

Queensland Aboriginal and Islander Health Council

Strategic Plan

2021–2024



ACKNOWLEDGEMENT OF COUNTRY

QAIHC would like to acknowledge and honour the Traditional Owners of the land and waterways of Brisbane and Cairns; where our offices are located.

We recognise their continuing connection to these lands and waters, and thank them for protecting this country and its ecosystems since time immemorial.

We acknowledge and wholly support all Traditional Owners for their continuing connection to this country and their communities.

We pay respect to them and to their Elders past, present and emerging.

ACKNOWLEDGEMENT OF ARTIST

This report features designs by Casey Coolwell. Casey is a Quandamooka, Nunukul woman from Minjerribah (North Stradbroke Island) with links to the Eulo and Biri people of Bowen. For more of her deadly artwork visit www.chaboo.com.au.



TRAVELING SPIRITS

This artwork represents the spirits of our ancestors and past family and friends traveling together, helping to guide us through our journeys. The single line of dots and lines represent our being and our pathways. The gathered dots represents the spirits of our loved ones.

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BACKGROUND AND CONTEXT

From the Board

When we look ahead, we are motivated by the opportunities we see and the challenges we need to solve, stirred by the future we can imagine. Looking back, we look in awe at the dedication and struggle of the trailblazers before us. We are driven by the learnings of our past and energised to deliver a better tomorrow for all Aboriginal and Torres Strait Islander peoples.

This strategic plan is our framework for creating that very future, while learning from our rich past. A future where Aboriginal and Torres Strait Islanders are empowered and enjoy true health equity. A future where our research and advocacy benefits our local communities as well as their future generations. A future where our culture is safeguarded, enshrined and at the heart of all of our decisions.

The spirit of looking forward by looking back—of imagining and then realising possibilities—is embedded in the rich heritage of QAIHC. Indeed, each of our Members have also long-embodied that same character and resolve.

Aboriginal and Torres Strait Islander Community Controlled Health Organisations (ATSICCHOs) are the leading and preferred provider of effective comprehensive primary health care to Aboriginal and Torres Strait Islander people, families and communities.

QAIHC and its Members are the principal holders of expert knowledge of Aboriginal and Torres Strait Islander cultures and health, and apply their unique expertise to effective actions to close the gap in health disparity between Aboriginal and Torres Strait Islander and non-Indigenous Australians. We are the gatekeepers and conduits in ensuring our communities receive consistent, quality health care when and where needed.

This Strategic Plan includes organisational performance indicators aligned to our four strategic priorities that are focused on driving a sustainable, innovative and responsive

Aboriginal and Torres Strait Islander Community Controlled Health Sector across Queensland.

Statewide impact

Having a voice at a state and national level to deliver the best outcomes for First Nations Queenslanders.

Local impact

Supporting our Members on the ground to make an impact in their community.

Impact through partnerships

Partnering for success across service delivery, research and corporate services.

Making a sustainable future impact

Investing in innovative programs and emerging leaders to ensure long term sustainability.

As the peak body for Aboriginal and Torres Strait Islander Community Controlled Health Services in Queensland, we are committed to Closing the Gap in health outcomes by 2031.

It is a plan which aims to empower Members whilst also providing strong leadership which is governed by principles of self-determination. We now have stronger government commitment to health equity and increased capability across our members to make the significant impact that we require for our people over the next five years.

Over the coming years, our organisation has much to do. We are excited to be looking forward, and looking back with you.

Matthew Cooke, Chairperson, QAIHC



The Queensland Aboriginal and Islander Health Council (QAIHC) is a leadership and policy organisation.

