

**ILLAWARRA ABORIGINAL
MEDICAL SERVICE
STRATEGIC PLAN 2023 – 2026**

TABLE OF CONTENTS

Table of Contents	Error! Bookmark not defined.
ABOUT ILLAWARRA ABORIGINAL MEDICAL SERVICE	4
VISION	5
STRATEGIC PLAN CONTEXT	6
Strategy 1: Leadership	8
Strategy 2: Client & Community Focus	9
Strategy 3: Information & Knowledge	10
Strategy 4: Workforce	11
Strategy 5: Process Management, Improvement & Innovation	12
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ACKNOWLEDGEMENT OF COUNTRY

The Illawarra Aboriginal Medical Service acknowledges that we operate and function on the lands of the Dharawal people. 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.

ABOUT ILLAWARRA ABORIGINAL MEDICAL SERVICE

The Illawarra Aboriginal Medical Service (IAMS) is an Aboriginal Community Controlled Health Services (ACCHSs) servicing from Helensburgh to Gerroa.

It all began in 1983 in a small tent at Coomaditchie, operating as a branch of the Far South Coast Aboriginal Service – Nowra. This initial service provided the local community with a doctor one day a week through an arrangement with Redfern Aboriginal Medical Service.

In June 1984 the IAMS was incorporated, and with this came the first success in obtaining funding grants. The Service moved to a small house in Church Street, Wollongong. Despite a few set-backs and financial challenges, by June 1986 it was able to purchase essential equipment and employ a receptionist, an administrator and a doctor five days a week.

In 1987 the IAMS gained financial assistance from NSW Health Department. With the assistance of further grants, it was able to supply a dental service two days a week, as well as employ a Drug and Alcohol Worker, Public Health Worker and Assistant. This expansion meant the Service was fast outgrowing its premises. Numerous applications for funding to purchase new premises were submitted, with no success, until 1994, when a grant was finally obtained from the Aboriginal and Torres Strait Islander Commission. This grant enabled the purchase of the block of land next door to the Church Street premises, and the construction of a new, purpose-built facility, at the cost of \$1.8 million.

In January 1998 the IAMS opened its new premises at 150 Church Street to the Illawarra community. The Service continued to expand, with the introduction of a wide range of new services (such as Substance Misuse, Psychology and Counselling, Men's Health) and the further enhancement of existing services.

The space of 40 years has seen the IAMS come a long way. Today, the Service continues to strive towards developing and enhancing new and existing services in an ongoing endeavour to better the overall health and social wellbeing of the Illawarra Indigenous community.

VISION

To give our mob the best holistic medical care available in a culturally safe environment without being judged.

VALUES

- Respect
- Accountability
- Cultural integrity

STRATEGIC PLAN CONTEXT

This Strategic Plan was developed by the Board of the Illawarra Aboriginal Medical Service (IAMS) in collaboration with the IAMS staff, Members, and key stakeholders.

This Strategic Plan was endorsed by the Board of Directors on 15 August 2023.

IAMS has adopted a Business Excellence Framework. 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**
- **Client & Community Focus**
- **Information & Knowledge**
- **Workforce**
- **Process Management, Improvement & Innovation**

These focus areas have strategies that have been prioritised from 2022 to 2025.

The IAMS Board of Directors will endorse an annual Business Plan that will outline the actions to be undertaken in line with this Strategic Plan.

It is the responsibility of the Chief Executive Officer (CEO) to implement the Strategic Plan, and this will require all employees, volunteers, and contractors providing services for and in collaboration with IAMS to be made aware of strategic requirements behavioral values.

The performance indicator for year one of the plan will be the success of implementing the strategies outlined in the plan for that year.

STRATEGIC FOCUS AREAS AND OBJECTIVES

All strategies & actions will link to the following five focus areas and objectives.

