



Geraldton
Regional
Aboriginal
Medical
Service

An organisation of Aboriginal people, for
Aboriginal people controlled by Aboriginal people.

STRATEGIC PLAN
2015/2018

Geraldton Regional Aboriginal Medical Service (GRAMS)

Commencing in 1978 in a small house located in Beachlands, GRAMS, a community controlled Aboriginal organisation, established an affordable and culturally appropriate health service in the Geraldton community. The Board employed one doctor, who was supported by a team of volunteer workers taking on roles in reception, administration, bookkeeping and as health workers.

From these humble beginnings GRAMS rapidly expanded, attracted recurrent funds to employ a workforce and in 1992, moved to larger premises in Rifle Range Road, Rangeway. This building was upgraded in 2004 to accommodate the growing service.

Through resident and mobile services, GRAMS delivers, and works collaboratively with other services, to provide a range of comprehensive primary health care programs throughout the Midwest and Murchison districts, promoting healthy lifestyles, social and emotional well-being and early interventions targeting:

- Maternal and child health
- Adolescent health
- Men's and women's health
- Sexual health
- Chronic disease prevention, intervention and self-management
- Mental health
- Prison health
- Ear, eye and oral health
- Communicable diseases

GRAMS provides over 26,000 episodes of care to clients across the Midwest and Murchison District. 88% of these clients are Aboriginal, 12% non-Aboriginal



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The Health of Our People

Aboriginal and Torres Strait Islander populations across Australia are disproportionately disadvantaged across the social determinants of health, experiencing less educational attainment, higher levels of unemployment, and more exposure to certain health risks such as smoking, poor nutrition, alcohol misuse, overcrowded living conditions, violence and higher incarceration rates. This picture is no different in the Midwest and Murchison districts.

WHEN COMPARED WITH THE GENERAL POPULATION:

- 13% of all Aboriginal babies born in the Midwest had a low birth weight.
- Infant mortality is 5.4 times higher.
- The proportion of Aboriginal children fully immunised is lower.
- 52% of the adult Aboriginal populations are daily smokers.
- 24% of Aboriginal people living in non-remote areas use illicit substances.
- The rate of sexually transmitted infections is four times higher.
- Nutrition related health conditions; heart disease, type II diabetes, obesity and renal disease are the principal causes of ill-health.
- 82% of Aboriginal people aged 15 years or over experience at least one life stressor in 12 months (e.g. death of a family member or close friend, serious illness or disability, inability to get a job, overcrowding at home and alcohol and drug-related problems).
- Aboriginal people are at least twice as likely to have a profound or severe core activity limitation in all ages (8, 9).

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Our Commitment

MISSION

GRAMS mission is to provide high quality and progressive health care to Aboriginal people.

VISION

GRAMS vision is for Aboriginal people to live healthy lives, enriched by a strong living culture, dignity and justice, and that GRAMS is recognised as a driving force in achieving this.

VALUES

GRAMS is a values driven organisation represented by five core characteristics:

RESPECT

Acknowledge that all people are different from each other in some way; no better, no worse than ourselves, just different. GRAMS accepts and values all people without judgment, and is open to positive relationship building.

EMPOWERMENT

Believe that greater health and well-being gain can be achieved by sharing our knowledge, experience and expertise in ways that builds confidence and independence.

EXCELLENCE

Pursue high quality performance in all that we do; as employees, as an organisation and as members of our community.

COMPASSION

Respectfully care for each other and all those to whom we serve.

ACCOUNTABILITY

Behave ethically and responsibly and conduct business that promotes professionalism, transparency and integrity.

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Strategic Intent

The National Partnership Agreement on Closing the Gap in Indigenous Health Outcomes: Implementation Plan (6) identified clear priorities targeting smoking, healthy transition to adulthood, child and maternal health, effective primary health care services, access and coordination. As such, the plan called for:

- Engagement of Aboriginal people in service design;
- Program sustainability;
- Services that are physically and culturally accessible;
- Effective coordination and interagency collaboration; and
- Regular performance monitoring, review and evaluation of all programs.

In response to this plan and central to all activities undertaken by GRAMS, are core principles that underpin our commitment to achieving our vision.

GUIDING PRINCIPLES:

1. Value, respect and promote acceptance of the cultural diversity of all people and promote understanding of the rights, views, values and expectations of Aboriginal people.
2. Promote a holistic approach to all that we do by responding to the physical, spiritual, cultural, emotional and social well-being of Aboriginal people, and ensure that our services empower Aboriginal people to have an active role in managing their own health and well-being.
3. Pursue high quality and evidenced based activities in all that we do.
4. Promote improved access to equitable health care that is culturally respectful and provided by a culturally competent health workforce.
5. Ensure that community decision making, participation and control is integral to GRAMS and that we remain accountable to the community.
6. Work collaboratively to strengthen partnerships at a national, state, territory, regional and local level, targeting strategies to improve the broader determinants of health for Aboriginal people.
7. Recognise that health promotion and illness prevention is a core activity within all health programs and services developed and provided by GRAMS.
8. Recognise and promote the positive impact that our workforce have on health service delivery and actively promote career opportunities for our Aboriginal workforce.

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Strategic Direction

The GRAMS Strategic Plan 2015 – 2018 builds on our strengths to further develop an integrated and coordinated approach to improving the health of Aboriginal people. It represents the culmination of a range of research and planning activities (1-5) that has seen significant engagement of the Aboriginal community, our staff and our partners. The plan provides a holistic and outcomes focused response to the fundamental issues of Aboriginal health and well-being. It builds onto the COAG responsive Aboriginal health planning strategy(7), which saw a high level of interagency commitment to work collaboratively to address initiatives required to Close the Gap between Aboriginal and non-Aboriginal people.

