

STRATEGIC PLAN 2022-2027



**KATHERINE WEST
HEALTH BOARD**
Aboriginal Corporation



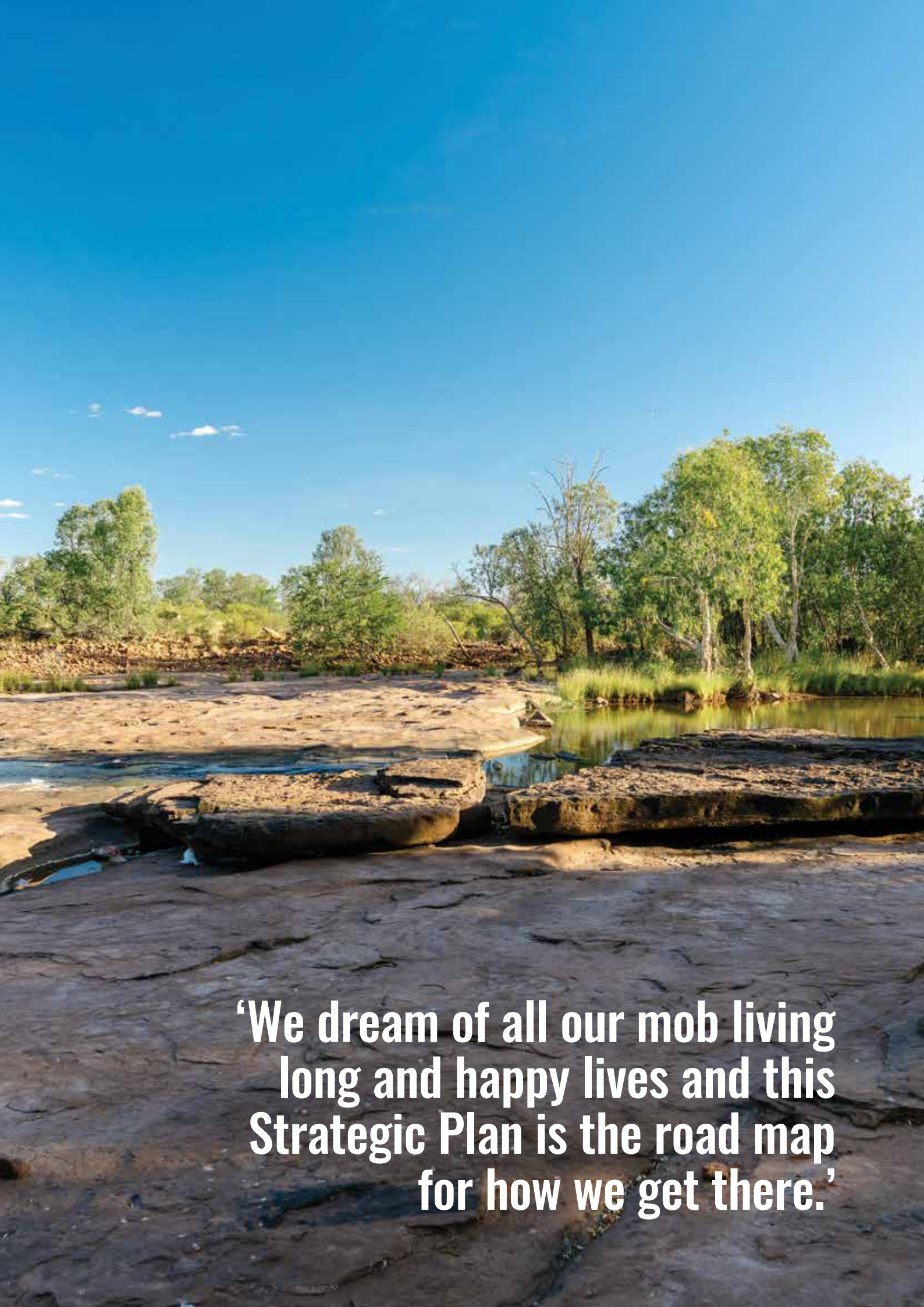
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‘We dream of all our mob living long and happy lives and this Strategic Plan is the road map for how we get there.’



