

CWAATSICH STRATEGIC PLAN

2024–2029



APRIL 1994

Incorporated region encompassed:
Charleville, Bollon, Cunnamulla, Roma, Surat,
Windorah, Augathella, Thargomindah.

- o **Transport service**
- o **4 x staff**

1999

Services handed back
to Cunnamulla.

- o **Population health
model and service**

2009

Company transferred from ORIC to ASIC.

- o **AGPAL accredited**
- o **Strategic plan**
- o **Preventative health model**
- o **Visiting allied health services**
- o **Charleville floods (2009 & 2014)**

2004

Purchased land for new building in
Charleville and offices for outreach
clinics for renovation.

- o **1st GP Fees For Service**
- o **Development of Primary
Health Care Model**

2014

New Charleville building raised
after floods (2011).

- o **Progressed to comprehensive
PHC Model**

2019

Extension of current Charleville building.

- o **40 x staff**
- o **Implementation and sustainable
comprehensive model of care**
- o **Strategic Plan 2019–2023**
- o **Tele and digital health**

2024

30 YEARS

Delivering comprehensive culturally
appropriate health care services.

- o **Building expansion**
- o **Dual accreditation**
- o **Strategic Plan 2024–2029**
- o **40 x staff**

ACKNOWLEDGEMENT OF COUNTRY

We respectfully acknowledge the traditional custodians of the lands upon which our services reach – Bidjara, Gunggari, Mandandanji, Mardigan, Mithica, Boonthamarra, and Wanakamarra and their families and communities.

We pay our respect to the lands and waterways, and honour elders past, present, and emerging recognising their enduring connection to country and their role in our shared journey.

We recognise our Founding Members whose vision laid the foundations upon which our organisation stands, acknowledging the contributions of past CEOs, staff, and board members over 30 years; and pay special thanks to our current board for advancing this legacy.

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A MESSAGE FROM THE BOARD AND CEO

We are thrilled to introduce the Strategic Plan 2024–2029 of Charleville and Western Areas Aboriginal and Torres Strait Islander Community Health Ltd (CWAATSICH). As we commemorate 30 years of offering comprehensive, culturally appropriate primary health care and wellbeing services, our commitment remains steadfast: to enhance sustainable health outcomes and bridge the gap in life expectancy for current and future generations.

Embracing our journey from the past and looking towards the future, we honour our history, strive to shape a brighter future, embrace innovation, and ensure equitable access to long, healthy lives for all Aboriginal and Torres Strait Islander people. This plan serves as our blueprint for creating a stronger tomorrow, building upon our legacy of transforming from a transport service to delivering high-quality Comprehensive Culturally Appropriate Health and Wellbeing services.

As the preferred leading Aboriginal and Torres Strait Islander Community Control health service in the Charleville and Western Areas region, we are dedicated to providing effective stewardship and oversight, leveraging our unique expertise to bridge health disparities.

Our Strategic Plan encompasses four key goals aimed at driving sustainable, innovative, and proactive change for:

1. Health Equity Reform: Implementing and driving health equity reform and co-designing Health Care services to cater to the cultural, emotional, and social needs of our people.
2. Community and Stakeholder Engagement: Maintaining strong partnerships with communities and stakeholders, playing a pivotal role in shaping health policy and



Norman Burns
Chairperson



planning reforms.

3. Empower Strategic Partnerships: Strengthening and expanding collaborations with initiatives and alliances to enhance health, social, educational, and economic outcomes for our communities through shared knowledge and resources.
4. Proactive Community Co-Design: Prioritising evidence-based co-designed frameworks through community practice and cultural immersion, guided by culturally appropriate models of care.

As an organisation, we recognise the importance of assessing our strengths and limitations annually. Our success lies in seizing opportunities, and addressing challenges in delivering health and wellbeing services in remote locations where costs of service delivery are higher and more complex. Together, we will collaboratively guide, implement, and embed efficient and effective strategies in health reform to ensure sustainability for future generations.

To our communities and stakeholders, we proudly present our Strategic Plan and warmly welcome your support and active participation in improving the health and wellbeing of our people.



Sheryl Lawton
Chief Executive






WHO WE ARE

The Charleville & Western Areas Aboriginal and Torres Strait Islander Community Health Limited (CWAATSICH) was founded in 1994, as a regional health and wellbeing service for the communities of Charleville, Bollon, Cunnamulla, Roma, Surat, Windorah, and surrounding areas.

As we celebrate our 30-year anniversary of providing comprehensive culturally appropriate health and wellbeing services, our commitment is unwavering to empowering our communities by honouring the past, shaping the future, embracing innovations and affirming equitable access for all Aboriginal and Torres Strait Islander people to live longer.



GUIDING PRINCIPLES

CWAATSICH's Guiding Principles support our holistic approach towards the provision of equitable Comprehensive Primary Health Care and Wellbeing Services.

Enhancing Culturally Informed Approach to Health:


Strengthening capacity to adapt and deliver comprehensive health care models that seamlessly integrate primary health and social health services.

