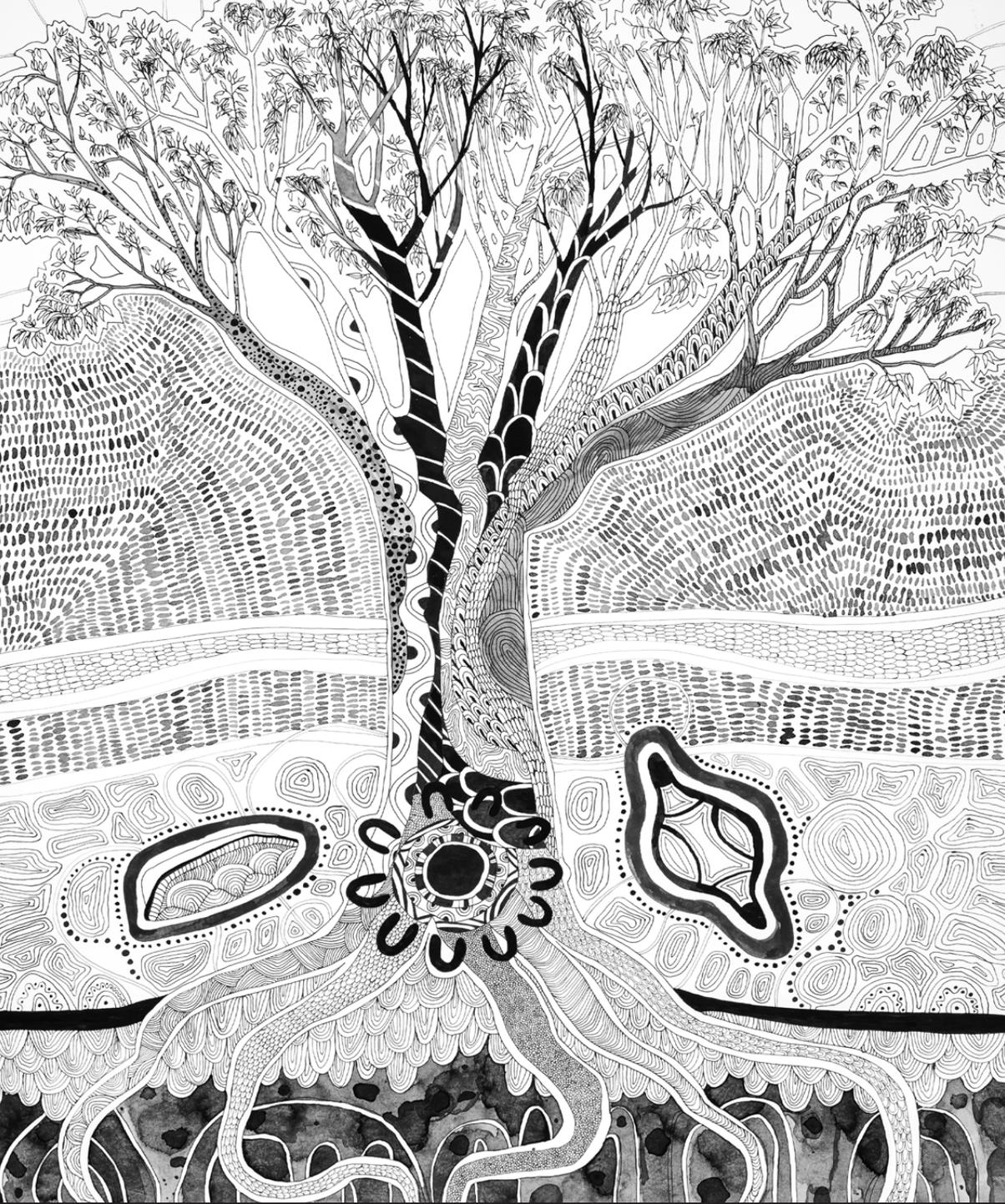


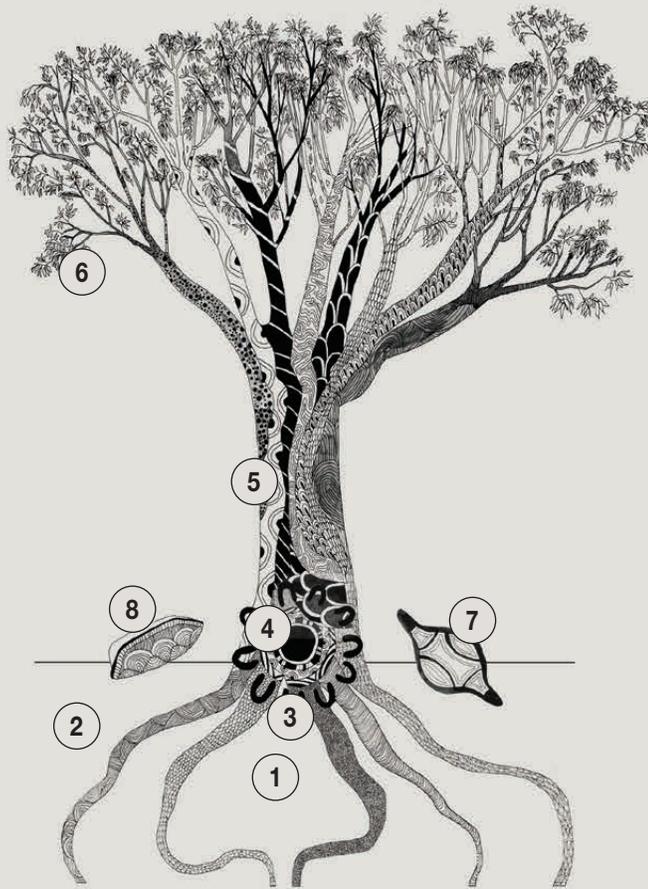


Aboriginal Health Council
of South Australia Ltd.



AHCSA STRATEGIC DIRECTION 2019-2024

our health, our choice, our way



Our Red Gum

For tens of thousands of years, the Red Gum has provided physical and spiritual sustenance to Aboriginal people. We see this tree as a representation of AHCSA, and everything that we stand for.

1. Our Earth

Our Red Gum grows in the earth and absorbs the nutrients within the ground. This fertile soil represents past journeys, people and contributors that make up AHCSA's history. We would not be able to grow without this rich foundation.

2. Our Root System

The root system provides strength and stability for the growth of the tree and represents the five Constitutional Objectives, which support the activities of the AHCSA Board and Secretariat.

3. Aboriginal Community

The Aboriginal Community is at the centre, signalling that the Strategic Direction and the work AHCSA does is driven by their respect and connection to the Community.

4. AHCSA's Three Plans

Within the Community symbol is the representation of AHCSA's Organisational Plan, Community Engagement Plan and the Partnership Plan. The Strategic Direction will be achieved through the development and implementation of these plans.