Message from our Chairperson

I’d like to thank my fellow Board Directors for their hard work in delivering this Strategic Plan which will guide Katherine West Health Board as we work to improve health outcomes in our region.

Katherine West Health Board is for our communities, and I am proud of the strong relationship that our Board has built with our community members to guide our decision-making. This relationship is the most important foundation of our governance. It is a two-way relationship where we listen and yarn to ensure we are making the best decisions for all our mob. This is the basis of our first priority; our Board’s commitment to being a strong voice for our communities.

We have come a long way in improving health care for our communities since KWHB was first established in 1998, but there is still a lot of work to be done. Chronic disease and preventable sicknesses continue to disproportionately affect our people, and we know a strong culturally safe health service and improvements in housing, utilities, education and social welfare will make a big difference in addressing these health concerns.

To improve our services and deliver culturally safe health care, we need to encourage and see more Aboriginal people working in the KWHB health centres and offices. Just this year we welcomed two of our local staff to be trained as Aboriginal Health Practitioners, which is a big step forward for

Katherine West Health Board. I hope to see many more of our community members trained in health care through the implementation of the Aboriginal Health Coaching program which is a new initiative, led by our Board, to attract and retain Aboriginal people in the health sector.

This Strategic Plan has been developed alongside practical resources, including videos, posters and floor mats, to support the Board to make decisions in line with our visions and goals. Our Board meetings and discussions about projects, programs, and finance will be guided by these resources so we will always have our priority goals in mind while making decisions in the Board room.

I am proud to chair a Board that is committed to future leadership. In the past 12 months, we have overseen the development of quality governance materials to support our Board to make good decisions for the community now and into the future. We dream of all our mob living long and happy lives and this Strategic Plan is the road map for how we get there. I look forward to working with the Katherine West communities, Board and staff to deliver high quality, culturally safe health services and programs that improve health outcomes for all people living in our region.

Roslyn Frith
Chairperson



Message from our CEO

I would like to thank our Board, led by Chairperson Roslyn Frith, for this innovative Strategic Plan to drive Katherine West Health Board's service delivery over the next five years.

Our Strategic Plan has been created at a significant time. It has been an immensely challenging couple of years as our Board, community members and staff have worked together to keep our mob in the bush safe throughout the COVID-19 pandemic. The huge amount of work and dedication that has gone into testing, tracing, treating and yarning has been extraordinary to see throughout our region.

This places us in an advantageous position as we look forward to the next five years. Today, we all know exactly what can be achieved when we walk the same road with the same goal.

At the heart of our vision is the continuous improvement of primary health care. We know we deliver high quality health care to our region, but it is imperative to recognise we can always strive for better. We can listen more to our clients, further embed cultural safety, provide better training for staff, recognise small issues before they become problems, and deliver health care today that prevents a chronic health condition tomorrow.

Another valuable initiative that supports this Strategic Plan is the recent investment the Board has made in robust governance procedures; creating and developing culturally safe resources

to support decision-making now and into the future. This Strategic Plan works hand-in-hand with the governance training materials, and we have developed practical resources to link key Board decisions with our strategic priorities.

The four priority areas outlined in this plan are the overarching values that guide the daily work and actions of all our staff. They flow through our business plans and work plans as tangible actions – ensuring the community's voices and decisions are always at the heart of what we do here at Katherine West.

The last five years have seen progressive changes in how we address health in our region, and a community-driven transition towards holistic health and wellbeing service delivery. This has seen the recruitment of specialist staff and resources in mental health, allied health, nutrition, health promotion, family services and much more. This would not be possible without the leadership from our Board, and the ongoing conversations with our communities to guide our service delivery model.

This year, our communities will elect a new Board to lead our organisation. I look forward to working closely with our new Board Directors to make a lasting impact and achieve positive health outcomes for all our mob in the bush.