The GRAMS Strategic Plan 2015 – 2018 reflects our purpose and our core values. It describes our vision for the future and principles that define how we will work. It identifies key result areas within four broad focus areas: Our People, Our Community, Our Workforce and Our Business. This framework will support us to improve service delivery and health outcomes, respond to our community, strengthen our workforce and to build a stronger organisation.

OUR PEOPLE

Improve the quality and effectiveness of our primary health care programs by focusing on evidence based, cost effective and people centered activities.

OUR COMMUNITY

Engage and encourage our community to participate in the development and utilisation of a service that is culturally appropriate to all Aboriginal people.

OUR WORKFORCE

Develop and enhance a creative and supportive workplace.

OUR BUSINESS

Improve and develop systems that will facilitate our ability to accommodate measure and demonstrate accountability for all our programs and services.



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Strategic Priority 1

OUR PEOPLE

Improve the quality and effectiveness of our primary programs by focusing on evidence based, cost effective and people centered activities.

KEY RESULT AREAS	KEY STRATEGIES
Increased access to culturally appropriate comprehensive primary health care in the Murchison district	<ul style="list-style-type: none">• Audit of service outcomes of GRAMS Murchison Outreach Services• Explore options for expanding GRAMS service delivery to communities within the Midwest, Murchison and Gascoyne region
High quality, culturally appropriate and coordinated acute clinical services are provided to Aboriginal people	<ul style="list-style-type: none">• With liaison roles and clinical partnerships, pursue improved communication and coordination between all services supporting Aboriginal clients• Explore nurse practitioner roles within an urban and rural setting
A model of chronic disease based on best practice is provided through a coordinated team approach	<ul style="list-style-type: none">• Provide a whole of organisation approach to GRAMS model of service delivery for Chronic Disease Management which build upon existing services
A culturally appropriate model of community care is provided for aged Aboriginal people and those with disabilities	<ul style="list-style-type: none">• Review home community and residential care services for Aboriginal people• Manage Sunset Pensioner Units
Target population/public health programs and strategies which have proven to be effective, particularly those which address the social determinants of health are evident in our service design	<ul style="list-style-type: none">• Develop the knowledge, skills and capacities of youth, men and women to self-manage their health and healthy lifestyle choices through EARLY health promotion, disease prevention activities, with a particular focus on smoking, nutrition, alcohol, physical activity and social and emotional well-being and prevention of chronic disease
Collaborative strategies build on the cultural strengths of our people and enhance individual and community social and emotional well-being.	<ul style="list-style-type: none">• Establish integrated networks and programs promoting community supported and evidence based activities promoting social and emotional well-being
Developing GRAMS cultural agenda	<ul style="list-style-type: none">• Establish GRAMS cultural packages

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Strategic Priority 2

OUR COMMUNITY

Engage and encourage our community to participate in the development and utilisation of a service that is culturally appropriate to all Aboriginal people

KEY RESULT AREAS	KEY STRATEGIES
<p>The Aboriginal Community is involved in our decision making and contributes to the development of our business, programs and activities</p>	<ul style="list-style-type: none">• Promote GRAMS mission, vision, values, goals, service priorities and achievements throughout our service and through all business and program activities• Engage our community in service and program evaluation
<p>GRAMS provides and facilitates culturally secure health care for Aboriginal people</p>	<ul style="list-style-type: none">• Promote and facilitate cultural security training of the workforce• Work with health sector partners to facilitate improvement in providing culturally secure health care
<p>Domestic Violence Program</p>	<ul style="list-style-type: none">• Provide casework services to Aboriginal victims of family violence and their families• Provided crises and ongoing intervention, counselling and support for victims and families of family violence• Provide prevention and early intervention education programs• Provide ongoing professional development• Aboriginal Health Practitioners to complete Certificate IV Aboriginal Family Health• Attendance of Aboriginal Health Practitioners (and manager as required) at bi-annual Aboriginal Family Health Worker Network meetings
<p>Suicide Prevention</p>	<ul style="list-style-type: none">• GRAMS has a whole organisation response to suicide• Provide early intervention through internal and external support services• Provide counselling and support clients and their families• Professional development of staff: Aboriginal Mental Health First Aid and Gate Keeper Course• National Empowerment Project• Equine Therapy

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Strategic Priority 3

OUR WORKFORCE

Develop and enhance a creative and supportive workplace

KEY RESULT AREAS	KEY STRATEGIES
<p>Organisation pride is engendered through our values</p> <p>Our workforce is encouraged and supported to live healthy lives</p> <p>Innovative professional and career development opportunities are offered to our workforce</p>	<ul style="list-style-type: none">• Promote understanding and acceptance of cultural diversity and how this fits within the values of the organisation• Support and encourage positive and health promoting attitudes and team skills• Pursue industry partnerships supporting health career development and pathways for Aboriginal people, including regular access to Aboriginal Health Practitioner, allied health and community care and aged care training in the region

Strategic Priority 4

OUR BUSINESS

Improve and develop systems that will facilitate our ability to accommodate, measure and demonstrate accountability for all our programs and services

