



CWAATSICH

Charleville and Western Areas Aboriginal and Torres Strait Islander
Community Health Limited

STRATEGIC PLAN

2019-2023





We Care, Share and Respect



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CHAIRMAN AND CEO WELCOME

Charleville Western Areas Aboriginal Torres Strait Islander Community Health Ltd. (**CWAATSICH Ltd**) is one of 27 Aboriginal Health Services in Qld established and funded by Commonwealth Dept of Health in April 1994 to provide Comprehensive Holistic Culturally Appropriate Health and Social Emotional Well being Health Care to Aboriginal Torres Strait Islander people, families and communities within the regions of Maranoa Regional Council, Quilpie, Murweh and Barcoo Shire Council boundaries with its headquarters based in Charleville and outreach health services in Roma, Quilpie, and Mitchell. We have expanded several initiatives of Integrated Team Care and SEWB services within the region of Central West Qld.

We are pleased to present Charleville and Western Areas Aboriginal and Torres Strait Islander Community Health Ltd (**CWAATSICH**) Strategic Plan 2019 – 2023 to the Aboriginal and Torres Strait Islander community and our stakeholders.

This Strategic Plan builds on the strong foundation we have established as the lead Aboriginal and Torres Strait Islander health service in the Charleville and Western Areas region. As we move forward, our focus is to work toward economic independence in the delivery of health services to the Aboriginal and Torres Strait Islander community.

Importantly, this Strategic Plan has been developed with significant input from **CWAATSICH** Senior Management staff and Board of Directors. **CWAATSICH** staff are its most valuable asset and key to improving health and wellbeing outcomes for the Aboriginal and Torres Strait Islander community. **CWAATSICH Ltd** is an Aboriginal and Torres Strait Islander organisation that has been established by the community, for the community and as such, we will continue to invest in growing local leadership through training, professional development, and employment over the coming years.

As an organisation, we must consolidate our position each year and our success in doing this has been based on our capability to not only understand our strengths but understand our limits. Delivering health and wellbeing services in a remote location means that the costs of delivery are higher and we will continue to implement efficiency strategies to achieve sustainability.

To the Aboriginal and Torres Strait Islander people of the Charleville and Western Areas Communities, we proudly present our Plan and welcome your support and active participation to improving the health and well-being of our people within our communities.

Norman Burns
Chairperson

Sheryl Lawton
Chief Executive

BOARD MEMBERSHIP



NORMAN BURNS
CHAIRPERSON



JOHN MARIS



JANET GAULTON



ANNETTE HOLLEY



VERONICA HOLLAND



MICHAEL MCGUANE



THIS STRATEGIC PLAN OUTLINES OUR VISION FOR THE ULTIMATE GOAL FOR THE HEALTH OF ABORIGINAL AND TORRES STRAIT ISLANDERS AND WHAT **CWAATSICH'S** ROLE IS IN CONTRIBUTING TO THAT VISION. DEFINING **CWAATSICH'S** VISION AND MISSION ENABLES IT TO ESTABLISH PRIORITIES, GUIDE PLANNING, AND ALLOCATE RESOURCES.

OUR VISION

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

MISSION

Our mission is to deliver holistic, culturally appropriate health services that improve health and well-being outcomes for Aboriginal and Torres Strait Islander people in our communities.

POSITION STATEMENT

As the lead agency in health, we partner with all stakeholders and communities to genuinely close the gap and improve life expectancy for Aboriginal and Torres Strait Islander Australians.

VALUES

*The traditional values of **Caring, Sharing** and **Respect** form the foundation for our organisation.*

- *We care for the physical, spiritual, cultural, emotional and social well-being of our people.*
- *We share our passion, time, resources, skills and knowledge to optimise health outcomes for our people.*
- *We respect the cultural integrity, diversity, rights, views, values and expectations of our people.*

PROMOTING GOOD HEALTH

We commit to the sector-wide promotion of healthy options and choices that lead to responsible, independent and healthy lifestyles among Aboriginal and Torres Strait Islander people and communities.

INNOVATION AND CONTINUOUS IMPROVEMENT

We commit to ensuring an innovative and continuous improvement focus to meet new challenges, influence positive change, inform best practice and add value for money.

WORKFORCE EXCELLENCE

We commit to maintaining a culturally competent and highly skilled workforce and sustaining the viability of the organisation.

HOLISTIC APPROACH

We maintain the use of best practice health models, programs and services that heal the physical, spiritual, cultural, emotional and social well-being of clients.

GUIDING PRINCIPLES

Our guiding principles support and guide our holistic approach toward the provision of quality health services for Aboriginal and Torres Strait Islander people.

BUILDING CAPACITY

We commit to strengthening our organisational capacity and performance.

