



OUR COMMUNITY • OUR FUTURE • OUR WAY

# Strategic Plan

2024-27

BUILDING A SUSTAINABLE AND PROSPEROUS FUTURE  
FOR OUR PEOPLE AND COMMUNITY, ENSURING THAT  
OUR LEGACY ENDURES FOR GENERATIONS TO COME.



## Acknowledgement

The Aboriginal and Torres Strait Islander Community Health Service Brisbane acknowledges the Turrbal, Yuggera and Yugambeh peoples as the Traditional Custodians of the land on which we work and recognises their continuing connection to land, waters and community. We pay our respects to Elders, past, present and emerging.

Warning: This report may contain names and images of deceased Aboriginal and Torres Strait Islander peoples.



# Our journey

The Aboriginal and Torres Strait Islander Community Health Service (ATSICHS) Brisbane is a not-for-profit health and community services organisation delivering on the unique health and wellbeing needs of Aboriginal and Torres Strait Islander peoples in Brisbane and Logan.

Founded in 1973, ATSICHS Brisbane started as an initiative of local Aboriginal and Torres Strait Islander community members searching for a means to play a more direct role in their own health outcomes.

We have now grown to become one of Australia's largest and most comprehensive Aboriginal and Torres Strait Islander health and community services organisations.

Over the years, we have steadfastly remained community-controlled and managed, led by the custodial ethics and collective obligations of community. We have focused on achieving outcomes while asserting our inherent sovereign and cultural rights and exercising our right to self-determination.

"Health is a sovereign right of our people," a guiding principle that encapsulates the essence of ATSICHS Brisbane and has steered our efforts throughout this remarkable journey.

At the heart of it all, Indigenous law remains embedded in our custodianship, underscoring our commitment to Country.

Since our last strategic plan, we have achieved outstanding results and plan to maintain that trajectory by keeping culture and values at the heart of everything we do.

As we embark on the next phase of our journey – our 2024-2027 Strategic Plan – we are committed to advancing the health and wellbeing of Aboriginal and Torres Strait Islander peoples in greater Brisbane and Logan.

Our strategic plan outlines our long-term goals, priorities and direction, serving as a roadmap for decision-making, resource allocation and performance measurement while ensuring alignment with our mission and vision.

We seek to continually improve our practices and processes to meet the evolving needs of our clients and the wider Aboriginal and Torres Strait Islander community.

To achieve this, we will use a range of approaches, including community engagement, advocacy, research and service provision. Additionally, we recognise the importance of cultural safety and trauma-informed care in our work.

We will expand and strengthen our programs, services, and models of care, collaborating with partners within and beyond the health industry to realise our vision.

With a commitment to innovation, collaboration, and excellence in all that it does, ATSICHS Brisbane is poised to continue playing a critical role in providing holistic, culturally responsive health and community services that improve outcomes for Aboriginal and Torres Strait Islander peoples now and in the years to come.

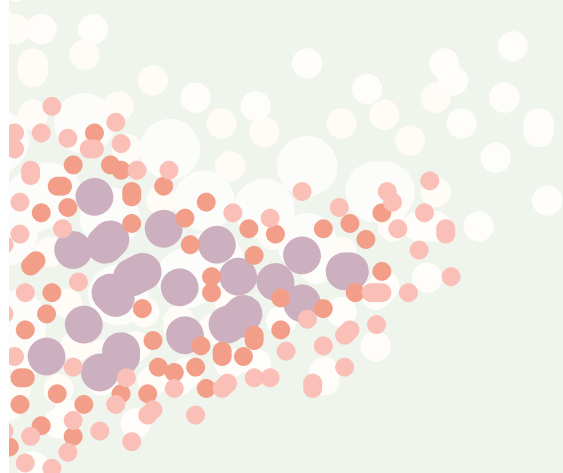
# Our vision

For Aboriginal and Torres Strait Islander peoples to enjoy a state of wellbeing commensurate with our culturally inherent and globally recognised rights.



# Our commitment

Building a sustainable and prosperous future for our people and community, ensuring that our legacy endures for generations to come.



# Our values

Our values of collaboration, community first, cultural integrity, diversity, legacy and leadership, and quality guide the delivery of our strategic plan. These values serve as our compass, directing our actions and enabling us and our community to stay strong.

**Collaboration:** We engage in a way that represents our community, with a commitment to building mutually beneficial relationships that are strategic, cohesive and inclusive. We are dedicated to involving Aboriginal and Torres Strait Islander communities in service planning, delivery and evaluation through community engagement that fosters genuine and sustainable partnerships and builds community capacity.