KEY RESULT AREAS	KEY STRATEGIES
<p>Strengthened governance and management systems are strong and support integrated planning monitoring and evaluation</p>	<ul style="list-style-type: none"> • Develop a planning strategy that links Strategic, Business and Service planning to individual performance and facilitates monitoring and evaluation
<p>Developed and enhanced secure and effective business, financial and information management systems maximise quality, minimise risk and utilise information to guide timely and appropriate decision making</p>	<ul style="list-style-type: none"> • Review and update GRAMS Business systems and processes, focusing on an integrated risk management approach to operational and financial management • Review information resources to maximise evidence based planning
<p>GRAMS provides leadership in establishing robust relationships at a local, state, territory, national and international level</p>	<ul style="list-style-type: none"> • Seek opportunities for the Board and key staff members to participate in initiatives that will benefit the goals of the organisation. • Work with our community and industry partners addressing the social determinants of health
<p>GRAMS reviews physical resources required to provide high quality and safe services</p>	<ul style="list-style-type: none"> • Review current building and infrastructure capacity • Consider GRAMS environmental impact

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Committing Our Strategic Goals to Actions

OUR PEOPLE

Improve the quality and effectiveness of our primary health care programs by focusing on evidence based, cost effective and people centered activities

KEY RESULT AREAS	WHAT WE WILL DO	HOW WE WILL MEASURE OUR SUCCESS
Establish a Meekatharra Clinic	<ul style="list-style-type: none"> Set up the Meekatharra Clinic and surrounds Prioritise service development Recruit an outreach doctor and local staff Establish local collaborations to enhance service coordination Promote services throughout the Murchison district 	<ul style="list-style-type: none"> The Meekatharra Clinic is established Increased episodes of care to Aboriginal people Increased targeted screening, prevention, early intervention, promotion and secondary prevention Positive feedback through annual focus groups
Explore options for expanding GRAMS service delivery to communities within the Midwest Murchison and Gascoyne regions	<ul style="list-style-type: none"> Undertake a mapping and gapping exercise Develop a service plan Negotiate possible funding sources Review SIHI, Mobile Clinic and other programs in Mt Magnet and the Murchison and develop a strategy to address clinical and political issues 	<ul style="list-style-type: none"> Need is identified Service plan established Funding sources identified
Review our model of clinical care to identify opportunities to improve access and throughout	<ul style="list-style-type: none"> Compare program models with evidence of best practice and improved efficiencies and plan appropriate changes Increase oral health services provided by GRAMS Increase dental services to the Murchison through the Mt Magnet Clinic Train more Aboriginal Health Practitioners in oral hygiene, dental nursing and allied health 	<ul style="list-style-type: none"> Increased access to acute clinical care Decreased presentations of Aboriginal people to Geraldton Regional Hospital Increased oral health services Increased dental care in the Murchison Increased number of Aboriginal Health Practitioner's trained in oral hygiene and dental nursing
Through liaison roles and clinical partnerships, pursue improved communication and coordination between all services supporting Aboriginal clients	<ul style="list-style-type: none"> Continue to support our Aboriginal Liaison and outreach services through the following Communication protocols Shared care arrangements / coordination Transportation protocols 	<ul style="list-style-type: none"> Improved communication Improved coordination of Aboriginal clients accessing multiple services Improved access to timely transportation

OUR PEOPLE

Improve the quality and effectiveness of our primary health care programs by focusing on evidence based, cost effective and people centered activities

KEY RESULT AREAS	WHAT WE WILL DO	HOW WE WILL MEASURE OUR SUCCESS
<p>Increase of Nurse Practitioner presence</p> <p>Review the mobile service in line with the development of the Murchison service</p> <p>Provide a whole of organisational approach to GRAMS model of service delivery for Chronic Disease management which builds upon existing services</p> <p>Review home, community and residential care services for Aboriginal people</p>	<ul style="list-style-type: none"> • Identify service improvement capacity through Nurse Practitioner roles and submit costed options to the GRAMS Board • Review the capacity of the mobile service based in Mt Magnet to provide increased service delivery to remote communities • Undertake a Chronic Disease audit • Develop and implement a Chronic Disease management pathway that: <ul style="list-style-type: none"> – Builds chronic disease programs into core business – Appropriately resources screening, care planning that facilitates patient self-management of chronic disease – Provides a multi-disciplinary team approach to chronic disease care • Develop a renal footprint for GRAMS • Develop a suicide footprint for GRAMS • Introduce a shared health electronic system between GRAMS and Geraldton Regional Hospital and other Aboriginal Medical Services (Gold Health) • Undertake an assessment of need for GRAMS to pursue HACC funding • Develop HACC program (including day care) 	<ul style="list-style-type: none"> • Our model of clinical care reflects community need and integrated best practice • Increased service delivery to the Murchison communities • Funding secured • We have evidence of the positive impact of increase prevention, early intervention, care planning and secondary prevention programs • Increase in number of care plans • Annual audit of care plans indicate compliance with best practice • Completion of a suicide and renal scoping document • Regional renal strategy developed • Regional suicide strategy developed • Update of patients in the sharing of their health records between identified health service providers • We have a model of community care that enhances the quality of life for frail older Aboriginal people and those with a disability

OUR PEOPLE

Improve the quality and effectiveness of our primary health care programs by focusing on evidence based, cost effective and people centered activities

