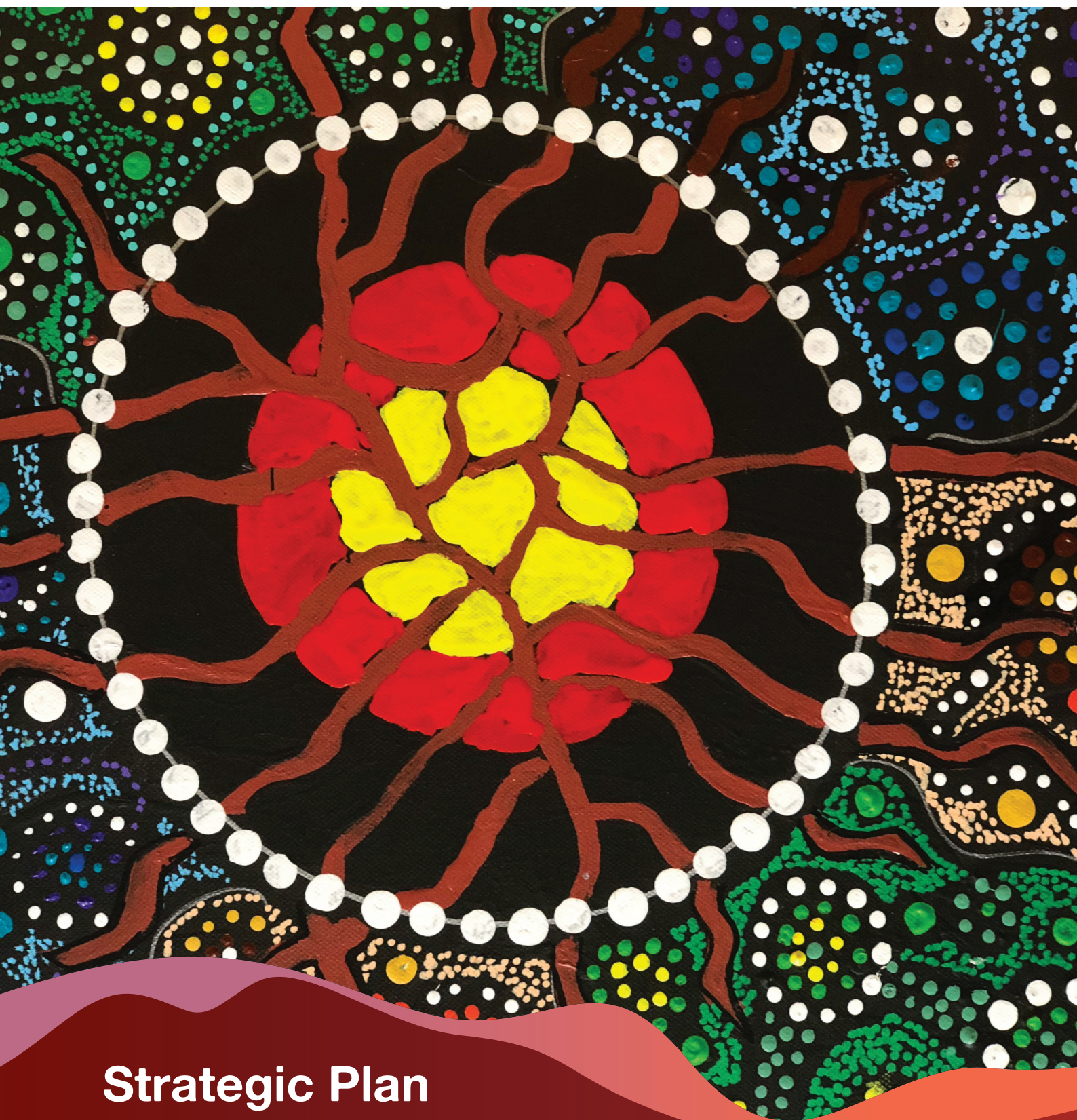




Aboriginal
Health & Medical
Research Council
of NSW



Strategic Plan 2018–2020

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Acknowledgment of Country

The Aboriginal Health & Medical Research Council acknowledges that we operate and function on the lands of the Gadigal people of the Eora Nation.

We pay our respect to these lands that provide for us and acknowledge and pay respect to the ancestors that walked and managed these lands for many generations before us.

Acronyms and definitions

ACCH	Aboriginal Community Control Health
ACCHC	Aboriginal Community Controlled Health Committee
ACCHO	Aboriginal Community Control Health Organisation
ACCHRS	Aboriginal Community Controlled Health Related Services
ACCHS	Aboriginal Community Control Health Service
AGM	Annual General Meeting
AH&MRC	Aboriginal Health and Medical Research Council of NSW
AHC	Aboriginal Health College
AHW	Aboriginal & Torres Strait Islander Health Worker
AMSS	Aboriginal Medical Service
CAH	Centre for Aboriginal Health
CCNSW	Cancer Council NSW
CEO	Chief Executive Officer
CQI	Continuous Quality Improvement
CTG	Close The Gap
DoH	Department of Health
KPIs	Key Performance Indicators
LHD	Local Health District
MBS	Medical Benefits Scheme
MOU	Memorandum of Understanding
NACCHO	National Aboriginal Community Controlled Health Organisation
NSW	New South Wales
NSW AHPA	NSW Aboriginal Health Partnership Agreement
PHN	Primary Health Network
PM&C	Prime Minister & Cabinet
RACGP	Royal Australian College of General Practitioners
RDN	Rural Doctors Network
SEWB	Social Emotional Wellbeing
SPA	Sales Purchase Agreement
WSF	Aboriginal & Torres Strait Islander Workforce Strategic Plan

Executive summary

Welcome to the Aboriginal Health & Medical Research Council of NSW (AH&MRC) Strategic Plan 2018 to 2020.

