NACCHO will develop a research and continuous quality improvement framework.

**Actions**

1. Identify and develop holistic health models and practices for whole-of-life perspectives for the patient journey.
2. Ensure central role for ACCHSs in national initiatives that enable improved service integration, access to and quality of care at local levels.
3. Develop a cultural framework for adoption and use in non-Aboriginal specific health service sector.
4. Enhance NACCHO’s capacity in applied research with a focus on models of care and Continuous Quality Improvement (CQI).
5. Implement a nationally consistent CQI Program that addresses quality at all levels—clinical, service, management and governance to ensure Members and Affiliates are credible.

**KPIs**

1. Achievement of increased capacity of State and Territory Peaks to support members’ CQI.
2. Engagement of NACCHO in national initiatives such as My Health Records, Primary Health Networks, integrated care, telecommunications, nationally funded health research.
3. A National Aboriginal Research Accord established to engage with community and determine how community wants to be engaged in research.
4. Develop a NACCHO Health Status Reporting mechanism.
PREAMBLE
NACCHO is the national leadership body for Aboriginal health in Australia. It provides informed advice and guidance to the Australian Government on policy and budget matters that will contribute to the quality of life for Aboriginal and Torres Strait Islander people.

NACCHO represents 145 Aboriginal and Torres Strait Islander community-controlled health services (ACCHSs). Our members operate over 300 clinics providing primary health care to Aboriginal and Torres Strait Islander people. We deliver about one million episodes of care each year for about 150,000 people (i.e. over half the Aboriginal population). In very remote areas, our services provided about one million episodes of care in 2015–16. The Aboriginal and Torres Strait Islander population has a growth rate of 3.4 per cent per year based on the high non-Indigenous population, which was 1.4 per cent. There is a need to successfully advocate for targeted additional resources that support high quality health services to address this growing need and to contribute in closing the health gap.

Many of NACCHO members have almost 50 years of experience in the delivery of comprehensive primary health care. Services are delivered through fixed, outreach and mobile operation settings in rural and remote settings throughout Australia. Collectively, our 145 ACCHSs employ about 6,000 staff, of which 3,500 are Indigenous. We are the largest employer of Aboriginal and Torres Strait Islander people in Australia.

NACCHO’s vision is:
Aboriginal and Torres Strait Islander people enjoy quality of life through whole-of-community self-determination and individual spiritual, cultural, physical, social and emotional wellbeing. Aboriginal and Torres Strait Islander people enjoy quality of life through whole-of-community self-determination and individual spiritual, cultural, physical, social and emotional wellbeing. Aboriginal and Torres Strait Islander people enjoy quality of life through whole-of-community self-determination and individual spiritual, cultural, physical, social and emotional wellbeing. Aboriginal and Torres Strait Islander people enjoy quality of life through whole-of-community self-determination and individual spiritual, cultural, physical, social and emotional wellbeing.

This Strategy Directions document describes the four key strategies that NACCHO will focus on over the next five years. Within each strategy, a number of specific elements and deliverables are set out. Strategies and actions recognise Aboriginal and Torres Strait Islander cultural diversity across remote, rural, regional and metropolitan Australia.

STRATEGY 1
NACCHO will maintain and strengthen its position as the National Leadership Body for Aboriginal health and wellbeing in Australia.

Actions:
1. Champion and support the expansion of Aboriginal community-controlled health services to properly meet the health needs of Aboriginal people
2. Build NACCHO’s internal capacity to undertake research and policy
3. Facilitate development of a National Strategy on the Social Determinants of Health that identify key evidence-based policies and programs to address factors such as education, income inequality, employment and public housing
4. Develop and implement a comprehensive primary healthcare strategy
5. Achieve preferred provider status with Governments regarding the provision of integrated comprehensive primary health care for Aboriginal people
6. Demonstrate the value it offers to members by exhibiting strong leadership
7. Strengthen Board engagement with Members
8. NACCHO will maintain and strengthen its position as the National leadership body for Aboriginal health and wellbeing in government policy frameworks and key documents

KPIs:
1. Successful National Network Funding Agreement with the Commonwealth Government
2. Recognition of preferred provider status with Governments
3. Extent of NACCHO representation on key national advisory groups and committees
4. Recognition of NACCHO as the leader on Aboriginal health and wellbeing in government policy frameworks and key documents

STRATEGY 2
NACCHO will enhance and demonstrate the value it offers to members by exhibiting strong leadership.

