

# STRONGER TOGETHER

STRATEGIC DIRECTIONS 2025–2030

## Acknowledgement of Country

We acknowledge the Whadjuk Noongar people as the traditional custodians of the country we live and work in. We honour and pay our respects to the legacy and the vision of our Elders past and present, our founding members who paved the way and who continue to guide us, and our future generations, who rely on us to maintain our Elders self determination to improve the health and wellbeing of our people.

*Please be advised that this document contains the names and pictures of people who have passed away.*

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# ABOUT DERBARL

## OUR VISION

To be a successful Aboriginal owned service provider; and leader in health and wellbeing for the next forty-five years and beyond to one hundred years from now.

## OUR PURPOSE

To lead and deliver on health care, wellbeing and healing care, employment, careers and advancement for Indigenous people who are keen to work in health; and value for owners, service users and staff.

The Whadjuk Noongar word for the Swan River is "Derbarl Yerrigan," and like our emblem, it captures the significance of our name's close ties to the river and surrounding country.

Derbarl Yerrigan Health Service was incorporated in 1973 as the Perth Aboriginal Medical Service, and in 1998 became the Derbarl Yerrigan Health Service.

Today, we are the oldest and largest Aboriginal Community Controlled Health Service in Western Australia, providing care to over 19,000 Aboriginal patients across four clinics on Whadjuk Noongar Boodjar.

Our clinics are located in East Perth, Mirrabooka, Maddington, and Midland.

With a focus on prevention, early intervention, comprehensive care, and care coordination (including chronic disease management) across the life course, we aim to provide culturally sensitive and respectful comprehensive primary health services to Aboriginal people. Our treatment approach focuses on the social, emotional, cultural, and physical health of our patients.

The Derbarl service concept is built on cultural safety and awareness, the empowerment of patients and the ownership of our members and community controlled governance structures are at the heart of our service.

In addition to allied health and specialist services, environmental health, dental care, mental health services, social support services, and access made possible by transportation services, we lead an Aboriginal Health Practitioner-led model of care with the integration of nurses and general practitioners and a multi-disciplinary workforce.

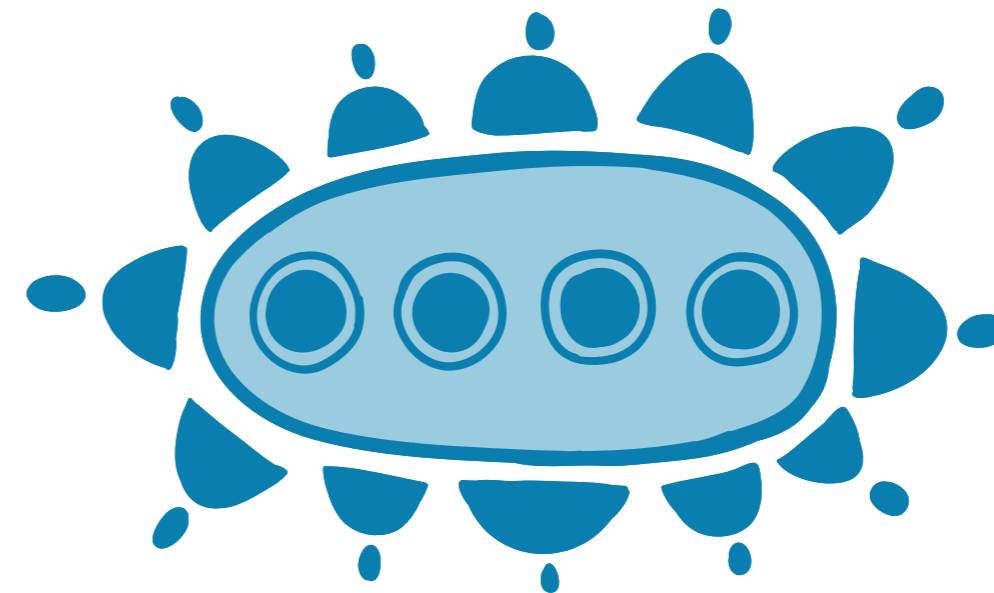
All our clinical and social support services are underpinned by a robust and integrated system of clinical and cultural governance embedding continuous quality-improvement.

# OVERVIEW

**Derbarl Yerrigan Health Service's 2025-2030 Strategic Plan builds on the service's 100 year vision to be a successful Aboriginal community controlled health organisation. We strive to be leaders in delivering health, wellbeing, and employment for the advancement for Indigenous owners, clients, and employees.**

Our primary goals are to protect, create and deliver stakeholder value and benefits; achieve and sustain the leading edge in Aboriginal health and wellbeing impact and outcomes; and to position Derbarl for long-term success and influence.

Over the next five years we have carefully organised our ambitions to align to the people we exist to serve – our patients, our community and our employees – and our partners who will help us achieve our goals.



OUR PATIENTS



OUR COMMUNITY



OUR PARTNERSHIPS



OUR ORGANISATION



OUR EMPLOYEES

# OUR FIVE PILLARS

## OUR PATIENTS

### WHAT YOU SAID

**Cultural safety:** defining and maintaining cultural safety within the organisation.

**Growth and independence:** to increase impact and meet community need.

**Preventative health and support:** consistent, preventative health services in areas like trauma, elder care, youth and maternal health, and mental health.

## OUR COMMUNITY

**Community involvement:** more community engagement better systems for complaints and feedback.

**Service transparency and accountability:** transparency and community involvement in spending, and reinvestment into the community.

**Involvement in broader health system:** being a leader across health systems.

## OUR PARTNERSHIPS

**Collaborative efforts:** stronger partnerships with other service providers (like DYHS, SWAMS, Moorditj Koort, NFSWC, and CASWA).

## OUR ORGANISATION

**Service transparency and accountability:** transparency and community involvement in spending, and reinvestment into the community.