This plan outlines the focus for the AH&MRC and is based on the emerging themes and priorities identified by our member services as important to our communities and the Aboriginal community controlled health sector in NSW.

Culture and Heritage are vitally important to us at the AH&MRC and it is the intention of the AH&MRC to remain at the forefront of delivering services that are culturally responsive and respectful.

Reconciliation and inclusion are of priority to the AH&MRC and are important elements in all aspects of service delivery. AH&MRC strives to be inclusive of all peoples and encourages participation from the wider community to enhance cultural knowledge and appreciation, with maintaining respect for Aboriginal culture, heritage and history.

The AH&MRC prides itself in building stakeholder relationships and partnerships that add value to our member services and enhance the capacity of the broader health sector to provide access for all Aboriginal peoples in NSW to the highest quality of culturally safe and appropriate care. The AH&MRC is committed to ensuring all relationships are built on unity, transparency, trust and genuine partnership, so that together we can maximise the progression of health for Aboriginal people.

The Action Plan 2020 developed (in consultation/ by our members) in 2017 sets the strategic directions of this plan.

Governance: In order to achieve maximum results, implementation of the Action Plan will be driven by the AH&MRC Chief Executive Officer (CEO) and overseen by the AH&MRC Board of Directors.

Monitoring and Evaluation

The CEO of the AH&MRC will work with Senior Managers to drive the progress of the deliverables. A yearly performance report will be presented to AH&MRC members at each concurrent Annual General Meeting and Annual Members Meeting.

About us



Our vision

Aboriginal Community Controlled Health Services (ACCHSs) are sustainable and are driving holistic and culturally strong approaches to redressing health inequities for Aboriginal peoples in NSW.



Our purpose

The AH&MRC works for the AH&MRC membership across NSW to ensure accessibility to an adequately resourced and skilled workforce who provide high quality comprehensive primary health care services for Aboriginal communities.

The AH&MRC works in collaboration with other Aboriginal Health and non-Aboriginal health partners to systematically address the social determinants of health and wellbeing.



Our values

The fundamental values of the AH&MRC are unity, loyalty, inclusion and respect.

The staff of the AH&MRC are committed to carrying out their duties with professionalism and integrity.

The AH&MRC is committed to mentoring and investing in staff to enhance their skills development through training and career pathway planning.

The AH&MRC is committed to fostering a Supportive Work Culture.

The development and implementation of these values reflects a commitment to increasing Indigenous employment and retention within the AH&MRC.



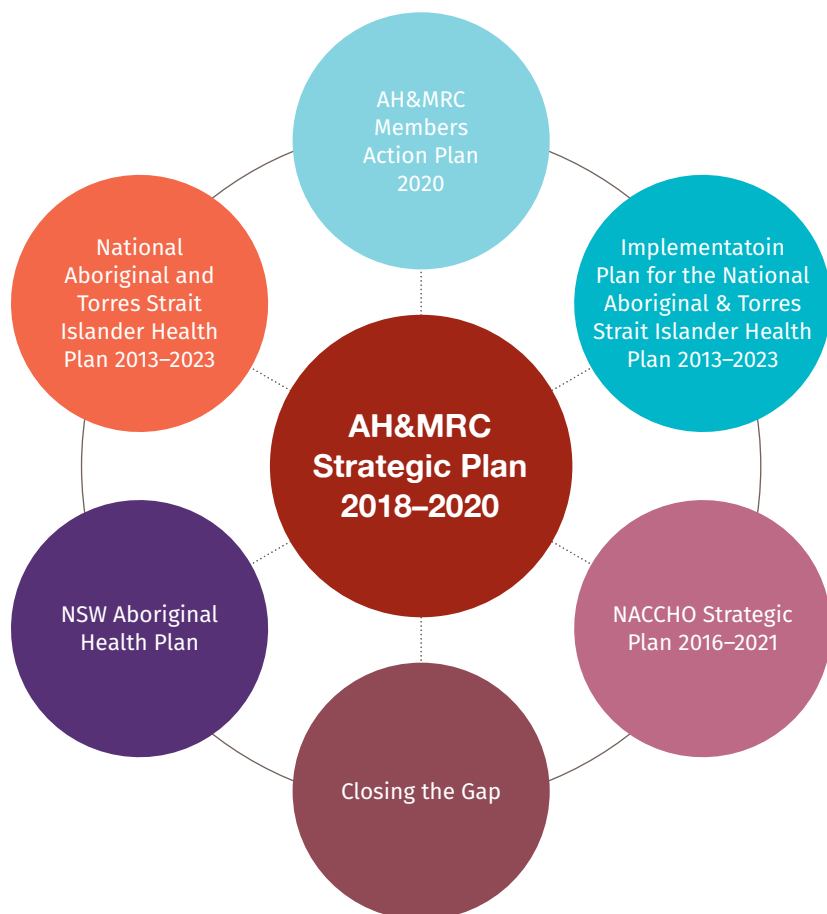
Guiding principles

The AH&MRC staff conduct is informed by the following guiding principles:



Strategic alignment

The AH&MRC Strategic Plan 2018-2020 drives and supports ACCHSs. The AH&MRC works in collaboration with multiple departmental agencies to achieve the goals outlined in this strategic plan to promote and create holistic health equality for Aboriginal communities.



