



# HEALTHY MALE

Generations of healthy Australian men

**Pre-Budget Submission**

**November 2021**

A five-year investment to chart meaningful progress towards our vision of  
*Generations of healthy Australian men*



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## Key Points

1. *Healthy Male* is a national provider of information for men's health, guided by leading clinical experts, and develops information for patients and health professionals with Australia's leading researchers, specialists, clinicians and educators.
2. *Healthy Male's* extensive research, data and advice is drawn from reference and advisory groups of leading professors, doctors and researchers across Australia. *Healthy Male* has:
  - 10 Member Board with a strong governance, risk and audit framework
  - 8 full-time employees
  - 38 clinical and expert members of Scientific and Clinical Committees and Reference groups
  - 60 clinical advisors – including professors, surgeons, doctors, nurses and researchers
  - Patron – Emeritus Professor the Hon David de Kretser AC
  - Chair – Assoc Professor Doug Lording AM
  - Medical Director – Professor Rob McLachlan AM
  - CEO – Simon von Saldern
3. *Healthy Male* facilitates action on men's health in collaboration with others to:
  - advocate for change and empower men and boys to take action on their health
  - help build capabilities of the health system and workforce
  - prioritise efforts to close health and wellbeing gaps in specific groups.
4. *Healthy Male* was the primary contributor of research and data and the major partner of the Department of Health to write the *National Men's Health Strategy 2020-2030*, launched by the Minister for Health and Ageing, the Hon Greg Hunt MP, in 2019.
5. A key objective of the Strategy is for men to take action early, which can lead to longer lives, improve wellbeing and productivity, and relieve pressure on the national health system. Men taking action on their health early, can reduce occurrences of harmful outcomes, such as reduced instances of risk taking, anxiety, depression, alcohol and substance abuse, suicide, and domestic violence.
6. *Healthy Male's* work and programs align with the *National Men's Health Strategy*.
7. With its capability and expertise, *Healthy Male* has developed a 5-year plan to deliver key parts of the *National Men's Health Strategy*.
8. In Year 1 outcomes of a series of consultations with males, living in rural and regional Australia, will be reported to identify issues, needs and experiences, and develop an action plan to close the gaps that will be actioned over the following 4 years.
9. *Healthy Male* is seeking funding from the Australian Government for a five-year period from 2022-2026 to:
  - Cover an operating budget of approximately \$1.5 million per year.
  - Deliver a sequence of four \$0.5 million projects per year which will provide men's health information and practical tools for men and health professionals Australia-wide.
10. *Healthy Male* is building partnerships with corporates and philanthropic organisations to reduce its reliance on government funding in future.
11. Through these partnerships, *Healthy Male* will expand its successful targeted programs such as *Plus Paternal; a focus on fathers*, and *Spanner in the Works* which is delivered nationally by *Healthy Male* in partnership with the Australian Men's Sheds Association.
12. Total investment sought from the Australian Government for 2022-2026 is \$24.5 million. This includes:
  - A request for \$17.5 million over five years for *Healthy Male's* operations and delivery of its national men's health information programs (an average of \$3.5 million per year)
  - \$7 million to support the implementation of four grants programs included in the *National Men's Health Strategy 2020-2030*.



## Foreword

This funding submission comes at an important time in the evolution of men's health in Australia. There have been many gains in relation to the health of men and boys over time and the *National Men's Health Strategy 2020-2030* provides a compelling blueprint to focus our efforts and chart meaningful progress towards better health for all Australian males. *Healthy Male* has extended and transformed its organisational capacity in recent years and the development of a five-year strategy and workplan presents an opportunity to strengthen our foundations, accelerate our efforts and further advance male health in Australia for the benefit of all.

Our Department of Health funding cycles have traditionally been three years. Currently only a one-year contract is in place. *Healthy Male* is seeking Government investment over five years (from 2022/23 to 2026/27) to support the critical work required over a longer timeframe to deliver on critical initiatives that provide substantial growth in action on the health of men and boys. This will strengthen our organisational capabilities and delivery and, through our work, grow the capacity of the health system and wider sectors to enable proactive engagement and responsiveness to the expressed needs of men and boys.

The total investment required for the five-year period is \$24.5 million. Note that this includes \$7 million to support the implementation of four grants programs included in the *National Men's Health Strategy 2020-2030*. With the grants programs excluded, it reflects a request for \$17.5 million over five years, an average of \$3.5 million per annum.

A core part of the *Healthy Male* Strategic Plan is to create new partnerships with corporate and philanthropic organisations that share our vision and values. This will enable us to access additional funding over and above the Government's investment sought in this submission. This will enable new projects to be initiated and to further extend the capacity and reach of our core work. Through these partnerships and the associated distribution channels, we will also amplify our voice and broaden our connection with males from all walks of life.



## About Healthy Male

*Healthy Male* is a trusted source of information and a facilitator of action on men's health. We collaborate with the various communities, health professionals, researchers, peak bodies, partner agencies and government to achieve our vision of 'generations of healthy Australian men'.

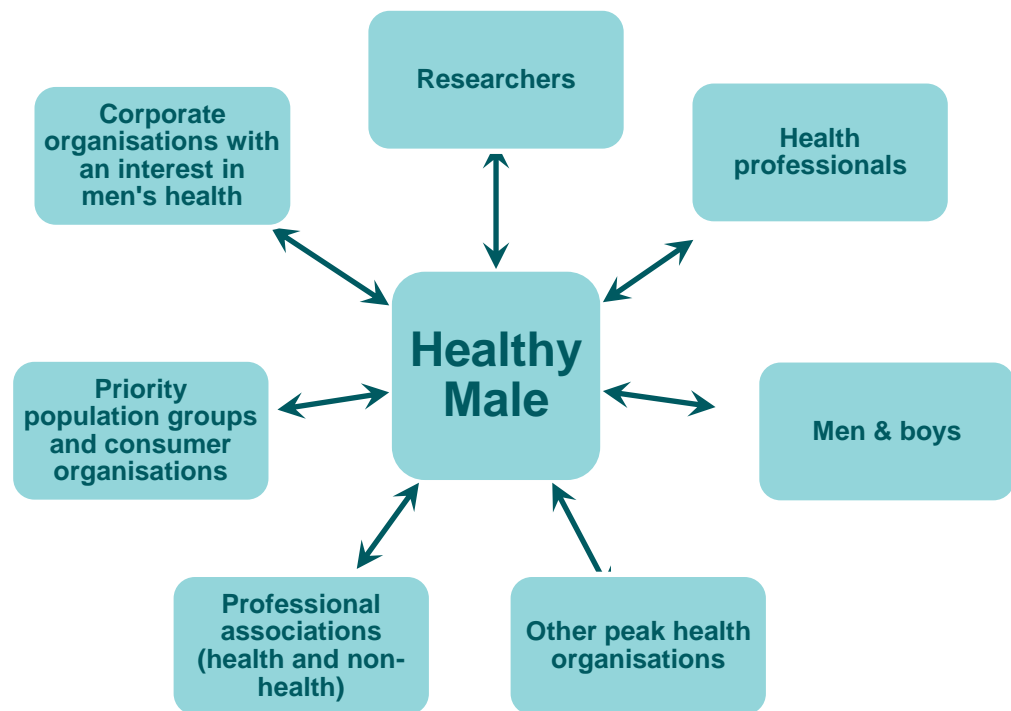
*Healthy Male* was the Department of Health's major partner for development of the *National Men's Health Strategy 2020-2030* (the Strategy). Designed to guide action for continuous improvement in the health and wellbeing of men and boys over the next decade, the Strategy was informed by evidence and developed with input from a wide range of health professionals and reflects feedback from an extensive public consultation process.

*Healthy Male's* Board endorsement of a five-year strategic plan for *Healthy Male* in November 2020 marked a steep change in the remit of *Healthy Male* to a broadened focus and goals. The plan extends beyond the sexual and reproductive health focus of the past twenty years, to include the health conditions and priority population groups that are the focus of the *National Men's Health Strategy 2020-2030*. The strategic plan was informed by extensive consultations with the *Healthy Male* Board, staff and Reference Groups, as well as a survey of members of the general public and health professionals, and input from the Commonwealth Department of Health. There is a clear, strong and consistent call for *Healthy Male* to take on a broader role in men's health, to lead and to align our work with the *National Men's Health Strategy 2020-2030*.

The *Healthy Male* strategic plan is included in Appendix 1 of this submission.

*Healthy Male* is grounded in a strong history of consultation and partnership, and we intend to grow this in the next five years. We are informed by, and we influence, our many stakeholder groups through our work – a two-way exchange. We will build an information hub that covers the spectrum of health and wellbeing issues for men and boys, including links to robust evidence-based sources and the work of peak health agencies across Australia. We facilitate collaborative efforts to ensure that the outcomes are optimised and shared widely.

When we partner with others and combine our efforts through alliances, we avoid duplication of effort, we amplify our voices, and we grow our reach and impact.



### **Our capabilities and reach**

Guided by evidence and our extensive network of professional Reference Groups, clinical advisors and consumers, *Healthy Male* has delivered education, training and information for consumers and the health and medical workforce for the past 20 years.

Our information and education for consumers is evidence-based and developed at a literacy level and in formats that enable accessibility for the targeted audience(s) for each resource or program. Health promotion campaigns target men from all walks of life, often focusing on at risk population groups, aiming to achieve specific calls to action.

The training activities provided by *Healthy Male* are driven by the needs of men and the experiences and challenges encountered in healthcare settings and aim to address gaps identified in practice. They are based on contemporary evidence-based practice and are responsive to changing needs in the health and community sector.

*Healthy Male* is a provider of continuing professional development through the Royal Australian College of General Practitioners CPD program, the Australian College of Rural and Remote Medicine and the Australian Primary Health Care Nurses Association.



Adding to the strategic guidance provided by our Board, *Healthy Male's* work is influenced by a Scientific and Clinical Committee, a Management Committee, three Reference Groups and a panel of more than 60 Clinical Advisors. Our Reference Groups provide valuable feedback to inform the design, development, implementation and review of our programs and activities. They include:

- a General Practitioner Reference Group
- a Primary Health Care Nurse Reference Group
- an Aboriginal and Torres Strait Islander Reference Group - members include Aboriginal Elders and leaders in their respective fields of research, health service provision and health professional workforce development.

*Healthy Male* has extensive information distribution networks to health professionals and members of the general public. Our substantial reach in the community and with health professional audiences is evident from distribution of across multiple channels:

- Electronic direct mail – 12,600 consumers and over 5,000 health professionals
- 'The Male' – a biannual publication of which 13,000 copies are distributed nationally to 10,000 subscribers.
- *Healthy Male's* digital content, which is continuously updated and renewed, with unique views (impressions) per annum for: Facebook – 3,240,000; Twitter – over 1,955,000; Instagram – over 53,000; Website – over 923,000; and YouTube – over 14,500,000.



## Submission overview

The *National Men's Health Strategy 2020-2030* (the Strategy) provides a strong basis for the improvement of the health and wellbeing of the more-than 12 million men and boys who live in Australia. The Strategy guides action on priority health issues, identifies priority population groups and outlines work across three key areas:

- Empowering and supporting men and boys to optimise their own and each other's health and wellbeing across all stages of their lives
- Strengthen the capacity of the health system to provide quality care for all men and boys
- Build the evidence base for improving the health of men and boys.

The *Healthy Male* five-year strategic plan sets an important agenda for growth in collaborative efforts to improve men's health across Australia. The work that is mapped to our six organisational pillars ensures that our organisation is strong and resilient, our team is well supported, we can deliver on our plan and achieve it through working in partnership with the diversity of communities across Australia, with colleagues and organisations across the health and other sectors.

