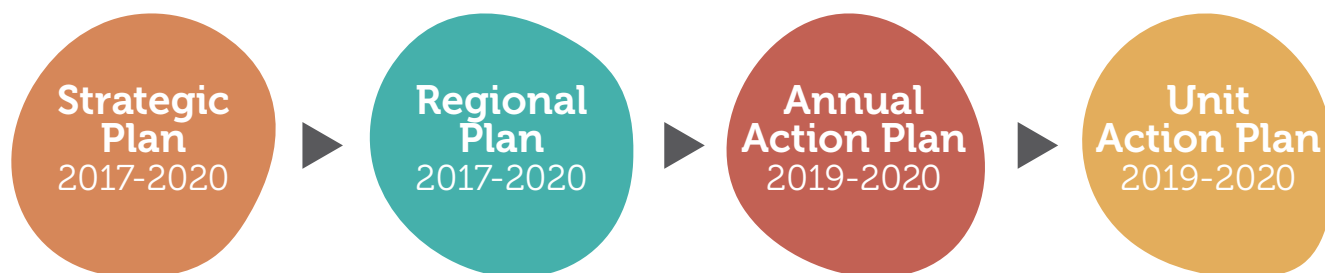


IUIH Action Plan

2019-2020

Alignment

The *Institute for Urban Indigenous Health Action Plan 2019-2020* articulates the key initiatives that will be implemented at an organisational level during the 2019-2020 financial year to realise the strategic directions and commitments outlined in IUIH Ltd.'s *Strategic Plan 2017-2020* and its *Regional Services Plan 2017-2020*. It is complemented by, and directly informs, actions to be taken in 2019-2020 at IUIH's operational level which is articulated in the annual action plans of individual business units. The cascading relationship of these business plans, whereby each informs the other so that all IUIH employees have a clear line of sight between their individual tasks and the strategic objectives of the organisations, is illustrated in the following diagram:



Accountability to Community

Government and other funding bodies require certain accountabilities of funded organisations which are outlined in funding agreements. These include measuring progress against identified program objectives and related performance indicators and targets. While accountability to funding bodies is important, it is critical to balance this with an even greater accountability – to the communities that we serve. *The Ways Statement* is a key enabler to ensuring that our actions remain fully connected with 'proper ways'.

Accountability to Funders

Program Objectives
Program Indicators

Accountability to Community

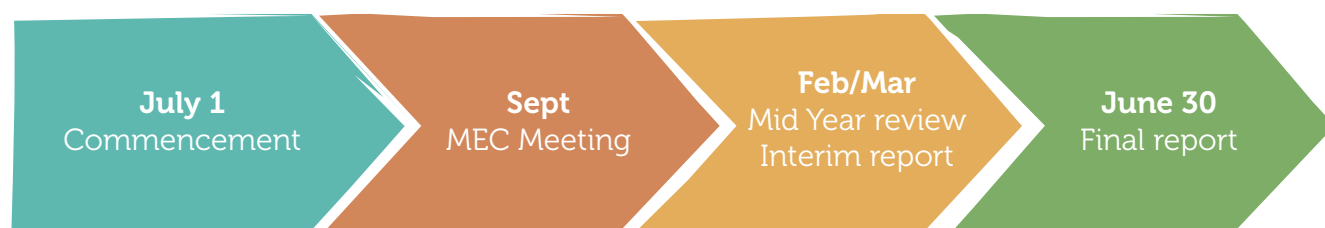
Community Perspectives
Community Priorities
Community Impact



Reporting

Progress reports against this Action Plan will be developed every six months for consideration by IUIH's Board of Directors and will be monitored monthly by the Executive Leadership Team. A Traffic Light Report will provide a snapshot of progress against each commitment, and will be supplemented by:

- Narrative reporting of highlights and areas of concern with recommendations for remedial action and
- Data reporting to demonstrate trends over time.



Our Vision

Healthy, strong and vibrant Aboriginal and Torres Strait Islander children, families and communities.

Our Mission

Family health and wellbeing through integrated health and social support services.