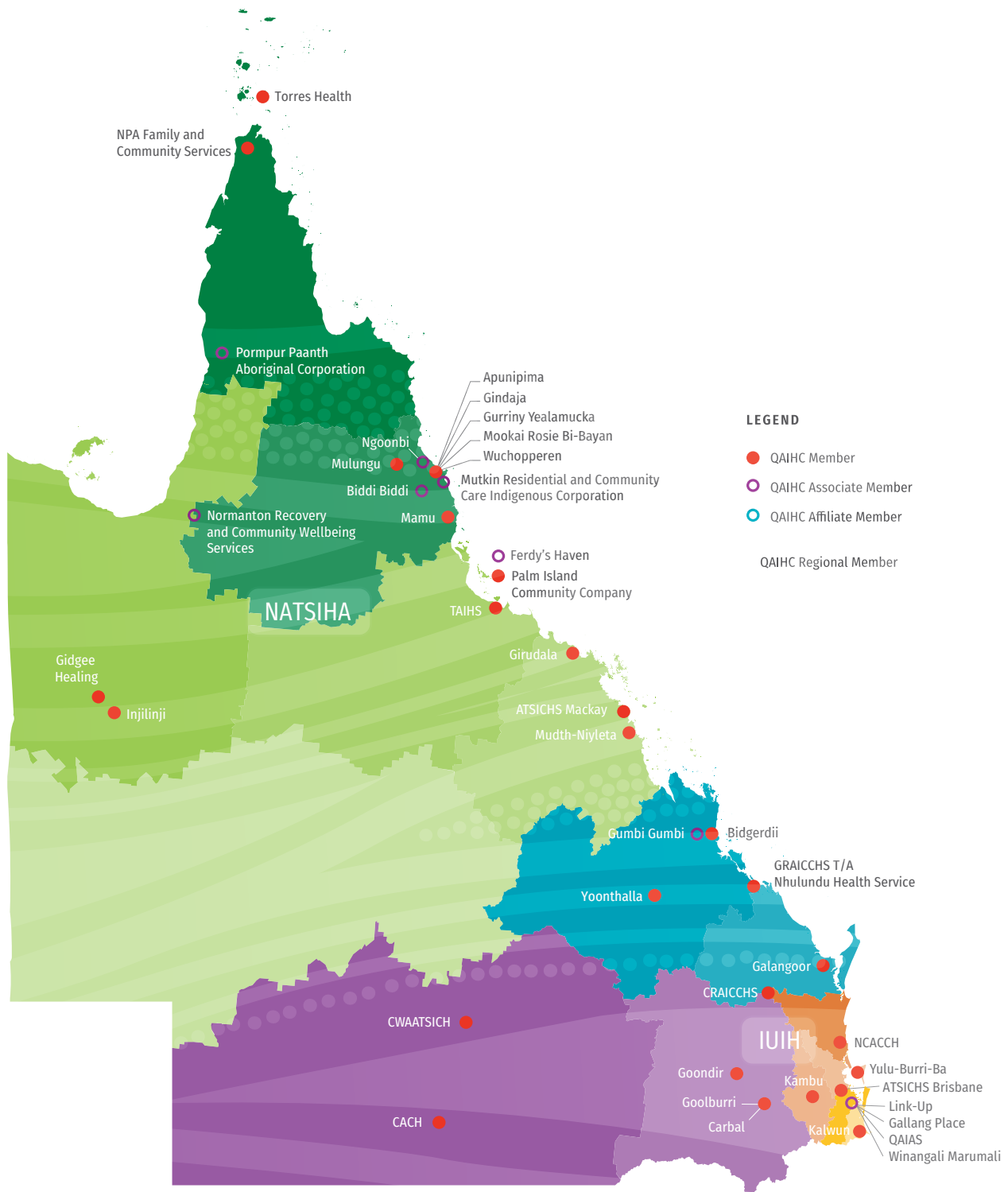
We were established in 1990 and are the peak organisation representing all Aboriginal and Torres Strait Islander Community Controlled Health Organisations (ATSICCHOs) in Queensland at both a state and national level.

The QAIHC Membership is comprised of ATSICCHOs located throughout Queensland. Nationally, we represent Queensland through its affiliation and Membership on the board of the National Aboriginal Community Controlled Health Organisation (NACCHO).



