

MIWATJ HEALTH ABORIGINAL CORPORATION

STRATEGIC PLAN

2018-2020

Terminology

This document uses the following terms:

- *Key Strategic Issues*: the most important issues impacting on the organisation to emerge from an analysis of
 - *external factors*, and
 - *internal factors*.
 This includes the risks to the organisation achieving its goals.
- *Objectives*: these are the ‘big picture’ goals of the organisation.
- *Activities*: these are the actions undertaken by the organisation in order to achieve its objectives.
- *Risk management*: means strategies and actions which minimise the risk of the organisation not achieving its goals. Managing risks means looking into the future; establishing processes which minimize foreseeable risks; having measures which can alert management when risks increase; and periodically assessing how the organisation is doing in carrying out those processes and meeting those measures.
- *Miwatj mala*: the clan groups across the Miwatj region of East Arnhem Land.

Overall framework

The organisation has addressed four key questions as part of the strategic planning journey:

Where are we now?	Where do we want to go?	How will we get there?	How will we know how we’re going?
CURRENT SITUATION	GOALS	INITIATIVES & PROCESSES	REVIEW MEASURES
Internal analysis ↓ Key Strategic Issues ↑ External analysis →	Vision Mission Values Strategic Goals →	Activities, processes and risk management →	Review activities against goals and performance indicators

Where are we now?

External Analysis

Miwatj operates within a challenging external environment, including the following features.

- The health environment in which Miwatj operates is complex and tragic. In the 2012-2014 years the median age of death in North East Arnhem was 49 for males and 54 for females, as compared to national figures of 76 and 83 respectively. Regional data identify the leading causes of death in East Arnhem in this period as cardiovascular disease (CVD), cancer, respiratory disease and external causes (injuries). There has been a change in the type of illnesses we see: obesity, diabetes, hypertension, and heart disease are on the rise, emphasizing the need for proactive screening for chronic diseases. Kidney disease and machado joseph disease (MJD) present immediate problems and we do not have the facilities to provide the care these patients need. Renal dialysis provides short term support for people returning to community for ceremony and other reasons, but does not cater for permanent dialysis for the growing number of people with chronic renal failure.
- Research points to the importance of giving strong priority to early intervention, particularly in the early childhood years. But given the size and nature of the health crisis in the region, current resources go nowhere near meeting the need and too often are directed by governments at high profile issues rather than long-term prevention. Rates of young deaths in East Arnhem in this period due to CVD and respiratory disease were six and eight times the national averages – yet both of these diseases are preventable. Australian Early Development Indicator data indicate that children in East Arnhem appear overall to have higher rates of developmental vulnerability than children in the Northern Territory (NT) overall or Australia generally.
- Success on health outcomes is dependent on there being effective community level mechanisms for people to have a voice in policy and service delivery approaches and issues.
- An extremely complex health environment with major challenges, adverse health conditions and outcomes being experienced, with periodic emergencies requiring effective response.
- Major challenges in how we deliver care with the changing face of medicine and available health treatments, including a growing issue in relation to aged care and disability services.
- A need for priority to be given to early intervention and prevention in the context of insufficient funding for the purpose.
- Pressures arising with the increased level of Miwatj activity, including: difficulties in providing on the ground integrated health services because of the multiplicity of uncoordinated funding streams; greater difficulties and costs of recruiting and retaining professionals together with higher operating costs in remote locations; the need for a principled approach in assessing opportunities for expansion; and achieving a coordinated approach with government health services.
- Opportunities to advance regionalisation; but challenges in ensuring regional differences in need and approach are recognised.
- A complex set of stakeholder and partnership relationships which requires significant commitment, effort and discipline to manage effectively and strategically.
- The critical importance of the reputation of Miwatj in its ability to achieve its Mission and objectives for the community.

Internal Analysis

Our internal environment is also challenging, with key features to be addressed over the coming period as follows.

- The Miwatj Health organisation has strength in its capacity to demonstrate business accountability and a high level of professionalism. It also recognizes the priority of strengthening its Yolngu workforce as a key part of its business strategy to secure strong health outcomes and as a contribution to progress on the wider social determinants of health in East Arnhem communities.
- In some parts of our operations the turnover of professional health staff is high and in some categories there is difficulty filling long-term vacancies. The latter is particularly important for vocationally-registered medical officers - the quality of care which short-term locums and students can offer not being as strong as that able to be provided by GPs and nurses who stay long term and get to know the community. Ngalkanbuy Health Service at Galiwin'ku, in particular, has difficulty filling permanent GP vacancies, and a similar challenge applies to other professional staff at a number of locations (eg Milingimbi). This has an impact not only on quality of care but also on the finances of Miwatj (through reduced Medicare claims and the high cost of fly-in, fly-out professionals).
- Significant challenges are faced in attracting and retaining staff; Miwatj must strengthen its reputation as an employer of choice.
- Organisational culture must be strongly aligned with the Miwatj Mission and priorities.
- Progress in having a strong presence of Yolngu people in the organisation needs to be further built on.
- The growth in Miwatj funding and activity has to be supported by organisational systems and processes which keep pace and the right balance maintained between new activities and continuing support to ongoing business priorities.
- Effective information technology and communications systems are critical to our organisational operations and service delivery, especially given a mobile client base across the region.
- Our activities must be supported by an evidence-based approach and best practice clinical practice. This means keeping up to date with the latest developments is vital, as is continuing our focus on accreditation and quality control initiatives.
- The reputation of Miwatj is vital within communities and also more broadly amongst key stakeholders. This depends on our demonstrating sound business administration and financial management and a high level of professionalism. It also depends on strong governance and the consistent demonstration of the Miwatj Values by its Board and throughout the organisation.

