10 steps

to health justice partnership

October 2026

Health Justice Australia

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List of terms used

This report includes a range of terms that may not be familiar to some people. Here we describe what we mean by these terms.

Patient/client: The term used throughout this guide to refer to people who receive support from health and wellbeing services and/or legal assistance services. Different organisations may use other terms, such as consumer, service user, patient or client.

Health justice partnerships (HJPs): Partnerships to integrate legal help into services that support people's health and wellbeing, commonly between one or more health or wellbeing services and one or more legal assistance services.

Health and wellbeing services: We use 'services' to refer to service providers rather than the activities they perform. This term covers any services within the health and social services sector – public, not-for-profit or private.

Legal issues/legal problems: Problems that have a legal element which a lawyer can assist with.

Legal need: The experience of having ongoing legal problems. Legal need arises when legal issues are not addressed.

Legal assistance: Assistance provided by lawyers or legal services to help people address their legal issues. This help can be in the form of general information, advice on what to do about specific problems, help such as writing letters or negotiating with people, or representation in a court or tribunal.

Legal assistance services: Community-based legal services that provide help to people with their legal problems. Examples include legal aid commissions (in each state and territory), community legal centres, Aboriginal legal services, women's legal services and family violence prevention legal centres.

Legal capability: The skills, knowledge, mindset and resources needed to effectively identify, know what to do about and take action on legal need.

Secondary consultation: Communication and information sharing between partnering practitioners that helps them to support their patients and clients.

Warm referral: When a practitioner in one service contacts another service on the patient/client's behalf. In health justice partnership this could look like a practitioner making an appointment with another practitioner, or in some cases, introducing the patient/client to another practitioner. In partnerships this may also involve the health or social service practitioner writing a report or case history about the patient/client for the legal service and/or attending the service with the patient/client. A cold referral, by contrast, involves providing the contact details of a service to a patient/client, for them to follow up independently.

Introduction

> ***People are so deep in the struggle they have no sense of their rights whatsoever... yeah, that's most of our clientele.***
>
> **– Mental health service staff member**

This practical guide can help you decide whether a health justice partnership (HJP) would be a good option for your service. As well as providing foundational information about HJPs, this guide outlines 10 practical steps you can take to build and maintain them.

What are HJPs?

HJPs integrate legal help into service settings that support people's health and wellbeing. HJPs are most commonly partnerships between community-based legal services, such as community legal centres or legal aid commissions, and health services, including hospitals and community health services. They can also occur in other settings such as housing services or social services.

HJPs provide accessible advice and assistance for legal problems that negatively impact people's health and wellbeing. Examples of these legal problems include debts that feel out of control, payday loans, unpaid fines or bills, issues with tenancy, mortgage or social security, employment issues, family breakdown or family violence, sexual assault, elder abuse, involvement with child protection, discrimination or criminal law issues (as victim or accused).

HJPs across Australia vary depending on the needs of the people using the service, the service setting, and the interest, needs, availability and resources of all the partners who are involved in the partnership.

Despite this diversity, HJPs share a number of common attributes:

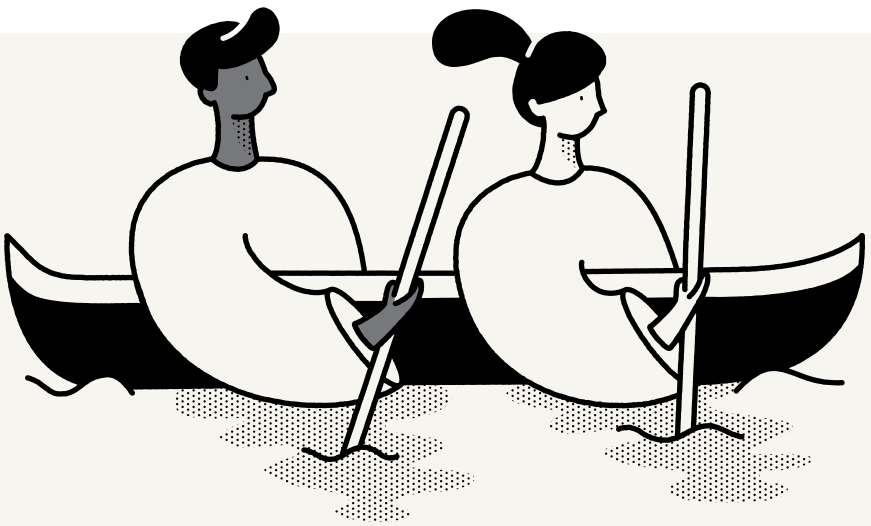
- Community legal education (CLE) for service users about issues like fines, family violence orders or tenancy problems
- On-site legal advice and assistance to individual patients/clients
- Training and education by the lawyers (also referred to as CLE) for health practitioners, for example about different types of legal problems patients/clients may be facing, about local legal services, about how HJP lawyers can help
- Training and education by health, community or social service practitioners for the lawyers about person-centred practice, trauma-informed practice, specific patient/client-related needs and challenges, health and medical knowledge, and inclusion and accessibility