**Growth and independence:** to increase impact and meet community need.

**Data-driven decisions:** to inform priorities and improve services.

## OUR EMPLOYEES

**Employer of choice:** DYHS to be an attractive workplace, prioritising cultural safety and workforce development for Aboriginal staff.

**Aboriginal leadership:** Noongar representation at board and executive level, with mentorship and capacity-building for young Aboriginal leaders.

### HOW YOUR FEEDBACK INFORMED DERBARL'S STRATEGY

**1.1 Culturally safe & inclusive services:** Be recognised as a leader in setting the standard for culturally safe, inclusive, and accessible care, where all services honour Aboriginal peoples' cultural values, beliefs, and practices. Ensuring that services are responsive and tailored to the diverse needs of members and the community.

**1.2 Accessibility of services:** Ensure equitable access to high-quality, culturally appropriate healthcare services for all Aboriginal people in Perth and surrounding regions, working towards eliminating geographic, financial, or technological barriers to access care.

**1.3 Maternal health, child & youth services:** Families have access to comprehensive, culturally tailored care that supports positive health outcomes for mothers, infants, and young people within the community.

**1.4 Elder care:** Provide an Elder care system that honours Aboriginal Elders, and enables them to live with dignity and independence, supported by culturally safe and accessible healthcare services.

**2.1 Community engagement:** Be recognised as the trusted healthcare provider of choice for the local Aboriginal community, by fostering strong, authentic relationship with our members and community, ensuring that voices and lived experiences drive the development and delivery of healthcare services.

**2.2 A safe community hub:** More than just a health service, we are a community hub that support mob to live long, strong, and healthy lives. The hub will be a leading advocate for health and social justice, providing a safe and inclusive space that provides supports to address issues related to health justice and systemic inequities.

**3.1 Collaborators and likeminded partners:** Be a central collaborator within a network of healthcare providers, social services, and community organisations, so that Aboriginal people can access comprehensive, coordinated care that addresses their holistic health needs.

**4.1 Organisational efficiency, effectiveness, and governance:** Be an organisation that prides itself on operational excellence, with streamlined processes, strong governance, and a culture that drives accountability, transparency, and continuous improvement.

**4.2 Financial sustainability and growth:** Achieve long-term financial growth through diverse revenue streams and a robust financial model that supports stability and innovation.

**4.3 Research and data-led decisions:** Be a centre for Noongar-led health research, where data sovereignty is upheld, processes are culturally informed, and research aims are codesigned with community, ensuring that research conducted reflects community needs and aspirations, and ultimately health outcomes are improved.

**4.4 Infrastructure (incl. clinics & IT):** All locations to have fit-for-purpose infrastructure, including modernised facilities and advanced IT systems, ensuring that both physical and digital environments are equipped to deliver efficient, high-quality healthcare.

**5.1 Workforce development & retention:** Be an employer of choice within the health sector, known for our commitment to developing a skilled workforce, inclusive workplace culture, and support of employee wellbeing.

**5.2 Aboriginal leadership:** Ensure that there is strong Noongar leadership at all levels of the organisation, prioritising cultural authority and skill, whilst also giving all Aboriginal employees the opportunity to influence the direction of healthcare services.

# OUR PATIENTS

- 1.1 Culturally safe and inclusive services
- 1.2 Accessibility of services
- 1.3 Maternal health, child and youth services
- 1.4 Elder care



## 1.1 Culturally safe and inclusive services

**Be recognised as a leader in setting the standard for culturally safe, inclusive, and accessible care, where all services honour Aboriginal peoples' cultural values, beliefs, and practices. Ensuring that services are responsive and tailored to the diverse needs of members and the community.**

### **HORIZON 1 (1-2 YEARS)**

Establish a baseline to measure and define cultural safety through comprehensive employee training, inclusive member and community engagement, and patient feedback systems. Ensure the baseline accounts for the diverse cultural values, beliefs, and needs of members and the community.

### **HORIZON 2 (3-4 YEARS)**

Culturally safe practices are fully integrated into all aspects of care, governance, and administration at Derbarl Yerrigan Health Service. Systems to regularly review, tailor, and enhance cultural safety in service delivery are in place, positioning the organisation as a leader in setting the standard for culturally inclusive and responsive care.

### **ACTIONS**

#### **1.1.1 Conduct a cultural safety audit**

Review existing services, models of care, policies, and procedures to assess current levels of cultural safety, identifying strengths and areas for improvement.

#### **1.1.2 Develop a cultural safety framework**

Create a comprehensive framework that outlines the principles, standards, and practices necessary to ensure culturally safe care across all levels of service delivery.

#### **1.1.3 Implement employee training programs**

Introduce mandatory cultural safety training for all employees, focusing on Aboriginal cultural values, beliefs, and practices, and how to integrate these into patient care.

#### **1.1.4 Establish patient feedback systems**

Develop feedback mechanisms that allow patients to share their experiences and provide input on the cultural safety of services, ensuring their voices are central to service improvements.

#### **1.1.5 Regularly review and update cultural safety practices**

Establish systems for ongoing evaluation and improvement of cultural safety in service delivery, incorporating regular reviews, audits, and member and community input.

#### **1.1.6 Engage community leaders in service design**

Work closely with Aboriginal Elders, leaders, members and community to ensure that services are designed and delivered in ways that align with cultural values and needs.



## 1.2 Accessibility of services

**Ensure equitable access to high-quality, culturally appropriate healthcare services for all Aboriginal people in Perth and surrounding regions, working towards eliminating geographic, financial or technological barriers to access care.**

### **HORIZON 1 (1-2 YEARS)**

Identify and analyse the reasons and nuances of barriers to accessing services, including geographic areas of unmet need. Collaborate with member and community stakeholders to plan and test culturally appropriate and innovative solutions to address these barriers and needs.

### **HORIZON 2 (3-4 YEARS)**

Expand access to culturally appropriate care by increasing the utilisation of telehealth and mobile services, launching services in areas of unmet need, and collaborating with partners to eliminate geographic, financial, and technological barriers.