Our Values

Focus on families—the wellbeing of Indigenous families of SEQ are at the centre of all our efforts.

Working together—strengthening and supporting each other to achieve our goals.

Strategic focus in every activity and relationship.

Integrity, conviction and quality in performance of every task and in every process.

A commitment to excellence in all that we do.

Building capacity of our staff and member services.

Accountability to stakeholders and communities for meeting commitments.

Strategic Priorities

Early Childhood (0-8 years)

Young Adulthood (9-17 years)

Adulthood (18-50 years)

Elderhood (50+ years)



Strategic Goals

Improve Access to Quality Health and Social Support Services	Build and Sustain Healthy Families across the Lifespan	Foster Collaboration and Innovation	Strengthen Enabling Systems and Governance
Access to primary health care	Mobilised Indigenous communities that promote health and wellbeing	Expanded and new partnerships	An expanded and strengthened workforce
Integrated primary health care and social services	Family centred models of care	Strong evidence base for urban Indigenous health	Data to support planning, development and delivery of services
Models of coordinated care	Family support and early intervention services; Early childhood health and education services	New models of service delivery	Stronger governance of IUIH and the Network
Quality and safety	Expanding youth health services	Strategies that address the key determinants of health	Optimised revenue to support sustainability
	Access to aged care services for Elders		
	Access to the NDIS for people with a disability		

Action Area 1

Improve Access to Quality Health and Social Support Services

Accountability to Community and Funders			
Access to primary health care	Action	2019/20 Performance Indicator/Target	Business Unit
	Continue to increase access to CCHSs through establishment of additional clinics in areas of need and population growth	Kallangur and Coomera Hubs established and operational by 30 June 2020 Funding secured to support establishment of West Moreton and Logan hubs by 30 June 2020 <i>Report type: Narrative Report</i>	Clinical Quality and Innovation
	Enhance patient coverage and access to services within each clinic footprint	<p><u>Target:</u> A regional total of:</p> <ul style="list-style-type: none"> - 25,000 Annual Health Checks - 8,000 GP Management Plans (GPMP) - 7,500 Team Care Arrangements (TCA) - 24,000 GPMP and TCA Reviews - 44,000 Active Patients - 9,000 New Patients <p><u>Target:</u> Average regional population coverage target (adjusted for undercount and growth) of 55%</p> <p><u>Target:</u> A Moreton Bay clinic total of:</p> <ul style="list-style-type: none"> - 6,000 Annual Health Checks - 2,000 GPMPs - 2,000 TCAs - 6,000 GPMP and TCA Reviews - 11,000 Active Patients - 2,750 New Patients <p><u>Target:</u> A Goodna clinic total of:</p> <ul style="list-style-type: none"> - 1,500 Annual Health Checks - 500 GPMPs - 500 TCAs - 1,500 GPMP and TCA Reviews - 2,200 Active Patients - 725 New Patients <p><i>Report type: Data Report</i></p>	Clinical Quality and Innovation MATSICHS
	Secure a subcontracting arrangement with Queensland Health to enable establishment of targeted surgery pathways	Subcontracting arrangement in place by 31 March 2020 Surgery pathways operational by 30 June 2020 <i>Report type: Narrative Report</i>	Clinical Quality and Innovation

Action Area 1

Improve Access to Quality Health and Social Support Services

Accountability to Community and Funders			
	Action	2019/20 Performance Indicator/Target	Business Unit
Integrated primary health care and social services	Expand IUIH Connect across SEQ	Expanded geographic reach and scope. Increased referrals. <i>Report type: Narrative Report/Data Report</i>	Regional Services
Models of coordinated care	Implement new integrated model for delivery of drug and alcohol treatment and psychosocial support services	Model fully implemented by 30 June 2020 <i>Report type: Narrative Report</i>	Clinical Quality and Innovation
Quality and Safety	Achieve accreditation as a provider of mental health and drug and alcohol treatment services	Accreditation achieved by 31 December 2019 <i>Report type: Narrative Report</i>	Corporate Services
	Maintain accreditation standards	Full compliance with accreditation standards <i>Report type: Narrative Report</i>	Clinical Quality and Innovation

