

South Coast Medical Service Aboriginal Corporation

Strategic Plan

2016 - 2020

South Coast
Medical Service
Aboriginal Corporation



MESSAGE FROM
OUR CEO
P3

VISION
P4

“The South Coast Medical Service Aboriginal Corporation will work with Aboriginal Communities to provide a quality culturally appropriate health and community services, which promotes the health and wellbeing of Aboriginal and Torres Strait Islander Communities residing within our service area”.

PHILOSOPHY
P5

OBJECTIVE 1
P6

OBJECTIVE 2
P7

OBJECTIVE 3
P8

message from **our ceo**

On behalf of the Board of Directors, I am pleased to present the 2016-2020 Strategic Plan for South Coast Medical Service Aboriginal Corporation (SCMSAC).

This Plan provides clear direction for SCMSAC in delivering quality multidisciplinary health and community services that benefit the Aboriginal People of the Shoalhaven and South East NSW.

We would like to thank all those who contributed to the development of this strategic plan, our local communities, stakeholders, clients and staff. Your suggestions, ideas and contributions via survey responses, involvement in focus groups, meetings, program evaluations, and other feedback mechanisms have helped the SCMSAC identify key areas for development, growth and consolidation over the next four years.

Our key objectives are to:

- ☉ Provide quality access to culturally sensitive health and community services that benefit the physical, spiritual, emotional and economic wellbeing of Aboriginal Communities and their families.
- ☉ Demonstrate strong and effective leadership by promoting the Aboriginal perspective of Health[#] and Wellbeing (incorporating Koori definitions) in the sectors we work in, and the wider community.
- ☉ Maintain effective Aboriginal cultural governance, corporate management, and financial accountability, to facilitate sustainable growth and longevity.

Over the term of the last strategic plan, we have seen a number of changes to the way Aboriginal Community Controlled Health Organisations are supported and managed. There has been a greater emphasis on collection and reporting of evidence to show our effectiveness in providing care, support and efficiency in managing our organisation.

Over the past 5 years SCMSAC has emerged as the largest provider of OOHC services for Aboriginal children and families in South Eastern NSW. This Strategic Plan addresses some of the challenges we face in transitioning from a health service to a broader community service provider.

SCMSAC is now providing a wide range of Health and Community services beyond our traditional service boundary of the Shoalhaven. This plan also addresses how we will provide high quality services to community across rural and regional South East NSW.

In presenting this Strategic Plan, we ask for your continued support in providing our organisation with feedback to let us know if we are hitting the mark and meeting your needs. The contributions and support of our community are what make SCMSAC a truly community controlled organisation.

Craig Ardler, CEO

Improving lives within our Aboriginal Community

Our key objectives in achieving this vision are:

- ① Providing quality access to culturally sensitive health and community services that benefit the physical, spiritual, emotional and economic wellbeing of the Aboriginal Communities and their families.
- ① Demonstrating strong and effective leadership by communicating Aboriginal perspectives in the sectors we work in, and the wider community.
- ① Maintaining effective Aboriginal cultural governance, corporate management, and financial accountability to facilitate sustainable growth and longevity.

#For SCMSAC, “Aboriginal health” means not just the physical wellbeing of an individual, but refers to the social, emotional, spiritual and cultural wellbeing of the whole Community, in which each individual is able to achieve their full potential as a human being, thereby bringing about the total wellbeing of their Community.

Our approach to providing services to Aboriginal Communities

The following six principles guide our approach to providing services to Aboriginal Communities.

Community Focus

SCMSAC works in partnership with communities and key stakeholders to improve and shape the services we provide. All our activities, programs and strategies aim to accommodate local needs, promote self-development, and protect the community's health and wellbeing.

Respectful

SCMSAC promotes respectful work practices. Our staff take pride in providing programs and services in a way that recognise the importance of Aboriginal Culture and beliefs.

Person Centred and Flexible

SCMSAC is flexible in its delivery of services and supports. Service users are informed about the options available, and are involved in making decisions that impact their lives. Our fully customised services ensure best outcomes for individuals, families and communities.

Education and Early Intervention

SCMSAC supports and participates in activities that raise awareness and understanding of social, emotional and health related issues, and that build the capacity of individuals to care for themselves, their family and others. SCMSAC focuses on opportunities for early intervention, creating better outcomes for individuals and communities.

Holistic

SCMSAC considers all facets of Aboriginal health and wellbeing; incorporating physical, social, emotional, cultural, spiritual, environmental and economic aspects in the development and provision of our services and programs.

Quality Service

SCMSAC is committed to continuous quality improvement of programs and services and complies with all relevant accreditation standards.

OBJECTIVE 1

Provide quality access to culturally sensitive, multidisciplinary services and programs that benefit the physical, spiritual, emotional and economic wellbeing of Aboriginal Communities and their families.

