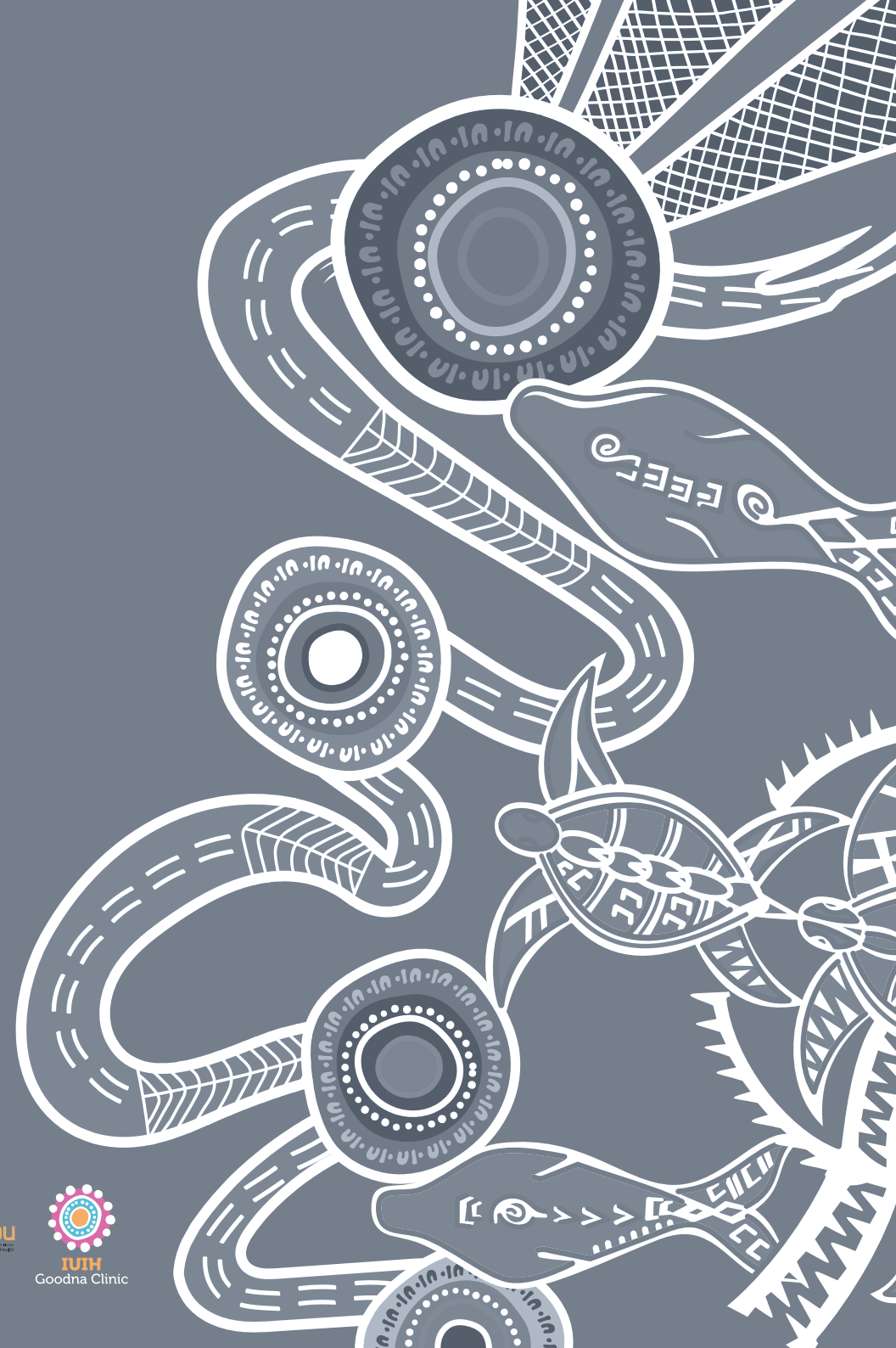




Employment Strategy

2023-2026



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Introduction

IUIH is a not-for-profit Aboriginal and Torres Strait Islander Community Controlled Health Organisation (ATSICCHO) that leads the planning, development, and delivery of comprehensive primary health care for the Aboriginal and Torres Strait Islander population of the South East Queensland (SEQ) region. In 2021, the Indigenous Estimated Resident Population (ERP) for Southeast Queensland was 110,858 people, representing 39.8% of Queensland's Indigenous ERP (278,831) and 11.3% of Australia's Indigenous ERP (983,257). IUIH was established in 2009 by four founding Member Organisations: Aboriginal and Torres Strait Islander Community Health Service (ATSICHS) Brisbane Limited, Kalwun Development Corporation Limited (Kalwun Health Service), Kambu Aboriginal and Torres Strait Islander Corporation for Health and Yulu-Burri-Ba Aboriginal Corporation for Community Health. Since then, IUIH has established the Moreton Aboriginal and Torres Strait Islander Community Health Service (MATSICHS). IUIH and its Members are the largest employer of Aboriginal and Torres Strait Islander people in Indigenous health, with over 50% of our 1500 staff identifying as Aboriginal and/or Torres Strait Islander.

