



South Coast Medical Service Aboriginal Corporation

Strategic Plan

2022 - 2025

South Coast
Medical Service
Aboriginal Corporation



“South Coast Medical Service Aboriginal Corporation pays their respect to the Elders,
both past and present and to those of the future, for they hold the memories,
the tradition, the culture and aspirations of the Aboriginal Community.”

Introduction

Welcome to the South Coast Medical Service Aboriginal Corporation (SCMSAC) Strategic Plan 2022 to 2025. This plan outlines our focus for the next five years and is based on the emerging themes and priorities identified by our Board of Directors, Executive team, staff and members. We have identified a number of strategic priorities and have developed actions to specify how these priorities will be accomplished. This Strategic Plan will be reviewed and refined over time as priorities are met and as we respond to the evolving needs of our communities.

At the heart of this plan is a strong understanding of the importance of cultural connection and the need for it to inform all aspects of our service delivery and program development. Nurturing a strong connection with our local Aboriginal culture, heritage and history will continue to form the foundation on which we build strategies to improve wellbeing, strengthen families and inspire the leadership of our children and young people.

The intrinsic right that every child has to grow up in a nurturing and safe environment, connected to the love and support of their families and communities, proud of their cultural identity and rich cultural heritage is the central principle of our Child and Family Services. Evidence suggests that the best way to support this outcome is through nurturing healing and strengthening families and communities, this is what will guide our focus over the next five years.

Behind all successful services, programs and initiatives lies a passionate and dedicated group of people. We understand the vital role our team plays in delivering the best possible service and outcomes for our communities. Within this plan we have identified key actions for strengthening our team through training, support and clear career pathways to ensure we have an inspired group of well-trained, qualified professionals providing continued quality service.

With the major upgrade to our newly refurbished clinical facilities, we are well positioned to sustainably develop the range of comprehensive, culturally supportive health and wellbeing services we provide. This plan lays the groundwork for the systematic expansion of our services and future capabilities of our corporation.

We also aim to lead and listen through clear communication and culturally responsive research and practices. By welcoming feedback, deep listening and reflection, we will ensure there is effective two-way communication between our organisation, communities and stakeholders. With continued focus and dedication we aim to see our communities thriving, enjoying spiritual, cultural, physical, social and emotional wellbeing, nurtured by strong families, empowered to determine their own futures and benefiting from a deep connection to culture.



Jannice Luland
Chairperson

An underwater photograph of a sea turtle swimming over a coral reef. The entire image is overlaid with a semi-transparent blue filter. The turtle is on the left side, swimming towards the right. Its head and front flipper are visible. The coral reef is in the foreground and middle ground, with various types of coral visible. The water is clear and blue.

Healthy communities.

Strong families.

Connection to culture.

Our Vision

A thriving community enjoying spiritual, cultural, physical, social and emotional wellbeing, nurtured by strong families, empowered to determine our own futures and benefiting from a deep connection to culture.

Our Purpose

To provide effective, holistic, culturally supportive health, wellbeing and family services to our communities, inspiring each individual to nurture and achieve their full potential.

By providing quality services and support, building confidence and resilience, improving knowledge and skills and nurturing a deep connection to culture, we aim to create positive and lasting outcomes for our communities.

Our Values.

- ✓ Deliver excellence through quality service provision, collaboration and measuring outcomes.
- ✓ Be passionate, caring and respectful in everything that we do.
- ✓ Be a socially responsible, culturally supportive presence in each of our communities.
- ✓ Be creative and flexible in our responses to community needs, listen and learn so that we can do things better.
- ✓ Deliver quality evidence-based services with financial integrity to achieve sustainability and measurable outcomes.
- ✓ Contribute to shared learning through research and partnerships.

Strategic Directions

2022 - 2025



Connect with Aboriginal culture, heritage & history.

Nurture connection with Aboriginal culture, identity, heritage and history in all aspects of our program development, service delivery, staff support, communication and approach to wellbeing.



Grow & expand sustainable programs & services.

Sustainably grow and develop the range of comprehensive, culturally supportive health, wellbeing and family services we provide to our communities.



Strengthen & support families.

