



# Nganampa Health Council



Strategic Plan 2015-2017

# Mission Statement

**N**ganampa Health Council is an Anangu controlled community health organisation delivering comprehensive Primary Health Care to all Anangu resident or visiting the Anangu Pitjantjatjara Yankunytjatjara (APY) Lands in South Australia. It aims to improve the health status of Anangu through the provision of high quality clinical and preventative health care services delivered in culturally appropriate ways.

## Key Organisation Achievements and Success Stories

- Childhood immunisation rates above 90% since 2004.
- Increases in the number of completed health checks from 84 in 2003/04 to 943 in 2013/14.
- Percentage of antenates seen in the first trimester has increased from 20% in 1992 to consistently over 70%.
- Reductions in the rates of Sexually Transmitted Infections.
- Publication of the nationally and internationally recognised UPK Public and Environmental Health report in 1987.
- Sustained high quality residential aged care.
- Collaborative quality research that has significantly shaped national policy and program approaches in maternal and child health, sexual health, public and environmental health and remote Indigenous housing.
- Sustained high quality dental care including leading edge oral health research.



# Clinical Services and Population Health

*Delivering best practice clinical and population health services and programs is Nganampa Health Council's core business.*

*Further improvements in the effectiveness of our services and programs require enhanced health management information systems, sustaining an adequately skilled, resourced and supported workforce, effective and integrated health promotion and primary prevention systems, and focused partnerships with stakeholders who can impact on the social determinants of health.*



## **We will:**

Sustain best practice clinical and population health services and programs.

Further develop effective program responses to the challenges of chronic disease.

Sustain and further develop comprehensive maternal and child health services.

Maintain a suite of Public and Environmental health programs that have a strong, advocacy, health promotion and illness prevention focus.

Sustain a comprehensive sexual health program across the APY Lands and continue to work collaboratively with key stakeholders to develop increasingly effective regional tri state program approaches.

Ensure that services and programs are culturally appropriate and accessible through the training and employment of Anangu Health Workers as front line providers, the periodic monitoring and review of services and programs by the Board, and adherence to best practice, evidence based protocols.

Provide best practice residential aged care at the Pukatja Tjilpiku Pampaku Ngura Aged Care facility.

Implement effective responses to the challenges of mental ill health.

Ensure our clinics are adequately stocked with appropriate medical equipment, pharmaceuticals and medical supplies.

Coordinate medical specialist visits on the APY Lands including visits by psychiatrists, ophthalmologists, optometrists, respiratory physicians, cardiologists, paediatricians, podiatrists, audiologists and ENT specialists.

Maintain a dental program visiting all communities on the APY Lands.

Use health information to plan and evaluate our programs and to report to our funding partners. This includes reporting on and analysing the National Key Performance Indicators.

## **Key Performance Indicators for Clinical Services and Population Health**

Number of adult and child health checks, and care plans completed.

Participation rate in annual Sexually Transmitted Infection screen.

Percentage of antenates seen in the first trimester.

Percentage of children fully immunised.

Number of completed dental treatments.



# Anangu Employment

## We will:

Maintain, implement and further develop an Anangu Employment Strategy. This will include striving to develop opportunities for Anangu employment within the health service across all workforce categories.

Seek funding to employ an Anangu Workforce Development Officer to provide Anangu staff with additional training and support.

Seek opportunities to provide Anangu with additional training.

Seek funding to improve resourcing in the Anangu Health Worker Education Program so as to ensure Anangu Health Workers can reach and maintain national registration requirements.

Administer an Anangu Scholarship Scheme to promote tertiary and trade level education for Anangu.

Provide training, skills development, mentoring and support services for Anangu Board members, the Anangu Director and Anangu Health Mayatjas as identified and required. This will include governance training.

Where we cannot employ Anangu ourselves, we will seek opportunities to engage Anangu as consultants or contractors and to use Anangu businesses.

Work with Skillhire, TAFE SA and other agencies to further Anangu training and employment opportunities on the APY Lands.



## Key Performance Indicators for Anangu employment

Fulltime equivalent Anangu staffing levels.

Number of Anangu staff with Certificate level qualifications or degrees.

Training courses provided to Anangu staff.



# Management

*People are our most important resource. Recruiting, supporting and developing staff with the required skills mix is a major ongoing challenge in our remote service delivery environment. Nganampa Health Council will sustain best practice recruitment, orientation, staff support and development systems and will maximise opportunities for Anangu training employment and engagement in the health service.*

## **We will:**

- Maintain a suite of human resources systems and practices that increase the likelihood of appropriately qualified professional staff being recruited and retained by the organisation.
- Promote a learning and career development culture for all staff within our organisation.
- Maintain flexible and innovative employment practices including the use of fly-in, fly-out employees.
- Review the organisation's existing industrial relations framework so as to promote fairness and security in the workplace, ensure that terms and conditions of employment remain competitive, and promote and support our mission and core values.
- Maintain an Occupational Health Safety and Welfare Committee and effective policies and risk management processes to ensure staff workplaces are safe.
- Ensure that all staff are adequately supported and resourced to do their jobs and can maximise their contributions.

*Nganampa Health Council will continue to implement an Information Management and Technology Plan that maximises our capacity to take advantage of developing communication and information technologies in a sustained and effective manner in our multi site, remote service delivery environment.*

## **We will:**

- Maintain organisational systems for the ongoing monitoring and review of the Information Management and Technology Plan and risk assessment.
- Further develop a comprehensive and integrated Clinical Information System.
- Further develop an organisation intranet site to improve internal communication and workflow.
- Introduce where appropriate new medical technologies and e-health solutions including in the areas of telemedicine.
- Participate in projects that allow patient information to be voluntarily shared between organisations including the Personally Controlled Electronic Health Record.
- Maintain an organisation website and social media sites as a means of communicating with external stakeholders including our patients.