There is a strong synergy between the Strategy and the *Healthy Male* strategic plan. Where *Healthy Male's* goals align with the Strategy, we have incorporated specific action areas into the five-year workplan and budget included in this submission. *Healthy Male* is very well placed to deliver on this five-year plan. **Our success with the work laid out in this submission would coincide with the achievement of meaningful progress towards every action and objective area of the *National Men's Health Strategy 2020-2030*, by the end of June 2027.** The endnotes accompanying the workplan provide cross-references to the Strategy where applicable.

What this means for Australian men:

- A clearer and more comprehensive evidence base to guide action on health
- An increased focus on the health and wellbeing of men and boys and increased awareness of why men's health matters
- Information and education to support action to prevent illness and maintain wellbeing across the life course
- Inclusive policy, data and research that informs priorities for meaningful action to address the major health issues facing Australian men and boys





- A greater voice for all men and boys in determining priorities and ensuring that efforts are grounded in experience and responsive to need
- A shift in unhelpful and unhealthy cultural norms and gender stereotypes in relation to help-seeking by men and boys, including as they consider or transition to parenthood
- Access to a wealth of information on health and wellbeing across the life course, from a single source of truth within an information hub developed in partnership with men and boys, professional advisors and organisations across Australia
- Improvements in the health literacy of men and boys living in Australia
- Meaningful action in partnership with priority population groups, peak agencies and health services to reduce the health and wellbeing gaps between sub-groups of Australian men and boys
- A health workforce that is more aware, educated and equipped to engage with men and boys to enable preventive health care, the early diagnosis of conditions and their effective treatment, and which guides proactive approaches and skills development to support maintenance of mental health and wellbeing across the life course
- Collaborative action on men's health by services and organisations across Australia through participation in health promotion, population health and health access co-design projects.

Some key inclusions from our workplan for the coming five years are:

- A special project in year one and two to develop an evidence-informed consensus statement on what male-friendly health care services and practice looks like, and what health providers and service managers can do to improve access and engagement by men and boys. Following the model of the Case for Change for Plus Paternal: A focus on fathers, further work will be implemented to enact meaningful change in partnership with an alliance of supporting organisations
- The implementation of a biennial national men's health survey around information and support needs, help-seeking practice and preferences of Australian men (areas that are not covered by existing research)
- The coordination and administration of four grants programs (covering Health Promotion, Population Health and Health Access Co-design (Health Access Co-Design in years 2 and 5)) with \$1.5 million in grants proposed over three years for each of the four programs and a national approach to collaboration, information sharing and evaluation with all grant recipients to optimise the outcomes achieved and disseminate key learnings



- A national Men's Health Week public awareness campaign each year focussed on valuing diversity and reducing stigma in men and boys
- Expanding the *Healthy Male* suite of online resources for men and boys and information and education for health professionals to cover health and wellbeing more broadly
- Implementing national health promotion initiatives that increase health literacy in men and boys
- A major program of work focussed on one priority population group each year, commencing with a detailed series of consultations (organisations, leaders, elders, community members) and review of the literature to understand their experience, issues and needs leading to a co-design process to develop specific solutions and take action on those. In the next five years, the focus will be on males living in rural and regional Australia; Aboriginal and Torres Strait Islander males; male veterans; male members of LGBTIQ+ communities; and males with disabilities
- A special project in years three to five, akin to the *Plus Paternal: A focus on fathers* project. This will focus on the diversity of culturally and linguistically diverse (CALD) communities across Australia and culminate in a Case for Change for CALD men and boys in Australia and the building of an alliance of organisations committed to implementing change
- A research strategy for *Healthy Male* and a National Men's Health Research Strategy to guide investment in research in men's health, and to inform the collection and reporting of data to shine a light on the health status and challenges facing men as well as monitor our progress towards male health targets
- A rigorous approach to consumer engagement and to evaluation has been embedded throughout this plan and we will have routine and periodic mechanisms for the collection of data and feedback that will inform our work and areas for improvement as well as demonstrate what we have achieved along the way.



## The investment

In Appendix 2, the five-year workplan that is the basis for this submission is stepped out and includes a series of endnotes providing detail as to the proposed approach and linkages to the *National Men's Health Strategy 2020-2030* (where relevant). It shows the planned activities for each of the five years of the plan across *Healthy Male's* six pillars and the corresponding 23 strategic goals for 2022/23 to 2026/27. Measures of success for each area of work are included which will be further refined as each year's organisational workplan is created and each activity is further developed and planned.

*Healthy Male's* organisational model reflects a small core staff team and an extended external team. This enables the organisation to remain lean, agile and responsive and to assemble the required expertise to deliver on each priority as needed. In order to deliver on this five-year strategic plan, some new roles will be introduced to the core team including: Evaluation and Data Coordinator; Policy Manager; Business Development Manager; Health Content Coordinator and Digital Marketing Coordinator.

There is currently an extended team of consultants and other services who provide expert advice, guidance and services to *Healthy Male*. This includes services drawn upon as required across a range of areas such as scientific writing, translation of research and resources, accounting and bookkeeping, design, branding, media relations, accessibility reviews, website development, project management, survey design and analysis, strategy, IT and operations support. The pool of consultants and additional services is anticipated to grow to support delivery of this five-year plan. For some of the strategic goals reflected in the plan, there is not anticipated to be any cost for implementation aside from core staffing costs and overheads. For others, there is a specific budget allocated to enable the work.

The total investment sought for the implementation of this five-year plan is \$24,513,738. The investment per year and the key outcomes that will be delivered are outlined below.



<b>Year One: 2022/2023</b>	
Total investment:	\$3,286,893
Healthy Male team investment:	\$1,469,393
Operating budget to achieve key outcomes:	\$1,817,500

<b>Outcomes we will deliver in Year One...</b>	<b>Budget</b>
Growth in the pool of <i>Healthy Male</i> Advisors to broaden our organisational expertise and advice	\$47,500
A formal evaluation of our strategic partnerships that guide improvement activities	\$35,000
The contribution of <i>Healthy Male</i> to activities and collaboration with strategic partners, including health promotion and awareness campaign support	\$65,000
Co-design of a consensus statement on what male-friendly health care services and practice look like and what health providers and service managers can do to improve access and engagement by men and boys	\$340,000
Policies, strategies, guidelines and position statements reviewed with a male sex and gender lens and opportunities for improvement identified and incorporated into advocacy activity planning	\$35,000
A Consumer Engagement Framework and implementation plan that guides the growth and evolution of our organisational capacity to enable embedding of consumer engagement into all of our work	\$52,500
An updated review of existing men’s health-related research and evaluation evidence that informs the identification of key health indicators and targets to guide national efforts to improve the health of men and boys	\$45,000
A national Men’s Health Week campaign that raises public awareness of men’s health with a focus on valuing diversity and reducing stigma	\$110,000
Expansion of the <i>Healthy Male</i> suite of online evidence-based information to encompass new health conditions and topics of interest to men and boys, and associated health professional resources and education programs	\$230,000
Existing information reviewed to maintain currency and relevance	\$45,000
A national health promotion campaign that improves the health literacy of men and boys	\$70,000
Health professionals’ engagement through conferences, workshops and publications to raise awareness of Healthy Male and provide the support, information and education available for health professionals, including the launch of new resources and coverage of topics of interest	\$215,000
Advocacy and assistance to develop specific curricula on men’s health in medical, nursing, allied health and medical specialty education and training	\$55,000
Working with partner agencies we will enhance the engagement of men and boys by health services – increasing their reach and impact	\$82,500



<b>Outcomes we will deliver in Year One...</b>	<b>Budget</b>
The first round of a three-year Health Access Co-Design Grants Program will be opened, a peer review process implemented and grants to the value of \$1,500,000 over three years awarded to support system change that enables male-friendly health care environments and accessibility. This will be accompanied by the development of a Community of Practice for successful grant recipients to share methods, data and experience. An overarching evaluation framework will guide project- and whole-of-program-level evaluation to ensure optimal conduct and outcomes. Second round to occur in year 5 of the proposal	\$130,000 <sup>1</sup>
Outcomes of a series of consultations with males living in rural and regional Australia will be reported to articulate their experiences, identify issues and needs, and develop an action plan to close the gaps. The integration of outcomes across all areas of <i>Healthy Male's</i> work (information, education, health promotion and awareness campaigns), collaborations with strategic partners and advocacy work	\$260,000
<b>Total operating budget investment for Year One (2021/2022)</b>	<b>\$1,817,500</b>
<b><i>Healthy Male</i> team investment for Year One</b>	<b>\$1,469,393</b>
<b>Total investment for Year One</b>	<b>\$3,286,893</b>

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<sup>1</sup> This is the set-up phase for the grants program including the call for submissions and grant making process as well as the creation of the evaluation framework and other supports. The funds for the successful applicants are included in Year Two for this program



<b>Year Two: 2023/2024</b>	
Total investment:	\$5,037,332
<i>Healthy Male</i> team investment:	\$1,502,332
Operating budget to achieve key outcomes:	\$3,535,000

<b>Outcomes we will deliver in Year Two...</b>	<b>Budget</b>
Growth in the pool of <i>Healthy Male</i> Partner Agencies to broaden our reach with an emphasis on priority health conditions in the National Men’s Health Strategy 2020-2030	\$42,500
A formal evaluation of our <i>Healthy Male</i> Advisors and Reference Group members that informs improvement activities to strengthen the effectiveness of our engagement	\$27,500
Continued contribution to activities and collaboration with strategic partners including health promotion and awareness campaign support	\$60,000
Launch of the male-friendly health care services and practice consensus statement and support from organisations and individuals as members of a strategic alliance to lead and facilitate change	\$230,000
Conduct of a biennial survey into men’s health information and support needs, help-seeking practices and preferences with results compared to baseline (2020/21) and priorities for action and advocacy identified	\$150,000
Policies, strategies, guidelines and position statements reviewed with a male sex and gender lens and opportunities for improvement identified and incorporated into advocacy activity planning	\$37,500
Implementation of the <i>Healthy Male</i> Consumer Engagement Framework and mechanisms to monitor and track progress against targets for engagement will be established – consumer engagement and co-design practice will be embedded into our work and build our engagement with priority population groups	\$67,500
Monitoring of key health indicators and targets to guide national efforts to improve health and advocacy for sex and gender stratification of key data collections, reports and in research activities	\$27,500
A <i>Healthy Male</i> research framework that guides our strategic approach to research and engagement with researchers/the sector	\$47,500
A national Men’s Health Week public awareness campaign that raises awareness of men’s health with a focus on valuing diversity and reducing stigma	\$107,500
Expansion of the <i>Healthy Male</i> suite of online evidence-based information to encompass new health conditions and topics of interest to men and boys and associated health professional resources and education programs	\$250,000
Existing information reviewed to maintain currency and relevance	\$42,500
A national health promotion campaign to improve the health literacy of men and boys	\$127,500
Health professionals engaged through conferences, workshops and publications to raise awareness of <i>Healthy Male</i> and the support, information and education available for health professionals as well as to launch new resources and topics of interest	\$210,000



<b>Outcomes we will deliver in Year Two...</b>	<b>Budget</b>
Advocacy efforts result in an increase in specific curricula on men’s health in medical, nursing, allied health and medical specialty education and training	\$47,500
Working with partner agencies we will enhance the engagement of men and boys by health services – increasing the reach and impact	\$77,500
The first round of a three-year Population Health Grants Program will be opened, a peer review process implemented, and grants awarded to the value of \$1,500,000 over three years to support projects that implement a population health approach to engagement with men and boys in local, regional, state, territory and national levels in health education, prevention and early detection initiatives. This will include the facilitation of a Community of Practice and evaluation activities as per the Health Access Co-Design Grants Program	\$127,500
Grant recipients complete the first year of their projects in the Health Access Co-Design Grant Program <sup>2</sup>	\$1,605,000
A series of consultations will be undertaken with Aboriginal and Torres Strait Islander men and boys to understand their experiences, identify issues and needs and inform the development of an action plan to close the health and wellbeing gaps identified. The outcomes will be integrated across all areas of <i>Healthy Male’s</i> work (information, education, health promotion and awareness campaigns), collaborations with strategic partners and advocacy work.	\$250,000
<b>Total operating budget investment for Year Two (2022/2023)</b>	<b>\$3,535,000</b>
<b>Healthy Male team investment for Year Two</b>	<b>\$1,502,332</b>
<b>Total investment for Year Two</b>	<b>\$5,037,332</b>

<sup>2</sup> The full three-year funding allocation for this grant program appears here. The funding flows for the three grant programs would need further discussion if this submission were to be successful.