Support children, young people and their families to enjoy nurturing and safe environments, connected to the love and support of their families and communities, proud of their culture and rich cultural heritage.



Advance our team.

Advance our team to ensure we have an inspired group of well-trained, qualified professionals, dedicated to providing continued quality service to our communities.



Lead & listen.

Lead, listen and engage through clear communication and culturally responsive research and practices. Welcome feedback and ensure there is effective two-way communication between our organisation and our communities.

Nurture connection with Aboriginal culture, identity, heritage and history in all aspects of our program development, service delivery, staff support, communication and approach to wellbeing.



Connect with Aboriginal culture, heritage & history

Outcome 1.

Support & strengthen client connection to local culture, heritage & history.

Strategies

- Review & update current Cultural Support Plans & existing cultural resources.
- Create Cultural History Digital Archive accessible to community at the Jane Ardler Centre & through online portal.
- Create Cultural History Wall installation at the Jane Ardler Centre.
- Install artworks that reflect local culture, heritage & history in counselling & consult rooms.
- Host & participate in local culturally significant events & effectively communicate details to communities.

Outcome 2.

Strengthen staff connection & understanding of local culture, heritage & history.

Strategies

- Provide Cultural Awareness induction for new staff members.
- Establish a Cultural Mentorship Program across organisation utilising our existing Aboriginal staff & community elders.
- Name meeting rooms, offices & programs with local language, include pronunciation & definition.
- Host & participate in local culturally significant events & encourage & support all staff to engage.
- Review & refine communication strategy to ensure it is reflecting local culture, language & environment & share with entire organisation.

Outcome 3.

Support & grow our Aboriginal staff through career & leadership opportunities.

Strategies

- Support our staff to be skilled, engaged & effective through upskilling opportunities, exposure to evidence based practice, career pathways, mentoring, leadership programs & through formal education & training.
- Develop a program to support school based traineeships as a pathway for attracting Aboriginal & Torres Strait Islander people into our organisation.
- Review & refine HR practices to ensure they are supportive of Aboriginal candidates.
- Collect & reflect on feedback from staff, clients & community.



Grow & expand sustainable programs & services

Outcome 1.

Revitalise Billong (*Falls Creek property*) into a culturally supportive space for gathering, sharing knowledge, healing & program delivery.

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Strategies

- Secure funding to develop the Falls Creek Property.
- Create working group to manage & implement the plan.
- Engage specialist to plan & manage the constructions & development.
- Research & develop best practices based on the wellness program proposal.
- Collect community feedback regarding services & programs they would like to see introduced at the new space.

Outcome 2.

Expand programs & services that reflect our expertise, strength & history of innovation & success.

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Strategies

- Collect & review feedback & results from previous program delivery.
- Identify & amplify areas of strength, including replicating programs & expanding reach.
- Develop new programs & service models to meet evolving needs.
- Extend the reach of wellbeing programs through growing health promotion team & upskilling staff.
- Encourage & support communication & collaboration between section programs.
- Continue to work in partnership with schools to deliver & improve programs for children & young people.

Outcome 3.

Extend the effectiveness, reach & flexibility of Primary Health services.

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Strategies

- Strengthen our GP Home Visiting service.
- Engage a Pharmacist to provide home medication review service.
- Establish Mobile Health Vans that can provide both medical dental & podiatry services.
- Promote & improve the uptake of annual 715 health checks to support the early identification of adverse issues.
- Utilise technology to improve health service delivery & support health staff in accessing these tools.
- Collect & review feedback from clients & community regarding services delivery. Refine services to adapt to the evolving needs of clients.



Strengthen & support families

Outcome 1.

Provide continued quality support to vulnerable children & families.

Strategies

- Expand Child & Family Services team to improve individual staff capacity & workload to effectively respond to the specific needs of each individual child, their families & community.
- Support existing Family Preservation, Connect & Support teams through ongoing training & education including trauma training.
- Review systems & practices to ensure best practices are in place to successfully meet all requirements for managing safety, quality & risk in child & family support services.
- Improve process for children & young people in out of home care transitioning from DCJ & other agencies to our service.
- Implement key measures to identify & prevent potential care placement breakdowns.
- Develop Carer Recruitment strategy to ensure quality carer numbers meet targets.

