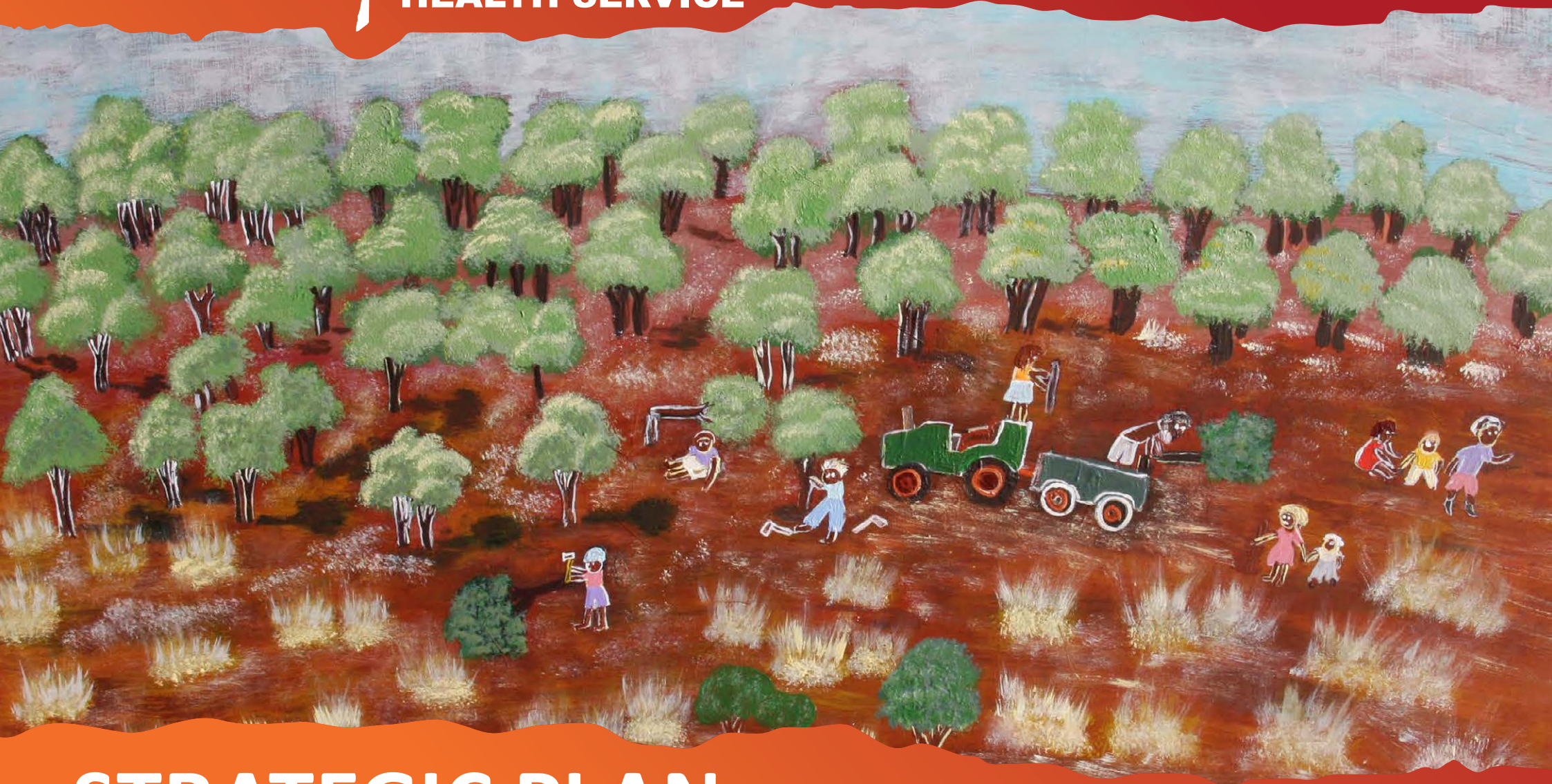


# NGANYATJARRA

HEALTH SERVICE



**STRATEGIC PLAN** 2019-2021

Polly Pawuya Butler-Jackson 'Cutting the road'

### **ARTWORK ACKNOWLEDGEMENT**

NHS acknowledges artist Polly Pawuya Butler-Jackson for the use of her artwork 'Cutting the road'

The picture depicts an important time in Ngaanyatjarra Lands history, when families came together to make a new road linking Warburton to Warakurna in a more direct way.