Action Area 2

Build and Sustain Healthy Families across the Lifespan

Accountability to Community and Funders			
	Action	2019/20 Performance Indicator/Target	Business Unit
Mobilised Indigenous communities that promote health and wellbeing	Implement the Deadly Choices Healthy Lifestyle Program across Queensland	<p><u>Target:</u> A state-wide total of:</p> <ul style="list-style-type: none"> - 500 school programs delivered - 7,170 graduates of school program - 60% school program graduates completed a health check <p><u>Target:</u> SEQ regional total of:</p> <ul style="list-style-type: none"> - 448 Schools Program delivered - 6,720 School Program graduates - 70% School Program graduates that completed a health check - Percentage of School Program graduates reporting increased healthy lifestyle knowledge and awareness - 15 Seniors Games held - 100 participants in Senior Games - 60% of Seniors Games participants completed a health check - 40 Community Events held - 25 Tobacco Education Programs¹ delivered - 200 Tobacco Education Program¹ participants - 70% of Tobacco Education Program participants completed a health check <p><i>Report type: Data Report, Narrative Report</i></p>	Preventive Health
	Secure funding to enable implementation of Deadly Choices Healthy Lifestyle Program in selected sites across Australia <i>See also Action Area 3</i>	<p>Funding secured by September 2019</p> <p><i>Report type: Narrative Report</i></p>	Preventive Health
	Design and implement a Deadly Choices State of Origin Campaign	<p>Campaign fully implemented by April 2020</p> <p><i>Report type: Narrative Report</i></p>	Preventive Health

1. Tobacco Education Program targets are also incorporated into the School Program targets

Action Area 2

Build and Sustain Healthy Families across the Lifespan

Accountability to Community and Funders			
	Action	2019/20 Performance Indicator/Target	Business Unit
Family centred models of care	Finalise development of an overarching service delivery framework that incorporates: - Social Health Programs - Youth Services - Child and Family Services	Frameworks finalised by 30 March 2020 Arrangements in place for full implementation of frameworks from 1 July 2020 <i>Report type: Traffic Light Report only</i>	Clinical Quality and Innovation
Family support and early intervention services	Expand the geographic reach of IUIH Community Legal Services across SEQ	IUIH Community Legal Services expanded to Southside by 30 June 2020 <i>Report type: Narrative Report</i>	Clinical Quality and Innovation
Early childhood health and education services	Establish a Birthing in our Communities service in Brisbane North in partnership with Metro North HHS	New service established and fully operational by 30 June 2020 <i>Report type: Narrative Report</i>	Clinical Quality and Innovation
	Expand Deadly Kindies activities across SEQ	Deadly Kindies School Readiness program pilot fully implemented in the Moreton Bay region by 31 December 2019 <i>Report type: Narrative Report</i>	Clinical Quality and Innovation
	Expand access to early childhood education services for children aged 0-3 years	Expanded options available across the IUIH Network for accessible playgroups <i>Report type: Narrative Report</i>	Clinical Quality and Innovation
	Adapt the Deadly Choices Schools Program for implementation with children from Prep to Grade 2	Program adapted by 31 December 2019 to enable implementation from commencement of the school year (January 2020) <i>Report type: Narrative Report</i>	Clinical Quality and Innovation Preventive Health

