

WALGETT ABORIGINAL MEDICAL SERVICE



STRATEGIC PLAN 2018 - 2021



CONTENTS

Our Vision.....	3
Our Values.....	4
Message from the Chairperson	7
The Board	8
Message from the CEO	9
Strategic Priority Areas	10
Corporate Governance Objectives	12
Human Resource Objectives	14
Client Services Objectives	16
Financial Management Objectives	18
Community Engagement Objectives	20
Testimonials.....	22

OUR VISION

Walgett Aboriginal Medical Service Limited (WAMS) is a fully accredited Aboriginal Community Controlled Health Organisation (ACCHO) that has been in operation for over 30 years.

We offer an extensive range of outreach, centre-based and Quality Accredited Primary Health Care and Family services to Aboriginal and non-Aboriginal people living in Walgett, Brewarrina and surrounding communities. These services include General Practitioner, Dental and Allied Health services.

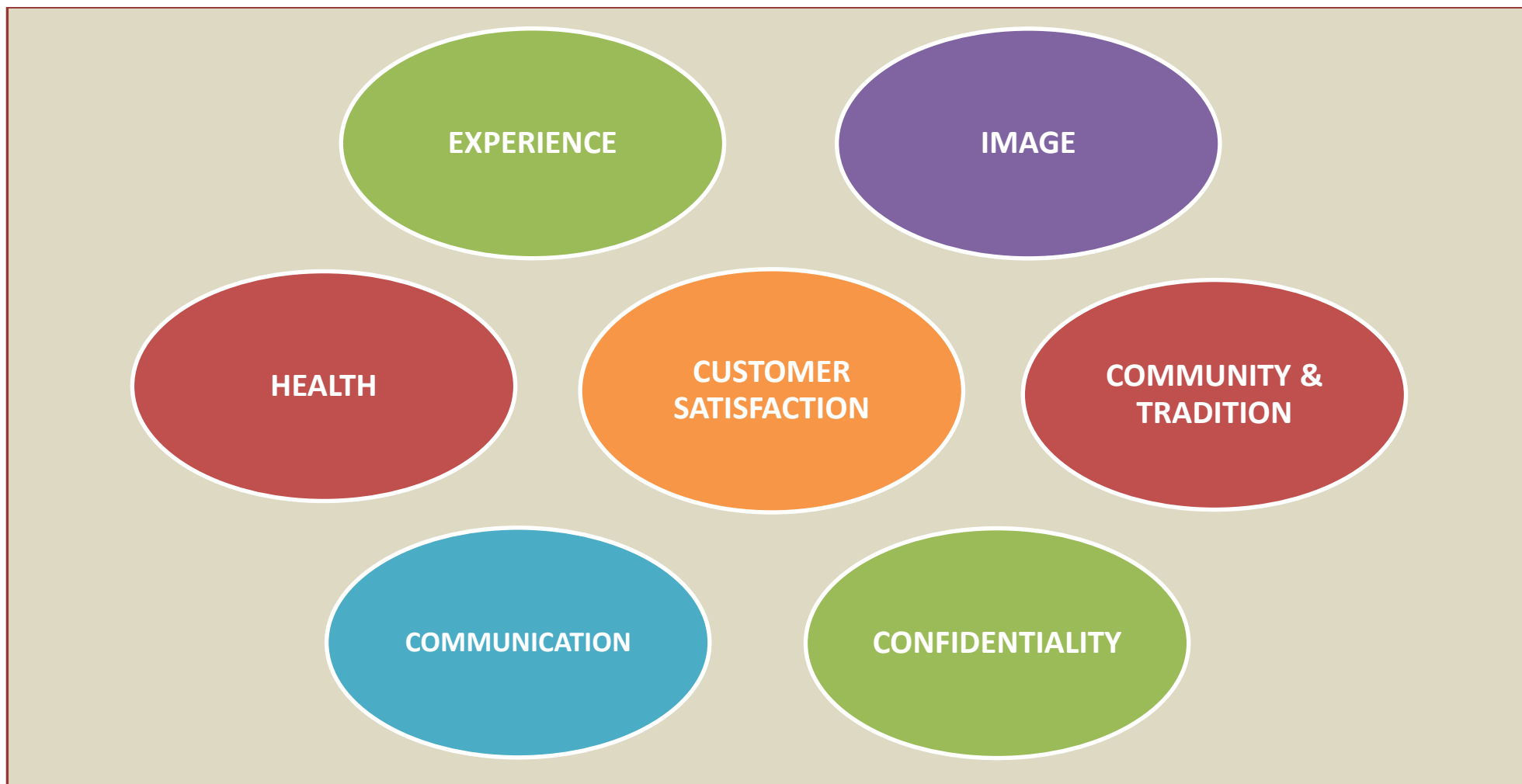
WAMS remains committed to realising our Vision: To be the most successful Aboriginal Medical Service in the state of New South Wales.

