



Strategic Plan (completed June 2018) Operational Plan (completed annually)

Looking Back – Looking Forward

Mala'la Health Service
Aboriginal Corporation (ICN 3228)



DISCLAIMER

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The content within this Strategic Plan is based on a qualitative study. The reported results and content reflect a perception by the participating Mala'la Health Service Aboriginal Corporation stakeholders but only to the extent of those representatives participating, those representatives being approved representatives of the Mala'la Health Service Aboriginal Corporation.

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FOREWORD

Mala'la Health Service Aboriginal Corporation (Mala'la) presents our 2018 - 2022 Strategic and Operational Plan (completed annually). This Plan represents the big picture for our future, the important strategic priorities that will drive our organisation forward over the next four years.

In addition to these broader strategic priorities are the operational imperatives (Actions) that link with each priority and provide accountability and measures of performance at an operational level.

We are proud of our achievements in recent years and excited about the immediate future as we transition into a comprehensive regional health care provider.

We look forward to a future where we are able to offer the people of our community the highest level of health care and related services.

Mala'la Health Service Aboriginal Corporation

Board of Directors



EXECUTIVE SUMMARY

This **Strategic Plan** defines a more certain future for Mala'la. It tells us, in broad terms, **where we want to head** in the future! It captures the key strategic priorities that will provide the focus for our future. It defines what we intend to achieve over the next four years: 2018 - 2022.

Emerging from this 'broad based' document will be an **Operational Plan** (Business Plan) that sets a more specific operational pathway. This Operational Plan will adopt, as the primary focus, the broader strategic agenda outlined herein and provide measurable outcomes. The Operational Plan will be reviewed annually over the period 2018 – 2019.

Our approach to Strategic Planning is intended to guide our continuing capacity to think and act strategically. The key is to retain a sense of strategic thinking.



MALA'LA TODAY

Mala'la has achieved strong results over recent years and is now well placed to build further on a strong foundation. Our future is exciting and this plan sets our direction and priorities. We are confident that with continued strong leadership and good governance, we shall continue to build and grow the level and breadth of our services to the Mala'la community.

Our service priority continues to be working with the Mala'la community to deliver quality services across Maningrida and surrounding homelands. We also continue to work in partnership with governments to ensure our services are aligned to policy priorities and are delivered efficiently to those most in need.

Services / Programs currently, as at September 2018, include:

- ✓ Primary Health Care
- ✓ Disability Services (NDIS)
- ✓ Aged and Community Services
- ✓ Pharmaceutical Services
- ✓ Allied Health
- ✓ Regional Eye Health
- ✓ Adult Dental
- ✓ Youth Services
- ✓ Youth Diversion
- ✓ Alcohol and Other Drugs
- ✓ School Health
- ✓ Community Wellness
- ✓ Stronger Communities for Children



2018 SWOT ANALYSIS

The following analysis of our Strengths, Weaknesses, Opportunities and Threats reflects on Mala'la today and our current position.

Strengths

- ✓ Strong board with good community relationships
- ✓ Strong governance and corporate compliance
- ✓ Involved directors with good sense of roles and responsibilities
- ✓ Working together with commitment and integrity
- ✓ Good leadership and internal culture
- ✓ Strong financial management systems and processes
- ✓ Productive internal working relationships
- ✓ Stable and committed workforce
- ✓ Collective pride and resolve to do what we do better, every day
- ✓ Established relationships with funding bodies
- ✓ Flexible and adaptive workforce
- ✓ Sound reputation in community and amongst stakeholders
- ✓ Strong sense of corporate pride
- ✓ Responsive and collaborative approach to service gaps

Weaknesses

- ✓ Lack of capacity to meet demand for services
- ✓ Office accommodation and necessary (appropriate) facilities
- ✓ Lack of service delivery to homelands
- ✓ Shortage of housing
- ✓ IT infrastructure and support
- ✓ HR Management
- ✓ Consistent corporate performance and appraisal processes
- ✓ Insufficient community consultation
- ✓ Lack of service and development planning for the future
- ✓ Lack of an overall community physical and social health development focus
- ✓ Lack of collaboration with agencies in Darwin
- ✓ Small pool of prospective community based employees
- ✓ Absence of language appropriate documents and forms