### **ACTIONS**

#### **1.2.1 Conduct a comprehensive access review**

Evaluate the current barriers to Derbarl Yerrigan Health Service, including geographic, financial, and technological challenges, and identify regions with unmet needs across Perth and surrounding areas.

#### **1.2.2 Develop and implement pilot programs**

Based on the access review, design and launch pilot programs targeting areas with significant gaps in service delivery, focusing on expanding the organisation's footprint and reaching underserved populations.

#### **1.2.3 Explore innovative healthcare delivery options**

Expand the use of telehealth and explore mobile health units to improve access for remote and underserved communities.

#### **1.2.4 Collaborate with partners**

Strengthen partnerships with local health providers, community organisations, and government agencies to broaden the reach of services and ensure comprehensive care across all regions.

#### **1.2.5 Enhance outreach and community engagement**

Increase engagement with Aboriginal communities through targeted outreach programs, ensuring that information about services and resources are effectively communicated to those in need.

#### **1.2.6 Expand service locations**

Open new service locations or establish satellite clinics in areas identified as having limited access to healthcare services, reducing the travel burden for patients.

#### **1.2.7 Integrate transport support**

Develop transport solutions, such as community transport services or transport subsidies, to help patients reach healthcare facilities, particularly for those in remote or low-income areas.

## 1.3 Maternal health, child and youth services

**Families have access to comprehensive, culturally tailored care that supports positive health outcomes for mothers, infants, and young people within the community.**

### **HORIZON 1 (1-2 YEARS)**

Introduce culturally tailored maternal and child health programs that focus on prevention and early intervention, including prenatal education, breastfeeding support, youth mental health, and early developmental screenings for children. Ensure these programs support positive health outcomes for mothers, infants, and young people within the community.

### **HORIZON 2 (3-4 YEARS)**

Increase the uptake of maternal and child health services through culturally tailored, holistic family care that addresses physical, emotional, and social health needs, with a focus on supporting young Aboriginal families to achieve positive health outcomes.



### **ACTIONS**

#### **1.3.1 Develop and introduce maternal and child health programs**

Launch new programs focusing on prevention, early intervention, and culturally appropriate care, including prenatal education, breastfeeding support, and early developmental screenings.

#### **1.3.2 Enhance youth mental health services**

Integrate mental health services tailored to Aboriginal youth, ensuring early intervention and culturally relevant care for emotional wellbeing and resilience- building.

#### **1.3.3 Implement family-centred care models**

Adopt holistic approaches to family care that addresses not only the physical health of mothers and children but also emotional and mental health, recognising the interconnectedness of family dynamics and social factors.

#### **1.3.4 Increase access to prenatal and postnatal support**

Expand access to prenatal and postnatal services, providing mothers with the resources and care needed to ensure healthy pregnancies, safe deliveries, and positive early childhood outcomes.

#### **1.3.5 Engage with community**

Work closely with Elders, members and community leaders, and Aboriginal health professionals to co-design maternal and child health services that reflect the needs, values, and preferences of members and the broader community.

#### **1.3.6 Expand outreach and awareness campaigns**

Launch campaigns to raise awareness about the availability and importance of maternal and child health services, targeting young Aboriginal families and communities where service uptake is low.

#### **1.3.7 Collaborate with schools and youth organisations**

Partner with schools and youth-focused organisations to ensure that young people have access to health education, preventive care, and early intervention services.

#### **1.3.8 Monitor and evaluate program effectiveness**

Regularly assess the impact of maternal and child health programs to ensure they are meeting community needs and adjust strategies as required to improve outcomes.

## 1.4 Elder care

**Provide an Elder care system that honours Aboriginal Elders, and enables them to live with dignity and independence, supported by culturally safe and accessible healthcare services.**

### **HORIZON 1 (1-2 YEARS)**

Identify current gaps in Elder care, and pilot early intervention and healthy aging programs that honour Elders and support their dignity and independence. Partner with local aged care providers to ensure Elders receive the highest standard of culturally safe care.

### **HORIZON 2 (3-4 YEARS)**

Deliver specialised Elder care services that honour their dignity and independence, focusing on chronic disease management, culturally safe mental health support, and palliative care, while ensuring accessibility and alignment with cultural values.

### **ACTIONS**

#### **1.4.1 Conduct a needs assessment for Elder care**

Conduct a needs assessment for Elder care by engaging with Elders to identify gaps in services and care, ensuring the review of existing programs reflects their priorities, experiences, and cultural values.

#### **1.4.2 Pilot early intervention and healthy aging programs**

Develop and introduce pilot programs focused on healthy aging and early intervention, ensuring they are culturally appropriate and designed to support the dignity and independence of Elders.

#### **1.4.3 Partner with local aged care providers**

Establish partnerships with local aged care organisations to ensure that Elders receive high- quality, culturally safe care and have access to a broader range of services.

#### **1.4.4 Create specialised chronic disease and dementia care services**

Develop targeted programs for managing chronic diseases and dementia, providing comprehensive care that addresses the specific needs of Elders.

#### **1.4.5 Enhance mental health support for Elders**

Introduce mental health services tailored to the unique needs of Elders, addressing issues such as isolation, grief, and depression.

#### **1.4.6 Expand palliative care services**

Ensure that palliative care is available for Elders, offering comfort and dignity in their later years with a focus on culturally respectful practices and family involvement.

#### **1.4.7 Promote Elder independence through support services**

Introduce home care, mobility support, and other services that allow Elders to maintain independence while accessing the care they need.

#### **1.4.8 Engage Elders in program design and feedback**

Ensure Elders are directly involved in the design and evaluation of programs, fostering community-led solutions.