Polly remembers watching on as some Warakurna families worked on a nearby section of the road.

The road began in Warburton, with just one tractor and axes. The men chopped the trees and cleared a path, and the women and children chopped and burnt the stumps as they went.

The people on the Ngaanyatjarra Lands wanted a more direct route, as the Gun Barrel highway added days onto the journey.



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# ABOUT US

Ngaanyatjarra Health Service (NHS) provides a range of primary healthcare services across the Ngaanyatjarra region in Western Australia. The Ngaanyatjarra people have maintained a continuous association with their Lands for many thousands of years. NHS activities include: health centres delivering primary and acute health care provided by Remote Area Nurses, Aboriginal Health Practitioners and specialist Population Health staff, supported by General Practitioners. We have in place a comprehensive program of visiting specialist medical and public health services, environmental health programs, health promotion, social and emotional wellbeing programs, an aged care facility in Wanarn and a range of healthy ageing and disability supports. NHS is an Australian General Practice Accreditation Limited (AGPAL) accredited health service.

Our primary goal is to anticipate and meet the health and wellness needs of the Ngaanyatjarra communities in a culturally respectful way. We plan care delivery, and work collaboratively with, the Ngaanyatjarra people, the Ngaanyatjarra Council, Ngaanyatjarra Lands School and other key funders and stakeholders. We are one team.

NHS provides our services within three broad program areas:

## **CLINICAL SERVICES**

## **PUBLIC HEALTH AND DISEASE PREVENTION**

## **AGED CARE AND DISABILITY SUPPORT**

Our Lands based programs are supported by finance, human resources, patient liaison services, information communication technology, logistics and asset management capabilities based at head office in Alice Springs, along with specific health system supports both on the Lands and in Alice Springs.

These include:

- 1. WORKFORCE DEVELOPMENT AND PROFESSIONAL PRACTICE**
- 2. CONTINUOUS QUALITY IMPROVEMENT AND PERFORMANCE**
- 3. HEALTH INFORMATION MANAGEMENT**
- 4. CLINICAL SUPPORT**

As an Aboriginal Community Controlled Health Organisation our service priorities and programs are informed and approved by the Board as set out in this strategic plan. The plan was developed through extensive consultation with Ngaanyatjarra communities, Ngaanyatjarra Council, staff and other stakeholders.

# VISION

## NGAANYATJARRA COUNCIL VISION

NHS is part of the Ngaanyatjarra Council Group (NCG). We work with NCG towards achieving the Council vision:

“  
Ngaanyatjarra people  
living on their country and  
keeping strong”

## OUR VISION FOR NHS

“  
Travelling and working together to help people  
live healthy lives, get better when they are sick,  
and improve wellbeing of the people living on the  
Ngaanyatjarra Lands”

# OUR VALUES

VALUE	THE WAY WE ACT
RESPECT	Respect for Ngaanyatjarra culture and people at the centre of all we do.
COMMUNITY	Support communities to help people stay strong and healthy on The Lands, and as the health care provider on the Lands advocate for our communities.
HOLISTIC CARE	Provide quality care for the whole person: body, mind and spirit.
ONE TEAM	Work in the malpara way in partnership with the community, its leaders, members and other organisations.
LEARNING	Share what we learn with each other, with our communities and with those who live outside Ngaanyatjarra country.
ACCOUNTABILITY	Do things the right way and always try to do improve the way we work. We are accountable to our communities, Board of Directors, state and federal governments, funders and to each other.

# GOVERNANCE

NHS reports to the Ngaanyatjarra Council Board of Directors through the CEO, Ngaanyatjarra Group. The Board consists of 18 members made up of the elected chairs of the eleven communities, four women directors and two independent directors. There is a separate position of Chair of the Board.

