



*Improving
quality of life
for Aboriginal
& Torres Strait
Islander Peoples*

Strategic Plan
2016 - 2019



Strategic Plan 2016 – 2019

This Strategic Plan builds on the foundations of the previous plan (2012 – 2015) and is designed to provide clear direction to the operational and service delivery aspects of the organisation. The Strategic Plan also builds on the recent work Wuchopperen Health Service has undertaken to implement an organisation-wide performance framework.

In developing this Plan the Board of Directors identified key priorities for the 3 year period, 2016 – 2019 and all levels of management were involved in operationalising these priorities, which was integral to ensuring the plan's strategies were relevant and responsive to the current and emerging health needs of the community.

The methodology undertaken to develop the Plan commenced with a review of achievements against the previous Strategic Plan (2012 – 2015), followed by an in-depth analysis of Wuchopperen's current organisational position involving both the Board and the management team. Planning also involved a SWOT and organisational risk analysis aimed at generating ideas of how the organisation could maximise operational efficiencies, improve service delivery and further diversify income streams.

Entity, Vision, Values & Principles

Legal Entity

Wuchopperen Health Service is incorporated under the Corporations Act and is a Company limited by guarantee with the Board of Directors elected by its membership.

Values and Principles

In delivering client services and programs we uphold our organisational values and principles which include:

Vision Statement

Improving quality of life for Aboriginal and Torres Strait Islander Peoples.

Culture: a holistic approach to service delivery acknowledging the principles of community control

Community: actively engage with our clients and community members

Commitment: strive for continual improvement in ourselves, each other and our organisation

Communication: communicate respectfully and share information and knowledge willingly

Honesty trust & integrity: display professional standards of behaviour and work in accordance with established standards of practice

Accountability & responsibility: take ownership of our actions and decisions

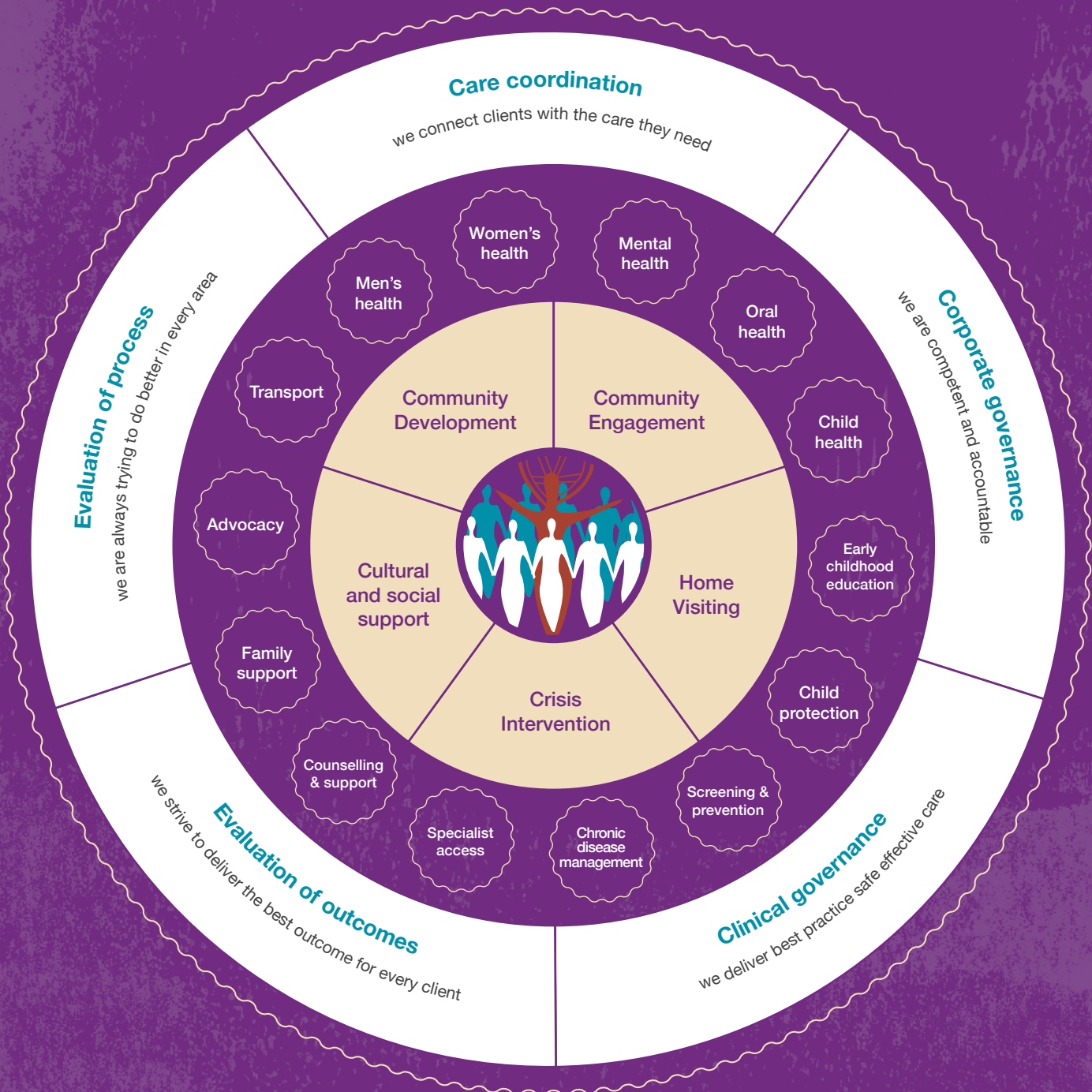
Leadership: enact the values of the organisation and inspire confidence through ethical and fair treatment of others

