

IUIH



Institute for Urban
Indigenous Health

Strategic Plan

2025-2028



Foreword

Our Obligation

Our organisation is initiated, operated and governed by the Aboriginal and Torres Strait Islander Communities we serve.

We are humbled and honoured to work on behalf of our Communities and our Network Organisations.

We are informed by, and motivated by, our Communities and our Network, and are grounded in our obligation to excellence, integrity and professionalism in our practices.

Established in 2009, the Institute for Urban Indigenous Health (IUIH) is a regional, non-for-profit Aboriginal and Torres Strait Islander Community Controlled Health Organisation constituted by three Aboriginal and Torres Strait Islander Community Controlled Health Organisations in South East Queensland (SEQ):

- Aboriginal and Torres Strait Islander Community Health Service Brisbane
- Kalwun Development Corporation
- Yulu-Burri-Ba Aboriginal Corporation for Community Health.

IUIH also operates the Moreton Aboriginal and Torres Strait Islander Community Health Service and the Pamela Mam Health Centre.

Collectively, our organisations are known as the IUIH Network. Each organisation retains its own governance, with IUIH acting as the regional 'backbone' for the Network.

This regional approach is a contemporary renewal of traditional ways of belonging, when for thousands of years, Aboriginal clans, tribes and communities across our region had come together to achieve shared and cross-territorial goals. Honouring our cultural values is at our core.



A message from the Board

In 2024, we celebrated the 15th anniversary of IUIH. We reflected on our obligation and accountability to Community, on the strength of our collectivity as a Network, and the growth in the services we provide across our region. This Strategic Plan sets the direction for our next three-years.

We continue to be focused on creating systemic change for Aboriginal and Torres Strait Islander communities in South East Queensland. IUIH will continue to pursue system reform and innovation to create environments that uphold self-determination for our people and communities, now and for our future generations.

The next three years is an opportunity for us to focus on quality and impact. We will strengthen our regional backbone functions driving strong advocacy, planning and innovation, and we will support our existing services and programs to support our Community.

We maintain our commitment to building a strong and deadly workforce. We will continue to focus on growing our own, on harnessing and building capabilities, and on equipping and empowering all IUIH staff to work in propa ways. We will focus on supporting staff wellbeing and on valuing cultural knowledge and perspectives in all aspects of our work.

By strengthening our holistic and integrated model of care, we will walk alongside the IUIH Network and our Communities, working with our clients and families across their lifespan and their journey to ensure they are confident to make positive and informed decisions for their health and wellbeing.



Our Accountability

The voice of our people and Communities is of key importance to us, and we are accountable to our Community for the strategic decisions we make. Our Strategic Plan is informed by our people and Communities, guided and governed by our Network Organisations, and overseen by our IUIH Board. Our Strategic Plan translates into our action plans, against which the IUIH Board, our Network and our Communities will hold us to account. Our progress and achievements are reflected in our Annual Report.

Supporting Our Network



Our Regional Services





Our Vision

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

Our Purpose

Leadership in systems reform, and the provision of a high quality, regional ecosystem of health, wellbeing and community support services across the lifespan.

Our Values

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.

Respect

We respect the history of our people, communities and Network, and honour this history as we walk together to achieve Our Vision. We understand that respectful relationships are built on the recognition that we all have contribution to make. Respectful relationships with our people and Communities, Network and partners are essential. Therefore, we commit to treating each other and our partners in a propa way - with dignity, generosity and responsiveness.

Relationships

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

Excellence

We are humbled and honoured to work on behalf of our Communities. In doing so, we have a moral obligation to strive for excellence in outcomes and our practices and to continuously learn.

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. We recognise we all have a contribution to make. This will require us to be disciplined, and to maintain and nurture unity, integrity and reliability in fulfilling our commitments to one another.

Self Determination

We are empowered by the law of obligation to protect the self-determination of our people and Communities, ensuring choice, participation, and control in their health and wellbeing journey. We believe in providing access to culturally safe care throughout the health care system. Through the collective strength of our people and Network, we partner to tackle systemic discrimination and ensure equitable access to culturally safe care.

Our Strategic Priorities

Over the next three years, we will grow with strategic discernment. We will be considered in how and where we choose to grow and focus on demonstrating excellence and quality in all we do. Guided by our traditional ways of working and the principles of subsidiarity, collectivity and continuity, we will reflect and reset to empower local decision-making and service delivery.

