

Danila Dilba Health Service

STRATEGIC PLAN

2017–2022

Keeping well,
getting stronger

A growing
and dynamic
health service
committed to the
world's best practice,
respect for Aboriginal
cultures and a
passion to make
a difference to
the wellbeing of
Aboriginal people



Danila Dilba
Health Service

About Danila Dilba

Danila Dilba Health Service is an Aboriginal community controlled organisation. It was created by Aboriginal community members in the Yilli Rreung (greater Darwin) region in the 1970s, and was formally established in 1991.

Our full name, Danila Dilba Biluru Butji Binnilutlum, was given by the Larrakia people, the traditional owners of the land where Darwin and Palmerston are situated. Danila Dilba means 'dilly bag used to collect bush medicines' and Biluru Butji Binnilutlum means 'blackfella (Aboriginal people) getting better from sickness'.

Our logo



Larrakia elder, Reverend Wally Fejo, designed our logo. It represents a number of things: the jumping fish convey an exciting, healthy life; the turtle going back to lay her eggs represents the people; and the stick represents a hunting tool used to find the eggs. The overall circle is like looking inside a dilly bag from above, while the snake suggests the threat of danger to our wellbeing and reminds us that we should always be aware of the role of good health in sustaining ourselves.

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Introduction from the Chairperson

In 2016-17, one of the major responsibilities of the Danila Dilba Board was to lead the process of setting our strategic direction for the next five years.

Over several months of consultations with clients, community, staff and other stakeholders, Danila Dilba identified organisational strengths, areas for improvement and opportunities for further development over the next five years. In the process, we renewed our vision and purpose and refined the core values of our organisation.

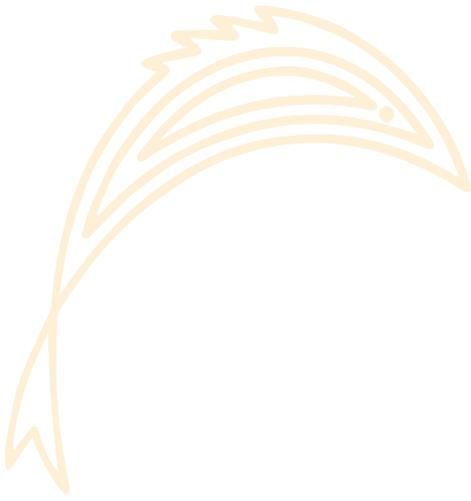
The new Danila Dilba Strategic Plan builds on some amazing achievements of the organisation over the last couple of years and confirms a path forward that will continue to nurture and care for the community closer to their homes.

With the theme 'Keeping well, getting stronger', the Strategic Plan 2017-2022 shows that Danila Dilba is a growing and dynamic health service committed to the world's best practice, respect for Aboriginal culture and a passion to make a difference to the wellbeing of Indigenous people.

A handwritten signature in black ink, appearing to read 'Braiden Abala'. The signature is fluid and cursive.

Braiden Abala,

Chairperson 2016-2017



Introduction

Danila Dilba began as a community controlled health service in the 1970s, and was formally established by Aboriginal community members in 1991. Since then it has grown in size and capacity, from one building and seven staff, to five clinics and more than 150 staff.

Danila Dilba's services have continued to grow and develop in response to increasing client demand. We now provide a range of primary health and other services to about 80% of the Indigenous population in our region. More than 13,400 local people used our services in 2016-17.

Our services

Danila Dilba operates clinics in Darwin city, Malak, Rapid Creek, Bagot Community and Palmerston, including separate men's and women's clinics, a mobile clinic and a community programs division. A new clinic is also being planned for Humpty Doo in the future.

Culturally safe health care services engage clients across the whole of their life through:

- preventative health
- acute care
- chronic disease management
- health promotion
- social and emotional wellbeing
- alcohol, tobacco and other drugs services.

Aboriginal and Torres Strait Islander staff are at the forefront of Danila Dilba health services.

Culture

Understanding and respect for Aboriginal and Torres Strait Islander cultures determines the way we work. We aim to know our people, know their health and to work with them to enjoy a healthy life, providing services in the community and close to home.

Building on the relationships we have with community, families and clients allows us to work together in culturally safe ways to improve the health and wellbeing of our clients.