IUIH provides high-quality and fully integrated primary and preventative healthcare, aged care, disability, social health, allied health and care coordination services for Aboriginal and/or Torres Strait Islander peoples by:

- Positioning our Strategy from Our Ways and Aboriginal Terms of Reference
- Embedding Our Ways throughout all aspects of our organisation, including service delivery and workforce development
- Ensuring continuous improvement of systems, processes and teams
- Providing opportunities for growth and development for all employees
- Increasing the number of Aboriginal and/or Torres Strait Islander employees in all job categories across the IUIH Network and broader sector/s



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 Cultural Integrity

The *IUIH Cultural Integrity Investment Framework* and, in particular, *The Ways Statement* frame the approach which underpins IUIH's organisational, operational and community-based actions.



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.



IUIH Employment Strategy - Summary

The IUIH Employment Strategy encompasses two intertwined and complementing bodies of work:

1. The IUIH Employment Strategy recognises the critical role that employment plays as a social determinant of health and aims to build a workforce for current and future workforce requirements by strengthening the recruitment, retention, support and development of Aboriginal and/or Torres Strait Islander people into health and related employment opportunities. These employment and development initiatives recognise that Indigenous employment is an important part of building an organisation that provides Propa and culturally responsive services and programs.
2. IUIH Workforce Development is concentrated on developing a culturally responsive workforce comprising Indigenous and non-Indigenous staff to deliver Health and health-related services and programs.

The strategy builds on over a decade of growth in SEQ's Aboriginal and Torres Strait Islander Community Controlled health services and the creation of over 1000 jobs, more than half of which have been filled by Aboriginal and Torres Strait Islander people. Over 20% of IUIH's existing workforce has been recruited through IUIH's training and development pathways.



We want the IUIH Network to be a place where our community want to work and access services. We are committed to building an environment that fosters relational, inclusive, and connected ways of working, where we collectively share the responsibility for our community's health and wellbeing and the systems which influence the health of our people.

The IUIH Employment Strategy seeks to develop a workforce for Indigenous health and community support services in South East Queensland (SEQ) as a key strategic priority for the IUIH Network. IUIH aims to attract and develop culturally responsive Aboriginal and Torres Strait Islander and non-Indigenous staff working within our Cultural Integrity Investment Framework. This framework equips and empowers staff and enables effective delivery of care for urban Aboriginal and Torres Strait Islander people.

The IUIH Employment Strategy is also a dedicated approach to growing the Aboriginal and Torres Strait Islander workforce in SEQ whilst simultaneously addressing the social determinants of health. It works across sectors and effectively breaks-down the barriers to long-term employment and health and wellbeing outcomes for urban Aboriginal and Torres Strait Islander people. The Strategy underpins the IUIH System of Care which recognises the interconnected nature of health outcomes with the social and cultural determinants of health. Areas of focus are in alignment with *The National Aboriginal and Torres Strait Islander Health Workforce Strategic Framework and Implementation Plan 2021–2031*.



Overarching principles and priorities

Intent

There are three key intents of this strategy underpinning all activities:

- All workforce initiatives and activities promote the **socialisation** of our future and existing workforce in understanding and practising in **propa ways** i.e., relational, inclusive and inter-professional ways of working from Aboriginal Terms of Reference.
- **A Pathways approach:** Focussing on multiple opportunities to enter into the workforce pipeline and be supported through your workforce journey.
- **Commitment to Growing Our Own Workforce:** We need a clear focus on workforce growth, and opportunities that are critical to our people's wellbeing.



Overarching principles and priorities

Guiding Principles	IUIH Workforce Priorities
<p>The principles used in the development of this workforce strategy are:</p> <ul style="list-style-type: none">• The development of a sustainable workforce is critical to enable us to achieve our vision and purpose• Intent, actions and priorities are informed by the IUIH Strategic Plan and IUIH Cultural Integrity Investment Framework• Accountability to our community and organisational governance, including clear lines of organisational responsibility and accountability measures that are clearly articulated.• Strengths-based approach, which promotes innovation and flexibility.• Evidence-based and evidence-growing initiatives.• Indigenous sector best practice that exceeds the standards set by relevant professional and sector entities.• Collaboration and partnerships are essential for success.	<p>The IUIH workforce priorities include:</p> <ul style="list-style-type: none">• Embedding <i>The Ways Statement and IUIH Cultural Integrity Investment Framework</i> into all areas of IUIH development and practice.• Expansion, Promotion and Evaluation of POWA (Pathways Our Way Academy) as a key vehicle for attracting Aboriginal and Torres Strait Islander people into the health workforce• Development and delivery of workforce, leadership and management training and pathways which develop our Aboriginal and Torres Strait Islander workforce and the next generation of leaders.• Coordination and growth of student placements across the region.• Development and delivery of accredited training to further build SEQ's Aboriginal and Torres Strait Islander health and community services workforce.• Continuous quality improvement to ensure workforce practices integrate respect for the autonomy of our people in alignment with the IUIH System of Care• Workforce mapping aligns new and existing programs to the IUIH System of Care and ensures that training is essential and tailored to address program needs and role requirements.