WORKING TOGETHER

We commit to working in collaboration and partnership with our communities, government and non-government partners to optimise Aboriginal and Torres Strait Islander people's participation and access to quality primary, secondary and tertiary health services.

GOOD GOVERNANCE PRACTICES

We acknowledge our organisational and clinical governance responsibilities and commit to maintaining professional, honest and transparent management, planning and decision-making practices.

CULTURAL RESPONSIVENESS

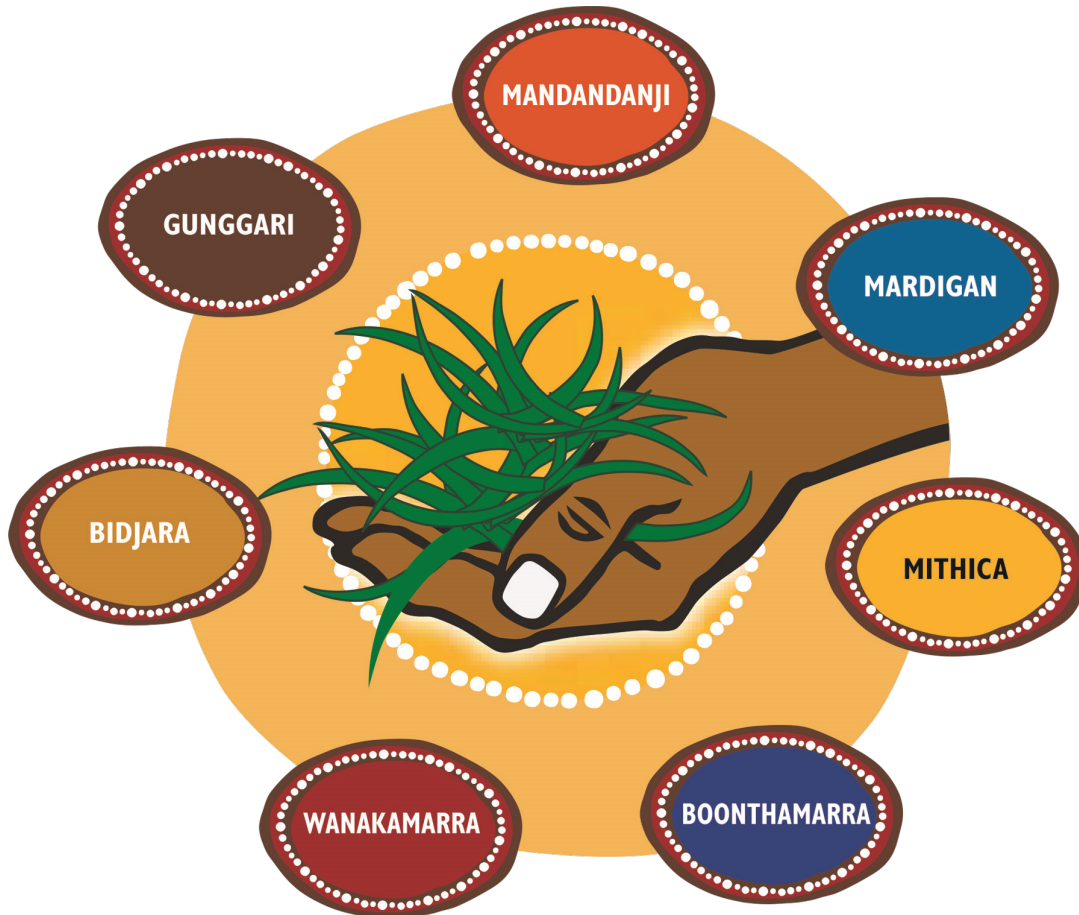
We will deliver our services in a culturally responsive manner.



CHARLEVILLE & WESTERN AREAS REGION

Charleville and Western Areas Aboriginal and Torres Strait Islander Community Health Limited (CWAATSICH Ltd) is a not-for-profit company established by the Aboriginal and Torres Strait Islander community of the Charleville and Western Areas Region to provide comprehensive primary health and social and emotional wellbeing services.

CWAATSICH operates across the various Traditional Owner groups encompassing the towns Roma, Mitchell, Quilpie with its headquarters based in Charleville and surrounding areas.