AH&MRC Members Action Plan 2020

The Action 2020 plan will guide the AH&MRC for the next three years. The plan commits to:

- › Strengthen the Aboriginal Community Controlled Health Sector to maintain and further develop a strong infrastructure of ACCHS.
- › Strengthen the broader health system to provide accessible, responsive, and culturally safe care to Aboriginal and Torres Strait Islander people.
- › National position delivering high quality expertise and advice at a National level.
- › Support to ACCHS and mainstream health system to Close the Gap.

Implementatoin Plan for the National Aboriginal & Torres Strait Islander Health Plan 2013-2023

This implementation plan addresses the broad changes needed to make the health system more comprehensive, culturally safe and effective:

- › Health systems Effectiveness
- › Maternal Health & Parenting
- › Childhood Health & Development
- › Adolescent & Youth Health
- › Healthy Adults
- › Healthy Ageing
- › Social & Cultural Determinants of Health.

NACCHO Strategic Plan 2016–2021

The strategies and actions recognise Aboriginal cultural diversity across rural, remote, regional and metropolitan Australia:

- › NACCHO will maintain and strengthen its position as the National Peak body for Aboriginal Health and well-being in Australia.
- › NACCHO will develop a research and continuous quality improvement framework.
- › NACCHO will enhance and demonstrate the value it offers to Members by exhibiting strong leadership.
- › NACCHO will continue to strengthen its governing structure and skills base process and assist improvement in State and Territory Peaks in ACCHS.
- › NACCHO will lead, shape and advocate national reform in health policy.

Closing the Gap

These targets were created to improve the health and wellbeing of Aboriginal communities across Australia by eliminating the disparity to non-indigenous populations:

- › Close the gap in life expectancy by 2031.
- › Halve the gap in child mortality by 2018.
- › Ensure 95 percent of Aboriginal and Torres Strait Islander four-years-olds are enrolled in early childhood education by 2025.
- › Halve the gap in reading, writing and numeracy by 2018.
- › Halve the gap in year 12 attainment by 2020.
- › Halve the gap in employment by 2018.
- › Close the gap in school attendance by 2018 (this target was added in May 2014).


NSW Aboriginal Health Plan

This plan commits to improving the health and wellbeing of Aboriginal communities across NSW:

- › Build trust through Partnerships.
- › Implementing what works and building the evidence.
- › Ensuring the integrated planning and service delivery.
- › Strengthening the Aboriginal workforce.
- › Providing culturally safe work environments and health services.
- › Strengthening performance monitoring, management and accountability.

National Aboriginal and Torres Strait Islander Health Plan 2013–2023

This plan commits the Australian Government to:

- › Continue working across governments and sectors to close the gap in Aboriginal disadvantage.
 - › Invest in making health systems accessible, culturally safe, effective and responsive.
 - › Support good health and wellbeing across the life course, and continue to target risk factors.
- 

Our members

Our members are leading the way in delivering better services to communities.

The AH&MRC has twelve membership regions across NSW:

- › Far West
- › North West
- › Central Tablelands
- › North Coast
- › Central Coast
- › Central West
- › Lower Central West
- › Metropolitan
- › Illawarra
- › Far South Coast
- › Murray River
- › Riverina.

Members

Members are ACCHSs led by their respective Aboriginal Communities to deliver comprehensive and culturally appropriate primary health care services.

Aboriginal Community Controlled Health Services (ACCHSs) means a non-profit incorporated Aboriginal Community Controlled Organisation operating in the State which:

- › Provides holistic and culturally appropriate Primary Health Care and Aboriginal health related services to the Community which it serves.
- › Is governed by an Aboriginal board of management elected by a local Aboriginal community membership.

Associate Members

Associate Members are ACCHC or ACCHRS led by their respective Aboriginal Communities to deliver comprehensive and culturally appropriate health related services.