KEY RESULT AREAS	WHAT WE WILL DO	HOW WE WILL MEASURE OUR SUCCESS
<p>Develop the knowledge, skills and capacities of youth, men and women to self-manage their health and healthy lifestyle choices through EARLY health promotion, disease prevention activities with a particular focus on smoking, nutrition, alcohol, physical activity and social and prevention of chronic disease</p>	<ul style="list-style-type: none"> • Link health and well-being checks with preventative education to all new patients and adults 15yrs+ • Do six monthly SNAPE audits • Develop tool to measure planned interventions, promotions delivered and to monitor motivation • Explore opportunity to employ a health promotion officer • Train and deliver Mental Health First Aide to school groups • Continue collaborative partnerships with local agencies • Develop Youth Mental health role and program • Continue to develop the maternal and child health program • Pursue increased Midwifery hours Monday – Friday and extend service to Murchison • Implement midwifery model of shared care • Engage Aboriginal grandmothers and aunties in the delivery of the core of life program • Deliver SNAPE brief intervention at all antenatal screening • Continue to work with our partners to improve immunisation rates (extension of clinic, opportunistic and increased number of nurses and CMH Aboriginal Health Practitioners with immunisation certificates) • Increased attendance of overdue children to GRAMS clinic 	<ul style="list-style-type: none"> • Programs are planned and delivered according to community need and evidence of effectiveness • SNAPE audit identifies increased activity and increased education • Evidence of review and goal building at team meetings • Increased number of promotional activities at schools, youth and through media outlets • Youth mental health program established • Ante natal /post natal checks meet best practice standards • Increased antenatal attendance in all trimesters in the Murchison and Midwest regions • Evidence of increased birth weights • Increased and sustained immunisation rates • All Child and Maternal Health Aboriginal Health Practitioners have immunisation certificates • Improved uptake of child health checks by the GP and collaborative team • Increased uptake of Medicare item 715 and PIP payments

OUR PEOPLE

Improve the quality and effectiveness of our primary health care programs by focusing on evidence based, cost effective and people centered activities

KEY RESULT AREAS	WHAT WE WILL DO	HOW WE WILL MEASURE OUR SUCCESS
	<ul style="list-style-type: none"> • Pursue the employment of a Child Health Nurse • Hold annual child health days (mini expos for all children 6-15 years, where they have health checks) • Link with parental and child health programs • Further develop our collaborative role in sexual health with population health. • Seek funding to employ an Aboriginal Health Practitioner as a drug and alcohol counsellor focusing on prevention, harm minimization and support for those affected by alcohol and drugs. • Conduct an audit of the existing service providers in the industry (mapping and gapping) • Coordinate the establishment of an interagency group in drug and alcohol • Develop GRAMS cancer, STI and asthma footprint • Continue to develop strategies and partnerships that assist homeless clients in overcoming barriers they face in key areas such as access to health care, accommodation, transport, mental health and daily living concerns 	<ul style="list-style-type: none"> • Evidence of increased contact tracing • Aboriginal Health Practitioner employed and program developed in partnership with existing providers • Audit completed and reviewed • Interagency group established and meetings held • Confirmation of service scoping document • Increased referrals to agencies • Increased active participation in community organisations addressing homelessness

OUR PEOPLE

Improve the quality and effectiveness of our primary health care programs by focusing on evidence based, cost effective and people centered activities

KEY RESULT AREAS	WHAT WE WILL DO	HOW WE WILL MEASURE OUR SUCCESS
<p>Establish GRAMS</p>	<ul style="list-style-type: none"> • Explore opportunities to develop a 'Mobile Street Clinic' that goes out into the community and consults with clients that are hard to get into the clinic • Pursue funding to continue to provide a body transfer service that brings deceased clients home • Further develop our prison health program for the region • Further develop our environmental health with local government health department and Bundiyarra • Develop and implementation of clinical policies and procedures • Improve client case management and follow up by clinic staff • Develop and implement IT strategies that address gaps with regard to media – sharing/video conferencing clinical sessions 	<ul style="list-style-type: none"> • Established Mobile Street Clinic • Funding to facilitate increased support for families to bring deceased clients home • Expand prison health program which demonstrates improved health outcomes for prisoners/ex-prisoners • Number of successful partnerships increased • Clinical policies and procedures developed, educated to staff and implemented • Communicare data will show an increase in case management • Video conferencing clinical sessions are a regular practice of the GRAMS patient care
<p>Cultural Agenda</p>	<ul style="list-style-type: none"> • Develop cultural awareness packages specifically focusing on health 	<ul style="list-style-type: none"> • Number of cultural packages developed

OUR COMMUNITY

Engage and encourage our community to participate in the development and utilisation of a service that is culturally appropriate to all Aboriginal people

KEY RESULT AREAS	WHAT WE WILL DO	HOW WE WILL MEASURE OUR SUCCESS
<p>Promote our mission, vision, values, goals, service priorities and achievements throughout our service and through all business and programs activities</p>	<ul style="list-style-type: none"> • Post GRAMS mission, vision, values, goals and service priorities throughout the service • Increase the positive and promotional stories through multi-media outlets 	<ul style="list-style-type: none"> • The GRAMS mission, vision, values, goals and service priorities are clearly posted throughout the service • A survey will identify staff and consumer familiarity of at least 50% of GRAMS mission, vision, values, goals and service priorities • 30 positive stories have been published or presented each year
<p>Engage our community in service and program evaluation</p>	<ul style="list-style-type: none"> • Provide opportunity for regular feedback through suggestion boxes • Develop focus group skills • Conduct annual focus groups engaging youth, men and women's groups in Geraldton and the Murchison (three in each community) 	<ul style="list-style-type: none"> • There is evidence that service development/delivery responds to consumer feedback
<p>Promote and facilitate cultural security training of the workforce</p>	<ul style="list-style-type: none"> • Implement mandatory cultural security training for GRAMS workforce and for those working in partnership with GRAMS • Review cultural security protocols 	<ul style="list-style-type: none"> • All GRAMS staff and other health professionals providing a service for GRAMS have completed cultural security training • Cultural security protocols have been updated and are available to all staff
<p>Work with health sector partners to facilitate improvement in providing culturally secure health care</p>	<ul style="list-style-type: none"> • Negotiate with our partners to improve cultural security of hospital and health services (physical environment, protocols, communication etc.) • Increase the Aboriginal Liaison Coordinator and the Indigenous Outreach Workers 	<ul style="list-style-type: none"> • There is evidence of improved cultural safety in other health services • Increase the number of staff

