

AH&MRC Strategic Plan

2022 – 2025



AH&MRC
Aboriginal Health & Medical
Research Council of NSW

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About AH&MRC

The AH&MRC is the voice on Aboriginal Health and the peak body who represents ACCHOs in NSW that play a vital role in addressing the needs of Aboriginal people and improving Aboriginal health outcomes.

We support 49 ACCHOs to deliver culturally safe, high-quality primary health care services to Aboriginal communities across NSW. In partnership with Aboriginal and non-Aboriginal health organisations at a local, state and national level, we address the social determinants of health and wellbeing for Aboriginal people. We work to strengthen the ACCHO workforce and ensure Aboriginal people are involved in the decision-making and delivery of health services.

Our history

The AH&MRC, formerly the Aboriginal Health Resource Co-op (AHRC), was established in 1985 following a recommendation of the Brereton Report by the NSW Aboriginal Task Force on Aboriginal Health in 1982-83. The Report recognised Aboriginal Community control as a crucial element in laying the foundation for a better standard of health care for Aboriginal people. The role of the AH&MRC, is to advocate, advise and support ACCHOs in administering and improving holistic health outcomes for Aboriginal Communities in NSW. Since the first ACCHO was established in Redfern in 1971, there are now more than 140 ACCHOs across Australia.

Vision

For AH&MRC's work to enable Our People to Live Stronger and Longer.

AH&MRC's Work

AH&MRC's work will be informed by research and best practices and remain relevant.

Our People

Refers to AH&MRC staff, our Aboriginal Members, Associate members, their staff, and the communities they serve.

Live Stronger

Refers to having the social determinants of health addressed and Aboriginal culture respected.

Live Longer

The quality & length of life continues to grow.

Strategic plan context

This Strategic Plan was developed by the Board of Directors of the Aboriginal Health & Medical Research Council of NSW (AH&MRC) in collaboration with the AH&MRC staff, Members, and key stakeholders.

This Strategic Plan was endorsed by the Board of Directors on 29 June 2022.

AH&MRC has adopted a Business Excellence Framework (the AH&MRC Excellence Framework – Business Our Way). This is an integrated approach to leadership and management. It requires a sound understanding of the operating environment and the members' needs and is designed to be adaptive to changing internal and external environments.

This strategic plan has identified the five focus areas.

Leadership and governance

Maintaining relevance to members and other stakeholders

Knowledge acquisition, development and sharing

Cultural capability and humility

Operational excellence

Strategic focus areas and objectives

Strategy 1

Leadership and governance

To provide clear direction, influence, and purpose to all stakeholders through sound governance and ethical behaviour.

Actions:

- › The AH&MRC Board will review the Constitution every three years to ensure relevance and will review the SP progress & direction on an annual basis.
- › AH&MRC will ensure their Core Beliefs and Behavioural Values are embedded in the Policy, code of conduct, and all aspects of AH&MRC's work.
- › AH&MRC will develop planning tools and provide training for ACCHOs to improve strategic planning and performance reporting.
- › AH&MRC will develop a Capability Statement and review this annually in line with the Strategic Plan review.
- › AH&MRC will lead the sector through the transition of Aboriginal-specific funding from PHN to the ACCHO sector.
- › AH&MRC will research and lead discussions on best practice models of Leadership & Management that positions the sector to continue expanding and improving services to Aboriginal Communities.
- › AH&MRC will position its Training to be the preeminent education & training facility for ACCHOs in NSW. This will see an expansion of current enrolments' (200) by 100% over the three years of the SP.
- › AH&MRC will Advocate through the NSW Health Minister for a mandatory identified representative on LHD Boards and LHD local advisory committees.
- › AH&MRC will advocate through the NSW Ministry of Health for the ACCHO sector to be involved in local health planning and this to be formally recognised in the next NSW Aboriginal Health Plan to commence in 2024.
- › AH&MRC will strengthen their own and the ACCHO sector's governance through the development of an organisation-wide governance framework and associated training covering Cultural, Corporate and Service area governance.
- › AH&MRC will enhance its governance support through formal training and member support as part of its broader member services support role.
- › The AH&MRC's Board will strengthen its governance through all committees in Organisation Risk, Education & Training and Research & Ethics.
- › AH&MRC will develop a policy governance framework to ensure policy development, review & approval processes are in place. This will be made available for the ACCHOs.
- › AH&MRC will develop a Board Member support framework for their board and all boards in the sector. This framework includes formal induction and orientation program, annual self-assessment, annual development plan and a tailored training through AH&MRC Training.
- › AH&MRC will explore commercial opportunities to strengthen its position, including target options. These will include AH&MRC Training and any new commercial offerings.
- › AH&MRC will support ACCHO management during periods of ORIC declared Administration and short vacancies with senior management positions.
- › AH&MRC to develop strategies in philanthropic revenue streams and partnerships, as well as increase donation activities.
- › AH&MRC to develop and introduce strategies relating to Procurement to reflect the sector's needs.
- › AH&MRC to play a key role and co-lead discussions with the NSW Ministry of Health relating to the health targets within the Close the Gap Agreement.