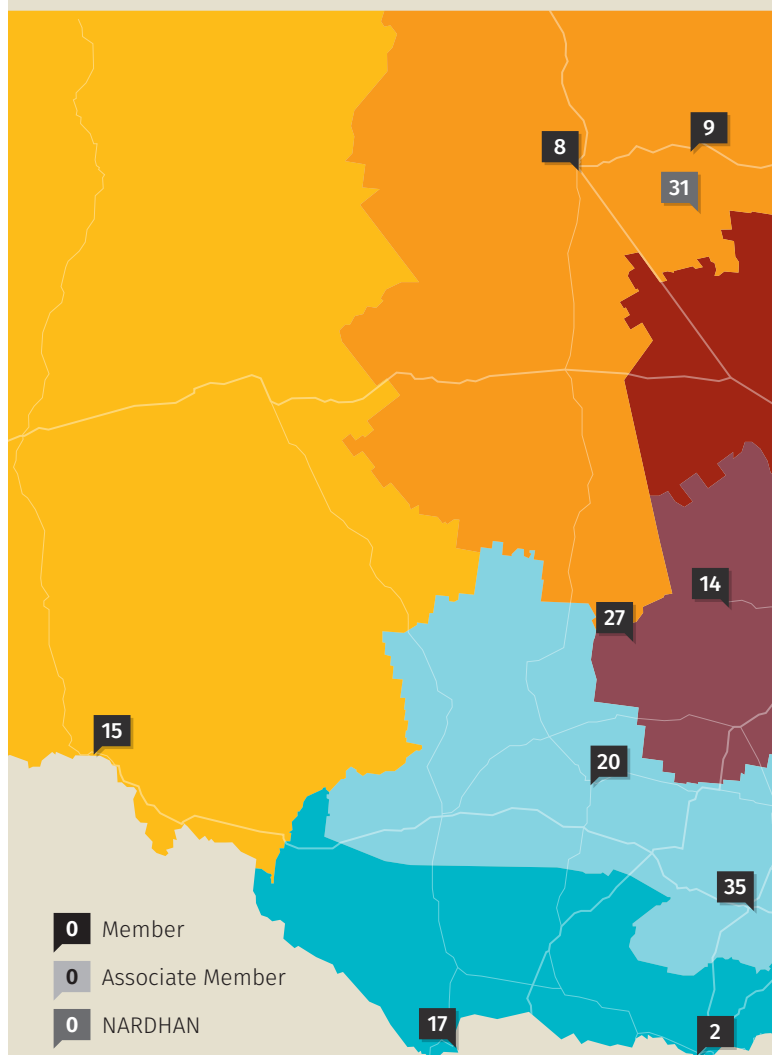
Aboriginal Community Controlled Health Committee (ACCHC) means a Non Profit incorporated Aboriginal Community Controlled Organisation operating in the State which:

- › Is initiated in, elected and governed by a local Aboriginal community with the objective of establishing an Aboriginal Community Controlled Health Service.

Aboriginal Community Controlled Health Related Services (ACCHRS) means a Non Profit incorporated Aboriginal Community Controlled Organisation operating in the State which provides specialist Aboriginal health related services and which:

- › Is committed to the definition of Aboriginal holistic health.
- › Operates an Aboriginal community multipurpose centre, health post or clinic in association with, or receives satellite services through, an Aboriginal Community Controlled Health Service.
- › Is elected and governed by a local Aboriginal community.

Members map



Far West

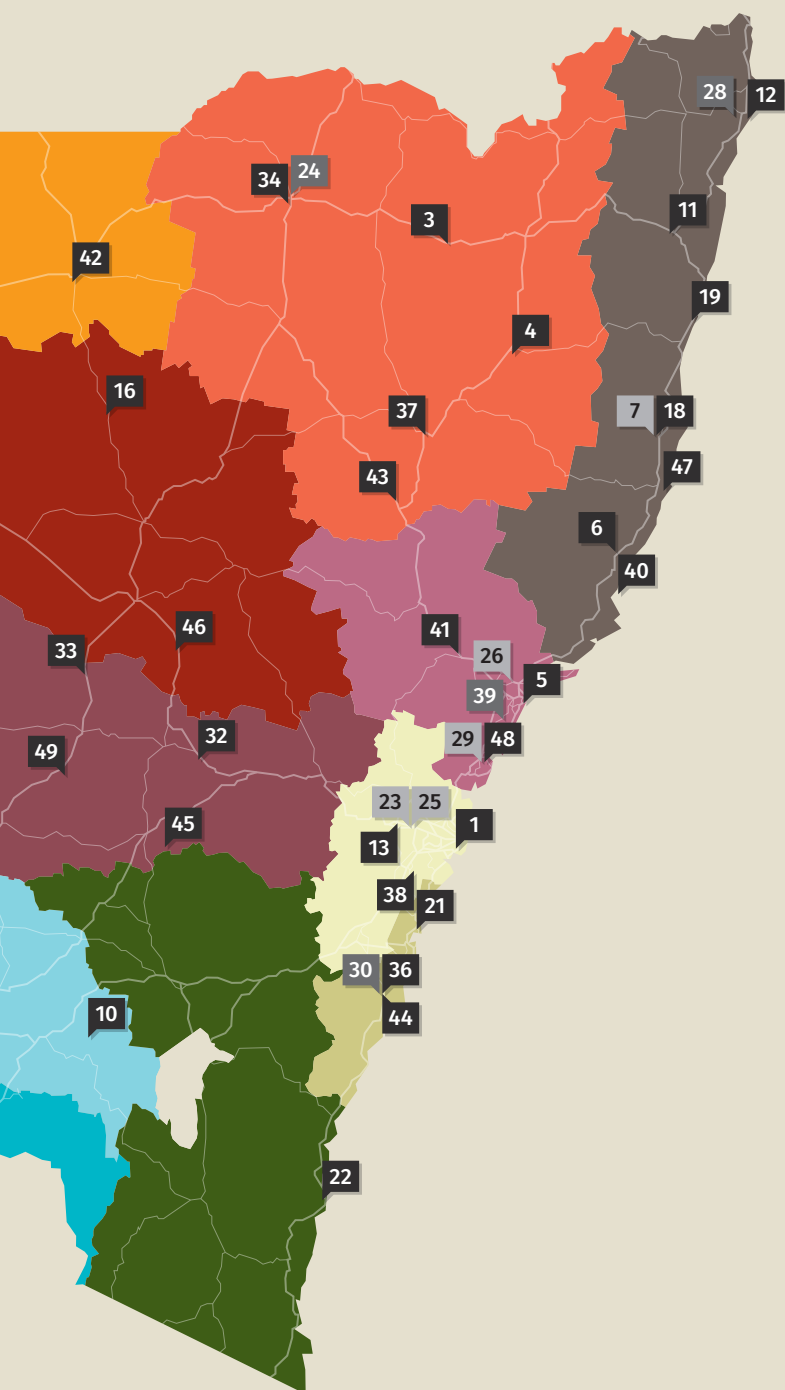
- 15 Coomealla Health Aboriginal Corp.