OUR OFFICES

ROMA



QUILPIE

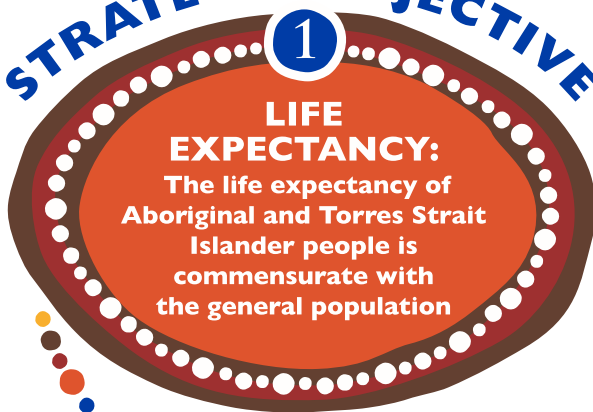


CHARLEVILLE

MITCHELL



STRATEGIC OBJECTIVE 1



LIFE EXPECTANCY:
The life expectancy of Aboriginal and Torres Strait Islander people is commensurate with the general population

CORE STRATEGIES

1. Partnership to conduct research to establish baseline for life expectancy outcomes for Aboriginal and Torres Strait Islander in our community
2. Improve and capture data collection, entry and analysis processes within the organisation
3. Engage a health economist to measure and evaluate data
4. Manage and monitor client journey pathways

KEY PERFORMANCE MEASURES

- Research completed that establishes baseline for life expectancy outcomes for Aboriginal and Torres Strait Islander in our community
- 5% recorded improvement in life expectancy for Aboriginal and Torres Strait Islander clients above baseline

CORE STRATEGIES

1. Improve and expand service delivery to increase medicare intake
2. Improve and capture data and evidence base
3. Become a preferred co-commissioning organisation
4. Develop and implement an economic advancement strategy to explore other commercial opportunities to expand our economic base

STRATEGIC OBJECTIVE 2



FINANCIAL:
The organisation has an economic base that is self-sustainable

KEY PERFORMANCE MEASURES

- \$1.5 million+ in self-generated revenue

STRATEGIC OBJECTIVE

3

WORKFORCE:
Highly skilled and competent workforce that perform to their full potential to achieve maximum outcomes

CORE STRATEGIES

1. Develop and implement a training program for all staff
2. Implement and monitor performance against national KPIs and HR requirements of funders and Strategic Plan
3. Become a place-based centre for allied health

KEY PERFORMANCE MEASURES

- Fully developed training program, including training schedule and training manuals, implemented and overseen by dedicated quality-assurance position.
- All staff meet KPIs that align with the requirements of funders, the Strategic Plan and their role within the organisation

CORE STRATEGIES

1. Work with the Centre for Rural and Regional Indigenous Health to become preferred co-commissioning organisation.
2. Work in partnership with South West Queensland health services to improve referral pathways
3. Create partnerships with relevant stakeholders to ensure CWAATSICH clients have access to an expanded range of services that are culturally appropriate.

STRATEGIC OBJECTIVE

4

PARTNERSHIPS:
Establish effective partnerships with a range of stakeholders that leverages our ability to optimise the health and social and economic well-being of Aboriginal and Torres Strait Islander people.

KEY PERFORMANCE MEASURES

- Co-commissioning arrangements in place for health and health related services in our community.
- Memorandums of Understanding in place with relevant stakeholders.



STRATEGIC OBJECTIVE 5

EQUAL ACCESS:
Deliver a comprehensive range of services that meet the health and social and economic well-being needs of our people

CORE STRATEGIES

1. Establish and employ an allied health workforce
2. Expand existing infrastructure to support allied health services
3. Seek funding for allied health and outreach specialist services

KEY PERFORMANCE MEASURES

- Fully operational allied health services within CWAATSICH
- \$300,000 of self-generated revenue created from providing allied health and outreach specialist services

CORE STRATEGIES

1. Develop a prospectus for CWAATSICH
2. Lobby for policy change to reflect CWAATSICH as lead provider in the community
3. Establish and implement a strategy to lift the profile of, and promote, CWAATSICH and the work it does in the community
4. Develop place-based solutions for

