



Gidgee
Healing

2023 -2028
Strategic Plan



Gidgee2028
Our Way. Our Future.



The Symbol of the Gidgee Tree

The Gidgee tree has special significance to Kalkadoon people and other traditional owners across many regions of Australia. It is also a symbolic representation for Gidgee Healing and its role as an Aboriginal Community Controlled Health Organisation in north west Queensland.

The Gidgee tree has been at the heart of Aboriginal society for tens of thousands of years. Its wood is hard and resilient, perfect for making weapons and tools. It is also prized for musical clapsticks, making a clear and penetrating sound. Gidgee coals are valued for their warm and long lasting heat. The branches, leaves and flowers are essential in ceremony to cleanse and purify, and the gum and bark from the Gidgee tree continue to be used as traditional medicine.

Another feature of the Gidgee tree is that it grows in groups or 'forests' of trees, changing from its bushy juvenile stages of growth to the tall slender mature trees that shade, protect and provide shelter, especially for kangaroos, making it also a place to hunt for food.

Symbolically, the Gidgee tree personifies the intimacy of Gidgee Healing, as an organisation, connected to its families and communities, with responsive services informed by the ancient culture and traditions of Aboriginal peoples and their continuing connection to country.

Photo credit: Gidgee Tree, David Elliott

Foreword

It has been more than a decade since our first Strategic Plan and much has changed in the organisation and communities over this time. Looking ahead, it is important to acknowledge the past efforts of many people, including the early support from our sister ACCHO Injilingi, the dedicated work of our community controlled board members and the extraordinary efforts of our staff during the rapid growth Gidgee Healing has experienced over this time.

Our 2023-2028 Strategic Plan seeks to consolidate knowledge and harness the strength within our culture and within the resilience of our organisation. We are dedicated to making a long-term positive impact on the health and wellbeing of Aboriginal and Torres Strait Islander people and providing a range of services focusing on prevention, early intervention and the provision of holistic, comprehensive healthcare and support services.

This Strategic Plan underscores our responsibility to expand the availability of high quality, accessible and responsive health care services. It aims to build and strengthen our local workforce, provide leadership and advocacy to unearth new solutions, and strengthen our connections with communities to ensure we hear their voices and respond to their needs and expectations.

We will support meaningful primary health care partnerships and positively influence cultural safety through honouring and strengthening cultural values, beliefs and traditions and respecting the diversity of the communities in which we work.

As in the symbolism of the Gidgee Tree, we will strive to respond to the diverse needs of our communities, supporting strength-based approaches that place Aboriginal people at the centre of owning and driving the actions needed to ensure their wellbeing.

The Gidgee Logo

The representation of the Gidgee Healing tree as an artwork refers to the wood grain texture of the Gidgee tree, the yellow flowers, green leaves and the orange/ ochre earth colours of the region. The black and white circles represent the Aboriginal communities living within the Gidgee catchment.





Our vision

Aboriginal and Torres Strait Islander Culture leading improved health outcomes for our families and communities.

Our purpose

To improve the wellbeing of our Aboriginal and Torres Strait Islander peoples, to achieve and enjoy the highest levels of health and wellness, we:

- honour traditions and cultures
- work with our people and communities on their health and wellness journeys
- deliver holistic health services that address physical, social, emotional and cultural wellbeing
- advocate on the social, cultural, economic and political determinants of health

Our values

Our values guide and influence our actions every day, connected by our culture at the heart.