- Secondary consultation – where health practitioners can directly consult with legal professionals about problems patients/clients are experiencing in a de-identified way
- 'Warm' referral pathways between the health and legal partners
- The opportunity for health and legal practitioners to work together to support patients/clients with intersecting health and legal needs.

Building a health justice partnership between community services

In an outer metropolitan community, a local hospital is working to address the impact of family and domestic violence (FDV) through their Maternity Outpatients Clinic. In the same community, a legal service is providing free legal assistance to women and children at risk of or experiencing FDV. The two services have an existing relationship and are finding they have shared patients/clients. They believe a more joined-up approach between their services may benefit shared patients/clients so they organise a meeting to discuss how they could work better together.

While both services seek to address the impact of FDV, they acknowledge that doing so in isolation won't address the deep-rooted and widespread impact of family violence. After identifying what they'll do together, and agreeing on how they'll work together, they establish a health justice partnership.



The types of things that become legal problems

Legal problems come up when there are disputes between people or organisations, or when someone breaks the law. Well-known examples include being charged with a crime, being a victim of a crime or having family law problems. But lawyers can also help with a wide range of 'stuff of life' problems such as financial legal problems (e.g. fines or utility debts, loans, mortgage problems), Centrelink, family violence, consumer issues, tenancy and housing, employment or discrimination.

People may need help in enforcing their rights (e.g. getting repairs done on a house, getting access to entitlements, getting a family or domestic violence order), or in defending themselves or responding to legal action that someone is taking against them (e.g. a criminal matter, fines, being evicted, being chased for money).

How could HJP help support patients/clients?

There are common barriers people experience to getting legal help. One in five people who face multiple systemic and societal inequities take no action in response to their legal problems, for reasons including:

- not recognising the issue as something that a lawyer can assist with
- stress and/or time
- lack of availability or awareness of, or access to free or low-cost legal services
- the perceived cost of legal help
- previous poor experiences with the justice system and/or lawyers
- not trusting lawyers or the legal system
- not believing that help is available or that it can make a difference.

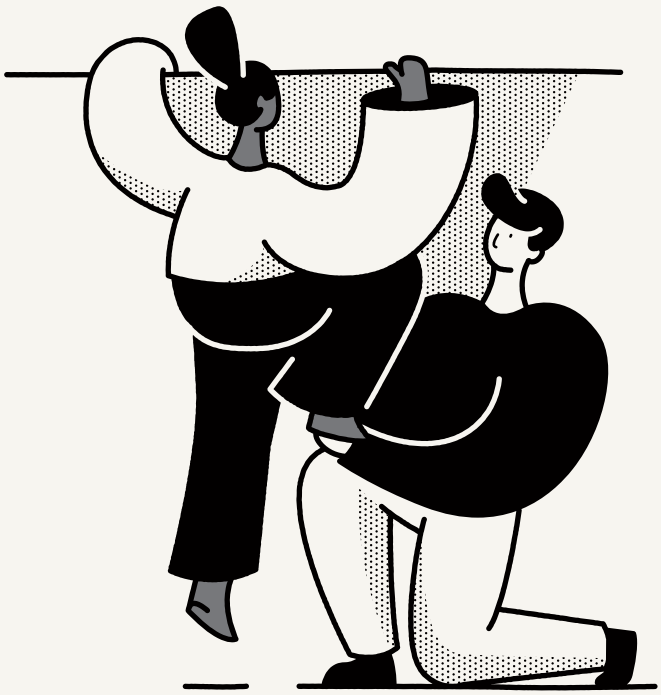
We know that people with legal issues are more likely to be in contact with workers in health and community settings than directly with legal professionals and services. This can place practitioners in a position where they might be seeing legal issues affecting the lives of patients/clients, before patients/clients know about, or have access to, any legal support. And it may be the case that practitioners can see that something is not right, but – without connections or knowledge about these issues – do not know who could help with the issue or what can be done.

