



Strategic Plan

2022 – 2025



Foreword

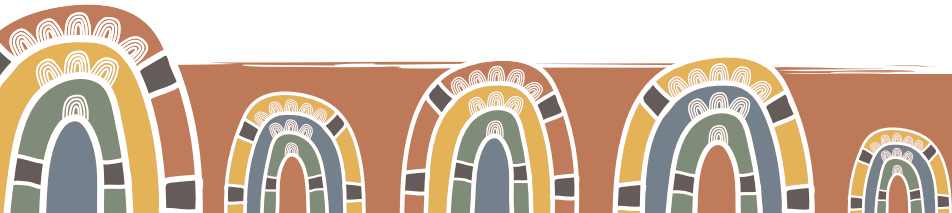
From 2022-25, the Institute for Urban Indigenous Health will harness opportunities, innovation, and data to expand the availability of high quality, accessible community controlled health services for South East Queensland (SEQ) families. We will equip our Communities with the information and confidence to make healthy lifestyle choices and informed decisions about their healthcare. Focussing on prevention, early intervention and provision of comprehensive healthcare and support services, we will work with our Communities and our service delivery partners to close the health gap in SEQ. We will maintain our focus on targeted services across the lifespan and the social determinants of health. We will collaborate to undertake service planning and system design and to strengthen the effectiveness of UIH's regional network and its interface with the broader health system. We will continue to ground ourselves in our Cultural Integrity Investment Framework and to align our systems, processes, and people to Aboriginal Terms of Reference. We will invest in ongoing and meaningful yarns with our Communities to ensure that our focus remains aligned with Community values, priorities and perspectives. We will continue to develop a ten year blueprint for system reform to achieve lasting improvements to health outcomes for our Communities. We will continue to support our Members (collectively described as the UIH Network) through strong advocacy, provision of high quality and timely regional service provision, logistics, information and advice.

Our Vision

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

Our Purpose

Leadership in health system reform and provision of a high quality, integrated system of health and social support services.

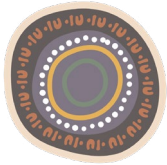


Our Values



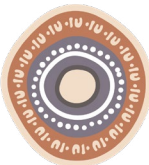
Respect

We believe that respectful relationships are essential to achieving Our Vision. We understand that respectful relationships are built on the recognition that we all have a contribution to make. Therefore, we commit to treating each other and our partners with dignity, generosity and responsiveness.



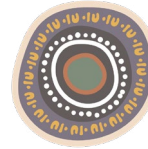
Discipline

We have an opportunity to achieve transformative change in the health and wellbeing of our Communities and an obligation to make the most of this opportunity. This will require us to be disciplined, to maintain loyalty to each other and to Our Vision, to maintain and nurture unity, integrity and reliability in fulfilling our commitments to one another.



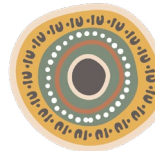
Relationships

We believe that effective relationships with Community, with our partners and with each other are foundations for achieving Our Vision and fulfilling our commitments. We commit to fostering working relationships underpinned by trust, honesty, understanding, teamwork and mutual support.



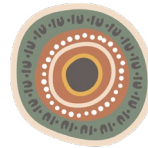
Culture

We are here because of those who came before us. We draw upon Aboriginal teachings and ways for strength, wisdom and guidance. We uphold holistic approaches to healthcare and strive to achieve balance in our mental, spiritual, emotional and physical wellbeing.



Excellence

We are humbled and honoured to have been asked by our Communities to work on their behalf, and in doing so, we have a moral obligation to strive for excellence in outcomes and our practices. We strive to continuously learn through capacity development opportunities, from new and innovative models, and from each other.



Fairness

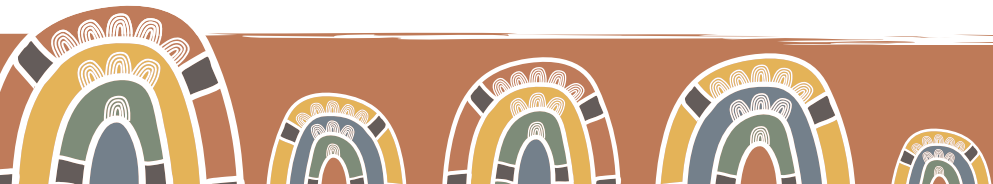
We work to improve the health and wellbeing of our Communities. Our decision-making reflects their best interests and leads to just and equitable treatment of all Aboriginal and Torres Strait Islander people across South East Queensland. We are inclusive in our practices, our communications and discussions.