Action Area 2

Build and Sustain Healthy Families across the Lifespan

Accountability to Community and Funders			
	Action	2019/20 Performance Indicator/Target	Business Unit
Expanding youth health services	Secure funding to support continuation and expansion of the MomenTIM and Deadly Sistās Program	Funding secured by 31 December 2019 <i>Report type: Narrative Report</i>	Clinical Quality and Innovation
Access to aged care services for Elders	Secure funding to enable expansion of the Commonwealth Home Support Program (CHSP) into southern and western Brisbane	Funding secured by 30 September 2019. CHSP services established and operational by 30 June 2020 <i>Report type: Narrative Report</i>	Aged and Disability Services
	Implement the Aged Care System Navigation project, including establishment of Information and Community Hubs, in four sites across SEQ	Information and Community Hubs established in four SEQ sites and four Victorian sites by 30 June 2020 <i>Report type: Narrative Report</i>	Aged and Disability Services
	Explore partnerships with Feros Care and Brisbane North PHN to support SEQ Indigenous clients of the Integrated Carer Support Service for carers of Elders and people with a disability ²	Partnerships established and referral pathways implemented by 31 December 2019. <i>Report type: Narrative Report</i>	Aged and Disability Services
	Continue to increase access to Aged Care Services	Utilisation by service type Approved clients awaiting assignment of packages Projected income per region Target – A regional total of: 2,700 total clients of Aged Care Services ³ <i>Report type: Data Report</i>	Aged and Disability Services

2. This action is dependent upon the outcome of a tender submission

3. Target will be revised if tender for additional funding is successful

Action Area 2

Build and Sustain Healthy Families across the Lifespan

Accountability to Community and Funders			
Access to the NDIS for people with a disability	Action	2019/20 Performance Indicator/Target	Business Unit
	Continue to implement strategies to enhance NDIS readiness for people with a disability	NDIS readiness strategies developed and implemented by 31 December 2019 <i>Report type: Narrative Report</i>	Aged and Disability Services
	Assist Indigenous clients with a disability to develop and lodge appropriate NDIS service plans	<u>Target:</u> 500 plans developed and lodged by 30 June 2020 <i>Report type: Narrative Report</i>	Aged and Disability Services
	Develop and implement a disability services delivery model for SEQ that includes both state-funded low level support and NDIS-funded high care support	Service delivery commenced from 1 July 2019 <i>Report type: Narrative Report</i>	Aged and Disability Services
See also Access to Aged Care Services regarding support for Carers			

Action Area 3

Foster Collaboration and Innovation

Accountability to Community and Funders			
	Action	2019/20 Performance Indicator/Target	Business Unit
Expanded and new partnerships	New Deadly Choices partnerships across Australia	5 additional partnership agreements signed <i>Report type: Narrative Report</i>	Preventive Health
	Establish strategic alliances with regional ACCHSs across Australia in order to influence: - Commonwealth funding and commissioning arrangements - New Commonwealth funding model - Retention of section 19(2) MBS arrangements	Partnerships/collaborative arrangements established by 31 December 2019 Evidence of advocacy to Commonwealth Government <i>Report type: Narrative Report</i>	Clinical Quality and Innovation Policy Unit
	Host an annual conference and showcase to share learnings about the IUIH System of Care	Conference held by 31 December 2019 <i>Report type: Narrative Report</i>	Organisational Development
Strong evidence base for urban Indigenous health	Renew data analysis to determine impact of IUIH on: - Closing the HALE gap in SEQ - Economic impact of the IUIH System of Care - Recent improvement in Queensland Life Expectancy gap	Research commissioned, data analysed, report generated and disseminated to key stakeholders by 30 June 2020 <i>Report type: Narrative Report</i>	Clinical Quality and Innovation Policy Unit
	Evaluate implementation of the Pod Model at the Margate and Caboolture Clinics	Evaluation completed by 31 December 2019 <i>Report type: Narrative Report</i>	Evaluate implementation of the Pod Model at the Margate and Caboolture Clinics
	Secure funding to support evaluation of Kallangur and Coomera Hubs	Funding secured by 31 December 2019 <i>Report type: Narrative Report</i>	Clinical Quality and Innovation
	Evaluate the Deadly Choices Healthy Lifestyle Program	Evaluation completed by 30 June 2020 <i>Report type: Traffic Light Report only</i>	Preventive Health
	Evaluate the IUIH/Brisbane Broncos Deadly Choices Partnership	Evaluation completed by 30 June 2020 <i>Report type: Narrative Report</i>	Preventive Health
New models of service delivery	See Action Area 2: Family Centred Models of Care		
	See Action Area 2: Access to the NDIS for people with a disability		
	See Action Area 4: An expanded and strengthened workforce		

