



Strategic Plan

2017 – 2020

WACHS 2017-2020 Strategic Plan: Summary

In acknowledgement of Wellington Aboriginal Corporation Health Service's (WACHS) development and growth over the past 3 years, the Strategic Plan 2017-2020 is focused on consolidating the current strengths of the organisation as well driving further achievements over the next 3 years.

Strategic priority	Actions	Outcomes (2020)
<p>1. Deliver client-centred services that prioritise wellness and holistic care</p> <p>Build on WACHS' strength to deliver high quality health and community services that have the holistic needs of the client and family at the centre, and seek to keep them in their best health</p>	<ul style="list-style-type: none"> ▶ Use data on the health needs and service gaps of the populations that WACHS serves ▶ Implement continuous improvement processes for service review and re-design to meet client needs, with emphasis on prevention and early intervention ▶ Design and develop additional services to meet client needs and best practice service delivery 	<p>High performing primary health care organisation</p> <ul style="list-style-type: none"> ▶ Engaged leadership ▶ Data driven improvement ▶ Patient registration ▶ Team based care ▶ Patient-team partnership ▶ Population management ▶ Continuity of care ▶ Prompt access to care ▶ Comprehensiveness and care coordination ▶ Primary care for the future
<p>2. Adopt and implement models of care that deliver value</p> <p>Identify, adapt and implement evidence-based models of care that deliver value for the community and funders in achieving improved population outcomes at a reasonable cost</p>	<ul style="list-style-type: none"> ▶ Continue to deliver on program objectives for funders ▶ In the context of Closing the Gap, seek opportunities at the forefront of innovation through understanding of trends in funder policy and contemporary models of care ▶ Review service provision to measure the outcomes achieved and costs involved 	
<p>3. Collaborate to improve population outcomes</p> <p>Improve access, outcomes and organisational performance through collaboration with strategic partners in planning and delivery of services</p>	<ul style="list-style-type: none"> ▶ Pursue strategic partnerships ▶ Work with mainstream health services and practitioners to improve their cultural competence 	
<p>4. Innovate for sustainability</p> <p>Harness future opportunities through further developing the infrastructure – people, processes and systems – that differentiates WACHS, protects against risk and supports high performance in a dynamic healthcare environment</p>	<ul style="list-style-type: none"> ▶ Confirm vision, (mission), purpose and principles that will drive WACHS over the next 3 years ▶ Develop a new operating model which reflects WACHS' strategic direction, manages risks and supports adaptation to the dynamic healthcare environment 	

Strategic priority 1: Deliver client-centred services that prioritise wellness and holistic care

Build on WACHS' strengths to deliver high quality health and community services that have the holistic needs of the client and family at the centre, and seek to keep them in their best health.