# OUR COMMUNITY

2.1 Community engagement

2.2 A safe community hub



## 2.1 Community engagement

**Be recognised as the trusted healthcare provider of choice for the local Aboriginal community, by fostering strong, authentic relationship with our members and community, ensuring that voices and lived experiences drive the development and delivery of healthcare services.**

### **HORIZON 1 (1-2 YEARS)**

Develop a comprehensive member and community engagement plan that fosters trust and authentic relationships by actively involving members and community in decision-making processes.

Ensure the plan prioritises incorporating the voices and lived experiences of the local Aboriginal community to guide the development of healthcare services.

### **HORIZON 2 (3-4 YEARS)**

Embed member and community involvement at all relevant levels of decision-making, with robust feedback loops and opportunities for meaningful participation. Ensure that lived experiences and voices from members and the broader community continuously drive the development and delivery of culturally relevant healthcare services, reinforcing trust and alignment with the community's evolving needs.

### **ACTIONS**

#### **2.1.1 Develop a member and community engagement plan**

Create a structured and comprehensive plan to actively engage Aboriginal members and community in decision-making processes, ensuring their voices and lived experiences are central to service development and delivery.

#### **2.1.2 Establish member consultation groups**

Form regular member consultation groups, including Elders, youth, and other key stakeholders, to gather input on healthcare services, priorities, and emerging needs.

#### **2.1.3 Create regular feedback mechanisms**

Implement systems for ongoing member and community feedback through surveys, focus groups, and open forums to ensure that the community's perspectives are heard and incorporated into service planning.

#### **2.1.4 Foster open communication channels**

Maintain clear and transparent communication with members and community, providing updates on services, key initiatives, and decisions made in response to input.

#### **2.1.5 Promote cultural events and awareness initiatives**

Host and participate in local events and awareness initiatives that celebrate and strengthen the connection between the Derbarl Yerrigan Health Service and the community.

#### **2.1.6 Ensure member representation in governance**

Embed member representation at all levels of governance, ensuring that decisions made by the organisation reflect the community's cultural values and healthcare priorities.

#### **2.1.7 Develop community health education programs**

Create educational programs that empower members and community to understand health issues, promote awareness of available healthcare resources, and advocate for their rights and needs within the healthcare system.

#### **2.1.8 Monitor and evaluate member and community engagement**

Continuously assess the effectiveness of member and community engagement strategies to ensure that the approach remains responsive and that services align with the community's evolving health needs.



## 2.2 A safe community hub

**More than just a health service, we are a community hub that supports mob to live long, strong, and healthy lives. The hub will be a leading advocate for health and social justice, providing a safe and inclusive space that provides supports to address issues related to health justice and systemic inequities.**

### **HORIZON 1 (1-2 YEARS)**

Establish a multi-disciplinary team that integrates health advocacy, legal support, and social services within Derbarl Yerrigan Health Service, creating a safe and inclusive space. Launch pilot programs with partners in health rights education, child protection, justice navigation, and mental health advocacy to address systemic inequities and support members and community in living long, strong, and healthy lives.

### **HORIZON 2 (3-4 YEARS)**

Expand the range of integrated services offered through partnerships with external organisations, including legal advocacy and mental health support. Position DYHS as a trusted and accessible advocate for Aboriginal people facing health-related, legal or justice issues, ensuring a safe, inclusive space that empowers members and community to address systemic inequities and thrive.

### **ACTIONS**

#### **2.2.1 Establish a multi-disciplinary team**

Form a dedicated team within Derbarl Yerrigan Health Service (or through utilising partnerships) that includes health advocates, legal professionals, and social service workers to provide comprehensive support for members and community.

#### **2.2.2 Conduct needs assessments**

Identify the specific health and social justice needs of members and community through surveys and consultations to ensure that services are tailored to the unique challenges faced by the community.

#### **2.2.3 Initiate pilot programs**

Launch pilot programs focusing on health rights, education, child protection, justice navigation, and mental health advocacy in collaboration with relevant partners to address systemic inequities.

#### **2.2.4 Implement community events and learning opportunities**

Organise workshops and information sessions for members and the broader community to raise awareness of health rights, legal resources, and available social services.

#### **2.2.5 Set up a navigation service**

Establish a dedicated navigation service to assist members and community in accessing health-related legal services and social support, ensuring they receive the guidance they need.

#### **2.2.6 Monitor and evaluate pilot programs**

Regularly assess the effectiveness of pilot programs, gathering feedback from participants to inform ongoing improvements and expansions of services.

#### **2.2.7 Advocate for systemic change**

Engage in advocacy efforts to address systemic inequities impacting Aboriginal communities, promoting policy changes at local and state levels.

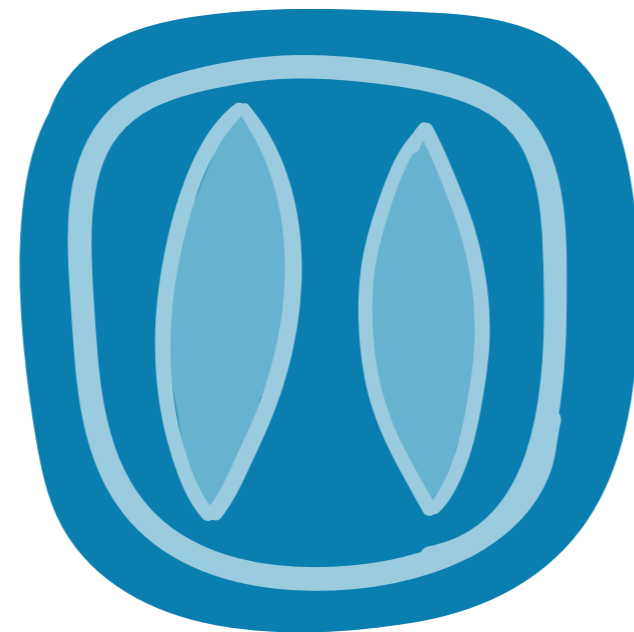
#### **2.2.8 Promote the community hub's services**

Increase awareness of the services offered by the community hub through outreach efforts, ensuring that members and community know where to seek support.