Strong Partnerships, Innovation and Continuous Improvement:

Proactive community and stakeholder engagement to empower innovation and continuous improvement, co-designing frameworks that respond effectively to local and regional health needs.

Strong Governance and Skilled Workforce:

Prioritise professional development and ethical governance, enhancing organisational resilience and capacity; maintaining a competent, agile, and valued workforce.





OUR VISION

Within a generation, Aboriginal and Torres Strait Islander people thrive in inclusive communities that deliver equity in health, well-being, and life expectancy.

OUR PURPOSE

CWAATSICH exists to enshrine self-determination across our region through equitable, culturally secure, comprehensive primary healthcare; embedding sustainable and holistic care models, strategic investment, strong leadership, co-design, and cultural integrity to improve health and wellbeing outcomes for Aboriginal and Torres Strait Islander people in our communities.

OUR GOALS

Health Equity Reform:

Co-design services within our region to enshrine and empower equitable access to culturally secure, health and wellbeing outcomes, increasing Aboriginal and Torres Strait Islander life expectancy.

Community and Stakeholder Engagement:

Maintain strong partnerships with communities and stakeholders, continuing to lead and shape health policy and planning reforms for enhanced regional health and wellbeing.

Empower Strategic Partnerships:

Strengthen and broaden collaborations with key alliances to invest in enhancing health, social, educational, and economic outcomes for our region through shared knowledge and collective resources.

Proactive Community Co-Design:

Prioritise community-driven, evidence-based co-designed frameworks, embedding cultural immersion and holistic practice, for tailored and impactful models of care.



OUR STRATEGIC PRIORITIES

1. Co-designed Health and Wellbeing Reform

2. Integrated Health Services Delivery

3. Strategic Collaborations for Holistic Health Improvement

4. Sustainability and Innovation in Health and Wellbeing



1. CO-DESIGNED HEALTH AND WELLBEING REFORM

- *Advocate and influence change in state, regional and local health and social policy.*
- *Foster leadership within the community to drive health and wellbeing initiatives.*
- *Enhance cultural capability and responsiveness in healthcare and wellbeing delivery.*

What will be achieved?

Empower CWAATSICH's role as a key advocate for Aboriginal and Torres Strait Islander health, ensuring policies and practices reflect community needs and enhance health equity.

2. INTEGRATED HEALTH SERVICES DELIVERY

- Enhance the quality and accessibility of health services through comprehensive, culturally informed models that address the holistic needs of communities.
- Develop regional strategies for governance, capacity building, and workforce development.
- Leverage data and holistic care coordination to meet community health needs.

What will be achieved?

Stronger more responsive health service alliances that cater specifically to the needs of our region, empowering equitable access and offering excellence in integrated high-quality health and wellbeing care.

3. STRATEGIC COLLABORATIONS FOR HOLISTIC HEALTH IMPROVEMENT

- Strengthen collaborations to make sustainable alliances to enhance health and wellbeing outcomes.
- Promote efficient, culturally competent service models through partnership.
- Act as the cultural health authority across the region.

What will be achieved?

Equal and genuine partnerships to improve health equity, comprehensive care, enhanced service coordination, resource sharing, and cultural competency, leading to improved health and wellbeing across our region.

4. SUSTAINABILITY AND INNOVATION IN HEALTH AND WELLBEING

- Empower leadership, education, and health literacy through cultural knowledge transfers amongst our communities.
- *Innovate for sustainable, holistic health outcomes, focusing on workforce and infrastructure development.*
- *Ensure equitable, holistic health care through accountable and professional practice to implement strategies to combat institutional racism.*

What will be achieved?

A resilient, innovative health service framework led by emerging leaders and underpinned by community-controlled solutions, ensuring long-term health equity and sustainability.



ENABLERS

Our enablers are the backbone of our strategic priorities. They embody our commitment to respect traditions, embrace innovation, and leverage the collective power and pride of our communities. Through these strategic enablers, we aim to build a resilient, culturally competent health system that is not only responsive to today's needs but also adaptable to tomorrow's challenges.

Culturally Competent Workforce:

Maintain an agile, skilled, and valued workforce, enhancing pathways for professional growth and ensuring the delivery of culturally appropriate health and wellbeing services.

Governance and Corporate Support:

Strengthen governance and operational capabilities as key foundational pillars, ensuring robust oversight and accountability for the health and wellbeing of our communities.

Data and Information Systems:

Maximise our data and information systems to inform evidence-based decision making and strategic planning; embracing innovation to shape the future of Aboriginal and Torres Strait Islander health and wellbeing.

Health Infrastructure:

Upgrade our infrastructure to be fully equipped and strategically located, enhancing accessibility and service delivery, ensuring Aboriginal and Torres Strait Islander health and wellbeing is supported in each of our communities.

Sustainable Resource Utilisation:

Focus on sustainable practices and resources maximising the operational efficiency and effectiveness of our service delivery.





CWAATSICH