5. Eight Bark Textures

The eight bark textures represent the eight mechanisms that will support AHCSA's three plans:

1. The AHCSA Research Strategy
2. The AHCSA Pathway to Aboriginal Community Control Strategy
3. The AHCSA Education Hub Strategy
4. The AHCSA Communication Strategy
5. The AHCSA Workforce Strategy
6. The AHCSA Business Development and Wealth Creation Strategy
7. The AHCSA Youth Strategy
8. The AHCSA Health Leadership Strategy

6. Leaves

The leaves represent the new growth and the new work being done, coming from each of the eight mechanisms.

7. Shield

The shield is made from the Red Gum and represents strength of culture and Community.

8. Coolamon

The coolamon is made from the Red Gum and is used to carry babies and food. The coolamon represents nurturing, growth, health and the future generations.



Aboriginal Health Council
of South Australia Ltd.

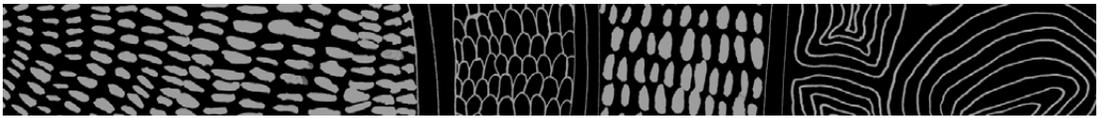
AHCSA's Seed Pod

Our seed pod represent new life and a growing future. The pod is the Aboriginal Health Council of South Australia Ltd. and the seeds are the Aboriginal Communities and people that AHCSA represents.