Respect: treat each other, clients and the community with sensitivity and dignity

Service quality: actively contribute to the improvement of our service delivery

Improving quality of life for Aboriginal and Torres Strait Islander Peoples

Model of Care





Message from the Board

Wuchopperen Health Service's vision to improving quality of life for Aboriginal and Torres Strait Islander peoples underlines our commitment to providing high quality safe and coordinated primary health care for our people.

This 3 year strategic plan is part of a longer term strategy to "closing the gap" and builds on the gains we have made over the past three years, which included a further 5 million investment in our health facilities.

This investment together with streamlining of Medicare billing processes, establishment of our own oral health team and an optometrist clinic, expansion of the range of our allied health services and the establishment of a satellite clinic in Edmonton has strategically positioned our organisation for continued growth and expansion.

The key strategic priorities for our organisation over the next 3 years, 2016 -19, place emphases on:

- » client centred health care as we understand the vital role of engaging our customers in the management of their health;
- » strengthening linkages with other health care providers to better support coordinated care;
- » widening and deepening our relationships with other organisations that are working to "close the gap" at the operational and policy level;
- » growing our staff and supporting a leadership program;
- » improving our performance culture through increased accountability and transparency;
- » measuring the safety and quality of our health services and customer outcomes;
- » measuring the performance of our workforce and our financial outcomes;
- » evolving our business to ensure it is sustainable into the future and continues to align with our Aboriginal and Torres Strait Islander cultures.

This plan is about continuing to evolve our health service with the changing needs of our community. It is about utilising our resources effectively through strengthening our workforce and through partnerships with other organisations that share our vision. It is about measuring our performance to identify where we need to improve. All with the one aim of improving the quality of life for Aboriginal and Torres Strait Islander peoples.

Julianne Boneham
Chairperson

1

**Customer
focus**

2

**Connected
organisation**

6

**Evolve with our
Aboriginal & Torres
Strait Islander
Cultures**

5

**Evolve and
sustain our
business**

3

**Performance
culture**

4

**Measure
outcomes**

Our priorities

I / Customer focus

1. Create a customer service culture

- » Integrate a customer focus into all organisational activities, processes, policies and procedures.
- » Develop a customer service charter with measurable objectives, for internal and external customers.
- » Implement a rewards recognition scheme for achieving customer service excellence.
- » Promote a sense of responsibility at the individual level for Wuchopperen's performance against the customer service charter.

2. Educate, empower and involve customers in their own health care

- » Develop a charter of customer's rights consistent with the national charter of healthcare rights¹.
- » Support all clients to understand their rights under the charter of customer's rights.
- » Improve the customer experience through seeking and responding to feedback.