Actions:
1. Improve communication and enhance accountability to and from members
2. Facilitate development of leadership opportunities and succession planning
3. Demonstrate the value of the ACCHS model of care and the NACCHO network to NACCHO’s value proposition to external stakeholders
4. Survey the current work on data and research across the network and develop a coordinated research approach to building the evidence base for the NACCHO model
5. Develop the NACCHO methodology for demonstrating return-on-investment, including impact on health and economic wellbeing and effectiveness of the NACCHO model
6. Strengthen board engagement with Members
7. NACCHO will maintain and strengthen its position as the National leadership body for Aboriginal health and wellbeing in government policy frameworks and key documents

KPIs:
1. Extent of support for leadership training, succession planning and mentoring
2. Conduct an annual satisfaction survey of all Members
3. Establishment of functional Medical Advisory Group, CEO’s Forum and Policy Officer’s network
4. Undertake an annual Board performance review
5. Development of more sustainable funding models

STRATEGY 3
NACCHO will:
1. Continue to strengthen its governance structure and skills base
2. Assist similar improvements in State and Territory Peaks and ACCHCs

Actions:
1. Establish the NACCHO CEO Forum
2. Strengthen board engagement with Members
3. Support the development of new governance arrangements
4. Assist similar improvements in State and Territory Peaks and ACCHCs
**PREAMBLE**

NACCHO is the national leadership body for Aboriginal health in Australia. It provides informed advice and guidance to the Australian Government on policy and budget matters that contribute to the quality of life for Aboriginal and Torres Strait Islander people.

NACCHO represents all Aboriginal and Torres Strait Islander health services (ACCHSs). Our members operate over 300 clinics providing primary health care to Aboriginal and Torres Strait Islander people. Over the last five years, we have seen our footprint grow with over 3.3 million episodes of care each year for about 150,000 people (i.e. over half the Aboriginal population) in very remote areas, our services provided about one million episodes of care in 2015–16. The Aboriginal and Torres Strait Islander population has a growth rate of 3.5 per cent per year (based on both the non-Indigenous population, which was 1.4 per cent). There is a need to successfully advocate for targeted additional resources that support high quality health services to address this growing need and to contribute in closing the health gap.

Many of NACCHO’s members have almost 50 years of experience in the delivery of comprehensive primary health care. Services are delivered through fixed, outreach and mobile clinics operating in urban, rural and remote settings across Australia. Collectively, our 145 ACCHSs employ about 6,000 staff, of which 3,500 are Indigenous. Our members operate over 300 clinics providing primary health care to Aboriginal and Torres Strait Islander people across Australia. ACCHSs provide about three million episodes of care each year for about 350,000 people (i.e. over half the Aboriginal population).

We are the largest employer of Aboriginal and Torres Strait islander people in Australia. Many of NACCHO members have almost 50 years of experience in the delivery of comprehensive primary health care. Services are delivered through fixed, outreach and mobile clinics operating in urban, rural and remote settings across Australia. Collectively, our 145 ACCHSs employ about 6,000 staff, of which 3,500 are Indigenous. We are the largest employer of Aboriginal and Torres Strait Islander people in Australia.

**STRATEGY 1**

NACCHO will maintain and strengthen its position as the National leadership body for Aboriginal health and wellbeing in Australia.

**Actions**

1. Champion and support the expansion of Aboriginal community controlled health services to properly meet the health needs of Aboriginal people.
2. Build NACCHO’s internal capacity to undertake research and policy
3. Undertake an annual Board performance review and committees and support the expansion of Aboriginal community controlled health services to properly meet the health needs of Aboriginal people
4. Develop an effective research approach to building the evidence base for the NACCHO model
5. Establish the NACCHO methodology for demonstrating return on investment, including impacts on health and economic wellbeing and effectiveness of the NACCHO model
6. Strengthen Board engagement with Members
7. Establish the NACCHO model
8. Strengthen Board engagement with Members
9. Conduct an annual satisfaction survey of Members, CEOs Forum and Policy Officer’s network
10. Establish the NACCHO CEOs Forum

