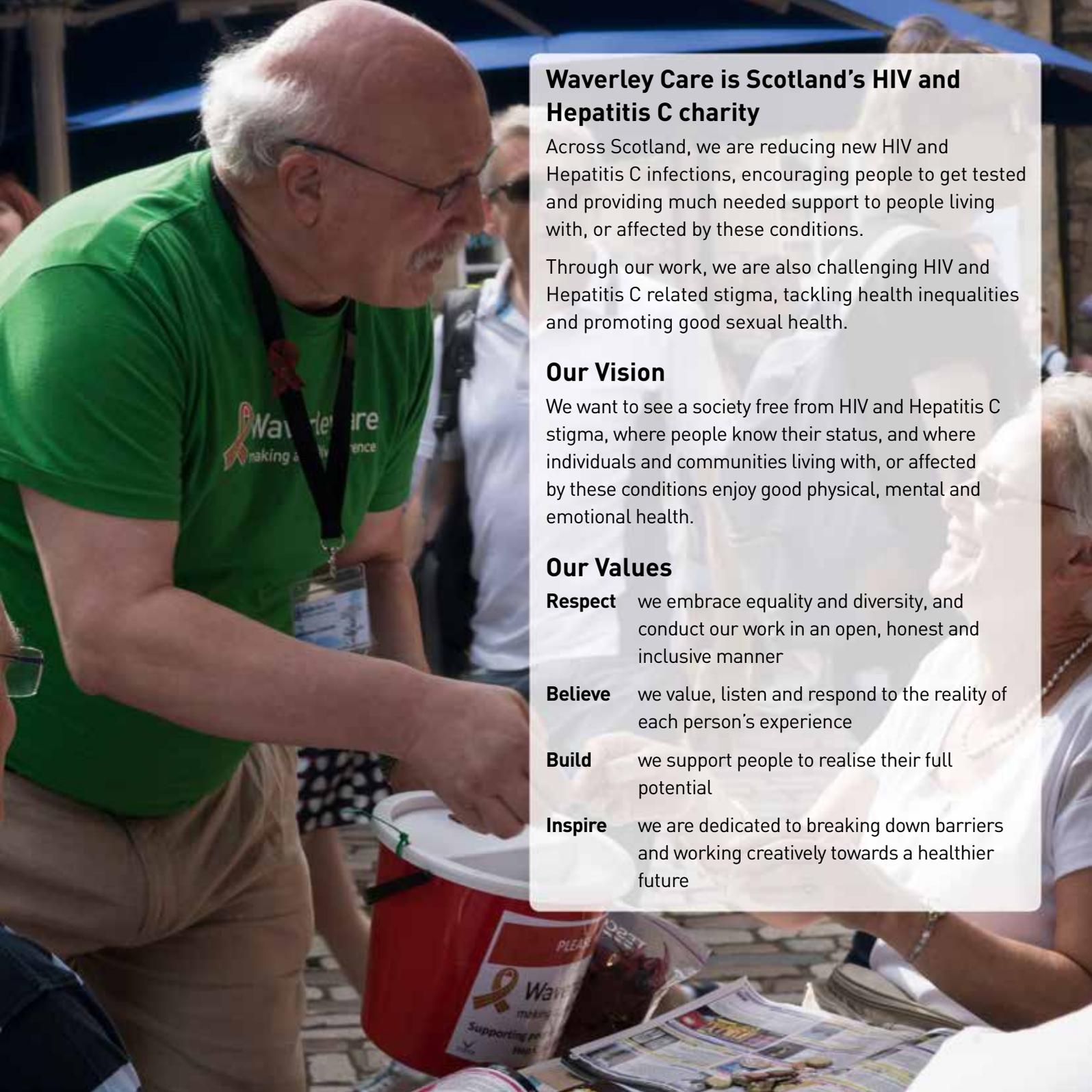
It is an exciting time to be involved in this sector and we will continue to work with our service users, volunteers, partners, supporters and staff to move forward.



Grant Sugden, *Chief Executive*



Ian Arnot, *Chair*



Waverley Care is Scotland's HIV and Hepatitis C charity

Across Scotland, we are reducing new HIV and Hepatitis C infections, encouraging people to get tested and providing much needed support to people living with, or affected by these conditions.

Through our work, we are also challenging HIV and Hepatitis C related stigma, tackling health inequalities and promoting good sexual health.

Our Vision

We want to see a society free from HIV and Hepatitis C stigma, where people know their status, and where individuals and communities living with, or affected by these conditions enjoy good physical, mental and emotional health.