Our Mission is to improve:

“Not just the physical well-being of the individual, but the social, emotional, and cultural well-being of the whole community.”



OUR VALUES



OUR VALUES

HEALTH - We recognise the importance of Aboriginal Community Controlled Health Organisations (ACCHOs) that provide culturally appropriate and holistic care.

EXPERIENCE - We recognise and value the skills and experience of our Staff, Volunteers and Directors.

IMAGE - We are committed to actively promoting and enhancing the image and reputation of Walgett Aboriginal Medical Service, Brewarrina Aboriginal Health Service, our respective townships and surrounding local communities.

COMMUNICATION- We are committed to communicating in a culturally appropriate manner so that our clients are empowered to make informed decisions about their health and social needs.

OUR VALUES

CUSTOMER SATISFACTION - We are committed to delivering quality care and ensuring that the rights and responsibilities of our clients are upheld.

COMMUNITY & TRADITION - We respect the heritage and the cultural values of our clients and their community.

CONFIDENTIALITY - We are committed to respecting and maintaining the confidentiality of our clients and the community.

MESSAGE FROM THE CHAIRPERSON

I am both pleased and proud to present the Walgett Aboriginal Medical Service Ltd Strategic Plan 2018-2021. It identifies our path forward as a professional, respected and community-orientated organisation for the next 3 years.

Our focus along this journey must not rest on past successes, but rather on building towards a new list of achievements. This should include expanding our range of specialised services, and delivering more capital works and family support programs in the conscientious pursuit of our community health aims.

This Strategic Plan outlines our five Strategic Priorities, and includes organisational performance objectives that are focused on delivering an innovative, caring and financially sustainable Aboriginal Medical Service to the local communities of Walgett and Brewarrina.

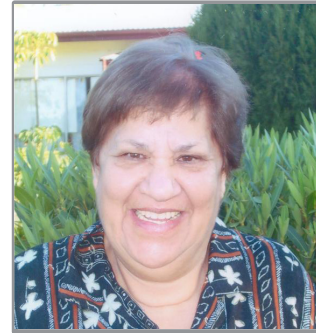
Bill Kennedy,

Chairperson Walgett Aboriginal Medical Service Ltd

THE BOARD



*Chairperson
Bill Kennedy*



*Iris Hall
Director*



*Deputy Chairperson
Bert Gordon*



*Mary Purse
Secretary*



*Donald Cran
Director*



*George Fernando
Director*

MESSAGE FROM THE CEO

What is planning?