Health justice partnerships involve health and legal services coming together to assist shared patients/clients who are experiencing intersecting health and legal issues. By working together, partner services each build their capacity to support patients/clients in ways that they cannot achieve alone. And with support such as training, tools, resources, and connections and partnerships, health practitioners can link patients/clients they are supporting with the legal help they may need.

10 steps to building and maintaining HJPs

The following 10 steps cover a range of contexts where you may be thinking about establishing an HJP. They will support you if you're at the very beginning and have just begun thinking about HJP as a possible approach to take, and they will support you if you've been implementing an HJP for a while, and you want to refresh or review the partnership.

You do not have to go in order from 1 to 10. You can look through the steps to pick and choose which step is most relevant to your current challenge or thinking.



Step 1

Identify people's legal needs and describe their current access to legal help.

HJP is a way to bring together a broader range of services and supports for patients/clients. Start by exploring the legal needs of the people you support. What legal issues are they facing? And what gets in the way when they are trying to get help for those issues? If you'd like to read an example, this report describes legal need in three Neami National services which provide mental health and wellbeing support in local communities.

Use the following questions as agenda items for an internal discussion, which can then form a one- or two-page brief outlining the current needs of your service's patients/clients (if you are a health or social service) or the patients/clients you are currently not reaching (if you are a legal service). You can use this brief with potential partners so they understand the types of legal help patients/clients may need or, if you are already working in HJP, to regularly review the needs of the HJP's patients/clients.

- **What types of legal issues do the people you're thinking about have?**
  - Use our Legal health check resource to identify the range of legal issues that patients/clients are experiencing.
- **Do they access legal help? If yes, outline which services and how they access that help.**
- **Do they face barriers to accessing legal help directly?**
- **If you are from a legal service, what barriers have you identified to you reaching the people you need to?**

Could HJP be the right approach to address these needs?

If patients/clients are willing and able to access and use a local community legal assistance service directly, then an HJP may not be needed. Instead, you may like to reach out to the legal service or the health and wellbeing service to offer a yearly or six-monthly meeting where you can both review if, and how, patients/clients are being referred between services so that it continues to work for patients/clients and both services.

If you have identified barriers to patients/clients accessing legal support or lawyers reaching the people who you think need legal help, a health justice partnership can be the bridge that's needed. You can continue through the following steps to explore HJP as an approach to meet patients'/clients' needs.

Step
2

Consider if your service is ready for HJP.

Even where significant legal needs have been identified, a service itself may not be ready to invest in partnership. For many people, including both patients/clients and practitioners, legal assistance may feel unfamiliar or disconnected from the health and wellbeing support they provide or receive. People may hold different assumptions about when lawyers can help, what legal assistance involves, or what working with a lawyer might be like. For example, some people associate lawyers primarily with courts, disputes or crises, rather than recognising the role legal assistance can play in addressing everyday issues that affect health and wellbeing. Others may have had limited experience with legal services, while some may bring previous experiences, both positive and negative, that shape their expectations. It is helpful to be aware of these perspectives when considering HJP. Building an effective HJP often involves creating opportunities for health, social and legal service practitioners to better understand each other's roles, approaches and expertise. Over time, this can strengthen trust, confidence and collaboration across the partnership.