IUIH Employment Strategy 2023-2026

IUIH Indigenous Employment Strategy

Education	Employment	Socio-Cultural Socialisation Development/ support
Accredited Training Providing Aboriginal and/or Torres Strait Islander people the opportunity to gain Certificate III level qualifications and on-the-job experience, with support throughout the entire process.	Work Readiness Programs Short-term programs designed to prepare Aboriginal and Torres Strait Islander community members for work, including practical skills and exposure to a range of employment and training options	Connection, Mentoring and Wrap-around support Cultural socialisation of our people contributes to their socio-cultural and wellbeing.
School-based Traineeships In partnership with State and Commonwealth Government providing Aboriginal and Torres Strait Islander high school students with one day/week paid employment whilst completing a certificate III in a health or related qualification.	Work-Based Traineeships A wage-subsidised work-based traineeship program that provides additional employment and tertiary education pathways for high school students (school-based trainees), job seekers, mature-aged workers and single mothers returning to work part-time.	Mentoring and Support Intensive mentoring and case management is provided for each Aboriginal and/or Torres Strait Islander student/trainee. This approach aims to empower students/trainees to overcome potential barriers impacting their success in completing studies or securing a job. This support continues beyond the IUIH training opportunity to assist students/trainees in transition into work and or further study.
	Indigenous Cadetships In partnership with the Commonwealth Government and other stakeholders, the IUIH supports Aboriginal and/or Torres Strait Islander students to complete tertiary qualifications through cadetships that include paid work for the duration of their studies.	



Indigenous Employment

Closing the Gap

IUIH Employment strategy is aligned with State and National policy imperatives to increase education and employment outcomes for Aboriginal and Torres Strait Islander people. Intrinsic to the intent of this strategy is the fundamental recognition that self-determination is the key to addressing the needs of Aboriginal and Torres Strait Islander people and that programs need to be designed and delivered from Aboriginal terms of reference, including accountability to our communities.

IUIH System of Care and IUIH Workforce Development Pathways

The IUIH will leverage its acknowledged credentials and standing in Indigenous training and development to enact the IUIH Employment Strategy. The IUIH has received State and National recognition for its training and workforce pathways. IUIH was also named the joint national winner of Reconciliation Australia's Indigenous Governance Awards.

IUIH's nationally acclaimed **System of Care (ISoC)** has delivered unprecedented gains in health and employment outcomes for Aboriginal and/or Torres Strait Islander people in SEQ. ISoC represents an evidence-based, systematic approach to the Indigenous-led delivery of accessible, efficient, and comprehensive health and social support services. It spans clinical, business and workforce domains of operations, with a core focus on quality and health impacts and associated workforce planning and development. Simultaneously, ISoC optimises a revenue stream from the Medicare Benefits Scheme (MBS) for reinvestment in services that are not otherwise accessible for a client population with complex care needs and limited disposable income, e.g., allied health, specialist, dental, legal, mental health, and others. ISoC has been showcased as an exemplary international best practice approach in the Australian Journal

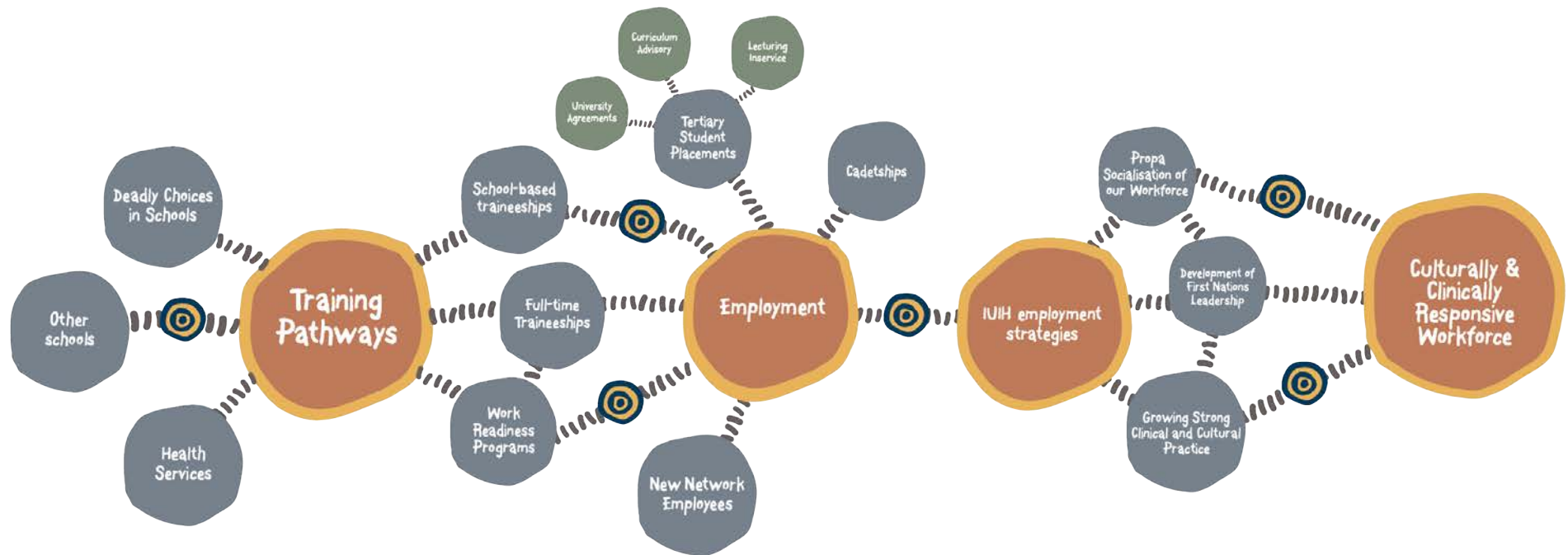
of Primary Health Care's special Indigenous edition (October 2019).