<b>Year Three: 2024/2025</b>	
Total investment:	\$5,415,693
<i>Healthy Male</i> team investment:	\$1,550,693
Operating budget to achieve key outcomes:	\$3,865,000

<b>Outcomes we will deliver in Year Three...</b>	<b>Budget</b>
A review of the <i>Healthy Male</i> Reference Group structure and membership to guide strategic expansion to meet the evolving needs of Healthy Male across all health conditions and population groups	\$45,000
A formal evaluation of our strategic partnerships to guide improvement activities (with comparison to baseline from Year 1)	\$30,000
Continued contribution to activities and collaboration with strategic partners including health promotion and awareness campaign support	\$60,000
Policies, strategies, guidelines and position statements reviewed with a male gender/sex lens and opportunities for improvement identified and incorporated into advocacy activity planning	\$40,000
Continued implementation of the <i>Healthy Male</i> Consumer Engagement Framework including strong growth in our consumer engagement and co-design practice and contributions to the wider men's health field in relation to best practice consumer engagement	\$70,000
A biennial review of existing men's health-related research and evaluation evidence that informs the identification of key health indicators and targets and priorities for national efforts to improve the health of men and boys	\$40,000
Monitoring of key health indicators and targets to guide national efforts to improve health and advocacy for sex and gender stratification of key data collections, reports and in research activities	\$30,000
A major project will commence to develop the National Men's Health Research Strategy. Drawing on existing national and international evidence and key opinion leaders, the strategy will identify research priorities and focussed areas for research investment to drive and accelerate equity and improvements in men's health overall (year one of two for this project)	\$280,000
A national Men's Health Week public awareness campaign will raise awareness of men's health with a focus on valuing diversity and reducing stigma	\$110,000
Expansion of <i>Healthy Male</i> suite of online evidence-based information to encompass new health conditions and topics of interest to men and boys and associated health professional resources and education programs	\$280,000
Existing information will be reviewed to maintain currency and relevance	\$50,000
Launch of a national health promotion campaign to improve the health literacy of men and boys	\$130,000
Health professionals engaged through conferences, workshops and publications to raise awareness of <i>Healthy Male</i> and the support, information and education available for health professionals as well as to launch new resources and topics of interest	\$210,000
Advocacy efforts will result in an increase in specific curricula on men's health in medical, nursing, allied health and medical specialty education and training	\$50,000





<b>Outcomes we will deliver in Year Three...</b>	<b>Budget</b>
Working with partner agencies we will enhance the engagement of men and boys by health services – increasing their reach and impact	\$80,000
The first round of a three-year Health Promotion Grants Program will be opened, a peer review process implemented, and grants awarded to the value of \$1,500,000 over three years to support projects that implement a population health approach to engagement with men and boys in local, regional, state, territory and national levels in health education, prevention and early detection initiatives. This will include the facilitation of a Community of Practice and evaluation activities as per the Health Access Co-Design and Population Health Grants Programs	\$130,000
Grant recipients will complete the second year of their projects in the Health Access Co-Design Grant Program and the first year of the projects funded in the Population Health Grant Program	\$1,695,000
A series of consultations will be undertaken with male veterans to understand their experiences, identify issues and needs and inform the development of an action plan to close the health and wellbeing gaps identified. The outcomes will be integrated across all areas of <i>Healthy Male's</i> work (information, education, health promotion and awareness campaigns), collaborations with strategic partners and advocacy work	\$255,000
The first year of a three-year special project will be implemented focussed on the diversity of males from CALD communities. A roundtable will be convened with community leaders across all different ethnicities, peak bodies and service representatives who work with diverse communities to start the development of a plan for action to improve CALD males' health. We will identify common ground and points of difference across and within groups, review literature and identify examples of culturally sensitive and responsive programs. Specific needs, issues and barriers to access to information and services for this diverse group of men and boys will be identified.	\$280,000
<b>Total operating budget investment for Year Three (2023/2024)</b>	<b>\$3,865,000</b>
<b><i>Healthy Male</i> team investment for Year Three</b>	<b>\$1,550,693</b>
<b>Total investment for Year Three</b>	<b>\$5,415,693</b>



<b>Year Four: 2025/2026</b>	
Total investment:	\$5,473,516
<i>Healthy Male</i> team investment:	\$1,603,516
Operating budget to achieve key outcomes:	\$3,870,000

<b>Outcomes we will deliver in Year Four...</b>	<b>Budget</b>
Review of the <i>Healthy Male</i> strategic plan and stakeholder consultations to inform development of the next strategic plan	\$30,000
Review, refinement and expansion of stakeholder engagement through <i>Healthy Male</i> Advisors, Reference Groups and partner organisations	\$45,000
A formal evaluation of our <i>Healthy Male</i> Advisors and Reference Group members to inform improvement activities to strengthen the effectiveness of our engagement (with comparison to baseline results from Year 2)	\$30,000
Continued contribution to activities and collaboration with strategic partners including health promotion and awareness campaign support	\$60,000
Conduct of a biennial survey into men’s information and support needs, help-seeking practices and preferences with results compared to previous results and priorities for action and advocacy identified	\$170,000
Policies, strategies, guidelines and position statements reviewed with a male gender/sex lens and opportunities for improvement identified and incorporated into advocacy activity planning	\$40,000
Continued implementation of the <i>Healthy Male</i> Consumer Engagement Framework including strong growth in our consumer engagement and co-design practice and contributions to the wider men’s health field in relation to best practice consumer engagement	\$70,000
Monitoring of key health indicators and targets to guide national efforts to improve health and advocacy for sex and gender stratification of key data collections, reports and in research activities	\$30,000
The National Men’s Health Research Strategy will be launched, identifying research priorities and focussed areas for research investment to drive and accelerate improvements to reduce inequities and improve men’s health and wellbeing (year two of two for this project)	\$150,000
A national Men’s Health Week public awareness campaign will raise awareness of men’s health with a focus on valuing diversity and reducing stigma	\$110,000
Expansion of <i>Healthy Male</i> suite of online evidence-based information to encompass new health conditions and topics of interest to men and boys and associated health professional resources and education programs	\$305,000
Existing information reviewed to maintain currency and relevance	\$50,000
A national health promotion campaign will improve the health literacy of men and boys	\$130,000
Health professionals engaged through conferences, workshops and publications to raise awareness of <i>Healthy Male</i> and the support, information and education available for health professionals as well as to launch new resources and topics of interest	\$210,000



<b>Outcomes we will deliver in Year Four...</b>	<b>Budget</b>
Advocacy efforts will result in an increase in specific curricula on men’s health in medical, nursing, allied health and medical specialty education and training	\$50,000
Working with partner agencies we will enhance the engagement of men and boys by health services – increasing their reach and impact	\$80,000
Grant recipients will complete the third and final year of Health Access Co-Design projects, the second year of the projects funded in the Population Health Grant Program and the first year of the projects funded in the Health Promotion grants program. The Community of Practice and evaluation activities will optimise information sharing, troubleshooting of issues arising, identification of areas for improvement and determination of the clear outcomes achieved across these grant programs	\$1,775,000
A series of consultations will be undertaken with male members of the LGBTIQ+ communities to understand their experiences, identify issues and needs and inform the development of an action plan to close the health and wellbeing gaps identified. The outcomes will be integrated across all areas of <i>Healthy Male’s</i> work (information, education, health promotion and awareness campaigns), collaborations with strategic partners and advocacy work	\$255,000
The second year of the three year special project for CALD men and boys will be implemented. Building on the findings from year one, and in partnership with advisors and organisational partners identified, we will gather further evidence, conduct consultations. Identify key principles, goals and actions required for meaningful change and improvement in the health and wellbeing of CALD men and boys. This will culminate with the launch of a Case for Change for CALD men and boys in Australia	\$280,000
<b>Total operating budget investment for Year Four (2024/2025)</b>	<b>\$3,870,000</b>
<b>Healthy Male team investment for Year Four</b>	<b>\$1,603,516</b>
<b>Total investment for Year Four</b>	<b>\$5,473,516</b>



<b>Year Five: 2026/2027</b>	
Total investment:	\$5,300,304
<i>Healthy Male</i> team investment:	\$1,637,804
Operating budget to achieve key outcomes:	\$3,662,500

<b>Outcomes we will deliver in Year Five...</b>	<b>Budget</b>
A new five-year strategic plan for <i>Healthy Male</i> for 2026/27 to 2030/31	\$30,000
The review, refinement and expansion of stakeholder engagement through <i>Healthy Male</i> Advisors, Reference Groups and partner organisations	\$45,000
A formal evaluation of our strategic partnerships that guides improvement activities (with comparison to baseline from Year 1 and results from Year 3)	\$30,000
Continued contribution to activities and collaboration with strategic partners including health promotion and awareness campaign support	\$60,000
Policies, strategies, guidelines and position statements reviewed with a male gender/sex lens and opportunities for improvement identified and incorporated into advocacy activity planning	\$40,000
Achievements from the <i>Healthy Male</i> Consumer Engagement Framework will be demonstrated including strong growth in our consumer engagement and co-design practice and contributions to the wider men’s health field in relation to best practice consumer engagement	\$70,000
A biennial review of existing men’s health-related research and evaluation evidence that informs the identification of key health indicators and targets and priorities for national efforts to improve the health of men and boys	\$40,000
Monitoring of key health indicators and targets to guide national efforts to improve health and advocacy for sex and gender stratification of key data collections, reports and in research activities	\$30,000
A national Men’s Health Week public awareness campaign will raise awareness of men’s health with a focus on valuing diversity and reducing stigma	\$110,000
Expansion of the <i>Healthy Male</i> suite of online evidence-based information to encompass new health conditions and topics of interest to men and boys and associated health professional resources and education programs	\$330,000
Existing information reviewed to maintain currency and relevance	\$50,000
A national health promotion campaign will improve the health literacy of men and boys	\$130,000
Health professionals will be engaged through conferences, workshops and publications to raise awareness of <i>Healthy Male</i> and the support, information and education available for health professionals as well as to launch new resources and topics of interest	\$210,000
Advocacy efforts will increase specific curricula on men’s health in medical, nursing, allied health and medical specialty education and training	\$50,000
Working with partner agencies we will enhance the engagement of men and boys by health services – increasing their reach and impact	\$80,000



<b>Outcomes we will deliver in Year Five...</b>	<b>Budget</b>
The second round of a three-year Health Access Co-Design Grants Program will be opened, a peer review process implemented, and grants awarded to the value of \$1,500,000 over three years to support system change that enables male-friendly health care environments and accessibility. This will be accompanied by the development of a Community of Practice for successful grant recipients to share information, lessons learned and troubleshoot issues arising. An overarching evaluation framework will guide project- and program-level evaluation to ensure optimal outcomes and lessons learnt are achieved	\$1,620,000
Grant recipients will complete the third and final year of the projects funded in the Population Health Grant Program and the second year of the projects funded in the Health Promotion grants program	\$192,500
A series of consultations will be undertaken with males with a disability to understand their experiences, identify issues and needs and inform the development of an action plan to close the health and wellbeing gaps identified. The outcomes will be integrated across all areas of <i>Healthy Male's</i> work (information, education, health promotion and awareness campaigns), collaborations with strategic partners and advocacy work	\$260,000
The third and final year of the three-year special project for CALD men and boys will be implemented. Working in partnership with endorsing partners, we will facilitate action in response to the priorities identified in the Case for Change for CALD men and boys in Australia	\$285,000
<b>Total operating budget investment for Year Five (2025/2026)</b>	<b>\$3,662,500</b>
<b>Healthy Male team investment for Year Five</b>	<b>\$1,637,804</b>
<b>Total investment for Year Five</b>	<b>\$5,300,304</b>



## **Appendix 1: The *Healthy Male* Strategic Plan 2021-2026**

### **Vision**

Generations of healthy Australian men

### **Mission**

*Healthy Male* is a trusted source of information and facilitator of action on men's health. We collaborate with the various communities, health professionals, researchers, peak bodies, partner agencies and government to achieve our vision. We do this through our work across six pillars:

- 1. Enduring** – Building a strong, viable, resilient organisation that demonstrates value and stands the test of time
- 2. Partnering** – Strengthening existing and building new alliances and partnerships to inform our work, extend our reach and enable collective action
- 3. Influencing** – Advocating for men's health issues and priorities, influencing policy and practice, amplifying the voices of men and boys from all walks of life and driving the translation of research into meaningful action
- 4. Empowering** – Informing, educating, encouraging, supporting and empowering men and boys to take action on their health
- 5. Building capacity** – Informing, educating and supporting the health workforce to proactively engage with and meet the needs of men and boys across their life course and reducing system-level barriers to best care
- 6. Reducing inequity** – Focussing efforts on priority population groups to co-create solutions and facilitate collective action to close the health and wellbeing divide

### **Our values**

**Respect** – We honour and value ourselves, each other and all those with whom we collaborate.

**Inclusion** – We know that there is no such thing as an 'average' Australian man or boy. We respect the rich diversity of ages, cultures, languages and religions in our communities and the diversity of individuals within those communities. We acknowledge the diversity in our bodies, sex characteristics, sexualities and gender identities and consider the needs of all people who could benefit from our work.