Furthermore, people may have different expectations about what working with lawyers, or working in partnership, might look like. These expectations can sometimes create barriers to exploring the types of HJP that may be the best fit for your service.

For example, practitioners may assume an HJP requires lawyers to be based on site and working directly with patients/clients, when this is only one of many ways that HJPs operate. Equally, a legal service may be interested in partnership but not have the current capacity or resources to take on new work or invest in partnership development at that point in time.

The following questions can help you consider whether your service may be ready for HJP. You can use them as agenda items for an internal discussion and scoping activity.

- **How do practitioners currently feel about working more closely with legal, health or social service practitioners from another organisation?**
- **Do practitioners have any concerns about the idea of HJP?**
- **How would legal help fit with the other services provided at the health or social service site?**
- **What do practitioners think a HJP might look like?**

Could your service be ready for HJP?

If practitioners at your service are uncomfortable with working more closely with lawyers or health and wellbeing practitioners, or do not yet see how legal assistance fits with the support they provide, it may not be the right time to establish a partnership.

Instead, focus on building understanding and relationships. For example, you might invite a local legal, health or social service to speak with your team about the support they provide and how it connects with your work. From there, you can explore whether there are opportunities to strengthen referral pathways or work together more closely in the future.



Step
3

Understand current capability to identify and respond to legal need.

While health and wellbeing practitioners may recognise the life issues affecting patients'/clients' health and wellbeing, they may not realise that legal assistance could help address those issues. Even when practitioners recognise an issue as a legal problem, they may not know what to do next or feel confident connecting people with legal help. A relationship or partnership with a legal service could help address some of these issues.

HJP not only provides legal help directly to patients/clients but also builds practitioner capability. By working in partnership, health and social service practitioners can become more confident identifying legal issues and connecting people with legal help. Lawyers can deepen their understanding of the health and wellbeing issues that contribute to, and are affected by, legal problems.

If you are a health or social service, you can use the following questions to understand practitioners' capability in relation to identifying their patients/clients' legal needs, as well as where a lawyer can help. If you are a legal service, you can use the following prompts to interview or talk with a health or social service. You can use this information to consider whether HJP is the right approach for your service.

- **What do frontline practitioners currently do when legal issues arise?**
- **What connections or relationships do practitioners currently have to legal and other support services?**
- **What issues do practitioners believe they need more information about?**
- **What do practitioners need to better identify legal issues and connect patients/clients with legal help?**
  - Do they need greater knowledge, skills, confidence, role clarity, relationships, or time and resources?



Support with steps 1-5

If you would like support to understand the legal issues affecting your patients/clients, and your service's capability to identify and respond to them, Health Justice Australia can facilitate a Legal Needs and Opportunities Assessment.

The assessment combines local demographic and service data to build a picture of how legal, health and social issues intersect in your community. The assessment also identifies legal assistance services that align with your service's needs and capabilities, helping to inform future partnership opportunities.

Could HJP help build practitioner capability?

If practitioners in your service do not have strong relationships across health, social or legal services, an HJP may help build them. HJPs can also grow from existing relationships and become more intentional partnerships.

Start with where your practitioners are. Once you have identified local services (step 5), a useful starting point may be to invite a legal, health or wellbeing service to speak with practitioners, for example at a training day. Topics can be guided by the interests and needs identified through the questions above.

For example, if health practitioners are unsure about the role of legal assistance, you may ask a legal service to explain the issues they address and how patients/clients can access support. Similarly, a health or wellbeing service might explain who they support, how they deliver person-centred care, and what would help legal assistance integrate into their service.



Step 4

Understand your service's capacity for partnership.

