

Core Values

How Gurriny Yealamucka Health Service will behave:

Quality of Service: We will value the responsibility of providing a quality health service to all residents of Yarrabah and will maintain a high standard of care across all levels of the organisation.

Leadership: We will endeavour to represent the Yarrabah community through strong leadership to ensure the delivery of health services are maintained and improved upon as determined by the needs of clients.

Commitment: We will strive to provide 100% commitment to all levels of the organisations' business and in its capacity to support the Yarrabah community.

Accountability: We will aim to be accountable to the appropriate stakeholders; within the organisation, the Yarrabah community, and non-government and government sectors.

Teamwork: We will always recognise and understand the value of teamwork and insist upon a team approach in service delivery and management to maximise outcome.

Competitive Advantages

What do we do best?

As a community-controlled health service, managed by and accountable to the people of Yarrabah; who now have a greater say in how health is delivered in their community we will address health outcomes for our people. Gurriny's unique model of care is developed by our Doctors and Aboriginal Health Workers and includes comprehensive primary health care that encompasses all the aspects of both clinical and social health care delivery. We value community engagement, community ownership and sustainability.

Organisation-wide Strategies

How will we succeed?

To increase and maintain the health standards of people in Yarrabah and surrounding areas we will deliver our services through the governance and management of an Aboriginal community-controlled health services, in partnership with our stakeholders to develop a capacity building infrastructure that supports Gurriny Yealamucka Health Service incorporate Primary Health Care as the major foundation to serve a multipurpose community-controlled health service.

Strategic Intents and Strategies

Financial Performance - Growth & Productivity

STRATEGIC INTENT 4: Financial viability of Gurriny

Statement: Gurriny will pursue a revenue growth strategy to increase income.

- 4.1: Maintain effective financial management practices
- 4.2: Consolidate health funding for Yarrabah

Service Delivery - Customers

STRATEGIC INTENT 1: 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.

- 1.1: Ensure Gurriny continuously improves GYHSAC comprehensive model of care
- 1.2: Expand social and community programs to our clients

Process Excellence - Organisational Effectiveness

STRATEGIC INTENT 2: 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.

- 2.1 Expand the sustainable Community Control model as the fundamental bases of Gurriny business platform
- 2.2. Capital and infrastructure growth is aligned to service and workforce growth
- 2.3 Maintain professional high standard Business Systems
- 2.4 Business operations are efficient and effective
- 2.5 Implement environmentally safe practices

STRATEGIC INTENT 5: Gurriny will grow and promote its reputation as a leading Indigenous primary health care provider

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

- 5.1 Expanding partnerships with stakeholders
- 5.2 Promote and market Gurriny
- 5.3 Partner with Universities for evidence-based research

People & Learning - Building Blocks of the Organisation

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

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.

- 3.1: Develop and increase the skills base of the community through employment at Gurriny
- 3.2: Foster the internal development and career progression pathways for all staff wherever possible

STRATEGIC INTENT 6: Strengthen and embed community control of our Health Service

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.

- 6.1 Strengthening an understanding of Community Control including Culture & Diversity
- 6.2 Offer Aboriginal Holistic Health Care

National Health KPI's

How we will measure success

Measure	Target
Number of national Health KPI's Medicare generation	Meet, exceed state & national
Financially sound	Achieve target set
AGPAL & ISO accreditation	Unqualified audit
Community KPIs	Maintain accreditation
	Social determinants addressed

Mission

Why do we exist?

Gurriny, as the community-controlled health service will lead the advancement of equitable health outcomes for the people of Yarrabah.

Vision

What does success look like?

Gurriny will "Close the Gap" through progressing quality health care services that are underpinned by gold standard governance and business practices:

1. To increase and maintain the health standards of people in Yarrabah and surrounding areas by delivering a service through the governance and management of an Aboriginal Community Controlled Health Service.
2. In partnership with CHHS develop a capacity building infrastructure that supports Gurriny Yealamucka Health Services to incorporate Primary Health Care as the major foundation to serve a multipurpose community controlled health service.

Implementation

How do we make strategy a habit?

The Strategic Plan will start implementation as of March 2018 and will be overseen by the Board and implemented by the Chief Executive Officer with annual reviews. Senior Managers will be required to complete their Department's monthly status/progress report and provide to the Chief Executive Officer prior to the relevant Action Plan SMT meeting and the outcomes discussed with their respective Teams. Reviews of progress will be undertaken by the Senior Management Team and presented as part of the quarterly report to the Board. An annual review will be undertaken at the beginning of each fourth quarter (by March of each year) and the Strategic Plan amended accordingly.