Core Value

Culture at the heart, connecting all values

Inner Values

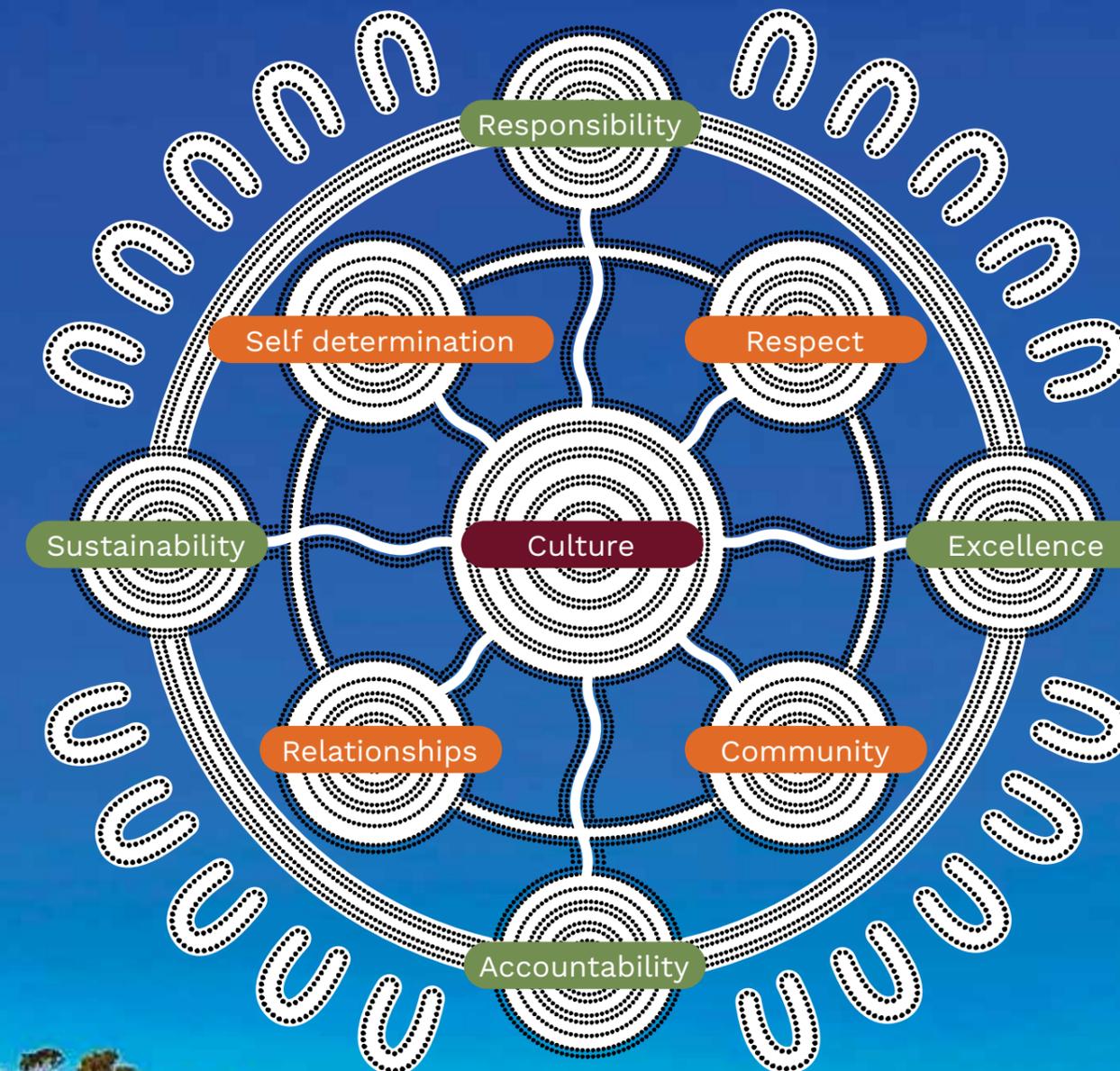
Human Values

Respect, Community, Relationships and Self-determination

Outer Values

Organisational Values

Excellence, Accountability, Responsibility, Sustainability



Our values

Culture

We acknowledge culture is a vital and unique part of the lives of Aboriginal and Torres Strait Islander people. We recognise the cultural diversity of our region and seek to incorporate the cultural values, rights and traditions into our holistic approaches to health care.

Self Determination

We respect and uphold the right to self determination and supporting communities to make decisions about their cultural, social and emotional wellbeing needs. We strive to build strong therapeutic and strength-based relationships and honour the human right to health services that respect the values and beliefs of Aboriginal and Torres Strait Islander people.

Respect

We understand the importance of respecting each other's differences and the different roles we all play in health care. We believe respectful relationships are the foundation to building cooperation, treating people with dignity and strengthening rapport between staff, Board, our partners and our communities.