Our Values

- Respect** we embrace equality and diversity, and conduct our work in an open, honest and inclusive manner
- Believe** we value, listen and respond to the reality of each person's experience
- Build** we support people to realise their full potential
- Inspire** we are dedicated to breaking down barriers and working creatively towards a healthier future

Reducing New Infections

Many factors contribute to new HIV and Hepatitis C infections – personal, cultural and educational.

Our work around prevention touches on everything we do, from school workshops and access to free condoms, to partnership working on issues like PrEP.

We work closely with communities who are most at risk of HIV and Hepatitis C, raising awareness of these conditions, and providing practical advice and support to promote healthier lifestyles.

We invest considerable time in building relationships with the communities we work with, both to understand the particular challenges and inequalities they face, and to involve people in developing effective solutions that will work for the community.

Our Priorities 2017-2020

- To continue our involvement in free condom schemes and to look for opportunities to develop the services and increase access
- To further develop our work with African and South East Asian communities, supporting and building capacity for them to challenge inequalities and improve health and social outcomes
- To recruit and train new peer educators across all of our projects and encourage their participation as Community Champions for their area
- To build on our dedicated work with gay and bisexual men so that they are able to enjoy good physical, mental and sexual health and wellbeing
- To develop new education programmes focused on improving the sexual health and wellbeing of young people



Work in Focus – Prevention

We know that HIV and Hepatitis C can affect anyone. There are, however, particular groups in society where the impact is disproportionate.

Since 2004, our African Health Project has been working with African communities across the country, engaging with local groups, businesses and faith organisations, and taking conversations about HIV and sexual health to the heart of the community.

More recently, in 2016, we launched SX – a Lothian based service focused on improving the physical, sexual and emotional health of gay and bisexual men.

In both cases, community engagement is key to developing trust and credibility, and to recruiting volunteers to support outreach work.

Getting People Diagnosed

There are thousands of people in Scotland who don't know they are living with HIV or Hepatitis C.

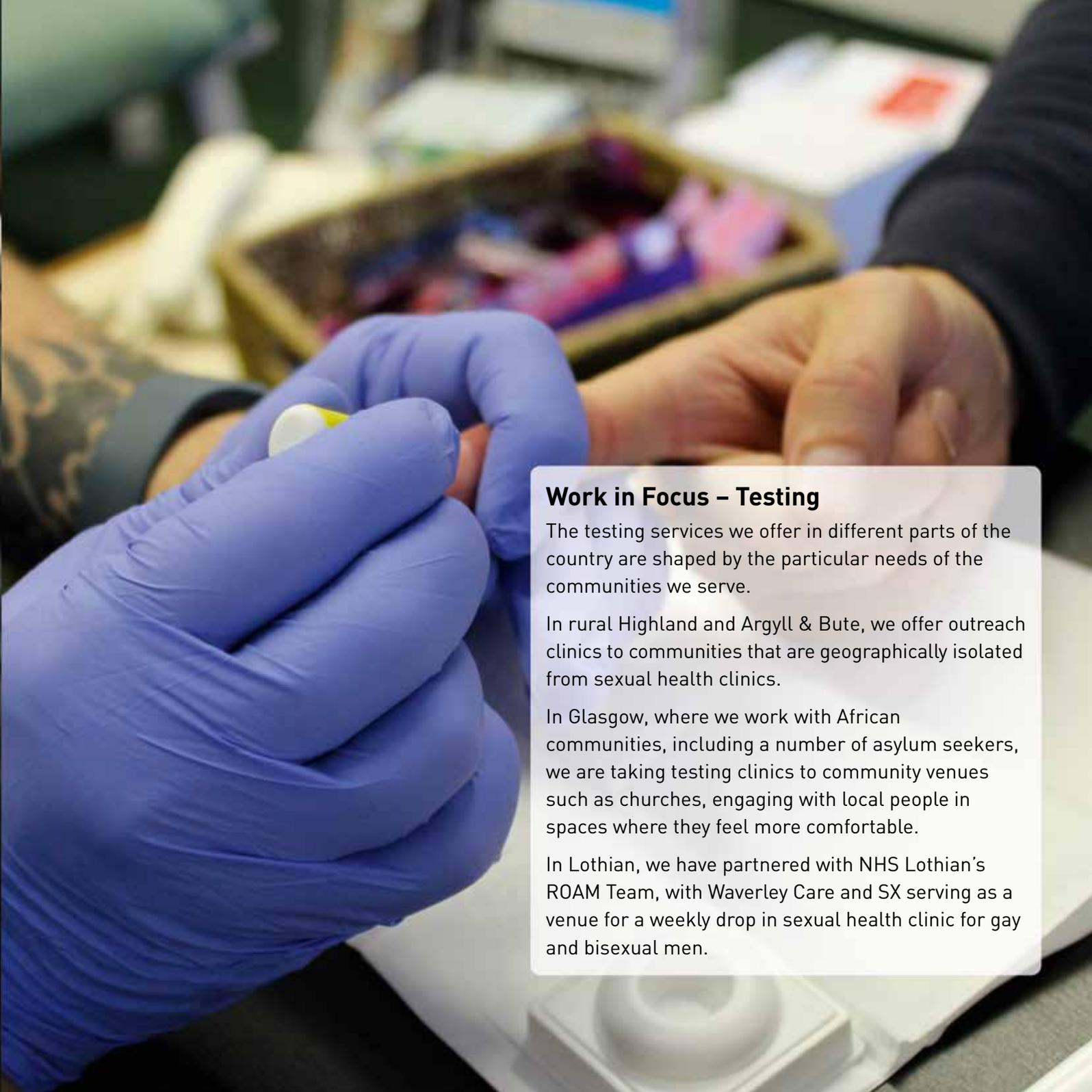
Without diagnosis and treatment, these individuals can become seriously ill and risk unknowingly passing their infection on to others.

