



Mulungu Aboriginal
Corporation Medical Centre

Strategic Plan 2009-2012

Life changing primary health care

our
vision
for the
future



Welcome from the board

This Strategic Plan reflects our vision for improving the health status of the Aboriginal and Torres Strait Islander community of Mareeba.

On behalf of the Board I would like to acknowledge the fine effort of past Boards and staff of the Mulungu Aboriginal Corporation Medical Centre in their work in making the organisation what it is today.

Our task now is to build on this work to broaden our primary health care model and empower our community to take control of their own health and wellbeing.

Our 2009–2012 Strategic Plan provides clear direction for moving forward and how we will respond to changing health priorities in the community. It sets out our key strategic focus for providing comprehensive primary health care and driving improvement in our work, programs and services.

Our vision is for Mulungu to become a leader in providing life changing primary health care over the next three years.

We will work to achieve this vision through empowering our community, demonstrating strong leadership and compassion for our community, strengthening our partnerships, and ensuring excellence in our delivery of evidence-based culturally appropriate health and wellbeing services for the Indigenous community of Mareeba.

Our vision for comprehensive primary health care

Our key strategic priority over the next three years is to expand and improve our model for delivering comprehensive primary health care. As an Aboriginal community controlled health organisation we are committed to providing culturally appropriate healthcare that responds holistically to the physical, spiritual, cultural, social and emotional wellbeing needs of our community.

Our vision for providing comprehensive primary health care involves dedicating resources and facilities to ensure early identification and intervention and preventative action is integrated into our clinical and counselling services. This approach will increase our capacity to work with clients to better manage chronic diseases and improve the social and emotional wellbeing of our community.

Over the next three years we will establish two new facilities, a NumooBubi 'mums and bubs' centre and a dedicated Health and Wellbeing Clinic, to complement our GP Clinic.

At the heart of this new model of care is our belief that the community must be empowered with information and resources to better manage their own health and wellbeing. To achieve this we will increase resources to support the primary health care model to ensure that our early identification and intervention, education and health promotion is effectively integrated into our curative treatment, and that these services are provided by multi-disciplinary teams of healthcare professionals working collaboratively.

This approach will ensure resources are dedicated to support health promotion, illness prevention, care of those with a chronic disease, advocacy, community development and empowerment. By dedicating resources to these areas we are making a commitment to improve health outcomes across all age groups within our community.

Benefits of a comprehensive primary health care model

- Stronger focus on educating clients to take responsibility for managing their health and wellbeing
- Targeted resources for health promotion information and activities in response to specific health issues
- Greater emphasis on client oriented care delivered through a multidisciplinary team
- Increased resources focused on preventative health, care plans, and home visits
- Deeper engagement with clients
- Increased focus on supporting clients to make informed choices and behavioural changes through health education
- Improved pathways and referral protocols to support better access to allied health and other health providers
- Greater definition of programs and services and ability to monitor and measure outcomes

Implementing this model over the next three years will come with many challenges. This 2009-2012 Strategic Plan is designed to guide us through these challenges and help us stay on track and focussed on improving health outcomes for the Mareeba Indigenous community.



Vision

Life changing primary health care

Mission

Mulungu Aboriginal Corporation Medical Centre is an Aboriginal Community Controlled Organisation working to improve health outcomes and wellbeing for the Indigenous community of Mareeba. We do this by providing comprehensive primary health care services that respond to the physical, spiritual, cultural, and emotional and social wellbeing needs of the community and by empowering the community to manage their own health and wellbeing.

Values

Community

- Community empowerment
- Working in collaboration with the community for health and healing
- Respect for traditional beliefs and values
- Recognition of lived experiences including loss of land and subsequent loss of identity

Service delivery

- Holistic approach to health and healing addressing mind, body and spirit
- Culturally appropriate professional care
- Evidence based and informed services responding to client input and feedback

Workplace

- Open and transparent communication
- Supportive, trusting and desirable place to work
- Considerate and responsible professional work practices
- Staff empowered to excel and be confident and knowledgeable
- A learning organisation that values teamwork and embraces growth and change with positivity
- Staff taking initiative and responsibility to drive improvement

About Mulungu

Mulungu Aboriginal Corporation Medical Centre provides a community controlled comprehensive primary health care service for the Aboriginal and Torres Strait Islander community in the Mareeba District.

Mulungu Aboriginal Corporation Medical Centre was incorporated in 1995 and has grown to be a major employer of Aboriginal and Torres Strait Islander people in the Tablelands District.