*Nganampa Health Council will further develop and extend quality management processes.*

## **We will:**

- Maintain and further develop our Continuous Quality Improvement systems.
- Maintain our accreditation status in a range of areas.
- Maintain and periodically update our Capital Works Priority Plan, provide within budget for cyclical asset maintenance and replacement, and advocate with governments for infrastructure funding as required.
- Maintain best practice accounting and financial management systems.
- Investigate strategies for reducing our impact on the environment and reducing our carbon footprint.
- Conduct detailed risk assessments on all of our activities and maintain a risk management plan for the organisation.

## **Key Performance Indicators for Management**

- Fulltime equivalent Medical Officer and Nursing staffing levels.
- Number of workplace injuries that result in employees having time off work.
- Accreditation status maintained.
- Maintain excellence in financial probity and performance.

# Community Linkages

*Nganampa Health Council will continue to work closely with other stakeholders on the APY Lands to develop regional policy and program responses to key public and environmental health issues.*

## *We will:*

Collaborate with Mai Wiru Regional Stores, APY Land Council, Community Councils and the NPY Women's Council to improve food security on the APY Lands.

Work closely with APY Land Council, and other key stakeholders to ensure that Anangu housing is appropriately designed and constructed, that housing repair and maintenance services are adequate and that essential services are accessible, safe and affordable for Anangu.

Lobby for the APY Lands to receive adequate essential services and infrastructure, especially in relation to roads, airstrips, public transport, municipal services, power, water, telecommunications and broadband.

Maintain a Board structure that facilitates broad community representation of Anangu and Anangu organisations on the APY Lands and provide the Board with training and access to necessary expert technical advice.

Work collaboratively with Anangu Education Services on jointly identified projects.

Promote the Anangu Study Scholarship Fund to the communities on the APY Lands.

Work collaboratively with key stakeholders to plan, implement, deliver and support community based health and social services for the frail aged and Anangu with disabilities.

Ensure we comply with child protection legislation and implement strategies to keep children safe.



### **Key Performance Indicators for Community Linkages**

Number of Health Committee meetings held.

Number of Anangu awarded an Anangu Study Scholarship.

Number and type of activities undertaken by the Environmental Health Worker teams.

# External Links

*Nganampa Health Council will continue to advocate vigorously for a more equitable allocation of indigenous specific and mainstream health, social and community services funding to the APY Lands from governments.*

## *We will:*

- Advocate for improved access to specialist clinical services on the APY Lands.
- Lobby for additional funding for areas that have a significant funding shortfall including staffing, medical equipment replacement and building maintenance.
- Seek a commitment from governments to consult appropriately with the Health Council in the development of health related initiatives on the APY Lands. We are committed to sharing our expertise as part of consultative processes.
- Support and work with the SANFL and other sporting groups to promote healthy lifestyle practices through sport.

*A key function for Nganampa Health Council is the facilitation of referrals and provision of transport, accommodation and social support for Anangu who must travel off the APY Lands for secondary or tertiary level health care.*

## *We will:*

- Maintain and further enhance the Health Council's capacity to provide transport, accommodation, advocacy, liaison, social support, and return to country services for Anangu who are referred to Alice Springs for health care.
- In collaboration with other key stakeholders, advocate for affordable, accessible and appropriate transport and accommodation systems within and between the APY Lands, Alice Springs and Adelaide.
- Seek an adequate level of funding for the Patient Assisted Transport Scheme.
- Advocate for improved and reliable aerodromes for 24-hour emergency evacuations from the APY Lands.

*As a center of excellence, Nganampa Health Council will continue to contribute to best practice and capacity building in our sector at a national, regional and state level.*

## *We will:*

- Promote leading edge quality research and program development effort with a range of external agencies.
- Contribute to the work of the Aboriginal Health Council of South Australia and to the National Aboriginal Community Controlled Health Organisation.
- Work collaboratively with both the Commonwealth Department of Health and the South Australian Department of Health and Ageing in the development of evidence based best practice in the sector.
- Participate in e-health planning forums in both South Australia and the Northern Territory.
- Monitor our performance against the National Key Performance Indicators.

## **Key Performance Indicators for External Links**

- Number of patients and escorts referred to Alice Springs and other locations for health care.
- Number of patients receiving specialist care on the APY Lands.
- Performance against the National Key Performance Indicators.





## Core Values

**N**ganampa Health Council's core business is the delivery of best practice, evidence based, comprehensive Primary Health Care so as to positively influence the health status of Anangu.

Primary Health Care is most effective where it works closely with educational, economic, employment, and social and community services and systems. Nganampa Health Council strives to foster collaborative program development and action research partnerships with relevant Anangu organisations and government and non-government agencies, so as to improve the health status of Anangu.

Nganampa Health Council is an Anangu owned and Anangu managed organisation. The governing Board is Anangu and makes the key policy, finance and staff appointment decisions. Services are developed and delivered in a culturally appropriate and accessible fashion.

The Executive Director and clinic Mayatjas are Anangu and all staff are accountable to the Anangu Board.

As an independent non-government organisation, Nganampa Health Council advocates on behalf of Anangu for improvements to health, social and community services, education and employment opportunities on the APY Lands.

Nganampa Health Council prioritises programs that are needs and evidence based and that can be sustained and evaluated.

People are the organisation's most important resource. Nganampa Health Council is committed to promoting a fair, safe and secure workplace where staff are valued and provided with the necessary resources to contribute effectively.

Nganampa Health Council is committed to managing resources efficiently, balancing its budget, meeting its regulatory and reporting obligations, and engaging in continuous quality improvement.

