



Strategic Plan

2025-28

WE EMPOWER OUR PEOPLE TO THRIVE
WITHIN A CONNECTED, SAFE, SUSTAINABLE
AND SELF-DETERMINED COMMUNITY.



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 and present.

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 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 2025–28 Strategic Plan – we are committed to advancing the health and wellbeing of Aboriginal and Torres Strait Islander peoples in greater Brisbane and Logan.

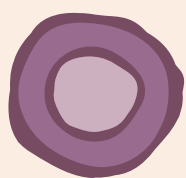
Our strategic plan outlines our long-term goals, priorities and direction, serving as a roadmap for decision-making, resource allocation and performance measurement while ensuring alignment with our mission and vision.

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

Our community thrives.



Our commitment

We empower our people to thrive within a connected, safe, sustainable and self-determined community.

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 goes beyond the absence of illness, encompassing physical, emotional, mental, cultural and spiritual aspects of wellbeing.

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.

Our priorities

These priorities underline our dedication to ensuring that Aboriginal and Torres Strait Islander peoples thrive within a connected, safe, sustainable and self-determined community.

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 five priorities will guide our actions to strengthen and support our communities:

- 1 Improve service access across the lifespan
- 2 Deliver impact through strong partnerships
- 3 Develop our workforce and grow for the future
- 4 Deliver value through digital innovation and technology
- 5 Enable a strong organisation and strong governance.



Improve service access across the lifespan

Objective

Expanding access to services and strengthening navigation and wraparound support across the lifespan to ensure our community receives seamless, culturally-safe care.

Strategies

- 1.1 Continue to grow and strengthen services across the lifespan – from birthing and early childhood to youth, family support, comprehensive primary health care, aged care, social care and disability services, and housing – to meet the evolving needs of our community.
- 1.2 Expand delivery of specialised, community-based mental health services, integrated with the mainstream mental health system, through shared care and coordinated pathways.
- 1.3 Strengthen our expanding ‘service ecosystem’ to better integrate access to the full range of services and support for our community.
- 1.4 Continue to explore new, innovative service models that help us to drive outcomes across the lifespan.
- 1.5 Foster a people-centric culture by embedding feedback and listening mechanisms to continuously improve services and community experience.
- 1.6 Develop and deliver a 10-year plan for the future of our services and impact for our community.



Deliver impact through strong partnerships

Objective

Strengthening our partnerships to drive greater impact, improve service integration, and deliver better outcomes for our community.

Strategies

- 2.1 Build and maintain service delivery partnerships that improve access to comprehensive and connected care.
- 2.2 Partner with research institutions, universities and the Institute for Urban Indigenous Health (IUIH) network to deliver a targeted research agenda that drives innovation, strengthens evidence-based practice and supports strategic priorities.
- 2.3 Actively participate in regional planning and governance structures to influence system-level reform and advocate for community-controlled solutions.
- 2.4 Strengthen partnerships with government and other non-government organisations to improve access to safe and stable housing for our community.
- 2.5 Build partnerships with the philanthropic and private sectors to secure funds to support growth, innovation, and community-led initiatives.
- 2.6 Work with the coalition of peaks across all our service areas to drive engagement and reform.



Develop our workforce and grow for the future

Objective

Building a strong, motivated and culturally capable workforce.

Strategies

- 3.1 Develop and implement a service commissioning strategy for our new Primary Health Care hubs and housing commitments.
- 3.2 Undertake capability, skills-mapping and workforce development programs to enable sustainable workforce growth and improve the capability and capacity of our workforce.
- 3.3 Provide workforce innovations, including cross service pathways, new models, new roles and enabling our staff to work to full scope.
- 3.4 Enhance the learning and development model to support professional growth, succession planning and career opportunities, including through coaching and mentoring.
- 3.5 Continue to work with IUIH, universities and other general and specialist training providers to expand student and registrar placements and develop our existing workforce.
- 3.6 Expand structured wellbeing initiatives, employee support programs and competitive remuneration to improve staff satisfaction and reduce turnover.



Deliver value through digital innovation and technology

Objective

Harnessing data, technology, research and innovation as enablers to improve service delivery.

Strategies

- 4.1 Improve connection with community, providers and partners through data linkage, data sharing agreements, practising data sovereignty and digital coordination and cooperation.
- 4.2 Strengthen our evaluation capability to better quantify, monetise and communicate the benefits and impact of our services.
- 4.3 Foster a culture of continuous improvement and invest in the organisational structure to enable innovation.
- 4.4 Identify artificial intelligence opportunities to improve service delivery whilst maintaining high standards of protection for data and intellectual property.
- 4.5 Use our research partnerships to drive evidence-based practice, pilots and translational research.
- 4.6 Improve data literacy in the community to better help our people to manage their own health outcomes.



Enable a strong organisation and strong governance

Objective

Enhancing and enabling systems to drive sustainable growth, support service diversification, ensure community accountability, exercise stewardship of funding and assets, and strengthen organisational capacity.

Our strategies

- 5.1 Maintain a quality and clinical governance framework that supports best practice to ensure organisational governance aligns with our accountability to the community.
- 5.2 Drive a funding and investment strategy that considers a diversified funding portfolio (philanthropic, corporate partnerships and commercialisation) to increase our independence and control.
- 5.3 Strengthen assets and infrastructure strategy and planning.
- 5.4 Review and implement an organisational design that reflects the changing needs of ATSICHS Brisbane.
- 5.5 Focus on environmental sustainability initiatives.
- 5.6 Develop a risk intelligence culture to support risk appetite, risk systems and risk reporting requirements of the Board.



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