Central Australian Aboriginal Congress
Strategic Plan 2015-2018

Message from the Chairman

As President of the Board of Central Australian Aboriginal Congress Aboriginal Corporation, I am pleased to present the Strategic Plan 2015-2018.

This document represents a pathway for our future. It has been developed over a period of six months of consultation where we received strong input from our members, staff, NGO communities, as well as the Board of Directors and Executive Management.

I would like to share with you our philosophy as a board. We aspire to be a progressive board taking on our history but looking towards the future. We as a board hold store by being accountable and listening to the people we serve whilst concurrently being accountable totally to the people who fund us. This strategic plan is learning from our past whilst maintaining our present and developing best practice for our future. Our philosophy is reflected in the way in which we undertook the development of this strategic plan, and the content of the plan itself.

As President I have a strong commitment to being open and inclusive. We are no longer a closed shop. The consultation that occurred as part of preparing this strategic plan reflects our commitment to being open and genuinely listening to the voice of our stakeholders. In particular, we have started to have more conversations with our members. These yarns will continue as it is important to us that we hear your voices. This Board embraces the values of Aboriginal community control and we respect that we are accountable to our members.

The Strategic Plan 2015-2018 includes a new vision: “All Central Australian residents enjoy the same level of health.” This is what we’re aiming for. It’s not what we have now, but this is where Congress is going. This new vision is important for us to embrace, as it is a significant shift from where we’ve been. We are no longer looking inwards and backwards; our vision is looking to the future, and looking broadly. As an organisation, Congress has stepped up to the next level and we are ready to create our future with strength and courage.

One of the key parts of this strategic plan is the focus on people. The Board and Executive Management are committed to taking action to recruit and develop Aboriginal people at Congress. This is our top priority. Our focus on people includes our commitment to better engaging our people in the communities, including those in remote locations. Focusing on people, continuing to provide high quality services, and looking after our funding needs, are the cornerstones of this strategy.

Under the leadership of our Chief Executive, Donna Ah Chee, the Executive Management has the responsibility for implementing this strategic plan. By continuing to work in partnership with the Executive Management, the Board has complete confidence that 2015 and beyond will see Congress continue to grow closer towards our shared vision.

On behalf of the Board of Directors and the Executive Management, I commend this Strategic Plan to you.

William Tilmouth
President
Central Australian Aboriginal Congress Aboriginal Corporation
In the 40 years since it was established, Central Australian Aboriginal Congress Aboriginal Corporation (Congress) has become the largest Aboriginal community controlled health service in the Northern Territory.

Since 1973 Congress continues to promote a broad approach to improving Aboriginal health and Closing the Gap on Aboriginal life expectancy.

Today, we are one of the most experienced organisations in the country in Aboriginal health, a national leader in comprehensive primary health care, and a strong political advocate for the health of our people.

The inspiration for Congress remains: Aboriginal health in Aboriginal hands.

Our vision

Congress’ vision is: “All Central Australian residents enjoy the same level of health”

The aspirations of Congress are:

- We are a leader in the provision of Primary Health Care for Aboriginal people in Australia.
- We look forward, but remember where we have come from.
- We improve the health of our community by providing high quality comprehensive primary health care.
- We provide the highest quality services to our community through all that we do.
- We build the capacity and capability of the people in our organisation. By doing so, we strengthen the capacity of Congress.
- We remain committed as a community controlled organisation.
- We provide employment and professional development opportunities for Aboriginal people at Congress.
- We listen to, and respond to, the needs and wishes of our community.
- We have stable and sustainable funding.
- We advocate and partner with the broader community to identify and address the causes of poor health such as education, employment and housing.

Our values

Congress’ values are strongly focused on:

- Equity and Social Justice
- Respect
- Recognition
- Resourceful
- Responsibility
- Relationships

Our core business

We are an Aboriginal community controlled organisation that provides comprehensive primary health care. This includes:

- Medical care
- Social and preventative care programs
- Actions on social determinants
How we will achieve our vision

We will achieve our vision by:

• Providing culturally appropriate community controlled services that are accessible and welcoming for Aboriginal people.
  o Services will have multiple entry points.
  o Aboriginal people will have the confidence to use the service.

• Actively working to ‘close the gap’ between health outcomes of Aboriginal and non-Aboriginal people in Central Australia.
  o As well as providing services, our focus is on improving the causes of ill health including housing, education and employment.
  o Targeted, strategic advocacy is a core part of our business.
  o We have a professional, proactive approach to influence government and improve the sector.

• Being innovative and focused on what we do.
  o Avoid duplication of services.
  o Partner with relevant organisations if it provides additional benefit to the community, and makes sound business sense.

• Developing pathways to foster an engaged, skillful workforce.
  o We have strategies and targets to increase the number of Aboriginal staff across all parts of Congress.
  o We have a plan of professional development activities and opportunities particularly for Aboriginal staff.
  o Our strategies to engage and develop staff include support for every person across all functional areas.