The highly successful Indigenous employment outcomes being demonstrated by the IUIH are, in a large way, a factor of the degree of integration achieved through the IUIH regional ecosystem, including, for example, reflecting the interdependencies between meeting the health, education and employment needs of our communities. This is reflected in the **IUIH Training and Employment Pipeline**, as illustrated on page 13. Further, there is a plethora of research and practice evidence that health directly impacts education and employment outcomes and vice versa.

Importantly, the new ways that IUIH has implemented to achieve these outcomes have not been driven by government policy or programs but are a direct result of community empowerment. The establishment of IUIH itself is overwhelmingly an example of Aboriginal and/or Torres Strait Islander community-led reform, representing a transformational shift in the government/community dynamic. By necessity and design, the SEQ IUIH initiative was not a response to, or product of, the government-developed policies and purchased programs. It showcased a new paradigm where increased accountability, agency and autonomy by Aboriginal and/or Torres Strait Islander people themselves created the catalyst for change. In the SEQ context, the community is the senior partner, and the government is seen by IUIH as a reciprocal stakeholder in the Indigenous-led process.



IUIH Training and Employment Pipeline



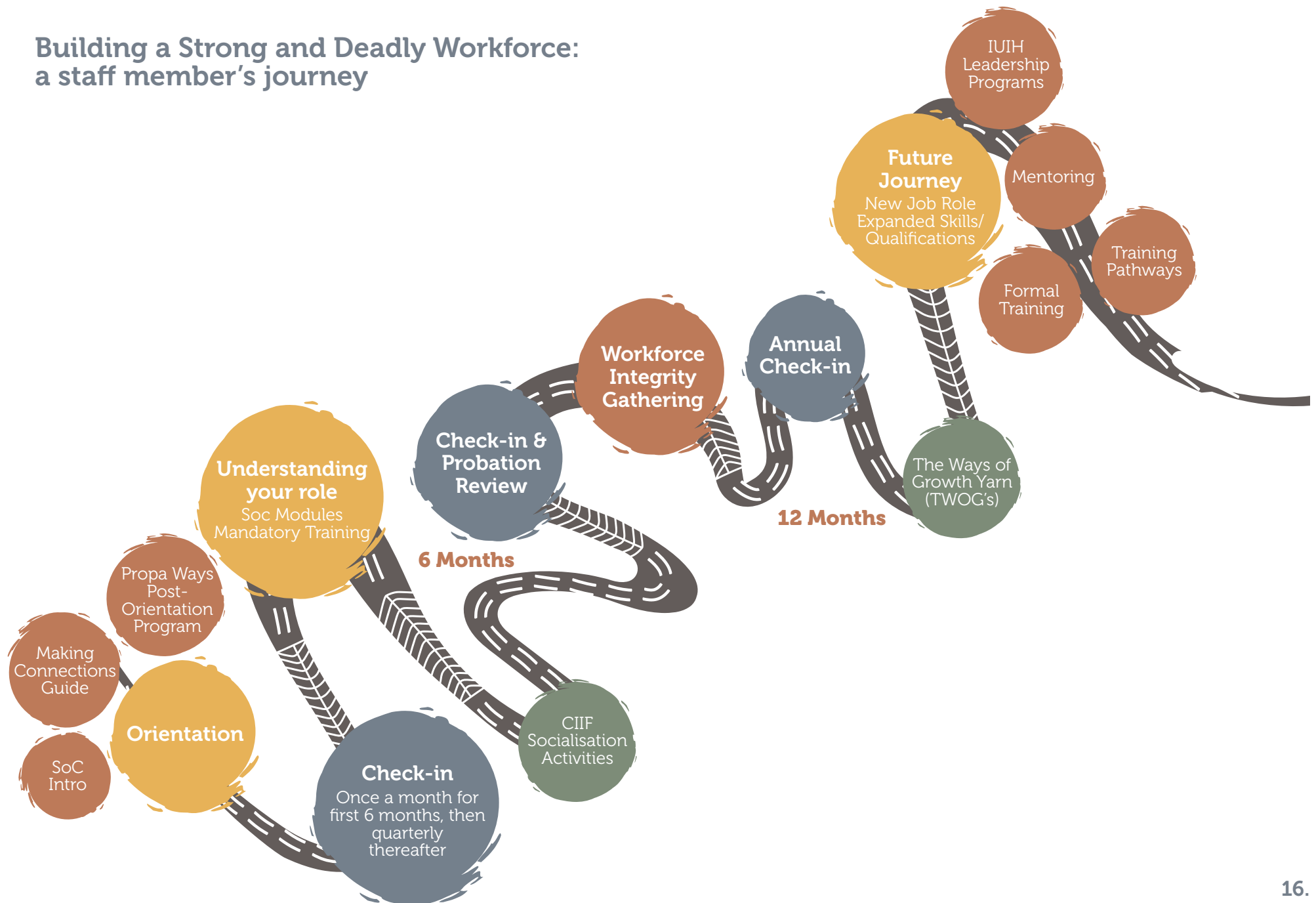
IUIH Workforce Development Pathways

IUIH Workforce Development

Workforce of the future	Equipping our current workforce	Growing our next leaders
University Student Placements In partnership with 12 universities, the IUIH supports the most extensive national tertiary student placement scheme in Indigenous Health, with over 400 university student placements per year across 27 disciplines.	IUIH Network Orientation An introduction to the history of SEQ's Aboriginal and Torres Strait Islander community-controlled health sector and Aboriginal Terms of Reference through The Ways Statement. Staff are introduced to the IUIH System of Care and how to work in culturally responsive ways	Propa Leaders An emerging leaders program for Aboriginal and Torres Strait Islander leaders of the (near) future.
Medical Education Commitment to growing the number of available General Practitioner (GP) Registrar placements in ATSICCHO across the SEQ region, strengthening the pipeline of 'homegrown' vocationally registered GPs.	Propa Ways Program An extension of orientation, translating Aboriginal Ways of knowing, doing, seeing, being and belonging into practice, including the critical nature of working in relational ways. This also includes an expanded introduction to the IUIH System of Care.	Executive Development Program A leadership development program aligned to The Ways Statement and reflecting core principles in leadership best practice.
University Engagement In addition to hosting student placements, the IUIH staff contribute and teach in university programs at partnering universities to improve future practitioners' cultural capability	Check-ins Regular one-on-one meetings between team leaders/managers and their staff to yarn through roles, responsibilities and growing capabilities and connections.	Manager Bytes Lunch-time sessions designed to equip managers with the knowledge and skills related to managing staff within the IUIH Network.
