



**NACCHO**

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**National Aboriginal Community  
Controlled Health Organisation**

**STRATEGIC DIRECTIONS**  
2018–2023

## PREAMBLE

NACCHO is the national leadership body for Aboriginal health in Australia. It provides informed advice and guidance to the Australian Government on policy and budget matters that will contribute to the quality of life for Aboriginal and Torres Strait Islander people.

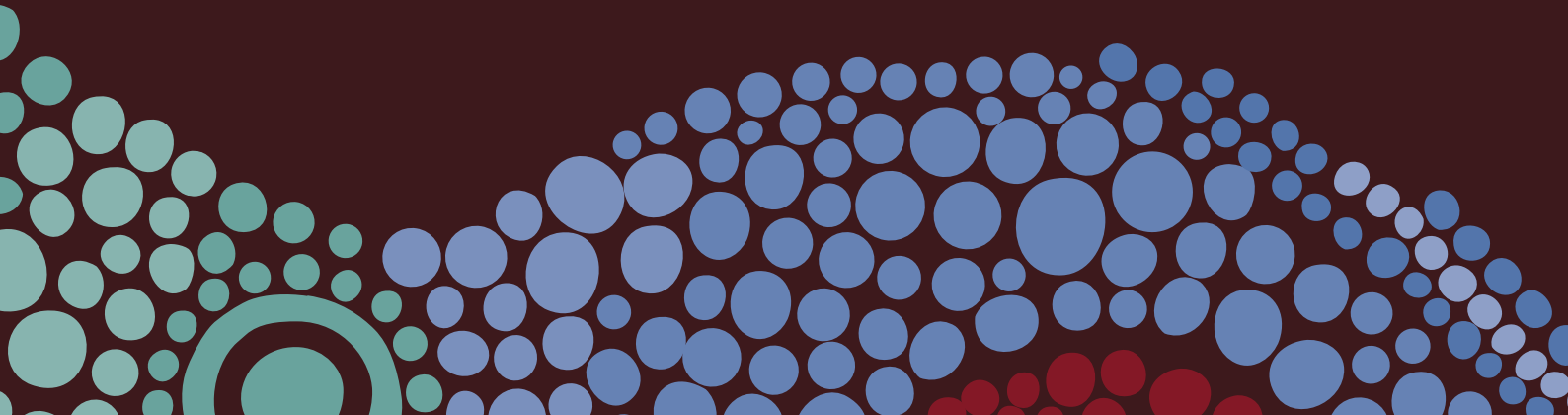
NACCHO represents 145 Aboriginal community controlled health services (ACCHSs). Our members operate over 300 clinics providing primary health care to Aboriginal and Torres Strait Islander people across Australia. ACCHSs provide about three million episodes of care each year for about 350,000 people (i.e. over half the Aboriginal population). In very remote areas, our services provided about one million episodes of care in 2015–16. The Aboriginal and Torres Strait Islander population has a growth rate of 3.4 per cent per year (over twice as high as the non-Indigenous population, which was 1.4 per cent). There is a need to successfully advocate for targeted additional resources that support high quality health services to address this growing need and to contribute in closing the health gap.

Many of NACCHO members have almost 50 years of experience in the delivery of comprehensive primary health care. Services are delivered through fixed, outreach and mobile clinics operating in urban, rural and remote settings across Australia. Collectively, our 145 ACCHSs employ about 6,000 staff, of which 3,500 are Indigenous. We are the largest employer of Aboriginal and Torres Strait islander people in Australia.

NACCHO's vision is:

*Aboriginal and Torres Strait Islander people enjoy quality of life through whole-of-community self-determination and individual spiritual, cultural, physical, social and emotional wellbeing. Aboriginal health must be in Aboriginal hands.*

This **Strategic Directions** document describes the four key strategies that NACCHO will focus on over the next five years. Within each strategy, a number of specific elements and deliverables are set out. Strategies and actions recognise Aboriginal and Torres Strait Islander cultural diversity across remote, rural, regional and metropolitan Australia.



## STRATEGY 1

*NACCHO will maintain and strengthen its position as the National leadership body for Aboriginal health and wellbeing in Australia.*

### Actions

1. Champion and support the expansion of Aboriginal community controlled health services to properly meet the health needs of Aboriginal people
2. Build NACCHO's internal capacity to undertake research and policy
  - Lead development of a National Strategy on the Social Determinants of Health that identify key evidence-based policies and programs to address factors such as education, income inequality, employment and public housing
  - Improve NACCHO's capacity to undertake national service mapping of the community controlled sector throughout Australia to identify areas with high levels of preventable admissions and deaths and inadequate services
3. Develop and maintain effective working relationships/partnerships with relevant external stakeholders
4. Achieve preferred provider status of ACCHSs with Governments regarding the provision of integrated, comprehensive primary health care for Aboriginal people
5. Renew the NACCHO reputation/brand by developing and implementing a communication and marketing strategy to build credibility of the new NACCHO
6. In collaboration with State and Territory Peaks, more strongly advocate on behalf of communities who are seeking to introduce community controlled health organisations

### KPIs

1. *Successful National Network Funding Agreement with the Commonwealth Government*
2. *Recognition of preferred provider status with Governments*
3. *Extent of NACCHO representation on key national advisory groups and committees*
4. *Recognition of NACCHO as the leader on Aboriginal health and wellbeing in government policy frameworks and key documents*



## STRATEGY 2

*NACCHO will enhance and demonstrate the value it offers to members by exhibiting strong leadership.*