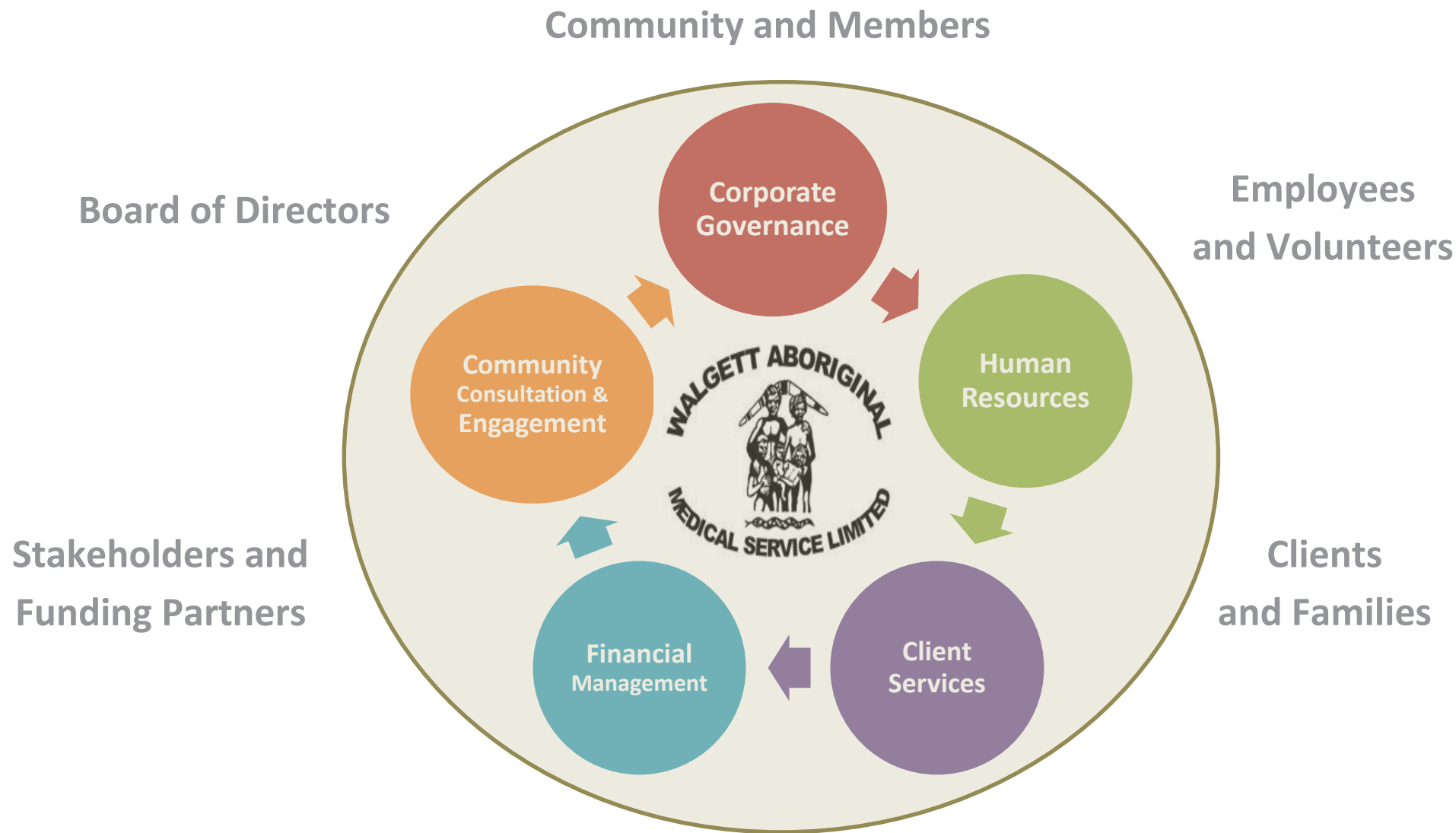
It gives - Purpose, Logistics, Arrangement, Notions, Normality, Invention and Goals

The cycle of WAMS planning provides an opportunity to reflect on previous operations and improve for the future. The evolution of the business circa 1986 has created a legacy for clients, community and our dedicated staff who have left their individual footprints as they passed through the doors of WAMS. Our achievements of being the first dual accredited ACCHO in NSW (1998) along with being the second ACCHO to meet the standards of accreditation with White Ribbon Australia confirms the high level of quality care provided. The Strategic Planning document is the HANDBOOK of good governance and due diligence across all aspects of WAMS. The five priority areas are a synopsis of the WORKS of WAMS for some 32 years and are an indication of the cultural, holistic and social framework that we all recognise. I have no doubt that the next three years will be filled with; Perseverance, Learning, Achievement, Nurturing, Nostalgia, Inclusion, Novelty and Growth. It is an honour and a privilege to work alongside a committed and dedicated team of individuals who ensure clients are treated with consideration and respect each day.