	Development Pathways and Programs Training designed to support staff in their roles and tailored for individual roles or disciplines. Includes programs to assist staff in connecting with one another and with their clients and communities for better outcomes.	



Building a Strong and Deadly Workforce: a staff member's journey



Strategic Goal 1

Mobilise our communities to increase employment of Aboriginal and/or Torres Strait Islander people

Intention: Increase the number of Aboriginal and/or Torres Strait Islander staff employed across the IUIH Network and within the broader health system

Rationale: The IUIH has over 50% Aboriginal and/or Torres Strait Islander staff and a network of more than 100 000 community members through our footprint. This places us in a unique position to recruit, equip, support and grow Aboriginal and Torres Strait Islander people into various roles within the broader health system. IUIH, with its collaborators, can take a leading role in assisting its member organisations and other partners in finding and employing Aboriginal and Torres Strait Islander staff who have been developed through the IUIH pipeline. IUIH's pipeline needs to be recognised and utilised for full effectiveness.

Goal A - Attracting Aboriginal and/or Torres Strait Islander people

Strategies

1. Raise awareness and aspirations of the IUIH Network careers within Aboriginal and/or Torres Strait Islander communities through role modelling, and showcasing staff within the community, media, communications, and marketing channels.
LEAD: Organisational Development, Deadly Choices and Communications Unit
2. Utilise existing partnerships and other Aboriginal and/or Torres Strait Islander formal and informal networks to circulate employment opportunities at IUIH Network
LEAD: Organisational Development and Human Resources
3. Providing scholarships, student placements, university lectures, cadetships and traineeships which introduce people to the sector and support integration into the workplace.
LEAD: Organisational Development

Collaborators

Internal

- Organisational Development Unit
- Human Resources Unit
- Deadly Choices Unit
- Communications Unit
- Aboriginal and/or Torres Strait Islander staff
- IUIH Network ATSICCHO Members

External

- State and Commonwealth Government agencies and funders
- SEQ First Nations Health Equity (FNHE) partner organisations
- Education and Training Partners
- Other Aboriginal and/or Torres Strait Islander Community Organisations

Accountability Measures

- ✓ Development of a suite of targeted promotional material showcasing careers at IUIH.
- ✓ Dedicated POWA social media presence and branding
- ✓ Promotion of scholarships, traineeships, and cadetships.
- ✓ Minimum of 10 university lectures and 100 student placements offered each semester.
- ✓ Minimum of four (4) quarterly social media features featuring IUIH staff.
- ✓ Fortnightly email updates of job vacancies circulated via internal and external networks.