Opportunities

- ✓ Enhance community controlled decision making through regionalisation
- ✓ Streamline and optimise service delivery
- ✓ Increased service delivery programs and associated funding
- ✓ Increase office and accommodation infrastructure
- ✓ Attract and retain staff through improved infrastructure
- ✓ Become a full voting member of AMSANT
- ✓ Streamline patient records
- ✓ Optimise Medicare fee generation
- ✓ Increased participation of local people to be trained to positions within the corporation
- ✓ Develop language appropriate communication documents
- ✓ To establish a leadership and mentoring program for tomorrow's directors
- ✓ To establish the corporation as a fully-fledged and respected Aboriginal medical service
- ✓ To be a leader in change implementation and best practice across the sector
- ✓ To have a greater community development focus



Threats

- ✓ Cultural disparity
- ✓ Local staff attraction and retention
- ✓ Consistent attendance from staff
- ✓ Continuity of client care: communication, client records, inter agency
- ✓ Infrastructure and personnel constraints on growth
- ✓ Medical practitioner and health professionals attraction and retention
- ✓ Some barriers to support for change within clinic
- ✓ Loss of community support for change
- ✓ Erosion of corporate culture with rapid growth and transition
- ✓ Continued 'silo based approach' to service delivery
- ✓ A lack of community participation and awareness
- ✓ Strained relationships during and following transition
- ✓ Burnout amongst existing staff and Board
- ✓ Loss of key operational staff
- ✓ Failure to monitor risk
- ✓ Lack of capacity to service demand
- ✓ Failure to implement Strategic plan
- ✓ Big humbug issues
- ✓ Distance from Darwin and seasonal conditions of roads
- ✓ Imbalance between cultures leading to tension, compromised staff safety or loss of key staff



OUR STRATEGIC PRIORITIES 2018 - 2022

The following reflect the broad strategic priorities for Mala'la. These priorities have been identified as **'front and centre'** to our focus over the next four years.

Our strategic priorities have been reconciled to our overall corporate objectives outlined within our constitutional framework.

The following strategic priorities have been developed to deliver broad based direction and to act as the drivers for our operational planning. They are designed to guide and inform our operational planning.

You might say that 'our strategic priorities set the destination and define our aspirations while our operational planning captures the important actions that provides measures of our success.'

Directors will review and, by resolution, accept this planning document as a mandate for management to progress. A key element of our forward momentum will be the active evaluation of progress through quarterly reports on all operational targets.

It is acknowledged that whilst our broad strategic priorities will remain reasonably consistent, our business and operational planning will adapt to changing circumstances. These changes will continue to re-align our forward motion in pursuit of our strategic priorities.



1) STRONG GOVERNANCE AND INNOVATIVE LEADERSHIP

STRATEGIC PRIORITY: FOR MALA'LA, STRONG GOVERNANCE AND INNOVATIVE LEADERSHIP ARE CRITICAL TO OUR SUCCESS. IT IS OUR PRIORITY TO ENSURE THESE ARE IN PLACE AND PROVIDE THE FOUNDATION FOR OUR FUTURE.

THIS WILL BE SUPPORTED BY:

- ✓ An active and committed Board
- ✓ The legal eligibility of all directors
- ✓ A culture of listening and then acting
- ✓ Rigorous director induction processes
- ✓ A culture of innovation and enterprise
- ✓ Compliance with government requirements
- ✓ Rigorous risk management policies and procedures
- ✓ Active membership to expand pool for directorships
- ✓ Strong relationships between board and management
- ✓ Strong knowledge of corporate governance principles
- ✓ Pathways for the next generation to become involved
- ✓ Constitutional compliance with CATSI Act and other relevant legislation

THE OUTCOME: A reflection on our governance and innovative leadership in 2022 will reveal we have the highest standards of corporate governance and a board that is aware of their responsibilities and legal obligations as directors. Directors will have the necessary skills to govern the growing corporate activities and the levels of commitment to be actively involved in governance matters.