3. Provide high quality safe services

- » Implement an integrated client health record for use by all services and programs.
- » Strengthen the multi-disciplinary integrated team approach to further support the delivery of high quality health care.
- » Review clinical risk indicators relevant to the client population to guide service planning.
- » Improve the service capability to identify clients at risk and to manage escalation of health care where there is a deterioration in a client's health condition.
- » Annually review the clinical audit program to ensure compliance and performance audits are targeted at critical areas.
- » Provide ongoing training and competency assessment for staff in clinical pathways and procedures.
- » Support the health education opportunities for Aboriginal and Torres Strait Islander people through clinical placements.
- » Investigate opportunities for health scholarship programs for Aboriginal and Torres Strait Islander people.
- » Improve clinical accountability and performance through strengthening the clinical governance framework.

1. Australian Commission on Safety and Quality in Health Care. Australian Charter for Health Care Rights. Sydney: ACSQHC, 2008

2 / Connected organisation

1. Customer and Partnership Engagement

- » Engage with a wider range of Wuchopperen's clients through the development of a customer engagement strategy.
- » Strengthen Wuchopperen's engagement with its community through social media.
- » Strengthen linkages at the Board level with other health and related organisations.
- » Negotiate partnership arrangements with universities to promote opportunities for clinical placement, internships and employment at Wuchopperen.

2. Relationship Management

- » Implement a collaborative person centred care model that supports carer involvement and partnership in care planning.
- » Strengthen clinical engagement with our customers by positioning Aboriginal Health Workers front and centre in the health care service delivery model.
- » Ensure the needs of clients are understood through the development of an individualised Customer Engagement Plan.

3. Participation and Representation

- » Profile Wuchopperen's Board, management and staff to its community and other stakeholders.
- » Advance Aboriginal and Torres Strait Islander health through promoting and showcasing Wuchopperen Health Service.
- » Strengthen linkages by participating in health networks and forums.
- » Represent Wuchopperen as an employer and as a business enterprise through affiliation with appropriate bodies.
- » Continue to participate in research through contributing health outcome data to research agencies and policy review processes.

4. Health information management

- » Review the current health information management system to assess adequacy, identify deficiencies and potential for the system to strengthen evidence based practice.
- » Maximise client safety by implementing an effective recall system.
- » Establish pathways of care to support timely referral to services across the continuum of care.
- » Ensure clients with complex needs receive the care they need when they need it by developing the health information systems to support care planning and case coordination.

3 / Performance culture

1. Engage staff in the vision

- » Ensure Wuchopperen's strategic intent and performance expectations are directly linked to service and program plans and individual staff work plans.
- » Provide feedback to staff on the organisation's performance against agreed goals and key performance indicators (KPIs) through trend reporting.

2. Staff growth and development

- » Implement a staff training program that is grounded in on-the-job learning backed up by formal learning and leadership initiatives.
- » Identify individual staff's strengths and preferences through regular monitoring of their performance and play to their strengths.
- » Expand opportunities for staff to backfill positions at same or similar level across the organisation to deepen their understanding of how the organisation operates.

3. Team Excellence

- » Make "implementation" a key business discipline and a core element of the corporate culture.
- » Make positions accountable for service and program performance, including efficiency of business systems and processes, standards of practice and hold those positions accountable for performance outcomes.
- » Improve organisational adaptability through continually assessing for fit team and organisational capabilities.
- » Implement an awards recognition scheme for high performing teams.
- » Ensure accountability with consistent and defined levels of performance expectations.

4. Develop our Leaders

- » Implement a leadership program to support staff at all levels of the organisation.
- » Provide and encourage staff to take on leadership initiatives.

4 / Measure outcomes

1. Strengthen health outcomes for customers (Closing the gap)

- » Improve health outcomes through monitoring Wuchopperen's performance against the national key performance indicators (nKPIs) and other performance measures.
- » Improve safety and quality in healthcare by monitoring clinical performance and identifying continuous quality improvements.
- » Engage customers in measuring clinical performance.
- » Make available to customers Wuchopperen's performance on safety and quality in healthcare.

2. Measure workforce performance

- » Identify team performance targets to include in service and program plans and delineate performance targets for staff.
- » Implement an award recognition scheme for high performing staff.