Action Area 4

Strengthen Enabling Systems and Governance

Accountability to Community and Funders			
	Action	2019/20 Performance Indicator/Target	Business Unit
An expanded and strengthened workforce	Establish an IUIH Training Academy	Partnership with Indigenous Allied Health Australia Academy for IUIH training placements established and operational by 30 September 2019 IUIH Academy established and operational by June 2020 <i>Report type: Narrative Report</i>	Organisational Development
	Increase entry level qualifications for Indigenous people wishing to return to work	<u>Targets:</u> 80% of students completing training gain employment 10% of IUIH vacancies filled by graduates of the IUIH workforce pipeline <i>Report type: Narrative Report</i>	Organisational Development
	Finalise and implement an IUIH Organisational Health Check	Organisational Health Check finalised by 30 September 2019 and implemented by 30 June 2020 <i>Report type: Narrative Report</i>	Organisational Development
	Finalise development of an IUIH Indigenous Employment Strategy	Strategy finalised by 30 April 2020 <i>Report type: Traffic Light Report only</i>	Organisational Development
	Continue to expand the number of Indigenous staff as a proportion of total staff	Percentage of staff identifying as Aboriginal and/or Torres Strait Islander <u>Target: 55%</u> <i>Report type: Data Report</i>	Corporate Services
Stronger governance of IUIH and the Network	Develop the following strategic plans: - A ten-year IUIH Strategic Plan 2021-2031 - A five-year Regional Services Plan 2021-2026	Strategic plan and Regional Services Plan finalised and endorsed by Board of Directors by 30 April 2020 <i>Report type: Traffic Light Report only</i>	Policy Unit
	Develop and implement a strategy that strengthens and embeds principles of Community governance and a consistent approach to Community engagement into the corporate governance of the IUIH Ltd	Strategies developed and implemented by 30 April 2020 <i>Report type: Narrative Report</i>	Organisational Development
	Develop and implement a regional strategy for managing governance and/or management failure when/if it arises	Strategy developed and implemented by IUIH Board of Directors and CEO Forum by 30 April 2020 <i>Report type: Narrative Report</i>	Board and CEO Corporate Services

Action Area 4

Strengthen Enabling Systems and Governance

Accountability to Community and Funders			
Optimised revenue to support sustainability	Action	2019/20 Performance Indicator/Target	Business Unit
	Implement an IUIH Consultancy Service	IUIH Consultancy Services business stream established and operational by 31 December 2019 <i>Report type: Narrative Report</i>	Clinical Quality and Innovation
	Establish a Strategic Investment Fund	Strategic Investment fund of \$1m established by 30 June 2020 <i>Report type: Traffic Light Report only</i>	Corporate Services
	Finalise System of Care Platform and establish an associated business development function	System of Care Platform completed and fully operational by 30 September 2019 <i>Report type: Narrative Report</i>	Clinical Quality and Innovation
	Develop and implement a bulk purchasing, procurement and warehousing strategy for the IUIH Network	IUIH bulk purchasing, procurement and warehousing strategy developed by 31 December 2019 <i>Report type: Narrative Report</i>	Corporate Services
	Implement an IUIH Information Technology and Communications Strategy to enhance software and functional capacity of IUIH's information systems and incorporate principles of ICT governance across the IUIH Network	ITC Strategy fully implemented by 30 June 2020 <i>Report type: Narrative Report</i>	Corporate Services
	Maintain effective financial management practices	<u>Targets:</u> By 30 June 2020 achieve: - Net profit of \$0.5m - Current assets ratio of 1.5:1 - Total assets to total liabilities ratio of 2:1 - Uncommitted cash position of 2.5% of total annual income OR \$2m (whichever is greater) <i>Report type: Narrative Report</i>	Corporate Services

Quantitative Performance Measures

Data against the following performance measures will supplement the quantitative performance indicators and targets listed against specific Actions contained in this Action Plan. Trend data for these measures will be included in Data Reports to be presented to the IUIH Board of Directors every six months, and monitored monthly by the Executive Leadership Team:

Moreton Aboriginal and Torres Strait Islander Community Health Service (MATSICHS)