Christine Corby

CEO Walgett Aboriginal Medical Service

WAMS STRATEGIC PRIORITY AREAS



WAMS STRATEGIC PRIORITY AREAS

Corporate Governance

The WAMS Board will comply with relevant legislation via established governance structures. Robust governance will enable the Board to identify and mitigate risks to the organisation and individual Board Members.

Human Resources

Effective Human Resource management will ensure that the right people are employed in suitable roles to deliver services, as reflected in the Strategic Plan, whilst maintaining the organisational values.

Client Services

WAMS stakeholders will feel confident that WAMS services are best-practice, culturally appropriate, accessible and confidential.

Financial Management

To ensure the delivery of services moving forward, WAMS will explore funding opportunities as well as generate revenue where possible. Such resources will be managed in a fiscally responsible and competent manner.

Community Consultation

WAMS will continue to support the community through consultation, facilitation and participation in programs that showcase the principles of healthy living and promote the WAMS profile for the betterment of the community and clients.

CORPORATE GOVERNANCE OBJECTIVES

Objective(s)	Actions ... How will we do this?	Performance Indicators
<p>WAMS will attract, develop and retain suitable Board Members via the establishment of an attractive Board participation proposition.</p>	<p>Conduct succession planning activities. The current 'Expression of Interest' form will be modified to improve its ease of use and functionality (initial application followed by an informal meeting to qualify prospective applicants). Analyse Board skill gaps and expertise shortages (e.g. Clinical, Legal). Develop a Program for the integration of skills-based Directors. Allow participation in sub-committees for non-Board members or prospects, where appropriate. Obtain advice, consult with stakeholders and develop (then vigilantly apply) relevant Board remuneration Strategies and Policies, including all supporting forms and paperwork. Board Members will be appropriately compensated for their time and out of pocket expenses (only). Establish reporting guidelines and double-checks to ensure transparency in all actions. Update funding bodies and stakeholders on any Board remuneration developments. Board Induction Program to be developed and endorsed for implementation.</p>	<p>Board numbers are compliant with Constitutional minimums.</p> <p>Effective and efficient hand-overs and transitions at scheduled Board changeover(s).</p> <p>Board participation and a diversity of experience and backgrounds are embraced.</p>
<p>WAMS will demonstrate best practice in Board processes and operate in a fully compliant manner.</p>	<p>Update Governance Policy manual annually. Ensure Board Papers and Reporting adhere to acceptable standards. Review Board / Company Secretarial practices for compliance. Develop and endorse a Position Description for Company Secretary. Increase levels of understanding of AICD requirements. Board and CEO PPR (Performance) reviews to be conducted annually Operate to a Board Calendar of events and associated Activity checklist, ensuring key items actioned. Responsible senior managers may be invited to attend Board meetings for reporting purposes, on a rotational basis, for inclusion in the Board Calendar (Finance, Clinical, Events).</p>	<p>Board Calendar of events completed in implemented.</p> <p>Audit outcomes.</p> <p>AICD and best practice demonstrated by WAMS Board.</p>

CORPORATE GOVERNANCE OBJECTIVES

Objective(s)	Actions ... How will we do this?	Performance Indicators
WAMS will demonstrate effective and responsible Risk Management practices.	Formation of Risk Management Framework. Develop Risk Management Register and Reporting process. Review, revise and /or endorse all organisational polices, as per prescribed schedule, and implement new Policies where required. Implement and oversee Insurances Review (Annual).	Risks successfully mitigated. Policy Manual review program up to date.
Conflicts of Interest will be identified, declared and shared.	Adherence to WAMS Conflict of Interest Register and agenda item(s).	Board Papers.
Board members will share feedback on operational Matters and staff performance 'through and via' the CEO.	Board Members will endorse Staff 'Loyalty and Recognition' Policy. Board Members will entrust the CEO with Staff management responsibilities. Agenda item for all Board Meetings to include 'compliments and complaints' as a forum. CEO PPR (Performance) reviews to be conducted annually, and included in Board Calendar. CEO will ensure that all staff PPR reviews conducted annually (at minimum).	Staff morale and retention. Performance reviews completed in timely manner.
New developments and capital projects will be monitored to ensure such investments deliver value for money to WAMS.	Processes and Reporting instruments will be developed to ensure Board Members remain up to date. Project Budgets will be developed and implemented. Project timelines will be implemented and vigilant planning activity will be conducted, before investment. Timeline variances on Capital Projects will be identified, discussed and addressed.	Budget adherence. Project Timelines achieved. Projects delivered.