3. Improve safety, quality and risk

- » Improve systems supporting clinical care through the development of a 3 year continuous quality improvement (CQI) plan.
- » Identify system improvements through causal analysis and risk assessment of adverse events, incidents, complaints and non-conformances.
- » Annually review alignment of clinical practice with recognised quality standards.

4. Financial performance

- » Maintain liquidity and assets ratio >1.
- » Identify a system for flagging unexpended or excess expenditure against budgets.
- » Identify costs for occasions of care across the service.
- » Develop a cost analysis tool for measuring business coefficients.
- » Identify financial metrics for measuring opportunity loss.

5 / Evolve and sustain our business

1. Review organisational structures

- » Align service delivery structure with the organisation's service delivery framework.
- » Review and respond to recommendations arising from the financial and human resource reviews.
- » Review information communication technology (ICT) systems to assess adequacy against existing and future growth requirements.
- » Review Wuchopperen's Constitution and Board structure to ensure the governance framework supports the organisation into the future.

2. Identify new opportunities for expansion

- » Review hours of service against customer requirements and implement strategies in response to customer needs.
- » Analyse potential for extension of satellite clinics.
- » Review and evaluate Wuchopperen's transport services to assess adequacy of current services to meet customer needs now and into the future.

3. Innovation and development

- » Identify opportunities to generate income through viable business ventures that complement existing services to customers.
- » Identify opportunities for extending onsite client access to external service providers.

6 / Evolve with our Aboriginal and Torres Strait Islander Cultures

1. Cultural Framework

- » Incorporate into Wuchopperen's purpose statement how the organisation's primary health care services are provided within a cultural context.
- » Define how Wuchopperen contributes to the community's health and wellbeing through cultural practices.
- » Incorporate cultural practices, beliefs and values into Wuchopperen's service model.

2. Cultural Mentoring

- » Incorporate cultural mentoring into the staff development and leadership program.
- » Develop the capacity of Wuchopperen's Aboriginal and Torres Strait Islander staff to deliver a Cultural Appreciation Program.
- » Promote the availability of Wuchopperen's Cultural Appreciation Program to other health and related services.

3. Measure Cultural Responsiveness

- » Identify dimensions for measuring cultural responsiveness.

Performance Indicators

Customer Focus

% of clients who rated Wuchopperen highly per category: waiting areas; staff professionalism; reception areas; cultural appropriateness; child friendly environment

Preventative Health

% of Indigenous population within the Cairns Region who are clients of Wuchopperen

% of clients who have had the necessary risk factors assessed

% of clients with current health checks claimed (MBS Item Number 715) by age group: 0 – 4; 5 – 8; 9 – 14; 15 – 24; 25 – 54; 55 + yrs

Number of students participating in school based programs

Women's, Child and Maternal Health

Number of women attending the women's health clinic

% of clients whose first antenatal visit occurred in the first 13 weeks of pregnancy

% of low weight births of less than 2500 grams

% of children with up to date immunisation by age group: 0 – 12 mths; 12 – 24 mths; 24 – 36 mths; 36 – 59 mths; 60 – 72 mths

Men's Health

% of male presentations by age: 0 – 14; 15 – 54; 55+ yrs

Chronic Disease

% of clients diagnosed with chronic disease with a GPMP (MBS Item 721) claimed within last 12 mths

% of clients diagnosed with chronic disease who have a TCA (MBS 723) claimed in the previous 12 mths

% of Type 2 Diabetes with completed Cycle of Care (MBS Item Numbers 2517, 2519, 2521) in the past 12 mths

Oral Health

Average total time for clients from referral to completion of treatment plan

% of dental clients with a DMFT score of > 0

Safety, Quality and Risk

% of incidents risk rated "high" or "extreme"

% of closed SIR's (service improvement reports) arising from an adverse event

Number of non-conformances identified by audits across all programs, including corporate services

People Management

% of Total employees who identify as Aboriginal and/or Torres Strait Islander by position level

% of service days lost due to staff leave outside of entitlements

Number of staff participating in training and professional development activities

Financial Management

Comparison of Medicare income for same period in previous year

Comparison of total clinical services income by: MBS; PIP; PNIP; ACIR for same period in previous year

Current Assets / Current Liability Ratio





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