VISION FOR THE FUTURE

Our Members



Our vision

Empowering sustainable Aboriginal and Torres Strait Islander Community Controlled Health Sector, underpinned by cultural safety, strong leadership, governed by principles of self-determination.

Our purpose

To advocate and lobby for accessible and equitable comprehensive primary health care to all Aboriginal people in Queensland to embed sustainable investment in models of care through quality governance, strong leadership and representation underpinned by cultural security and guided by community values.

Our values

QAIHC Values are based on feedback from its Members and Board of Directors.



Our goals

QAIHC will lead and support the Aboriginal and Torres Strait Islander Community Controlled Sector to provide better outcomes for their Communities by:

- o **Leading health system reform** across Queensland
- o **Engaging with Members, partners and key stakeholders to influence and shape the development of key health policy and planning reform** across the sector
- o Implementing Aboriginal and Torres Strait Islander **self-determination within QAIHC, enabling resilient cultural identity** and connection to our members and communities
- o Reforming **investments to support equitable access** to quality comprehensive primary health care services across Queensland
- o **Co-design with Members a robust framework** for future pandemics and climate change impacts.



A woman with curly hair and earbuds is smiling at a young child. The woman is wearing a dark shirt and has her hair in a ponytail. The child is wearing a light-colored tank top. The background is a blurred outdoor setting with green foliage.

Our strategic priorities

- 1 Statewide impact
- 2 Local impact
- 3 Impact through partnerships
- 4 Making a sustainable future impact

Statewide impact

QAIHC will:

- **Be a voice** for the Aboriginal and Torres Strait Islander Community Controlled Health Sector
- **Influence policy and represent Queensland Community Controlled Health Sector** at a National, State and local level
- **Provide leadership** at a Statewide level and empower local leadership
- **Develop legislation, policy, health data, workforce and financial frameworks** at a state level to support the Aboriginal and Torres Strait Islander Community Controlled Sector deliver services
- **Ensure transparent reporting** of health outcomes, performance and investment for Aboriginal and Torres Strait Islander peoples in Queensland.



WHAT WILL BE ACHIEVED?

QAIHC will have a voice at a state and national level to deliver the best outcome for Aboriginal and Torres Strait Islander Queenslanders.

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OUR STRATEGIC PRIORITIES

Local impact

QAIHC will:

- **Build and develop strong regional community controlled health service networks**
- **Proactive capability building** to ensure continuity of community services
- **Support sector development** including regional leadership, governance, organisational capacity and workforce strategies
- **Support the use of health data** and informatics for local health needs analysis, model of care design, and delivery of services



WHAT WILL BE ACHIEVED?

**Supporting our Members
on the ground to make an
impact in their community.**

Impact through partnerships

3

OUR STRATEGIC PRIORITIES

QAIHC will:

- Partner on delivering **health equity strategies**
- **Work with government, NGO's and private sector** on social determinants of health and chronic disease management
- Partner on **joint commissioning models**
- **Affiliate with major research groups** for research that benefits Aboriginal and Torres Strait Islander peoples
- **Develop frameworks to achieve economies of scale** across the Sector



WHAT WILL BE ACHIEVED?

Partnering for success across service delivery, research and corporate services with the right partners.

4

OUR STRATEGIC PRIORITIES

Making a sustainable future impact

QAIHC will:

- Develop the **next generation of leaders**
- Position the Sector to be **financially sustainable into the future**
- Support and incubate the **creation of community controlled solutions**
- Support the Sector to rapidly consider **transferability and scalability of innovative solutions**
- Develop frameworks to support the **elimination of institutional racism.**

WHAT WILL BE ACHIEVED?

Investing in innovative programs and emerging leaders to ensure long term sustainability.



Enablers

QAIHC will:

- Have the right **workforce** to do the things we need to do
- Have the right **governance and support** to do the things we need to do
- Have the right **frameworks, processes and systems**
- Have the right **ITC** to support what we need to do
- Make sure we're doing things **efficiently and effectively** for all our members
- Make sure we have the right **infrastructure** to do our work across Queensland.





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