North West

- 8 Bourke Aboriginal Health Service
- 9 Brewarrina Aboriginal Health Service Limited (BAHSL)
- 31 Orana Haven Aboriginal Corporation
- 42 Walgett Aboriginal Medical Service

Central Tablelands

- 3 Armajun Aboriginal Health Service Incorporated
- 4 Armidale Aboriginal Health Service – Pat Dixon Medical Centre
- 24 Maayu Mali Residential Rehabilitation Centre
- 34 Pius X Aboriginal Medical Service
- 37 Tamworth Aboriginal Medical Service
- 43 Walhallow Aboriginal Corporation Health Program



North Coast

- 6 Biripi Aboriginal Corporation Medical Centre Town Clinic
- 7 Booroongen Djugun Limited
- 11 Bulgarr Ngaru Medical Aboriginal Corporation
- 12 Bullinah Aboriginal Health Service
- 18 Durri Aboriginal Corporation Medical Service
- 19 Galambila Aboriginal Health Service
- 28 Namatjira Haven Drug & Alcohol Healing Centre
- 40 Tobwabba Aboriginal Medical Service
- 47 Werin Aboriginal Corporation Medical Centre

Central Coast

- 5 Awabakal Newcastle Aboriginal Co-Operative Limited
- 26 Mindaribba Aboriginal Corporation
- 29 Ngaimpe Aboriginal Corporation
- 39 The Glen – Central Coast Alcohol and Drug Rehabilitation Centre
- 41 Ungooroo Aboriginal Corporation
- 48 Yerin Aboriginal Health Services Incorporation – Eleanor Duncan Aboriginal Health

Central West

- 16 Coonamble Aboriginal Health Service (CAHS)
- 46 Wellington Aboriginal Corporation Health Service

Lower Central West

- 14 Condobolin Aboriginal Health Service
- 27 Murrin Bridge Aboriginal Health Service Incorporated
- 32 Orange Aboriginal Medical Service
- 33 Peak Hill Aboriginal Medical Service Incorporated
- 45 Weigilli Centre Aboriginal Corporation
- 49 Yoorana Gunya Family Healing Centre

Metropolitan

- 1 Aboriginal Medical Service Co-Operative Ltd Redfern
- 13 Cawarra Women's Refuge Aboriginal Corporation
- 23 Link-Up (NSW) Aboriginal Corporation
- 25 Marrin Weejali Aboriginal Corporation
- 38 Tharawal Aboriginal Medical Services

Illawarra

- 21 Illawarra Aboriginal Medical Service
- 30 Oolong Aboriginal Co-Operation Inc.
- 36 South Coast Medical Service Aboriginal Corporation
- 44 Waminda South Coast Women's health and Welfare Aboriginal Corporation

Far South Coast

- 22 Katungul Aboriginal Corporation Community & Medical Services

Murray River

- 2 Albury Wodonga Aboriginal Health Service
- 17 Cummeragunja Housing and Development Aboriginal Corporation (Viney Morgan AMS)

Riverina

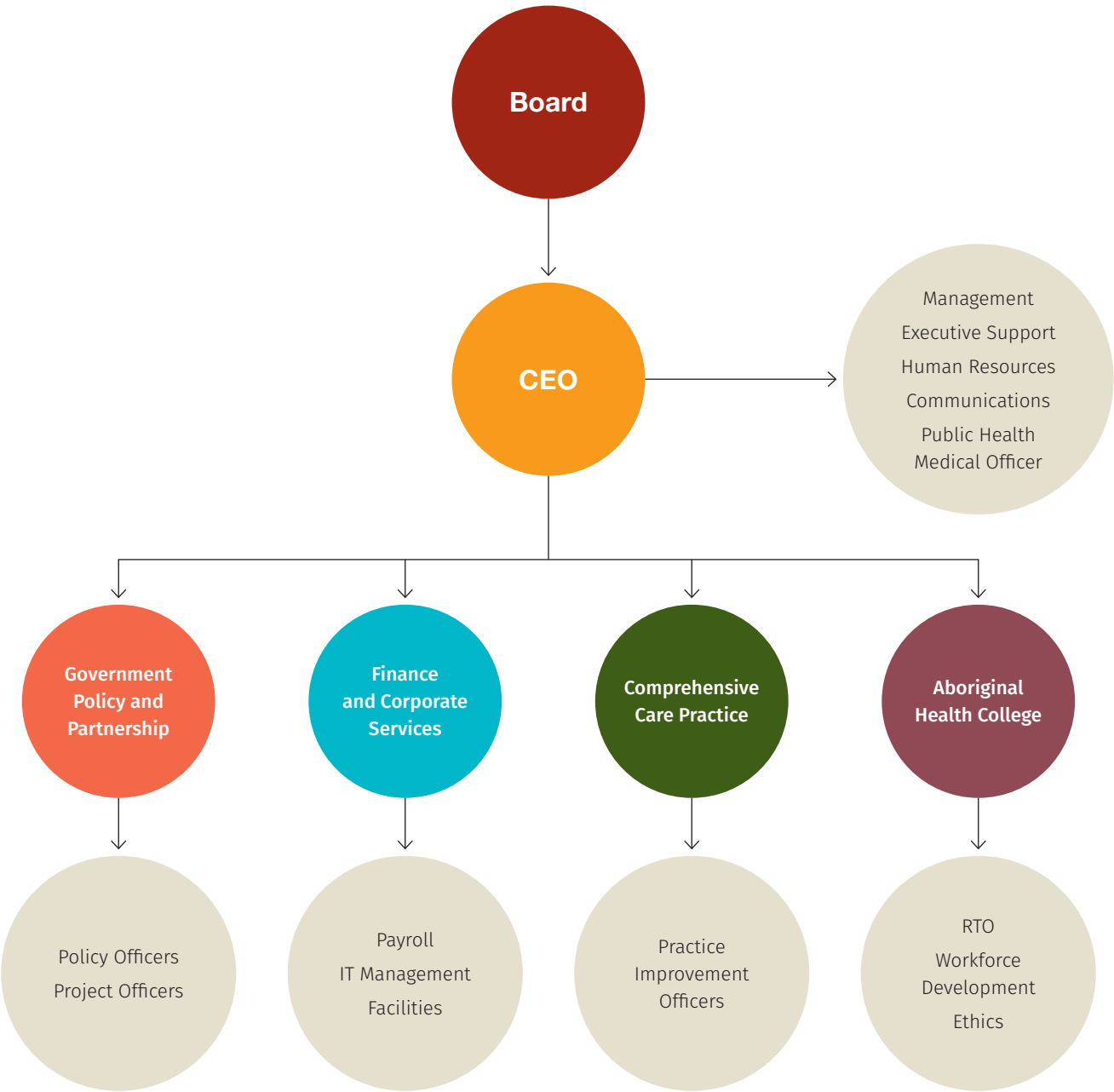
- 10 Brungle Health & Community Aboriginal Corporation
- 20 Griffith Aboriginal Medical Service
- 35 Riverina Medical and Dental Aboriginal Corporation