**KPIs**

- Positive feedback from all levels of governance on appropriate governance requirements
- Develop effective leadership arrangements
- Improve and maintain an effective leadership structure and skills base
- Engage in national advisory groups to identify areas with high levels of preventable admissions and deaths and inadequate services
- Develop an evidence-based ‘case’ for investment
- Establish a NACCHO CEOs Forum
- Undertake an annual Board performance review
- Strengthen Board engagement with Members
- Conduct an annual satisfaction survey of Members, CEOs Forum and Policy Officer’s network
- Establish the NACCHO model
- Strengthen Board engagement with Members
- Conduct an annual satisfaction survey of Members, CEOs Forum and Policy Officer’s network
- Establish the NACCHO CEOs Forum

**STRATEGY 2**

NACCHO will enhance and demonstrate the value it offers through its core strength by exhibiting strong leadership.

**Actions**

1. Enhance and demonstrate the value it offers through its core strength by exhibiting strong leadership
2. Engage in national advisory groups to identify areas with high levels of preventable admissions and deaths and inadequate services
3. Establish a NACCHO CEOs Forum
4. Strengthen Board engagement with Members
5. Conduct an annual satisfaction survey of Members, CEOs Forum and Policy Officer’s network
6. Establish the NACCHO model
7. Strengthen Board engagement with Members
8. Conduct an annual satisfaction survey of Members, CEOs Forum and Policy Officer’s network
9. Establish the NACCHO CEOs Forum

**KPIs**

- Positive feedback from all levels of governance on appropriate governance requirements
- Develop effective leadership arrangements
- Improve and maintain an effective leadership structure and skills base
- Engage in national advisory groups to identify areas with high levels of preventable admissions and deaths and inadequate services
- Develop an evidence-based ‘case’ for investment
- Establish a NACCHO CEOs Forum
- Undertake an annual Board performance review
- Strengthen Board engagement with Members
- Conduct an annual satisfaction survey of Members, CEOs Forum and Policy Officer’s network
- Establish the NACCHO model
- Strengthen Board engagement with Members
- Conduct an annual satisfaction survey of Members, CEOs Forum and Policy Officer’s network
- Establish the NACCHO CEOs Forum

**STRATEGY 3**

NACCHO will

- Continue to strengthen its governance structure and skills base
- Assist similar improvements in State and Territory Peaks and ACCHSs

**Actions**

1. Assist similar improvements in State and Territory Peaks and ACCHSs
2. Continue to strengthen its governance structure and skills base
3. Assist similar improvements in State and Territory Peaks and ACCHSs
4. Continue to strengthen its governance structure and skills base
5. Assist similar improvements in State and Territory Peaks and ACCHSs
6. Continue to strengthen its governance structure and skills base
7. Assist similar improvements in State and Territory Peaks and ACCHSs
8. Continue to strengthen its governance structure and skills base
9. Assist similar improvements in State and Territory Peaks and ACCHSs
10. Continue to strengthen its governance structure and skills base

**KPIs**

- Positive feedback from all levels of governance on appropriate governance requirements
- Develop effective leadership arrangements
- Improve and maintain an effective leadership structure and skills base
- Engage in national advisory groups to identify areas with high levels of preventable admissions and deaths and inadequate services
- Develop an evidence-based ‘case’ for investment
- Establish a NACCHO CEOs Forum
- Undertake an annual Board performance review
- Strengthen Board engagement with Members
- Conduct an annual satisfaction survey of Members, CEOs Forum and Policy Officer’s network
- Establish the NACCHO model
- Strengthen Board engagement with Members
- Conduct an annual satisfaction survey of Members, CEOs Forum and Policy Officer’s network
- Establish the NACCHO CEOs Forum

**This Strategy Document**

This document describes the four key strategies that NACCHO will undertake, in the following five years. Within each strategy, a number of specific elements and actions are set out. Strategies and actions recognize Aboriginal and Torres Strait islander cultural diversity across remote, rural, regional and metropolitan Australia.
PREAMBLE
NACCHO is the national leadership body for Aboriginal health in Australia. It provides informed advice and guidance to the Australian Government on policy and budget matters that will contribute to the quality of life for Aboriginal and Torres Strait Islander people.