# OUR PARTNERSHIPS

## 3.1 Collaborators and like-minded partners



## 3.1 Collaborators and like-minded partners

**Be a central collaborator within a network of healthcare providers, social services, and community organisations, so that Aboriginal people can access comprehensive, coordinated care that addresses their holistic health needs.**

### **HORIZON 1 (1-2 YEARS)**

Formalise key partnerships with healthcare providers, social services, and other ACCOs, ensuring Aboriginal leadership and cultural values are central to collaboration. Develop shared care pathways and service agreements to provide comprehensive, coordinated care that addresses the holistic health needs of the community.

### **HORIZON 2 (3-4 YEARS)**

Strengthen and expand partnerships to establish an integrated care model that ensures seamless access to external services. Focus on holistic, culturally safe care delivery, improving health outcomes through collaborative leadership and coordination across healthcare providers, social services, and community organisations.

### **ACTIONS**

#### **3.1.1 Identify potential partners**

Conduct a landscape analysis to identify key healthcare providers, social services, research institutes and community organisations that align with Derbarl Yerrigan Health Service's mission and goals.

#### **3.1.2 Formalise partnership agreements**

Develop and formalise partnership agreements that outline roles, responsibilities, and expectations for collaboration with key partners, ensuring alignment in service delivery.

#### **3.1.3 Create shared care pathways**

Collaborate with partners to develop clear shared care pathways that facilitate smooth transitions for patients between services, ensuring comprehensive and coordinated care.

#### **3.1.4 Develop service agreements**

Establish service agreements that define the specific services to be provided by each partner, including referral processes, communication protocols, and accountability measures.

#### **3.1.5 Organise joint training sessions**

Facilitate training sessions for employees from all partner organisations on cultural safety, integrated care approaches, and the specific Aboriginal health needs and outcomes.

#### **3.1.6 Implement regular communication channels**

Set up regular communication channels, such as meetings or online platforms, to discuss ongoing partnership activities, address challenges, and share successes.

#### **3.1.7 Monitor partnership outcomes**

Establish a system for monitoring and evaluating the outcomes of partnerships, focusing on how well they are addressing the holistic health needs of Aboriginal people.

#### **3.1.8 Share best practices**

Create opportunities for partners to share best practices and lessons learned in integrated care approaches, fostering a culture of continuous improvement.

# OUR ORGANISATION

4.1 Organisational efficiency, effectiveness and governance

4.2 Financial sustainability and growth

4.3 Research and data-led decisions

4.4 Infrastructure (incl. clinics and IT)



## 4.1 Organisational efficiency, effectiveness and governance

**Be an organisation that prides itself on operational excellence, with streamlined processes, strong governance, and a culture that drives accountability, transparency, and continuous improvement.**

### **HORIZON 1 (1-2 YEARS)**

Cultivate a culture of operational excellence by implementing policies and processes that enhance accountability, transparency, and continuous improvement, while streamlining operations and strengthening governance practices.

### **HORIZON 2 (3-4 YEARS)**

Achieve measurable improvements in organisational efficiency by optimising processes, increasing employee productivity, and strengthening governance practices. Embed transparency and a culture of accountability to ensure continuous improvement and operational excellence across all levels of the organisation.

### **ACTIONS**

#### **4.1.1 Conduct a comprehensive operational review**

Assess current processes and governance structures to identify inefficiencies and areas for improvement, ensuring alignment with the organisation's ambition of operational excellence.

#### **4.1.2 Develop and implement policies**

Create and implement policies that promote accountability, transparency, and continuous improvement across all levels of the organisation, ensuring they are well-communicated and accessible to all employees.

#### **4.1.3 Provide training and development**

Offer training sessions for employees on best practices in operational excellence, governance, and accountability, equipping them with the skills needed to contribute to a culture of continuous improvement.

#### **4.1.4 Establish key performance indicators (KPIs)**

Define and implement KPIs that measure organisational efficiency, effectiveness, and governance, providing a framework for regular assessment and reporting.

#### **4.1.5 Enhance internal communication**

Improve internal communication channels to ensure all employees are informed of policy changes, operational updates, and governance practices, facilitating transparency and collaboration.

#### **4.1.6 Encourage cross-team collaboration**

Foster collaboration between departments to identify synergies and improve service delivery, enhancing overall organisational effectiveness.



## 4.2 Financial sustainability and growth

**Achieve long-term financial growth through diverse revenue streams and a robust financial model that supports stability and innovation.**

### **HORIZON 1 (1-2 YEARS)**

Strengthen the organisation's financial sustainability by enhancing resource allocation and initiating plans to diversify revenue streams, ensuring the long-term viability and financial health of the organisation.

### **HORIZON 2 (3-4 YEARS)**

Achieve significant financial growth by establishing diverse revenue streams and implementing a robust financial model that supports ongoing innovation, organisational sustainability, and long-term stability.

### **ACTIONS**

#### **4.2.1 Conduct a financial assessment**

Evaluate the current financial position of the organisation to identify strengths, weaknesses, and opportunities for improvement.

#### **4.2.2 Explore funding opportunities**

Research and apply for grants, partnerships, and sponsorships that align with the organisation's mission and strategic goals.

#### **4.2.3 Diversify revenue streams**

Identify and develop new revenue generating opportunities, such as services, programmes, or partnerships that can enhance financial growth.

#### **4.2.4 Implement financial modelling**

Establish a robust financial model that incorporates various revenue sources, optimises expenses, and supports strategic planning.