Actions	Impacts
<p>Use data on the health needs and service gaps of the populations that WACHS serves</p> <ul style="list-style-type: none"> ▶ Work with regional entities (e.g. PHNs, LHDs, WNSW Health Intelligence Unit) to gather data required for understanding health needs and service gaps ▶ Develop documentation and datasets that can be used to build internal and external understanding ▶ Use available data to inform planning and evaluation of programs and service delivery ▶ Maintain the currency of this information base 	<ul style="list-style-type: none"> ▶ Understanding of health needs and service gaps in Wellington, Dubbo, Moree, Penrith, Blue Mountains and Greater Western Sydney regions ▶ Confirm and maintain appropriateness of services across all regions of WACHS operations ▶ Advocacy for the regions that WACHS serves ▶ Consistent and informed approach to service planning and evaluation
<p>Implement continuous improvement processes for service review and re-design to meet client needs, with emphasis on prevention and early intervention</p> <ul style="list-style-type: none"> ▶ Identify and record all services and models of care currently provided by WACHS ▶ Benchmark services against industry standards, and develop a system of regular comparative KPI reporting ▶ Identify and explore performance improvement opportunities ▶ Re-design services as required to work towards best practice (including monitoring and evaluation) ▶ Areas of focus identified through benchmarking assessment but may include: <ul style="list-style-type: none"> ▶ Chronic and complex condition management ▶ Antenatal care ▶ Alcohol and other drugs services ▶ Mental health services ▶ Smoking cessation ▶ Ears and eye care ▶ Dental care ▶ Health literacy programs 	<p>Delivery of client centred services that meet needs and best practice service delivery measured through:</p> <ul style="list-style-type: none"> ▶ Client numbers (new and returning clients) ▶ Client referrals ▶ Client experience (including perception of cultural appropriateness) ▶ Client-reported outcomes ▶ Presence and use of referral pathways ▶ Incidents and complaints ▶ Waiting periods ▶ Population health ▶ Health literacy
<p>Design and implement additional services to meet client needs and best practice service delivery</p> <ul style="list-style-type: none"> ▶ Work with existing and potential funders (Commonwealth, State, PHNs, LHDs, NGOs) to explore service offerings to lift outcomes in target catchment areas ▶ Co-design service solutions ▶ Implement solutions according to best practice (including monitoring and evaluation) ▶ Areas of focus identified through needs assessment, benchmarking and co-design process but may include: <ul style="list-style-type: none"> ▶ Allied health services and QuitBFit in Western Sydney ▶ ACTT across all sites ▶ Early intervention (e.g. health literacy initiatives that target social determinants of health) ▶ Disability services 	

Strategic priority 2: Adopt and implement models of care that deliver value

Identify, adapt and implement evidence-based models of care that deliver value for the community and funders by achieving improved population outcomes at an acceptable cost.

Actions	Impacts
<p>Continue to deliver on program objectives for funders</p> <ul style="list-style-type: none"> ▶ Review funding objectives of all current programs to confirm alignment with capability and capacity ▶ Identify gaps and issues in capability and capacity of WACHS to deliver on funding objectives ▶ Design and implement solutions to build capability and capacity of WACHS ▶ Design a decision-making process that assists WACHS in applying for future funding based on capability and capacity 	<ul style="list-style-type: none"> ▶ WACHS' reputation for performance, quality and reliability is fostered ▶ Funding objectives achieved and future funding for programs and services secured ▶ Maintain positive market standing and be open and ready to take-up future opportunities ▶ Achieve positive health outcomes for the communities served
<p>Review service provision to measure the outcomes achieved and costs involved</p> <ul style="list-style-type: none"> ▶ Use needs assessment data and feedback to evaluate services against common criteria (including strategic objectives) to allow comparison to existing service provision and proposed models of care ▶ Use evaluation outcomes to inform future service delivery and investment 	<ul style="list-style-type: none"> ▶ Resource allocation that reflects strategic priorities, needs of the community and best use of available resources
<p>In the context of Closing the Gap, seek opportunities at the forefront of innovation through understanding of trends in funder policy and contemporary models of care</p> <ul style="list-style-type: none"> ▶ Grow participation within the WNSW Integrated Care program, and transfer learnings to other WACHS programs and sites ▶ Build understanding of the health care home model at Commonwealth and PHN levels, and develop WACHS' capability and readiness as a high performing primary health care practice ▶ Build understanding of effective strategic and operational linkages of health and social care, and identify opportunities to broaden the scope of WACHS' service offering 	<ul style="list-style-type: none"> ▶ Provision of high quality primary health care that delivers value to the patient now and into the future ▶ Opportunities to broaden the scope and scale of service offerings and revenue streams ▶ Opportunities to address the wider social determinants of health for WACHS' core catchment populations

Strategic priority 3: Collaborate to improve population outcomes

Improve access, outcomes and organisational performance through collaboration with strategic partners in planning and delivery of services