- Total MATSICHS patient numbers by Indigenous Status
- Total Health Checks
- Total Team Care Arrangements (TCA)
- Total GP Management Plans (GPMP)
- Total TCA/GPMP Reviews
- MATSICHS MBS Income
- MATSICHS episodes of care and client contacts
- MATSICHS nKPI (clinical indicators) dashboard

IUIH Network

- Total active client numbers by Indigenous Status
- Total new clients by clinic
- Total Health Checks
- Total Team Care Arrangements (TCA)
- Total GP Management Plans (GPMP)
- Total TCA/GPMP Reviews
- Percentage population coverage by clinic
- Total MBS Income
- nKPI (clinical indicators) dashboard

Deadly Choices Program - SEQ

- Total School Programs delivered; number of School Program Graduates
- Number and percentage of school program graduates that completed a health check
- Number of Seniors' Games held; number of Seniors' Games participants
- Number and percentage of Seniors' Games participants that completed a health check
- Total Deadly Choices community events held; total participants
- Number of Tobacco Education Programs delivered; total participants
- Number and percentage of Tobacco Education Program participants that completed a health check
- Number of Tobacco Stalls held; total participants
- Number of Smoke Free Pledges signed; number of people impacted by pledges
- Number of Facebook, Twitter and Instagram followers

Aged Care Program

- Total clients – by service type
- Wait list by service type
- Number of approved clients awaiting assignment of packages
- Projected income by region
- Number of RAS assessments
- Number of ACAT assessments

Work It Out Program

- Number of individual clients
- Number of new clients
- Number of clients per session

Birthing in Our Community (BiOC) Program

For babies born during the reporting period:

- Percentage whose mums attended first antenatal visit before 13 weeks; before 20 weeks
- Percentage whose mums attended at least 5 antenatal visits during pregnancy
- Percentage whose mums were smoking beyond 20 weeks gestation
- Percentage born pre-term (excluding twins)
- Percentage born with low birthweight
- Percentage babies breastfeeding at 6 weeks

Paediatric Services (0-14 year olds):

- Number of contacts with Paediatric service providers – by provider type (2 year trend)
- Percentage of active clients who attended Paediatric service provider(s)
- Percentage of clients attending Paediatric therapy with two or more ATOMIC scores recorded; changes in scores

Oral Health Program

- Number of active dental chairs
- Total number of clients seen – all clients, Queensland Health eligible clients
- Dollar value of services delivered – all clients, Queensland Health eligible clients

Social Health Program

- Number of clients seen by Social Health service provider(s) – by service/provider type (2 year quarterly trend)
- Percentage of Social Health Program clients with two or more Outcome Rating Scores completed in the reporting period – percentage recording an improvement/ no change/ decline in rating scores
- Number of Prison Transition clients provided with support during reporting period – by gender and trend over time
- Percentage of Prison Transition clients still supported in community at 3 months, 6 months
- Number of Inner City Referral Service clients provided with support during the reporting period (trend)

Regional Allied Health and Specialist services

- Allied health occasions of service by service type
- Specialist occasions of service by Specialist type
- Clinical outcomes by allied health discipline

Care Coordination and Supplementary Services (CCSS)

- Number of CCSS clients – total, by Indigenous status, trend
- Percentage of CCSS clients with health check in last 12 months
- Percentage of CCSS clients with a GPMP/TCA in last 12 months
- Percentage of CCSS clients with a GP Multidisciplinary Case Conference in the last 12 months
- Proportion of clients that completed a GPMP/TCA (1,2,3 etc. in the last 12 months)
- Proportion of clients that attended an allied health service (1,2,3 etc. in the last 12 months)
- Quality of Life indicator – distribution of scores, change in scores
- Number of medical aids provided
- IUIH Connect occasions of service
- Improving Indigenous Access to Mainstream Primary Care (IAMPC) occasions of service

Workforce Development

- Number of student placements by discipline and Indigenous status
- Student satisfaction with placement at IUIH

Commissioning/contracting

- Contracts with SEQ and other ACCHSs – number and dollar value of contracts
- 100% compliance with contracting requirements

