



GURRINY YEALAMUCKA HEALTH SERVICES ABORIGINAL CORPORATION –
STRATEGIC PLANNING
ORGANISATIONAL REVIEW

16 March 2017

CONSTITUTION OBJECTIVES

- (1) To increase and maintain the health standards of the people in Yarrabah and surrounding areas by developing and implementing strategic plans for phasing in ATSI control of the delivery of health services.
- (2) To ensure that comprehensive, culturally appropriate and accessible health services, are provided to them including but not limited to primary health care.
- (3) To identify the priority requirements and appropriate qualified medical practitioners and other staff to address the health problems and improve the health standards of the people of Yarrabah community and surrounding areas based on need of population growth.
- (4) To develop policies and strategies to promote and improve the health and social and emotional well-being status of our people.
- (5) To collect, co-ordinate, manage and own data aimed at improving the standard of ATSI health, including programs in conjunction with other research bodies relating to the health of the people of Yarrabah community and surrounding areas.
- (6) To raise awareness of priority health areas to all stakeholders and to ensure that the Yarrabah community is adequately funded to deliver health service that are comprehensive, culturally sensitive, appropriate and accessible health services to the community of Yarrabah and surrounding areas.
- (7) To network and co-ordinate health information with all other community controlled health services in Queensland, Australia and overseas and to promote and advance the cause of the health and well being of Yarrabah community and surrounding areas.
- (8) To participate in social research studies in any other Indigenous Health Services in Australia, or other parts of the world.
- (9) To lobby local, State and Federal Governments, the private and corporate sectors and international organisations for investing in ATSI community control.
- (10) To develop and implement education and training programs in all Health areas specific to ATSI people in Yarrabah community and surrounding areas.
- (11) For the purposes of carrying out its objectives, to raise, borrow, invest, donate, expend and lend funds, acquire and dispose of any form of property, employ staff, enter into contracts and service agreements and establish companies.
- (12) To undertake commerce in the production of artefacts, products and services or other wares in connection with the objectives herein before mentioned

GYHSAC STRATIGIC PLANNING ORGANISATIONAL REVIEW

STRATEGIC INTENT 1: SI1 To achieve sustainable, high quality, and safe clinical and wellbeing outcomes for our community

Statement: Gurriny's practices and policies around community service provision and charitable giving is included in the company's service design and aims to solve clinical health and social impact challenges, including strengthening health service leadership, access to specialist services, preventative healthcare programs, health education, economic opportunity and participation, arts, and increasing the flow of capital to other purpose driven enterprise in the community of Yarrabah.

Objective 1.1: Develop and enhance service delivery

- Deliver the GYHSAC Comprehensive Model of Care
- Expand primary health care services to our clients
- Expand social and community programs to our clients

Strategies

1. Complete development and implementation of the Gurriny Model of Care to align the inter-relationships between clinical, social and community services to achieve more holistic, efficient and effective service delivery.
2. Enhance and expand investment in social and community programs through the identification of need, research and the development of relevant funding submissions
3. Gurriny and its services are promoted throughout the community and regionally.
4. The health literacy and health knowledge of the community is improved.
5. Participate in and contribute to the development of national data management systems for social, emotional and wellbeing services in Aboriginal communities to generate knowledge and evidence for further funding opportunities.
6. Extend clinic hours to improve accessibility for clients.
7. Imaging services are introduced to Gurriny.
8. Expansion of transport services to include a new additional bus with wheelchair capacity.
9. Utilisation of the mobile health van for health promotion and clinical purposes.
10. Expand paediatric, physiotherapy, psychology and ENT services to the clinic.

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STRATEGIC INTENT 2: SI2 To build and maintain a business platform to support service delivery and to enhance compliance with all relevant legislation and standards

Statement: Gurriny's corporate governance focuses on the company's mission, stakeholder engagement and overall accountability, compliance and transparency of the company's business operations. Contemporary, effective and efficient business systems are required to support expanded service delivery.

Objective 2.1: Business Systems are Accountable, Compliant, Ethical and Transparent

Objective 2.2 Business operations are efficient and effective

Objective 2.3 Capital and infrastructure growth is aligned to service and workforce growth