Goal	G1: Community Control Amplify the voice to empower the autonomy of our Community in directing their health and wellbeing choices	G2: Access Improve accessibility, acceptability, availability, and engagement in quality and timely health, wellbeing and community support services
Strategies	1.1 Alongside our IUIH Network partners, systematically engage with our people and Communities to inform the design and delivery of programs, events and activities that promote health and wellbeing, strengthen identity and Community collectivism. 1.2 Increase opportunities for training and employment within the health and community services sectors through structured training and employment pathways. 1.3 Establish mechanisms and processes that strengthen Community Control in the design and delivery of comprehensive health, wellbeing and community support services across the lifespan. 1.4 Strengthen Community governance within the IUIH Network creating more opportunities and exploring new ways to involve Community and ensure cultural knowledge is valued and prioritised in decision making. 1.5 Focus efforts and investment into programs and services that the Community identifies as their priorities. 1.6 Strengthen Moreton ATSICHS identity and grow sustainably to meet community aspirations through its Strategic Plan implementation.	2.1 Identify and address service access challenges and gaps across the IUIH Network, including waiting times and transport, and respond to identified need across the region. 2.2 Expand delivery of public health responses through the IUIH Network, including community awareness raising, that target health and wellbeing risk factors for our people and with our Communities. 2.3 Through the IUIH Network, increase access to culturally safe, comprehensive, integrated and timely health, wellbeing and community support services across the life course. 2.4 Enhance access to programs and services across the IUIH Network that promote and sustain mental health and cultural wellbeing. 2.5 Implement strategies to connect and coordinate the timely provision of care and support across the whole health sector. 2.6 Implement service models that bring care closer to home throughout the IUIH Network.

Through this Strategic Plan, we will focus our efforts on positioning the IUIH Network to deliver for future generations, prioritising quality and impact, strengthening our backbone functions, and tending to our integrated and networked system of care.

Goal	G3: Excellence, Innovation & Collaboration Foster collaboration, innovation and leadership in health and community service system reform	G4: Systems & Governance Strengthen and enhance enabling systems and governance	Goal
Strategies	3.1 Advance and mature IUIH’s role as a Community Controlled commissioner of health, wellbeing and community support services. 3.2 Explore and act on opportunities for implementation of new service models that are validated by Community and that address health priorities for Community informed by data and evidence. 3.3 Leverage National Health Reform opportunities including improving integration between health, aged care and disability service. 3.4 Harness our Network’s collective leadership, passion, strength and expertise to drive its contribution to national and state policy development, and systems reform. 3.5 Lead implementation of the SEQ First Nations Health Equity Strategy 2021-31. 3.6 Through the IUIH Network, drive a comprehensive and collective program of community owned and led urban Indigenous health and related research and evaluation, strengthening the knowledge base and CQI. 3.7 Working through the IUIH Network, with Community, and leveraging research and data, develop a visioning blueprint for the IUIH Network focused on our future generations beyond 2031.	4.1 Develop and support IUIH’s workforce through targeted attraction and retention efforts, innovative workforce models, and a focus on staff wellbeing. 4.2 Grow the IUIH and IUIH Network workforce to meet our obligation to deliver on funded programs and services, including the planned establishment of five new Health and Wellbeing Hubs across the Network. 4.3 Ensure sustainable growth of EMPOWA Training through implementation of its Strategic Plan and Operating Framework. 4.4 Maintain robust clinical governance across the IUIH Network. 4.5 Apply continuous improvement methodology to all our practices. 4.6 Strengthen how we govern as a Network by leaning into collective leadership and collective expertise to achieve shared goals. 4.7 Enhance business and management systems across the IUIH Network, harnessing emerging digital enablers and implementing data infrastructure to improve our capacity to leverage the impact of technology and information. 4.8 Optimise sources of revenue, and develop financial diversification opportunities to strengthen sustainability, independence and growth across the IUIH Network. 4.9 Invest in the development of Aboriginal and Torres Strait Islander leadership across the IUIH Network.	Strategies

What does success look like?

G1: Community Control

Our communities have true liberation to exercise self-determination of their health and wellbeing – free from systemic barriers

Community informs the planning, design and delivery of services and programs.

Urban Indigenous perspectives inform national and state policy development and system reform.

Increased employment and leadership pathways for our people.

G2: Access

More of our Community are accessing our services, our services are timely, trusted, aligned to Community priorities, and improve health and wellbeing outcomes

Community Controlled health services are positioned as the preferred provider of healthcare for Aboriginal and Torres Strait Islander communities in SEQ, with increased long-term partnerships.

An increase in the proportion of our Community accessing services when needed.

Models of care are seamless and culturally safe with the client/ family at the centre, ensuring coordinated and timely care.

G3: Excellence, Innovation & Collaboration

We achieve reform in health and community services in our region, through strong and staunch Indigenous leaderships, through Community-led innovation, and through propa partnerships.

IUIH's role as a regional commissioner of healthcare is recognised and supported.

A strong, Community owned and led research and knowledge base informs policy and service improvements, embedding data sovereignty.

Innovative models of care and technologies improve accessibility and enhance health and wellbeing outcomes for our Communities.

Empowered and propa partnerships drive collaboration and share an investment in self-determined, Community Controlled healthcare reform.

G4: Systems & Governance

Culturally grounded governance and enabling systems support the long-term sustainability and accountability of the IUIH Network

The IUIH Network is a trusted and respected Community entity.

Organisational systems and operations are contemporary, sustainable and transparent.

A strong financial position and fiscal diversification that supports innovation and strengthens the sustainability and growth of the Network.

A sustainable 'own-grown' culturally capable Aboriginal and Torres Strait Islander workforce.



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