• Strengthening community control by listening to and learning from regular feedback from our community.
  o Establish process of engagement with the community and NGO organisations.
  o Establish an Aboriginal Advisory group within Congress as a vehicle for Aboriginal staff to have a strong voice and direct communication with Executive Management, so we can hear their story.

• Engaging and working with remote services
  o Develop a shared understanding of the most appropriate and effective governance model.
  o Ensure that services provided in remote locations are of the same high level of quality as services provided in Alice Springs.

• Implementing ‘best practice’ in service delivery
  o The services we deliver, and how we deliver them, are evidence-based.
  o We gather data as part of our continuous quality processes, and use it to help us improve the quality of our services.
  o Our goal is to improve outcomes for people in our community, in addition to having good processes in place. The data we use is a combination of outcomes and outputs.
**Vision:** All Central Australian residents enjoy the same level of health

**Purpose:** In partnership with stakeholders, deliver a sustainable Aboriginal controlled health system that: has diverse funding sources; provides equitable access according to need; develops Aboriginal capacity and opportunity; provides coordinated, high quality and culturally appropriate services and programs; and addresses the social determinants of health.

### Strategic Objectives to Fulfil the Purpose

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>1. Quality service provision</th>
<th>2. Develop Aboriginal capacity and provide opportunity</th>
<th>3. Engage the community</th>
<th>4. Strengthen our internal foundation</th>
<th>5. Build a sustainable income stream</th>
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<tbody>
<tr>
<td>Actions to achieve (2015 focus)</td>
<td>• Focus on the most relevant services, issues, actions and opportunities to address social determinants of health</td>
<td>• Develop strategies to increase number and range of Aboriginal staff, and to provide educational support</td>
<td>• Develop a structured approach and schedule for community engagement by CEO and Board</td>
<td>• Implement efficient, best practice HR, Finance &amp; IT, corporate services</td>
<td>• Develop business cases for new opportunities, e.g. pharmacy</td>
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<td></td>
<td>• Review service delivery models to maximise cultural appropriateness</td>
<td>• Commencement of Aboriginal Advisory Group</td>
<td>• Develop a specific Communications Plan for the community for key messages (e.g. wellness, health, coming to the clinic, ‘this is why we do this’ etc.)</td>
<td>• Achieve ISO accreditation</td>
<td>• Maximise Medicare revenue</td>
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<td>• Determine criteria to assess whether to provide services, partner, or advocate.</td>
<td>• Develop innovative recruitment strategies that focus on potential Aboriginal applicants</td>
<td>• Review service delivery models to maximise cultural appropriateness</td>
<td>• Implement Risk Framework</td>
<td>• Develop a corporate engagement strategy with the business community and Aboriginal community businesses to attract philanthropy and sponsorship</td>
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<td>• Determine criteria to assess whether to provide services, partner, or advocate.</td>
<td>• Reduce fixed costs (e.g. cost of building leases)</td>
<td>• Develop a plan to own facilities</td>
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<td>• Strengthen capability and capacity of middle managers</td>
<td>• Develop an engagement plan with the community for key messages (e.g. wellness, health, coming to the clinic, ‘this is why we do this’ etc.)</td>
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<td>Performance Indicators (Specific KPIs included in the Business Plan)</td>
<td>• Clinical and service KPIs outlined in Congress Business Plan</td>
<td>• Target Number (%) of Aboriginal staff per division, and per salary level</td>
<td>• Number of community engagement activities undertaken</td>
<td>• ISO accreditation achieved and maintained</td>
<td>• Percent of revenue from new sources</td>
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<td>• Evaluation of services demonstrates best practice and CQI and cultural appropriateness</td>
<td>Number of Aboriginal applicants per position</td>
<td>Number and range of participants in engagement activities</td>
<td>Professional development strategies in place for middle managers</td>
<td>• Medicare revenue targets</td>
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<td>5 year target</td>
<td>• Outcomes demonstrate that the gap is closing</td>
<td>Feedback from community regarding communication activities</td>
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<td>• Congress is known in the sector as ‘best practice’ in all areas of business and community engagement</td>
<td>• Solvency ratio &gt; 1.2 at all times</td>
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<td>• Services are dynamic, based on current community needs</td>
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<td>• Internal efficiencies are utilized to provide support to other remote Aboriginal organisations</td>
<td>• Facility plan developed and actioned</td>
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<td>• Service delivery model is culturally appropriate &amp; strong</td>
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<td>• Congress is recognized as an ‘employer of choice’</td>
<td>• Congress is incorporated under ASIC</td>
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<td>• External relationships are utilized to address issues and identify opportunities to improve health outcomes</td>
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<td>• Growth funding sources will be: 60% from business innovations; 35% from government sources; 5% from philanthropy</td>
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