**Equity** – We prioritise our efforts towards those who are most at risk of poor health outcomes in our communities.

**Empathy** – We take a holistic person-centred approach. We are curious, we listen and we seek to understand the experiences and perspectives of all those who we work with.

**Knowledge** – Our work and our information is grounded in best available research evidence and expert opinion.



## The principles that underpin our work

- Respect for our First Nations people, honouring their rich culture, customs and beliefs and connection to our lands and waters
- Challenging traditional gendered and social norms that may negatively influence male health and wellbeing
- Adopting a social model of health and recognise the interplay of social, economic, cultural, environmental and political influences on health and wellbeing
- Proactively embedding consumer engagement into all of work – ensuring that it is grounded in the needs and experiences of those we serve and partnering with them to define and implement solutions
- A strengths-based approach focussed on harnessing personal and collective strengths and empowering men and boys to make good choices
- Knowledge is power and we work to raise awareness and improve the health literacy of men and boys across their life course and empower them to take action
- Prevention is better than cure and we actively seek to reduce risk, prevent ill health and optimise wellbeing
- *Healthy Male* supports the *National Men's Health Strategy 2020-2030* and will make an important contribution to achieving its goals across the priority health issues of mental health, chronic conditions, sexual and reproductive health and conditions where men are over-represented, injuries and risk taking and healthy ageing.

## Priority population groups

Our work and priorities in 2021-2026 will embrace the nine priority population groups of the *National Men's Health Strategy 2020-2030*:

- Aboriginal and Torres Strait Islander males
- Males from socioeconomically disadvantaged backgrounds
- Males living in rural and remote areas
- Males with a disability
- Males from CALD backgrounds
- Members of the LGBTIQ+ community who identify as male and those who do not wish to be limited by definition
- Male veterans
- Socially isolated males
- Males in the criminal justice system

We are mindful of the intersectionality between and diversity within each group.



**1. Enduring**

Building a strong, viable, resilient organisation that demonstrates value and stands the test of time

**Strategic goals for 2021-2026**

1. Strengthen governance, policies, procedures, systems and tools to support and enable our work
2. Support a dedicated, highly skilled and high performing team
3. Grow and diversify our funding base
4. Demonstrate transparency and accountability in all that we do and monitor and track our progress through indicators and evaluation activities that inform continuous improvement
5. Maintain a focus on the horizon and adapt and respond to emerging issues, challenges and opportunities that align with our vision

**2. Partnering**

Strengthening existing and building new strategic partnerships and alliances to inform our work, extend our reach and facilitate collective action to achieve common goals

**Strategic goals for 2021-2026**

1. Map existing relationships, alliances and partnerships and identify a range of additional potential advisors, partners or alliance members
2. Engage with potential advisors, partners and alliance members reflecting a diversity of disciplines, organisation types and communities to explore opportunities to work together
3. Formalise advisory mechanisms, partnerships and alliances through memoranda of understanding that define the nature of each relationship and the contribution of each party
4. Facilitate routine communications, information sharing and collaboration between advisors, partners and alliance members on key initiatives and their evaluation

**3. Influencing**

Advocating for men's health issues and priorities, influencing policy and practice, amplifying the voices of men and boys from all walks of life and driving the translation of research into meaningful action

**Strategic goals for 2021-2026**

1. Advocate for male health – why it matters, the key issues, risk factors, burden of preventable illness, priorities and areas where change is needed
2. Apply a gender/sex lens to the review of health policy, clinical guidance and position statements
3. Amplify the voices of males through integrating consumer engagement into all areas of work and through multiple communication modes and channels
4. Drive the translation of evidence into action through: the setting of male health indicators and targets; advocating for the routine inclusion of sex and gender as variables in key data collections and a rigorous approach to evaluation; and informing the male health research agenda





**4. Empowering**

Informing, educating, encouraging, supporting and empowering men and boys to take action on their health

**Strategic goals for 2021-2026**

1. Implement public awareness campaigns focussed on health promotion and raising awareness of men's health on Father's Day and for Men's Health week as well as other campaigns and events we contribute to or participate in to support our strategic partners/alliances
2. Provide accessible, quality, relevant, evidence-based health information to men and boys and grow health literacy
3. Work with strategic partners/alliances to support and inform men and address identified needs

**5. Building capacity**

Informing, educating and supporting the health workforce to proactively engage with and meet the needs of men and boys across their life course and reducing system-level barriers to best care

**Strategic goals for 2021-2026**

1. Disseminate information to health professionals and policy makers through conferences, workshops and publications
2. Provide accessible information and education for health professionals to support effective engagement with men and boys
3. Support clinicians to deliver evidence-based care through systems, guidelines, tools and templates to support practice
4. Inform system change that supports male-friendly health care environments and accessibility

**6. Reducing inequity**

Focussing efforts on priority population groups to co-create solutions and facilitate collective action to close the health and wellbeing divide

**Strategic goals for 2021-2026**

1. Consult with men and boys in priority population groups to understand their experiences, identify issues and needs
2. Co-create potential solutions (communications, awareness, research, data, information provision, health professional education, advocacy)
3. Respond and integrate solutions, where relevant, into the work of Healthy Male including opportunities for advocacy and to facilitate collective action with strategic partners/alliance

**Appendix 2: The Healthy Male workplan and investment summary – 2021-2026**

<b>Pillar 1. ENDURING</b>						
Building a strong, viable, resilient organisation that demonstrates value and stands the test of time						
<b>Strategic goals 2021-2026</b>	<b>Activities</b>					<b>Measures of Success</b>
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
1.1 Strengthen governance, policies, procedures, systems and tools to support and enable our work	Develop and implement an organisational policy review/development plan	Review progress, update and implement a revised policy review/development plan	Review progress, update and implement a revised policy review/development plan	Review progress, update and implement a revised policy review/development plan	Review progress, update and implement a revised policy review/development plan	Policies endorsed by Board as per annual plan
	Develop and implement an annual governance plan	Implement a Governance Review and update annual governance plan <sup>iii</sup>	Review and update the annual governance plan	Implement a Governance Review and update annual governance plan <sup>iv</sup>	Review and update the annual governance plan	Achievement of annual governance plan KPIs
	Develop and implement a risk management framework	Review and update the risk management framework	Review and update the risk management framework	Review and update the risk management framework	Review and update the risk management framework	Risk management is integrated into Healthy Male's governance processes
	Develop and implement an annual business plan <sup>i</sup>	Develop and implement an annual business plan	Develop and implement an annual business plan	Develop and implement an annual business plan	Develop and implement an annual business plan	Annual business plans guide implementation of the work of Healthy Male and achievement of KPIs
	Develop an annual communications plan <sup>ii</sup>	Develop an annual communications plan	Develop an annual communications plan	Develop an annual communications plan	Develop an annual communications plan	Achievement of annual communications plan KPIs

**Pillar 1. ENDURING**  
Building a strong, viable, resilient organisation that demonstrates value and stands the test of time

Strategic goals 2021-2026	Activities					Measures of Success	
	Year 1	Year 2	Year 3	Year 4	Year 5		
1.2 Support a dedicated, highly skilled and high performing staff team	<p>Develop an annual workplan for each staff member<sup>v</sup></p> <p>Routinely monitor progress with a focus on continuous quality improvement</p> <p>Implement whole-of-team activities to build skills and strengthen organisational</p>	<p>Develop an annual workplan for each staff member</p> <p>Routinely monitor progress with a focus on continuous quality improvement</p> <p>Implement whole-of-team activities to build skills and strengthen organisational</p>	<p>Develop an annual workplan for each staff member</p> <p>Routinely monitor progress with a focus on continuous quality improvement</p> <p>Implement whole-of-team activities to build skills and strengthen organisational</p>	<p>Develop an annual workplan for each staff member</p> <p>Routinely monitor progress with a focus on continuous quality improvement</p> <p>Implement whole-of-team activities to build skills and strengthen organisational</p>	<p>Develop an annual workplan for each staff member</p> <p>Routinely monitor progress with a focus on continuous quality improvement</p> <p>Implement whole-of-team activities to build skills and strengthen organisational</p>	<p>Develop an annual workplan for each staff member</p> <p>Routinely monitor progress with a focus on continuous quality improvement</p> <p>Implement whole-of-team activities to build skills and strengthen organisational</p>	<p>Annual workplans endorsed for each team member</p> <p>All team members participate in professional development activities</p> <p>Staff feedback demonstrates that team members feel valued and supported, are clear on their responsibilities and KPIs, receive regular feedback on performance and areas for improvement and are supported to develop the capabilities required of their role</p> <p>Staff feedback demonstrates a positive, supportive team culture and an alignment of organisational values with practice</p>

<b>Pillar 1. ENDURING</b>						
Building a strong, viable, resilient organisation that demonstrates value and stands the test of time						
	<b>Activities</b>					<b>Measures of Success</b>
<b>Strategic goals 2021-2026</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
1.2 Support a dedicated, highly skilled and high performing staff team (continued)	relationships and culture Audit team skills and resources to inform resource planning for internal and external teams	relationships and culture	relationships and culture Audit team skills and resources to inform resource planning for internal and external teams	relationships and culture	relationships and culture Audit team skills and resources to inform resource planning for internal and external teams	The skills and resources audit informs internal and external resourcing and team changes/expansion
1.3 Grow and diversify our funding base	Develop a Healthy Male Business Development Plan <sup>vi</sup>	Implement Business Development Plan including annual refinement of priorities and targets based on outcomes achieved in the year prior	Implement Business Development Plan including annual refinement of priorities and targets based on outcomes achieved in the year prior	Implement Business Development Plan including annual refinement of priorities and targets based on outcomes achieved in the year prior	Implement Business Development Plan including annual refinement of priorities and targets based on outcomes achieved in the year prior	Number of funding sources  Total income  Breakdown of funding by source  Additional funding of >40% from alternate funding sources contracted - from Year 5 onwards. From sources other than the Commonwealth Department of Health core contract (with progress towards this target demonstrated across the five years)