Across Scotland, we deliver a range of community-based testing services to people who are most at risk of these conditions. We also provide clear information and advice on the wide range of testing options available to help people find the test that's right for them.

We work to challenge the barriers that prevent people from accessing regular testing, helping them to know their HIV and Hepatitis C status, and take control of their health.

Our Priorities 2017-2020

- To train more staff to deliver more tests (including rapid testing) in more community settings across Scotland
- To work alongside our volunteer peer educators to increase community knowledge of testing; understand and address the barriers that prevent people from testing; and encourage people to know their HIV and Hepatitis C status
- To continue to improve delivery of our testing services to ensure that people are properly supported, whatever the outcome of the test
- To deliver training to GP practices in order to support increased HIV, Hepatitis C and other blood borne virus testing in primary care settings



Work in Focus – Testing

The testing services we offer in different parts of the country are shaped by the particular needs of the communities we serve.

In rural Highland and Argyll & Bute, we offer outreach clinics to communities that are geographically isolated from sexual health clinics.

In Glasgow, where we work with African communities, including a number of asylum seekers, we are taking testing clinics to community venues such as churches, engaging with local people in spaces where they feel more comfortable.

In Lothian, we have partnered with NHS Lothian's ROAM Team, with Waverley Care and SX serving as a venue for a weekly drop in sexual health clinic for gay and bisexual men.

Providing Support

HIV and Hepatitis C can touch every aspect of a person's life. It's a lot to take in but we're there to help.

We can help people with everything from coming to terms with a new diagnosis and managing their condition, to making sure they can play an active part in their community through social, educational and work opportunities.

Our services are designed in consultation with the people we work with to support improvement in their physical, emotional and sexual health, and to offer assistance with the practical things that can make all the difference.

In all that we do, we never give up on people and are always there to walk alongside anyone living with, or affected by HIV or Hepatitis C.

Our Priorities 2017-2020

- To develop tailored support for an ageing HIV population, including closer links with care providers delivering services for older people
- To develop and expand our work in prison settings, supporting people living with Hepatitis C
- To increase our capacity to deliver spiritual, emotional and mental health support
- To expand the reach of our self-management programme across Scotland, including the development of online tools and support
- To roll out the peer support volunteer programme across all of our projects
- To work alongside volunteers to increase opportunities for tackling isolation and building social networks
- To increase opportunities for service user engagement to ensure that services meet the needs of the people we support



Work in Focus – Children & Families

Family relationships are some of the most important we have, but they can also be some of the most difficult.

Our Children & Families Project works with children and young people who are living with HIV, or who are part of a family where one, or both, parents have HIV or Hepatitis C.

The project provides practical and emotional support to young people, helping them to build the skills and emotional strength they need to reach their potential. We provide a range of activity groups, dedicated school holiday programmes, residential breaks, and outreach work.

These services provide important opportunities for children and their families to access peer support, meeting new people who face similar challenges.

Challenging Stigma

Stigma and discrimination continue to be a daily reality for people living with HIV or Hepatitis C.

Stigma reinforces the feelings of social isolation and depression felt by many people living with these conditions, and undermines efforts to reduce new infections by discouraging people from getting tested.

