



Illawarra Aboriginal Medical Service

STRATEGIC PLAN

2017-2020



INTRODUCTION

The Strategic Plan details our vision, values and objectives for the three years commencing September 2017 to September 2020. To develop this Plan the Illawarra Aboriginal Medical Service (IAMS) have utilised:

- ✚ Program Activity Plans
- ✚ Community feedback such as client feedback survey reports, complaints, suggestions and feedback from programs and promotional events;
- ✚ External stakeholder feedback (through surveys);
- ✚ Feedback from Managers and staff (annual planning meetings);
- ✚ Communicare statistical data (population, disease prevalence, appointment availability)
- ✚ Internal audit reports (eg. staff satisfaction, complaints, WHS audits)
- ✚ Demographic information from the Bureau of Statistics (population trends)

This Strategic Plan identifies:

- ✚ What we are trying to achieve;
- ✚ How we plan to do it; and
- ✚ The criteria by which our performance and achievements will be evaluated, both internally and externally.

Our Vision

To provide and be recognised for providing Illawarra Aboriginal and Torres Strait Islander peoples with high quality, appropriate, efficient and effective primary health care and related services.

Our Mission

To improve the health and wellbeing of Illawarra Aboriginal and Torres Strait Islander peoples.

PURPOSE

- ✚ To provide primary health care services and access to allied health services to Illawarra Aboriginal and Torres Strait Islander peoples to improve health outcomes.
- ✚ To collaborate and form meaningful partnerships with other health and related organisations to address the health needs of Illawarra Aboriginal and Torres Strait Islander peoples.
- ✚ To collect data, conduct research, educate and deliver training to assist Illawarra Aboriginal and Torres Strait Islander peoples to address their health needs.
- ✚ To promote the services provided by Illawarra Aboriginal Medical Service to Illawarra Aboriginal and Torres Strait Islander peoples.

- ✚ To engage in such mechanisms and/or participate in such processes as may be necessary to direct, inform and advise State, Federal and Local Governments on policy and legislation in matters affecting Illawarra Aboriginal and Torres Strait Islander peoples.

VALUES

- ✚ We base our service provision on:
 - Prevention, health promotion and early intervention;
 - Evidence-based clinical practice;
 - Partnerships with other health care providers;
 - A self-empowerment rather than welfare ideology; and
 - The encouragement of individual responsibility for personal health.
- ✚ We believe in continuously striving to provide a high quality of health care, through the adoption of a documented continuous quality improvement system, and the fostering of research and staff development.
- ✚ We believe that to address an individual's health, other factors must also be taken into account. Issues relating to culture, socio-economics and social and emotional wellbeing all impact on a person's well-being.
- ✚ We are dedicated to conducting all matters and processes in a transparent and accountable fashion, ensuring integrity and professionalism.

ACHIEVING OUR VISION –

OUR DEFINING STRATEGIC OBJECTIVES

- ✚ Develop and encourage a prevention, health promotion and early intervention focus throughout all aspects of the IAMS.
- ✚ Make better use of our existing resources, both human and material, throughout the IAMS as a whole. Ensure all staff are trained and supported to use resources relevant to their position.
- ✚ Ensure all staff, both current and potential are suitably qualified and provide ongoing professional development and training.
- ✚ Establish effective partnerships and develop and maintain appropriate referral pathways with other health professionals and service providers, both Government and Non-Government, in the Illawarra.

- ✚ Further develop existing information management systems that meet legislative requirements and adopt the latest technology and knowledge as far as possible to support staff to carry out their job efficiently and effectively
 - ✚ Conduct meaningful research, including community consultation, and utilise findings to identify and address priority health and well-being needs, better direct existing services, design programs and plan for future direction of all aspects of the IAMS.
1. Promote the IAMS and its achievements through effective channels, including the development of evidence-based best practice models and resources based on what we do well. Ensure the IAMS image is upheld as a professional, accredited, proactive, culturally appropriate community controlled organisation.
 - ✚ Promote staff morale, team spirit and a positive organisational culture and environment that fosters future-focused team planning, development of team capability and staff involvement in the vision and direction of the IAMS as a whole.
 - ✚ Ensure culturally appropriate service provision within other services by means of education and promotion of cultural safety for IAMS staff and other service providers, service partnerships and agreements with other service providers and the provision of advocacy and support for IAMS clients in their dealings with other service providers.