Our contemporary Rule Book and governance policy and procedure guidelines (framework) will articulate the highest standards of governance. We will also maintain all necessary compliance procedures and processes along with exceptional operational leadership.



This Strategic Priority is aligned to our constitutional objectives as follows: *Objectives: 3,7,9,11,13,14*

Priority 1 STRONG GOVERNANCE AND INNOVATIVE LEADERSHIP (completed Sept 2019)			
OUR ACTIONS <i>(what we have decided to do to progress this priority)</i>	Responsible Person	Proposed Start	Proposed Finish
Annual review of Strategic Priorities	CEO/Board	June 2020	Annually
Ongoing monitoring of Operational Actions (Board meetings & Managers Quarterly)	CEO	Monthly	Ongoing
Link employee KPI's to Operational Plan for CEO/Managers	Board / CEO / Managers	June 2020	Annually
Complete Compliance Audit (health check) and report for Board to take appropriate actions where desired;	Danny Keep	May 2020	May 2020
Develop Risk Management Profiles and Matrix for each service	Managers / CEO	December 2019	June 2020
Complete Board governance training (following compliance health check) in Jabiru or similar	CEO / Board	May 2020	May 2020
Commence a leadership and mentoring program as a pathway for tomorrow's leaders and directors (SCFC program funding).	Lesley / CEO / Board / Danny	February 2020	Ongoing 2020
Directors to meet with local staff with a view to increasing membership	Chair	September 2018	November 2019
Board (and selected 'well performed' young leaders) team escape in Jabiru or similar (with governance training)	CEO	June 2020	August 2020



2) CULTURAL INTEGRITY

STRATEGIC PRIORITY: MALA'LA WILL CONTINUE TO BE A PROMINENT ABORIGINAL CORPORATION FOUNDED ON PRINCIPLES OF CULTURAL INTEGRITY. THIS CULTURAL INTEGRITY FORMS THE BASIS OF OUR APPROACH AND ALIGNS WITH OUR HIGH STANDARDS OF SERVICE DELIVERY.

THIS WILL BE SUPPORTED BY:

- ✓ Listening, learning then acting with integrity and respect
- ✓ Continuing to be connected with community
- ✓ Awareness of the unique social and historical contexts of Maningrida
- ✓ Cultural training and awareness specific to Maningrida
- ✓ Cultural connection between operations and the broader community
- ✓ Remaining flexible and aware of local culture, kinship and lore
- ✓ Remaining patient, realistic, adaptable and inquisitive
- ✓ Communication accountability to ensure shared understanding and informed decision making

THE OUTCOME: In 2022, a reflection on our services will reveal they are closely aligned to the cultural values of the Maningrida community. Mala'la will be delivering a suite of services that are connected and relevant. All staff will have undertaken cultural awareness training specific to the Maningrida community and appropriate to their work with Mala'la.



This Strategic Priority is aligned to our constitutional objectives as follows: Objectives: 4, 5,7,11,15

Priority 2 CULTURAL INTEGRITY (completed Sept 2019)			
OUR ACTIONS <i>(what we have decided to do to progress this priority)</i>	Responsible Person	Proposed Start	Proposed Finish
Conduct cultural awareness training orientation for all corporation non-Indigenous staff.	CEO	September 2019	Ongoing
Managers to explore and share appropriate resources that can assist in building two way cultural awareness amongst staff.	Managers	September 2019	Ongoing
Ensure that the cultural foundation and history of Maningrida is covered within the corporation's employee induction handbook.	Denise	October 2019	December 2019



3) INVESTING IN COMMUNITY DEVELOPMENT

STRATEGIC PRIORITY: MALA'LA WILL IMPLEMENT A RANGE OF CAREFULLY CONSIDERED INITIATIVES IMPLEMENTED BETWEEN 2018 AND 2022 THAT ARE DESIGNED TO PROVIDE IMPROVED EMPLOYMENT, SOCIAL, EDUCATION AND CULTURAL OUTCOMES FOR THE COMMUNITY.