STRATEGY	MEASURING SUCCESS
<i>Ensure programs and services are culturally sensitive</i>	<ul style="list-style-type: none"> • Client satisfaction with the culturally sensitive service provided by SCMSAC
<i>Increase community access to SCMSAC'S services for Aboriginal people and their families.</i>	<ul style="list-style-type: none"> • An increase in the range of services offered by SCMSAC to community • Client satisfaction with the level of access to services • An increase in the range of SCMSAC services offered via home visit • The number of internal (between SCMSAC sections) and external (outside agency) referrals to SCMSAC services/programs • The number of external referrals (to outside agencies/programs) by SCMSAC section
<i>Increase delivery of prevention - child safety, health promotion and disease prevention</i>	<ul style="list-style-type: none"> • The number of SCMSAC coordinated communication strategies and events aimed at prevention • Community participation in events and reasons for participating
<i>Maintain effective management of resources and facilities to support SCMSAC service and programs</i>	<ul style="list-style-type: none"> • The range of services/programs being offered from each SCMSAC site • The number of cancellations of services, programs or events and reasons • The number and duration of vacant staff positions • The use of SCMSAC transport services to SCMSAC services and programs compared to external services and programs (also considering: failure to attend and unmet requests)
<i>Ensure service delivery standards are maintained across the region</i>	<ul style="list-style-type: none"> • All offices are equally supported with IT services • Effective video conferencing is available at all sites • Staff are using video conferencing (reducing need for car travel)

Demonstrate strong and effective leadership by communicating Aboriginal perspectives in the sectors we work in and the wider community.

STRATEGY	MEASURING SUCCESS
<i>Strengthen cultural governance and advocacy</i>	<ul style="list-style-type: none"> • The number of meetings with funding bodies (advocacy opportunities) • The number of Aboriginal vs non-Aboriginal clients • The number of Aboriginal vs non Aboriginal staff • The number of linkages with other Aboriginal services • The number and type of inter-sectoral meetings attended
<i>Promote the services, programs and achievements of South Coast AMS to community, sector, stakeholders and funders</i>	<ul style="list-style-type: none"> • Marketing plan developed • The number and range of marketing activities implemented/completed • Annual report produced and disseminated to relevant bodies • The number of stakeholder and sector based meetings attended
<i>Strengthen community linkages and presence/reputation</i>	<ul style="list-style-type: none"> • The number of SCMSAC members • The number of activities provided to the community in collaboration with partner organisations • The number of sponsorships or other supports provided to community
<i>Be an Aboriginal voice/ provide an Aboriginal perspective in the sectors we work in</i>	<ul style="list-style-type: none"> • The number of education related events undertaken for external agencies, e.g. cultural training, mentoring • The number of external agencies that request guidance in delivery of services to Aboriginal Communities
<i>Build a reputation for being an employer of choice</i>	<ul style="list-style-type: none"> • An increase in staff satisfaction • An increase in percentage of Aboriginal employees • An increase in number of applicants for vacant positions • An increase in staff retention rate
<i>Strengthen the strategic position of SCMSAC within the sector</i>	<ul style="list-style-type: none"> • The number of peak and state body meetings attended • The number of requests for collaborations, partnerships, presentations • A positive stakeholder satisfaction rating

OBJECTIVE 3

Maintain effective Aboriginal cultural governance, corporate management, and financial accountability to facilitate sustainable growth and longevity.

STRATEGY	MEASURING SUCCESS
<p>Maintain strong SCMSAC economic base</p>	<ul style="list-style-type: none"> • An increase in income from non-government funding sources <i>e.g. non- government grants, Medicare income, market-based fee for service income</i> • The number of activities undertaken relating to improving cost effective service delivery
<p>Strengthen governance of SCMSAC</p>	<ul style="list-style-type: none"> • Board satisfaction with information provided to support decision making • The number and range of training and professional development opportunities • The number of Board CQI activities completed
<p>Monitor effectiveness of management structure</p>	<ul style="list-style-type: none"> • The number of Managers meetings held and minuted per year (12) • The number of Section meetings held and minuted per year (12) • The number of reports provided to the CEO • The number of Manager supervision events <i>(CEO/Section Manager, Section Manager/supervisory Manager)</i> • Staff satisfaction with support and supervision
<p>Strengthen HR systems</p>	<ul style="list-style-type: none"> • The number/percentage of Performance Development Reviews completed • Staff satisfaction with access to training and professional development opportunities • Staff satisfaction with HR processes • SCMSAC succession plan and workforce plan developed and implemented



STRATEGY	MEASURING SUCCESS
<p><i>Strengthen information management systems</i></p>	<ul style="list-style-type: none"> • The percentage of staff who believe information management systems are relevant and user friendly • Staff satisfaction with training in information management systems • Folder structure and document register updated and old documents archived • The number of information management related audits completed
<p><i>Strengthen operational policies and procedures</i></p>	<ul style="list-style-type: none"> • The number of policies and procedures reviewed/developed (as per policy review schedule) • The number of internal education sessions for key policy and procedures
<p><i>Plans in place across all levels of the organisation to guide the direction, functions and actions of the organisation</i></p>	<ul style="list-style-type: none"> • Strategic Plan approved and progress reported against Board (6 monthly) • Annual Plans are developed (ensuring strategic objectives are achieved) • Section Plans are developed (informed by Annual Plans) • Individual Staff Work Plans are developed within Performance Development Agreements (informed by Section Plans)
<p><i>Commitment to CQI in action</i></p>	<ul style="list-style-type: none"> • The number of CQI activities completed by each section • The number of Work, Health and Safety and Quality Committee meetings conducted • SCMSAC meets the requirements of and maintains all relevant accreditations, including follow up actions and reporting
<p><i>Maintain effective Risk Management systems</i></p>	<ul style="list-style-type: none"> • The number of Section Manager Reports that include risk updates provided to CEO • Board has reviewed Risk Register as per Board schedule (twice per year)

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