Outcome 2.

Increase early access to quality family & wellbeing support.

Strategies

- Effectively communicate the benefits of accessing early support to children & families, using all platforms available.
- Identify & grow in areas of evidence based success.
- Review & update existing resources to ensure they reflect current issues & most needed areas of support.
- Create website hub to include useful resources & links to supports available & how to access services.
- Increase the access to family & therapeutic supports by expanding team & training existing staff.
- Increase the number of relief & respite carers available to support existing carers.
- Ensure services are delivered by well-trained qualified staff who are prioritising children's safety, wellbeing, stability & permanency.

Outcome 3.

Maintain positive & effective relationships with families, stakeholders & communities.

Strategies

- Educate staff in the art of deep listening when working with Aboriginal & Torres Strait Islander people, not only in counselling situations but in other forms of work & therapeutic interactions.
- Source & engage in forums, events, training & activities that cover relevant topics of support for children & families.
- Provide outreach information sessions in service areas to encourage engagement, connection & open communication with our communities.
- Collect & analyse community feedback to strengthen understanding of the community's needs.

Advance our team to ensure we have an inspired group of well-trained, qualified professionals, dedicated to providing continued quality service to our communities.



Advance our team

Outcome 1.

Enhance employee satisfaction, loyalty & retention.

Strategies

- Review & update Support & Supervision process & ensure all staff are being supported effectively.
- Engage HR specialist to review HR procedures & implement recommendations.
- Encourage success through acknowledging, rewarding & celebrating individual & team achievements regularly.
- Implement wellness in the workplace program to support health & wellbeing in our team.
- Understand the unique challenges working in child protection & wellbeing can present & identify ways to effectively support our team.
- Measure what works & repeat regularly to ensure the changes are sustained for the long-term.

Outcome 2.

Build efficiency & effectiveness.

Strategies

- Identify key strategies for workforce development including training, mentoring, career pathways & building leadership capacity across the organisation.
- Implement internal communication system through SharePoint to increase opportunities for staff to connect & share insights in relation to their work.
- Ensure that every employee understands how their role fits into the success of the team & company through improved induction process & ongoing organisational communication.
- Develop employee handbook that clearly communicates processes & procedures.
- Create mentoring partnerships for new & transferring staff.

Outcome 3.

Encourage collaboration communication & teamwork.

Strategies

- Organise annual team planning event that allows staff to gather, connect & collaborate with other teams.
- Ensure that employees have regular in-person meetings & brainstorming sessions. Create an agenda for meetings & make sure meetings stay focused & on topic.
- Create internal newsletter for each section to briefly inform on latest news & include introduction & welcome to new staff.
- Provide opportunities for all staff to engage in team building, professional development & collaborative activities.

Lead, listen and engage through clear communication and culturally responsive research and practices. Welcome feedback and ensure there is effective two-way communication between our organisation and our communities.



Lead & listen

Outcome 1.

Build relationships with government agencies, stakeholders, partners, clients & communities.

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Strategies

- Develop a marketing strategy to help promote our key messages to clients & communities.
- Be an active participant in relevant committees, training, forums & events.
- Encourage stakeholder engagement & community consultation through community information sessions & events.
- Transfer all feedback collection to centralised database to effectively collect & analyse client & community feedback.
- Display feedback results & implemented solutions across a range of communication platforms to keep clients & communities informed.

Outcome 2.

Ensure financial stability & maintain sustainability.

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Strategies

- Seek advice from industry experts on capital expenditure planning.
- Refine policies & procedures related to purchasing, asset & risk management, quality & compliance.
- Implement quality compliance & risk management plan, including accreditation requirements auditing, establishing systems & processes.

Outcome 3.

Support & develop our next generation of leaders.

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Strategies

- Strengthen membership base to encourage & support the next generation of leaders within the community.
- Develop a leadership framework to support & develop leadership at all levels of the organisation.
- Provide formal training opportunities for new board members.
- Encourage & support managers to engage in industry forums, training & events to keep up-to-date with latest recommendations & trends.
- Identify & nurture future leaders & encourage sharing of expertise for the benefit of other team members & young recruits so that they too can become leaders in time.



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