



**Strategic Plan**  
**2020-2023**



# Three-Year Strategic Plan

## Our Vision

To contribute to healthy and flourishing Aboriginal communities across Western Australia by providing Aboriginal people with access to a holistic one-stop-shop for health and wellbeing support.



## Our Direction

- 1 Continuously improve our core services**  
Invest in our most important services and our signature model of care
- 2 Grow into new locations and sectors**  
Trial our services and model of care in areas we haven't tried before (e.g. mental health and disability)
- 3 Take advantage of emerging gaps and opportunities**  
Watch and take advantage of funding opportunities in new and existing sectors, and grow to fill gaps in the market

## Our Internal Priorities



**Build evidence to show that our programs make a difference**



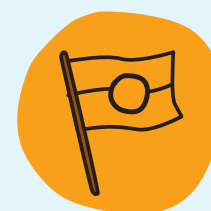
**Invest in our people and our workplace culture**



**Explore and deepen our working partnerships**



**Further embed quality and safety across our business**



**Retain cultural currency in the communities where we work**

# Our Direction 2020-2023

## Our Direction **1**

### Continuously improve our core services

To thrive and grow, we must stay focused on improving at what we are already good at. We will continuously work to make our model of care even better.



#### Action 1

##### **Maintain and look to expand our model of care in the Perth metropolitan region**

We will invest to ensure we can show that we are best placed to deliver our model of care in the Perth metropolitan area.

#### Action 2

##### **Seek opportunities to expand and extend country trials of our model of care**

With the Country to City service currently a trial, we will work to demonstrate its effectiveness and secure future funding in order to continue and expand the program.

#### Action 3

##### **Extend the range of health services we help our clients to access**

Connecting people to existing services is important to us. We will pursue partnerships that let us broaden the range of health services that we can help our clients access, including bringing in more partner services to operate out of our sites.

# Our Direction 2020-2023

## Our Direction **2**

### Grow into new locations and sectors

We will trial services in new areas, such as clinical health care, mental health and disability care. We will assess these new services to see whether we want to pursue them in the long term.



#### Action 4

##### **Trial expansion of our model of care to fill gaps in regional areas**

We will look to take our existing model of care and expand it into country WA regions, where similar offerings are not currently provided by Aboriginal-managed organisations. This will mean new staff, offices, and relationships with local providers.

#### Action 5

##### **Trial care coordination in new sectors**

We will adapt and trial the care coordination part of our model of care into sectors where funding is available, such as disability and mental health. We will invest in recruitment and training our staff to work in these new sectors.

#### Action 6

##### **Trial a Moorditj Koort General Practitioner (GP)**

We will look into employing a Moorditj Koort GP at our Medina Wellness Centre. We will assess whether the benefits of doing this outweigh the costs, to determine whether to employ a Moorditj Koort GP in the long term.

## Our Direction **3**

### Take advantage of emerging gaps and opportunities

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We will remain open to delivering different services as new funding becomes available, and will look for opportunities to address gaps in service provision due to market failure.



#### Action 7

##### **Monitor and respond to new funding for primary and complex health programs**

We will monitor and assess upcoming direct-from-government grant opportunities, including those available through the Indigenous Australians' Health Programme (IAHP). We will pursue opportunities on a case-by-case basis, where they fit with our vision for our clients and where the benefits outweigh the costs.

#### Action 8

##### **Act on funding opportunities in neighbouring sectors including disability, aged care and mental health**

The health and human services sectors are undergoing reform, and we don't yet know what this means for future funding. We will watch these sectors closely, seizing attractive opportunities to deliver completely new types of services where it makes sense to do so, and where doing so benefits our clients.

# Our Internal Priorities



## Internal Priority Area 1

Build evidence to show that our programs make a difference

We will invest in demonstrating the effectiveness of our programs. This will help us to show the ways in which we improve outcomes for our clients, and demonstrate to funders our value compared to others in the market.

### Action 1

#### Evaluate the ITC program

We will explore opportunities to objectively demonstrate the impact of our ITC program on the wellbeing of our clients. We will explore partnerships with academic institutions as a way to achieve this.

### Action 2

#### Review our pilot programs

Our strategic priorities include piloting several new services. We will make sure that each new program we explore has evaluation mechanisms to test whether it works built in from the start.



## Internal Priority Area 2

Invest in our people and our workplace culture

Delivering high-quality services is not possible without a thriving workforce that feels supported and empowered. We will put our people at the centre of everything we do, to maintain the quality of the services we deliver.

### Action 3

#### Develop a recruitment and workforce strategy

Growing our model of care, and diversifying our services, will require recruiting an even bigger skilled workforce. We will develop a workforce and recruitment strategy to ensure our services continue to be delivered by high quality staff.

### Action 4

#### Invest in staff training and development

Retaining a quality workforce requires on-the-job training and clear development pathways. We will work to formalise our staff induction process, and the training and progression opportunities which our staff can access.

### Action 5

#### Nurture our unique culture

We will explore ways to maintain a strong culture as we grow. This might include activities like running organisation-wide wellbeing surveys and looking at ways to build teams across offices.





## Internal Priority Area 3

Explore and deepen our working partnerships

To give Aboriginal people and communities access care in a safe and welcoming environment, we will nurture and broaden our relationships in the communities where we work.

### Action 6

#### Maintain and strengthen relationships with our current health partners

We will pay attention to building even stronger relationships with Commonwealth and State Governments, as well as mainstream health providers including hospitals, clinicians and allied health services.