### Actions

1. Improve communication and enhance accountability to and from members
2. Facilitate development of leadership opportunities and succession planning
3. Demonstrate the value of the ACCHS model of care and the NACCHO network so that NACCHO has a clear evidence-based 'case' for investment
  - a. Survey the current work on data and research across the network and develop a coordinated approach to building the evidence base for the NACCHO model
  - b. Develop the NACCHO methodology for demonstrating return on investment, including impact on health and economic wellbeing and effectiveness of the NACCHO model
4. Strengthen Board engagement with Members
5. Ensure that the CEO network is aligned with the Board's schedule
6. Work with the Members to get agreement on the core services and programs that Aboriginal community controlled health services should deliver to maximise our capacity to improve the health and well-being of Aboriginal and Torres Strait Islander people

### KPIs

1. *Extent of support for leadership training, succession planning and mentoring*
2. *Conduct an annual satisfaction survey of all members*
3. *Establishment of functional Medical Advisory Group, CEO's Forum and Policy Officer's network*
4. *Undertake an annual Board performance review*
5. *Development of more sustainable funding models*

## STRATEGY 3

*NACCHO will*

- *continue to strengthen its governance structure and skills base; and*
- *assist similar improvements in State and Territory Peaks and ACCHSs.*

### Actions

1. Ensure the principles of community control are retained at all levels of governance
2. Development of a new NACCHO constitution to meet future requirements in a changing landscape to facilitate effective leadership arrangements
3. Improve advice and guidance to members on appropriate governance requirements
4. Build a focused, capable and well-led networked organisation which is credible to funders and partners
5. Grow Secretariat capacity to drive the strategy, including in marketing, policy and evidence, network collaboration

### KPIs

1. *Changed Constitution to clarify roles of NACCHO and Affiliates and the opportunity to include skills-based Directors*
2. *Board members have completed an appropriate corporate governance course*
3. *Revitalise the National Principles and Guidelines for Good Governance*
4. *Establishment of a NACCHO CEOs Forum*

## STRATEGY 4

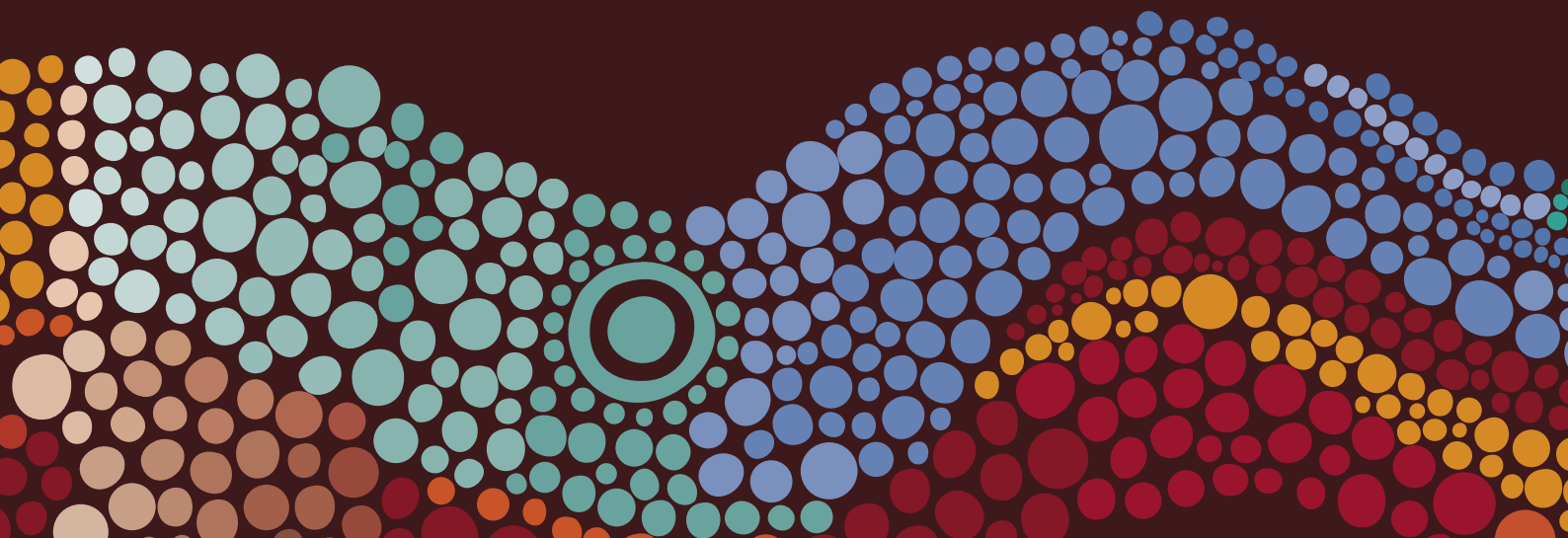
*NACCHO will develop a research and continuous quality improvement framework.*

### Actions

1. Identify and develop holistic health models and practices for whole-of-life perspectives for the patient journey
2. Ensure central role for ACCHSs in national initiatives that enable improved service integration, access to and quality of care at local levels
3. Develop a cultural framework for adoption and use in the non-Aboriginal specific health service sector
4. Enhance NACCHO's capacity in applied research with a focus on models of care and Continuous Quality Improvement (CQI)
5. Implement a nationally consistent CQI Program that addresses quality at all levels — clinical, service, management and governance to ensure Members and Affiliates are credible

### KPIs

1. Achievement of increased capacity of State and Territory Peaks to support members' CQI
2. Engagement of NACCHO in national initiatives such as My Health Records, Primary Health Networks, integrated care, telecommunications, nationally funded health research
3. A National Aboriginal Research Accord established to engage with community and determine how community wants to be engaged in research
4. Develop a NACCHO Health Status Reporting mechanism





# NACCHO

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Controlled Health Organisation  
*Aboriginal health in Aboriginal hands*

[www.naccho.org.au](http://www.naccho.org.au)

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