Cover Artwork

Illustration by Anna Dowling. Ink on Paper, 2019.

Quotations throughout the document have been inspired by conversations that took place during AHCSA's Strategic Planning Workshop, which was held on 18 April, 2018.

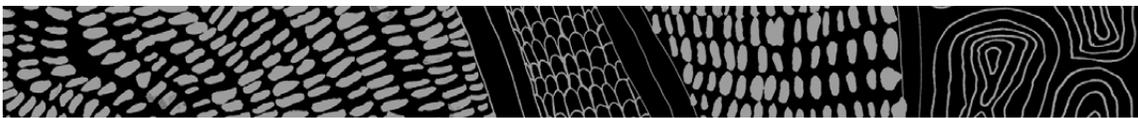


AHCSA STRATEGIC DIRECTION 2019-2024



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FOREWORD

'We have to be difference makers'



Since 1981, the Aboriginal Health Council of South Australia Ltd. has been working to meet the health needs of Aboriginal people in South Australia. It has done this through representing the collective expertise and aspirations of Aboriginal Communities at both state and national levels.

AHCSA is its Members.

It has not been without its challenges. With the loss of a beloved leader and responding to the many changes in the health and operational landscape, the journey has been one of coping with loss, change and rebuilding. This is a new beginning, building on solid foundations and shared learning.

AHCSA has great ambitions for our Communities and will aim high in order to achieve these through working to improve the health of Aboriginal people holistically.

We aim to build the best and greatest education facilities, dealing with Aboriginal health and social issues, supporting our current workforce, our leaders and our young and emerging leaders.

We will innovate and take the best of new technologies to grow the capacity of individuals and Communities.

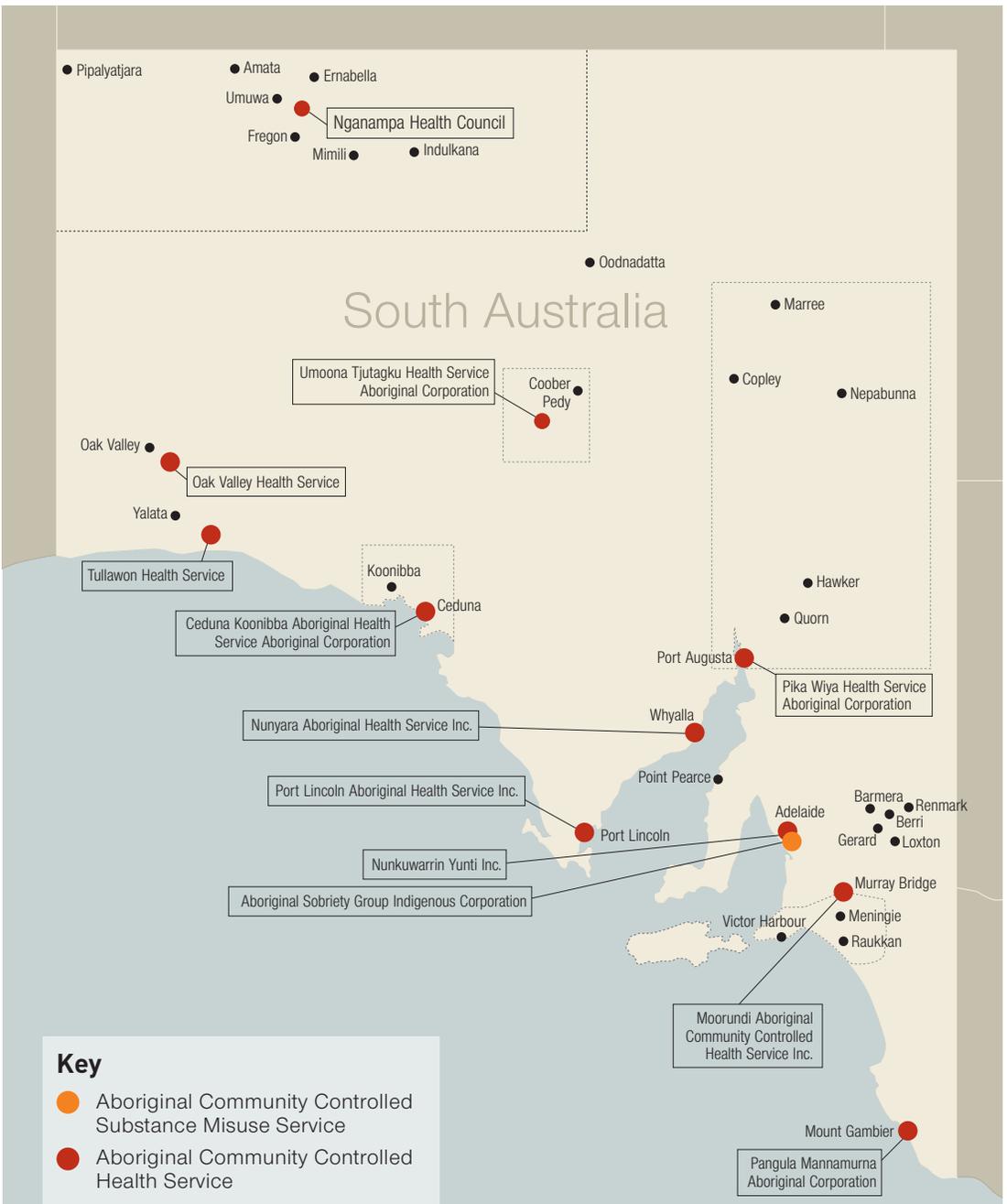
We will build onto and grow our strategic partnerships for the benefit of all our Members and Communities.