Simon Cooney
Chief Executive Officer



‘The last five years has seen progressive changes in how we address health in our region, and a community-driven transition towards holistic health and wellbeing service delivery.’



OUR LOGO

The boomerang represents sickness.

The shield represents the Health Centres.

The shield stands protective against sickness as one.

The name of Jirntangku Miyrta “One Shield for All” symbolises the Katherine West Health Board charter to reflect that the one shield is representative of all people and language groups in the Katherine West region.



**KATHERINE WEST
HEALTH BOARD**
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OUR DREAM

‘Jirntangku Miyrta:
One Shield for all...’

All people of the region have long, healthy and happy lives.

Excellent health services under community control.

All people working together to care for our health.

OUR VALUES

Katherine West Health Board is guided by the following values:

Health and wellbeing includes the physical, mental, emotional and spiritual wellbeing of the person and the community.

We will work as a team, Aboriginal and non-Aboriginal together.

We are committed to our work and to doing the best we can.

We will always promote respect and trust.

We have respect for ourselves and for others.

We respect the autonomy of our communities.

We will always promote and maintain culture.

We are committed to good and open communications, to talking and listening.

We will move forward carefully one step at a time.

We will look after the head, heart, body and soul of our organisation and our Members.

We will demonstrate strong leadership.





OUR MISSION

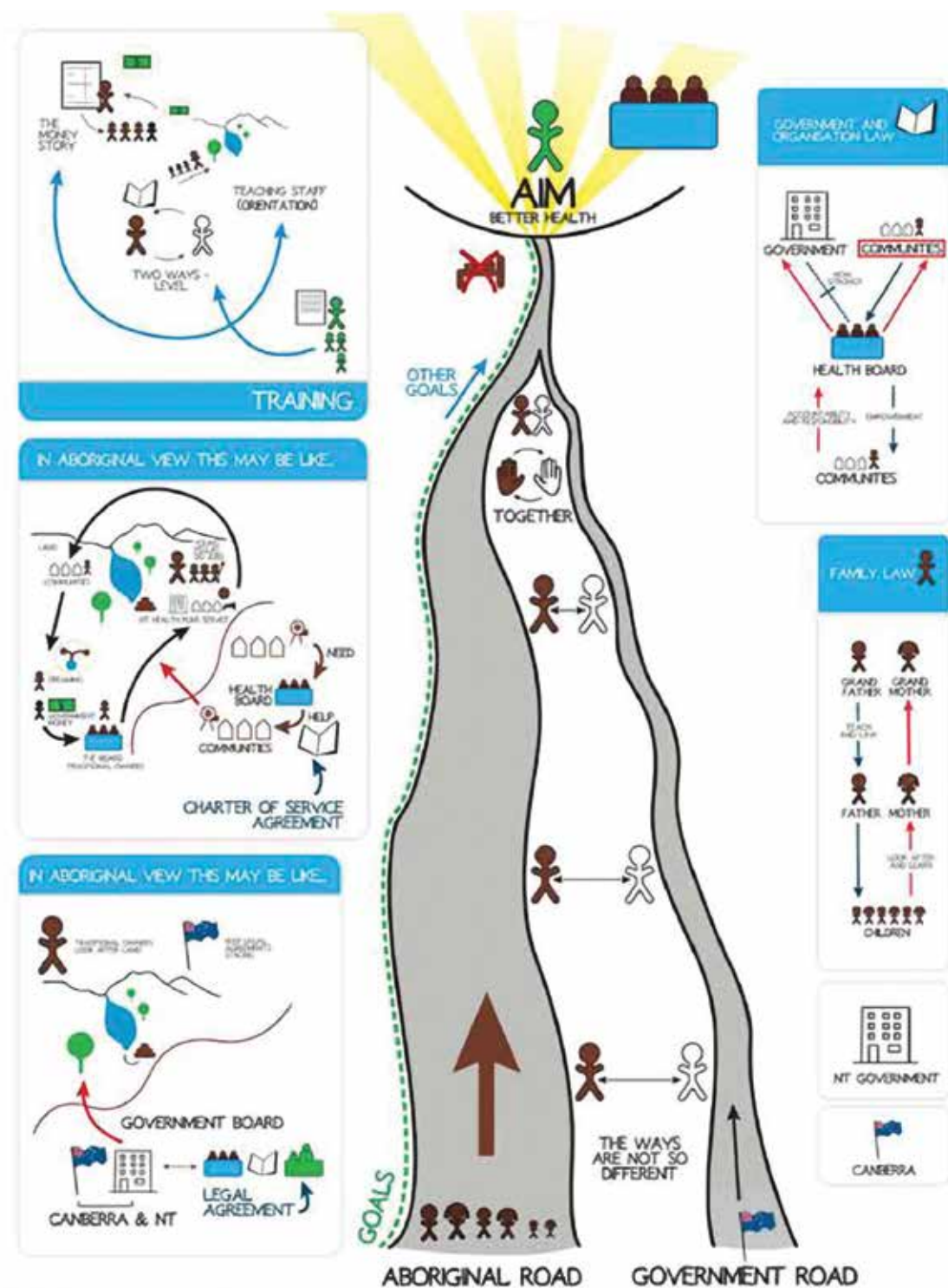
Katherine West Health Board is a leading Aboriginal community controlled health service.