Situated 70km north-west of Cairns in Far North Queensland, Mareeba is the largest town in the area next to the major coastal centre of Cairns.

Mareeba or *meeting of the waters* is the land of the Muluridji people. The area is also home to many other Aboriginal peoples, including the Djabugay, Yalanji, Djungan, Bar-Barrum and the Walkamin peoples.

The Indigenous community is as diverse as it is rich in culture with many people from both urban and 'traditional' backgrounds. With around 14% of the population identifying as Aboriginal or Torres Strait Islander, Mareeba has a significantly higher Indigenous populations than other towns in surrounding areas.

Our programs and services include a GP Clinic, a Wellbeing team, Bringing Them Home (BTH) counselling, specialised health care for 'mums and bubs', and chronic disease management programs. With more than 25 staff including 4 doctors, we currently have 2,300 registered patients and through our programs and services we support more than 1,000 Indigenous Australians living in the region.

Mulungu's focus is to improve the quality of life of Aboriginal and Torres Strait Islanders and to work towards closing the gap in life expectancy between the Indigenous and non-Indigenous population.

Challenges

Improving health outcomes and responding to changing community needs

The Mareeba Indigenous community faces many of the same challenges faced by Aboriginal people across Australia. Issues such as chronic disease and the increasing pressure on aged care services present challenges for Mulungu now and in the future. In addition to aged care, demand for services for younger people is increasing due to the demographics of the Indigenous population in the region. In 2006 the median age of Indigenous people in Mareeba was close to half the median age of non-Indigenous people.

Mulungu is working to 'close the gap' in Indigenous health by taking a whole-of-life approach to care. We recognise that improvements in health will only come with improvements in housing, education and employment.

To address these challenges throughout 2009-2012 Mulungu will strengthen its comprehensive primary health care model through placing greater emphasis on early identification and intervention, health promotion, and increasing our focus on social and emotional wellbeing. Mulungu will also establish a Health and Wellbeing Clinic and introduce new programs to engage with and support high risk groups in the community.

Ensuring programs are effective and service delivery is informed by evaluation and client feedback

This strategic plan marks an increased commitment to excellence in practice, continual improvement, and effectiveness. Attracting those who don't regularly visit the Medical Centre, better organising and articulating programs, improving data collection and program evaluation, and extending our outreach to the community are all key challenges over the next three years.

We have set ourselves the goal of being certified against the *ISO 9001:2008 Quality Management Systems requirements* by 2010 which will require strengthening the interrelationships between planning and evaluation across all program areas. Working with other agencies to improve the quality and coordination of services is becoming increasingly important in providing comprehensive primary health care.

To address these challenges throughout 2009-2012 Mulungu will improve service delivery through strengthening evidence-based practice and through strengthening collaboration with our partners in order to provide a comprehensive primary health care service.

Improving facilities to meet increasing demand for health care service and the changing needs of our community

Mulungu has grown considerably in the past decade and over the next three years will face increasing pressure to better meet the health needs of our community. Increasing demand from the community for health and wellbeing services is driving Mulungu to improve and expand its facilities. Current facilities are inadequate to support the delivery of high quality coordinated services and funding is being diverted to address health and safety issues such as the removal of asbestos from one of our facilities.

Over the next three years additional support from government and other partners will be sought to ensure our capital works program keeps pace with the demand projections for Indigenous health services in the region.

To address these challenges throughout 2009-2012 Mulungu will establish the NumooBubi 'Mums and Bubs' program in the town centre and convert an existing facility in to a dedicated Health and Wellbeing Clinic.

Building a shared vision for excellence in primary health care

Our 2009-2012 Strategic Plan sets out an ambitious program over the next three years. Ensuring programs are running at optimum levels of efficiency and effectiveness and maintaining financial stability are key strategic priorities.

Building a shared vision for change and continual improvement and ensuring our organisational structure best responds to community needs are key roles for the Leadership Team. Our contribution to research, regular audits including Healthy for Life, and teaching of medical staff will also help to fulfil our commitment to strengthen an evidenced based approach and excellence in health service delivery.

To address these challenges throughout 2009-2012 Mulungu will review the organisational structure to better define roles and responsibilities, and implement processes to support good communication across all program areas and work teams.