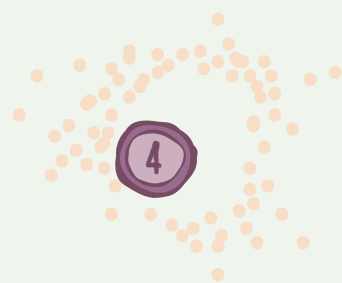
**Community First:** We put our community and their rights first. We advocate for the recognition of Aboriginal and Torres Strait Islander peoples' rights and work alongside our communities towards securing a strong economic, social, cultural, and environmental future

**Cultural Integrity:** We maintain an organisational culture that values, respects, and upholds the cultural needs and values of Aboriginal and Torres Strait Islander communities in all aspects of our service.

**Diversity:** We are committed to ensuring our workplace is accessible and welcoming to all, fostering a culture where people feel safe to bring their whole selves to work. We create a culturally affirming and inclusive environment that cultivates positive relationships with Aboriginal and Torres Strait Islander communities, promotes healing and reconciliation, and advances Indigenous rights and self-determination.

**Legacy and Leadership:** By honouring the past, embracing the present and working with the next generation, we build a strong and sustainable future for our organisation and communities.

**Quality:** We provide high-quality, holistic and culturally responsive health and wellbeing services across the lifespan to our community. We advocate for and build trust with Aboriginal and Torres Strait Islander peoples at all levels while working towards 'Closing the Gap,' building capacity, supporting Aboriginal and Torres Strait Islander community services, and ensuring culturally competent care models.







## Our way

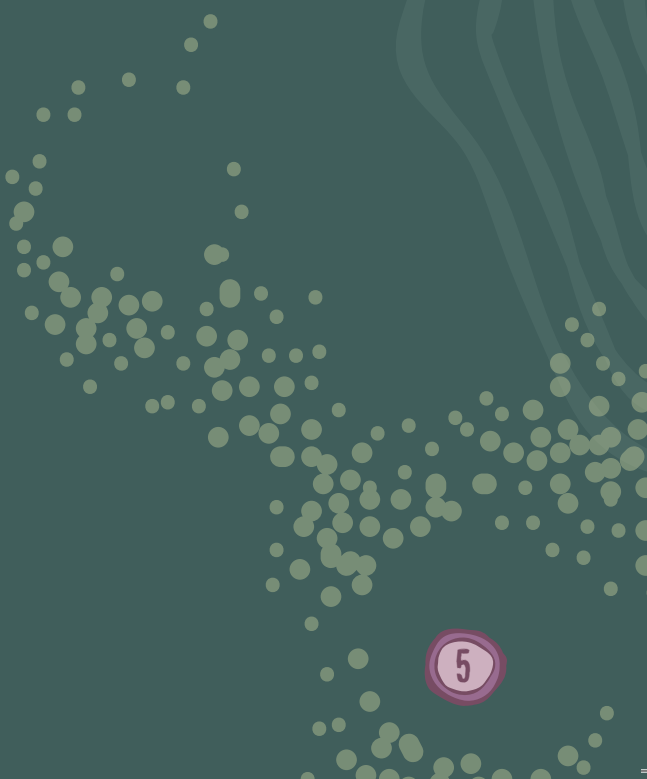
**ATSICHS Brisbane's approach to wellbeing encompasses physical, emotional, mental, cultural and spiritual aspects, going beyond the absence of illness.**

It refers to the holistic state of people, families and communities, representing the interconnectedness of all aspects of people's lives and their relationship with the environment and community.

As a health and community services organisation, we promote wellbeing through preventative healthcare, education, social and emotional support and culturally safe spaces. We also advocate for developing and implementing health policies and initiatives that are culturally appropriate, inclusive and respectful of Aboriginal and Torres Strait Islander peoples' rights.

While we provide a wide range of valuable services to improve the health and wellness of Aboriginal and Torres Strait Islander peoples, we also understand that overall wellbeing is complex and multifaceted.

We create a broader support network through partnerships with other organisations, offering a comprehensive range of services and resources to address diverse and complex health and wellness needs. This collaboration allows us to leverage the strengths and expertise of our partners, delivering relevant and culturally safe services tailored to our clients' unique needs.







## About the artwork

### Artwork by Elaine Chambers-Hegarty, Cultural Edge Designs

Elaine Chambers-Hegarty is a proud Aboriginal woman with ancestral links to the Koa (Guwa), Kuku Yalangi and Barada Barna nations. Born and bred in Brisbane, her art and culture is her pride, and Elaine is honoured to have the chance to share amongst community.