<b>Pillar 1. ENDURING</b>						
Building a strong, viable, resilient organisation that demonstrates value and stands the test of time						
	<b>Activities</b>					<b>Measures of Success</b>
<b>Strategic goals 2021-2026</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
1.4 Demonstrate transparency and accountability in all that we do and monitor and track our progress through indicators and evaluation activities that inform continuous improvement	<p>Implement a KPI dashboard for Board reporting</p> <p>Implement a staff KPI dashboard to inform routine performance monitoring</p> <p>Develop/implement evaluations for every project/campaign to inform learnings and improvement</p> <p>Ensure legal compliance with ACNC, ASIC, Corporations Act and Fundraising Acts</p>	<p>Implement a KPI dashboard for Board reporting</p> <p>Implement a staff KPI dashboard to inform routine performance monitoring</p> <p>Develop/implement evaluations for every project/campaign to inform learnings and improvement</p> <p>Ensure legal compliance with ACNC, ASIC, Corporations Act and Fundraising Acts</p>	<p>Implement a KPI dashboard for Board reporting</p> <p>Implement a staff KPI dashboard to inform routine performance monitoring</p> <p>Develop/implement evaluations for every project/campaign to inform learnings and improvement</p> <p>Ensure legal compliance with ACNC, ASIC, Corporations Act and Fundraising Acts</p>	<p>Implement a KPI dashboard for Board reporting</p> <p>Implement a staff KPI dashboard to inform routine performance monitoring</p> <p>Develop/implement evaluations for every project/campaign to inform learnings and improvement</p> <p>Ensure legal compliance with ACNC, ASIC, Corporations Act and Fundraising Acts</p>	<p>Implement a KPI dashboard for Board reporting</p> <p>Implement a staff KPI dashboard to inform routine performance monitoring</p> <p>Develop/implement evaluations for every project/campaign to inform learnings and improvement</p> <p>Ensure legal compliance with ACNC, ASIC, Corporations Act and Fundraising Acts</p>	<p>KPI dashboards are routinely implemented and inform transparent reporting and improvement</p> <p>Evaluations done, knowledge acquired and actions taken.</p> <p>Demonstration of legal compliance of the organisation and its operations</p> <p>Annual and financial reports demonstrate accountability and transparency</p>

<b>Pillar 1. ENDURING</b>						
Building a strong, viable, resilient organisation that demonstrates value and stands the test of time						
	Activities					Measures of Success
Strategic goals 2021-2026	Year 1	Year 2	Year 3	Year 4	Year 5	
1.5 Maintain a focus on the horizon and adapt and respond to emerging issues, challenges and opportunities that align with our vision	<p>Conduct an environmental scan and make recommendations for action aligned with Healthy Male’s strategic directions.<sup>vii</sup></p> <p>Environmental scan review and update (six-monthly).<sup>viii</sup></p>	<p>Environmental scan review and update (six-monthly)</p> <p>Review and revise the Healthy Male strategic plan based on progress made and opportunities and risks arising</p>	<p>Environmental scan review and update (six-monthly)</p> <p>Review and revise the Healthy Male strategic plan based on progress made and opportunities and risks arising</p>	<p>Environmental scan review and update (six-monthly)</p> <p>Review the Healthy Male strategic plan and conduct consultations to inform the development of the next plan</p>	<p>Environmental scan review and update (six-monthly)</p> <p>Develop the Healthy Male Strategic Plan for 2026/27 to 2030/31</p>	<p>Environmental scan process completed every six months</p> <p>Environmental scan recommendations implemented</p> <p>Revised strategic plan endorsed by Board in Year 2</p> <p>Achievements against the 2021-2026 strategic plan</p> <p>New strategic plan endorsed by Board in Year 5</p>

<b>Pillar 2. PARTNERING</b>						
Strengthening existing and building new strategic partnerships and alliances to inform our work, extend our reach and facilitate collective action to achieve common goals						
	<b>Activities</b>					<b>Measures of Success</b>
<b>Strategic goals 2021-2026</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
2.1 Map existing relationships, alliances and partnerships and identify a range of additional potential advisors, partners or alliance members	Conduct a comprehensive stakeholder mapping and analysis <sup>ix</sup>	Review and update the Healthy Male stakeholder mapping and analysis and revise priorities for engagement and partnership development	Review and update the Healthy Male stakeholder mapping and analysis and revise priorities for engagement and partnership development	Review and update the Healthy Male stakeholder mapping and analysis and revise priorities for engagement and partnership development	Review and update the Healthy Male stakeholder mapping and analysis and revise priorities for engagement and partnership development	<p>A detailed stakeholder map and analysis process is successfully completed and informs priorities for engagement</p> <p>The Annual review of the Healthy Male stakeholder map demonstrates progress in stakeholder engagement in areas of strategic importance to Healthy Male</p>

<b>Pillar 2. PARTNERING</b>						
Strengthening existing and building new strategic partnerships and alliances to inform our work, extend our reach and facilitate collective action to achieve common goals						
<b>Strategic goals 2021-2026</b>	<b>Activities</b>					<b>Measures of Success</b>
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
2.2 Engage with potential advisors, partners and alliance members reflecting a diversity of disciplines, organisation types and communities to explore opportunities to work together	<p>Grow and expand the Healthy Male pool of Advisors</p> <p>Implement a Partnerships Analysis Tool to evaluate Healthy Male partnerships and identify areas for improvement (Baseline)<sup>x</sup></p>	<p>Grow and expand the Healthy Male pool of partner organisations</p> <p>Develop/implement a feedback survey to capture the views of Healthy Male Advisors and Reference Group (Baseline)<sup>xi</sup></p>	<p>Review and expand the Healthy Male Reference Group structure and membership</p> <p>Repeat the Partnerships Analysis Tool to evaluate Healthy Male partnerships and identify areas for improvement</p>	<p>Review, refine and grow stakeholder engagement through Advisors, partner organisations and Reference Groups</p> <p>Repeat the Healthy Male Advisors and Reference Group survey</p>	<p>Review, refine and grow stakeholder engagement through Advisors, partner organisations and Reference Groups</p> <p>Repeat the Partnerships Analysis Tool to evaluate Healthy Male partnerships and identify areas for improvement</p>	<p>Growth and diversification of Healthy Male strategic relationships<sup>xii</sup></p> <p>Quality of Healthy Male partnerships and areas for improvement identified and actioned</p> <p>Ratings of Healthy Male engagement with Advisors and Reference Groups members and areas for improvement identified and actioned</p>



<b>Pillar 2. PARTNERING</b>						
Strengthening existing and building new strategic partnerships and alliances to inform our work, extend our reach and facilitate collective action to achieve common goals						
	<b>Activities</b>					<b>Measures of Success</b>
<b>Strategic goals 2021-2026</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
2.3 Formalise advisory mechanisms, partnerships and alliances by defining the nature of each relationship and the contribution of each party	Formalise relationships through clear documentation as appropriate to each e.g. MOUs, contracts, letters of agreement, terms of reference <sup>xiii</sup>	Formalise relationships through clear documentation as appropriate to each e.g. MOUs, contracts, letters of agreement, terms of reference	Formalise relationships through clear documentation as appropriate to each e.g. MOUs, contracts, letters of agreement, terms of reference	Formalise relationships through clear documentation as appropriate to each e.g. MOUs, contracts, letters of agreement, terms of reference	Formalise relationships through clear documentation as appropriate to each e.g. MOUs, contracts, letters of agreement, terms of reference	Evidence of clear, formalised and documented relationships for all Healthy Male key partners, advisors and Reference Group members
2.4 Facilitate routine communications, information sharing and collaboration between advisors, partners and alliance members on key initiatives	See annual communications plan (Strategic Goal 1.1)  Contribute to partner activities and collaborations <sup>xiv</sup>	Contribute to partner activities and collaborations	Contribute to partner activities and collaborations	Contribute to partner activities and collaborations	Contribute to partner activities and collaborations	Evidence of the level and nature of collaborations and collective work and the outcomes arising

**Pillar 3. INFLUENCING**  
Advocating for men’s health issues and priorities, influencing policy and practice, amplifying the voices of men and boys from all walks of life and driving the translation of research into meaningful action

Strategic goals 2021-2026	Activities					Measures of Success
	Year 1	Year 2	Year 3	Year 4	Year 5	
3.1 Advocate for male health – why it matters, the key issues, risk factors, burden of preventable illness, priorities and areas where change is needed	Define what male-friendly health care services and practice look like and what health providers and service managers can do to improve access and engagement by men and boys. <sup>xv</sup>	<p>Implement recommendations from the male-friendly health care project</p> <p>Implement the biennial national men’s survey around information and support needs, help seeking practice and preferences of Australian men.<sup>xvi</sup></p> <p>Develop an annual advocacy plan<sup>xvii</sup></p>	Develop an annual advocacy plan	Develop an annual advocacy plan	Develop an annual advocacy plan	<p>Statement defining male-friendly health care services and practice developed and endorsed by Healthy Male partners</p> <p>Actions implemented and impact achieved</p> <p>More than 1,000 men participate in the national men’s health survey which informs our understanding of men’s needs and preferences and advocacy priorities</p> <p>Achievement of advocacy plan KPIs</p>

<b>Pillar 3. INFLUENCING</b>						
Advocating for men’s health issues and priorities, influencing policy and practice, amplifying the voices of men and boys from all walks of life and driving the translation of research into meaningful action						
<b>Strategic goals 2021-2026</b>	<b>Activities</b>					<b>Measures of Success</b>
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
3.2 Apply a gender/sex lens to the review of health policy, clinical guidance and position statements	Create a review plan to guide work to review policy, strategies, clinical guidelines and position statements with a male gender/sex lens	Create a review plan to guide work to review policy, strategies, clinical guidelines and position statements with a male gender/sex lens	Create a review plan to guide work to review policy, strategies, clinical guidelines and position statements with a male gender/sex lens	Create a review plan to guide work to review policy, strategies, clinical guidelines and position statements with a male gender/sex lens	Create a review plan to guide work to review policy, strategies, clinical guidelines and position statements with a male gender/sex lens	Successful completion of reviews  Advocacy priorities identified arising from this review incorporated into annual advocacy plan and associated activities and KPIs
3.3 Amplify the voices of males through integrating consumer engagement into all areas of work and through multiple communication modes and channels	Develop a Consumer Engagement Framework and Implementation Plan to guide best practice methods for engagement with men and boys with a focus on priority population groups <sup>xviii</sup>	Implementation of the Consumer Engagement Framework and associated activities	Implementation of the Consumer Engagement Framework and associated activities	Implementation of the Consumer Engagement Framework and associated activities	Implementation of the Consumer Engagement Framework and associated activities	Evaluation outcomes across key areas of focus: Participation experience; influence; and outcomes as guided by evaluation framework included in Implementation Plan

**Pillar 3. INFLUENCING**  
Advocating for men’s health issues and priorities, influencing policy and practice, amplifying the voices of men and boys from all walks of life and driving the translation of research into meaningful action

Strategic goals 2021-2026	Activities					Measures of Success
	Year 1	Year 2	Year 3	Year 4	Year 5	
3.4 Drive the translation of evidence into action through: the setting of male health indicators and targets; advocating for the routine inclusion of sex and gender as variables in key data collections and a rigorous approach to evaluation; and informing the male health research agenda	<p>Conduct an updated review of existing men’s health-related research and evaluation evidence<sup>xix</sup></p> <p>Identify key health indicators and targets to guide national efforts and advocate for their inclusion in routine national statistical collections and reporting<sup>xx</sup></p>	<p>Monitor key men’s health indicators and targets</p> <p>Advocate for sex and gender stratification of key data collections, reports and research<sup>xxi</sup></p> <p>Develop a Healthy Male Research Framework<sup>xxii</sup></p>	<p>Conduct an updated review of existing men’s health-related research and evaluation evidence</p> <p>Monitor key men’s health indicators and targets</p> <p>Advocate for sex and gender stratification of key data collections, reports and research</p> <p>Develop the National Men’s Health Research Strategy<sup>xxiii</sup></p>	<p>Monitor key men’s health indicators and targets</p> <p>Advocate for sex and gender stratification of key data collections, reports and research</p> <p>Develop the National Men’s Health Research Strategy</p>	<p>Conduct an updated review of existing men’s health-related research and evaluation evidence</p> <p>Monitor key men’s health indicators and targets</p> <p>Advocate for sex and gender stratification of key data collections, reports and research</p>	<p>Evidence reviews completed</p> <p>Healthy Male advocacy efforts improve the availability of key men’s health data to guide our own work and contribute to the broader field</p> <p>Healthy Male Research Framework endorsed by the Board</p> <p>National Men’s Health Research Strategy endorsed by the Commonwealth</p>

