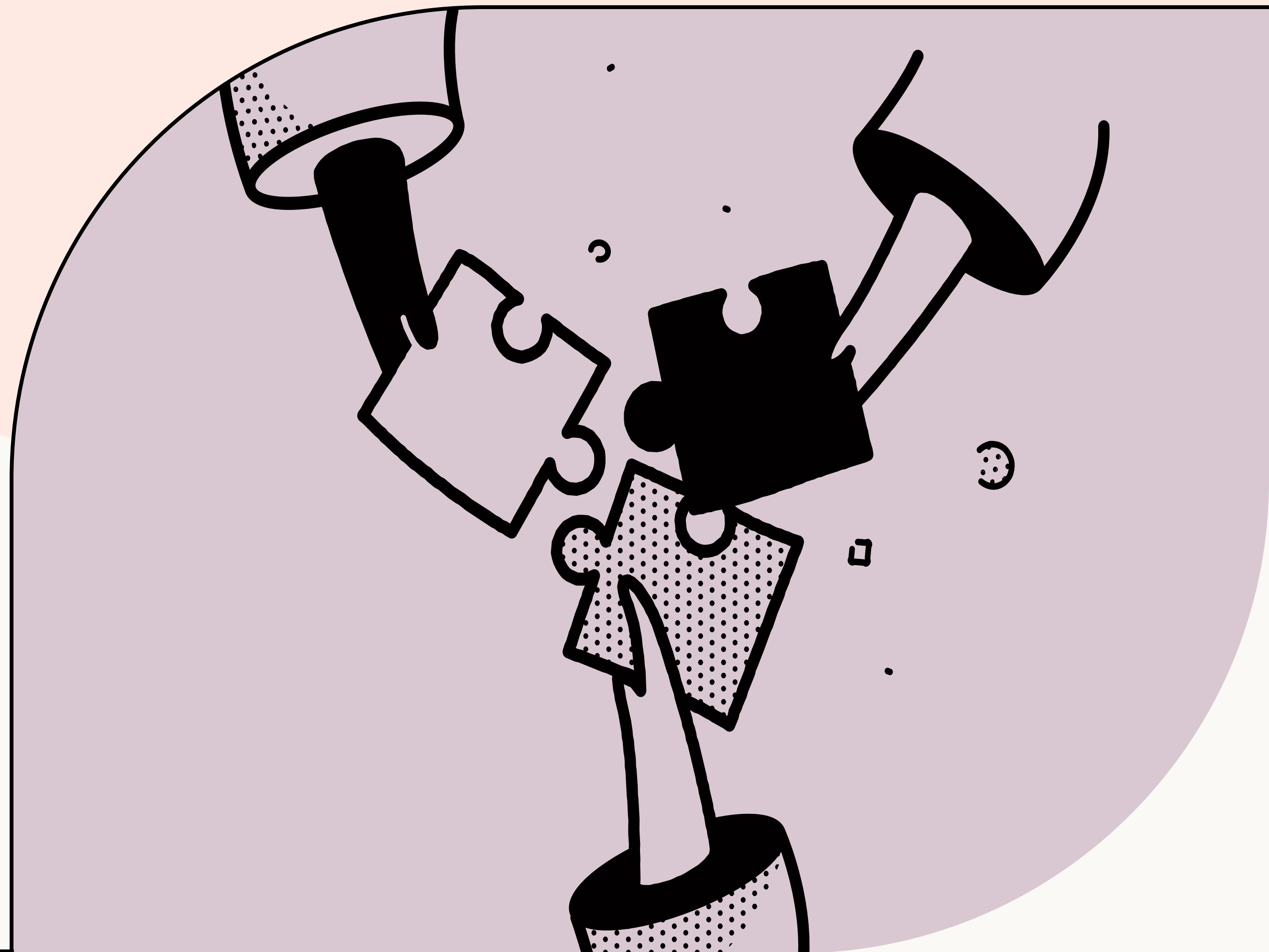


Connecting partners, catalysing progress, convening for impact

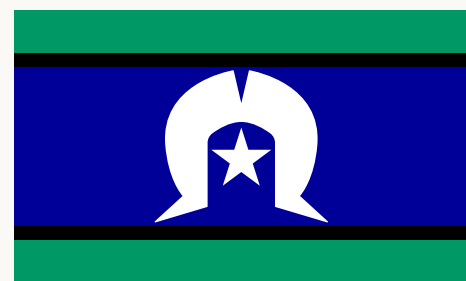
**Strategy
2025-2028**



Health Justice Australia acknowledges the Traditional Custodians of the lands and waters where we work, and pays respect to Elders past and present. We recognise the strength and resilience of First Nations peoples. We are committed to reconciliation with, and self-determination of, the First Nations people.

Sovereignty has never been ceded.

Always was, always will be Aboriginal land.





Introduction

Why this strategy now?

Across Australia, people and communities are facing increasing and compounding pressures that are impacting health and wellbeing. Rising cost of living, insecure housing, health inequities, discrimination and violence often intersect in ways that place growing strain on individuals and families. Evidence shows that for many, legal issues are often deeply intertwined with, and contribute to, health and social pressures.

When services respond to these pressures in isolation, through a single sector or discipline lens, people can be left navigating fragmented systems – health here, housing there, legal somewhere else

– without their full needs being recognised or met. These pressures can escalate, and the root causes of poor health and wellbeing remain unaddressed.

But there is another way.

Health justice partnership and other integrated approaches show what's possible when services connect around people's lives, instead of being offered in silos. When legal, health and community services work together they can offer individuals and families more pathways to address life's challenges.

This strategy builds on nearly a decade of Health Justice Australia's work as a field-

building intermediary focused on enabling the work of cross-sector collaboration. It steps us forward at a critical moment.