### Artwork story – Supporting our Community

Country and culture are important when it comes to our people's health and ensuring they are comfortable and acknowledged in our clinics and programs. This art represents different areas relating to our people and health issues. Winding rivers throughout our local areas of Brisbane and Logan; circles for gatherings for community programs and their success; linework to represent statistics of our people; dots to represent the people and their attendance from our community, the return of community coming back to programs and ongoing rehabilitation and working on weaknesses and overcoming them to build awareness. The linework and dot art at the base form together to build a steady platform for a successful organisation to help our people. Subtle or subdued colours give off the feeling of a peaceful state of mind, while green represents a more environmentally friendly process.



# Our priorities

These priorities underline our dedication to ensuring that Aboriginal and Torres Strait Islander peoples attain a level of wellbeing that aligns with our culturally inherent and internationally recognised rights.

Our strategy involves enhancing our services to match community requirements. We will utilise all accessible resources to enhance care, communication and community involvement. Our objective is to diminish health inequalities and enhance positive health results for Aboriginal and Torres Strait Islander peoples in the Brisbane and Logan area, fostering a more equitable and inclusive society.

## Our six priorities will guide our actions to strengthen and support our communities:

1. Support the holistic health and wellbeing of our people from the beginning to the end of life.
2. Honour Aboriginal and Torres Strait Islander cultures and integrate cultural expertise into all aspects of our operations.
3. Enhance and strengthen our organisational sustainability and governance.
4. Lead the way in excellence and innovation.
5. Grow a strong and culturally supported workforce.
6. Build relationships and strategic partnerships across the sector.



## Support the holistic health and wellbeing of our people from the beginning to the end of life

### *Our objective*

We are dedicated to providing services and solutions centred around community, aimed at enhancing the health and wellbeing of our people. To achieve this, we will actively engage with our community, leveraging these interactions to guide our forthcoming initiatives and service strategies.

We are committed to ensuring that our people have timely access to care, encompassing primary health care, early childhood initiatives, and community programs. Doing so, we honour our culturally embedded rights to good health and wellbeing.

### *Our strategies*

- 1.1 Continue to re-evaluate our service footprint and the ever-evolving needs of our community to ensure our services are relevant and focused on current health and wellbeing issues faced by our community.
- 1.2 Develop a comprehensive community engagement framework to involve community's voice in service planning, delivery and evaluation.
- 1.3 Perform community needs assessments to guide research approaches that address community's most pressing health issues.
- 1.4 Increase interactions with community to gather insights that shape service delivery, guaranteeing cultural relevance and alignment with our community's needs.
- 1.5 Work towards delivering 1000 new safe and secure housing units for community.
- 1.6 Identify significant health and wellbeing data and formulate strategies to improve outcomes for community.



## Honour Aboriginal and Torres Strait Islander cultures and integrate cultural expertise into all aspects of our operations

### *Our objective*

We acknowledge the significance of valuing and commemorating who we are as an Aboriginal and Torres Strait Islander organisation while weaving diversity into the organisation's spirit.

Culturally safe practices are vital for achieving positive and impactful results for our community. We will advocate for cultural safety in the workplace and cultivate an atmosphere of ongoing learning and enhancement in culturally safe practices at every organisational tier.

### *Our strategies*

- 2.1 Ensure all organisation-provided services are culturally suitable and respectful of Aboriginal and Torres Strait Islander cultural heritage.
- 2.2 Formulate culturally sensitive strategies to address the most urgent health concerns within community through appropriate pathways.
- 2.3 Engage Elders as advisors to ensure that the organisation's services are culturally fitting and aligned with the community's requirements.
- 2.4 Amplify the emphasis on cultural revitalisation actions to safeguard and advance Aboriginal and Torres Strait Islander cultural heritage and identity.





## Enhance and strengthen our organisational sustainability and governance

### *Our objective*

We are committed to strengthening our future growth to ensure the most efficient and effective allocation of resources. We want to maximise our impact and the value of programs and services delivered to Aboriginal and Torres Strait Islander peoples.

We will establish and implement resilient governance protocols. Both our internal leadership and management approaches, as well as those at the Board level, will guarantee the fulfilment of regulatory mandates and the incorporation of best practices. This alignment will remain consistent with our organisation's vision and values.

### *Our strategies*

- 3.1 Elevate projects that align with the organisation's vision and values while having the most significant positive influence on community.
- 3.2 Develop a risk appetite that allows for innovation and growth while managing risks effectively.
- 3.3 Formulate a strategy for investment properties aimed to create varied revenue sources for the organisation.
- 3.4 Establish a structured framework for crafting investment choices congruent with the organisation's vision and values while mitigating risks.
- 3.5 Collaborate with our founding members and staff to establish a culturally sensitive identity framework for ATSICHS Brisbane that honours our heritage while guiding our future endeavours.
- 3.6 Review and strengthen Board reporting to ensure effective governance and support innovation and growth.
- 3.7 Enhance the connections between ATSICHS Brisbane and Karalumba to provide more robust support for the health and wellbeing of community.
- 3.8 Create and implement a comprehensive strategy for Karalumba aligned with the organisation's vision and values that effectively addresses community requirements.
- 3.9 Recognise and oversee strategic enterprise risks to facilitate innovation and expansion, while competently managing potential risks.