THIS WILL BE SUPPORTED BY:

- ✓ Leadership and mentoring initiatives
- ✓ Increased participation of local people in employment positions
- ✓ Canvassing community expectations and aspirations
- ✓ Regular dissemination of information about Mala'la services
- ✓ Proactive strategies around recruitment and retention of local Aboriginal people

THE OUTCOME: A reflection on our performance in 2022 will reveal that we have continued to participate in initiatives that have provided measurable outcomes for community in areas of social, education, employment and culture.

This Strategic Priority is aligned to our constitutional objectives as follows: Objectives: 2, 3, 8.



Priority 3 INVESTING IN COMMUNITY DEVELOPMENT (completed Sept 2019)			
OUR ACTIONS <i>(what we have decided to do to progress this priority)</i>	Responsible Person	Proposed Start	Proposed Finish
Develop a work experience program	CEO	September 2019	Ongoing
To establish and commence a leadership and mentoring program as a pathway for tomorrow's leaders	CEO / Board / Managers	February 2020	December 2020
Actively promote and continue to respond to community requests for education around health and service promotion	Managers	September 2019	Ongoing
Maintain an Aboriginal corporate employment support and mentoring position	CEO	September 2019	Ongoing
Continue to support community social and cultural activities	Managers	September 2019	Ongoing
Conduct regular first aid courses, including mental health first aid, for community members	SCFC & MCW Managers	September 2019	Ongoing
Continue to deliver non clinical sexual health education workshops	YS Manager	September 2019	Ongoing
Continue to manage SCFC program (subject to funding)	Lesley	September 2019	Ongoing



4) SUSTAINABILITY

STRATEGIC PRIORITY: MALA'LA WILL CONTINUE IN A POSITION OF ONGOING CERTAINTY AND SUSTAINABILITY.

THIS WILL BE SUPPORTED BY:

- ✓ Legislative compliance
- ✓ Revenue diversification
- ✓ Strong financial management
- ✓ Ensuring a well-informed board and community
- ✓ Responsible recruitment and retention strategies
- ✓ Strong policy, procedure, systems and work manual
- ✓ Optimal service delivery – utilising all monies received
- ✓ Maintaining strong relationships with funding providers

THE OUTCOME: A reflection on our performance in 2022 will reveal that we have continued to achieve the right balance between our core revenue streams and a broadening revenue base. We will have in place high level management, expert staff and internal standards that ensure ongoing sustainability.

This Strategic Priority is aligned to our constitutional objectives as follows: *Objectives: 3,4,5,6,13,14,16*



Priority 4 SUSTAINABILITY (completed Sept 2019)			
OUR ACTIONS <i>(what we have decided to do to progress this priority)</i>	Responsible Person	Proposed Start	Proposed Finish
Conduct cultural awareness training orientation for all corporation non-Indigenous staff	CEO	September 2019	Ongoing
Managers to explore and share appropriate resources that can assist in building two way cultural awareness amongst staff	Managers	September 2019	Ongoing
Maintain a proactive focus on succession planning at management and board levels	Board/CEO	September 2019	Ongoing
Continue to maintain the highest standards of financial management, corporate compliance and governance practices	Board/CEO	September 2019	Ongoing
Ensure a pathway for future leaders to build tomorrow's capacity	Board/CEO	February 2020	Ongoing
Continue to pursue complementary and supplementary funding opportunities	Board/CEO	September 2019	Ongoing
Continue to ensure stakeholder reporting requirements are met	Board/CEO	September 2019	Ongoing
Strengthen community controlled decision making through community engagement	Board/CEO	September 2019	Ongoing



5) CORPORATE IDENTITY

STRATEGIC PRIORITY: MALA'LA WILL CONTINUE TO BE RECOGNISED AS A STRONG AND VIBRANT ABORIGINAL ORGANISATION WITH A POSITIVE REPUTATION. THIS REPUTATION WILL CONVEY A SENSE OF PROFESSIONALISM AND PRESENCE AMONGST ALL STAKEHOLDERS. IT WILL CONTINUE TO SERVE AND CONNECT MEMBERS AND STAFF WHO WILL SHARE A STRONG SENSE OF RESPONSIBILITY, LOYALTY AND PRIDE IN THEIR ACHIEVEMENT.