Supporting staff to excel in their work

With 25 staff and plans for further growth over the next 3 years, supporting our staff to excel in their jobs is central to Mulungu's success. Ensuring a strategic approach to training, succession planning, mentoring, defining career pathways, and attracting specialised staff are key workforce challenges.

To address these challenges throughout 2009-2012 Mulungu will review and update position descriptions, better define roles and program areas, and develop a training and professional development plan to ensure staff have the capability and support they need to meet performance expectations.

Strategic Priorities

1

Leadership, Excellence
and Strong Governance

2

Comprehensive
primary health care

3

Empowering the
Community



Our
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A woman with dark, curly hair and glasses is shown from the chest up. She is wearing a bright pink top with a lace-like pattern at the neckline. She is looking slightly to her left and appears to be speaking or presenting. Her hands are raised in a gesturing motion, with her fingers spread. The background is blurred, showing what might be a flag or a wall with some colorful patterns.

1

Leadership
and Strategy

Success measures:

- Performance improvement culture across the organisation
- Effective financial, compliance and risk management
- Strong leadership and a shared vision for the future
- Happy and healthy workforce

Tip: Excellence
of Governance

Establish a shared vision for success through communication, collaboration and team work

- Actively promote the strategic plan to staff and external stakeholders to encourage shared ownership of Mulungu's vision
- Maintain regular Leadership Team meetings and ensure key decisions are communicated effectively to all staff
- Establish bi-annual staff meetings to monitor and assess progress against the Strategic Plan

Ensure strong governance through proactive support for the Board

- Review and update the Board orientation program to ensure detailed coverage of risk and compliance management responsibilities
- Establish a Board training and development plan including a register to record professional development activities undertaken
- Build greater understanding around the financial reporting to the Board
- Ongoing information dissemination on CATSI rules, particularly in regards to conflict of interest

Increase effectiveness of management systems

- Introduce monthly meetings for all program teams to improve communication and collaboration across the organisation
- Introduce program area work plans linking to the SDRF and the Strategic Plan
- Identify opportunities for information technology to better support communication, data collection and analysis, and program evaluation
- Review asset management and maintenance systems to identify areas for improvement
- Develop and implement a new system for corporate records management
- Review financial and administrative procedures to identify areas for improvement

Increase effectiveness and efficiency through a commitment to continual improvement

- Review and update policies and procedures and document client care management pathways across all program areas
- Implement improved systems across all program areas for managing continual improvement, compliance, and customer feedback
- Conduct internal audits, such as self-assessments against the RACGP Standards and client health record audits

- Achieve accreditation against the ISO 9001:2008 Quality Management Systems requirements
- Develop an evaluation framework for use across all program areas to measure the extent our approach empowers our clients, supports collaboration and coordination, and is appropriate
- Implement systems and processes to meet the Core Standards for Safety and Quality in Healthcare

Strengthen the workforce through training and development and by providing a supportive work place

- Develop a training and professional development plan for staff
- Develop and implement an improved induction program and staff orientation kit
- Review position descriptions and reporting lines to ensure alignment of roles with Mulungu's goals and programs
- Develop and implement individual work plans to ensure staff responsibilities are clear and to support performance management
- Review working conditions and terms on an annual basis to ensure Mulungu remains competitive and a preferred employer in the sector
- Establish a training plan for Aboriginal Health Workers to develop specialist expertise
- Provide opportunities for school based trainees and work placements
- Strengthen the leadership team by envisioning future directions and challenges

Key Performance Indicators

- Expenditure maintained within a 5-10% variation against budget
- Compliance requirements met within required timeframes and reflected in the minutes of Board meetings
- 85% of staff have an Individual Work Plan with biannual review
- 85% of staff position descriptions reviewed annually
- 95% of staff who have left the organisation participated in an exit interview
- Succession plan developed and reviewed
- Staff and Board member training and orientation programs undertaken
- Number of Aboriginal Health Workers successfully completing certificate and degree level training and education
- Number of trainees and medical and allied health students
- Formal agreements established with key agencies such as the Mareeba District Hospital
- Database of collaborative partnerships developed
- Maintain AGPAL accreditation against the RACGP Standards
- Attain certification against the ISO 9001QMS requirements
- Achieve 'low' risk rating against OATSIH Risk Assessment



2

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Primary

Success measures:

- Improved health outcomes for our community
- Effective prevention and early identification and intervention pathways
- Effective external engagement with partner agencies
- Improved chronic disease management
- Increased focus on wellness

ensive
healthcare

Improve health outcomes across the community through providing comprehensive and integrated primary health care services