Our Board

The AH&MRC is governed by twelve Board of Directors who are Aboriginal people elected by AH&MRC members on a regional basis. The AH&MRC represents and supports its members and their respective communities on Aboriginal health at state and national levels.



Our structure



Note: Organisational structure subject to change

Our strategic priorities

Member services have identified four key strategies to inform the direction of AH&MRC's efforts in supporting ACCHSs to drive sustainable, holistic and culturally strong approaches to redressing health inequities for Aboriginal peoples in NSW:

- › Strengthen the ACCHS sector to maintain and further develop a strong infrastructure
- › Strengthen the broader health system to provide accessible, responsive and culturally safe care to Aboriginal and Torres Strait Islander peoples
- › Deliver high quality expertise and advice at a national level
- › Support ACCHSs and mainstream health systems to Close the Gap

Member services have identified five priorities to underpin all actions of the AH&MRC in delivering this strategic plan:



Communication and engagement

Strong, respectful, timely two-way communication and engagement with all member services, partners and stakeholders is essential to redress health inequalities for Aboriginal peoples in NSW and sustainable partnerships with key stakeholders.

Member services have recommended AH&MRC focus on the following actions:

- › Showcase success – identify roles of partners and key mainstream organisations, and coordinate sharing and networking opportunities at regional, state and national levels
- › Actively increase AH&MRC profile among members through implementation of a comprehensive media and communications strategy, as well as enhanced website and communication capabilities
- › Identify and develop regionalised approaches to support, regional consortia and the development of “Hubs of Excellence”
- › Position AH&MRC as the lead agency in NSW supporting the sector and mainstream organisations to improve Aboriginal Health outcomes through policy, planning and strategic consultation
- › Position AH&MRC as the leading organisation advising on the provision of accessible, responsive and culturally appropriate health care to Aboriginal and Torres Strait Islander people, and enhance members’ access to tools, resources, programs and online support
- › Practice a coordinated and strategic approach to developing and maintaining partnerships; enhancing stakeholder engagement and maintaining strategic alliances at all levels
- › Provide ongoing cultural advice, support and facilitation between member services and PHNs, LHDs and other mainstream providers and key stakeholders
- › Streamline and centralise processes for member services to raise concerns regarding mainstream services and to address issues as necessary
- › Continue engaging mainstream through workshops and forums such as Meeting Ground, and communicate outcomes and decisions to members per communications strategy
- › Partner with mainstream organisations to undertake state-wide and cross-agency planning to achieve better outcomes.



Position AH&MRC as the lead agency in NSW supporting the sector and mainstream organisations to improve Aboriginal Health outcomes through policy, planning and strategic consultation

Education and workforce

The Aboriginal Health College (AHC) objectives are to support efforts to redress health inequalities for Aboriginal peoples in NSW. To achieve this there must be an opportunity for cultural safety and competency training for all health professionals and staff working in ACCHSs and mainstream health services.

AH&MRC are committed to building sustainable programs that promote professional development and upskill our Aboriginal workforce.