Our work aligns with and responds to Australia's priorities: early intervention and prevention, and the drive for connected service systems that leverage existing community and service infrastructure to meet the needs of individuals and families. This strategy guides our role in advancing evidence-based, collaborative solutions that can be adapted and scaled to address diverse challenges across communities.

The need for change is undeniable, and the opportunity is clearer than ever.

Field-building intermediaries are organisations that work with many actors to influence significant, most often systemic, change. They may engage in catalysing new kinds of leadership and collective action, developing new knowledge and evidence, and strengthening capability across a field, all to influence change at scale.

Miller-Dawkins, M. (2022).
Growing Fields, Shifting Systems.
Paul Ramsay Foundation.

We're advancing the movement

Since 2016, Health Justice Australia has been at the forefront of reimagining how siloed service systems could work better together to improve the lives of the people they're here to help. We began as a national centre of excellence for health justice partnership, and today we stand as a catalyst for change – connecting practitioners, service leaders, researchers, policymakers and advocates who know that people's health, social and legal needs are deeply intertwined, and to effectively meet that need, we need to work better, together.

Across the country, we see growing momentum for change: health justice

partnership and integration taking root in diverse settings; community hubs being established as anchors for holistic, people- and family-centred support; “no wrong door” approaches breaking down access barriers; and greater value being placed on the role of lived expertise in the redesign, monitoring and evaluation of services.

For decades, Aboriginal Community Controlled Organisations have shown what it means to design, deliver, and govern truly holistic, community-led, rights-based services. First Nations leadership has set the standard we must all work to uphold. We commit to doing the work to identify how our role and contributions enable,