## Lead the way in excellence and innovation

### *Our objective*

We are committed to encouraging new ideas and approaches to care and service delivery. This encompasses utilising our research capability to detect emerging trends and technologies within the healthcare sector, aiming to elevate service delivery and establish mechanisms for ongoing enhancement in service quality.

By pioneering innovation and upholding a standard of excellence, we aim to increase our influence, build our reputation and contribute to improved health results for our community.

### *Our strategies*

- 4.1 Uphold ATSICHS Brisbane's commitment to excellence and efficiency in Primary Health Care by continuously enhancing processes targeting service efficiency within the IUIH Model of Care and all corresponding services.
- 4.2 Explore the feasibility of incorporating day surgery infrastructure and services to enhance healthcare outcomes for our community.
- 4.3 Identify key performance indicators for monitoring and evaluating the effectiveness of implemented measures, including patient outcomes, employee satisfaction, financial performance and community feedback.
- 4.4 Foster an in-depth comprehension of the sector and community context to guide the organisation's service provision to be culturally responsive and aligned to the community's needs.
- 4.5 Maintain a proactive and adaptable approach in identifying and pursuing opportunities that align with the organisation's strategic priorities while enhancing patient care and results.
- 4.6 Encourage a healthy appetite for risks to foster innovation and creativity while ensuring appropriate risk management strategies are in place to mitigate potential negative impacts.
- 4.7 Integrate digital technology into daily operations, including data management, scientific research and IT systems, to improve patient care, streamline processes, and enhance efficiency and effectiveness.



## Grow a strong and culturally supported workforce

### *Our objective*

We are committed to growing a strong and culturally supported workforce that is passionate, engaged, and effective in delivering services to Aboriginal and Torres Strait Islander peoples. We will strengthen the potential of all staff by supporting career aspirations from entry-level to senior roles, identifying career development opportunities and recognising and acknowledging the hard work and contributions of staff.

Building on past achievements, we will capitalise on developmental pipeline initiatives that nurture Aboriginal and Torres Strait Islander talent, ensuring sustained involvement. This will be achieved by cultivating a positive and supportive workplace atmosphere that emphasises staff wellbeing, encompassing mental health, physical wellness and a balanced work-life equilibrium.

### *Our strategies*

- 5.1 Create well-defined pathways and motivating incentives for staff and stakeholders to foster and recognise conduct that aligns with the organisation's strategic vision and values.
- 5.2 Prioritise professional development for staff, guaranteeing they have the necessary skills, knowledge and expertise to deliver high-quality patient care and contribute to achieving the organisation's goals.
- 5.3 Conduct regular Board evaluations to ensure effective governance processes are in place to support innovation, growth and ethical decision-making.
- 5.4 Conduct regular staff satisfaction surveys to monitor and evaluate staff engagement, satisfaction and wellbeing and identify areas for improvement.
- 5.5 Develop and grow the Board's capacity through professional development, regular reviews, self-assessment and succession planning to ensure effective governance and leadership.
- 5.6 Perform a comprehensive workforce retention analysis to formulate a strategy to retain skilled and experienced staff, encompassing the value of diversity, promoting cultural safety and fostering a supportive workplace culture.



## **Build relationships and strategic partnerships across the sector**

### *Our objective*

Building relationships and strategic partnerships is crucial for ATSICHS Brisbane. By establishing strong connections with individuals and organisations, we can work towards achieving our vision and values more effectively and accessing resources, expertise and opportunities that might otherwise remain inaccessible.

These connections will assist us in gaining greater visibility, a particularly valuable asset in advocating for our organisation and initiatives to broader audiences and communities. Building relationships and strategic partnerships will help us build a stronger and more supportive network to achieve positive health outcomes for our community.

### *Our strategies*

- 6.1 Formulate a strategic roadmap for partnerships that harmonises with the organisation's vision and values, encompassing collaborations with universities, research institutions and other stakeholders.
- 6.2 Build and maintain positive strategic relationships with our peak bodies to support advocacy efforts and improve health outcomes for Aboriginal and Torres Strait Islander peoples.
- 6.3 Create a comprehensive strategy to cultivate and sustain partnerships with organisations whose missions and objectives are aligned and contribute to delivering high-quality services.
- 6.4 Forge robust relationships and partnerships within the community-controlled sector, placing the rights and needs of our community at the forefront of service planning, implementation, and evaluation.

# Contact us

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