We aim to improve the health and wellbeing of all people in the Katherine West region.

We provide culturally secure primary health care and we are a voice for our communities on all matters affecting our health.

OUR HISTORY

Developed in 1998, the KWHB Road to Health is a core document that hangs in our Board room, and describes the aim and strategic direction of Katherine West Health Board.





OUR REGION



Kalkarindji Region

- Kalkarindji
- Daguragu
- Nitjpurru
- Limbunya
- Riverin
- Inverway
- Bunda
- Birrindudu
- Burda Wada
- Cattle Creek
- Liku
- Mistake Creek
- Mamadi
- Mount Maiyo
- McDonalds Yard
- Puturang
- Wave Hill

- Camfield
- Montijinni
- Top Springs
- Dungowan
- Mount Sanford

Lajamanu Region

- Lajamanu
- Parrulyu
- Picininny Bore
- Lul-Tju
- Duck Ponds
- Pamta
- Jiwaranpa
- Mungurrupa
- Tanami Downs
- Mungurrupa
- Mirridi

- Mount Winnecke
- Pinja
- Ngarnka

Timber Creek Region

- Timber Creek
- Bulla
- Amanbidgi
- Bamboo Springs
- Bubble Bubble
- Gilwi
- Liku
- Marralum
- Murringung
- Myatt
- Bob's Yard
- Barrac Barrac

- Bucket Springs
- Policemans Hole
- Doojum
- Fitzroy Station
- Auvergne
- Coolibah
- Bradshaw
- Kidman Springs
- Legune
- Rosewood
- Waterloo

Yarralin Region

- Yarralin
- Lingara
- Yinguwunarri
- Victoria River Downs Station



PRIORITY ONE

A strong voice for the communities

Community control is at the heart of Katherine West.

We will move forward under the leadership of our Board and listen to the communities they represent. We will advocate for the health needs of all people of the region, and maintain our focus on cultural security across the whole organisation.

1.1 Governance Excellence

Our Board members are the representatives of the communities in the Katherine West region. We will continue to support effective Board governance and the full participation of Board members as leaders.

1.2 Maintain and leverage strong relationships and our communities

The views and needs of our communities inform everything we do. We will continue to engage with them respectfully and listen to their views to ensure we continue to meet their needs.

1.3 Speaking up for people in our region

We will speak up for all people in our region on issues affecting their health.

1.4 Maintaining Cultural Security

Cultural security is the foundation of good practice across the whole organisation. We will continue to ensure that it is at the heart of everything we do.

1.5 Future Leadership

Ensure that we have a plan to build the capacity of our future leaders.