<b>Pillar 4. EMPOWERING</b>						
Informing, educating, encouraging, supporting and empowering men and boys to take action on their health						
	<b>Activities</b>					<b>Measures of Success</b>
<b>Strategic goals 2021-2026</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
4.1 Implement public awareness campaigns focussed on health promotion and raising awareness of men’s health on Father’s Day and for Men’s Health week as well as other campaigns and events we contribute to or participate in to support our strategic partners/alliances	<p>Implement an annual national Men’s Health Week public awareness campaign focussed on valuing diversity and reducing stigma<sup>xxiv</sup></p> <p>Support partner agencies through promoting their campaigns where they align strategically<sup>xxv</sup></p>	<p>Implement a major public awareness campaign focussed on valuing diversity and reducing stigma</p> <p>Support partner agencies through promoting their campaigns where they align strategically</p>	<p>Implement a major public awareness campaign focussed on valuing diversity and reducing stigma</p> <p>Support partner agencies through promoting their campaigns where they align strategically</p>	<p>Implement a major public awareness campaign focussed on valuing diversity and reducing stigma</p> <p>Support partner agencies through promoting their campaigns where they align strategically</p>	<p>Implement a major public awareness campaign focussed on valuing diversity and reducing stigma</p> <p>Support partner agencies through promoting their campaigns where they align strategically</p>	<p>Achievement of awareness campaign KPIs</p> <p>Campaigns supported, reach and engagement; feedback from partner agencies</p>

<b>Pillar 4. EMPOWERING</b>						
Informing, educating, encouraging, supporting and empowering men and boys to take action on their health						
	<b>Activities</b>					<b>Measures of Success</b>
<b>Strategic goals 2021-2026</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
4.2 Provide accessible, quality, relevant, evidence-based health information to men and boys and grow health literacy		<p>Expand on the existing Healthy Male suite of online evidence-based information</p> <p>Review and update Healthy male information to maintain currency and relevance</p> <p>Plan, implement and evaluate a national health promotion initiative to increase health literacy of men and boys</p>	<p>Expand on the existing Healthy Male suite of online evidence-based information</p> <p>Review and update Healthy male information to maintain currency and relevance</p> <p>Plan, implement and evaluate a national health promotion initiative to increase health literacy of men and boys</p>	<p>Expand on the existing Healthy Male suite of online evidence-based information</p> <p>Review and update Healthy male information to maintain currency and relevance</p> <p>Plan, implement and evaluate a national health promotion initiative to increase health literacy of men and boys</p>	<p>Expand on the existing Healthy Male suite of online evidence-based information</p> <p>Review and update Healthy male information to maintain currency and relevance</p> <p>Plan, implement and evaluate a national health promotion initiative to increase health literacy of men and boys</p>	<p>Evidence reviews completed. New information co-created and available on the Healthy Male website. Reach and engagement.</p> <p>Annual plan implemented and information reviewed and updated</p> <p>Health promotion initiative KPIs achieved</p>

<b>Pillar 4. EMPOWERING</b>						
Informing, educating, encouraging, supporting and empowering men and boys to take action on their health						
	<b>Activities</b>					<b>Measures of Success</b>
<b>Strategic goals 2021-2026</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
4.2 Provide accessible, quality, relevant, evidence-based health information to men and boys and grow health literacy (continued)		Plan for the implementation of the Health Promotion Grants Program <sup>xxvi</sup>	Open Round 1 of the Health Promotion Grants Program and determine successful applicants	Implement Round 1 of the Health Promotion Grants Program funding (Year 1 of 3)	Implement Round 1 of the Health Promotion Grants Program funding (Year 2 of 3)	Grants program implemented. Improvements seen in health literacy, risk factor profile and health and wellbeing measures. Value added to the program's implementation and outcomes through the facilitation, collaboration, evaluation and information sharing role of Healthy male

<b>Pillar 4. EMPOWERING</b>						
Informing, educating, encouraging, supporting and empowering men and boys to take action on their health						
	<b>Activities</b>					<b>Measures of Success</b>
<b>Strategic goals 2021-2026</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
4.3 Work with strategic partners/alliances to support and inform men and address identified needs	Plan for the implementation of the Population Health Grants Program <sup>xxvii</sup>	Open Round 1 of the Population Health Grants Program and determine successful applicants	Implement Round 1 of the Population Health Grants Program funding (Year 1 of 3)	Implement Round 1 of the Population Health Grants Program funding (Year 2 of 3)	Implement Round 1 of the Population Health Grants Program funding (Year 3 of 3)	Grants program implemented. Improvements seen in health seeking behaviours of men and boys and engagement in early detection and prevention initiatives. Value added to the program's implementation and outcomes through the facilitation, collaboration, evaluation and information sharing role of Healthy male



**Pillar 5. BUILDING CAPACITY**

Informing, educating and supporting the health workforce to proactively engage with and meet the needs of men and boys across their life course and reducing system-level barriers to best care

Strategic goals 2021-2026	Activities					Measures of Success
	Year 1	Year 2	Year 3	Year 4	Year 5	
5.1 Disseminate information to health professionals and policy makers through conferences, workshops and publications	In parallel with the expansion of existing Healthy Male suite of online evidence-based information for men (Strategic goal 4.2), complementary information for health professionals will be developed (where gaps exist) and reviewed and updated to maintain currency and relevance.  See annual communications plan (Strategic goal 1.1) <sup>xxviii</sup>	In parallel with the expansion of existing Healthy Male suite of online evidence-based information for men (Strategic goal 4.2), complementary information for health professionals will be developed (where gaps exist) and reviewed and updated to maintain currency and relevance.  See annual communications plan (Strategic goal 1.1)	In parallel with the expansion of existing Healthy Male suite of online evidence-based information for men (Strategic goal 4.2), complementary information for health professionals will be developed (where gaps exist) and reviewed and updated to maintain currency and relevance.  See annual communications plan (Strategic goal 1.1)	In parallel with the expansion of existing Healthy Male suite of online evidence-based information for men (Strategic goal 4.2), complementary information for health professionals will be developed (where gaps exist) and reviewed and updated to maintain currency and relevance.  See annual communications plan (Strategic goal 1.1)	In parallel with the expansion of existing Healthy Male suite of online evidence-based information for men (Strategic goal 4.2), complementary information for health professionals will be developed (where gaps exist) and reviewed and updated to maintain currency and relevance.  See annual communications plan (Strategic goal 1.1)	New information co-created and available on the Healthy Male website. Reach and engagement.

**Pillar 5. BUILDING CAPACITY**  
Informing, educating and supporting the health workforce to proactively engage with and meet the needs of men and boys across their life course and reducing system-level barriers to best care

Strategic goals 2021-2026	Activities					Measures of Success
	Year 1	Year 2	Year 3	Year 4	Year 5	
5.2 Provide accessible information and education for health professionals to support effective engagement with men and boys	<p>Develop and implement and annual health professional education plan<sup>xxix</sup></p> <p>Advocate for the inclusion of men’s health education modules into undergraduate medical, nursing, allied health and medical specialty curricula<sup>xxx</sup></p>	<p>Develop and implement and annual health professional education plan</p> <p>Advocate for the inclusion of men’s health education modules into undergraduate medical, nursing, allied health and medical specialty curricula</p>	<p>Develop and implement and annual health professional education plan</p> <p>Advocate for the inclusion of men’s health education modules into undergraduate medical, nursing, allied health and medical specialty curricula</p>	<p>Develop and implement and annual health professional education plan</p> <p>Advocate for the inclusion of men’s health education modules into undergraduate medical, nursing, allied health and medical specialty curricula</p>	<p>Develop and implement and annual health professional education plan</p> <p>Advocate for the inclusion of men’s health education modules into undergraduate medical, nursing, allied health and medical specialty curricula</p>	<p>Achievement of health professional education plan KPIs</p> <p>Gaps in curricula identified and evidence of advocacy efforts and their impact</p>

**Pillar 5. BUILDING CAPACITY**  
Informing, educating and supporting the health workforce to proactively engage with and meet the needs of men and boys across their life course and reducing system-level barriers to best care

Strategic goals 2021-2026	Activities					Measures of Success
	Year 1	Year 2	Year 3	Year 4	Year 5	
5.3 Support clinicians to deliver evidence-based care through systems, guidelines, tools and templates to support practice	Engage in collaborative activities with other organisations seeking to improve practice bringing expertise in the effective engagement of men and boys to that work and evidence of unmet needs and gaps in approaches <sup>xxxii</sup>	Engage in collaborative activities with other organisations seeking to improve practice bringing expertise in the effective engagement of men and boys to that work and evidence of unmet needs and gaps in approaches	Engage in collaborative activities with other organisations seeking to improve practice bringing expertise in the effective engagement of men and boys to that work and evidence of unmet needs and gaps in approaches	Engage in collaborative activities with other organisations seeking to improve practice bringing expertise in the effective engagement of men and boys to that work and evidence of unmet needs and gaps in approaches	Engage in collaborative activities with other organisations seeking to improve practice bringing expertise in the effective engagement of men and boys to that work and evidence of unmet needs and gaps in approaches	Collaborative activities undertaken, areas of focus and impacts

**Pillar 5. BUILDING CAPACITY**  
Informing, educating and supporting the health workforce to proactively engage with and meet the needs of men and boys across their life course and reducing system-level barriers to best care

Strategic goals 2021-2026	Activities					Measures of Success
	Year 1	Year 2	Year 3	Year 4	Year 5	
5.4 Inform system change that supports male-friendly health care environments and accessibility	<p>Plan for the implementation of the Health Access Co-Design Grants Program<sup>xxxii</sup></p> <p>Open Round 1 of the Health Access Co-Design Grants Program and determine successful applicants</p>	<p>Implement Round 1 of the Health Access Co-Design Grants Program funding (Year 1 of 3)</p>	<p>Implement Round 1 of the Health Access Co-Design Grants Program funding (Year 2 of 3)</p>	<p>Implement Round 1 of the Health Access Co-Design Grants Program funding (Year 3 of 3)</p>	<p>Plan for the implementation of the Health Access Co-Design Grants Program Round 2</p> <p>Open Round 2 of the Health Access Co-Design Grants Program and determine successful applicants</p>	<p>Grants program implemented. Improvements seen in health seeking behaviours of men and boys and engagement in early detection and prevention initiatives. Value added to the program's implementation and outcomes through the facilitation, collaboration, evaluation and information sharing role of Healthy Male</p>

<b>Pillar 6. REDUCING INEQUITY</b>						
Focussing efforts on priority population groups to co-create solutions and facilitate collective action to close the health and wellbeing divide						
<b>Strategic goals 2021-2026</b>	<b>Activities</b>					<b>Measures of Success</b>
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
6.1 Consult with men and boys in priority population groups to understand their experiences, identify issues and needs <sup>xxxiii</sup>	Plan, implement and analyse a series of consultations with males who live in rural and regional Australia	Plan, implement and analyse a series of consultations with Aboriginal and Torres Strait Islander men and boys <sup>xxxiv</sup>	Plan, implement and analyse a series of consultations with Australian male Veterans  <b>Special project:</b> Making a meaningful difference to the health and wellbeing of men and boys in CALD communities across Australia – Creating the Case for Change <sup>xxxv</sup>	Plan, implement and analyse a series of consultations with male members of LGBTIQ+ communities  <b>Special project:</b> Making a meaningful difference to the health and wellbeing of men and boys in CALD communities across Australia – Creating the Case for Change	Plan, implement and analyse a series of consultations with males with a disability  <b>Special project:</b> Making a meaningful difference to the health and wellbeing of men and boys in CALD communities across Australia – Creating the Case for Change	Report of consultation findings and recommendations  Project KPIs met
6.2 Co-create potential solutions (communications, awareness, research, data, information provision, health professional education, advocacy)	Develop and implement an action plan based on the outcomes of the consultation process	Develop and implement an action plan based on the outcomes of the consultation process	Develop and implement an action plan based on the outcomes of the consultation process	Develop and implement an action plan based on the outcomes of the consultation process	Develop and implement an action plan based on the outcomes of the consultation process	Action plan developed and implemented (KPIs met)