Objective 2.4 Environmentally safe practices are adopted into business systems

Strategies

1. Enhance business services to provide an efficient and effective business platform for the delivery of services
2. Maintain RACGP and ISO standards.
3. Implement an enhanced risk management system
4. Design and implement an integrated corporate, clinical and well-being governance system
5. HRM systems and processes ensure optimal resource allocation in alignment with the business needs of the organisation
6. All business systems are compliant to all relevant legislative, industry and policy requirements
7. Information and data management is aligned to the business needs of the organisation
8. Client management systems are reviewed for their efficiency and effectiveness in achieving appropriate and quality care as well as creating opportunities for revenue realisation
9. Review software systems to enhance business efficiency
10. Develop a capital growth plan for the redevelopment of Workshop Street and negotiate its handover to Gurriny from Queensland Health.
11. Negotiate Development Approval with the Yarrabah Council for Capital and Infrastructure Development
12. Gurriny considers its facilities, materials, resources and energy use through purchasing and practicing "green" products and services and advocating for renewable energy for all its buildings

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STRATEGIC INTENT 3: S13 Ensure that Gurriny continue to build an appropriate and effective workforce to enable service enhancement

Statement: Gurriny's relationship with its workforce is maintained through training and ownership opportunities provided to its workers and focuses on the overall work environment within the company through management/worker communication, job flexibility, corporate culture and worker health and safety practices.

Objective 3.1: Enhance the knowledge and applied competence of the Gurriny workforce relevant to work roles and responsibilities

Objective 3.2: Foster the internal development and career progression pathways for all staff wherever possible

Strategies

1. Redesign the team and delivery processes for the Practice Incentive Program
2. Change workforce structure to allow Indigenous Health Practitioners (IHPs) to Medicare bill to increase overall income. Offset the income against the salary costs of the IHPs
3. Design team and management roles, responsibilities and structures to better manage increased service delivery and service enhancement
4. Development and implementation of a funded professional development, training and education annual plan for all staff to enhance productivity, effectiveness and efficiency of human resourcing and to meet mandatory training requirements e.g. work health and safety
5. Develop and implement a workforce strategy for Gurriny
6. Introduce workforce career progression pathways for all staff to incentivize productivity and job satisfaction.

STRATEGIC INTENT 4: SI4 Financial viability of Gurriny

Statement: Gurriny will pursue a revenue growth strategy to increase income. Gurriny will target a small surplus for 2016-2017 and 2017-2018

Objective 4.1: Business Development

Gurriny's financial position will be guided by a Growth Strategy to increase Gurriny's annual income, monitor costs and produce a surplus

Strategies

1. Increase Medicare billing and PIP income
2. Increase grant income
3. Increase the Medicare billing capacity of Indigenous Health Practitioners and Health Workers
4. Increase clinic opening hours
5. Monitor and benchmark costs to an acceptable management and control level
6. Review cost efficiency of all services
7. Achieve a surplus over the two year period
8. Maintain financial liquidity and equity ratios



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STRATEGIC INTENT 5: S15 Gurriny will grow and promote, locally, regionally, nationally and internationally, its reputation and stakeholder relationships for our world class innovated solutions and outcomes

Statement: Gurriny's measures its impact through the direct benefit to the Yarrabah community.

Objective 5.1: Serving Those In Need

Position Gurriny as a leader in delivering Comprehensive Primary Health Care and Social Emotional Wellbeing services by 2018

Strategies

1. Corporate Governance and Constitution Review to reflect an organisation that can deliver a "world class" service e.g. Explore B Corps Accreditation
2. Enhance Board Directors knowledge and competence of primary health care , its business modelling and capacities for enhanced service delivery
3. Increase and strengthen Regional, National and International Conference and Workshop Presentations
4. Growth in Strategic Business and Research Partnerships as a platform for delivering enhanced service delivery across social, community and health sectors
5. Create Gurriny as a Centre of Excellence for primary health care
6. Participate and contribute to Yarrabah Leaders Forum



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STRATEGIC INTENT 6: SI6 Gurriny is a community led organisation that will engage and communicate in a way that is guided by the principles of the declaration of rights of Indigenous people

Statement: The Declaration on the Rights of Indigenous Peoples (the Declaration) affirms the minimum standards for the survival, dignity, security and well-being of Indigenous peoples worldwide and enshrines Indigenous peoples' right to be different.

Objective 6.1: Compensation Benefits & Training

Objective 6.2: Culture & Diversity

Objective 6.3 Culture Mentoring

Objective 6.4 Understanding Community Control

Objective 6.5 Aboriginal Holistic Health Care

Strategies

1. Develop a reciprocal accountability framework so that Gurriny and the community can influence and guide the delivery of health care in Yarrabah
2. Strengthen Gurriny's organisational culture and our values to reflect the diversity of Yarrabah, our patients and community accountability
3. Strengthen and expand Gurriny's cultural mentor role to facilitate the development of the reciprocal accountability framework
4. Working, mentoring and training with staff to enhance the understanding of Community Control and its associated responsibilities
5. Define and apply Aboriginal Holistic Health Principles and Protocols for the delivery of primary health care.