# OPERATIONAL OUTCOMES

In line with the Ngaanyatjarra Council Strategic Plan 2018-2021, NHS aims to achieve the following outcomes in collaboration with our partners:

- Communities and individuals who take responsibility for their own and other's well-being.
- A health service that works respectfully with communities and that partners with Yarnangu in all aspects of our work
- The provision of quality, culturally safe health services on the Lands
- Ongoing, active collaboration with Ngaanyatjarra Council, Ngaanyatjarra Lands Schools, government departments, NGOs and other agencies
- Development of a range of training opportunities and employment in health for Yarnangu
- Ongoing accreditation of our services and continuing to meet our KPIs and agreements with government.
- Staff that are appropriately qualified and skilled, culturally aware and safe in their practice, well supported by NHS and who enjoy working on Ngaanyatjarra lands.
- Support services that are efficient, effective and timely and provide the best possible help to patients, their families and staff that work on The Lands

# GOALS

We will achieve our vision by focussing on delivering four important goals:

## STRONGER HEALTH

partner with communities and families to support them to be strong and stay well

1

## QUALITY CARE

ensure Yarnangu receive culturally respectful quality care

2

## NHS VISION

## QUALITY ORGANISATION

an effective, accountable organisation that Ngaanyatjarra people are proud of

4

## GREAT STAFF

attract, train and support staff and develop the Aboriginal workforce

3



# STRATEGIES AND ACTIONS

1

## STRONGER HEALTH

“

*Partner with communities and families to support them to be strong and stay well*

”

This goal covers our clinical, public health and disease prevention services.

STRATEGY	ACTIONS AND INITIATIVES
Provide accessible, culturally safe, acceptable, best practice care to Ngaanyatjarra communities	<ul style="list-style-type: none"> <li>• Work in consultation with communities in ensuring quality health care delivery</li> <li>• Regular reviews of research and evidence</li> <li>• Programs in place to identify and address the social determinants of health on the Lands</li> </ul>
Health Promotion activities	<ul style="list-style-type: none"> <li>• Health Promotion activities are developed with community input and are culturally appropriate</li> <li>• Programs in place to prevent sickness – healthy diet, exercise, smoking, alcohol and other drugs</li> <li>• Raise health literacy through Health Promotion activities</li> </ul>
Work with community to prevent and manage chronic disease	<ul style="list-style-type: none"> <li>• Adopt targets for chronic diseases and report on progress</li> <li>• All Yarnangu with a chronic disease have a care plan</li> <li>• Best practice and innovative models of care</li> </ul>
Focus on healthy pregnancies and healthy kids	<ul style="list-style-type: none"> <li>• Articulate a preventative and early intervention approach</li> <li>• Ensure household services such as water and sewage are working</li> <li>• Collaborate with Ngaanyatjarra Lands Schools on hygiene, healthy lifestyles and health promotion activities aimed at kids</li> </ul>
Increase community understanding of health issues and raise health literacy	<ul style="list-style-type: none"> <li>• Develop and publicise culturally appropriate explanations of the links between disease and human actions and behaviours</li> <li>• Focus on activities at community gatherings</li> <li>• Work with community to develop health information in language</li> </ul>

**STRATEGY****ACTIONS AND INITIATIVES**

Address trachoma across the Lands	<ul style="list-style-type: none"> <li>• Take a collaborative approach to implementing the NHS trachoma strategy</li> <li>• Measure and report on outcomes</li> <li>• Work in partnership with key stakeholders (see page 15) to eliminate trachoma</li> </ul>
Broaden and strengthen focus on mental health diagnosis and care	<ul style="list-style-type: none"> <li>• Continue to take a holistic approach to mental health: mind, body, spirit</li> <li>• Ensure care plans and community support are in place for those with mental health issues</li> </ul>
Support for those with a disability and coordination of services	<ul style="list-style-type: none"> <li>• Work with relevant government departments to tailor the NDIS to local needs</li> <li>• Focus on holistic care: mind, body and spirit</li> <li>• Keep people on The Lands as much as possible</li> </ul>
Strengthen the focus on healthy aging on the Lands	<ul style="list-style-type: none"> <li>• Work with funding bodies and government departments to ensure Aged Care support packages are flexible and relevant to the needs of Ngaanyatjarra communities</li> <li>• Continue staged upgrade of aged care facilities</li> <li>• Increase capacity for end of life options on the Lands</li> </ul>
Share positive stories about healthy people and communities	<ul style="list-style-type: none"> <li>• Work with communities to create opportunities for community members to tell positive stories about healthy lifestyles and choices</li> <li>• Explore the use of social media in telling stories</li> </ul>
Encourage and support research that is helpful to yarnangu and that support better care and prevention	<ul style="list-style-type: none"> <li>• Ensure the General Manager and other staff can attend and speak at conferences and consultations</li> <li>• Participate in culturally responsible, community driven research projects that align with NHS priorities and for which support resources are available</li> </ul>
Investigate ways to best support yarnangu when off the Lands accessing care	<ul style="list-style-type: none"> <li>• Explore the option of transport between Kalgoorlie and Warburton</li> <li>• Investigate transport options for yarnangu with disability</li> <li>• Advocate for support for patients in Kalgoorlie and Perth</li> </ul>