Strategy 2

Relevance to members and other stakeholders

To build strong relationships and partnerships with all stakeholders to ensure AH&MRC services remain relevant.

Actions:

- › The AH&MRC will have formal partnerships/ collaborations as evidenced by fully executed agreements or MOUs, with Government, non-profits, other corporate bodies, other Aboriginal organisation and institutes, Universities and other student/learning organisations.
- › AH&MRC will maintain a strategic interest in international First Nations Health services.
- › AH&MRC will facilitate the development of local partnerships between ACCHOs, LHDs, and PHNs.
- › AH&MRC will advocate for the state-wide Health and PHN Partnership Group to establish pilot local partnership groups to initially focus on health.
- › AH&MRC in collaboration with State and Territory Peaks, more strongly advocate on behalf of communities who are seeking to introduce community controlled health organisations.
- › AH&MRC will develop and enhance effective working relationships/partnerships with relevant external stakeholders.
- › AH&MRC will advocate that each ACCHO have a well-being profile that captures all Social Determinants of Health elements.
- › AH&MRC will ensure that the needs of members and other stakeholders are clearly defined.
- › AH&MRC will advocate for an ACCHO-specific Accreditation that consolidates the current Accreditation requirements.
- › AH&MRC will enhance support ACCHOs in preparing for Accreditation. (e.g., GP Clinics, Dental, NDIS, Aged Care, Out of Home Care).
- › AH&MRC will provide a support role for emergency management and assist ACCHOs in preparing their specific emergency management plans.
- › AH&MRC will enhance and support current work of ACCHOS and will lead service development and implementation in all key areas of health and wellbeing.
- › AH&MRC to collaborate with the Department of Justice & Communities to develop a model of care to support the community once released from the Justice system.

Strategy 3

Knowledge developing and sharing

For AH&MRC to acquire and share knowledge to build the foundations for improving Aboriginal leadership, developing the Aboriginal workforce, and ultimately delivering on the vision for Our People to Live Stronger and Longer.

Actions:

- › AH&MRC will continue to work with the Lowitja Institute to connect with research that could enhance AH&MRC's work.
- › AH&MRC will work with the Australian Institute of Health & Welfare through an MOU to position the AH&MRC as a reference point for Aboriginal Health Reports produced by AIHW and seek AIHW support in developing specific reports to support Members.
- › AH&MRC will enhance the profile information of members to include demographic and wellbeing profile for their catchments, service offerings and specific supports/needs requested.
- › AH&MRC will develop an organisation-wide framework for information and knowledge management. The framework will identify how organisations collect, monitor, store, and use data, information, and knowledge across the organisation.
- › AH&MRC will work with the Australian Training of Health Service Managers (ACHSM) & the Canadian First Nations Health Managers Association (CFNHMA) to develop a Competency Framework that describes the skills and knowledge that an ACCHO Manager requires in carrying out their work and develop pathways to further tertiary studies.
- › AH&MRC will seek funding to establish a Health Managers Trainee program.
- › AH&MRC will investigate stronger support for ACCHOs to expand the use of digital health. This includes learnings from COVID, My Health Record, Telehealth, and PIMS.
- › AH&MRC Training will improve business efficiency by expanding the product range for more flexibility in online learning and managing service standards.
- › AH&MRC Training will enhance the user experience with virtual class sessions.
- › AH&MRC will support ACCHOs in building strong community partnerships to improve service planning and community capacity building.
- › AH&MRC to progress benchmarking of ACCHOs and develop trends and share success staff and client activity comparisons and survey results.
- › AH&MRC will develop a workforce planning tool for members and trial with three ACCHOs (Metro, Regional and Remote).
- › AH&MRCs workforce planning will be linked to member wellbeing profile needs.