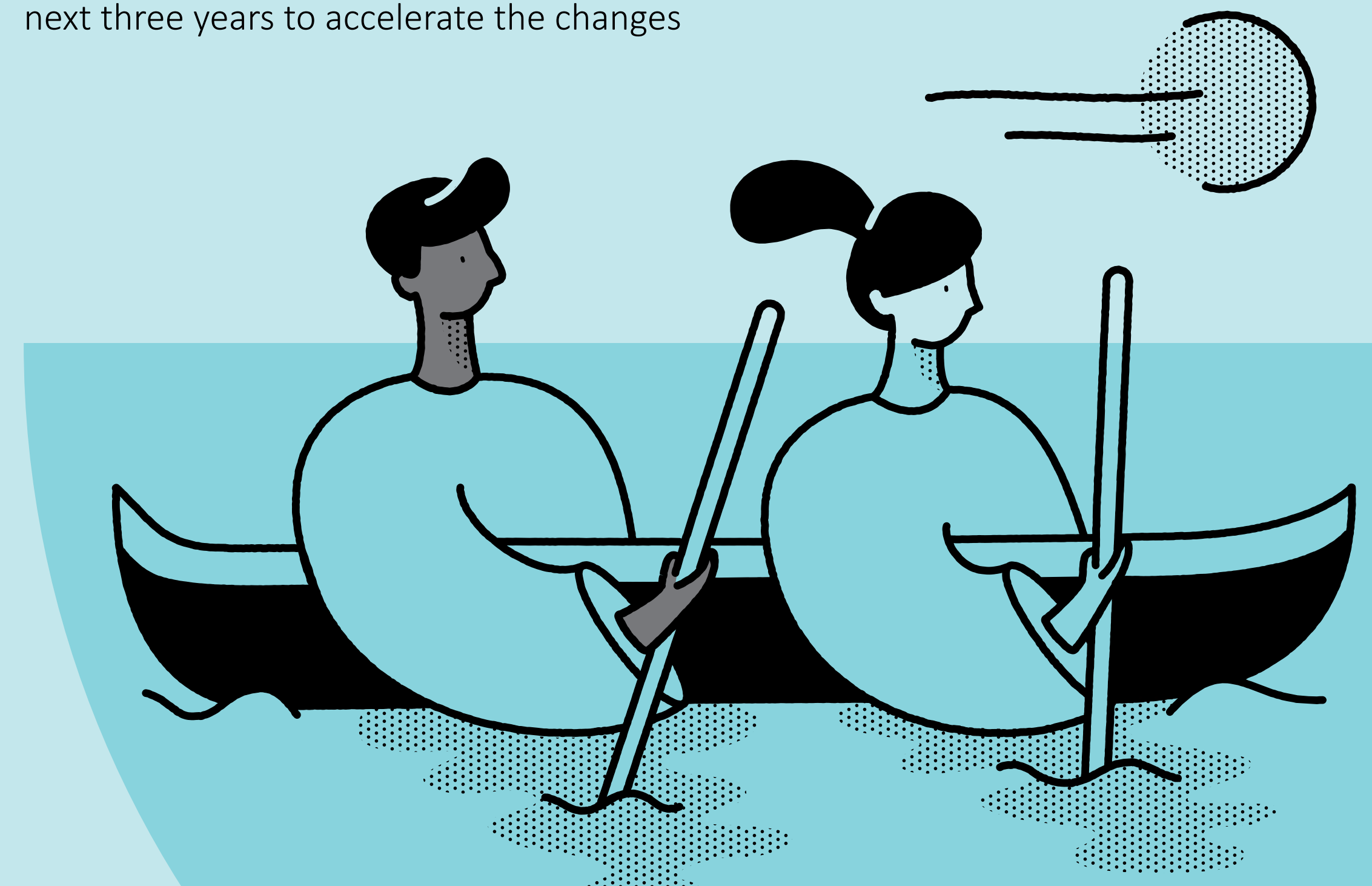
are aligned with, and contribute to First Nations priorities and the principles of self-determination. We will be transparent in this commitment and are accountable to First Nations leaders and communities in this work.

This strategy situates Health Justice Australia's contribution as the 'glue' that connects and strengthens the health justice movement. It charts the next stage in our journey, mapping our work over the next three years to accelerate the changes

that people and families need to have more equitable and effective access to services that can support their wellbeing.

Importantly, this also means investing in the health of our organisation – so we're here for the long-haul, to enable the groundswell.

This strategy carries Health Justice Australia's mission for greater equity in health, justice and wellbeing into the next phase of maturity.



Our role and contribution



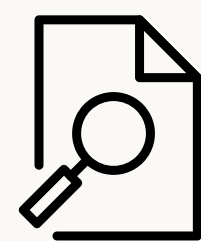
OUR IMPACT GOAL 2025-28

A groundswell of health, legal and social services across Australia are supported, enabled and resourced to better meet people's needs and uphold their rights through working together to provide access to legal help within services that promote health and wellbeing.