<b>Pillar 6. REDUCING INEQUITY</b>						
Focussing efforts on priority population groups to co-create solutions and facilitate collective action to close the health and wellbeing divide						
	<b>Activities</b>					<b>Measures of Success</b>
<b>Strategic goals 2021-2026</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	
6.3 Respond and integrate solutions, where relevant, into the work of Healthy Male including opportunities for advocacy and to facilitate collective action with strategic partners/alliances	Integrate recommendations across the work planning and implementation of Healthy Male based on the nature of the response required <sup>xxxvi</sup>	Integrate recommendations across the work planning and implementation of Healthy Male based on the nature of the response required	Integrate recommendations across the work planning and implementation of Healthy Male based on the nature of the response required	Integrate recommendations across the work planning and implementation of Healthy Male based on the nature of the response required	Integrate recommendations across the work planning and implementation of Healthy Male based on the nature of the response required	Demonstration of how recommendations have been integrated into work plans and impacts achieved

### Appendix 3: Healthy Male Expert Advisors

Name	Position	Institution
Dr Mick Adams BSW, BAppSc, MA, PhD	Senior Research Fellow	Australian Indigenous HealthInfoNet, Edith Cowan University
Laureate Prof John Aitken PhD, ScD, FRSE, FRSN, FAHMS, FAA	Chair; Academic Professor	Biological Sciences, University of Newcastle
A/Prof Carolyn Allan MBBS(Hons), PhD, FRACHP, DRCOG (UK)	Endocrinologist	Department of Obstetrics and Gynaecology, Monash University
Ms Karen Bellchambers RN/RM	Primary Health Care Nurse	Western Australia
Mr Jason Bonson GDipIndigHP	Senior Project Officer - Aboriginal and Torres Strait Islander Health	Northern Territory Health
Mr Christopher Brett-Renes	Psychosexual Therapist	Sex Life Therapy
Mr Karl Briscoe GCertPubSecMgmt, MPH	CEO	National Association of Aboriginal and Torres Strait Islander Health Workers and Practitioners
Dr Geoff Broomhall MBBS, DRCOG, MRACGP	HealthPathways Clinical Editor, GP	Eastern Melbourne PHN
Mr John Brown JP, GDipHlthSc, FACN, RN	Primary Health Care Nurse	Queensland
Dr Kootsy Canuto BA, BA (Hons), PhD	Health Researcher	South Australian Health and Medical Research Institute
Dr Zaina Cheema MBBS FRACGP	General Practitioner	New South Wales
Mr Anthony Castro	A/District Manager	Population & Primary Health Care Outreach, Top End Regional Health Services, NT Health
A/Prof Eric Chung MBBS, FRACS	Medicine	University of Queensland
A/Prof Roger Cook BSc(Hons), MEd, PhD	Psychology	Department of Psychological Science, Swinburne University of Technology
Mr Teddy Cook	Vice President; Director	AusPATH; Community Health, ACON
Mr Rob Daly MBA	Executive General Manager of Philanthropy and Support Engagement	Burnet Institute

Name	Position	Institution
Ms Narelle Dickinson BA Hons (Psych), GradCertAppMHS	Psychologist	Queensland Family & Fertility Support
Dr Glenn Duns MDCM, MPH, FRACGP	General Practitioner	Victoria
Mr Chris Eldridge APD/APN/AccSD	Dietitian	Dietitian Association of Australia
Prof Mark Frydenberg AM MBBS, FRACS, GAICD	Consultant Urologist; Adjunct Clinical Professor	Australian Urology Associates; Department of Surgery, Monash Health
Mr David Gray	Urology Nurse practitioner	Epworth HealthCare
Prof Mathis Grossmann MD, PhD, FRACP	Medicine	Austin Health University of Melbourne
A/Prof Jeremy Grummet MBBS, MS, FRACS	Urological surgery	Monash University
Prof Roger Hart MB BS, MD, FRCOG, FRANZCOG, CREI	Reproductive medicine	University of Western Australia
Mr Ryan Hon BSci(Hons), DPT, MMSKPT, APAM	Musculoskeletal Physiotherapist, Honorary Adjunct Research Officer	Victoria
Prof Dragan Ilic BSc, Grad Dip Rep Sci, MSc, PhD	Head of Medical Education Research	Monash University
Dr Ryan Holmes BMedSci (Hons), MBBS, FRACGP	General Practitioner	New South Wales
Dr Darren Katz MBBS, FRACS	Medical Director	Men's Health Melbourne
Dr Rhys Young BBiomedSci, MD, FRACGP	Primary Health Care Nurse	Victoria
Mr Tony Lane RN	Director of Nursing	Northern Territory
Dr Michael Lowy MBBS, MPM, FChSHM	Sexual Health Physician	Sydney Men's Health
Prof Bernie Marshall BSc(Hons), DipEd, MPH	Professorial Fellow	Deakin University
Dr Jo Milios BAsc, PhD	Musculo-skeletal Physiotherapist, Research Fellow	University of Western Australia, Complete Physiotherapy
Mr Luke Mitchell BNurs, MPH (Sexual Health)	Prostate Nurse	Victoria
Ms Ruth Mursa GDipNurs, GCertRSH, MAdPrac, NPP	Nurse Practitioner	New South Wales
Prof Moira O'Bryan PhD	Dean of Science	University of Melbourne
Dr James Navin Richards MBBS, FRACGP	General Practitioner	South Australia
Dr Jacob Prehn BSocSc, MSW, PhD	Indigenous Fellow - Lecturer	University of Tasmania



Name	Position	Institution
Mr Jacob Roberts RN, Grad Cert (Emerg), ANI	Clinical Nurse-Hyperbaric and Diving Medical Unit (RHH), Authorised Nurse Immuniser, Registered Nurse-Australian Antarctic Division	Tasmania
Mr Aaron Richardson BNurs, GCertCM, GCertSTWM	Clinical Coordinator	Victoria
Mr Faisal Sabih BHLthSc, GDip HP, GCert DE, GCertPCan	Primary Health Care Nurse	Northern Territory
Dr Stella Sarlos MBBS, FRACP	Endocrinologist	Hudson Institute of Medical Research, RACP, Peninsula Endocrine Associates
Dr Ie-Wen Sim MBBS(Hons), BMedSci, FRACP	Endocrinologist	Epworth Healthcare
Prof James Smith BAppSc Hons (Hum Movt), BEd, GCPH, PhD, FAHPA	Father Frank Flynn Fellow	Charles Darwin University
Ms Helen Storer DipCom&ChldHlth, DipPM	Practice Manager, Practice Nurse	Western Australia
Dr Anna Watts MBBS, FRACP	Endocrinologist	Ballarat Health Services
Dr Mark Wenitong BMed	Public Health Medical Advisor	Apunipima Cape York Health Council; General Practitioner
Mr Michael Whitehead BNurs, MClinNurs	Men's Health Clinical Nurse Consultant	New South Wales
Dr Alan Wright MBBS, MFM, GCertUT	General Practitioner	Western Australia
Dr Rhys Young BBiomedSci, MD, FRACGP	General Practitioner	Queensland



# HEALTHY MALE

## Generations of healthy Australian men

### Notes to accompany workplan

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<sup>i</sup> Annual business plan to include: priorities, budget, risk management framework and KPIs.

<sup>ii</sup> Annual communications plan to be developed reflecting the communications components and support required across all organisational pillars. The plan will define key communication mechanisms, channels, audiences and messages for each initiative and stakeholder group. Note in Year 1, the plan will include the transition of the current Healthy Male website to a 'mobile first' platform and format.

<sup>iii</sup> Governance review to include: Membership, skills audit, Board and sub-committee functioning, renewal and succession planning.

<sup>iv</sup> Governance review to include: Membership, skills audit, Board and sub-committee functioning, renewal and succession planning.

<sup>v</sup> Annual staff workplans to include: individual KPIs and a professional development plan for each team member signed off by their Manager and the CEO.

<sup>vi</sup> Form a Business Development Working Group to create a Healthy Male Business Development Plan exploring potential funding sources including but not limited to: fundraising; bequests; investments; sponsorship/corporate partnerships; grant seeking; and State/Territory government funding and identifies priorities and targets for Year 2 to 5. This Plan will include the criteria by which funding is accepted or not e.g. whether pharmaceutical company funding is accepted and will inform the development of organisational policies where required.

<sup>vii</sup> The environmental scan will be created as a living document and a six-monthly process will be embedded into Healthy Male's core work. In the environmental scan, key policy initiatives, clinical guidance, inquiries, opportunities for submissions and key stakeholder changes relating to male health initiatives will be reviewed, documented and emerging opportunities and risks identified. Each time this process occurs, a set of recommendations will be developed to guide action to proactively explore and respond to areas that align with Healthy Male's strategic directions. Environmental scanning will also be added as a standing item on the agenda of various Healthy Male committees and Reference Groups to prompt the team to draw on the expertise and insights of key stakeholders as part of routine practice.

<sup>viii</sup> Upon review of the environmental scan and based on the recommendations arising, there will be changes integrated into annual business plans, workplans, risk management framework, business development plan and to inform revisions to the Healthy Male Strategic Plan.

<sup>ix</sup> Create a comprehensive stakeholder map of individuals and organisations with an interest/ stake in men's health across all sectors. Analyse the stakeholders by key variables e.g. existing relationship with Healthy Male; sector; discipline; priority population groups; topics of interest (including National Men's Health Strategy 2020-2030 conditions and risk factors); Australian states and territories. Arising from this analysis, key gaps and priorities for engagement and partnership development will be identified and incorporated into annual business plans, workplans and business development plans. Note that this work and the further partnership work outlined in this pillar align with the National Men's Health Strategy 2020-2030 Action Area 1.4: Develop cross-government, cross-portfolio and cross-sector partnerships to improve the health of men and boys.

<sup>x</sup> VicHealth have a Partnership Analysis Tool that would be explored as would other validated tools to choose one that is the most relevant and informative for Healthy Male. That tool will then be used to create a baseline measure of the quality of partnerships and repeat measures to compare performance every second year.

<sup>xi</sup> The Healthy Male Stakeholder Survey will seek ratings of: organisational performance; the performance of the CEO, staff and Board; organisational influence and impact; the level of transparency and accountability that is demonstrated; alignment of work and achievements with the organisation's values and mission. The first survey in Year 1 will provide a baseline for comparison against in further years.

<sup>xii</sup> Strategic relationships would be summarised across the following dimensions: Number, nature, level of engagement and other key variables as per the stakeholder analysis (see endnote #8).

<sup>xiii</sup> An example may include the creation of role descriptions for Healthy Male Advisors. This would include a clear description of the role and its requirements, the support that will be provided by Healthy Male and cover key items such as communication mechanisms, title, branding and use of Healthy Male logos. For organisational partners, this might include a letter of agreement that includes the intention of the partnership, ways of working and mechanisms through which Healthy Male commits to supporting the work of the partner e.g. feature articles in Healthy Male; videos or podcast guests; information and/or links on the Healthy Male website.