THIS WILL BE SUPPORTED BY:

- ✓ Active public relations strategies
- ✓ Workplace pride and representation
- ✓ United through consolidated branding
- ✓ Connected and relevant to the community
- ✓ Consistency in professional corporate presentation
- ✓ Aligning internal values with external expectations
- ✓ Provision of annual report and other public documents
- ✓ Have active communication and engagement activities

THE OUTCOME: In 2022, the Mala'la brand will continue to convey a sense of professional consistency recognised locally, regionally and nationally. This corporate identity will enhance our reputation and cultural foundation while promoting the value of our services and engendering a sense of corporate pride.

This Strategic Priority is aligned to our constitutional
objectives as follows: *Objectives: 4, 5,11*



Priority 5 CORPORATE IDENTITY (completed Sept 2019)			
OUR ACTIONS <i>(what we have decided to do to progress this priority)</i>	Responsible Person	Proposed Start	Proposed Finish
Continue bi monthly newsletter circulated within community	CEO/Managers	September 2019	Ongoing
Annual Report compiled and circulated annually	CEO	September 2019	Annually
Continue to work towards regionalization	CEO/ Managers/Board	September 2019	Ongoing
Proactive promotion of health and service activities	CEO/Managers	September 2019	Ongoing
Maintain website regularly to maintain strong and professional presence.	CEO/ Manager Corporate Services	September 2019	Ongoing
Continue to use social media with the view to implement appropriate platforms to support branding and communication.	CEO/ Manager Corporate Services	December 2019	Ongoing
Continued Board & Staff participation on committees, workshops and conferences.	CEO / Managers	September 2019	Ongoing
Professional appearance, workwear, signage, letterhead and business cards. Maintain uniform and professional presentation.	Managers / CEO	September 2019	Ongoing
Ensure Board is representative of community and all members are active Directors.	Board / CEO	September 2019	Ongoing
Engagement through community activities, presentations and health promotion.	Managers / CEO	September 2019	Ongoing
Soapbox strategy to showcase services, changes, successes.	Managers / CEO	September 2019	Ongoing



6) A STRONG INTERNAL CULTURE

STRATEGIC PRIORITY: MALA'LA WILL BOAST A STRONG INTERNAL CORPORATE CULTURE, WHERE EMPLOYEES ARE ENGAGED AND REWARDED. A PROFESSIONAL WORKPLACE THAT VALUES ITS PEOPLE, ENGENDERS MUTUAL RESPECT AND CONTRIBUTES BOTH PROFESSIONALLY AND PERSONALLY TO EACH EMPLOYEE.

THIS WILL BE SUPPORTED BY:

- ✓ An active employment strategy
- ✓ Commitment to ongoing professional and personal development
- ✓ Dynamic HR policy framework
- ✓ Collaborative internal environment
- ✓ Meetings designed to share and inform
- ✓ Workplace health and well-being strategies
- ✓ Commitment to working together as a team
- ✓ Working closely together towards a common goal
- ✓ Individual recognition for staff contributions
- ✓ Valuing and respecting the knowledge and skill sets of each other.

THE OUTCOME: In 2022 we will have a strong internal culture where people enjoy working together with a sense of direction and purpose. We will have a rich mix of local and other employees. All staff will feel valued and rewarded in a workplace that makes them feel included and acknowledged.