Relationships

We believe in the importance of relationships founded on trust, honesty and connection through shared values. We recognise the importance of relationships in helping to connect us to each other, but also to our communities and the partners with whom we work with to achieve our vision.

Community

As a community controlled Aboriginal health service, we honour our connection to community, families and Elders, we value connection and ensure our focus always aligns with their values, priorities and perspectives. We believe a strong community is essential in ensuring the social, spiritual and emotional wellbeing needs of its people.

Responsibility

We accept that taking responsibility to ensure high quality services means to act with integrity, honesty, reliability and to lead by example. We believe being responsible values leadership that is creative, informed by cultural values and respectful of everyone's contribution. Our people are at the centre of owning and driving the actions needed to address their aspirations.

Sustainability

We believe a culture of sustainability must balance operating efficiency and profitability while maximising access to health care, a skilled workforce and high quality services. We recognise the importance of sustainability to inform decisions and balance longer term considerations with short term needs including financial, cultural and environmental.

Excellence

We always strive to do the very best we can, to continuously improve our standards, processes and frameworks to deliver high quality program, clinical and corporate governance. We aim to ensure our services are aligned with evidence-based and contemporary standards, informed by our communities' experience of care.

Accountability

We are committed to improving the health of Aboriginal and Torres Strait Islander people within our service catchment. Being accountable provides a distinct advantage and contributes to our success. We promote a healthy culture of accountability and transparency, not laying blame, making excuses or avoidance. We are accountable to our communities first and foremost.



Our guiding principles

Our guiding principles keep our strategy alive and agile to support decision making, influence change and address new challenges and opportunities.

Culture

Culture is a vital part of the lives of Aboriginal and Torres Strait Islander people. It is a necessary determinant of health and wellbeing and must be incorporated and translated within and across our systems of care, support, advocacy and wellbeing.

Our culture is central to how we shape and design our health service delivery and a unique characteristic that makes us distinct from other primary health care services.

Embedding culture within all elements of service delivery is key to creating a culturally safe and comprehensive primary health care service that is oriented to the needs of community.

It involves respecting the right to uphold and strengthen cultural values, beliefs, traditions and customs. As a principle it underpins all aspects of our work as well as influences change and understanding at an individual and professional level.

Improving capability and embedding an attitude of cultural sensitivity is required not only to ensure responsive services to patients, but also to nurture and develop our workforce.

It is about respecting the diversity of the communities in which we work and ensuring their engagement and influence in the design of their local health services. We aim to encourage self-determination through strength-based approaches delivered by and with Aboriginal and Torres Strait Islander people and integrating cultural knowledge into healthcare programs and services.



Holistic Care

Like all ACCHOs, Gidgee Healing adopts a holistic approach to health, which acknowledges Aboriginal Health is not just the physical wellbeing of an individual, but also refers to the social, emotional and cultural wellbeing of the individual and the communities in which they live. It is a whole of life view and services are uniquely designed around local communities and will vary depending on local historical factors, context, governance, resources, needs and priorities.

Our Model of Care (MOC) includes a range of characteristics, incorporating culture, self determination, a skilled workforce, accessible services, flexible and responsive approach to care, relationships and advocacy, health promotion, data driven improvement, and community control and participation.

Many of these characteristics are interdependent and collectively are necessary to provide comprehensive holistic care. Holistic care works to organise each of these characteristic into a cohesive and accountable service configuration that meets not only the expectations of communities, but also a range of accreditation and quality standards, and secures sustainability and growth.

Our MOC is what makes Gidgee Healing unique, It requires high levels of synchronicity, and its realisation and maturity are aligned with the organisation's values and essential in ensuring the vision for improved health outcomes for our families and communities, is achieved.





Community Control

Aboriginal community control encompasses custodianship and management of Gidgee services, placing Aboriginal health in Aboriginal hands. It is informed by the wisdom and knowledge of our Elders and respects their cultural authority and status in community. Community control is articulated through our membership and the governance of our locally-elected Board of Directors.