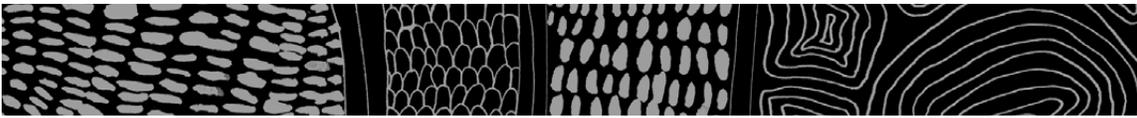
We will work to meet our dream to see thriving, healthy and culturally strong Communities.



OUR MEMBERS

'We will be the best for our Communities'





AHCSA'S WAY FORWARD

'We need to talk with action'

.....

We want to be clear about the way we move forward because we love and have a deep respect for our Communities and our work.

OUR VISION

Our vision is that all Aboriginal people will thrive, be healthy and culturally strong.

OUR MISSION

The Aboriginal Health Council of South Australia Ltd. will work in ways that maximise the capacity of the Aboriginal Community in determining their health and wellbeing by ensuring:

- Community participation
- Community ownership
- Community empowerment

OUR VALUES

We will do this in ways that ensure the Aboriginal Health Council of South Australia Ltd. values:

- Cultural diversity
- Community history and knowledge
- Community strength

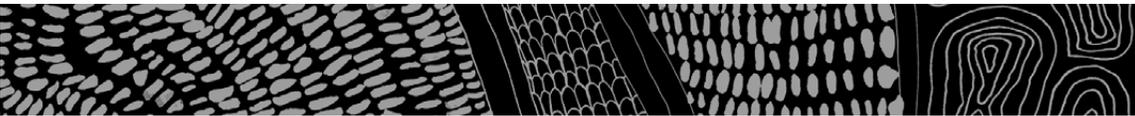


AHCSA'S CONSTITUTIONAL OBJECTIVES

We will achieve our vision through the objectives set forth in the AHCSA Constitution as the foundation document of the Company.