Strategic Goal 1

Mobilise our communities to increase employment of Aboriginal and/or Torres Strait Islander people

Goal B – Culturally responsive best practice recruitment and retention

Strategies

1. Maintain a culturally safe and inclusive workplace by embedding The Ways Statement and The IUIH's Cultural Integrity Investment Framework throughout the organisation from recruitment to orientation and training.
LEAD: Organisational Development and Human Resources
2. Conduct an audit of the uptake/use of Human Resources and Organisational Development guidelines and tools to ensure quality alignment with The Ways Statement and The Cultural Integrity Investment Framework.
LEAD: Organisational Development and Human Resources
3. Develop and implement Action Plan/s with Management that outline support and resources to assist in the employment, development, and retention of Aboriginal and/or Torres Strait Islander staff.
LEAD: Organisational Development and Human Resources

Collaborators

Internal

- Organisational Development Unit
- Human Resources Unit
- IUIH Network Boards
- IUIH Network CEOs Forum

External

- State and Commonwealth Government agencies and funders
- Education and Training Providers

Accountability Measures

- ✓ Ongoing, implementation monitoring, and review of the *Cultural Integrity Investment Framework, The Ways Statement, IUIH Strategic Plan 2022-25*.
- ✓ Recruitment policies audit completed, and recommendations implemented by December 2023.
- ✓ Action plans specific to the business needs of Business Areas developed annually, including targets for Indigenous employment in each team and an overall aspiration that at least 55% of the IUIH Network staff are Aboriginal and/or Torres Strait Islander by 2025.
- ✓ Business areas demonstrate progress towards the IUIH Action Plan reported to senior management bi-annually.
- ✓ Appropriate funding levels reviewed and approved by the Board bi-annually.

Strategic Goal 1

Mobilise our communities to increase employment of Aboriginal and/or Torres Strait Islander people

Goal C – Opening pathways

Strategies

1. Maintain appropriate funding levels for the ongoing implementation of IUIH Workforce Programs outlined previously.
LEAD: Organisational Development
2. Promote and support the uptake of IUIH traineeship schemes to Aboriginal and/or Torres Strait Islander high school students and communities through POWA.
LEAD: Deadly Choices, Organisational Development
3. Maintain strong culturally respectful work conditions, including generous flexibility in roles and responsibilities, study support and training opportunities, leave conditions, and work schedules to account for changes in personal circumstances.
LEAD: Human Resources

Collaborators

Internal

- Organisational Development Unit
- IUIH Network CEOs Forum
- Human Resources Unit
- IUIH Network Boards
- Deadly Choices Business Unit

External

- State and Commonwealth Government Agencies and Funders
- Education and Training Partners

Accountability Measures

- ✓ Appropriate funding levels reviewed and approved by the IUIH Board bi-annually.
- ✓ Minimum of 20 traineeships each year commencing January 2023.
- ✓ Identify and maintain positive work conditions as a part of an audit of recruitment policies and tools under Goal B, Strategy 2.

Strategic Goal 1

Mobilise our communities to increase employment of Aboriginal and/or Torres Strait Islander people

Goal D – Community collaboration

Strategies

1. Membership, attendance and participation in industry, sector and community networks such as FNHE that promote Aboriginal and/or Torres Strait Islander employment best practice and industry benchmarking.
LEAD: Organisational Development
2. Report and share employment statistics to promote awareness in catchment communities of the IUIH Network.
LEAD: Organisational Development, Human Resources
3. Develop new partnerships which enable greater impact on education and employment of Aboriginal and/or Torres Strait Islander people
LEAD: Organisational Development

Collaborators

External

- Hospital and Health Services (HHSs) SEQ First Nations Health Equity (FNHE) partner organisations
- Indigenous Allied Health Australia (IAHA)
- Universities
- Queensland Department of Employment, Small Business and Training (DESBT)

Accountability Measures

- ✓ Attendance and participation at five (5) industry, sector, and community forums each calendar year.
- ✓ Annual publishing of employment data.
- ✓ Development of one new partnership per annum that impacts on Aboriginal and/or Torres Strait Islander employment.
- ✓ IUIH is funded by the Queensland Government to lead the implementation of the SEQ First Nations Health Equity Strategy 2021-31



Strategic Goal 2

An organisation with cultural integrity

Intention: The UIIH is a workplace that embeds the Cultural Integrity Investment Framework in all its policies and practices, recognising the moral authority of Aboriginal and/or Torres Strait Islander leaders and the importance of Propa Ways