OUR COMMUNITY

Engage and encourage our community to participate in the development and utilisation of a service that is culturally appropriate to all Aboriginal people

KEY RESULT AREAS	WHAT WE WILL DO	HOW WE WILL MEASURE OUR SUCCESS
Domestic Violence Program	<ul style="list-style-type: none"> • Provide casework services to Aboriginal victims of family violence and their families • Provide crises and ongoing intervention, counselling and support for victims and families of families' violence • Review of Communicare Information data to be captured • Provide prevention and early intervention education programs • Provide ongoing professional development (conference/ workshops) • Aboriginal Health Professional to complete Certificate IV Aboriginal Family Health (Family Violence, Sexual Assault & Child Protection) 	<ul style="list-style-type: none"> • Number of episodes captured on Communicare • Number of education programs developed and delivered with evaluation of the deliveries • Number of staff successfully trained
Suicide Protection	<ul style="list-style-type: none"> • GRAMS has a whole of organisation response to suicide • Provide early intervention through internal and external support services • Provide counselling and support clients and their families • Professional development of staff: Aboriginal Mental Health First Aid and Gate Keeper Course • National Empowerment Project • Equine Therapy 	<ul style="list-style-type: none"> • Increase in clients and family presenting with suicidal ideation and receiving support • Communicare data captured • Increase in referrals to internal and external support • Number of staff trained and confident in skills obtained • Number of referrals to attend therapy

OUR WORKFORCE

Develop and enhance a creative and supportive workplace

KEY RESULT AREAS	WHAT WE WILL DO	HOW WE WILL MEASURE OUR SUCCESS
<p>Promote understanding and acceptance of cultural diversity and how this fits within the values of the organisation</p>	<ul style="list-style-type: none"> Promote a positive and supportive working environment 	<ul style="list-style-type: none"> A satisfaction survey of the workforce identifies increased application of GRAMS values
<p>Support and encourage positive and health promoting attitudes and team skills</p>	<ul style="list-style-type: none"> Promote and provide healthy lifestyle activities at GRAMS Support all staff to quit smoking and make GRAMS 100% smoke free Promote healthy eating 	<ul style="list-style-type: none"> 75% GRAMS staff participate in regular exercise activities Smoking is prohibited on the GRAMS campus and in any GRAMS sponsored activities Catering at all GRAMS functions promotes healthy eating
<p>Pursue industry partnerships supporting career pathways for Aboriginal Health Practitioners including regular access to Aboriginal Health Practitioner training in the region</p>	<ul style="list-style-type: none"> Identify career development opportunities in multi-skilling, traineeships, Aboriginal Health Practitioner training, bridging programs to undergraduate study and other professional development Explore capital options and partnerships to build a supportive study area on site Review succession planning strategies to ensure career opportunities for Aboriginal staff are enhanced Increase student placement experience options in the Midwest and Murchison Establish an annual scholarship targeting Aboriginal student entry to undergraduate education focusing on health careers Explore an option in employing a fulltime Psychiatrist Recruit a drug and alcohol worker 	<ul style="list-style-type: none"> There is evidence of career pathways for Aboriginal Health Practitioners and at least four Aboriginal Health Practitioners are participating in these programs each year Aboriginal Health Practitioner training is provided regularly in the region Evidence of succession planning Increased student placements in Aboriginal settings One scholarship awarded each year with three graduates within three years Recruitment of a Psychiatrist and drug and alcohol worker

OUR WORKFORCE

Develop and enhance a creative and supportive workplace

KEY RESULT AREAS	WHAT WE WILL DO	HOW WE WILL MEASURE OUR SUCCESS
<p>The business of the Centre of Excellence is well known</p>	<ul style="list-style-type: none"> • Establish a Research Advisory Committee, which provided advice and guidance to the Board and staff on matters relating to research • Improve GRAMS' research profile • Use research to promote programs and services as best practice • Increase, monitor and utilise Research Collaboration opportunities • Initiate research projects that seek to address current health trends, with priorities • Provide opportunities for Aboriginal staff to be cultural and clinical preceptors and set time aside for them to undertake this role 	<ul style="list-style-type: none"> • Research Advisory Committee established and meeting regularly • Aboriginal staff are trained as preceptors

OUR BUSINESS

Improve and develop systems that will facilitate our ability to accommodate, measure and demonstrate accountability for all our programs and services