These objectives support the activities of the AHCSA Board and Secretariat:

1. Operate as the peak body for Aboriginal health in South Australia, including by:
 - i. Being the peak organisation consulted by Governments in relation to issues of Aboriginal Health;
 - ii. Providing leadership in the development of policy affecting Aboriginal Communities and their health needs;
 - iii. Advocating on behalf of Members and those Communities without representation;
 - iv. Providing regulatory assistance and enforcement for Members; and
 - v. Developing leadership within the South Australian Aboriginal Community, including developing youth leaders;
2. Provide support to Members to improve health outcomes for all Aboriginal people of South Australia, promoting and advancing the Community's commitment to physical, social and emotional wellbeing and quality of life;
3. Provide support to Members to build their capacity to create a strong and enduring Aboriginal Community Controlled Health Sector and contribute to improving the capacity of mainstream health services to respond appropriately to the health needs of the Aboriginal Community within South Australia;
4. Provide and deliver chronic disease care services and programs; and
5. Contribute to the development of a well qualified, and trained Aboriginal health sector workforce.



CONSTITUTIONAL OBJECTIVE 1

.....

Operate as the peak body for Aboriginal health in South Australia

AHCSA exists to redress the long-standing and ongoing inequity in access to mainstream health services and health and wellbeing status between Aboriginal and non-Aboriginal people. AHCSA is a Membership-based peak body with a leadership, watchdog, advocacy and sector support role, and a commitment to Aboriginal self-determination. Through our Membership we represent the health voice for 42,265 Aboriginal people in South Australia¹.

AHCSA has gone through significant loss and change and has used these experiences to learn and build on its foundations for the benefit of Aboriginal Communities.

It is our role as leaders to leverage that resilience, experience and knowledge to gain better outcomes for our Members through the activity as a peak body and we will do this assertively.

This is critical as we work with the effects of colonisation, disempowerment and discrimination against our people and as we aspire and hope for much more.

1. ABS Data Estimates of Aboriginal and Torres Strait Islander Australians, June 2016.

KEY DIRECTIONS



Be the leader for Aboriginal health in South Australia

TIMEFRAME: YEAR 1



Set the rules of engagement with our sector to ensure respect and equity for our Members and Communities

TIMEFRAME: YEAR 1



Focus on reflection and evaluation to lead and promote change

TIMEFRAME: YEAR 3



Actively and effectively building and maintaining strong partnerships with key stakeholders

TIMEFRAME: YEARS 1 & 2



Advocating at all opportunities for the development of Aboriginal Community Controlled Health Services in areas they do not currently exist

TIMEFRAME: YEARS 4 & 5



In consultation with Members, compile key data from services in order to be used for advocacy with funders for additional resources and supports

TIMEFRAME: YEARS 3 & 4



Advocate for and strengthen the data ownership, sovereignty and intellectual property rights of Aboriginal people and organisations across the State

TIMEFRAME: YEAR 1



CONSTITUTIONAL OBJECTIVE 2

.....

Provide support to Members to improve health outcomes for all Aboriginal people of South Australia, promoting and advancing the Community's commitment to physical, social and emotional wellbeing and quality of life

Aboriginal health means not just the physical well-being of an individual but refers to the social, emotional and cultural well-being of the whole Community in which each individual is able to achieve their full potential as a human being thereby bringing about the total well-being of their Community².

Community participation and ownership are essential if Aboriginal people are going to determine their health and well-being. Supporting Aboriginal Community Controlled delivery of comprehensive primary health care – and the establishment of services where it does not exist – is core to improving the health of the Community.

In addition, through our Aboriginal Community Controlled Health Services, we know about our Communities, our work and the work of others.

We also know that in order for us to achieve these ambitions we will need to provide strong leadership and build sustainable strategic partnerships to ensure the best services to our Communities.

We will do this together, using our diverse and skilled Membership to achieve this.

2. <http://www.naccho.org.au/definitions/abhealth.html>



KEY DIRECTIONS

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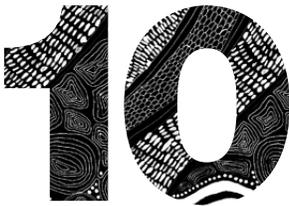
Leading and participating in planning for the development of ACCHS in areas where these services do not yet exist or to improve access to existing services

TIMEFRAME: YEAR 1



Provide leadership and support to ACCHS to deliver strong, sustainable, evidence-based comprehensive primary health care programs