Member services have recommended a focus on the following actions:

- › Position the Aboriginal Health College (AHC) as the leading Aboriginal Health training provider in Australia, capable of meeting the Aboriginal health workforce needs – including registration and continuing professional development requirements
- › Establish partnerships for AHC and AH&MRC with relevant tertiary providers to increase education pathway options, promote employment opportunities in the primary healthcare sector and provide ongoing support for new graduates
- › Promote access to accredited and tailored Governance and financial management training for all ACCHS board members at AHC
- › Contribute to collaborative and evidence-based state-wide workforce planning, policy review and capacity building within the sector

- › Facilitate and support efforts to strengthen specialist networks and service provision, updating current approaches where indicated
- › Showcase best practice models and promote sharing and transfer of relevant knowledge
- › Collaborate with government, mainstream health providers and networks to embed Cultural Competency as a core competency of mainstream and ACCHS health professionals. Investigate feasibility of providing cultural competency training to mainstream providers
- › Develop member training programs (face to face and online) to strengthen and support data collection and management
- › Support members to develop a state-wide cultural competency framework which include: resources, training programs and policies.



Position the Aboriginal Health College (AHC) as the leading Aboriginal Health training provider in Australia, capable of meeting the Aboriginal health workforce needs – including registration and continuing professional development requirements

Data, research and evidence

AH&MRC is optimally placed to support and promote the ACCHS sector as a repository of information of organisations and programs providing clinically and culturally best practice Aboriginal Health services in NSW.

Member services have recommended a focus on the following actions:

- › Build the capacity of health researchers to appropriately engage Aboriginal communities and organisations in Aboriginal health research
- › Improve Aboriginal research career opportunities
- › Increase co-design projects that have positive outcomes for Aboriginal peoples
- › Conduct a needs analysis and mapping exercises to better understand member support requirements and identify gaps to be addressed
- › Establish and maintain AH&MRC centralised databases to monitor responsiveness and quality of services provided to members
- › Support NACCHO to undertake survey processes with members and ensure recommendations are actioned accordingly
- › Regularly evaluate services provided to members and implement changes as required providing updates to relevant stakeholders
- › Compile database of members' business functions (such as finance, human resources, Information and Technology, governance and accreditation).
- › Enhance strategic partnerships with vendors and mainstream organisations for advice and support regarding data capability and reporting on national and state Key Performance Indicators (KPIs)



Regularly evaluate services provided to members and implement changes as required providing updates to relevant stakeholders

- › Establish data sharing protocols and build the capacity of AH&MRC to collect, store and analyse data to identify priorities and better support members, mainstream health systems and government to Close the Gap.
- › Lead support to sector on best practice and CQI, with provision of CQI tools, training, networking and practical services to members
- › Commit to ongoing practice of CQI internally
- › Continue to provide input and participation into national and state CQI networks, forums and frameworks
- › Mapping Aboriginal Health policy and evidence across state and federal levels
- › Investigate option to be state wide PATCAT license for ACCHSs.

Strategic advice and support

As the peak body for ACCHSs in NSW, AH&MRC has a pivotal role in redressing Aboriginal health inequities through the provision of strategic advice and support to member services, and expert guidance to the expanse of other stakeholders at regional, state, national and international levels engaged in promoting and protecting health for Aboriginal peoples.

Member services have recommended AH&MRC focus on the following actions:

- › AH&MRC actively represents the concerns of the ACCHS sector in regional, state and national forums and networks, and is directly contributing a voice on Aboriginal health needs and priorities for the development of policy
- › Position AH&MRC as the peak body providing financial management advice, protocols, tools, training and services to the ACCHS sector



Facilitate and enhance strategic partnerships between Government, ACCHSs and Aboriginal communities to inform policy development and ensure appropriate state, regional and local responses to emerging issues

- › Provide onsite support to member services where required (and requested)
- › Consult regularly with members to enable accurate representation within government and mainstream forums
- › Provide strategic advice and support to members to enhance access to Aboriginal health funding
- › Support members to navigate competitive funding environments, and where possible assist with the development of funding submissions
- › Continue to have input into state and national standards, policies, briefings and consultations through participation in reviews. Ensure clean communication lines between AH&MRC and state and federal government agencies specific to policy
- › Continue to represent the sector within mainstream networks and health reform processes through committee and forum representation
- › Consult with and provide briefings, policy papers and dissemination of information to members on state & national policy development, variations and gaps
- › Facilitate and enhance strategic partnerships between Government, ACCHSs and Aboriginal communities to inform policy development and ensure appropriate state, regional and local responses to emerging issues
- › Coordinate the implementation of deliverables under the Implementation Plan for the National Aboriginal & Torres Strait Islander Health Plan 2013-2023 and support ACCHSs to implement national programs.

Governance and management

Strong, ethical, effective and transparent governance practices and processes will underpin the sustainable growth of the ACCHS sector in NSW. AH&MRC is well positioned to work collaboratively internally and externally to enhance the capacity of and streamline support provided to member services, as well as improve governance surrounding aboriginal employment within the sector.

Member services have recommended AH&MRC focus on the following actions:

- › Investigate need for increased back office support for members
- › Build organisational capacity through quality activities (accreditation, CQI and governance)
- › Support ACCHSs to review and update member charter and membership agreements; accreditation status; generalised HR functions and internal business processes; policies; and access to tools, resources and training opportunities
- › Strengthen accreditation across sector and work with members to provide advice on standards so that they are appropriate and fit for purpose for NSW ACCHSs
- › Maintain SPA's and MOU's with partner and key mainstream organisations
- › Attend member AGMs and board member inductions as invited
- › Provide streamlined yet sensitive assistance to members identified as experiencing organisational and operational stress
- › Develop a framework and hierarchy (including reporting tool) for assessing financial liquidity of ACCHSs and responding appropriately with a high level risk management plan and remedial strategy to guide financial and other risk mitigation activities with member services
- › Develop financial, management and decision-making tools and resources for members as a preventative measure to help protect against organisational stress
- › Map current ACCHS accreditation rates, support members to meet accreditation requirements and set targets for growth
- › Continue participation in national accreditation network and engagement with accreditation bodies, and ensure staff are knowledgeable across relevant standards and best practice models
- › Work with NSW Ministry of Health to adapt NSW Health Performance Framework for the ACCH sector.



