

# STRATEGIC PLAN 2026-2028

## TRUE VISION

Queenslanders have equitable access to timely, culturally safe sexual and reproductive healthcare, and thrive with comprehensive sexuality and respectful relationships knowledge.

## TRUE PURPOSE

True is a profit-for-purpose organisation improving sexual and reproductive health and advancing safe, respectful relationships for all Queenslanders, through the delivery of clinical, education, and counselling services, and health promotion and advocacy to reduce inequities and improve outcomes. We achieve social change and lasting impact through culturally responsive, evidence-based practice, integrated service delivery and strong community partnerships.

## TRUE VALUES



**RESPECT** - We uphold respect, safety, and consent in all that we do. Everything we do is grounded in respect for people's dignity, rights and choices.



**EXCELLENCE** - We strive for the highest standards in service delivery. As leaders and experts in sexual and reproductive health, we take responsibility for delivering safe, high-quality, evidence-based care and education; we take pride in our professionalism.



**COURAGE** - We speak up and stand up for what matters, even when it is challenging. We have a proud history of standing for our principles and values, even when it is politically or socially difficult.



**PARTNERSHIP** - We achieve impact through collaboration. Collaboration ensures our services are relevant, trusted, and impactful.

## SERVICE EXCELLENCE

Excellence in service delivery underpins True's reputation and impact. We will strengthen specialist women's health clinics, expand accredited training for health professionals, and embed evidence-based practice in counselling.

## SUSTAINABLE IMPACT

To achieve lasting change, True must grow and diversify revenue while protecting financial guardrails. Pricing reform, commercialisation of education resources, and new funding partnerships will all contribute.

## SAFE & RESPECTFUL RELATIONSHIPS

Creating safer communities is at the heart of our purpose. We will scale our services and run campaigns to support communities across Queensland to experience safe, healthy, and respectful relationships, without sexual harm and violence.

## ACCESS & EQUITY

True exists to remove barriers that prevent people from accessing quality sexual and reproductive health. We will strive to ensure all Queenslanders can access safe, high-quality, and culturally responsive sexual and reproductive health services.

FOCUS AREAS

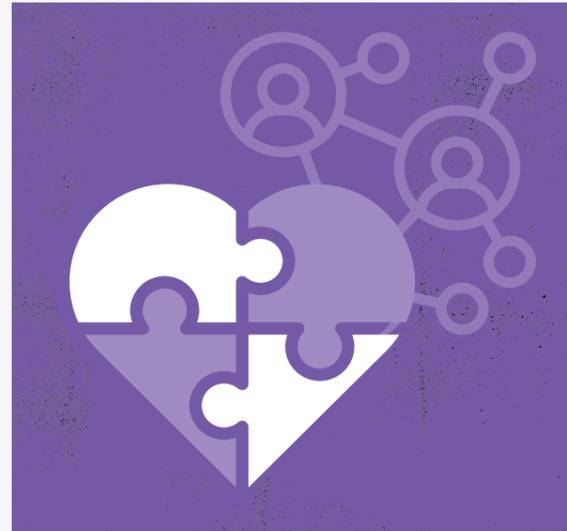


**FOCUS AREAS**



**ACCESS & EQUITY**

All Queenslanders can access safe, high-quality, and culturally responsive sexual and reproductive health (SRH) services.



**SAFE & RESPECTFUL RELATIONSHIPS**

Communities across Queensland experience safe, healthy, and respectful relationships, without sexual harm and violence.



**SERVICE EXCELLENCE**

True's specialist SRH clinical care, counselling and education services are recognised for excellence and innovation.



**SUSTAINABLE IMPACT**

True is financially sustainable, with diverse revenue streams, robust systems, and the capacity to reinvest in impact.

**OUR STRATEGIC AMBITIONS**



**HOW WE'LL GET THERE**



- Remove barriers that prevent people from accessing quality sexual and reproductive health.
- Focus on priority communities including regional and remote, First Nations peoples, multicultural communities, people with disability, and LGBTIQ+ young people.
- Expand hub-and-spoke models by co-location in growth corridors.
- Co-design culturally responsive models with partner organisations.
- Strengthen screening equity by scaling self-collection, follow-up pathways, and promotion.

- Scale school partnerships in additional regions, with specific modules for boys and young men.
- Grow Support Services Hub model, embedding trauma-informed, multidisciplinary support.
- Run annual statewide campaigns focused on key sexual and reproductive health (SRH) initiatives.
- Embed client reported outcome measures (CROM) to evaluate impact.

- Expand specialist women's health clinics integrating allied health and telehealth pathways.
- Scale training including micro-credentials and blended learning.
- Enhance and digitise the Traffic Lights program.
- Build partnerships to deliver joint research projects, clinical placements, and academic outputs.

- Implement pricing reform and CUPP recommendations to optimise clinical profitability.
- Grow and diversify revenue.
- Develop corporate partnerships aligned to priorities in women's health and equity.
- Commercialise intellectual property.
- Establish a social impact reporting framework.

**OUR SUCCESS INDICATORS**



- 20% increase in priority cohorts accessing services.
- 30% of True clients are from rural and remote areas.
- 50% increase in active partnerships.

- 20% growth in school students participating in comprehensive sexuality education (CSE).
- 20% decrease in counselling wait times.
- 2 new Support Services Hubs operational.

- 50% growth in health professionals trained.
- 20% growth in specialist health clinics operating each year.
- Partnered in 5 projects with authorship for peer-reviewed publications.

- 10% revenue growth annually.
- 20% growth in service provision (activity) across service streams.
- Surplus of 2-5% annually.

**OUR ENABLERS**



**PEOPLE AND CULTURE**

True is an employer of choice in sexual and reproductive health, attracting, developing and retaining a skilled and values-driven workforce.

**DIGITAL AND TECHNOLOGY**

True has the systems, data, and technology to scale access, improve efficiency, and measure impact transparently, while maintaining the highest standards of cybersecurity and data governance.