Strategy 4

Cultural capability and humility

For AH&MRC, staff, members, and other stakeholders to embrace Aboriginal history, beliefs, and cultural expectations and demonstrate humility in how members and their communities are supported.

Actions:

- › AH&MRC will develop and promote AH&MRC's Cultural Capability Framework. This will define the cultural dimensions of AH&MRC's work and the cultural expectations for the Board, staff, members & other stakeholders.
- › AH&MRC will support ACCHOs develop Cultural Capability Frameworks for their organisations.
- › AH&MRC will develop a program of cultural immersion of AH&MRC staff with ACCHOs work (Links with Competency framework & Workforce development).
- › AH&MRC will advocate for all LHD boards to have at least one Aboriginal Health Member.
- › AH&MRC will advocate for LHD Community advisory committees to have Aboriginal membership.
- › AH&MRC acknowledges that understanding and embracing cultural history and practice improves individual well-being.
- › AH&MRC will advocate for cultural maps (where not in place) to be developed for all Aboriginal communities served by ACCHOs.
- › The AH&MRC Cultural Capability Framework will include cultural protocols when visiting members on their country.
- › Through the cultural capability framework, AH&MRC will ensure all cultural requirements of staff are understood and provided for.
- › AH&MRC will design & deliver, through AH&MRC Training, cultural capability & humility training. This training will be available to Members, AH&MRC staff, and other external stakeholders.
- › AH&MRC will develop cultural protocols for the governance of Aboriginal health data.

Strategy 5

Operational excellence

For AH&MRC to pursue excellence in all aspects of their and members' operations by using evidence-based best practices in their services and transparent performance reporting.

Actions:

- › AH&MRC will implement Integrated planning to ensure all service areas are linked to the strategic Direction, Vision, Core Purpose, and Behavioural values.
- › AH&MRC will conduct an annual capability gap analysis by reviewing the internal capability against Member needs and predicted external change.
- › AH&MRCs will implement an organisation-wide governance framework that clearly articulates the roles and responsibilities of the Executive, Managers, and staff.
- › The CEO & Managers' performance reviews will be linked to the Strategic Plan Implementation.
- › AH&MRC will ensure succession plans are in place for the CEO and senior managers, and other key positions.
- › AH&MRC will have a register of Members and stakeholder compliments, feedback, and press coverage. This will be reviewed quarterly by the CEO.
- › AH&MRC will develop an information technology master plan.
- › AH&MRC will review and enhance their website design with with integrations and with a self-serve service.
- › AH&MRC will review Internal and external communication strategies.
- › AH&MRC will develop a marketing plan that promotes the role of the AH&MRC as a peak body and leader to the broader community.

Acronyms

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| ACCHS | Aboriginal Community Controlled Health Service |
| ACCHC | Aboriginal Community Controlled Health Committee |
| ACCHO | Aboriginal Community Controlled Health Organisation |
| ACCHRS | Aboriginal Community Controlled Health-Related Service |
| ACHSM | Australian College of Health Service Managers |
| AH&MRC | Aboriginal Health & Medical Research Council |
| AIHW | Australian Institute of Health & Welfare |
| CAPO | Coalition of Aboriginal Peak Organisations |
| CEO | Chief Executive Officer |
| CFNHMA | Canadian First Nations Health Managers Association |
| CRM | Client Relationship Management |
| ENT | Ears, nose, and throat |
| FASD | Foetal alcohol spectrum disorders |
| GP | General Practitioner |
| ISO | International Organisation of Standardisation |
| IT | Information Technology |
| LHD | Local Health Districts |
| LMS | Learning Management Software |
| MOU | Memorandum of Understanding |
| NACCHO | National Aboriginal Community Controlled Health Organisation |
| NDIS | National Disability Insurance Scheme |
| NIAA | National Indigenous Australians Agency |
| NSW | New South Wales |
| ORIC | Office of the Registrar of Indigenous Corporations |
| PHN | Primary Health Network |
| PIMS | Patient Information Management System |
| PEPA | Program of Excellence in the Palliative Approach |
| PPE | Personal Protective Equipment |
| SMS | Student Management Software |
| SP | Strategic Plan |
| TARROT | Trauma assessment referral and rehabilitation outreach teams |



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