#### **4.2.5 Build strategic partnerships**

Form partnerships with businesses and organisations to create mutually beneficial opportunities that contribute to financial sustainability and growth



## 4.3 Research and data-led decisions

**Be a centre for Noongar-led health research, where data sovereignty is upheld, processes are culturally informed, and research aims are co-designed with community, ensuring that research conducted reflects community needs and aspirations, and ultimately health outcomes are improved.**

### **HORIZON 1 (1-2 YEARS)**

Develop foundational frameworks, policies, and guidelines to ensure research practices uphold Noongar leadership, data sovereignty, and cultural values. Foster trust and respect within the community by embedding co-design principles that reflect community aspirations and needs.

### **HORIZON 2 (3-4 YEARS)**

Achieve a significant increase in Noongar-led, community-driven research initiatives that uphold data sovereignty and effectively address health disparities. Ensure research outcomes contribute to measurable improvements in Aboriginal health and enable data-driven decisions for culturally informed service delivery and strategy.

### **ACTIONS**

#### **4.3.1 Develop foundational frameworks**

Establish frameworks that define data sovereignty principles, ensuring they align with cultural values while promoting the use of data-driven decisions in research practices.

#### **4.3.2 Establish research ethics guidelines**

Create comprehensive guidelines that govern research practices, ensuring all initiatives involving community are ethical, culturally sensitive, and community-led.

#### **4.3.3 Create a community advisory board**

Form a community advisory board consisting of Aboriginal leaders and members to guide research initiatives and ensure data-driven decisions align with community needs.

#### **4.3.4 Facilitate Aboriginal-led research projects**

Support Aboriginal researchers and community members in leading their own research initiatives, offering resources and mentorship to enhance community-driven projects focused on health disparities.

#### **4.3.5 Collaborate with academic institutions**

Establish partnerships with universities and research institutions to encourage collaborative, community-driven research that utilises data effectively to address health disparities.

#### **4.3.6 Share research findings**

Create accessible reports and presentations that disseminate research findings back to the community.

#### **4.3.7 Advocate for data sovereignty policies**

Engage with policymakers and stakeholders to advocate for data sovereignty policies that empower Aboriginal communities in owning and controlling their health data, supporting informed decision-making in service delivery.

#### **4.3.8 Utilise data to inform service design**

Integrate community health data and research findings into the design and delivery of services, ensuring that programs and strategies are tailored to meet the specific needs and preferences of community.

## 4.4 Infrastructure (including clinics and IT)

All locations to have fit-for-purpose infrastructure, including modernised facilities and advanced IT systems, ensuring that both physical and digital environments are equipped to deliver efficient, high-quality healthcare.

### HORIZON 1 (1-2 YEARS)

Identify immediate areas for improvement and develop a comprehensive roadmap for upgrading infrastructure, with a focus on enhancing service delivery, employee efficiency, and ensuring both physical and digital environments support high-quality, patient-centred care.

### HORIZON 2 (3-4 YEARS)

Implement the first phase of infrastructure upgrades, including the introduction of an advanced IT system that enhances data management, patient care, and operational efficiency. Ensure these upgrades create an environment that delivers high-quality, efficient healthcare services across all locations.

### ACTIONS

#### 4.4.1 Conduct an infrastructure assessment

Perform a comprehensive assessment of current facilities and IT systems to identify strengths, weaknesses, and areas requiring improvement.

#### 4.4.2 Engage employees for input

Hold consultations with employees at all levels to gather insights on infrastructure needs and how upgrades could enhance their work and service delivery.

#### 4.4.3 Prioritise areas for improvement

Based on the assessment and employee input, prioritise immediate infrastructure needs and identify quick-win projects that can be implemented in the short term.

#### 4.4.4 Research best practices

Investigate industry best practices and emerging technologies to inform the selection of IT systems and infrastructure designs that support efficient healthcare delivery.

#### 4.4.5 Develop a detailed upgrade roadmap

Create a strategic roadmap outlining the steps, timelines, and budget for upgrading infrastructure, including both physical facilities and IT systems.

#### 4.4.6 Secure funding

Explore funding opportunities, including government grants, partnerships, and community support, to finance the proposed infrastructure upgrades.

#### 4.4.7 Implement IT system upgrades

Implement IT upgrades that improve data management, enhance patient care, and increase operational efficiency across all locations.