Goal A - Socialising our people		Goal B – Working in Propa Ways	
Strategies		Strategies	
<ol style="list-style-type: none"> Create awareness and understanding of the UIIH Workforce Strategy and UIIH Cultural Integrity Investment Framework (CIIF) to all staff through orientation, Propa Ways programs and the annual socialisation plan. LEAD: Organisational Development, Human Resources, Implement a comprehensive Executive Development program based on the UIIH CIIF that empowers and equips UIIH Network managers and leaders with tools and capabilities to align or re-orient their team's ways with the CIIF. LEAD: Organisational Development Ensure all staff are actively engaged in reviewing, wayonising and re-aligning processes and resources in line with continuous quality improvement. LEAD: Organisational Development 		<ol style="list-style-type: none"> Ensure staff are able to use tools and processes which are relational and aligned with The Ways Statement in order to engage effectively in ways that demonstrate propa conduct, including ways in which concerns are addressed. LEAD: Organisational Development, Human Resources, Provide education and training to all staff on propa ways of working including working in inter-professional teams, making connections with clients, colleagues and community. LEAD: Organisational Development Provide training to all staff on relevant legislation, Positive Approaches to Behaviour, anti-discrimination, bullying, privacy and social media training LEAD: Human Resources 	
Collaborators	Accountability Measures	Collaborators	Accountability Measures
Internal <ul style="list-style-type: none"> Organisational Development Unit Human Resources Unit All Business unit Managers UIIH Network CEOs 	<ul style="list-style-type: none"> ✓ 100% of all new staff attended the UIIH Orientation Day 1 (The Ways) within three months of commencement ✓ 100% of staff have completed the Propa Ways program within 12 months of commencement ✓ 100% of staff complete the annual socialisation plan activities as part of team meetings ✓ 100% of teams complete the annual Team Check-In 	Internal <ul style="list-style-type: none"> Organisational Development Unit Business and Program Units Human Resources External <ul style="list-style-type: none"> Reconciliation Australia Australian Human Rights Commission Queensland Anti-Discrimination Commission 	<ul style="list-style-type: none"> ✓ 100% of staff complete annual training. ✓ Communication to all management regarding staff participation in training modules and programs.



Strategic Goal 3

Growing a strong and deadly workforce

Intention: The IUIH is a workplace that provides opportunities for staff to be engaged, inspired and fulfil their potential.

Goal A - Supporting continuous learning and development

Strategies

- Promote and support the participation and success of staff in IUIH Workforce Programs
LEAD: Organisational Development, Communications and Marketing
- Develop and implement an Emerging Leaders Program for IUIH Aboriginal and/or Torres Strait Islander staff
LEAD: Organisational Development
- Support and encourage Aboriginal and/or Torres Strait Islander staff to apply for internal and external growth opportunities
LEAD: Human Resources, Organisational Development
- Develop and implement Action Plan/s with Management that outline support and resources to assist in the employment, development, and retention of Aboriginal and/or Torres Strait Islander staff.
LEAD: Organisational Development and Human Resources
- Develop and coordinate integrated education and training pathways with First Nations Health Equity (FNHE) workforce development partner organisations
LEAD: Organisational Development

Collaborators

Internal

- Organisational Development Unit
- Human Resources Unit
- All Business Units
- IUIH Network CEOs

External

- State and Commonwealth Agencies and Funders
- SEQ First Nations Health Equity (FNHE) Partner Organisations
- Education and Training Partners

Accountability Measures

- ✓ Emerging Leaders program developed by December 2023
- ✓ Clinical Leadership Program Developed by July 2023
- ✓ Executive Leadership Development Program minimum cohort of 10 per intake annually
- ✓ Information on staff study assistance schemes, traineeships and scholarships included in induction and uploaded onto website by December 2023

Strategic Goal 3

Growing a strong and deadly workforce

Goal B – Facilitating networks that build supportive relationships and promote growth opportunities	
Strategies	
<div><div>1. Develop and facilitate relational teams and managers LEAD: Organisational Development</div><div>2. Establish an induction protocol that ensures all newly recruited staff are linked to existing networks, information and support LEAD: Human Resources, Organisational Development</div><div>3. Celebrate success and excellence through the annual workforce integrity gatherings and the Aunty Pamela Mam awards. LEAD: Organisational Development</div></div>	
Collaborators	Accountability Measures
<div><ul style="list-style-type: none">Workforce DevelopmentHuman ResourcesCEO Workforce Subcommittee</div>	<div><ul style="list-style-type: none">✓ Check-ins conducted with all staff at least 3 monthly✓ Team Check-ins conducted annually✓ Induction protocol established and in use commencing 2024✓ 100% of commencing permanent or contract staff provided with targeted information about available supports and workforce development opportunities.✓ Circulation of information and resources about Aunty Pamela Mam awards and support staff with nominations as appropriate.</div>



Strategic Goal 4

Accountability for Outcomes

Intention: The IUIH is accountable for implementing the Strategy as intended across the organisation and evaluates the success of the measures and reports against the findings.