### Action 7

#### Broaden our relationships and partnerships in new sectors

We will work on establishing new partnerships to help implement the pilot services we are planning. This will include relationships with new health, disability and mental health service providers.

### Action 8

#### Build networks in new locations

We will seek to establish strong relationships with regional services and providers. This will help us build the strong local networks we need to support services, families and community in new locations.



## Internal Priority Area 4

Further embed quality and safety across our business

Quality and safety will be a focus going forward. This is especially important as we enter new sectors, and start providing services in areas that are new to us.

### Action 9

#### Build a culture of quality and safety

To ensure we continue to provide high quality services, we will promote a culture of quality and provide ongoing training for our staff.

### Action 10

#### Invest to meet the quality standards in existing and new sectors

We will invest in accreditation to ensure we can meet the standards of new areas we enter, such as quality assurance standards for the National Disability Insurance Scheme and the new clinical governance arrangements needed to employ a GP.



## Internal Priority Area 5

Retain cultural currency in the communities where we work

We will focus on keeping close relationships with communities that we serve. We will continue to build our reputation among local Aboriginal leaders and influencers.

### Action 11

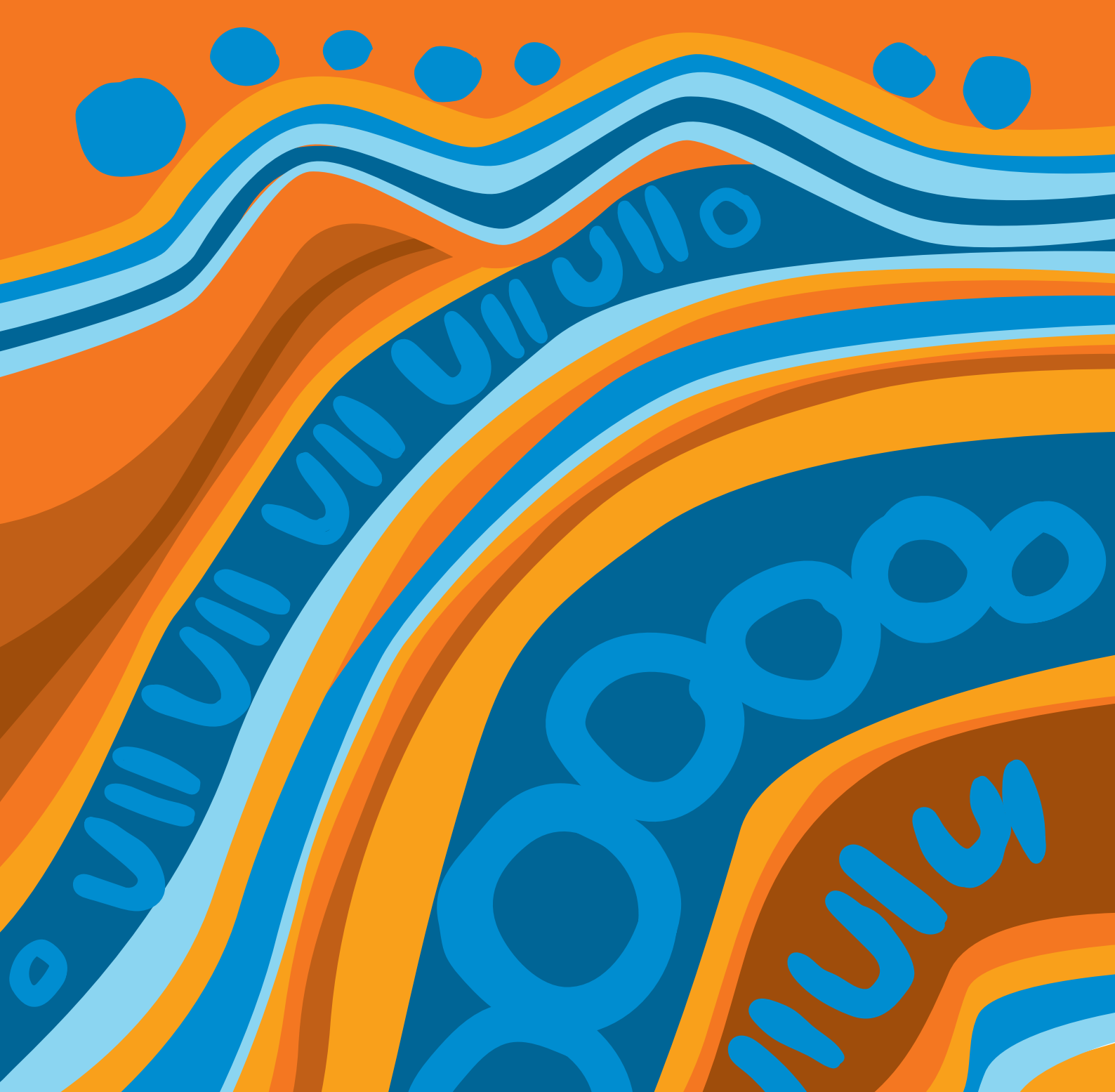
#### Retain our community reputation as a trusted Aboriginal provider

We will focus on retaining and building our strong reputation as a provider and employer of choice among Aboriginal communities.




### Action 12


#### Build our partnerships with Aboriginal leaders and influencers

We will strengthen our relationships with key Aboriginal leaders in the communities where we work, including Elders, families and leaders of other Aboriginal Community Controlled Organisations.



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