



Strategic Plan 2020 - 2025



MESSAGE FROM THE CHAIR

It has been a privilege to have worked with the Boab Health Services' Board, the Executive Management Team and staff to develop this strategic plan, which we hope will guide our service over the next five years.

I am honoured to have seen Boab Health Services grow from its inception, as a service delivery branch of the Kimberley Division of General Practice - where Commonwealth grants could be accessed to help fill the clinical service gaps in our community - to its current status as a leading primary health care agency with a dedicated and committed team of clinicians who are making a difference in the lives of our clients. Boab Health Services exists to provide access to high quality allied health and mental health services for all people of the Kimberley.

The Board is extremely proud of the work that our staff and management team do on a daily basis across the Kimberley to support our clients towards their potential for personal wellbeing. Looking to the future, the Board is keen to strengthen this commitment to excellence of care delivery as well as to broaden the range of community care services we can facilitate – either in our own endeavours, or as a partner in advocating for equity for those whose health needs are the greatest.

Dr Sue Phillips | Chairperson



MESSAGE FROM THE CEO

Boab Health Services has grown from a single program supporting General Practices and has evolved to become a large provider of valuable allied and mental health services across the vast Kimberley region. To work towards our Vision, and achieve our Mission, we will build on our existing capacity and capability in allied and mental health and our position as a care coordinator for clients with complex needs. By delivering services with a holistic, integrated approach, our focus will be supporting those with chronic conditions or requiring palliative care.

We will continue to work with and coordinate a range of key partners across the region. And we will continue to establish, strengthen and leverage meaningful, mutually beneficial and constructive relationships, both within and outside the healthcare realm.

We will strengthen our standing as a care coordinator and will focus on partnerships that contribute to delivering on our strategic priorities. This also means prioritising opportunities based on their alignment with and contribution to these priorities, and on whether they can be fully funded and are sustainable for our staff to deliver on at the highest level of quality.

We believe that we are in a strong position to meet the priorities of the 2020 - 2025 Strategic Plan, based on:

- Our highly qualified and experienced teams
- Our 20-year heritage in the region with a Kimberley-wide footprint
- Our broad relationships with partners and our deep engagement with communities across the region
- The reputation and brand we have built
- A suite of quality-controlled and integrated systems

Matt Burrows | CEO





**OUR
VISION**

Healthy
living
for all.

**OUR
MISSION**

To deliver quality holistic care to all people living in the Kimberley, with a commitment to fostering positive health outcomes and personal wellbeing for our community.



We acknowledge and respect the Traditional Custodians of the land on which we work and live, and to Elders past, present and emerging.

OUR VALUES

1. COMPASSION

4. COLLABORATION

2. INCLUSIVENESS

5. RESPECT

3. INTEGRITY

6. EXCELLENCE



OUR VALUES

1. COMPASSION

We care deeply about our colleagues, clients, and partners, and display a strong sense of empathy for people and the environment.

2. INCLUSIVENESS

We are passionate about improving access to services and advancing equality, equity and empowerment for all people in the communities we serve.

3. INTEGRITY

We uphold the highest standards of integrity in everything we say and do, and are transparent and accountable in our actions.

4. COLLABORATION

We value trusting partnerships and work together as a cohesive team, drawing on each other's strengths, listening to and respecting each other.

5. RESPECT

We treat each person with respect and dignity, and value each other as individuals.

6. EXCELLENCE

We display the highest standards of professionalism consistently and at all times, promoting an environment of continuous improvement to ensure we always provide the highest quality service.



OUR GOALS AND STRATEGIC PRIORITIES

Given the unique health profile of the Kimberley, an increasing focus on Aboriginal health, and an uncertain funding environment, operational flexibility and innovation have to be our focus for the next five years. This also entails the need for a greater and more strategic focus on building, strengthening and leveraging partnerships for the mutual benefit of our clients and the community.

Our goals:

1. Lead healthcare through regional stewardship and advocacy, including championing reconciliation with Aboriginal and non-Aboriginal Australians
2. Ensure Boab Health Services' reputation, values and culture reflect our commitment to positive health outcomes and community engagement
3. Attract, develop and retain quality teams for the delivery of excellent care aimed at healthy living
4. Create and pursue opportunities for innovation through strategic partnerships
5. Ensure the financial and operational strength and sustainability of Boab Health Services through robust governance

At an operational level we will:

1. Provide best-practice governance in relation to corporate, financial, clinical and consumer practices, to promote transparency and accountability
2. Deliver person-centred collaborative care supporting people to live healthy lives
3. Empower our staff to provide responsive and flexible care, with a commitment to continuous improvement and innovation
4. Integrate a model of care promoting positive health outcomes that acknowledge the social and economic determinants of wellbeing
5. Support the ongoing monitoring and evaluation of evidence-based informed practice with a focus on prevention, education and self-management
6. Provide a culturally appropriate service in collaboration and consultation with Aboriginal communities

OUR STRATEGIC PRIORITIES

1. COMMUNITY

4. CARE

2. ADVOCACY

5. SERVICE

3. PEOPLE

6. GOVERNANCE



OUR STRATEGIC PRIORITIES

1. COMMUNITY

We deliver primary health care services to all in the Kimberley, with a priority to improve Aboriginal health and wellbeing.