SERVICE SPECIFIC PRIORITY GOALS

HEALTH SERVICES TEAM

- ✚ **Develop and encourage a prevention, health promotion and early intervention focus throughout all aspects of the IAMS.**
 - Be available to provide primary health care to all Aboriginal and/or Torres Strait Islander people in the Illawarra.
 - Provide ongoing health care to regular clients of the IAMS.
 - Employ evidence-based practice models.
 - Focus on preventative and holistic care.
 - Deliver programs that educate the Aboriginal community, promote healthy choices and empower people to improve their own health and that of their family.
- ✚ **Ensure all staff are trained and are supported to use resources relevant to their position.**
 - Identify staff requiring training in the use of IAMS equipment and technology.
 - Arrange training as required and facilitate on-the-job practise.
 - Assess value of current resources to staff and service provision and make quality resources available for staff to use as needed.
- ✚ **Ensure quality education, development and training of existing and potential future staff.**
 - Develop and maintain partnerships with approved training providers.
 - Encourage staff to be proactive in their own professional development.
 - Guide staff in accessing appropriate training and education.

- Provide staff with direction and purpose within their role in achieving the strategic plan objectives.
 - Encourage and support mentoring and sharing of knowledge and skills within the IAMS.
- ✚ Establish effective partnerships and maintain appropriate referral pathways with other health professionals and service providers, both Government and Non-Government, in the Illawarra.**
- Establish partnerships with public hospitals within the ISLHD.
 - Work effectively with allied health providers.
 - Maintain positive relationships with specialist and other services.
- ✚ Utilise technology and systems that minimise risk, meet legislative requirements and support staff to carry out their job efficiently and effectively.**
- Consistently adopt best practice regarding patient safety and confidentiality.
 - Use secure systems to store and transfer client information.
 - Employ effective use of computer software and online portals to carry out tasks during service provision.
- ✚ Conduct meaningful research, including community consultation, and utilise findings to identify and address priority health and well-being needs, better direct existing services, design programs and plan for future direction of all aspects of the IAMS.**
- Conduct research online and in collaboration with local researchers to identify outstanding health and well-being needs of the Aboriginal population in the Illawarra.
 - Engage with key groups in the community on a regular basis.
 - Increase staff capacity to collect, extract and use data to evaluate and plan.
 - Focus on identified priority needs during primary health care provision.
 - Deliver programs targeted towards groups with low engagement rates and current trends of concern: mothers who smoke during pregnancy, Aboriginal people with a chronic disease.
- ✚ Ensure the IAMS image is upheld as a professional, accredited, proactive, culturally appropriate community controlled organisation.**
- Encourage the employment, mentoring and upskilling of Aboriginal and/or Torres Strait Islander staff within the Health Service Team.
 - Portray a professional look and demeanour through staff and service appearance, interactions and practices.
 - Use IAMS cultural imagery in written and visual communication and throughout the service as appropriate.
 - Promote the IAMS, its activities and achievements through effective channels.
 - Publicly demonstrate that the IAMS understands and addresses the needs of the community.
 - Maintain QIP and AGPAL accreditation.
- ✚ Promote staff morale, team spirit and a positive organisational culture and environment that fosters future-focused team planning, development of team capability and staff involvement in the vision and direction of the IAMS as a whole.**
- Communicate effectively as a team.
 - Foster positive team-building.

- Collaborate to achieve team goals and organisational objectives.
 - Guide staff in aiming for and achieving goals, and taking ownership on specific strategies to accomplish these.
 - Acknowledge and reward staff and team achievements and efforts.
- ✚ **Ensure culturally appropriate service provision throughout the Illawarra by means of education and promotion of cultural awareness for IAMS staff and other service providers, service partnerships and agreements with other service providers and the provision of advocacy and support for IAMS clients in their dealings with other service providers.**
 - Provide cultural safety training and mentoring to new and existing staff.
 - Develop an effective cultural mentoring program for GP registrars.
 - Establish effective partnerships with services not yet culturally safe.
 - Accompany IAMS clients to medical appointments where appropriate.
- ✚ **Expand service provision to meet the increasing demands of the growing Aboriginal and Torres Strait Islander population in the Illawarra.**
 - Identify and address key areas of demand.
 - Increase capacity to house a higher number of staff.
 - Employ effective Medicare billing practices.
 - Ensure efficient use of consumable resources.

COMMUNITY SERVICES TEAM

GOAL – Provide community service care to clients of the IAMS

- ✚ Provide counselling to the community to improve social and emotional wellbeing.
- ✚ Provide alcohol and other drugs counselling to the community.
- ✚ Development and promotion of social and emotional wellbeing programs, education and resources targeting the community inclusive of young people.
- ✚ Development and promotion and continual evaluation of the: Tobacco Cessation Program, Mental Health Program, Safe Homes Safe Kids Program and Kids Health Check Program.
- ✚ Promote the Crisis Service Directory both internally and externally.
- ✚ Further develop internal and external referral pathways, continue to update and improve directories and systems.