Strengthen accreditation across sector and work with members to provide advice on standards so that they are appropriate and fit for purpose for NSW ACCHSs

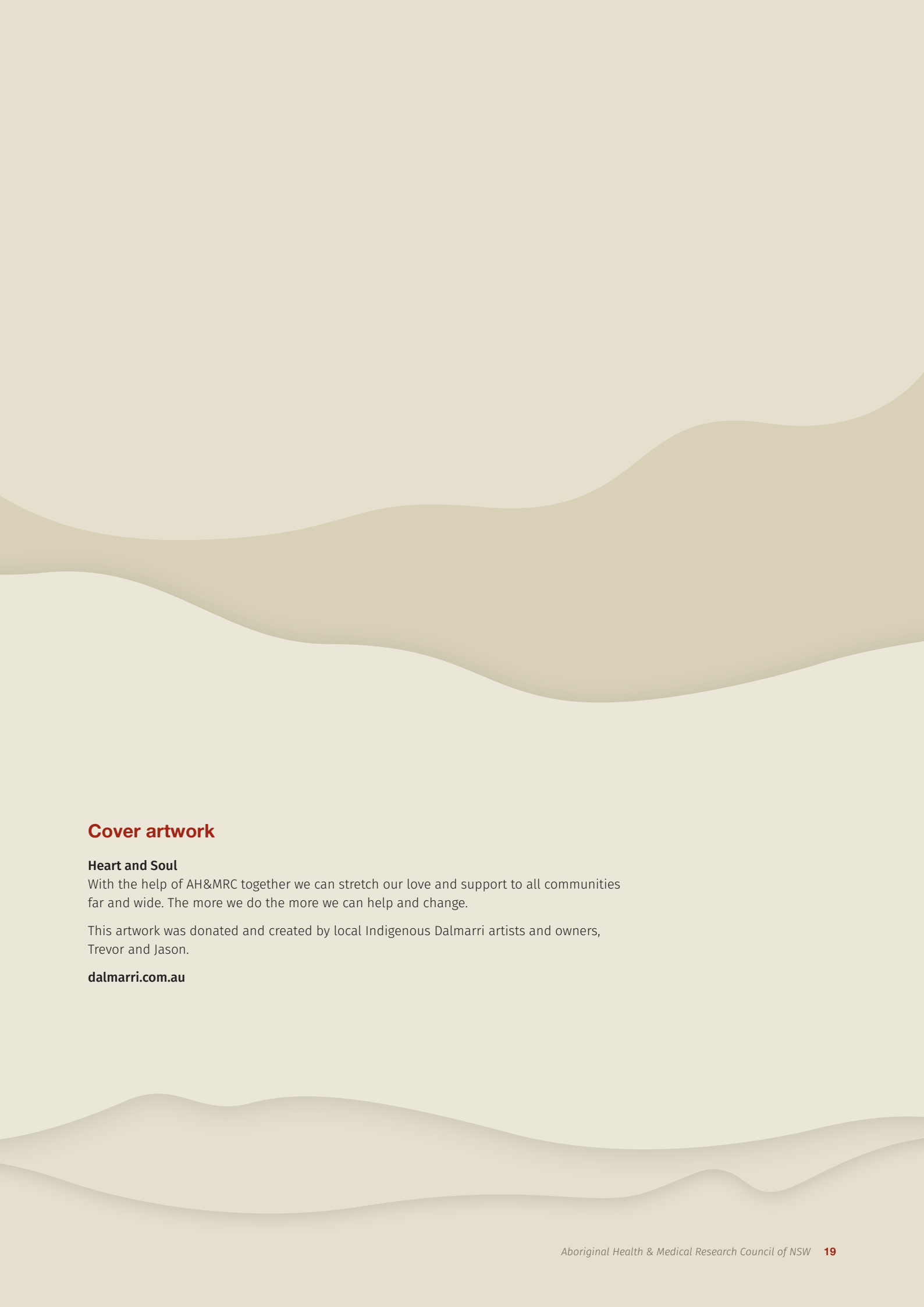
Related documents

AH&MRC Members 2020 Action Plan

www.ahmrc.org.au

National and State policies and plans

- › National Aboriginal and Torres Strait Islander Health Plan 2013-2023
www.health.gov.au/natsihp
- › Implementation Plan for the National Aboriginal & Torres Strait Islander Health Plan 2013-2023
www.health.gov.au/internet/main/publishing.nsf/Content/indigenous-implementation-plan
- › NACCHO Strategic Plan 2016-2021
www.naccho.org.au/about/strategic-plans/
- › NSW Aboriginal Health Plan 2013-2023
www.health.nsw.gov.au/aboriginal/Publications/aboriginal-health-plan-2013-2023.pdf



Cover artwork

Heart and Soul

With the help of AH&MRC together we can stretch our love and support to all communities far and wide. The more we do the more we can help and change.

This artwork was donated and created by local Indigenous Dalmarri artists and owners, Trevor and Jason.

dalmarri.com.au