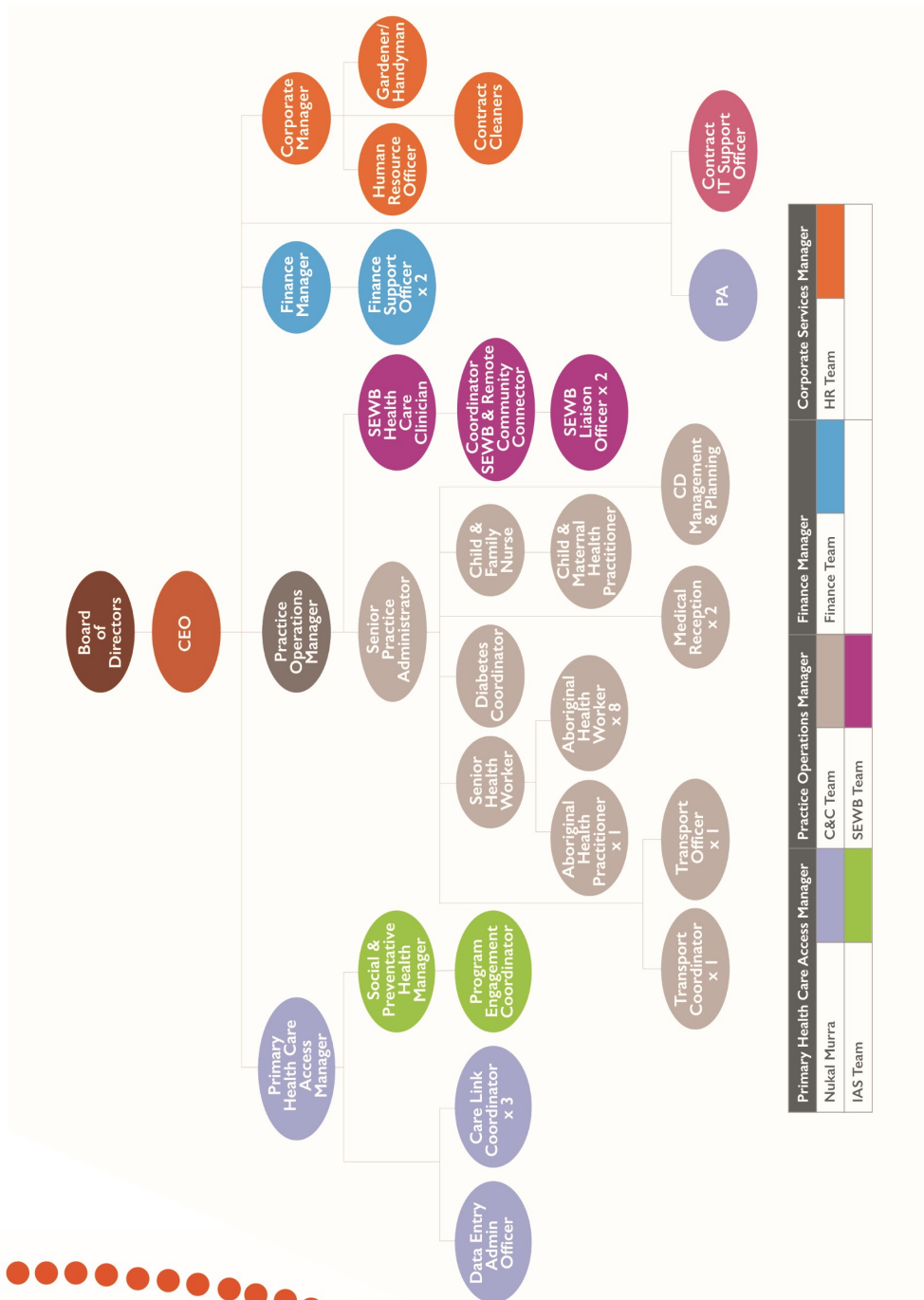
STRATEGIC OBJECTIVE 6

LEAD AGENCY:
Recognition as the lead provider of health and well-being services of the community.

KEY PERFORMANCE MEASURES

- Policy change to reflect CWAATSICH status as leading provider of health services to the whole of the community
- At least 25% of funding for CWAATSICH comes from mainstream sources

CWAATSICH ORGANISATIONAL STRUCTURE



MODEL OF CARE



CWAATSICH 25 YEAR JOURNEY

APRIL 1994

Incorporated Region
Encompassed, C'ville,
Bollon, Cunnamulla,
Roma, Surat,
Windorah,
Aughathella
Thargomindah.

**TRANSPORT
SERVICE**

STAFF X 4

1999

Services
handed back
to Cunnamulla.

**POPULATION
HEALTH MODEL
& SERVICE**

2004

Purchased land
94 Edward Street,
commenced
plans for new
building.

**AGPAL
ACCREDITED**

**STRATEGIC PLAN
2004-2009**

**PREVENTATIVE
HEALTH MODEL**

**VISITING ALLIED
HEALTH SERVICES**

2009

Company
transferred
from ORIC
to ASIC.

**1ST GP - FEES FOR
SERVICES**

**DEVELOPMENT OF
PRIMARY HEALTH
CARE MODEL**

**AGPAL
ACCREDITED**

**CHARLEVILLE FLOODS
2009 and 2014**

STAFF X 40

**IMPLEMENTATION
& SUSTAINABLE
COMPREHENSIVE
MODEL OF CARE**

2014

New building
raised after
floods 2011.

**PROGRESSED TO
COMPREHENSIVE
PHC MODEL**

2019

Extensions
of current
building.



CWAATSICH

Charleville and Western Areas Aboriginal and Torres Strait Islander
Community Health Limited

