

Accessible
Appropriate
Capable
Continuous
Effective
Efficient
Responsive



Strategic Plan 2020–23

*Improving health outcomes
through strengthening the
Mulungu's governance framework*



Mulungu
Aboriginal Corporation
Primary Health Care Service

Message from the CEO

Gail Wason

For the past 10 years, Mulungu has undergone significant growth. The model of health care has developed from what was previously, in the main a 'general practice' clinic to a comprehensive primary care service that recognises the importance of the role of the family and community in the determinants of health. During this time, our footprint has extended beyond Mareeba to two further communities, Atherton and Kuranda, and the workforce has grown from 22 to 86 staff, an increase of almost 400%. Mulungu is a major employer of indigenous people in our community, a factor in itself that contributes to improving the health outcomes for our community.

Providing appropriate health care to our communities has required us to be culturally innovative in the way we deliver services to ensure they are appropriate, effective and give focus to prevention. For example, we have embraced the 'Camping on Country' program developed by Bush TV, recognising the importance of connecting to culture in improving health and wellbeing. In understanding connection between inner health and physical health, we provided our communities with access to 'Walkabout Barber Enterprises' which is built on the moto that a 'fresh cut on the outside leaves a fresh sprit on the inside'. And in managing obesity, we provided access to a personal trainer which in turn incentivised our community to access care.

*strengthening the
governance of the
organisation to better
position our health
service to deliver
effective health care*



This innovation in providing health care services has been recognised. In 2019, Mulungu was awarded the Excellence in Service Delivery by the Mareeba Chamber of Commerce. And with the support of my team, in 2019, I received the Australian Medical Association Queensland 'Excellence in Healthcare' medal.

Our strategic focus for the next 3 years, 2020 – 2023, will be on strengthening the governance of the organisation to better position our health service to deliver effective health care solutions for our community. As a health service provider, we understand the inter-connectedness between the strength of our organisation in providing health care services and the strength of our community.

In strengthening our organisation, we will be focusing on embedding the integration within and across our teams, ensuring our staff have the skills required to take full advantage of the role technology can play in providing health care, and importantly, to grow the next generation of leaders both within our organisation and within our community. And finally, invest further in our health facilities to ensure they can support the delivery of high-quality health care to our communities.

Objectives

Organisation's performance



Mulungu Board of Directors 2020-2021.
From left: Carmen Hunter, Duncan McInnes, Mary Hunter, John Wason, Fallon Patolo, Dorothy Hastie

**Lead as a primary
care provider in
providing effective
solutions in health
care for our
community**

**Develop strong
leaders within
Mulungu and in the
community to drive
better outcomes**



**Position Mulungu
to better manage
future challenges in
providing healthier
outcomes for
individuals, family
and the community**

Services & Programs



Primary Care

SERVICES PROVIDED:

Primary health care:

- Health Checks
- Chronic Disease Care Plans & Referrals
- Mental Health Care Plans & Referrals
- Acute Care
- Immunisations
- Family Planning
- Hearing Health
- Sexual Health
- Antenatal & postnatal
- Wound Care
- Minor Procedures
- Specialist clinics referrals
- Maternal and child Health

Visiting Allied Health Service:

- Diabetes education and advice
- Diet and nutrition education and advice
- Podiatry (foot care)
- Exercise and movement advice
- Eye health and vision services
- Ear health and hearing services
- Clinical psychology assessment and treatment
- Oral Health and Dental Services

Integrate Team Care Service:

- Co-ordinated Care
- A program for Aboriginal and Torres Strait Islanders who require extra assistance to understand their chronic health conditions
- A Chronic Health condition is an illness or disease that has been or is likely to be present for a least six months. To manage a chronic health condition extra help may be needed with: Support attendance with specialist and allied health appointments
- Understanding & managing your health condition
- Connecting with community services, groups, or other health professionals
- Accessing certain equipment and aids to improve your condition
- Transport and accommodation assistance to attend specialist or allied health appointments
- Case management

Services & Programs



Healthy lives and healthy communities

SERVICES PROVIDED:

- Primary health care
- Family care
- Care coordination
- Integrated care
- SEWB
- Step Care
- Deadly Choices
- Children's program

Strengthen performance in the following areas:

- Strengthen the model of care to better support integration within and between programs and strengthen the coordination of the case management of complex care across teams
- Strengthen the workforce to step-up in providing leadership within the organisation that drives real solutions in the community