KEY RESULT AREAS	WHAT WE WILL DO	HOW WE WILL MEASURE OUR SUCCESS
<p>Develop a planning strategy that links Strategic, Business and Service planning to individual performance and facilitates monitoring and evaluation</p>	<ul style="list-style-type: none"> • Develop a planning strategy that links Strategic, Business and Service planning to individual performance 	<ul style="list-style-type: none"> • There is a clear link between Strategic, Business and Service planning to individual performance and this is understood by all staff and is monitored by Board Members
<p>Review and update GRAMS Business systems and processes, focusing on an integrated risk management approach to operational and financial management</p>	<ul style="list-style-type: none"> • Review and update GRAMS Business Plan 	<ul style="list-style-type: none"> • The GRAMS Business Plan is completed • There is an integrated risk management approach to operational and financial management • Information is used to guide timely and appropriate decision making
<p>Review information resources to maximise evidence based planning</p>	<ul style="list-style-type: none"> • Further develop research networks • Review programs and practice against evidence of effectiveness • Through partnerships, pursue one research project per year 	<ul style="list-style-type: none"> • Evidence of robust research networks • Evidence of program review and application of best practice methods • Research of projects are published
<p>Seek opportunities for Board and key staff members to participate in initiatives that will benefit the goals of the organisation</p>	<ul style="list-style-type: none"> • Promote and support membership of Board and key staff in organisations which provide a strategic benefit to GRAMS 	<ul style="list-style-type: none"> • 50% Board and key staff members have an active role in contributing to local, state, national and international forums targeting improvement in Aboriginal health outcomes
<p>Work with our community and industry partners addressing the social determinants of health</p>	<ul style="list-style-type: none"> • Actively pursue collaborative projects targeting the improvement of education opportunities, housing employment and social justice 	<ul style="list-style-type: none"> • GRAMS memberships demonstrate achievements in collaborative activities addressing the social determinants of health

OUR BUSINESS

Improve and develop systems that will facilitate our ability to accommodate, measure and demonstrate accountability for all our programs and services

KEY RESULT AREAS	WHAT WE WILL DO	HOW WE WILL MEASURE OUR SUCCESS
<p>Review current building and infrastructure capacity</p> <p>Consider GRAMS environmental impact</p>	<ul style="list-style-type: none"> Consider IT and capital infrastructure needs and develop an infrastructure plan Develop an environmental impact policy and train the workforce in strategies to reduce GRAMS carbon footprint 	<ul style="list-style-type: none"> There is an IT and building plan that accommodates future growth needs An environmental impact policy is developed and implemented There is reduction in power and water consumption at GRAMS

THE REVIEW PROCESS

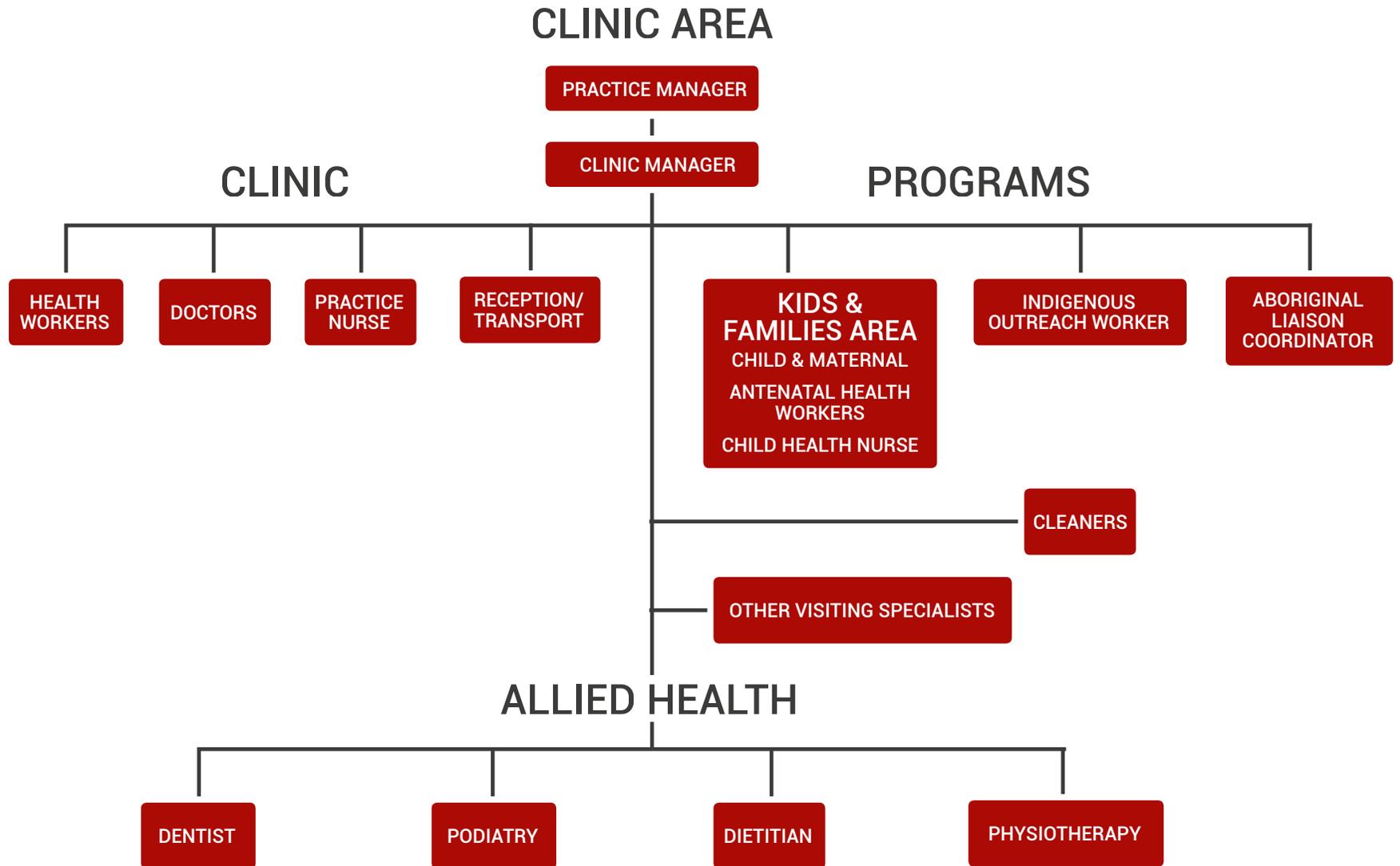
The following process is being applied for monitoring processes (including monitoring the management of risks) in regards to how GRAMS is going in achieving its strategic objectives:

- The Chief Executive Officer will report to the Board of Directors approximately every six months on the indicators set out on the right hand column of the plan
- The Board of Directors will review progress in meeting these indicators in discussion with the Chief Executive Officer and senior staff as appropriate, every six month
- The Board of Directors may decide to adjust these indicators at any time, following a review

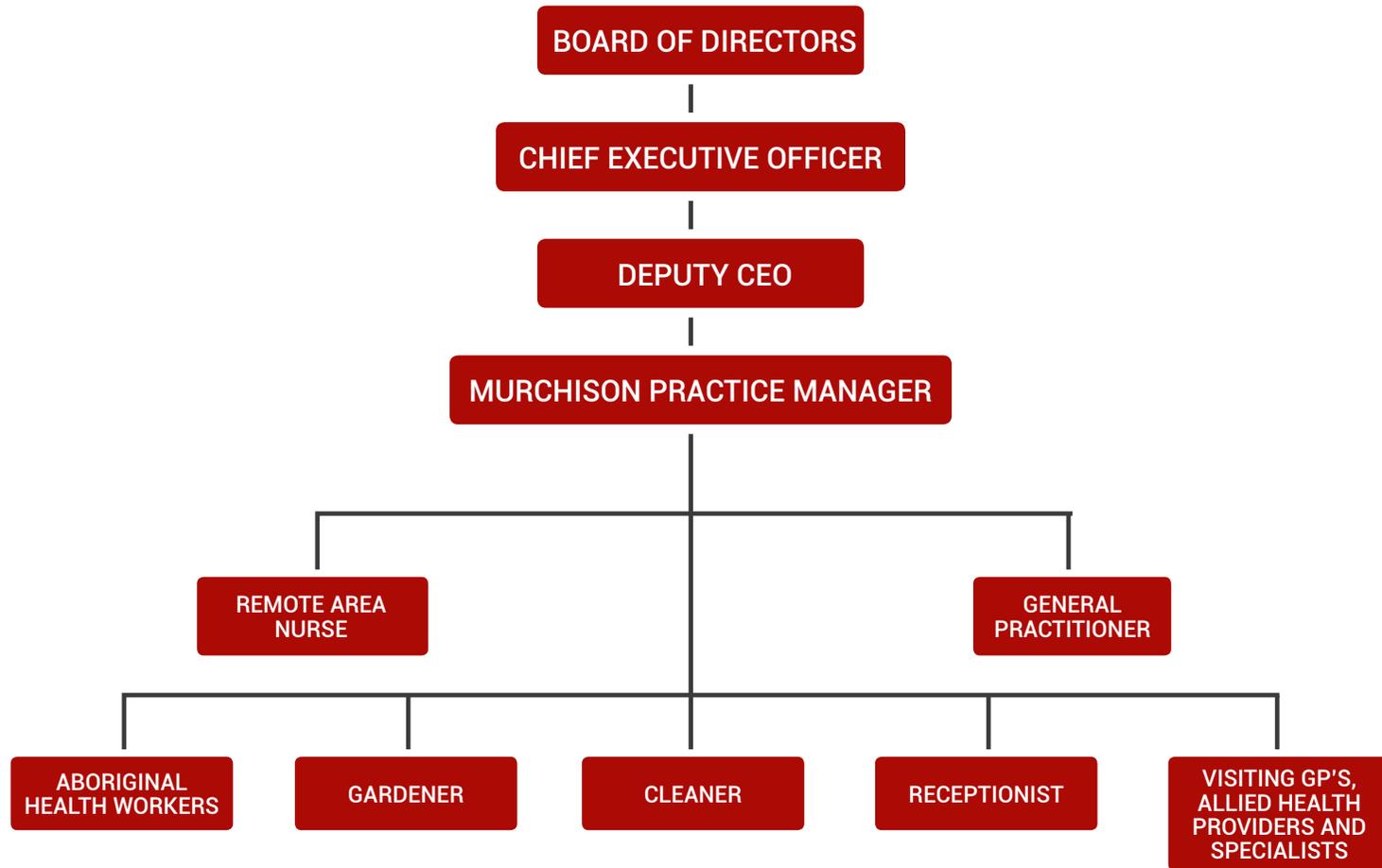
Our Organisation



Our Organisation (Cont.)



MURCHISON OUTREACH SERVICE



Our Board

Member: Sandy Davies

Contact Details

Mobile: 0429 174 332

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I am a proud father of 8 kids and 19 grandchildren. I am also a proud Nanda man of the Amati region, with a keen interest in football (particularly the Northampton Rams)

I have an extensive history in Aboriginal affairs which dates back some 30 years when I first took to the road with key people such as Leadham Cameron and Bill Mallard fighting for justice and a fair go for Amati people. My mentors include people such as the late Robert Riley and the late Leadham Cameron, who were key people in my life, and Margaret Colbung who is a fighter for Aboriginal health injustices.