TIMEFRAME: YEAR 1

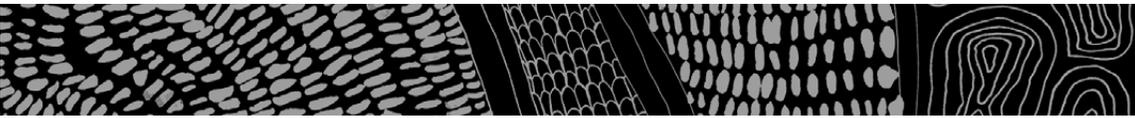


Work with ACCHS to ensure interagency collaboration to address health priorities

TIMEFRAME: YEAR 1

ON RESPECT, HISTORY AND PRESERVATION

'We draw strength from the heart of our Community, and we look to the future'



CONSTITUTIONAL OBJECTIVE 3



Provide support to Members to build their capacity to create a strong and enduring Aboriginal Community Controlled health sector and contribute to improving the capacity of mainstream health services to respond appropriately to the health needs of the Aboriginal Community within South Australia

AHCSA, as an organisation continues to grow with the needs and aspirations of the Members. This diversity of Members creates support needs that require flexible, culturally safe and appropriate responses.

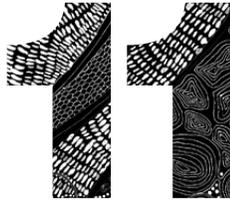
AHCSA has a responsibility to support evidence-based provision of primary health care that is consistent with the principles of Aboriginal definitions of health. AHCSA promotes a focus on reflection and evaluation to both lead and respond to changes in the environment we operate. This includes a commitment to implementing and ensuring rigorous and ethical research.

Data is powerful. It comes from the spirit of Aboriginal Communities and reflects our identity. Ownership of data, and the way it is collected and used is an important part of our business. We increasingly have to report more detail on the business we do, and the outcomes we achieve.

Funders seek 'value' for their commitments. AHCSA must work to ensure that reporting is valid, reliable and equitable. The use of data is becoming more powerful and our Members must control and drive the process. It is AHCSA's position that Key Performance Indicators used to judge our sector must be for the benefit of our Communities and that gathered data is used to respond to the changing needs of our Communities and improve health outcomes.

KEY DIRECTIONS

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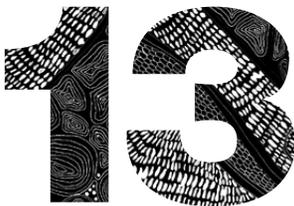
Support the good governance of ACCHSs, guided by their cultural and organisational characteristics

TIMEFRAME: YEAR 1



Support Members with their unique CQI, accreditation and data systems

TIMEFRAME: YEAR 1



Support Member capacity for the collection and sharing of data, ensuring quality data management

TIMEFRAME: YEAR 1



Support Members in and advocate for culturally appropriate, fit and scientifically rigorous research

TIMEFRAME: YEARS 2 & 3



Advance the ethical compliance of ALL research involving the SA Aboriginal Communities by ALL stakeholders

TIMEFRAME: YEAR 2



CONSTITUTIONAL OBJECTIVE 4

.....

Provide and deliver chronic disease care services and programs

The health system has multiple barriers and constraints. Due to this, the resourcing and capacity building of local Communities is not always immediately possible.

Ultimately, AHCSA's goal is to do what we can to see our people live longer and happier lives. We know that an important part of this is the establishment of trusted, high-quality and sustainable Aboriginal Community Controlled Health services across all our Communities.

It is our role to work towards making this a reality.

We will do this by supporting all Aboriginal Communities when we are invited in to do so and when the need arises. Through a process of empowerment, we will strive for the longer term goal to build local, Aboriginal-led health services.