Where do we want to go?

VISION

Building the capabilities of Miwatj mala so they can take control of their lives, and direct their own futures.

MISSION

Ensure and expand Aboriginal community control of quality healthcare services and public health programs across the East Arnhem region.

VALUES

Miwatj Health implements its core functions using our organisational Values. These Values are:

- showing compassion, care and respect for our clients and staff;
- taking pride in the results of our work;
- ensuring cultural integrity and safety, while recognizing cultural and individual differences;
- being fair, accountable and transparent in all our dealings, both internally and externally; and
- recognising the importance of building both the capacity of our organisation and the capabilities of our people and their communities.

STRATEGIC GOALS

From our external and internal analyses, and taking into account our Mission, Vision and Values, we have identified a number of priorities and have brought these together in our strategic goals.

The Strategic Goals for Miwatj Health for 2018-2020 are:

- (1) We will continue to deliver best practice, evidence-based services following a comprehensive, population health and rights-based approach.
- (2) We will extend our service coverage across the region, responding to community needs and strengthening capabilities, consistent with our Mission.
- (3) We will respect and engage with Aboriginal forms of authority and decision-making in all our activities and extend community involvement to empower Miwatj mala to guide how healthcare is provided.
- (4) Further develop and demonstrate organisational culture and systems to drive efficient performance.
- (5) Become an employer-of-choice to attract and retain quality staff.
- (6) Support the empowerment of the local Aboriginal workforce with meaningful career pathways and progression.

How will we get there?

Achieving the strategic goals involves taking action across the various operational areas of Miwatj Health. The four interlinked operational areas are:



The specific actions required for each Strategic Goal are set out below and will be implemented through the Business Plan we prepare annually.

(1) We will continue to deliver best practice, evidence-based services following a comprehensive, population health and rights-based approach.

To achieve this we will:

- 1.1 Establish and maintain a strong continuous quality improvement framework in all of our health services;
- 1.2 Deliver services that are both accessible and utilised – both in terms of the breadth of services on offer (type and location) and the depth of services (cultural appropriateness and alignment with client needs); and
- 1.3 Continue to develop our leadership within the sector and the region by reinforcing our role as a coordinating body for health services in East Arnhem.

(2) We will extend our service coverage across the region, responding to community needs and strengthening capabilities, consistent with our Mission.

To achieve this we will:

- 2.1 Progress steps towards the transition of health services in Ramingining and Gapuwiyak to community control within Miwatj Health;
- 2.2 Support the communities on Groote Eylandt and at Numbulwar to progress their aspirations towards controlling their own health services; and
- 2.3 Expand Miwatj's role as an integrated service provider by assessing and taking up opportunities for involvement in initiatives that are in the best interests of communities and the region, including the National Disability Insurance Scheme.

(3) We will respect and engage with Aboriginal forms of authority and decision-making in all our activities and extend community involvement to empower Miwatj mala to guide how healthcare is provided.

To achieve this we will:

- 3.1 Embed culturally appropriate practices across all services including continuing implementation and review of our Cultural Integrity Framework and associated staff training at all levels;
- 3.2 Further develop mechanisms to ensure our responsiveness to community needs; and
- 3.3 Ensure that Miwatj Health's 'both-ways' approach is fully embedded at all levels of the organisation.

(4) Further develop and demonstrate an organisational culture and systems to drive efficient performance.

To achieve this we will:

- 4.1 Secure and maintain accreditation frameworks and progress strategy relating to performance;
- 4.2 Maintain sound corporate governance policies and procedures, ensuring their application is fair and consistent; and
- 4.3 Ensure investments in technology are fit for purpose to support existing services and regional expansion.

(5) Become an employer-of-choice to attract and retain quality staff

To achieve this we will:

- 5.1 Implement a human resources strategy to establish Miwatj Health as an employer-of-choice in

East Arnhem Land, including through: improved selection and retention processes and marketing; an attractive enterprise agreement and employment arrangements that appropriately reward our staff and managers; and building an organisational culture and code of conduct aligned with our Mission; and

5.2 Recruit and strengthen workforce skills and competencies relevant to the performance of our core functions.

(6) Support the empowerment of the local Aboriginal workforce with meaningful career pathways and progression.

To achieve this we will:

6.1 Maintain and improve Aboriginal succession pathways to more senior positions;

6.2 Identify and support local Aboriginal Health Practitioners to qualify as Registered Nurses;

6.3 Establish and maintain key relationships with relevant education providers including high schools in East Arnhem Land to identify and support employment of local Aboriginal students; and

6.4 Expand Aboriginal traineeship positions to include administrative roles, community workers and other health professionals.

Review: How are we going?

We measure our progress in achieving our objectives by looking at performance indicators, which can be either quantitative (based on numbers) or qualitative (based on non-numerical information), or a combination of both.

Achieving our strategic objectives is subject to a number of risks which have the potential to impact progress. It is critical to (i) identify these risks in advance; (ii) plan actions to mitigate risks; and (iii) review progress at regular intervals.

Risks and mitigation measures are described in the Miwatj Health's risk management strategy with performance indicators to review progress in our annual Business Plan.

Review Process

The following process is being applied for monitoring progress (including monitoring the management of risks) in achieving Miwatj Health's Strategic Goals:

- the CEO will report regularly to the Board on the indicators set out in the annual Business Plan to track progress on implementation of the Strategic Plan;
- the Board will review progress in meeting these indicators every six months, in discussion with the CEO and relevant senior staff; and
- the Board may decide to adjust indicators as necessary, following review.