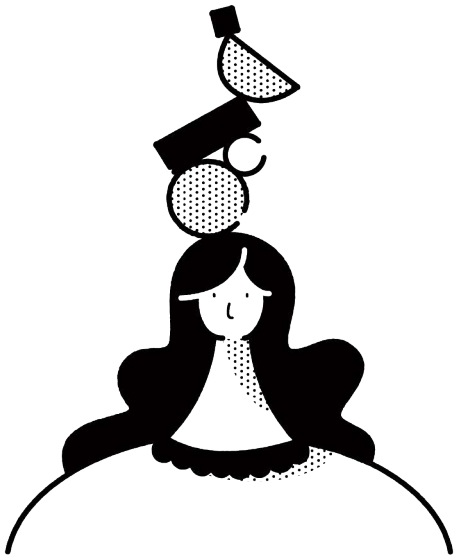
Participating well in any partnership takes time, energy and resources. Think about how ready your service and practitioners are for HJP. This can help you decide whether partnership is the right next step.

Willingness to partner is important, but willingness does not always mean readiness. Partnership readiness is about whether your service has the resources, capability, strategic alignment and leadership support needed to develop and sustain a partnership.

If your service is willing but not yet ready, consider starting with smaller, more achievable activities while you build readiness. The following questions can help:

- **Do you have the resources you need for the type of partnership you're thinking about implementing?** Think about:
  - frontline and coordination staff time
  - responsibilities in position descriptions and work plans
  - budget
  - physical space and private meeting rooms for additional practitioners
- **Are partnership and collaboration reflected in your service's strategic direction and work plans?**
- **Is there willingness to invest in the culture and ways of working needed for partnership?**
- **Are there people with the influence and capacity to champion the partnership and provide strategic oversight?**
- **Is it clear who will be responsible for developing and maintaining the partnership?**

Governance is also important and is covered in step 8.



Willingness vs readiness in partnership

A health service was looking to partner. Health Justice Australia completed a legal needs assessment and shared the findings with a local legal assistance service. The findings highlighted the legal needs of patients/clients accessing the local health service. We also explored opportunities for partnership and the extent to which the findings aligned with the legal service's priorities.

The legal service addressed many of the legal issues identified in the assessment, had experience delivering outreach services, and was interested in strengthening its relationship with the health service. The possibility of adapting existing outreach resources to support a partnership was also explored.

However, they did not have the capacity or resources to enter into a partnership or support additional patients/clients. This was a good example of partnership willingness, but not readiness. Despite genuine interest in partnership, competing priorities, limited resources and workforce pressures meant the service was not yet in a position to proceed.

Could HJP be the right fit for your service?

Ideally, partnership readiness includes sufficient resources, practitioner buy-in, capability across the organisation, and a clear commitment to partnership in strategic and operational planning. In reality, some of these elements may already be in place while others are still developing. Start with your current level of readiness and build from there.

If you have the willingness to partner but are not yet ready, another form of collaboration may be a better fit for now.

These alternative forms of collaboration include:

- Networking (sharing information for mutual gain)
- Cooperating (time-limited or task-focussed activity with another agency, involving the sharing of information and each agency contributing time, skills or expertise for the benefit of practitioners and/or shared service users)
- Coordinating (sharing of information, skills, expertise, and resources across agencies for longer-term, mutually beneficial activity)

You can read more about these ways of working in Health Justice Australia's Choosing the best way of working together: from networking to partnership resource.

If you are ready to partner, continue building internal support and momentum. An HJP kick-off meeting can help explore previous partnership experience and identify what your team hopes to achieve through partnership in the current context.

Step
5

(for health and wellbeing services only)

Understand the legal assistance services available in your community.

When building an HJP, take time to understand the legal assistance sector and the services available to the patients/clients you support. This will help you match patients'/clients' legal needs with the legal assistance service best placed to address them.

Community-based legal services across Australia provide free or low-cost legal help. These services differ in:

- the legal issues they address
- the level of assistance they provide
- who they support.



Organised by state and territory, community-based legal services include:

- Generalist community legal centres that provide advice and assistance for a range of legal issues for people within a geographic area.
- Specialist community legal services that provide help for certain issues (e.g. financial rights, welfare rights, housing and tenancy services), or certain groups (women's legal services, disability legal services, mental health legal services). These tend to be statewide or territory-wide.
- Legal aid commissions in each state and territory that provide criminal law assistance (including duty lawyer services in courts and representation), family law and civil law.
- Aboriginal and Torres Strait Islander legal services that provide culturally safe legal assistance tailored to the needs of Aboriginal and Torres Strait Islander peoples.
- Family violence prevention legal services that are Aboriginal and Torres Strait Islander Community Controlled organisations which mainly support women and children experiencing family violence.