KEY DIRECTIONS

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16

Contribute to closing the life expectancy gap for Aboriginal people in South Australia through comprehensive primary health care delivery

TIMEFRAME: YEAR 1

17

Enable Aboriginal people and Communities to access comprehensive health care services where an immediate or specialised need is locally identified, including managing demand for services

TIMEFRAME: YEAR 1

18

Develop a *Pathway to Aboriginal Community Control* strategy to establish further Aboriginal Community Controlled Health Services in South Australia

TIMEFRAME: YEAR 5

19

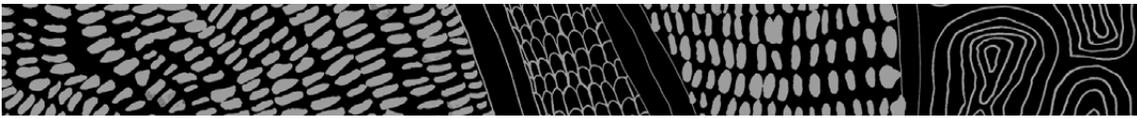
Support workforce gaps where it is locally required by deploying support staff to manage leave or as recruitment processes are being implemented

TIMEFRAME: YEAR 1

20

Advocate for specialised equipment for ACCHSs with appropriate support and training

TIMEFRAME: YEAR 3



CONSTITUTIONAL OBJECTIVE 5

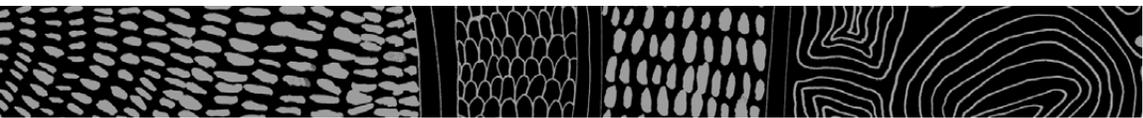
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Contribute to the development of a well qualified and trained Aboriginal health sector workforce

Our sector is only as strong as the people who are part of it. Our Community leaders, managers and service delivery workforce combine to contribute to meeting Community aspirations and needs. Improved professionalism, accountability and compassion can all contribute to increasing access to high quality care.

We currently have a strong and active workforce that continues to grow from strength to strength. We will strengthen our ability to recruit, manage and retain our workforce through providing the best education support and ensuring we grow our young and emerging leaders. The succession needs of our sector drive us to consider how best to engage with younger people to attract our future workforce. We also know we can contribute to supporting the wider health and social services sector to build its cultural competence and responsiveness.

AHCSA is uniquely placed to build upon its history leading in and creating new ways to deliver workforce support. As a Registered Training Organisation, we will deliver quality training in flexible environments that respond to Community-driven needs and on Country. We will address issues of equity and access now and into the future and strengthen our Communities, driven by our connection to culture.



KEY DIRECTIONS



21

Continue to deliver high quality training and build an environment of respect and acknowledgment for our workforce and Communities

TIMEFRAME: YEAR 1

22

Identify current and future needs for all the ACCHS workforce to support the growth and quality of services to the Community

TIMEFRAME: YEAR 1

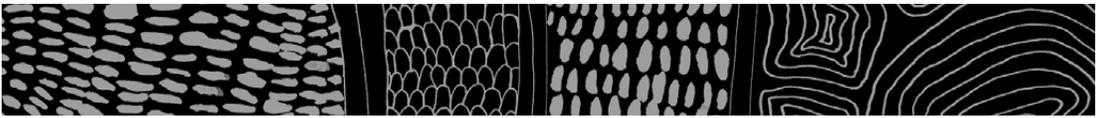
23

Advocate for appropriate support and development resources that ensure that we provide relevant and innovative supports to our workforce, and other sectors, to meet Aboriginal health needs in a changing landscape

TIMEFRAME: YEAR 1 & 2

ON EDUCATION AND TRAINING

'Our work is not only about health, it's about Community, it's about our young people, it's about our future'



SUPPORTING THE STRATEGIC DIRECTION



The Strategic Direction will be achieved through the development and implementation of:

- The AHCSA Organisational Plan
- The AHCSA Community Engagement Plan
- The AHCSA Partnership Plan

With eight mechanisms to support the implementation of this work:

1. The AHCSA Research Strategy
2. The AHCSA Pathway to Aboriginal Community Control Strategy
3. The AHCSA Education Hub Strategy
4. The AHCSA Communication Strategy
5. The AHCSA Workforce Strategy
6. The AHCSA Business Development & Wealth Creation Strategy
7. The AHCSA Youth Strategy
8. The AHCSA Health Leadership Strategy

**'We know the target.
We need to shoot the arrow'**



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