

# Strategic Plan

## 2023 — 2028



Dhauwurd-Wurrung  
Elderly & Community  
Health Services Inc.



Artwork by Tommy Day III  
*Gunditjmara, Wemba Wemba, Yorta Yorta*

# Our Vision

Dhauwurd-Wurrung Elderly and Community Health Service Inc. leads health and wellbeing for the Aboriginal and Torres Strait Islander community within the Portland area. Our organisation will support community members with access to culturally appropriate and effective health, spiritual, social and emotional wellbeing services.

# Our Purpose

Our purpose is to provide the highest standard of care incorporating a holistic approach toward health and wellbeing.

We aim to achieve this by providing services that:

- are culturally safe and culturally appropriate;
- ensure Aboriginal and Torres Strait Islander people live longer and have a better quality of life;
- enable employment and training opportunities for Aboriginal and Torres Strait Islander people;
- promote self-determination and community control; and
- enable capacity building (community, organisation and individual) through enhanced knowledge, access, participation and engagement.

# Our Values

DWECH serves the community based on our values:



## Healing

Embody, recognise and promote Aboriginal and Torres Strait Islander holistic health and wellbeing.



## Empowerment

Promote leadership and strong voices in the community through self-determination.



## Dignity

Build strength, dignity and resilience in individuals.



## Respect

Demonstrates respect for people and Community.

# Our Pillars

Areas we will focus on within the organisation



## Stronger Services, Better Outcomes

Our commitment to providing culturally safe health and wellbeing programs and services for Aboriginal and Torres Strait Islander people.



## Aboriginal Health in Aboriginal Hands

Aboriginal and Torres Strait Islander people to have ownership over their health outcomes through self-determination.



## Workforce Strengthening

Recruitment, retainment and development of our Aboriginal and Torres Strait Islander workforce, ensuring equal opportunity employment.



## Growing for our Future

Making sure in the years to come, our organisation is ready to meet growth needs in all areas.



# ***Stronger Services, Better Outcomes***

## **Priorities (Actions):**

- Provide culturally safe and personalised services to improve health and wellbeing outcomes for Aboriginal and Torres Strait Islander peoples and the broader community;
- Services and programs provided through DWECH will commit to improving health outcomes through education and awareness;
- Access to equitable health services throughout the healing journey.

## **Outcomes (What we will achieve):**

- Reduction in over-representation with serious or chronic presentations;
- Increase of education and awareness through health promotions and initiatives;
- Promote holistic care through integrated clinical and non-clinical pathways to ensure the physical, mental and spiritual wellbeing of our Community;
- Develop effective social and emotional wellbeing service delivery models.

## **Targets (How we will achieve this):**

- Run 5 health promotion events per year;
- Meet Closing the Gap targets through strong engagement with Community;
- Aim for 200 ATSI (715) Health Checks per year;
- In consultation, through Community meetings, surveys and feedback, identify needs and inform service development and delivery;
- Establish multidisciplinary teams to develop social and emotional wellbeing plans for Community.



# Aboriginal Health in Aboriginal Hands

## Priorities (Actions):

- Promote and embed Aboriginal and Torres Strait Islander ways of knowing, being and doing within the organisation and across health and wellbeing services and have a place-based approach;
- Aboriginal and Torres Strait Islander Community, through consultation, to determine programs ran for DWECH to lead;
- A holistic approach to health outcomes for our Community are improved through family & Community lead decision making.

## Outcomes (What we will achieve):

- Education and skill development for Community;
- Establish and advocate for harm minimisation programs;
- Community determines new and expand current programs;
- Community maintaining their health and wellbeing;
- Establish and implement a communication strategy focusing on health and wellbeing self-determination.

## Targets (How we will achieve this):

- Aboriginal and Torres Strait Islander staff and Community to obtain higher qualifications;
- Host Community sessions around program planning every year;
- Community participation increased in all health and wellbeing projects, programs and events;
- Create 3 campaigns per year that best communicates health information for all individuals to make informed decisions on their health and wellbeing.



# Workforce Strengthening

## Priorities (Actions):

- Developing strategies to recruit, retain and develop our Aboriginal and Torres Strait Islander workforce and provide employment opportunities and skills development for Aboriginal and Torres Strait Islander people. Keeping Aboriginal and Torres Strait Islander training programs through our organisation to up-skill Community to maintain cultural safety;
- Supporting the professional development of Aboriginal and Torres Strait Islander people and Community members. Build professional development and leadership opportunities to achieve leadership and career aspirations for Aboriginal and Torres Strait Islander people;
- Succession planning, aim to have all leadership positions filled by Aboriginal and Torres Strait Islander people and encourage and mentor Aboriginal and Torres Strait Islander staff and Community to step up to leadership positions and pathways.