PRIORITY TWO

Delivering excellence in health care

Katherine West has brought about a big increase in health services across the region. We will maintain and expand the delivery to the region of high quality, culturally secure, comprehensive primary health care to the people of Katherine West.

2.1 Excellence in high quality health care provision

We will maintain and expand the delivery of high quality, culturally secure, comprehensive primary health care to the people of the Katherine West region.

2.2 Work with community to prevent illness and promote healthy choices

We will continue to work at preventing illness and promoting health, using community development approaches that support and empower our people to take responsibility for improving their own health and that of their families and communities.

2.3 Focus on meeting service delivery needs

We will identify health issues in the community and ensure they are addressed, either through seeking to provide services ourselves, or by advocating for or supporting other organisations to provide them.

This includes:

- looking after old people and people with disabilities on our communities
- ensuring safe and appropriate access to care for those with kidney disease
- supporting families to grow up healthy kids
- developing services to support social and emotional wellbeing.

2.4 Care Coordination and collaboration

We will work with other health care providers to make sure that our clients have access to the health care they need in their communities, or that they can travel safely to access that care elsewhere.

2.5 Responding proactively to Public Health Threats

We will respond to public health threats that affect the people of our Katherine West region.





PRIORITY THREE

Attracting, retaining and developing the best staff for the job

Our staff are our strength. We will continue to work on recruitment and retention, particularly of Aboriginal staff, and support all staff with training, orientation and a safe working environment.

3.1 A focus on employing and developing our Aboriginal workforce

We will support Aboriginal people to work at Katherine West, developing pathways for community members into the organisation and supporting their development, including as managers, leaders, Aboriginal Health Practitioners and other health care roles.

3.2 Focus on job satisfaction and retention

We will continue our work to recruit and retain qualified staff, particularly in our remote communities.

3.3 Developing staff excellence

We will support our staff with orientation, education and training to ensure effective services for our clients.

3.4 Ensuring a quality, safe working environment

We will provide a safe environment for our staff that supports them to do their jobs well, including through continuing to maintain and improve our buildings, equipment and Information Technology systems.

3.5 Infrastructure to support our people

Ensure we are always planning for the housing needs of our staff.

PRIORITY FOUR

All of us working together

All of us at Katherine West will work together to provide high quality services for our clients and communities. Where needed, we will work with other organisations to improve the health and wellbeing of the people of the region.

4.1 Achieving excellence in organisational leadership

We will maintain and strengthen our high quality management, financial and primary health care/ clinical governance systems.

4.2 Excellence in communication and collaboration

We will maintain and build on our collaborative processes across Katherine West to ensure all staff work effectively with each other.

4.3 Maintaining strong partnerships with government and other stakeholders.

We will work with government and other service

delivery agencies to ensure that the health needs of the people of the Katherine West region are addressed.

4.4 Continual improvement in pursuit of organisational excellence

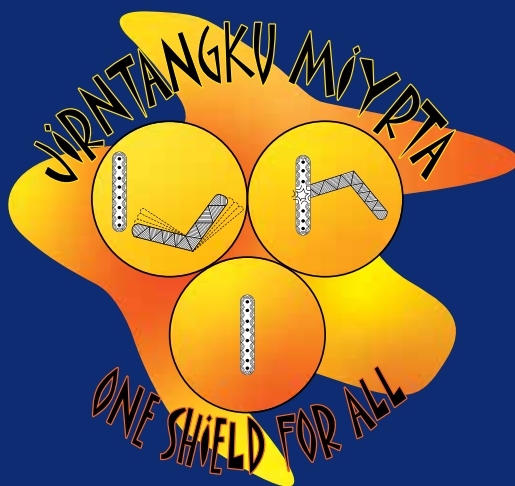
We will foster a culture of reflection and quality improvement to ensure that we continue to meet the needs of the communities we serve.

4.5 Innovative training and development

Providing the appropriate training, leveraging technology and Cultural and Linguistic Diversity (CALD) methodologies where appropriate.







KATHERINE WEST HEALTH BOARD

Aboriginal Corporation

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