I want equal rights for all of our people when they are accessing health services and other services provided by government agencies. I am passionate about social justice and making sure our people have a voice and the right to be heard.



Member: Gordon Gray

Contact Details

Email: gordon@bundiyarra.org.au

I have been living on and off in the Midwest region for 19 years. I have 2 grown-up daughters and 4 lovely grannies.

I have worked for various government agencies including ATSIC and FACSIA and I also worked on the Trans-Line east of Kalgoorlie.

I want to pass on to the younger generation the knowledge and experiences that I have gained over the years, as I believe that our youth are the future of our people. I am passionate about capacity building as I see this as the best way in which true empowerment can be gained for our people.

I believe that diabetes is the hidden threat to our people but that with smart thinking, which GRAMS has shown through the establishment of a mobile clinic for the Murchison, the future of our people is only going to get better.

Finally, I truly believe in the Mountain and Mohammad statement which means that if something does not come to you, then you must go to it – a bit like the mobile clinic!



Member: Rachael Mallard

Contact Details

Mobile: 0407 391 545

I am a proud Nanda woman with strong cultural ties to the Barrel Well/Kalbarri areas. I am the proud mother of 7 children, 3 girls and 4 boys, as well as a grandmother of five beautiful boys, Kelvin and Peter. I come from a strong family of political activists and William Mallard Snr was instrumental in the implementation of a number of Geraldton initiatives and a strong fighter for Aboriginal rights.

I am passionate about family, culture and health as I believe that without good health you have nothing. I believe that any programs that are being developed for Aboriginal issues are to be done in conjunction with Aboriginal people, as not to teach our people how to do things will only end negatively.



Member: Allan Mallard

Contact Details

Email: allan.mallard@grams.asn.au

I was born in Perth, Western Australia. I achieved HSC year 12 in Sydney and have my private pilot's licence with over 200 hours flying experience, flying out of Bankstown Airport NSW.

I commenced my career in the Western Australian Police Force in 2001 as an Aboriginal Police Liaison Officer and now have gained the rank of Senior Constable working in Perth, Roebourne, Port Hedland, Halls Creek, Geraldton and Merredin.

I have been a Board Member and a supporter of GRAMS for a number of years.



Member: Justin Mallard

Contact Details

Phone: 9921 8063

I am a well-known sporting identity in the Geraldton community, having played for the local SBL team the Buccaneers and then Railways for many years. I am now involved with coaching young people.

My Mum and Dad were instrumental in the establishment of the Aboriginal Medical Service back in 1978. My Mum then went on to become one of the well-known fighters for equality for all in health in this country.

I had an early introduction to political life as my Mum used to take me along to many of her meetings. I am doing the same with my beautiful daughter Arley, who comes to my BRAMS board meetings with me.

I am a strong supporter of GRAMS and what it stands for, which is making sure our community has access to the best health care service. I want to see more young people standing up and having a go working alongside the current leaders of our community so that when they have to speak on behalf of either the community or their family, they will do so with strength.



Member: Carrissa Bellottie

Contact Details

Email: carrissa.bellottie@grams.asn.au

I currently live in Geraldton, however I still like to call Shark Bay my home, where I grew up and lived for many years.

Both parents are still with me, my mother coming from the Shark Bay (Malgana) area and my father who grew up around Northampton/Murchison areas (Nanda) and whose father (my grandfather) is from the Mullewa (Wajarri) area. I have 3 sisters and 1 brother, from whom I have many nieces and nephews. I like to spend a lot of my spare time getting back to Shark Bay, enjoying the sunshine, swimming and fishing.

I currently work in the Education Sector, in particular Midwest



Member: Veronica Kerley

Contact Details

Email: veronica.kerley@grams.asn.au

I am a proud Noongar mother of 2 children, I've lived in Geraldton for over 20 years, and started my career working alongside our most vulnerable families as a receptionist at GRAMS when I was 16 years old. I left GRAMS 6 years later to have my first child and then went on to complete my Bachelor of Social Science (Indigenous Services) in 2003. For the next 5 years I worked in various federal agencies working with community organisations.

Through this time I developed a strong desire to build up the strengths of our communities especially our women and children. More specifically how to overcome violence, abuse and breaking down the barriers that leads to dysfunction in our families.

This passion comes through my own desire to raise happy, healthy and well-adjusted children whilst also working at the 'Department Child Protection and Family Support', to support others to do the same.

I am a firm believer that for our people there must be a holistic approach to overcoming barriers, which is why being a GRAMS Board Member is important to me as the service is not just focused on health, but also the social, emotional and spiritual aspects that lead you on to a happy health parent raising happy healthy kids. From there we can only have happy healthy communities.

My favourite saying is by Gandhi "BE THE CHANGE YOU WISH TO SEE IN THE WORLD"....speaks for itself.....



AHP	Aboriginal Health Practitioner
CMH	Child and Maternal Health
COAG	Council of Australian Governments
GP	General Practitioner
GRAMS	Geraldton Regional Aboriginal Medical Service
HACC	Home and Community Care
PIP	Practice Incentive Payments
SNAPE	An acronym for Preventable Chronic Disease risk factors identified for brief intervention: S = Smoking, N = Nutrition, A = Alcohol/Substance Abuse, P = Physical Activity, E = Emotional well-being.
WACHS	Western Australian Country Health Service
IT	Information Technology

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