## Outcomes (What we will achieve):

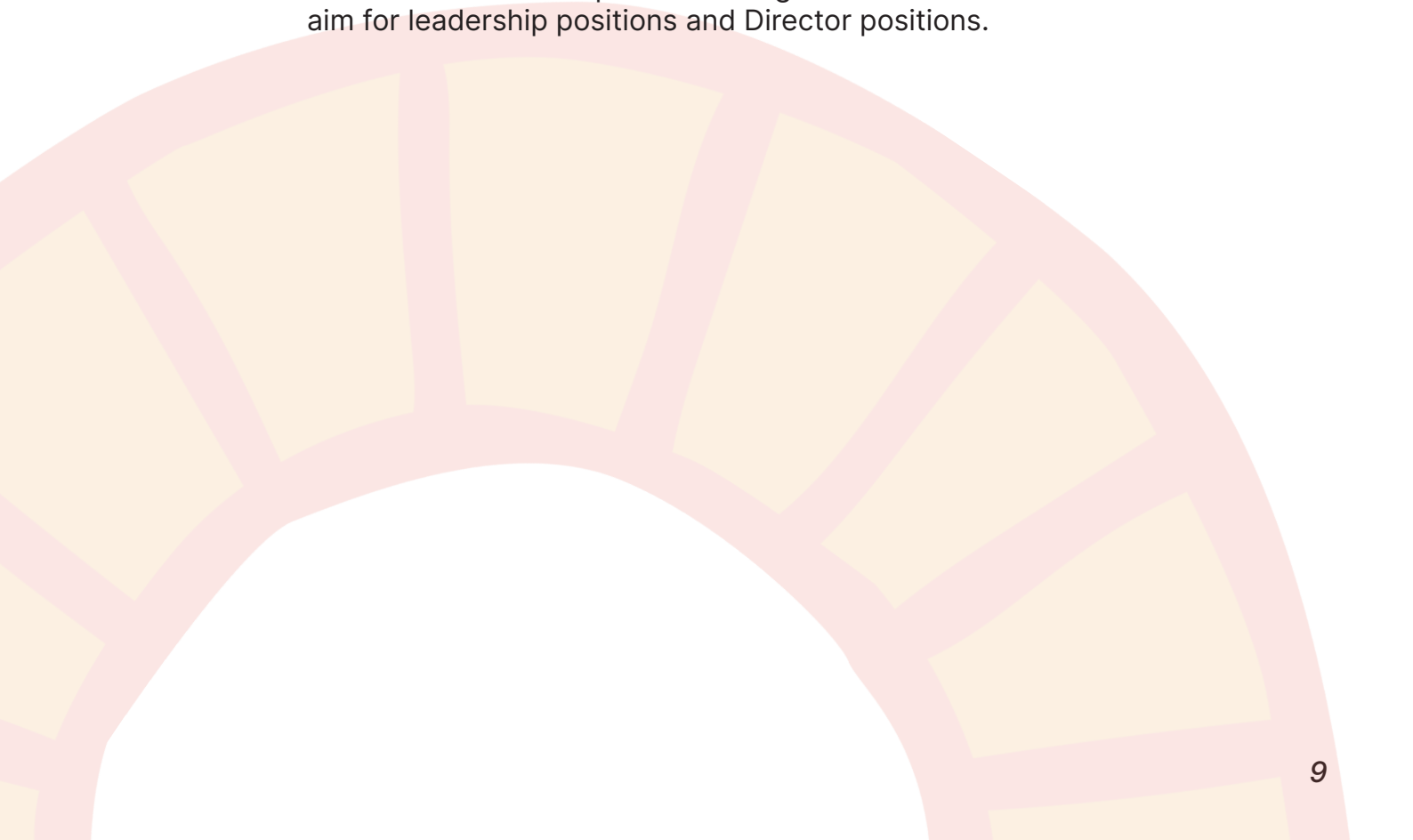
- Have identified positions and traineeships across the organisation;
- More Aboriginal and Torres Strait Islander staff in management positions;
- Defined pathways to grow Aboriginal and Torres Strait Islander leadership positions;
- Equip allies by increasing the capability of non-Indigenous people to provide effective, culturally safe services;
- Fulfill a full Board of Directors and Observers.





### Targets (How we will achieve this):

- Have 7 Aboriginal and Torres Strait Islander traineeships over 5 years;
- All management positions filled by Aboriginal and Torres Strait Islander people or Team Leader with the intention of becoming manager in work goals;
- Aim for 50% balance of Aboriginal and Torres Strait Islander staff across all program areas;
- Create an Aboriginal and Torres Strait Islander staff network to ensure Aboriginal and Torres Strait Islander staff are well supported and heard. This will assist in retaining Aboriginal and Torres Strait Islander staff;
- Expand cultural safety training opportunities and provide cultural supervision to non-Indigenous staff;
- Embedded mentorship for all Aboriginal and Torres Strait Islander staff to aim for leadership positions and Director positions.





# *Growing for our Future*

## **Priorities (Actions):**

- Ngootyoong Mara Cultural Healing Centre: Continue to strengthen the Cultural Healing Centre's vision and aspirations;
- Elders' housing: Seek funding to provide Elders with safe and appropriate housing;
- Sustainability and growth of current infrastructure: Continue to seek funding to develop better infrastructure to meet growing and changing needs of the Community;
- Building infrastructure (new additions, renovations) has a focus on being culturally safe.

## **Outcomes (What we will achieve):**

- Ngootyoong Mara a hub for cultural healing and connection for Aboriginal and Torres Strait Islander people in the Portland area;
- Develop and sustain Elder's housing that is safe and appropriate for them to live longer with a better quality of life;
- Ensure organisation's infrastructure (governance, structure, management arrangements, administrative, financial, and information technology systems) are capable of responding to the growth and changes of the organisation;
- Sustainability (social, environmental, and economic) protect the long-term viability – managing energy costs, reduce use (water, waste, electrical), create a green building. Reviews of programs viability regularly, maintaining the relationship between the organisation and Community;
- Growth infrastructure (projecting and planning). Aligns with vision and other priorities.



### Targets (How we will achieve this):

- Develop a master plan for both Julia Street and Wellington Road sites;
- Feasibility studies completed for Elders accommodation and the expansion of Wellington Road and Julia Street sites;
- Purchasing new CMSs (Client Management Systems);
- Upgrade internal administrative platforms to assist the function of back-end administration;
- Strengthen systems in place that support governance and risk management for the organisation.



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