<sup>xiv</sup> For example the co-creation of information resources, collaborative project work, representation of Healthy Male in advisory roles within partner organisations and/or projects, convening group meetings to progress key areas of work (e.g. Plus Paternal Endorsing Partners meetings) and endorsement or support of campaigns led by organisational partners and collaborators.

<sup>xv</sup> This would be co-designed with consumers (see Strategic Goal 3.3) and informed by the findings of the national men's survey. Mechanisms for the endorsement of the statement akin to the Plus Paternal Case for Change process will be explored and implemented.

<sup>xvi</sup> Men: Self-reported health status; health literacy; awareness of key risk factors; willingness to act to improve health and wellbeing; health- and help-seeking behaviours.

Health professionals: Interactions with men; awareness of key risk factors and issues; confidence in engaging with men; support and education needs. Include exploration in both surveys of priority population groups and NMHS health conditions and risk factors.

<sup>xvii</sup> Advocacy strategy to include but not be limited to: specific campaigns; those aimed at men, the general community and health professionals; submissions; lobbying; policy; media; government relations; presentations; consideration of priority population groups; key health conditions and risk factors (National Men's Health Survey). Focus areas to include: male-inclusive practice/father-inclusive practice; challenging social/gendered norms to change the conversation. Strategy to incorporate a mix of proactive and reactive capacity (60:40 respectively) to enable Healthy Male to be responsive to opportunities that arise e.g. applying a male lens to policy development; creating submissions to key enquiries; advocating for inclusion to improve health outcomes for men.

<sup>xviii</sup> National Men's Health Strategy 2020-2030, Action Area 2.2. This Consumer Engagement Plan would be developed at two levels: 1. As a Healthy Male plan to guide the work of the organisation and create the basis for integrating consumer engagement into all work areas; 2. As a contribution to the field more broadly – sharing the model, framework and elements of the plan, tools, tips and checklists with other organisations as a contribution to the field.

<sup>xix</sup> National Men's Health Strategy 2020-2030, Action Area 3.1. In the Strategy, a meta-analysis is specified – the preferred method would need to be determined based on the level and quality of evidence available and whether a meta-analysis is possible. This review would update the evidence review done to inform the National Men's Health Strategy 2020-2030 and will also draw on other reviews conducted in recent years in order to prevent duplication of effort. This would include a focus on: Priority conditions, risk factors and population groups as identified in the Strategy. Australian evidence where possible would be reviewed and supplemented with international evidence where there are gaps. Strategies, service models and programs shown to improve the wellbeing of men and boys living in Australia (or international equivalents) would also be included in the scope of this analysis. Note that this review process would also encompass evidence assessing barriers to health system access for men and boys and strategies to increase engagement as per Action Area 2.2 in the National Men's Health Strategy 2020-2030. This review process would be repeated every two years to ensure that the evidence base for the work of Healthy Male remains current and relevant. The findings from this process will inform a range of work areas e.g. advocacy priorities; information review and development planning; communications; awareness campaigns; health promotion initiatives to name a few.

<sup>xx</sup> National Men's Health Strategy 2020-2030, Action Area 3.2. Develop practical and rigorous evaluation frameworks that will enable the monitoring of key progress in men's health and in initiatives relating to this strategy.

<sup>xxi</sup> National Men's Health Strategy 2020-2030, Action Area 3.2. This would involve the collaborative development of a standard set of stratifications for the systematic and consistent analysis of national datasets to make routine data more informative with respect to men's health and the health of particular populations of men. Examples of this would include ABS statistical reporting; AIHW reporting; and advocating for funding criteria in research programs (NHMRC and MRFF) to include the stratification of data from research participants by sex and gender and the inclusion of the stratified findings in research publications.

<sup>xxii</sup> The framework would guide decisions around the participation or support of Healthy Male for research including but not limited to: A clear statement on the role of Healthy Male in relation to the conduct and funding of research; what's in and out of scope of this role; what criteria are applied to assess opportunities for Healthy Male to participate in or lead research; the approach taken to determine investment in any research-related activities. Policies and procedures to support implementation will be identified in this process and integrated into the Policy Development/Review plan.

<sup>xxiii</sup> National Men's Health Strategy 2020-2030, Action Area 3.1. This would be informed by the meta-analysis undertaken in Year 1 and thus would draw on existing national and international evidence in addition to the views of key opinion leaders. The Strategy will identify research priorities and focussed areas for research investment to drive and accelerate improvements to reduce inequities and improve men's health overall.

<sup>xxiv</sup> A major awareness campaign will be planned, implemented and evaluated each year. These may be aligned to key events in the annual calendar such as Men's Health Week, Father's Day and Tradies National Health Month or other relevant options based on the focus of each campaign. Campaigns will all be public facing and may include specific elements that are focussed on engaging with health sector professionals, organisations, peak bodies as either the audience for specific parts of the campaign or as partners in the dissemination of information and calls to action. Note that this aligns with the National Men's Health Strategy 2020-2030 Action area 1.1 and 1.2: Implement a national public awareness campaign using mainstream and digital media that highlights the diversity of men and boys who live in Australia. The campaign(s) would promote positive, healthy, strengths-based role modelling and self determination. Reinforce the campaign in various settings including schools, workplaces and local communities. Note that education and workplace partnerships would be created to enable this work. The theme for each year will be guided by the National Men's Health Strategy 2020-2030 detail and in response to key priorities and opportunities emerging in the men's health field.

<sup>xxv</sup> For example: Perinatal Mental Health Week campaign as a supporting organisation primarily through sharing and promoting the digital campaign.

<sup>xxvi</sup> National Men's Health Strategy 2020-2030, Action Area 1.3. Establish a Health Promotion Grants Program to fund projects to trial and evaluate local and regional health promotion initiatives to increase health literacy, reduce risk and improve health and wellbeing within priority populations. Activities in Year 1 would include: determining the criteria and process for submission of applications and awarding of funding; development of a communications strategy and information materials about the grants program; promotion; liaison with potential grant recipients; development of an evaluation framework and mechanisms for information sharing and communication across the successful grant recipients and within the wider men's health sector and community. Healthy Male would administer this program, oversee the granting process, develop the overarching evaluation framework and then provide support through a Community of Practice, routine mechanisms for information sharing and communication across the grantee pool and also would provide evaluation mentoring, advice and support to enable a whole-of-program evaluation to be conducted compiling the results from each project grant and summarising the outcomes achieved across the program.

<sup>xxvii</sup> National Men's Health Strategy 2020-2030, Action Area 2.3. Establish a Population Health Grants Program that funds projects that implement population health approaches to engaging with men and boys in local, regional, state, territory and national levels in health

education, prevention and early detection initiatives. Activities in Year 1 would include: determining the criteria and process for submission of applications and awarding of funding; development of a communications strategy and information materials about the grants program; promotion; liaison with potential grant recipients; development of an evaluation framework and mechanisms for information sharing and communication across the successful grant recipients and within the wider men's health sector and community. Healthy Male would administer this program, oversee the granting process, develop the overarching evaluation framework and then provide support through a Community of Practice, routine mechanisms for information sharing and communication across the grantee pool and also would provide evaluation mentoring, advice and support to enable a whole of program evaluation to be conducted compiling the results from each project grant and summarising the outcomes achieved across the program.

<sup>xxviii</sup> Within the annual communications plan, key health professional stakeholder groups will be identified and mechanisms to engage and disseminate information identified that include individual level engagement with clinicians as well as at a peak body and organisational level. This will include but not be limited to: Direct email communications; Web-based information; Conference presentations and peer reviewed and self-published information.

<sup>xxix</sup> The annual plan will align with the work in Strategic Goals 5.1 and include the development of multiple mechanisms for informing and educating health professionals. This will include but not be limited to online courses (multi-module comprehensive courses as well as single modules in key topics of importance), webinars, Special Interest Groups that are led by Healthy Male Advisors and enable personal engagement and discussion of areas of interest using a platform such as 'What's App'. Note that this goal aligns with National Men's Health Strategy 2020-2030 Action Area 2.1. Improve the men's health knowledge, engagement and male-centred practice of health professionals in primary care; and Develop training modules reflecting holistic evidence-based best practice approaches to men's health and wellbeing across the life course.

<sup>xxx</sup> National Men's Health Strategy 2020-2030 Action Area 2.1. This work would involve engagement with higher education institutions and professional associations and would also be reflected in the Healthy Male Advocacy Plan (Strategic goal 3.1).

<sup>xxxi</sup> This is an area where Healthy Male will respond to requests for involvement in key systems-based projects in areas that align with strategic goals. An example of this is the Dad's Group Inc initiative in Queensland seeking to strengthen access to peer support for men seeking to become fathers.

<sup>xxxii</sup> National Men's Health Strategy 2020-2030, Action Area 2.2. Establish a Health Access Co-Design Grants Program to fund projects that: 1. Engage with men and boys to explore local, regional and systemic barriers to access to the health system; and 2. Co-design, trial and evaluate solutions to overcome those barriers. Activities in Year 1 would include: determining the criteria and process for submission of applications and awarding of funding; development of a communications strategy and information materials about the grants program; promotion; liaison with potential grant recipients; development of an evaluation framework and mechanisms for information sharing and communication across the successful grant recipients and within the wider men's health sector and community. Healthy Male would administer this program, oversee the granting process, develop the overarching evaluation framework and then provide support through a Community of Practice, routine mechanisms for information sharing and communication across the

grantee pool and also would provide evaluation mentoring, advice and support to enable a whole of program evaluation to be conducted compiling the results from each project grant and summarising the outcomes achieved across the program. Note that the work undertaken in Strategic goal 3.1 to define what male-friendly health care services and practice looks like and what health providers and service managers can do to improve access and engagement by men and boys will directly inform how this grant program is designed and the criteria for securing funding.

<sup>xxxiii</sup> Six of the priority population groups in the National Men's Health Strategy 2020-2030 will be the focus of special projects within this strategic goal. Recognising the intersectionality of all of these groups, we will purposefully recruit men who represent the further three groups across each of these six pieces of work: those who are socioeconomically disadvantaged; males who are socially isolated; and those who live in rural and remote areas. In that way, all nine of the priority population groups will be a point of focus and action.

<sup>xxxiv</sup> Implement a series of yarning circles with Aboriginal and Torres Strait Islander men to understand their specific health needs, barriers to and preferences for access to services and identify opportunities for Aboriginal and Torres Strait Islander men's leadership to strengthen our national capacity for meaningful improvement to health outcomes. Note that each year of the strategy will focus on a different group from the nine priority population groups as identified in the National Men's Health Strategy 2020-2030. Whilst there will be a focus on a single group each year, there will be ongoing work with all groups during that time e.g. The Spanner in the Works initiative includes delivery in prisons; There is also ongoing work to review information resources to ensure they are appropriate and inclusive of LGBTIQ+ communities; The ongoing work of the Healthy Male Aboriginal and Torres Strait Islander Reference Group. Also, some priority groups such as rural and remote men will be integrated into all of these activities e.g. ensuring that consultations cover rural, regional, remote as well as metropolitan participants.

<sup>xxxv</sup> This special project would be undertaken in a similar way to the Plus Paternal: A focus on fathers project and development of the Case for Change. In the first year, a conference/round table meeting would be convened with community leaders across all different ethnicities and peak bodies and service provider representatives that work with diverse communities to start the development of a plan. This would include identifying common ground and points of difference, literature and examples of culturally sensitive and responsive programs and to identify specific needs, issues and barriers to access to information and services for this diverse group of men and boys. The project would then be worked up further, in partnership with advisors and organisational partners identified in the initial year. It would include the gathering of evidence, significant consultations and the identification of key principles, goals and actions required for meaningful change and improvement to occur in the health and wellbeing of CALD men and boys. Opportunities to continue work in this area would then be sought (as has been done for Plus Paternal) and to continue these important collaborations beyond the intensive project period. This will include the integration of a stream of work within Healthy Male's core activities.

<sup>xxxvi</sup> For example integration into Communications Plan, Advocacy Strategy or other key areas of work.