- Develop an integrated service model to support comprehensive primary health care across Mulungu's three service locations
- Establish a Health and Wellbeing Clinic with dedicated staff
- Establish the NumooBubi 'Mums and Bubs' maternal and child health facility in the Mareeba town centre
- Provide a GP Clinic and facilitate access to specialist and allied health services for clients
- Provide culturally appropriate counselling and support services to individuals and families affected by past practices around the forced removal of children from Aboriginal and Torres Strait Islander families
- Provide and increase, where necessary, home visits and intensive case management support for clients with high needs
- Strengthen the role of Aboriginal Health Workers in providing comprehensive primary health care

Strengthen health service delivery through improved systems and processes

- Develop program plans defining the program objectives, related policies and procedures, evaluation framework, and data collection and reporting requirements
- Strengthen protocols for health screening and health care planning and integrate health promotion in to client care management pathways
- Review and improve the delivery of the NumooBubi 'Mums and Bubs' program to maximise the opportunities provided through the new facility and additional funding
- Develop and implement improved policies and procedures to strengthen clinical coordination
- Establish mechanisms for client and staff feedback to inform planning for programs and services
- Review and improve the client records system for social and emotional wellbeing programs and establish data collection protocols to support analysis and evaluation of service use and outcomes
- Develop information resources for clients relating to the BTH program
- Develop flowcharts detailing client care management pathways for referrals between the social and emotional wellbeing programs within Mulungu and with external agencies
- Develop and acquire information resources to support counsellors
- Develop client care management plans for social and emotional wellbeing clients to support ongoing monitoring of client outcomes
- Establish a Men's Health program and increase male presentations at the GP and Health and Wellbeing clinics
- Review opportunities to extend social and emotional support programs to address issues such as substance misuse, mental health, sexual health, and domestic violence

Establish and maintain collaborative partnerships to improve health services for the community

- Develop formal agreements with the Mareeba District Hospital in relation to protocols for after hours service provision, sharing of client data, and reciprocal training for health staff.
- Explore opportunities to partner with the Rural Division of General Practitioners to increase access to allied health services in Mareeba
- Establish and sustain a network of service providers in the region to enhance coordination of services to the Indigenous community and establish baseline to measure outcomes
- Promote Mulungu as a learning organisation and maintain relationships with Universities to attract medical students to train at Mulungu
- Maintain and develop research partnerships aimed at improving health outcomes for the Mareeba Indigenous community
- Develop a research policy defining Mulungu's interests as a research partner

Key Performance Indicators

- A dedicated Health and Wellbeing team is established by 2011
- Percentage of high needs clients under case management
- Percentage of eligible clients with a General Practitioner Management Plan or Team Care Arrangement
- Number of specialist and allied health services provided and percentage of clients attending
- Percentage of eligible clients with completed health checks and assessments.
- Percentage of clients demonstrating improved health indicators
- Percentage of Aboriginal Health Worker reimbursement claims through Medicare
- Chart Audit completed bi-monthly and tabled at clinical meetings to identify improvement opportunities
- Percentage of home visits provided and number of clients assisted
- Transport services provided to assist clients to access specialist and allied health services



3

EMPOWER
COMMUNITY

Success measures:

- Individuals taking greater responsibility for their health and wellbeing
- Effective health promotion programs
- Engagement with the community
- Increased access to health and wellbeing services by our community

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nity

Empower the community through education and information to strengthen their capacity for leadership and to manage their own well being, education and housing, and relief from suffering

- Develop a model that focuses client care management on wellness not just sickness
- Develop a roadmap to better support clients to take responsibility for the management of their health and wellbeing
- Establish a mobile clinic to improve and extend outreach programs and our engagement with the community
- Educate and support the community to access complementary services
- Provide a range of community health awareness campaigns and health promotion activities

Strengthen communication with the community and support community events

- Conduct a survey to identify level of client satisfaction with the quality and range of services provided
- Develop and release a bimonthly newsletter to better inform the community about Mulungu's programs and services and health related matters
- Coordinate and conduct NAIDOC activities in conjunction with the Indigenous community

Key Performance Indicators

- Range of education sessions delivered and number of clients participating
- Range of social and emotional wellbeing programs provided
- Percentage of people attending NAIDOC events provided by Mulungu
- Number of health promotion events provided and number of participants
- Ongoing promotion of services and programs through bi-monthly clinic newsletter





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