



MAARI MA HEALTH  
ABORIGINAL CORPORATION

# Strategic Plan

2020 to 2024

## Our Vision

First Nations People live strong, resilient, happy and healthy lives supported by cultural practices and investment in vibrant families, individuals and communities, to achieve wellbeing and independence through self-determination.

## Our Role

Maari Ma is a respected leader and partner both culturally and clinically. Building on our strengths, we pride ourselves on providing best practice services to our clients and the communities within our region and beyond.

## Our Values

### Community:

We acknowledge the connection with community and effectively communicate regarding programs to promote awareness and knowledge of health issues impacting on the indigenous communities and their families, to work collaboratively towards healthier lifestyles and wellbeing for all indigenous people.

### Compassion:

We respect people as individuals and will be empathetic in understanding people's pasts and the issues and challenges they face. We will make no judgement in the choices people have made and will actively work with people to assist in their healing process.

### Culture:

Aboriginal people have a rich culture involving custom, lore and value system based on the sustainability of their spiritual connection, belonging, obligation and responsibility to care for their land, people and environment.

### Empowerment:

Empowerment of community and staff increases the capacity of people (or groups of people) to make choices and to transform those choices into actions and outcomes, to make informed choices about their health care.

### Quality:

We strive for best practice in everything we do. Our workforce is skilled, competent, confident and innovative. We demonstrate integrity and pride in our work. We encourage and recognise outstanding performance.

### Respect:

We treat others in the community and the workplace with respect, compassion, courtesy, listen and allow them to have their say and express their opinions and ideas, encouraging self-confidence and dignity, building a respectful rapport between staff and community to encourage positive attitudes and behaviours.

# Our Priorities

## 1. Respecting Aboriginal community control

Community control is a process which allows the local Aboriginal community to be involved in its affairs in accordance with whatever protocols or procedures are determined by the community. As an Aboriginal community controlled organisation, we will recognise, support and build on the strengths and resilience of the Aboriginal community, culture and family. We will be a voice for our communities on issues that affect their health, and ensure that cultural security is at the heart of everything we do.

### UNDER THIS STRATEGIC PLAN THIS MEANS THAT WE WILL:

- 1.1 Recognise the authority and responsibilities of our Aboriginal Board of Directors, and their commitment to a holistic approach to Aboriginal health that includes physical, emotional, spiritual, cultural and environmental dimensions.
- 1.2 Ensure that the principles of community control are understood and implemented at all levels of the organisation.
- 1.3 Ensure that Aboriginal knowledge of land, culture and family are used to provide opportunities for healing and building strength.
- 1.4 Hold other agencies to account for the services they provide in line with the established human rights of Aboriginal people.
- 1.5 Seek to support Aboriginal people's understanding of systems and processes and overcome the barriers that have prevented their participation in the wider community.

## 2. Delivering quality services

We will continue to deliver services that effectively address the health and wellbeing needs of Aboriginal people in the communities we serve. Our client- and community-centred approach will lead to improvements in the quality and safety of the care we provide, and to increased client satisfaction. Our service delivery model will be informed by Aboriginal knowledge and cultural safety across the life-course.

### UNDER THIS STRATEGIC PLAN THIS MEANS THAT WE WILL:

- 2.1 Continue to ensure that cultural safety informs all our programs as the foundation for strong health outcomes, and that our services are perceived as culturally safe by the client, not just the provider.
- 2.2 Continue our model of comprehensive primary health care, providing compassionate treatment and prevention services and facilitating access to specialist and other services for our clients.
- 2.3 Support and empower our clients and community to take ownership and have greater control of their own health.
- 2.4 Ensure that all our services work together to provide coordinated, flexible, integrated, multi-disciplinary care to our clients.
- 2.5 Identify emerging and existing health and wellbeing needs in our region and ensure that they are addressed, either through seeking to provide services ourselves or by supporting other organisations to do so. This may include:
  - alcohol and drug treatment and rehabilitation,
  - family violence,
  - services to support people with disabilities, and
  - services to support healing, social and emotional wellbeing and mental health.
- 2.6 Address the barriers to access to services, continuing our commitment to providing services in a way that encourages and supports engagement and access by the community.

## 3. Supporting workforce development and capacity

We will recruit and retain a workforce of dedicated and professional staff. We will seek to support them with training and development to ensure they are able to deliver effective, culturally safe services to the communities we serve. As an Aboriginal community controlled organisation we are especially committed to supporting Aboriginal employment, development and leadership at all levels and in all roles.

### UNDER THIS STRATEGIC PLAN THIS MEANS THAT WE WILL:

- 3.1 Support Aboriginal leadership within Maari Ma, recognising that the Aboriginal health workforce brings unique cultural values, community knowledge, and communication skills to the delivery of our services. This may include:
  - providing opportunities through identified and targeted recruitment, supported by skills development and training, and
  - providing Aboriginal leadership and management programs, adapted to meet the specific needs of our future leaders.
- 3.2 Seek to attract more Aboriginal people to careers in health, and to reinforce and embed career pathways for our people across and beyond the region.
- 3.3 Ensure a positive and respectful environment for all staff, founded on respect and valuing of Aboriginal culture and knowledge.
- 3.4 Provide staff development and training opportunities for all our staff, providing them with orientation, education and training to support their professional development and the delivery of effective services for our clients.
- 3.5 Continue our work to recruit and retain staff to ensure the sustainable delivery of care across all our service sites.
- 3.6 Invest in the next generation of staff and managers, using succession planning to sustain our success into the future.

## 4. Upholding high standards of governance

We will build upon our reputation as a professional, well managed organisation, investing in good governance to ensure that our staff, management and Board continue to be effectively supported to do their jobs and deliver greater health and wellbeing for the communities we serve.

### UNDER THIS STRATEGIC PLAN THIS MEANS THAT WE WILL:

- 4.1 Continue to deliver excellent financial management and reporting.
- 4.2 Seek sustainable and innovative sources of funding to maintain and extend our services.
- 4.3 Focus on quality improvement and effective reporting across the organisation to maximise the effectiveness of our services, policies and systems.
- 4.4 Invest in and manage our infrastructure and assets – including Information Technology – to provide safe working environments for our staff and effective services for our clients.

## 5. Building strong relationships

We cannot achieve all our goals by ourselves. We will continue to build and nurture partnerships with the Aboriginal communities we serve as the foundation for all our work. At the same time, as a leading regional organisation, we will collaborate with government and other service delivery agencies to ensure that the health and wellbeing needs of the people of the Maari Ma region and beyond are addressed effectively and appropriately.

### UNDER THIS STRATEGIC PLAN THIS MEANS THAT WE WILL:

- 5.1 Actively involve the Aboriginal community in the planning and implementation of our health and social programs as the foundation for quality care and integration of our services.
- 5.2 Seek to build and maintain partnerships with other organisations, including government, other Aboriginal organisations, health service delivery agencies and others, to address the holistic needs of our clients and communities.
- 5.3 Explore ongoing education and research in partnership with universities and other training organisations to develop our staff and improve our services.
- 5.4 As and where appropriate, and in negotiation with other Aboriginal communities, organisations and representative bodies, we will seek to expand the delivery of our services to benefit Aboriginal communities across western New South Wales.



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