HUMAN RESOURCE OBJECTIVES

Objective(s)	Actions ... How will we do this?	Performance Indicators
<p>WAMS will continue to grow and develop our local Aboriginal workforce.</p>	<p>Actively engage local providers and community partners. Continue to expand School and local work-experience programs. Seek to engage and offer employment opportunities to locals and regional community members wherever possible. Suitable and essential checks completed pre-employment (NCC and Working with Children etc.).</p>	<p>Increased numbers of locals in workforce. Staffing levels reported to Board meetings.</p>
<p>WAMS will continue to acknowledge and embrace the critical importance of Aboriginal Health Workers (AHWs) to our core business services.</p>	<p>Succession planning and offering a skills-based development program. Actively attract AHW's from statewide and national networks. Actively promote learning and lifestyle opportunities at WAMS. Mentor programs. Trainee Manager / AHW Leadership Programs. Foster and expand partnerships – Aboriginal Health College etc. Position Description and employee value proposition information to be updated regularly.</p>	<p>Full staff numbers in AHW and AHWTL roles. WAMS recognised as a leader in AHW employment and a potential development ground for other ACCHS to source experienced staff.</p>

HUMAN RESOURCE OBJECTIVES

Objective(s)	Actions ... How will we do this?	Performance Indicators
<p>WAMS will demonstrate the utilisation of Performance monitoring, performance development and feedback review programs for all staff.</p>	<p>All roles will have Position Descriptions and Key Result Areas (objectives). Performance Reviews conducted regularly (annually at minimum). Customised reporting on performance. Performance shortfalls are addressed by performance management and / or additional coaching and development. Learning and Development plans for all staff and Training Budget (annual) in place. Exit interviews will be conducted. Consider development and implementation of a formal staff survey (feedback) process.</p>	<p>Policies and documentation in place.</p> <p>All staff reviews completed.</p> <p>Board reporting.</p> <p>Improved staff feedback processes are observed.</p>
<p>WAMS will seek to attract and retain qualified and specialist skill-sets to allow WAMS to deliver a broad and growing range of services.</p>	<p>Recruitment and Selection policies will be fit for purpose. Recruitment and Selection programs will be customised and effectively implemented. WAMS Chairperson or suitable Board nominee may participate in selection panels (for Senior positions) Partnerships will be established and expanded in scope and number. Employer of Choice programs (i.e. benefits and lifestyle). Accommodation and flexible employment options will be well publicised. Development of a dedicated WAMS Careers platform (on-line) to promote Walgett lifestyle. Checks and balances in place to ensure qualifications and educational requirements match role expectations, prior to employment, without exception. We will celebrate and embrace diversity, in all attraction and recruitment practices.</p>	<p>Vacancies filled in acceptable timeframes (60 days).</p> <p>Balance of contractors and employees is financially viable.</p> <p>Increase in applicant numbers and selection choices.</p>

CLIENT SERVICES OBJECTIVES

Objective(s)	Actions ... How will we do this?	Performance Indicators
<p>WAMS will adopt a 'Community first' and consultative approach to the design and delivery of our services</p>	<p>Seek feedback from the Community on how we can best assist. Expand clinical programs and 'checks' in the Chronic Disease facility. Expand remote outreach programs, where distance is a recognised impediment. Rationalise local outreach programs, where clinical services are readily available. Prioritise the importance of community outcomes 'above' administrative or non-core activity. Ongoing implementation of regular Immunisation Clinics in the community. Develop and maintain a Chronic Disease register to track and better coordinate delivery of coordinated care services (multi-disciplinary) . Actively promote and expand Health Check programs and availability. Centralise and promote efficiency of services, consolidating our existing resources (Clinics). Continue provision of services to Brewarrina community (BAHSL) .</p>	<p>Community satisfaction levels. Health check key performance indicators achieved. Chronic Disease Register in place and actively utilised. Productivity improvements. Improvements in health community health outcomes</p>