Explore additional resources about the legal assistance sector on our website.

Use the following questions to identify potential partners and assess whether they are a good fit for the legal needs of your patients/clients.

Start by mapping existing relationships, reviewing legal service websites and contacting services directly for more information.

- **Which legal services provide assistance in your local area?**
- **Which legal services does your service or practitioners in your service already have relationships with?**
- **Which legal services support your patient/client groups or address the particular issues that your patients/clients face?**
- **Once you have identified potential partners, explore:**
  - What types of legal issues do they address?
  - What types of legal help can they provide (for different issues)?
  - Who are the people they can help (e.g. targeted services)?
  - What capacity constraints or service limitations do they face?
    - Is there means testing for different types of help?
    - Could conflict of interest limit their ability to assist some patients/clients?[1]

Could HJP be the right fit for your service?

At this stage, your understanding will be based on experience, research and assumptions. Before moving forward, test those assumptions with potential partners. Take the time to test assumptions and learn directly from potential partners (and encourage them to do the same).

If you have identified a legal service that meets the needs of your patients/clients, start building or strengthening the relationship. Strong relationships are the foundation of HJP.

Conflicts of interest

Lawyers have ongoing duties to former clients, including the duty of confidentiality.

A conflict of interest happens when a lawyer (or their law practice, that is, the organisation they work for) has already provided legal assistance to the person on 'the opposite side' to your client. The lawyer already has confidential information about that other person, so they can't represent your client against their former client (such as during a family law dispute) and they would 'declare a conflict'.

Step
6

Choose a potential partner and begin building the relationship.

Strong partnerships are built on strong relationships. To build an effective partnership, take time to understand the other service's context, priorities and capacity.

Starting a new relationship, or deepening an existing one, can feel daunting. The following steps can help you build your relationship with another service:

- Start with a conversation about patient/client need, your service's priorities, and the other service's goals. Focus on learning from one another rather than jumping straight to partnership.
- Share the findings of your legal needs assessment (see steps 1–4) and explore where your priorities align.
- Consider whether a second meeting would be valuable. Some services may be interested in learning about your work without pursuing partnership. Others may see clear opportunities to work together. If there is mutual interest, continue the conversation.
- Trial some light-touch activities, such as attending network meetings, running a small event, or delivering training together. In some cases, these activities may lead to deeper collaboration. In others, the benefit may simply be stronger relationships, referral pathways and shared understanding across services.

Is there a foundation for partnership?

Effective partnerships require time, trust and ongoing investment. As the relationship develops, you are exploring whether partnership would be mutually beneficial. If your early conversations reveal shared goals and aligned values, you may be ready to explore partnership more formally.

Step
7

Understand what matters to each partner.

A common partnership challenge is assuming that partners want the same things from the partnership, or value the same aspects of it. One way to avoid this challenge is to take the time to understand each other's priorities, expectations and perspectives on risk. By doing this you are either:

A) identifying a clear benefit for each partner

OR

B) recognising that partnership, or this particular partnership, may not be the right fit.Health Justice Australia has written a blog about when partnership may not be the right approach.

The following questions can help you understand each other's expectations and identify whether there is a strong foundation for partnership:

- **What would each service look for and need out of a partnership? What do you expect your partner to bring to the table and what do they expect from you?**
- **What is driving each service to want to partner? What does each service think they will be able to achieve that they can't achieve alone?**
- **What organisational factors support partnership (for example, culture, strategy, operational planning or supervision)?**
- **What is each service's perspective on the possible risks associated with partnering?**

Is there enough alignment to move forward together?

Open and honest conversations about expectations, motivations and risk create a strong foundation for partnership. They help partners test assumptions, build trust and develop a shared understanding of what they are trying to achieve together.

Ultimately, strong partnerships depend on the quality of the relationships between partners, the extent to which they share a common purpose, and their willingness to work through challenges together. The openness and trust developed through these early conversations can provide a good indication of whether partnership is likely to succeed.