#### 4.4.8 Upgrade physical facilities

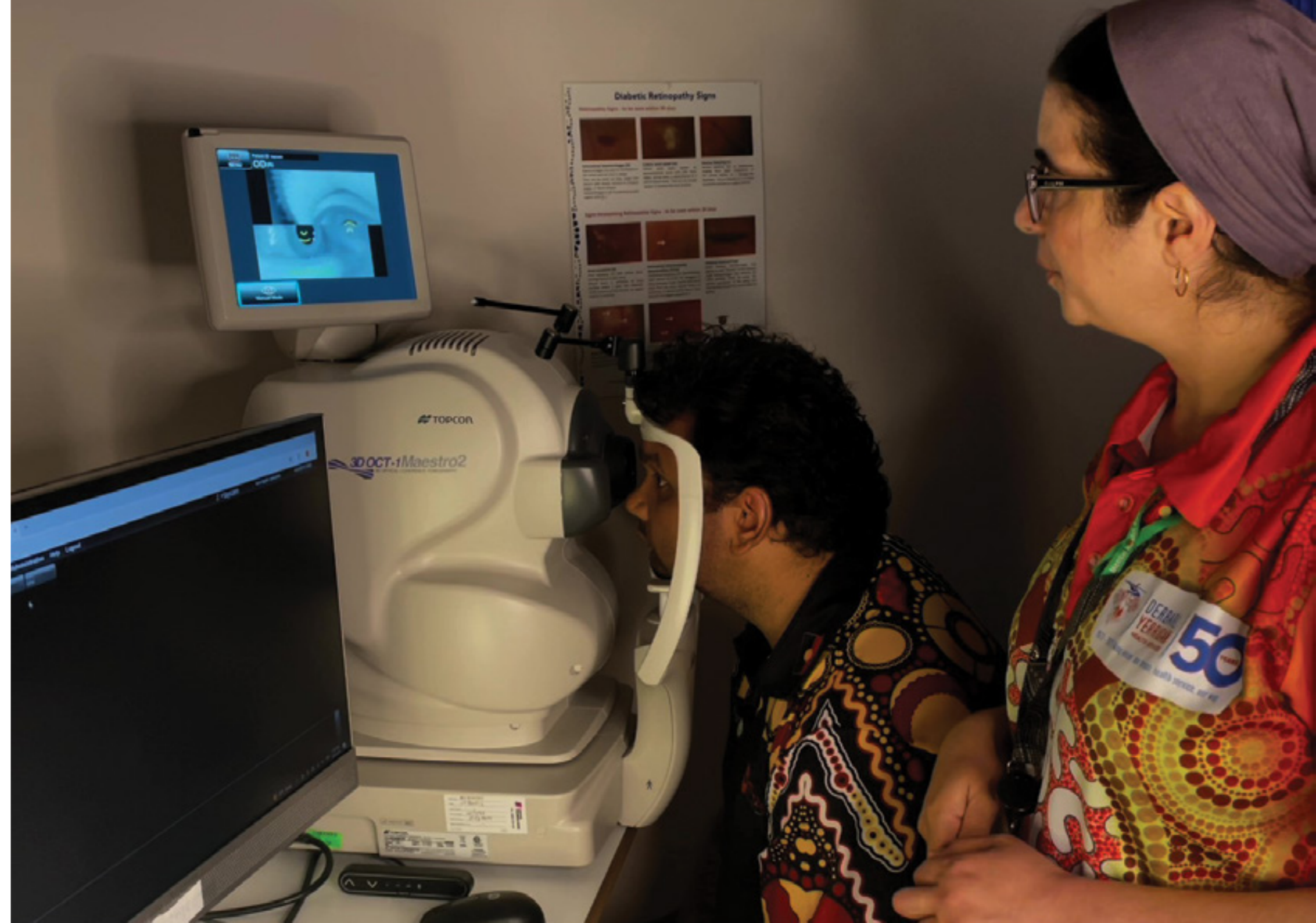
Plan and execute the first phase of physical infrastructure upgrades, including renovations to existing clinics and the construction of new facilities as needed.

#### 4.4.9 Establish maintenance protocols

Develop ongoing maintenance and support protocols for IT systems and physical infrastructure to ensure longevity and functionality.

#### 4.4.10 Evaluate impact

After the completion of upgrades, evaluate the impact on service delivery, patient care, and employee efficiency to inform future phases of development.



# OUR EMPLOYEES

5.1 Workforce development and retention

5.2 Aboriginal leadership



## 5.1 Workforce development and retention

**Be an employer of choice within the health sector, known for our commitment to developing a skilled workforce, inclusive workplace culture, and support of employee wellbeing.**

### **HORIZON 1 (1-2 YEARS)**

Create a supportive and inclusive environment that encourages ongoing professional development, two-way feedback, and celebrates successes. Foster a workplace culture that values diversity and employee wellbeing, ensuring continuous growth and skill development.

### **HORIZON 2 (3-4 YEARS)**

Achieve high levels of employee retention and satisfaction by implementing tailored professional development programs, competitive benefits, and fostering a workplace culture that values diversity, supports wellbeing, and recognises the contributions of all employees.

### **ACTIONS**

#### **5.1.1 Conduct a training needs assessment**

Evaluate the current skills and knowledge of employees to identify gaps and areas for professional development.

#### **5.1.2 Develop a professional development plan**

Create a structured framework that outlines training programs, workshops, and opportunities for continuous learning tailored to different roles within the organisation.

#### **5.1.3 Implement two-way feedback mechanisms**

Establish regular check-ins and feedback sessions between management and employees to facilitate open communication and address concerns.

#### **5.1.4 Launch an employee recognition program**

Create a platform to celebrate individual and team achievements, reinforcing a culture of appreciation and motivation.

#### **5.1.5 Promote wellbeing initiatives**

Introduce programs that support mental health and physical wellbeing, such as wellness workshops, fitness challenges, or access to counselling services.

#### **5.1.6 Implement competitive benefits packages**

Review and improve employee benefits to ensure competitiveness in attracting and retaining talent.

#### **5.1.7 Foster a mentorship program**

Pair experienced employee members with newer employees to provide guidance, support, and knowledge transfer, promoting a culture of learning and collaboration.

#### **5.1.8 Conduct employee satisfaction surveys**

Implement regular surveys to gauge employee satisfaction and identify areas for improvement within the workplace culture.

#### **5.1.9 Create career pathways**

Develop clear pathways for career advancement within the organisation, ensuring that employees understand the opportunities available to them and how to achieve their professional goals.



## 5.2 Aboriginal Leadership

**Ensure that there is strong Noongar leadership at all levels of the organisation, prioritising cultural authority and skill, whilst also giving all Aboriginal employees the opportunity to influence the direction of healthcare services.**

### **HORIZON 1 (1-2 YEARS)**

Foster a workplace culture that recognises, celebrates, and empowers Aboriginal leadership and contributions, ensuring cultural authority is respected and Aboriginal employees are actively engaged in influencing the direction of healthcare services.

### **HORIZON 2 (3-4 YEARS)**

Establish a strong pipeline of Aboriginal leaders within Derbarl Yerrigan Health Service by prioritising cultural authority and leadership development, increasing Aboriginal representation in senior leadership positions and decision-making bodies, and providing opportunities for all Aboriginal employees to influence the direction of healthcare services.

### **ACTIONS**

#### **5.2.1 Promote cultural awareness**

Provide cultural awareness training for all employees, emphasising the importance of Aboriginal leadership.

#### **5.2.2 Celebrate contributions**

Create opportunities to recognise and celebrate the contributions of Aboriginal employees through internal communications, events, and awards that highlight their leadership and impact.