CLIENT SERVICES OBJECTIVES

Objective(s)	Actions ... How will we do this?	Performance Indicators
<p>WAMS will demonstrate best practice in Clinical Care, Primary Health Care, Dental Programs and all Services.</p>	<p>Adhere to all Clinical and Quality benchmarks to successfully retain existing Accreditations (3)</p> <ul style="list-style-type: none"> • RACGP – Royal Australian College of General Practice Standards (Clinic) • NSQHS – National Safety and Quality Health Service Standards (Dental) • QIP – Quality Improvement Council Standards (WAMS Organisation). <p>Improve levels of collaboration with data collection-bodies. Improve collaboration across our services. Ongoing implementation of ‘Communicare’ systems and processes. Implementation of Logic QC (Quality Control and Document Management System). Adopt a centralised ‘point of truth’ approach to systems and information management. Increased implementation of Care-plans and Patient reviews (case management).</p>	<p>Recognition as a leading Quality PHC Service.</p> <p>Improved data collection.</p> <p>Systems implemented and integrated.</p>
<p>WAMS will protect the achievement and retention of (relevant) Quality Accreditation.</p>	<p>Ongoing implementation of QIP program (Management). Clinical / PHC / Dental Accreditation programs to continue (Medical). Educate, update and empower staff to adhere to continuous quality improvement (CQI) principles. Deliver up to date and evidence-based reporting. Quality will be included as an agenda item for relevant meetings.</p>	<p>Uninterrupted Accreditation(s) status.</p> <p>Audit performance.</p>

FINANCIAL MANAGEMENT OBJECTIVES

Objective(s)	Actions ... How will we do this?	Performance Indicators
WAMS will endeavor and strive to increase levels of Medicare revenue.	Improve processes and reporting of services provided. Increase levels of communication of services available to clients. Improve tracking and recording of relevant Medicare information. Consider provision of GP services in surrounding regions (with approval NSW). Actively secure a permanent WAMS Resident GP to enhance Medicare revenue.	Reporting to Board on revenue income.
WAMS will implement and approve a fiscally responsible, fully costed Capital Works and expenditure Program.	Key features of expenditure program and the development of 'line of sight' reporting will include; <ul style="list-style-type: none"> • Wee-Waa St development / Shop-front project • Maintenance and asset upkeep programs • Fleet and Machinery / Equipment purchases • ICT and Systems expenditure. 	Budget compliance. Annual review.
WAMS will continue to explore diverse and potential non-government revenue streams.	Business Planning and pro-active Tender identification. Corporate Partnerships. Explore RTO opportunities (AHMRC etc.). Expand fee for service options and family / care related revenue streams. Pursue revenue opportunities at Shopfront development / site.	Reduced reliance on funding (only). Balance sheets and financial performance.

FINANCIAL MANAGEMENT OBJECTIVES

Objective(s)	Actions ... How will we do this?	Performance Indicators
<p>WAMS will demonstrate continual improvement in all financial reporting, management and revenue tracking processes.</p> <p>A robust and transparent financial management framework (in conjunction with effective and vigilant Board Member oversight) is crucial to future success.</p>	<p>Budgets prepared for Board review and approved by the Board annually (Board Calendar).</p> <p>Financial matters and items addressed at Board Meetings and Finance sub-committees.</p> <p>Retain a suitable qualified CFO, with verified and appropriate professional Accounting abilities to prepare WAMS financials that will then be Audited by an external, non-associated entity on an annual basis. Any appointment of an Auditor should be deliberately rotated every 2-3 years.</p> <p>Financial report to be delivered to Board by CFO at suitable Board meeting (July / Aug) annually and recorded as regular Board Calendar event.</p> <p>All funding received will at all times be accurately and diligently allocated to the appropriate Program, to be subsequently recorded and then acquitted accordingly.</p> <p>Conduct a review of the WAMS 'delegation of authority' instrument to confirm that appropriate levels of accountability and approval match operational requirements. Complete annually.</p> <p>Asset & Equipment Register completion program to continue, finalised EOFY 2018.</p> <p>Implement financial systems that are 'fit for purpose' and ensure all substantial purchases are approved where necessary. Controls are implements and monitored for adherence.</p> <p>Regular fleet maintenance, turnover and vehicle management practices are enforced to minimise unplanned expenditure.</p>	<p>Audit outcomes and feedback.</p> <p>Compliance levels.</p> <p>Balance sheets and Financial Performance. Solvency.</p> <p>Financial Policies in place, and adhered to.</p>