Community control is essential to our self-determination and empowerment. It is embedded within the way in which we work as an organisation. It strives to strengthen the capacity of our Aboriginal and Torres Strait Islander workforce, who are best placed to support their local communities, clients and families to make decisions to control their health.

Through the governance of Gidgee Healing we seek to facilitate leadership to create positive change and improve health equity. Our foundation is community consultation, engagement and collaboration to ensure our services are culturally responsive, accessible and tailored to the unique needs of communities. We understand we must go beyond direct clinical health related conditions but also inform broader efforts reflective of other determinants of health.

We are accountable to community, but also our funders. We strive to ensure our systems and processes are transparent, our operations sustainable and our governance is aligned with contemporary standards, inclusive of culture and in line with strategy.



Strategic goals

Our goals guide management planning, understanding progress against the strategy, and board reporting.

Embed, respect and promote Aboriginal and Torres Strait Islander cultural values

Recruit, retain and develop an Aboriginal and Torres Strait Islander workforce

Strengthen governance and Aboriginal and Torres Strait Islander community control

Support meaningful partnerships and collaboration

Improve access to coordinated, integrated and quality services

Improve operations and sustainability

Embed, respect and promote Aboriginal and Torres Strait Islander cultural values

Strategic Outcomes

Improving Gidgee's cultural capabilities

Promoting culture and positively influencing the cultural capabilities of service provider partners

Foundational Outcomes

- Improving the cultural capabilities of individuals at Gidgee
- Improving the cultural capabilities of Gidgee's systems and processes
- Increasing community partnerships and collaboration in cultural activities
- Increasing the scope and depth of partnerships with service providers

Recruit, retain and develop an Aboriginal and Torres Strait Islander workforce

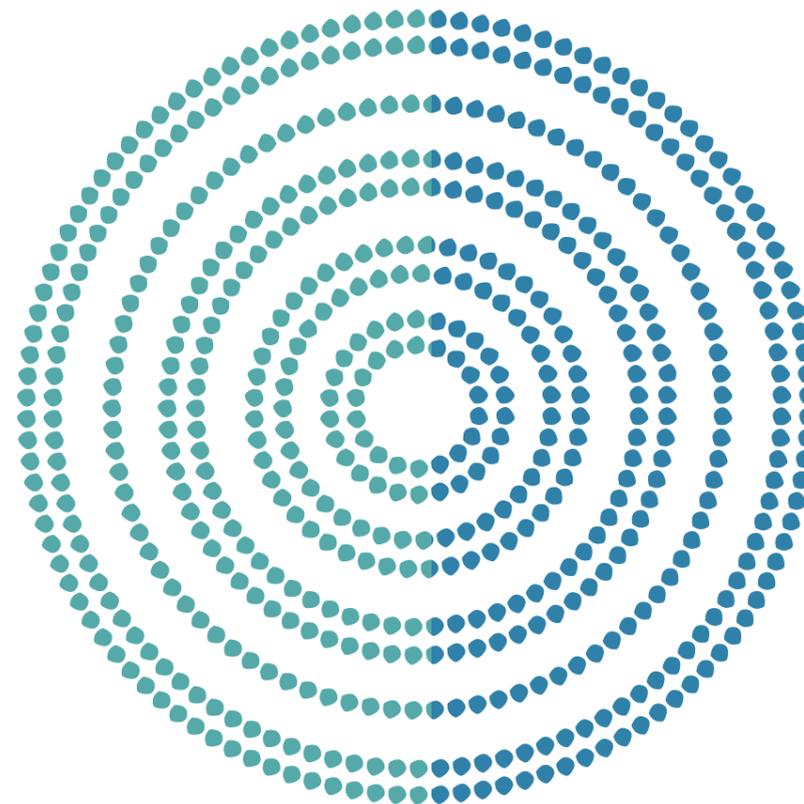
Strategic Outcomes

Increasing Gidgee's Aboriginal and Torres Strait Islander workforce and their representation in leadership and management

Improving employment outcomes for Aboriginal and Torres Strait Islander people in the region