Goal A - Conduct rigorous reviews and be accountable and transparent in reporting our achievements

Strategies

1. The IUIH Employment Strategy will be subject to annual review and incorporated into the Annual Action Plans of the IUIH Human Resources and IUIH Organisational Development Units
LEAD: Organisational Development
2. Findings will be reported to the IUIH Board and IUIH Network CEOs Forum
LEAD: Organisational Development
3. A scorecard summary will be developed and communicated to staff annually and included in the IUIH Annual Report
LEAD: Human Resources, Organisational Development

Collaborators

- Internal**
- Organisational Development Unit
 - Human Resources Unit
 - IUIH Board
 - IUIH Network CEOs

Accountability Measures

- ✓ Annual statistical reporting to IUIH Board and IUIH Network CEOs Forum commencing March 2024
- ✓ Annual statistical reporting to senior management commencing December 2023
- ✓ Scorecard to staff by 30th December each year commencing 2023
- ✓ Yearly Review Report and scorecard publicly available on IUIH Website and IUIH Annual Report commencing October 2023



Glossary of terms

Aboriginal Terms of Reference are an agreed set of protocols that ensure Indigenous knowledge, experience and values are respected throughout all of IUIH's operations and services. The Aboriginal Terms of Reference are embedded with the IUIH Cultural Integrity Investment Framework and The Ways Statement.

Deadly Choices is a health promotion initiative of the Institute for Urban Indigenous Health (IUIH). It aims to empower Aboriginal and Torres Strait Islander peoples to make healthy choices for themselves and their families – to stop smoking, eat healthy food and exercise daily. Deadly Choices also encourages our people to access their local Community Controlled Health Service and complete an annual 'Health Check'.

Growing our Own: investing in and supporting IUIH staff and Member service staff and creating career pathways and training and development opportunities across the Network.

Pathways our Way Academy (POWA) is an Indigenous-led integrated suite of training, employment, skills acquisition and career progression programs and initiatives delivered in collaboration with industry, schools, universities, and RTOs to overcome both individual and systemic barriers to Indigenous employment.

POWA is situated within the IUIH System of Care (ISoC), recognising the interconnected nature of health outcomes with the social and cultural determinants of health. ISoC provides a comprehensive suite of supplementary and in-kind wrap-around support services and complex case management to support the most vulnerable Indigenous jobseekers, trainees and their families through their training and employment pathway.

Propa ways describes relational, inclusive and inter-professional ways of working from Aboriginal Terms of Reference.

Strengths-based approach: acknowledging, encouraging, and building on the strengths and positive characteristics, skills, and attributes that a staff member, client and community member demonstrates; this is a community empowerment approach and contributes to socio-cultural wellbeing.

The IUIH Cultural Integrity Investment Framework and the Ways Statement are representations of IUIH's approach to embedding Our Stance, Values and Knowledge within all aspects of IUIH's operations and directions.

The National Aboriginal and Torres Strait Islander Health Workforce Strategic Framework and Implementation Plan 2021–2031: Co-designed with Aboriginal and Torres Strait Islander people, this plan's target is for First Nations people to be fully represented in the health workforce by 2031. It includes actions to attract, recruit and retain workers across all roles, levels and locations within the health sector.

The Ways Statement: articulates and guides all the elements of IUIH's Strategic (Intent), Operational (Processes), and Workforce (Relational) approaches and is central to solidifying IUIH's Cultural Integrity as an Aboriginal Community Controlled Health Service.

The IUIH System of Care addresses the complexity and fragmented nature of the health system by integrating a range of co-located health and social support services. Through a 'no wrong door approach' entry to any part of the IUIH System of Care opens access to the full range of services and programs available. It represents an evidence-based, systematic approach to the Indigenous-led delivery of accessible, efficient, and comprehensive health and social support services via the regional 'ecosystem'.

This includes targeting the social determinants of health while simultaneously influencing mainstream policy and strengthening linkages across mainstream service systems. The IUIH System of Care reflects many innovations in how care is managed to achieve optimal health outcomes, meet continuous improvement targets, and optimise revenue to support expanded service delivery.

The IUIH System of Care web-based e-Learning and Resources Package is an interactive web-based resource and hosts a suite of Courses with detailed content covering all aspects of the IUIH System of Care.



Glossary of terms

IUIH System of Care web-based e-Learning courses include:

- Our History, Our Journey
- System of Care
- Access and Community Engagement
- Reception and Clinic Welcome
- Cycle of Care
- Clinical Governance
- Workforce Design and Development
- Data Knowledge and Continuous Quality Improvement
- Business Management – Profit for Purpose
- Establishing a New Clinic
- Deadly Choices
- Work it Out

The IUIH Training and Employment Pipeline: describes IUIH' 's commitment to growing our own and a training and employment pathways trajectory for Aboriginal and Torres Strait Islander people whether they are engaged as staff members, school students or adults returning to work. It also represents IUIH' 's commitment to addressing the social determinants of health through training and employment pathways where mentoring and wrap-around support are integrated and critical to success.

The IUIH Workforce Development Pathways: Building a strong and deadly workforce includes the following elements:

- Orientation
- System of Care Intro
- Making Connections Guide
- Propa Ways Post-Orientation Program (Understanding Your Role)
- System of Care Modules
- Mandatory Training
- CIIF Socialisation Activities
- Check-in yarns (orientation, probation review, annual)
- Workforce Integrity Gathering
- The Ways of Growth Yarn (TWOGs)
- Future Journey: Focusing on new job roles, and expanded skills and qualifications
- Formal Training, Training Pathways, Mentoring
- IUIH Leadership Program
- Wayfaring: a systematic and strategic approach to visiting other teams and business units to learn from their ways and to share information about yours.