Good Start to Life

SERVICES PROVIDED:

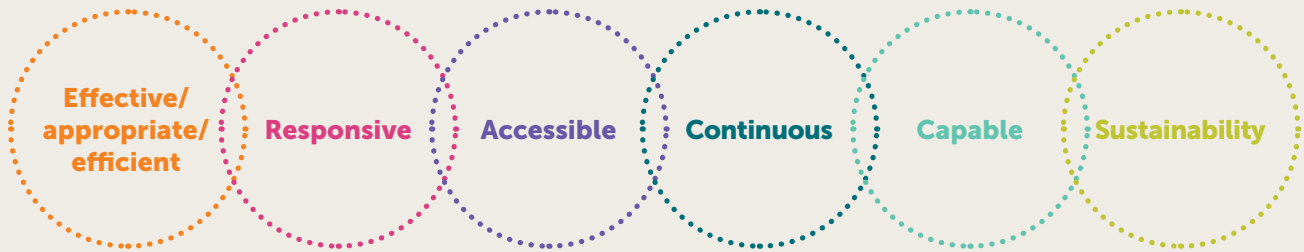
- Early Childhood Programs
- Maternal and Child Health Services
- Parenting Programs
- Targeted assistance to 'at risk' families
- Capacity building for families

Strengthen performance in the following areas:

- Empower staff to take responsibility for delivery of program outcome
- Strengthen working relationship between staff and parents
- Stimulate a learning environment
- Engage parents to implement routines that support a safe home environment
- Create effective and positive change in the community

Strategies

To strengthen the governance of the organisation, we have used the Aboriginal and Torres Strait Islander Health Performance Framework (HPF) to identify the following **6 performance areas** we will focus on:



Effective/appropriate/efficient

- 1 Integrate into every level of the primary care model, an understanding of social and emotional wellbeing as a determinant of health and how to respond to complex cases of care.
- 2 Work in partnership with a similar organisation to benchmark our performance in implementing a case management model that supports a wholistic model of care.
- 3 Through the Good Start to Life program, provide further opportunities to strengthen parent's skills in supporting the foundations of education.

'strengthen parent's skills to support the foundations of education'

Responsive

- 4 Strengthen our focus on outcomes that address the long-term health determinants and the adverse impact of social and economic disadvantage.
- 5 Create employment opportunities for our community and support them to take the next step in their career pathway.
- 6 Develop within our workforce strong leaders who have confidence and skills in managing people, process, and outcomes.
- 7 Strengthen the primary care model in early identification and early treatment.
- 8 Share the journey with our community to provide our children with a better start to life.
- 9 Empower parents to be better parents.
- 10 Consolidate evidence-based practice through enhanced interagency collaboration with schools and hospitals.
- 11 Upskill the workforce to support strong and consistent service delivery.

'share the journey with our community'

Accessible

- 12 Implement a learning program for staff based on case studies to deepen their understanding of the complexity of client health needs and the ways in which the health service can respond to individual client needs.
- 13 Extend the scope and reach of primary care services to better address the social determinants of health and to respond to client's immediate health needs.

Continuous

- 14 Review the primary care model, to strengthen continuity of care for clients with complex care needs.
- 15 Strengthen the focus of staff development on the opportunities available in health, education and counselling.
- 16 Evaluate the model of care to identify opportunities to improve intervention programs.

'reach out to clients with complex care'

Capable

- 17 Implement a training and development program designed to enable staff to take greater responsibility for the organisation's effectiveness to improve client outcomes.
- 18 Work in collaboration with job network to support our community to apply for employment opportunities with Mulungu and work with higher learning institutes to support staff's career pathways.

'enable staff to take responsibility for improving client outcomes'

Sustainability

- 19 Implement a leadership program at every level of the workforce designed to strengthen staff's confidence in their skills and knowledge to drive real solutions.
- 20 Investigate opportunities for economic development that supports economic participation for our community.
- 21 Strengthen the focus on succession planning and on the development of our future leaders.
- 22 Strengthen the organisation's governance framework to ensure it remains resilient and keeps pace with increasing regulatory demands and community expectations.
- 23 Work in partnership with the State Affiliates, QAIHC and QATSICCP, to develop strategies that support the Aboriginal and Community Controlled Organisations sector to be an Employer of Choice for the professional health and family services workforce.

'develop the next generation of leaders within Mulungu and the community'



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