Foundational Outcomes

- Improving Gidgee's ability to recruit and retain a local Aboriginal and Torres Strait Islander workforce through local pathways to employment
- Improving Gidgee's positioning and reputation as an employer of choice for Aboriginal and Torres Strait Islander people
- Increasing access to skills, training, qualifications and experience for Aboriginal and Torres Strait Islander workforce at Gidgee
- Increasing the number of employment opportunities provided by Gidgee to Aboriginal and Torres Strait Islander people in the region



Strengthen governance and Aboriginal and Torres Strait Islander community control

Strategic Outcomes

Improving knowledge and accountability in Gidgee's decision-making

Greater community control of funding intended for Aboriginal and Torres Strait Islander people

Foundational Outcomes

- Improving corporate governance instruments to align with Gidgee's aspirations
- Improving alignment of corporate governance practice with contemporary industry standards
- Improving visibility of Gidgee's performance to (i) board, (ii) management team, (iii) community and (iv) funders
- Improving engagement and collaboration with members and communities
- Improving positioning of Gidgee as the authoritative voice and provider of health for Aboriginal and Torres Strait Islander peoples in the region
- Increasing capacity to support greater self-determination and transition to community control

Support meaningful partnerships and collaboration

Strategic Outcomes

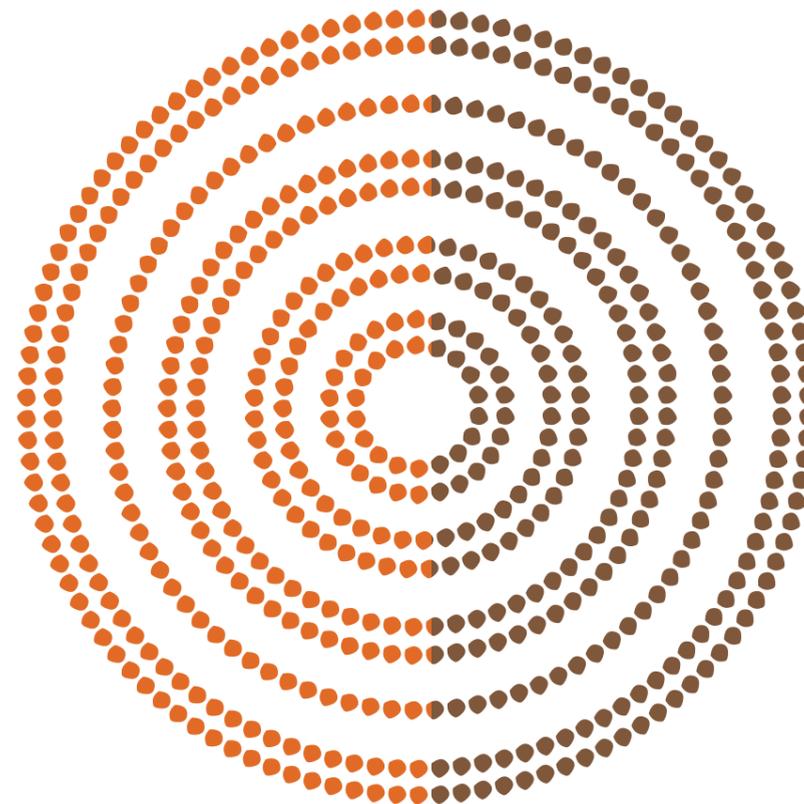
Improving strategic and operational performance through partnerships

Increasing Gidgee's sphere of influence

Improving provision of services / meeting non-health needs of community

Foundational Outcomes

- Improving understanding of stakeholders and their potential as partners and their alignment to Gidgee's values
- Informing policy development, health system reform (including health equity, community control), and research activities
- Amplifying voice of community
- Increasing scope and depth of collaboration and partnerships that advance Gidgee's goals with government, mainstream service organisations and Aboriginal Community Controlled Organisations
- Increasing awareness of and responses to the social determinants of health



Improve access to coordinated, integrated and quality services

Strategic Outcomes

Increasing availability of and access to services that communities need

Improving quality, comprehensiveness, coordination, and/or integration of services available / accessible to community

Foundational Outcomes

- Aligning services, processes, systems and partnerships to the Gidgee Healing values and model of care
- Increasing understanding of population health needs and priorities of communities
- Optimising the return on available investment and workforce supply to best respond to priority health needs
- Expanding and increasing access to evidence-based, high-quality, team-based care
- Increasing attractiveness of Gidgee as a destination for investment