Actions	Impacts
<p>Pursue strategic partnerships</p> <ul style="list-style-type: none">▶ Identify service providers that align with WACHS' strategic priorities in terms of population catchment, service scope and/or organisational capabilities▶ Utilise partnerships with the Western NSW Health Intelligence Unit and the Western Sydney Health Partnership to share data, understand health needs, and undertake joint planning and service development▶ Develop structure, tools and resources for partnerships that facilitate successful partnerships (particular focus on Centre of Indigenous Business Excellence)▶ Create partnerships in WACHS' regions to increase capability and capacity and meet health needs<ul style="list-style-type: none">▶ Expand the Maayu Mali model to provide alcohol and other drug rehabilitation services▶ Partnership approach to a sustainable solution for Dental and Eye care▶ Partner with regional service providers to improve their ability to deliver culturally appropriate services (auspice or advisory role; Centre of Indigenous Business Excellence)	<ul style="list-style-type: none">▶ Culturally appropriate services delivered through partnerships that meet an identified health need and/or service gap▶ Co-designed services▶ Building of WACHS' capabilities and capacity
<p>Work with mainstream health services and practitioners to improve their cultural competence</p> <ul style="list-style-type: none">▶ Develop the WACHS Cultural Framework▶ Work with JASANZ to confirm suitability of the WACHS Cultural Framework as an industry standard▶ Confirm funding sources for the development of new service offering▶ Develop service offering as a cultural appropriateness improvement provider (e.g. cultural development partner or cultural appropriateness trainer) based on market need▶ Develop marketing campaign for new service offering▶ Go-to-market with new service offering	<ul style="list-style-type: none">▶ Accredited, culturally competent professionals and services providers based on industry standards▶ Building of WACHS' profile in the health and community services sector

Strategic priority 4: Innovate for sustainability

Harness future opportunities through further developing the infrastructure – people, processes and systems – that differentiates WACHS, protects against risk and supports high performance in a dynamic healthcare environment

Actions	Impacts
<p>Confirm vision, (mission), purpose and principles that will drive WACHS over the next 3 years</p> <ul style="list-style-type: none"> ▶ Review vision, purpose and principles based on alignment with the updated strategic direction of WACHS and reflecting the dynamic healthcare environment ▶ Determine the value of including a mission in WACHS’ strategic framework ▶ Confirm the vision, (mission), purpose and principles 	<ul style="list-style-type: none"> ▶ Purpose, (mission), vision and principles aligned and guiding WACHS’ operations and business decisions
<p>Develop a new operating model which reflects WACHS’ strategic direction, manages risks and supports adaptation to the dynamic healthcare environment</p> <ul style="list-style-type: none"> ▶ Review of current operating model, business structure and risk management processes against benchmarks and strategic direction to identify gaps and areas for improvement ▶ Implement new operating model to support the future requirements of WACHS. Features will be based on identified need but may include: <ul style="list-style-type: none"> ▶ Core processes and capabilities required to support WACHS’ performance ▶ Human resources and governance structures (clinical and operational) that are needed to operate the processes or deliver the capabilities, and the organisation structure, accountabilities, incentives, development requirements and culture that will support and nurture these people (may include Aboriginal employment strategy) ▶ Buildings, infrastructure, and other assets and resources needed inside the organisation to support the processes and capabilities ▶ Information, communication and financial systems needed to support the processes and capabilities, including software, data sharing systems, etc ▶ Suppliers and relationships needed outside the organisation to support the processes and capabilities, and the types of agreements between WACHS and external partners ▶ Management, evaluation, reporting and performance systems for continuous improvement (includes quality and safety frameworks, and performance benchmarking) ▶ Risk management system – risk identification and mitigation 	<p>All aspects of WACHS’ business are:</p> <ul style="list-style-type: none"> ▶ Consistent and aligned to delivery of high quality, culturally appropriate care that is measurable and able to be benchmarked against best practice ▶ Supportive of the strategic direction ▶ Managed for the future sustainability of the business

Roadmap: prioritised actions over the next 3 years

The Roadmap below shows the sequencing of actions by WACHS over the next 3 years to achieve the outcome of being a high-performing primary health care organisation by 2020.