# STRATEGIES AND ACTIONS

2

## QUALITY CARE

“

*Ensure yarnangu receive culturally respectful quality care*

”

The goal covers all our clinical services including health clinics, aged care, disability and mental health.

STRATEGY	ACTIONS AND INITIATIVES
Ensure community members have access to quality healthcare at the community clinic	<ul style="list-style-type: none"><li>• Clinics and aged care facility are staffed with appropriately qualified and culturally aware staff</li><li>• RANs available after hours for emergency medical care</li><li>• Increase the number of patients who are screened at the clinic and have care plans</li></ul>
Upgrade training in cultural safety and cultural awareness for all staff	<ul style="list-style-type: none"><li>• Review staff cultural awareness and cultural safety programs</li><li>• Develop refresher courses for long term staff</li><li>• Programs are delivered by yarnangu</li></ul>
Maintain AGPAL accreditation	<ul style="list-style-type: none"><li>• Achieve re-accreditation 2020</li></ul>
Make ongoing clinical training available for NHS staff	<ul style="list-style-type: none"><li>• All clinical staff to have a professional development plan</li></ul>
More Aboriginal staff employed on in all aspects of clinical care	<ul style="list-style-type: none"><li>• Coordinate with CDP</li><li>• Actively identify individuals to fill paid and volunteer roles</li><li>• Coordinate training with Council</li></ul>
Ongoing facilities maintenance and equipment planning	<ul style="list-style-type: none"><li>• Upgrade and renew clinics as funding becomes available</li><li>• Replacement schedules for key equipment</li><li>• Identify grant opportunities for medical equipment</li></ul>

# STRATEGIES AND ACTIONS

3

## GREAT STAFF

“

*Attract, train and support experienced staff who want to work on The Lands*

”

This goal covers all that we do to ensure we attract, look after and keep high quality, experienced staff, particularly on The Lands. It also includes Aboriginal staff employment, administrative and support staff, GPs and medical specialists.

STRATEGY	ACTIONS AND INITIATIVES
Offer new and existing staff an inclusive, safe, positive and challenging work environment with excellent career and communication pathways	<ul style="list-style-type: none"><li>• Effectively articulate the opportunities and challenges for staff - professional and personally</li><li>• Encourage staff to recommend colleagues who would be effective and culturally appropriate practitioners on The Lands</li></ul>
High level of support and quality facilities for staff working remotely on the Lands	<ul style="list-style-type: none"><li>• Quick response from management team with assistance for staff following critical incidents</li><li>• Ensure timely administrative and communication support from Alice Springs office</li><li>• Capital works plans regularly updated to ensure housing is safe and appropriate</li></ul>
Ensure staff are paid competitively	<ul style="list-style-type: none"><li>• Regular salary comparisons</li></ul>
Be innovative and flexible with work arrangements	<ul style="list-style-type: none"><li>• Maximise the number of flexible working options available while ensuring the needs of NHS and communities are met</li><li>• Encourage, recognise and reward long term service</li></ul>



**STRATEGY****ACTIONS AND INITIATIVES**

Better understand staff needs

- Regularly survey staff as to their needs and engagement with the Health Service

Attract and retain the best possible staff and equip them to do the best possible job