This is our guiding star – the ambitious and achievable change we are working towards, together.

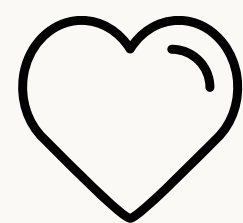
Our contribution

From the seeds of curiosity and possibility, we’ve contributed to a new and emerging evidence base, strengthened a movement, and shown what’s possible when services collaborate with purpose to advance health, justice, and wellbeing. Building on these foundations, we will continue to serve as a catalyst, connector and enabler of cross-system collaboration.



Research expertise that brings diverse cross-sector knowledge into collective evidence

We are building a strong evidence base around health justice partnership and other related cross-sector integrated approaches to guide practice and inform policy.



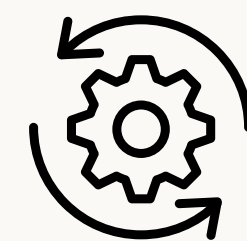
Relationships that fuel collective leadership

For nearly a decade, we’ve built and nurtured relationships that now allow us to bring cross-sector organisations together to support collective impact, development and learning.



Investment in the act of collaboration

Connections with frontline practitioners underpin our expertise and understanding of health justice partnership and other integrated approaches. This places us in a unique position to equip the workforce, organisations and system with tools, training and participatory design to support collaboration when and where it matters most.

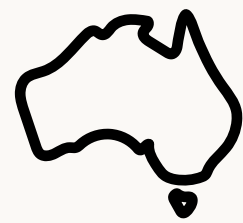


Grounded system reform

As the only national centre of excellence with expertise on health justice partnership in Australia we are uniquely positioned to provide leaders, decision makers and services with insights that matter, shaping policy, funding and service design.

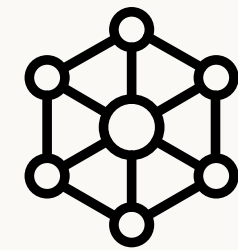
Our unique role

Health Justice Australia is uniquely positioned to steward this work.



National cross-sector vantage point

We're the only organisation with a national vantage point to connect cross-sector services including the health, legal and social sectors.



Field builder

We're not a service provider. Our role is to connect, convene, support and grow a collective movement.



Independent and trusted

Trusted by researchers, policymakers, funders, services and practitioners, we build and translate research and practice evidence to transform service delivery and support evidence-based policy reform.



The health justice movement in Australia

2010-15

Seeds of a movement

A handful of health justice partnerships (HJPs) emerge across Australia, as services experiment with cross-sector collaboration to meet people's complex needs.

2012

Legal need brought to light

The Legal Australia-Wide Survey reveals the scale and inequity of unmet legal need – evidence that will later underpin the health justice approach.

2017-18

The movement strengthens

HJA publishes *Mapping a New Path*, the first national profile of the health justice landscape across Australia, and hosts the first national health justice conference, defining a shared language and vision for the field.

2016

Health Justice Australia is established

Seed funding from the Clayton Utz Foundation enables the establishment of HJA to connect, strengthen, and evidence the emerging HJP movement.

2019

New approaches to integrated care emerge

HJA's *Joining the Dots* mapping captures 73 health justice partnership approaches across Australia and brings the growing movement together at the 2nd national Health Justice Conference in Sydney.

2021

Building capability and tools for scale

HJA launches *Building Blocks*, the first practical guide to establishing and maintaining HJP, supporting a national network that has grown to over 100 partnerships.

2022

Deepening evidence and collaboration

Through the *Partnership Foundations Program* and *Evidence in Partnership* research collaboration, HJA invests in the skills and shared knowledge to embed HJP across systems.

2023

Systems change gains momentum

As the health justice approach matures, policy changes begin to reflect systems-level impact. Changes to the Health Services Act in Western Australia enables the establishment of HJP in hospitals in the state. HJA's research deepens understanding of the HJP role in early support for families and financial wellbeing, and the 3rd national Health Justice Conference brings the movement together to share progress.