Strategic Risks

- Continued rapid population growth challenges community coverage by clinics
- Insufficient buy-in from service partners impedes service integration and care coordination
- Bias by funders towards mainstream services in urban areas for whole of population programs challenges delivery of culturally responsive and integrated care
- Funding is inadequate to enable continued expansion to meet community needs
- Workforce, corporate knowledge, and leadership retention
- Ineffective community governance /engagement undermines our mandate
- Loss of regional cohesion and connectivity compromises our Network

Opportunities

- New service delivery models that provide services closer to home
- SEQ First Nations Health Equity Strategy commitment to system reform
- Networked care across the region
- Building upon and leveraging innovation/s deployed in response to the pandemic
- Investment in building leadership and management capacity across the IUIH Network
- Strengthened regional governance and shared action
- National and state focus on reform to aged care, mental health and disability service systems
- Developing additional non-grant income streams to fund growth to meet need



What does success look like?

- An **increased proportion** of the population accesses services when needed
- Community has the **information and confidence** to make healthy lifestyle choices and healthcare decisions
- Community informs the **planning, design and delivery** of services and programs
- Community is supported with **timely and effective connection** to health and social support services when needed
- Indigenous care pathways are seamless with the **client/family at the centre** of coordinated and responsive healthcare
- Responses to pandemics and disasters are **timely and agile**
- The IUIH Network is a **trusted and respected** Community entity
- **Urban Indigenous perspectives** inform national and state policy development and system reform
- IUIH's role as a **regional commissioner of healthcare** is recognised and supported
- Community controlled health services are positioned as the **preferred provider of healthcare** for SEQ Indigenous populations
- A **strong leadership development** pipeline that supports organisational governance and service continuity across the IUIH Network
- A **sustainable 'own-grown'** clinically and culturally capable Indigenous health workforce and increased employment opportunities for Indigenous people
- A **strong financial position** that minimises reliance on grants, supports innovation and addresses need



Goals	G1: Community Control Mobilise our communities to promote health and well-being	G2: Access Improve access to quality health and social support services
Strategies	<p>G1.1 Expand delivery of public health campaigns targeting risk factors for preventable chronic disease and other causes of poor health and well-being within our communities</p> <p>G1.2 Work with our communities to design and deliver programs, events and activities that promote health and well-being, strengthen identity and community collectivism</p> <p>G1.3 Increase opportunities for training and employment within the health and social support sector through expansion of structured training and employment pathways</p> <p>G1.4 Establish mechanisms and processes that strengthen community control in the design and delivery of health and social support services</p> <p>G1.5 Strengthen community governance within and across the IUIH Network</p>	<p>G2.1 Increase access to comprehensive, high quality primary health care services across the region</p> <p>G2.2 Expand services that connect and coordinate care across primary, secondary and tertiary service</p> <p>G2.3 Implement service models that brings health care closer to home (e.g., hospital in the home, virtual care, telehealth, health and wellbeing hubs)</p> <p>G2.4 Expand access to regional integrated health and social support services across the life course, with priority attention to:</p> <ol style="list-style-type: none"> a. Birthing, early childhood health and education services b. Specialist paediatric and youth services c. Disability support services d. Aged care services e. Mental health and other social health services f. Palliative care services



Goals	G3: Innovation & leadership Foster collaboration, innovation, and leadership in health system reform	G4: Systems & governance Strengthen and enhance enabling systems and governance
Strategies	<p>G3.1 Plan and commission services and programs across SEQ</p> <p>G3.2 Explore and act on opportunities for implementation of new service models</p> <p>G3.3 Contribute leadership and expertise to national and state policy development and health system reform</p> <p>G3.4 Lead implementation of the <i>SEQ First Nations Health Equity Strategy 2021-31</i></p> <p>G3.5 Strengthen research collaboratives and evaluate services and programs to inform CQI and build the evidence base for the IUIH System of Care and its impact on health outcomes and system costs</p> <p>G3.6 Invest in the development of Aboriginal and Torres Strait Islander leadership across the IUIH Network, including by identifying leadership positions into which we will grow new leaders</p> <p>G3.7 Continue to strengthen pandemic and disaster management preparedness</p>	<p>G4.1 Grow and develop a capable and enabled health and social services workforce</p> <p>G4.2 Establish a community controlled Registered Training Organisation and further develop employment pathways for Indigenous people</p> <p>G4.3 Enhance use and quality of data and research to support quality improvement, planning, development and delivery of health and social services</p> <p>G4.4 Maintain robust clinical governance across the IUIH Network</p> <p>G4.5 Strengthen governance of, and the relationships between IUIH and the Network, and implement agreed regional actions</p> <p>G4.6 Develop an IUIH Network Members' Charter</p> <p>G4.7 Enhance business and management systems across the IUIH Network</p> <p>G4.8 Optimise sources of revenue to strengthen sustainability, independence and continued growth of the IUIH Network</p>