- Review recruitment and selection procedures
- Exit interviews with staff leaving NHS
- Increase the number of Aboriginal staff

Increase opportunities to engage and employ yarnangu

- Ensure all workplaces are culturally safe
- Identify entry positions and roles for Aboriginal staff – paid and volunteer
- Coordinate work options with CDP and Council
- Ensure appropriate, stepped training and education are available
- Flexible working arrangements for yarnangu staff that acknowledge need to meet cultural obligations
- Explore options for mentoring yarnangu staff

# STRATEGIES AND ACTIONS

4

## QUALITY ORGANISATION

“

*Run an effective, accountable organisation that Ngaanyatjarra people are proud of*

”

This goal covers our support and administration services, logistics such as transport, HR, IT, organisational governance, compliance and clinical governance.

STRATEGY	ACTIONS AND INITIATIVES
Develop annual operational plans for NHS outlining priorities, objectives and performance targets	<ul style="list-style-type: none"><li>• Report to the Ngaanyatjarra Board regularly on progress against plan targets</li><li>• Take a “traffic light” approach to summarising progress</li></ul>
Focus on integration and coordination with Council	<ul style="list-style-type: none"><li>• Align and coordinate priorities and strategies across Ngaanyatjarra Council</li><li>• Streamline back office support where efficient and effective</li></ul>
Fulfil obligations to funders	<ul style="list-style-type: none"><li>• Meet reporting deadlines</li><li>• Budgets prepared for programs</li><li>• Continue to keep an up to date database of funding obligations and targets</li><li>• General Manager to meet regularly with funding bodies</li></ul>
Continue to develop and maintain positive, respectful relationships with funders and government departments	<ul style="list-style-type: none"><li>• Regular meetings with funders</li><li>• “No surprises” approach to communication of issues and concerns</li></ul>

## 4

## STRATEGY

## ACTIONS AND INITIATIVES

Advocate for the Ngaanyatjarra people at all levels of government and funders (see also Goal 1)

- Key community health priorities signed off by the Board
- Encourage funders to regularly visit The Lands
- Communicate effectively the unique challenges of The Lands and the necessity to tailor some programs to align with local conditions and priorities

Ensure robust staff safety and clinical governance structures and processes are in place

- Regular audits of clinical governance compliance
- Root cause analysis and reporting of critical incidents
- Appropriate training and refresher courses for staff
- Regular meetings of Clinical Governance Group

Maximise mutual understanding, communication and support between staff working on The Lands and office/ administrative support staff

- Continually emphasise the need for a culture of timely service and support for on Lands staff
- Three-monthly Health Services Meetings on the Lands for office and Lands based staff
- Constantly review and improve communication pathways

High standards of administrative support to Lands based activities

- Continue to upgrade ICT and software
- Videoconferencing
- Email of weekly staff updates and whereabouts
- Streamline processes and decision-making
- Eliminate paper and duplication where possible

# PLAN GOVERNANCE

Key plans are related as below:





# PARTNERS

*We cannot be a successful health service and achieve our vision by acting alone.*