2024

Recognition at the national level

Health justice partnerships are formally recognised as effective cross-sector responses in the *Access to Justice Partnership Agreement 2025–2030* and the *National Suicide Prevention Strategy*.

2025

A mature and connected movement

HJA launches its 2025–2028 Strategy at the 4th national Health Justice Conference, celebrating 147 active partnerships across Australia and renewed momentum for the next phase of growth.

Strategic plan on a page

2025-2028

We envision a future where:

- Everyone thrives through equitable health, justice, and wellbeing.
- Human rights are upheld, and First Nations self-determination is fully realised.

We believe this future is achievable when:

People and families can access holistic, inclusive support whenever and wherever it’s needed – and when health, social, and legal systems are:

- Working together to provide person-centred care.
- Supported by flexible policy and funding to deliver responsive, joined up and accessible support.
- Informed and guided by lived experience.
- Grounded in, and strengthened by, First Nations community control and leadership.

2025-2028 IMPACT GOAL

A groundswell of health, legal and social services across Australia are supported, enabled and resourced to better meet people’s needs and uphold their rights through collaborative approaches that promote health and wellbeing.

This impact goal focuses us on helping create the conditions for health justice partnership approaches and integration to flourish and move towards adaptive scale across Australia’s service landscape.

Strategic priorities

Services are enabled to spread and embed health justice partnership approaches and demonstrate their impact. We will:

- Generate and translate knowledge and evidence around the process and impact of cross-sector partnership and integration.
- Develop and share evidence-informed tools and frameworks.
- Foster peer-based learning and leadership development opportunities that build relationships of impact and strengthen collective capability.

Policies, practices and programs adopt, resource and encourage integrated, cross-sector approaches. We will:

- Focus our advocacy on policy and reform agendas with the potential for greatest systemic impact.
- Position HJA as a trusted voice in policy and service design conversations.
- Support, convene, build, and amplify cross-sector, collective advocacy efforts.

Health, social & legal sector workforces are supported to enhance their capability for integrated, collaborative service provision. We will:

- Partner with universities and training providers.
- Centre lived experience as a driver of systems change.
- Provide targeted coaching and support to leaders and practitioners.
- Develop and deliver professional learning programs that strengthen collaboration and leadership skills.

Why Health Justice Australia

- National vantage point: we connect cross-sector services including health, social and legal sectors.
- Movement stewardship: we add value to the role of service providers by connecting, convening, supporting and growing a collective movement.
- Independent and trusted: we build and translate research and practice evidence that is used by researchers, policymakers, funders, services, and practitioners to shift service delivery and support evidence-based policy reform.

Key enablers

- We nurture good governance, systems and culture that make us accountable, adaptive, and fit for the future.
- We invest in the wellbeing, safety and growth of our people, recognising the importance of optimism in building and sustaining change.
- We build a strong and diverse financial base so we can achieve our vision with stability, independence and ambition.



Our strategic priorities

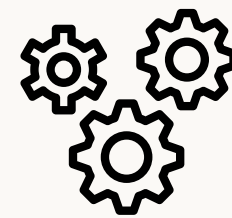
Priority 1

Services are enabled to spread and embed health justice partnership approaches and demonstrate their impact.

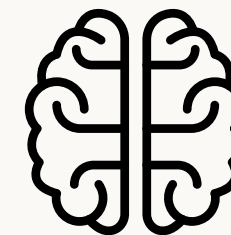
Knowledge supports and informs practitioners, service leaders and policy makers when they seek to work differently.

It is most powerful when it's collaborative: created, shared and acted on by many. Since 2016, our national research agenda – built alongside some remarkable partners – has catalysed the field of health justice. It's been critical for services in this cross-sector environment where knowledge is otherwise siloed.

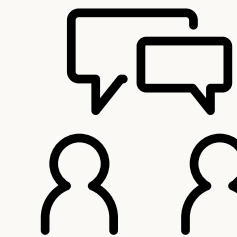
Now, in this strategy, we build on what we've learned through translating knowledge so that:



Leaders and practitioners can demonstrate the impact of their cross-sector integrated approaches.