This Strategic Priority is aligned to our constitutional
objectives as follows: *Objectives: 9*



Priority 6 STRONG INTERNAL CULTURE (completed Sept 2019)			
OUR ACTIONS <i>(what we have decided to do to progress this priority)</i>	Responsible Person	Proposed Start	Proposed Finish
Mala'la promoted as an employer of first choice	CEO	September 2019	Ongoing
Staff supported with professional development opportunities relevant to their role	CEO/Managers	September 2019	Ongoing
EBA finished in consultation with staff and union representatives	CEO	September 2019	December 2019
Corporate staff meetings held bi monthly	CEO	September 2019	Ongoing
Sound Work, Health and Safety policies with bi monthly committee meetings	CEO	September 2019	Ongoing
Staff recognised for a job well done via employee of the month awards	CEO/Managers	September 2019	Monthly
A family friendly workplace with policies that support flexibility and promote health and well-being, work life balance and a safe and caring environment	CEO/Managers	September 2019	Ongoing
Encouragement of individual skill sets for training across the organization	CEO/Managers	September 2019	Ongoing
Develop language appropriate documents to assist staff understanding.	CEO/Managers	September 2019	Ongoing



Priority 6 <i>continued</i> STRONG INTERNAL CULTURE (completed Sept 2019)			
OUR ACTIONS <i>(what we have decided to do to progress this priority)</i>	Responsible Person	Proposed Start	Proposed Finish
Encourage the employment/mentoring of local community members	CEO/Managers	September 2019	Ongoing
Maintain comprehensive HR Policies and Procedures which are reviewed on an ongoing basis.	Managers / CEO	September 2019	Ongoing
Maintain a Mala'la staff orientation and induction program	CEO/ Manager Corporate Services	September 2019	Ongoing
Maintain HR practices that promote local employment and retention above 50 percent	CEO/ Manager Corporate Services	September 2019	Ongoing
Management team building activity	CEO / Managers	May 2020	Annually
Annual Board team building and governance training	CEO / Board	May 2020	Annually
Maintain formal staff KPI's and appraisals for CEO and managers	CEO / Manager Corporate Services	September 2019	March 2019
Maintain bi-monthly (or more frequent if required) line management meetings across the organisation	CEO / Managers	September 2019	Bi-monthly



7) SERVICE DELIVERY GROWTH

STRATEGIC PRIORITY: MALA'LA WILL ACHIEVE STRONG GROWTH BY COMPLEMENTING OUR CURRENT RANGE OF SERVICES AND ACTIVITIES, WHICH INCLUDES THE TRANSITION OF NT CLINICAL SERVICES, TO A COMMUNITY CONTROLLED ABORIGINAL HEALTH SERVICE. THIS PRIORITY REFLECTS A BROADER REVENUE BASE, HIGH QUALITY SERVICE DELIVERY AND EFFICIENT AND EFFECTIVE USE OF RESOURCES.

THIS WILL BE SUPPORTED BY:

- ✓ Service delivery that is increasingly diversified to meet the needs of the community
- ✓ Responsibility for Primary Health Care and Clinical Services
- ✓ Consolidation of a coordinated and integrated service delivery framework
- ✓ A proactive approach to accessing multiple avenues for funding
- ✓ Clear service delivery agreements with service providers
- ✓ Effective and efficient use of existing resources
- ✓ Collaborative relationships with other service providers
- ✓ Identification of community needs and responsive service delivery
- ✓ Active communication strategies with the Mala'la community

THE OUTCOME: In 2022, Mala'la will have connected Primary Health Care and Clinical Services and will have diverse revenue streams that will provide additional services to meet community needs.

This Strategic Priority is aligned to our constitutional objectives as follows: *Objectives: 1,4,5,6,11,15,16*



Priority 7 SERVICE DELIVERY GROWTH (completed Sept 2019)			
OUR ACTIONS <i>(what we have decided to do to progress this priority)</i>	Responsible Person	Proposed Start	Proposed Finish
Ensure service delivery growth is driven through community consultation	Board / CEO	September 2019	Ongoing
Work with Clinic staff to identify priorities and gaps in services	CEO / Managers	September 2019	Ongoing
Explore and implement additional organisational initiatives and programs along with internal / external funding opportunities	CEO/Managers/ Board	September 2019	Ongoing
Participate in monthly Head of Agency meetings	CEO	September 2019	Ongoing
Work towards merging Mala'la Health Service and the Maningrida Health Centre into one entity	CEO/Board	September 2019	December 2020
Establish delivery of regular Primary Health Care services to Homelands	CEO/Board/Clinic	January 2020	Ongoing
Acquire additional staff accommodation	CEO/Board	January 2020	January 2020
Maintain regular community information dissemination relating to PHC service delivery, models of care and other areas of service delivery.	CEO/Managers/ Board	September 2019	Ongoing
Employ a Manager, Corporate Services	CEO/Board	December 2020	December 2020