We serve the Kimberley community, and acknowledge that while Aboriginal health remains a priority focus, our vision encompasses healthy living for all.

Key strategic actions:

- Respond to community needs and the broader social determinants of health, including addressing the current gaps we see in palliative care and homelessness
- Involve our communities in the design, planning, implementation and evaluation of our services
- Understand our communities and collaborate with other providers and supports in our communities to integrate person-centred care
- Involve local people in the governance and the delivery of localised services
- Exemplify regional stewardship as a respected corporate member of the community

We will measure our success by actively seeking indicators of robust community engagement, numbers of key partnerships and a broader range of services that address inequity and access gaps in services.



OUR STRATEGIC PRIORITIES

2. ADVOCACY

We advocate for people living in rural and remote locations and work in partnership with them, and other organisations serving them, to promote holistic and coordinated care.

We are committed to working with our funding partners and stakeholders to address equity of access to services where our clients live in the Kimberley. Our clinical teams travel great distances to deliver care to those who need it the most.

Key strategic actions:

- Promote primary health care and its benefits
- Encourage health promotion, both internally and externally
- Collaborate with existing and new stakeholders
- Cultivate a sense of hope and achievement
- Ensure staff are trained in trauma-informed practice
- Champion reconciliation and encourage cross-cultural awareness

We will measure our success by the investment we make in primary health care and health promotion activities, through feedback from our clients and stakeholders and with the development of a Reconciliation Action Plan in consultation with our Aboriginal health care partners.



OUR STRATEGIC PRIORITIES

3. PEOPLE

We value the expertise, experience and passion our staff bring to our organisation and the culturally-appropriate, evidence-based services they deliver to the communities.

The heart of Boab Health Services is the rich experience and competence of our committed staff, who are passionate about the work that they do with Boab Health Services to improve the lives and health of our clients. The Board is proud of the care our teams deliver and of the people who make up those teams. We are nothing without them.

Key strategic actions:

- Attract and retain quality staff
- Invest in staff and their development, including cultural awareness
- Value staff contributions
- Develop future workforce potential
- Create opportunities for local Aboriginal people to be employed

We will measure our success with metrics around staff satisfaction, staff turnover and length of tenure and progress being made to our Reconciliation Action Plan.



OUR STRATEGIC PRIORITIES

4. CARE

We deliver person-centred care to empower our clients and will continue to build our services and the evidence base for the health outcomes this mode of care achieves.

Our key priority for 2020 - 2025 will be to build on our existing capacity and capability in allied and mental health service delivery and our position as a care coordinator for clients with complex needs who require a holistic, integrated approach, especially those with chronic conditions or requiring palliative care.

Key strategic actions:

- Employ and retain highly qualified and registered clinicians
- Deliver evidence-based practice
- Foster person-centred practice with a focus on prevention, self-management and education
- Encourage innovation in person-centred care models in collaboration with other service partners
- Lead flexible care models
- Contribute to research underpinning best-practice in primary health care

We will measure our success in client outcomes, including the full range of health-standard based clinical performance indicators and client satisfaction.



OUR STRATEGIC PRIORITIES

5. SERVICES

We partner with communities to deliver services they need and want and in doing so, ensure they are targeted to those most in need.

The Board's vision for healthy living for all requires that Boab Health Services maintains a strong focus on service planning to ensure that it is relevant to the communities it serves. Services must be targeted to community needs and efficiently provided to ensure access for all.

Key strategic actions:

- Maintain and build the current service capacity and establish an effective suite of wraparound services (with appropriate communication, referrals and strategic partnerships with complementary service providers)
- Investigate viability of new community care services
- Advocate for better in-home care, including potential for expansion of remote service delivery
- Extend private services for fee-paying clients
- Develop systems to manage from individual to whole-of-organisation level

We will measure our success by monitoring the scope and range of our services across the Kimberley.



OUR STRATEGIC PRIORITIES

6. GOVERNANCE

We are committed to high-quality and robust governance which holds us to account with each other, with the communities we serve, and with independent audits as required.

Boab Health Services' Board of Directors will continue to review the risks inherent in strategic and major operational decisions for the 2020 – 2025 period and into the future. These assessments will comprise reputational risk, financial and governance risks (e.g. for capital expenditure on infrastructure, or reliance on MBS funding), as well as clinical risk. Our strategy is intended to be ambitious but flexible, and practical enough to provide guidance and prioritisation to our staff and our internal decision-making.

Key strategic actions:

- Commit to robust governance with a focus on maintaining health service accreditation standards
- Apply sound risk management principles and effective internal controls
- Evaluate the performance of the Board and management teams
- Encourage diversification and growth with revenue enhancement and fee-for-service models
- Ensure quality and a commitment to continuous improvement

We will measure our success with measures around regulatory compliance and performance indicators relevant to diversity, revenue and turnover outcomes.



ISO 9001:2015
QUALITY CERTIFIED
ORGANISATION



National Standards for
Mental Health Services
QUALITY ACCREDITED
ORGANISATION

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