GOAL – Improve access to counselling services

- ✚ Improve access of children and adolescents to specialist psychological/psychiatry and counselling services both internally and externally.
- ✚ Promote Toll Free phone line for counselling assessments.

- ✚ Continue meaningful partnerships with services and committees that provide AOD and Mental Health services and advocacy in a culturally safe environment.

GOAL – Provide a culturally safe work environment and cultural education

- ✚ Promote and ensure a culturally safe work environment for team members by the provision of mentoring and supervision to team members.
- ✚ Provide cultural information and education to services within the Illawarra to enhance service delivery to local Aboriginal people.

DENTAL SERVICES TEAM

GOAL – Provide direct and ongoing dental care for IAMS clients

- ✚ Continue specialised services that help provide preventative treatments.
- ✚ Form partnerships with other health services and/or programs to ensure clients receive high quality care.
- ✚ Address health specific dental issues with programs that can be conducted within the community, schools and other services.

GOAL – Improve access to dental services

- ✚ Improve access to dental services by working towards shorter waiting times by the utilisation of Walk-in Clinics, cancellation lists to fill appointments and better referral processes for external dental services.
- ✚ Continue partnership with Centre of Oral Health Strategy and the Dalang Project to provide a Dental Therapist to the IAMS.

GOAL – Develop dental health promotion and education programs

- ✚ Develop health promotion and education programs and events within the community both in and out of the Service.
- ✚ Provide dental promotion and resources to target groups determined by the Centre of Oral Health Strategy focusing on children, pregnant mothers and clients with chronic disease.

QUALITY

GOAL – Become a leading Primary Health Care Service

- ✚ Ensure all staff who work in the Service understand the requirements of working in a continuous quality improvement environment through on-going training and regular meetings.
- ✚ Continue to meet Medical, Dental and whole of service accreditation requirements (AGPAL, ADA and QIC).

- ✚ Continue and improve on internal audit systems and implement changes that come from these audits.
- ✚ Collect community feedback (including complaints) about the Service, its programs and events and implement any recommended changes that come from this information.
- ✚ Improve data quality and coding in Communicare to enable extraction of statistics to assist in quality improvement activities with a view to improving health outcomes and to enable accurate reporting to Funding Bodies.
- ✚ Review and update Policies and Procedures annually or as required in reflection to legislative changes.
- ✚ Have in place and monitor a risk management framework to ensure safety utilising:
 - Risk Management Plan
 - Work Health and Safety Committee and Risk Assessment Hazard Report Forms
 - Slips, Lapses and Mistakes in Clinical Care
 - Incidents and Accidents Register

ADMINISTRATION AND OPERATIONS

GOAL – Improve access to healthcare

- ✚ Provide transport services to IAMS clients to improve access to the IAMS as well as external specialists and hospitals.
- ✚ Facilitate and support other Teams within the Organisation to promote health and community services.

GOAL – Maintain a professional Service

- ✚ Ensure sound financial management of the organisations funds and assets by following Finance Policy and Procedures, adherence to relevant legislation and Awards and the appointment of auditors.
- ✚ Continue to inform our community about community events via newsletter, Facebook and Event Invitations.
- ✚ Promote work place health and safety by contributing to the WHS Committee and return to work support for injured staff.
- ✚ Provide superior administration support to the entire organisation.
- ✚ Ensure comprehensive orientation for new staff.
- ✚ Coordinate training for the entire organisation.

GOVERNANCE

GOAL – Ensure a high level of Governance

- ✚ Provide a comprehensive induction to all new Board Members.
- ✚ Hold monthly Board Meetings.
- ✚ Ensure Board Members comply with all Policies and Procedures, Legislative and Funding Body requirements.
- ✚ Ensure all Funding Body Reports are submitted as per Funding Agreements.
- ✚ Distribute Annual Report to all financial members, Funding Bodies and any interested parties annually.
- ✚ Review and update, if required, the IAMS Rule Book and Constitution bi-annually.
- ✚ Encourage community input regarding service provision.
- ✚ Promote the Service by adopting a Service Patron.

GOAL – Provide a new building for staff and clients in the Dapto Area

- ✚ Work towards a new building to replace the current Dapto Office by working with Funding Bodies, Financial Institutions, Auditor and Staff to provide a physical building that will not only meet our current needs but will provide for growth in the future.