Leadership	Client & Community Focus	Information & Knowledge	Workforce	Process Management, Improvement & Innovation
<p>Objective</p> <p>To provide clear direction, influence, and purpose to all stakeholders through strong governance and ethical behavior.</p> <p>Elements</p> <ul style="list-style-type: none"> • Strategic Purpose • Strategic Leadership • Organisation culture • Performance Reporting • Financial Viability 	<p>Objective</p> <p>To build strong relationships and partnerships to ensure IAMS services remain relevant.</p> <p>Elements</p> <ul style="list-style-type: none"> • Strategic Partnership • Strategic Advocacy (Voice of Community) • Mentoring • Health Programs/Services 	<p>Objective</p> <p>For IAMS to acquire and share knowledge to improve organisational performance through informed decision making.</p> <p>Elements</p> <ul style="list-style-type: none"> • Client and staff feedback • Data, Information & Knowledge Management • Data Sovereignty 	<p>Objective</p> <p>For IAMS Board and staff to feel culturally safe, valued and empowered.</p> <p>Elements</p> <ul style="list-style-type: none"> • Cultural Capability Framework • Professional Capability Framework • Workforce sustainability • Collaboration in the workplace 	<p>Objective</p> <p>For IAMS to maintain excellence in all aspects of its' operations.</p> <p>Elements</p> <ul style="list-style-type: none"> • Business Excellence (Business Our Way) • Reputation & Image • Service Quality • Information Technology • Communications & Marketing

Strategy 1: Leadership	
Strategic Objective	Actions
<i>To provide clear direction, influence, and purpose to all stakeholders through strong governance and ethical behavior.</i>	1.1. Enhancement and utilization of existing facilities to support service expansion.
	1.2. Build business sustainability through multiple income streams.
	1.3. Ensure best practice is implemented by collaborating with Peak Bodies and like-minded organisations.
	1.4. Create annual business plan and work plans to ensure strategic planning is being achieved.
	1.5. Enhance leadership and governance through formal training of IAMS Staff and Board members.
	1.6. Provide holistic strategic advice to government and non-government agencies.

Strategy 2: Client & Community Focus	
Strategic Objective	Actions
<p><i>To build strong relationships and partnerships to ensure IAMS services remain relevant.</i></p>	<p>2.1. Develop partnerships that empower self-determination and commercial viability.</p>
	<p>2.2. Improve IAMS client satisfaction across services.</p>
	<p>2.3. Endeavour to improve IAMS' responsiveness to community need.</p>
	<p>2.4. Increase client intake into IAMS clinical and non-clinical services.</p>
	<p>2.5. Manage IAMS' strategic partnerships to ensure value alignment.</p>
	<p>2.6. Enhance opportunities for feedback on IAMS programs and services.</p>

Strategy 3: Information & Knowledge	
Strategic Objective	Actions
<p><i>For IAMS to acquire and share knowledge to improve organisational performance through informed decision making.</i></p>	<p>3.1. Establish accurate dashboards that supports informed decision making by the IAMS Board and staff.</p>
	<p>3.2. Explore funding opportunities that achieves IAMS' business objectives.</p>
	<p>3.3. Utilise existing community data to inform future decision making.</p>
	<p>3.4. Guide the development of research projects that improve health outcomes for the Illawarra region.</p>
	<p>3.5. Develop an IAMS Data Sovereignty framework to maintain full ownership of its intellectual property.</p>

Strategy 4: Workforce	
Strategic Objective	Actions
<i>For IAMS Board and staff to feel culturally safe, valued and empowered.</i>	4.1. Create and implement a responsive employment strategy.
	4.2. Develop innovative strategies to support staff development.
	4.3. Ensure cultural capabilities across employees, contractors and suppliers.
	4.4. Preference provided to First Nations Businesses for procurement of goods and supplies.

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Strategy 5: Process Management, Improvement & Innovation	
Strategic Objective	Actions
<i>For IAMS to maintain excellence in all aspects of its' operations.</i>	5.1. Continue to review all organisational policies and procedures.
	5.2. Develop a sustainable communication and marketing strategy.
	5.3. Strengthen IAMS' policies to support good governance.
	5.4. Establish systems to enhance stakeholder engagement.
	5.5. Implement innovative digital solutions to maximize business efficiency.
	5.6. Conduct annual internal audits across services to improve quality and performance.