We provide education and training opportunities to everyone from healthcare professionals and social workers to employers and housing providers to highlight the specific needs of people living with HIV or Hepatitis C.

We also seek to raise awareness among the general public, challenging the myths around HIV and Hepatitis C and highlighting the realities of living with these conditions in Scotland today.

Our Priorities 2017-2020

- To continue to provide clear and accurate information about HIV and Hepatitis C through our publications and online communications
- To encourage responsible reporting in the media of issues related to HIV and Hepatitis C, and challenge stigmatising coverage where it appears
- To develop and improve our Caring Conversations resource, working with healthcare professionals to promote open, honest and non-stigmatising conversations with patients
- To work with volunteer peer educators to bring discussions about HIV and Hepatitis C to the heart of communities and strengthen their capacity to challenge stigma
- To participate in campaigning with partner agencies to ensure that the Scottish public is well informed and understands the reality of HIV and Hepatitis C



Work in Focus – Caring Conversations

When research we conducted with people living with HIV identified examples of stigma in healthcare settings, we wanted to help address it.

With funding from the Scottish Government, we developed Caring Conversations, a free training tool for GP practices encouraging open and honest dialogue between staff and patients to achieve better outcomes for all.

Knowing the competing demands on practice staff time, the resource focuses on person-centred care, a priority in the healthcare sector, to encourage involvement, while using real life examples of people living with HIV to raise awareness and tackle stigma.

Following a successful roll out to GP practices, we are looking at ways to develop the resource in other healthcare settings.

Strengthening the Organisation

Our values are central to delivering on our ambition for a society free from HIV and Hepatitis C.

Over the course of our history, we have developed a strong reputation for providing the highest quality of care and support to people living with, or affected by HIV or Hepatitis C.

That reputation is built upon the professionalism and commitment of our people, and the importance we place on ensuring consistent, effective and culturally relevant operational standards across the organisation.

By continuing to invest resources in the development of our people and practices, measured against our values to respect, believe, build and inspire, we will continue to enhance our reputation and contribute to our ultimate aims.

Our Priorities 2017-2020

- To invest in our staff, making sure they are supported, encouraged and engaged in the development and delivery of services
- To continue to play a full and active part in discussions about sexual health and blood borne virus policy development with partner agencies and the Scottish Government
- To continue to monitor and implement our Quality Assurance Statement to ensure the continued provision of safe, effective services
- To work with academic partners to pursue research opportunities around HIV and Hepatitis C prevention and support
- To invest in the organisation so that we can continue to grow and develop



Work in Focus – Hepatitis C in Prisons

Almost one in five people in Scotland's prison population are thought to be living with Hepatitis C.

The feedback we've had from service users who've spent time in prison is that the transition back into the community can be hugely challenging.

When people are struggling to make ends meet or find somewhere to live, managing their Hepatitis C becomes less of a priority and they stop attending appointments. And when fear of stigma prevents them accessing other support, it can be all too easy to fall into a cycle of re-offending.

Through our innovative Prison Link Project, we're working to break that cycle. We engage with prisoners before and after liberation, helping them to focus on sticking to treatment, clearing Hepatitis C and moving forward with their lives.

Finance

In the face of challenging financial times, we continue to take a clear and robust approach to planning.

The majority of our funding continues to be linked to contracts with partners, including health boards, local authorities and the Scottish Government. Performance against these contracts is carefully monitored to ensure that resources are used efficiently and effectively.

Our fundraising team continues to bring in significant funding through voluntary donations, grants and legacies. We have developed a well-defined strategy to maintain and develop existing relationships while exploring new opportunities.

Through our board, we continue to monitor key financial risks to the organisation and to take necessary steps to mitigate them.

Our Priorities 2017-2020

- To bring our contract, statutory and fundraised income under joint management to allow for clearer strategic direction
- To sustain relationships with existing funders to ensure continued support
- To develop and nurture relationships with new supporters
- To diversify income streams and work towards continued financial sustainability for the organisation
- To work towards full cost recovery in funding received
- To broaden the geographical spread of our fundraised income to reflect our work across Scotland



Work in Focus – Milestone

In the story of Waverley Care, Milestone holds a special status as the place where it all began.

However, the work of our Residential Support Centre today is a far cry from its early days as a hospice.

Milestone is now a place where people living with HIV or Hepatitis C can focus on improving their physical and emotional health at times when they are struggling to cope.

The centre was fully refurbished in 2014 and offers long and short stay residential support.

Our staff are there to support residents to manage their condition well – whether it's keeping up-to-date with treatment, coping with side effects or accessing appointments.



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