Step
8

Consider how the partnership will be managed.

HJPs take different approaches to partnership management and coordination. Resources, capacity, leadership support and workforce capability all influence how an HJP is managed. Consider the needs, capacity and context of each partner when deciding how the partnership will be managed.

Consider whether the partnership is best coordinated internally or by an independent broker. The following questions may help:

- **Is there capacity within the service for someone to take responsibility for coordinating the partnership?**
- **Who will have authority to make decisions about the partnership and its activities?**
- **Who will provide oversight of the partnership, and how will they stay informed about progress and challenges?**
- **Are there other people who should be involved?**
- **Do you have someone with the skills, relationships and support needed to coordinate the partnership? If not, how will you build this capability?**
- **Are there existing tensions or conflicts that may affect the partnership?**
- **Do you have the relationships and networks needed to support the partnership, or would an independent broker help build these connections?**



Should we invest in local capability or engage an independent broker?

If there is deep mistrust or conflict, a skilled and independent third party may help establish or support the partnership. This can create a more neutral space for partners to work together and contribute equally. An external broker may also be useful when partner organisations do not have the capacity to coordinate the partnership themselves.

Where there is commitment, capacity and trust between partners, investing in local capability may be the best option. Building internal coordination and partnership leadership can strengthen the partnership over time.

Whoever coordinates the partnership may benefit from coaching, mentoring or professional development to strengthen their partnership practice. Health Justice Australia offers partnership coaching and development programs that can support people in these roles. Programs can be tailored to support people to scope, develop and strengthen partnerships. Participants also gain access to peer learning opportunities and the broader national HJP network. Health Justice Australia can also provide independent brokerage support where this is needed. Our work across the legal assistance, health and social services sectors provides insight into how these systems operate and strong relationships across a national network of organisations.

Step 9

Agree on the activities of the health justice partnership.

With a strong partnership foundation in place, you can now decide what you will do together. The activities of your HJP should be shaped by patient/client need, practitioner capability and local context. Common HJP activities include:

- Referral pathways
- Interdisciplinary training
- Secondary consultation
- Shared care coordination
- Shared monitoring and evaluation
- Learning, reflection and improvement

Consider the following questions:

- **How many patients/clients does the health or wellbeing service serve?**
- **Are patients/clients likely to use legal assistance offered in this setting? If so, how many?**
- **Are all services provided on site or do some staff provide outreach or support consumers to access other services?**
- **How would legal help fit with the other services provided by the health or wellbeing organisation?**
- **How might patients/clients respond to legal assistance being available in this setting?**

As you plan HJP activities, consider:

- **How will you make decisions about HJP activities together?**
- **How do you plan to explore each activity and make shared decisions about each activity?**
- **What additional support, resources or tools might be needed?**

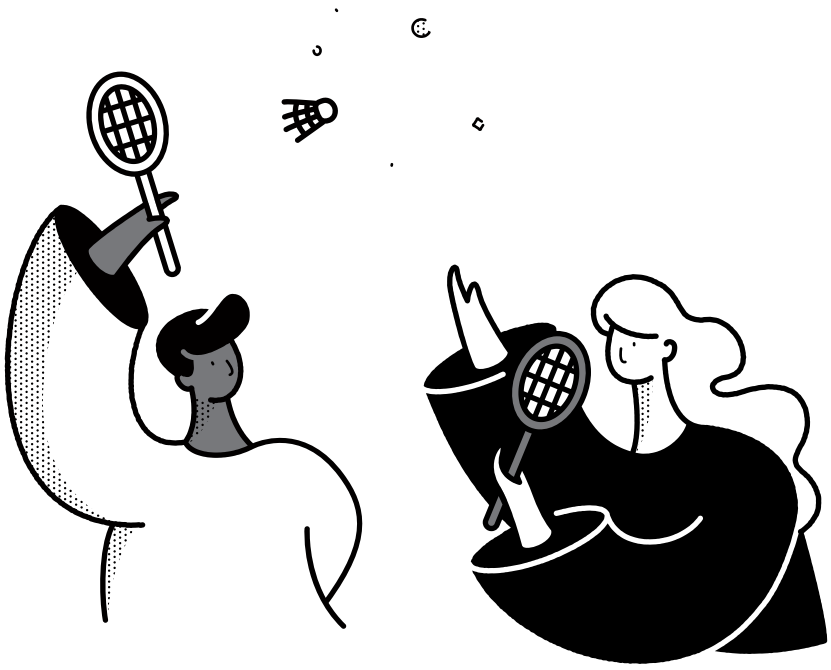
Do you have what you need to put your plans into action?