## **OUR KEY PARTNERS INCLUDE:**

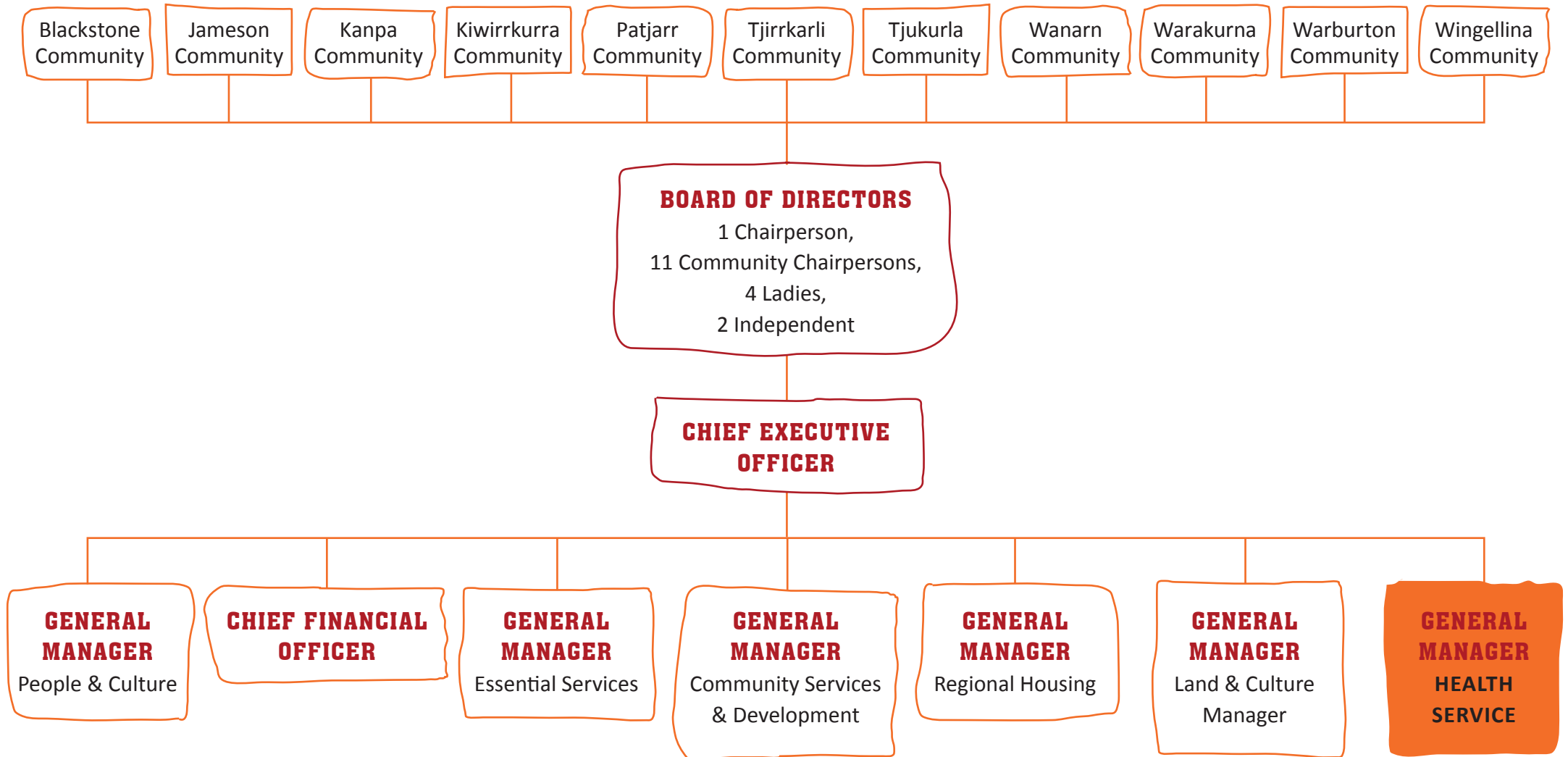
Ngaanyatjarra Communities  
Ngaanyatjarra Council  
Ngaanyatjarra Lands Schools  
Department of Health (WA and Commonwealth)  
Department of Communities  
Western Australian Primary Health Alliance (WAPHA)  
Aboriginal Health Council of Western Australia (AHCWA)  
Mental Health Commission (MHC)  
Royal Flying Doctor Service (RFDS)  
Hospitals (Alice Springs, Kalgoorlie and Perth)  
Purple House  
NPY Women's Council  
Health and Medical research organisations  
Our staff  
Visiting GPs and specialists

## **KEY TRACHOMA ERADICATION PARTNERS INCLUDING:**

Population Health Kalgoorlie  
Indigenous Eye Unit University of Melbourne  
Fred Hollows Foundation, WA  
Environmental Health Directorate  
Mentors and volunteers that assist our communities

# ORGANISATIONAL STRUCTURE

## OF NGAANYATJARRA COUNCIL GROUP



## ALICE SPRINGS OFFICE STAFF JANUARY 2019



# NGAANYATJARRA GROUP

NGAANYATJARRA  
COUNCIL

NGAANYATJARRA  
SERVICES

NGAANYATJARRA  
HEALTH SERVICE