Priority 7 continued SERVICE DELIVERY GROWTH (completed Sept 2019)			
OUR ACTIONS <i>(what we have decided to do to progress this priority)</i>	Responsible Person	Proposed Start	Proposed Finish
Continue to work collaboratively with external agencies to develop new services and enhance current service delivery	CEO/Managers	Ongoing	Ongoing
Ensure optimal claiming of all Medicare fees for services provided	CEO/ Manager	Ongoing	Ongoing
Ensure optimal claiming of all fees associated with all program delivery	CEO/ Manager	Ongoing	Ongoing
Monitor service delivery growth and diversification through annual review of operational planning linked to the corporate Strategic Plan	CEO/ Managers	September 2019	Ongoing
Maintain high standards of clinical governance through continuous quality improvement.	Managers	Ongoing	Ongoing
Careful and clear planning of clinical service delivery during and post transition to ensure a coordinated and integrated approach.	CEO / Managers / Board	September 2019	Ongoing
Maintain the highest standards of compliance to ensure our reputation as a low risk organization continues.	Managers / CEO/ Accountant	September 2019	Ongoing
Establish commitment from Commonwealth and NT governments to establishing a multi-purpose health service delivery presence in Maningrida (MPS)	CEO / Accountant/ Managers	June 2020	September 2020



8) CAPITAL DEVELOPMENT

STRATEGIC PRIORITY: MALA'LA WILL WORK TOWARDS PROFESSIONAL SERVICE DELIVERY FACILITIES AND HIGH STANDARD STAFF HOUSING. OUR PRIORITY WILL INCLUDE SOURCING THE NECESSARY CAPITAL FUNDING TO CARRY OUT THIS CAPITAL DEVELOPMENT.

THIS WILL BE SUPPORTED BY:

- ✓ Identification and securing of land and / or land use agreements
- ✓ High standards of staff housing infrastructure
- ✓ Ongoing rigorous pursuit of capital funding
- ✓ Maintenance, repairs and upgrades to existing infrastructure
- ✓ Purpose built facilities for service delivery

THE OUTCOME: A reflection on our performance in 2022 will reveal we have accessed the necessary capital. We will be operating from upgraded and new purpose-built facilities that are well maintained. Our staff housing will attract staff into Mala'la and support their retention in community.

This Strategic Priority is aligned to our constitutional
objectives as follows: *Objectives: 3,12,13*



Priority 8 CAPITAL DEVELOPMENT (completed Sept 2019)			
OUR ACTIONS <i>(what we have decided to do to progress this priority)</i>	Responsible Person	Proposed Start	Proposed Finish
Three parcels of land have been secured in Maningrida following negotiations with NLC and Power and Water and will be developed for staff and office accommodation.	CEO	July 2020	September 2020
Annual building audits will be carried out on all facilities to ensure buildings are maintained in a safe and secure manner.	WHS / Managers	September 2019	Ongoing
Actively investigate and capitalise on government funding support to upgrade and extend infrastructure.	CEO / Accountant	September 2019	Ongoing
Complete plans for existing building works proposals.	CEO/Board	December 2019	June 2020
Completion of new planned buildings including staff and office accommodation.	CEO/Board	September 2020	September 2021
Secure the necessary funding for a fully scoped and resourced preventative maintenance program for Mala'la held assets.	CEO / Accountant	September 2019	June 2020
Transition Morgue to Mala'la control with capital development project to upgrade for freezer options	CEO/Board	December 2019	June 2020
Establish commitment from Commonwealth and NT governments to establishing a multi-purpose health service delivery presence in Maningrida (MPS)	CEO / Accountant/ Managers	June 2020	September 2020