If you need more information about particular HJP activities, the following resources may help.

- Learn more about secondary consultation.
- Learn more about monitoring and evaluation.
- For guidance on learning, reflection and improvement, see step 10.
- Learn more about the attributes of an HJP.

Additional support, including legal needs assessments and partnership brokerage, is also available through Health Justice Australia.

For information about Health Justice Australia's tailored partnership capability-building support, visit our website.



Step
10

Maintaining and sustaining your health justice partnership.

Maintaining an effective HJP requires attention to both the partnership itself and the change that inevitably occurs over time. This means regularly reflecting on how you work together, not just what you do, and planning for changes in people, funding, your local community and the broader policy environment.

One way to do this is to establish regular opportunities to reflect on the partnership and plan for change from the outset.

Reflecting on the way you partner can involve reviewing your relationships (the quality of connections and role clarity between partners), resources (what each partner contributes and what is needed to achieve shared goals), and processes (communication, decision-making, governance, information-sharing and data collection).

Start by discussing the following questions as a partnership. For a more detailed review, use Health Justice Australia's Reviewing the way you partner resource:

- **To what extent do all partners feel they know each other's priorities when it comes to your shared patients/clients?**
- **To what extent is your shared problem that you identified at the start of the HJP still the same, or does it need to be revised in light of the experience you have gained working in partnership together?**
- **To what extent are all partners satisfied with the partnership approach in achieving the shared goals?**
- **To what extent do all the partners believe they have the resources needed to achieve the partnership goals?**
- **To what extent have your partnership activities helped you achieve your shared goals?**
- **As a partnership, what are your strengths, areas for development, and opportunities for alternative ways of working in partnership?**

Planning for inevitable change

Planning for change is essential to maintaining an HJP. Change may affect individual partners, or the partnership itself. For example, staff turnover or changes to a service model may affect the partnership. In addition to establishing good governance structures (see step 8), consider these questions:

- **How is information about the partnership (including culture, values and agreed ways of working) recorded for current and incoming staff to read?**
- **How are you preparing for leadership transitions if key partnership staff leave?**

All HJPs experience change. Responding well requires clear communication and a plan that reflects your local context, resources and capacity. Consider the following questions:

- **How would changes in funding affect the partnership, and how are you preparing for them?**
- **How will the partnership stay informed about relevant policy or system changes?**

Are you prepared for change?

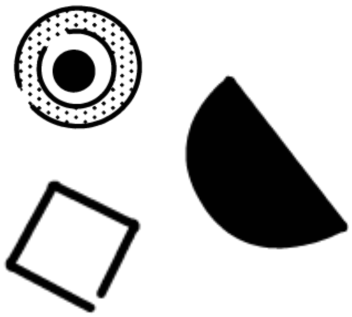
For many partnerships, regular reflection and discussion may be enough to identify strengths, areas for development and opportunities to adapt your approach. Health Justice Australia also offers resources to support ongoing partnership development.

If you would benefit from a more structured review, Health Justice Australia's Partnership health check offers a facilitated process for reviewing how your partnership is working and identifying opportunities for improvement. Additional tailored support on managing and planning for change is also available.

Final reflections

Health justice partnerships are not built in a single meeting, project or funding cycle. They grow through relationships, shared purpose and a commitment to working together over time.

Start where you are. Build on what already exists. Keep learning from one another and from the people and communities you're here to help.



Looking for support?
Explore HJA resources, training
and tailored partnership support at
www.healthjustice.org.au