New knowledge and evidence around the process and impact of cross-sector partnership and integration is generated and shared.



Relationships of impact are built, and collective capability strengthened through peer-based learning and leadership development opportunities.

Priority 2

Health, social and legal sector workforces are supported to enhance their capability for integrated, collaborative service provision.

Knowledge creates change when people have the capacity to act on it. In this work, without sustained commitment and investment in building workforce capability, even strong evidence will struggle to take root.

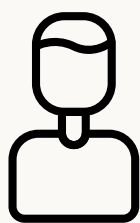
For us, capability is about skills, confidence and a shared language that allows practitioners, leaders and organisations to work differently. It’s what brings knowledge from theory into service delivery and is where collective leadership is built.

This strategy also commits us to working towards a future where services and programs are shaped by lived experience, and to recognising, supporting and learning from First Nations community control and leadership.

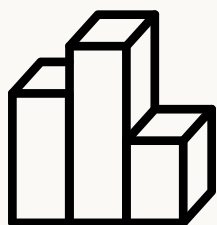
In this strategy, we work alongside practitioners, leaders, communities and services so that:



Early workforce capability is strengthened through our partnerships with universities and training providers.



Lived experience and self-determination are centred as critical drivers of systems change.



Workforce capability is built through engagement with evidence-based resources and support.



Services develop capability to adopt and adapt integrated approaches through access to, and use of, evidence-informed tools, research and frameworks.

Priority 3

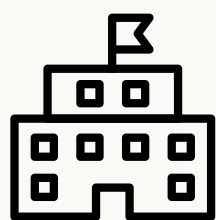
Policies, practices and programs adopt, resource and encourage integrated, cross-sector approaches.

Our advocacy is deeply relational, founded on trust, and always in service of the groundswell of innovation across the health justice landscape. We seek to influence decision-makers, shift systems, and amplify the voice of the health justice movement, both in Australia and internationally.

The reality is that systems are slow to change; this is generational work. But while policy windows are fleeting, this strategy ensures we're ready to act when they open.

Through relationship building we meet the depth of influence required for change, and with the tools for amplification that strategic communication offers, we find breadth and reach to support a growing, cross-sector movement. This strategy focuses on building momentum as more people see possibility, learn from one another, and act together.

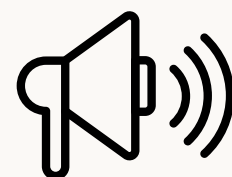
This is how, through this strategy:



Systemic reform occurs with our contribution and leadership of health justice advocacy.



Health Justice Australia is trusted in policy and service design conversations.



Collective advocacy is strengthened as Health Justice Australia contributes evidence and analysis that amplify the movement's voice.

Accountability and sustainability



What accountability means to us

Our promise to the
practitioners, service
leaders, researchers,
funders, policymakers
and advocates of the
health justice movement.

1

Outcomes as well as outputs

We don't just generate evidence, tools, and frameworks – we're committed to ensuring they're seen and used by those who'll benefit from them most.

2

Engagement shapes the work

Practitioners, communities and partners shape and refine what we do as we foster the health justice movement.

3

Reach and growth

We strive to ensure the ideas and approaches we advocate for – based in evidence and insights – grow and gather reach, as they're spread and adapted across settings.

Sustaining ourselves to sustain the movement

The strength of the health justice movement depends on the strength of our organisation.

1

Organisational health

We nurture good governance, systems and culture that make us accountable, adaptive, and fit for the future.

2

Wellbeing and hope

We invest in the wellbeing, safety and growth of our people, recognising the importance of optimism in building and sustaining change.

3

Resourcing for impact

We build a strong and diverse financial base so we can achieve our vision with stability, independence and ambition.



Working together for change

The health justice movement is collective by design – and it needs all of us.

Every partner, practitioner, policymaker, funder and advocate strengthen the groundswell to reshape the environment for generations to come.

1

Join the network of services building capability and sharing practice.

2

Use, share, and partner in our research and evidence gathering.

3

Partner with us in policy, advocacy and systems reform.

4

Invest in the long-term health of the movement.





Connect with us

healthjustice@healthjustice.org.au