COMMUNITY ENGAGEMENT OBJECTIVES

Objective(s)	Actions ... How will we do this?	Performance Indicators
<p>WAMS will at every opportunity endeavor to continually increase the profile and reputation of our local communities and our organisation</p>	<p>Home visit 'welfare check' program in conjunction with discharge register records, to be contemplated and if feasible developed for implementation.</p> <p>Follow up process implemented for no-shows and cancellations, with staffing levels adjusted if necessary.</p> <p>Grow our Community presence by expanding on current programs such as; Santa's Cave Christmas program, Breakfast Club, Meals on Wheels, Elders Programs etc.</p> <p>Additional Community Volunteer programs (in WAMS uniforms) to be explored.</p> <p>Demonstrate appropriate and professional use of vehicles in the community.</p> <p>Explore opportunities to enter teams in local competitions / sponsorship of teams etc.</p> <p>Adopt a welcoming culture and encourage visitors to our workplaces, meetings and facilities.</p> <p>Development and instigation of 'Walgett Careers' on-line portal to promote local lifestyle (see also HR).</p>	<p>Increased client numbers, activity and clinic attendance.</p> <p>Client satisfaction levels</p> <p>Increased levels of Trust (feedback).</p>
<p>Integration of Cultural Awareness Training in partnership with the community.</p>	<p>Staff induction and participation programs to include additional local cultural content.</p> <p>Expand (above) to include Contractor involvement.</p> <p>Programs to educate and inform on local area history and key social justice millstones to be developed. and shared with new, potential and also existing staff.</p> <p>Guest speakers, local knowledge and sites of significance information, tours etc.</p>	<p>Demonstrated understanding and awareness of our history and the needs and lifestyle issues impacting local communities.</p>

COMMUNITY ENGAGEMENT OBJECTIVES

Objective(s)	Actions ... How will we do this?	Performance Indicators
WAMS will pro-actively take steps to Inform the community of our aims and grow our membership	Increase distribution of promotional materials. Distribute Strategic Plan (such as this plan). High profile attendance at Community events of significance. Design and develop active Membership drive programs(s).	Increased awareness, and support for WAMS. Membership growth.
WAMS will explore and embrace partnerships or joint-ventures alongside organisations with similar values and aims for mutual benefit	Ongoing development of Memorandums of Understanding (MOU's). Formalise Partnerships outside of currently established. Increased levels of engagement with local council(s) and government. Maintain relationship (and Accreditation) with White Ribbon Australia. Civic leadership and Volunteer opportunities to be actively promoted and / or explored.	Increased awareness, and support for WAMS. Membership growth.

TESTIMONIALS



For dentists looking to extend their professional experience, to live in a rural or remote location or to contribute to improvements in indigenous health, WAMS offers a unique opportunity. We enjoy our time in Walgett and always look forward to returning."

Rick Smyth | B.D.S. Sydney University

"I wanted to thank you for all your help and support during my placement at Walgett AMS. It was such a wonderful and eye opening experience, and I look forward to returning in the future. The staff at AMS were very accommodating and a pleasure to work with. I really admire their hard work and dedication to serve the community.

Mahnaz Khan | Oral Health Therapist | Paediatric Department | Sydney Dental Hospital



TESTIMONIALS

The Aboriginal Medical service has an excellent, modern up to date Dental clinic attached the medical block. I was somewhat surprised as to the standard of equipment and materials available. The support staff were immensely helpful, friendly and courteous, nearly all of whom were from the local aboriginal community.

Mark McAfee B.D.S | Queens University Belfast



I really enjoyed the locum here and thought that the clinical service was very high quality - that included the standard of medical records, the excellent recall system, and terrific camaraderie amongst the clinical team!

Dr Graeme Mulvey