NACCHO represents 145 Aboriginal community controlled health services (ACCHSs). Our members operate over 300 clinics providing primary health care to Aboriginal and Torres Strait Islander communities. Many of NACCHO members have almost 50 years of experience in the delivery of comprehensive primary health care. Services are delivered through fixed, outreach and mobile clinics operating in urban, rural and remote settings across Australia. Collectively, our 145 ACCHSs employ about 6,000 staff, of which 3,500 are Indigenous.

NACCHO will maintain and strengthen its position as the National leadership body for Aboriginal health and wellbeing in Australia.

1. Strengthen Board engagement with Members
2. Undertake an annual Board performance review
3. Improve advice and guidance to members
4. Develop and maintain effective working relationships/partnerships with relevant health and community controlled health services should
to meet future requirements in a

STRATEGY 1
NACCHO will maintain and strengthen its position as the National leadership body for Aboriginal health and wellbeing in Australia.

Actions
1. Champion and support the expansion of Aboriginal community controlled health services to properly meet the health needs of Aboriginal people
2. Build NACCHO’s internal capacity to undertake research and policy
3. Develop and implement a National Strategy on the Social Determinants of Health that identify key evidence-based policies and programs to
4. Facilitate development of leadership

STRATEGY 2
NACCHO will enhance and demonstrate the value it offers to members by

Actions
1. Improve communication and enhance accountability to and from members
2. Strengthen leadership arrangements and succession planning
3. Demonstrate the value of the ACCHSs model of care and the NACCHO network so that NACCHO can be a preferred provider status with Governments
4. Survey the current work on data and research across the network and develop a

STRATEGY 3
NACCHO will

Actions
1. Ensure the principles of community control are retained at all levels of governance
2. Development of a new NACCHO constitution to meet future requirements in a

This Strategy document describes the four key strategies that NACCHO will focus on over the next five years. Within each strategy, a number of specific elements, KPIs and actions are identified. Strategies and actions recognise Aboriginal and Torres Strait Islander cultural diversity across remote, rural, and metropolitan Australia.
STRATEGY 4
NACCHO will develop a research and continuous quality improvement framework.

Actions
1. Identify and develop holistic health models and practices for whole-of-life perspectives for the patient journey.
2. Ensure central role for ACCHSs in national initiatives that enable improved service integration, access to and quality of care at local levels.
3. Develop a cultural framework for adoption and use in the non-Aboriginal specific health service sector.
4. Enhance NACCHO’s capacity in applied research with a focus on models of care and Continuous Quality Improvement (CQI).
5. Implement a nationally consistent CQI Program that addresses quality at all levels — clinical, service, management and governance to ensure Members and Affiliates are credible.

KPIs
1. Achievement of increased capacity of State and Territory Peaks to support members’ CQI.
2. Engagement of NACCHO in national initiatives such as My Health Records, Primary Health Networks, integrated care, telecommunications, nationally funded health research.
3. A National Aboriginal Research Accord established to engage with community and determine how community wants to be engaged in research.
4. Develop a NACCHO Health Status Reporting mechanism.

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PO Box 130, Civic Square ACT 2608
NACCHO National Aboriginal Community Controlled Health Organisation

STRATEGIC DIRECTIONS 2018–2023
STRATEGY 4

NACCHO will develop a research and continuous quality improvement framework.

Actions

1. Identify and develop holistic health models and practices for whole-of-life perspectives for the patient journey
2. Ensure central role for ACCHSs in national initiatives that enable improved service integration, access to and quality of care at local levels
3. Develop a cultural framework for adoption and use in the non-Aboriginal specific health service sector
4. Enhance NACCHO’s capacity in applied research with a focus on models of care and Continuous Quality Improvement (CQI)
5. Implement a nationally consistent CQI Program that addresses quality at all levels — clinical, service, management and governance to ensure Members and Affiliates are credible

KPIs

1. Achievement of increased capacity of State and Territory Peaks to support members’ CQI
2. Engagement of NACCHO in national initiatives such as My Health Records, Primary Health Networks, integrated care, telecommunications, nationally-funded health research
3. A National Aboriginal Research Accord established to engage with community and determine how community wishes to be engaged in research
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