#### **5.2.3 Establish mentorship programmes**

Implement mentorship initiatives pairing emerging Aboriginal leaders with experienced senior employees, fostering knowledge-sharing, professional growth, and leadership development.

#### **5.2.4 Engage Aboriginal employees in decision-making**

Increase Aboriginal employee involvement in decision-making processes by establishing advisory groups or councils that offer input on key organisational matters.

#### **5.2.5 Identify leadership pathways**

Develop clear, defined career pathways for Aboriginal employees to advance into leadership roles, ensuring they have access to the resources and support necessary for growth.

#### **5.2.6 Create leadership development opportunities**

Offer targeted leadership training and educational opportunities to build a pipeline of future Aboriginal leaders within the organisation.

#### **5.2.7 Internal recruitment and succession planning**

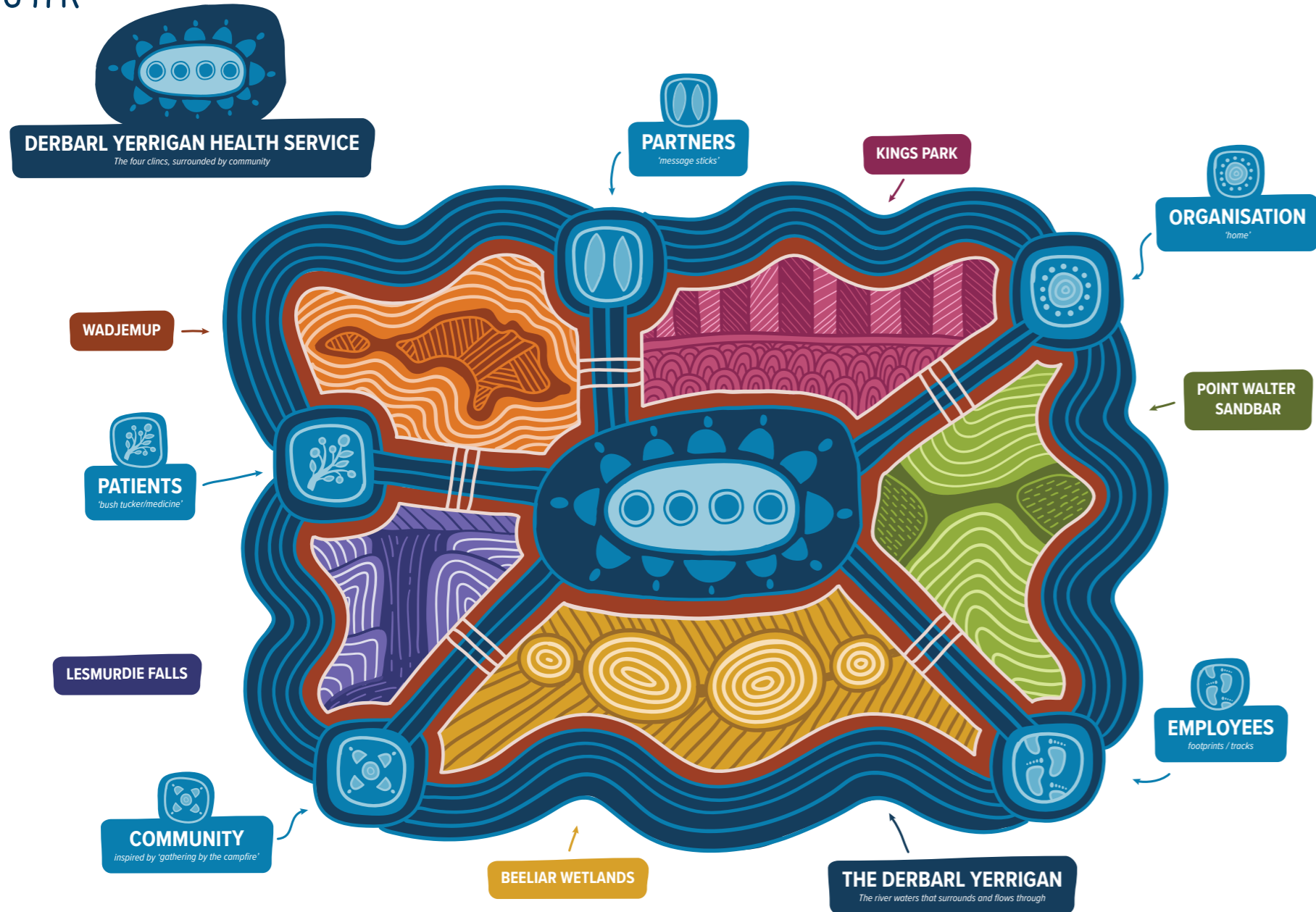
Focus on developing and promoting Aboriginal employees from within the organisation, creating clear succession plans to ensure a strong pipeline of Aboriginal leaders in senior management and leadership positions across all levels.

#### **5.2.8 Establish leadership targets**

Set internal targets for increasing the number of Aboriginal leaders within Derbarl Yerrigan Health Service and regularly review progress towards achieving these targets.



# ARTWORK



## STORY OF THE ARTWORK

This artwork was commissioned to represent the vision of Derbarl's strategic direction in the next five years. The artist, Tyrown Waigana, centred Derbarl's four clinics, represented by the four circles, and surrounded them by community.

Branches connect the centre to the five pillars of Derbarl's strategic plan, and key sites of Noongar Boodjar are depicted inbetween. The piece is surrounded by the Derbarl Yerrigan river, reminding us that country and culture encompasses everything we do.

## ABOUT THE ARTIST

Tyrown Waigana is a multi-disciplinary artist and designer, whose practice includes painting, illustration, sculpture, animation, and graphic design.

His heritage can be traced to Wandandi Noongar people of South West Western Australia and Ait Koedal clan from Saibai Island in the Torres Strait.



## Acknowledgment

Thank you to the Derbarl members and community who contributed their time, cultural knowledge, and lived experiences to the shaping of Derbarl's future and the creation of this document.



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