Improve operations and sustainability

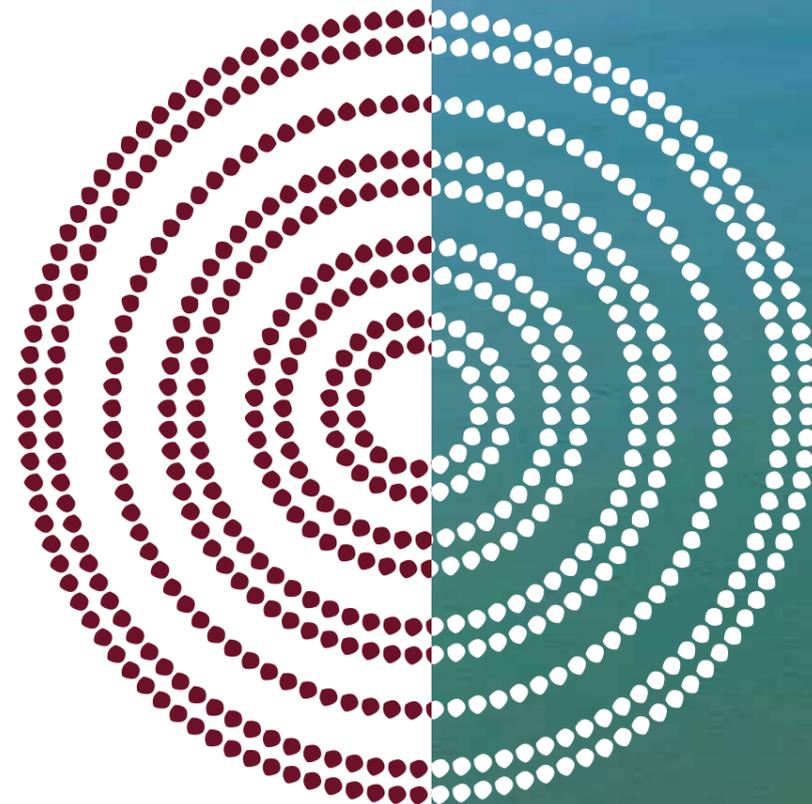
Strategic Outcomes

Improving operational performance and efficiency

Improving operational sustainability and growth

Foundational Outcomes

- Improving relationships, trust and reputation with funders
- Improving visibility of Gidgee's performance to (i) board, (ii) management team, (iii) community and (iv) funders
- Maturing business and financial systems, processes and decision-making to be consistent with contemporary standards (including ESG)
- Reforming key underlying cost structures (including infrastructure and staffing) for long-term efficiency
- Expanding revenue and investment opportunities that Gidgee currently leverages
- Diversifying the revenue base and identifying new health financing opportunities



Our Values



Our Vision

Aboriginal and Torres Strait Islander Culture leading improved health outcomes for our families and communities

Guiding principles

Culture Holistic Care Community Control

Our Purpose

To improve the wellbeing of our Aboriginal and Torres Strait Islander peoples. To achieve and enjoy the highest levels of health and wellness, we:

- honour traditions and cultures

- work with our people and communities on their health and wellness journeys
- delivery holistic health services that address physical, social, emotional and cultural wellbeing
- advocate on the social, cultural, economic and political determinants of health

Goals

- Embed, respect and promote Aboriginal and Torres Strait Islander cultural values
- Recruit, retain and develop an Aboriginal and Torres Strait Islander workforce
- Strengthen governance and Aboriginal and Torres Strait Islander community control

- Support meaningful partnerships and collaboration
- Improve access to coordinated, integrated and quality services
- Improve operations and sustainability



September 2023

Acknowledgement

Strategic engagement and facilitation for the Gidgee Healing Strategic Plan 2023-2028 was led by Petraichor Partners, with technical support provided through collaboration with Social Ventures Australia (Brisbane Office).





Gidgee
Healing

Gidgee Healing acknowledges and pays respect to the past, present and future traditional custodians of the lands on which we work.