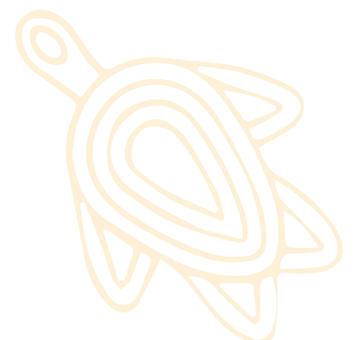
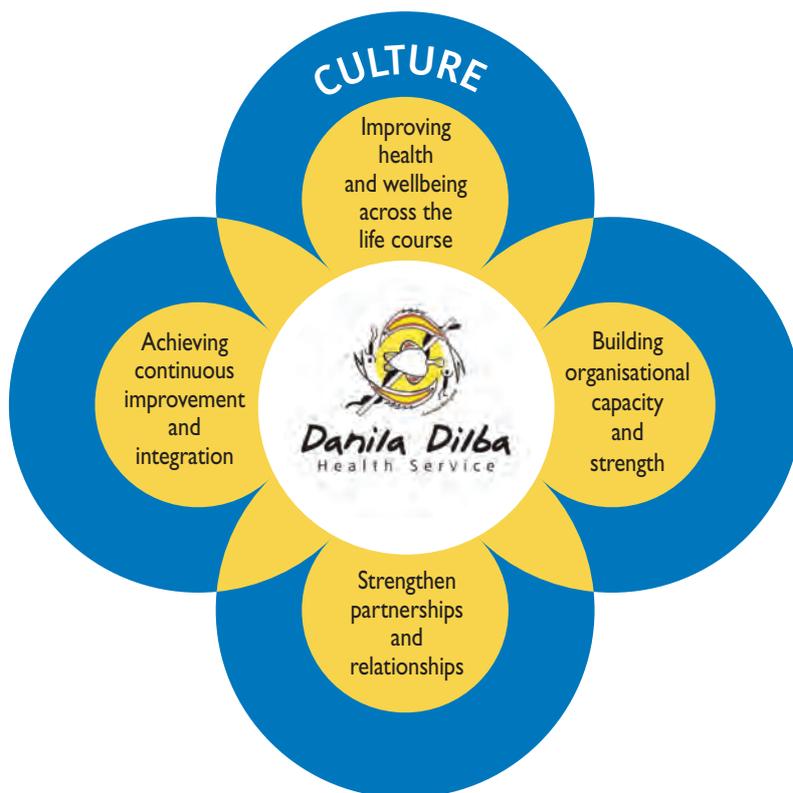
Aboriginal and Torres Strait Islander cultures often share cultural similarities such as collective identity, the importance of family and relationships, connection to land, seas and waters. We acknowledge the diversity of cultural practices and belief among Australia's First Nation's peoples.

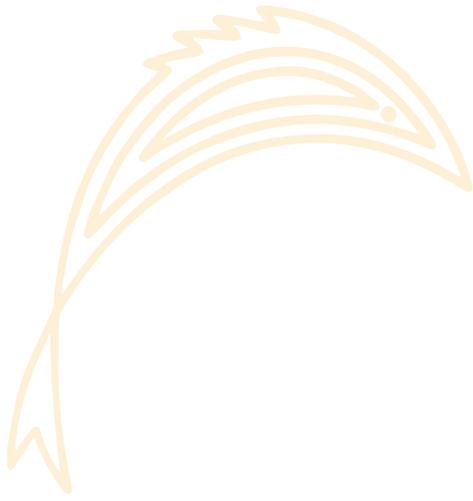
In Larrakia language:

'Danila Dilba' means 'dilly bag used to collect bush medicines'

'Biluru' collectively describes Aboriginal people living in or visiting the Yilli Rreung region.

'Biluru Butji Binnilutlum' means 'blackfella (Aboriginal people) getting better from sickness'.





Danila Dilba Strategic Plan 2017-2022

Danila Dilba Health Service is governed by an elected skills-based Board that represents our diverse community. In 2016-17, the Board reviewed the outcomes of our previous Strategic Plan 2014-16 and led an extensive consultation process to plan for the next five years.

The 2014-2016 Strategic Plan addressed population growth in the Palmerston area and recognised the changing community context for Danila Dilba Health Service. This Strategic Plan 2017-2022 builds on those achievements and anticipates increased demand for our services and further expansion (see service area map page 16).

Danila Dilba acknowledges that to be effective, we need to be strong and capable and deliver the best health service to our clients by:

- integrating services at each clinic
- providing services where our clients need them, close to home
- offering services across the lifetime of each of our clients
- working in partnership with other organisations, researchers and community members
- working alongside the mainstream health sector.

The Danila Dilba Strategic Plan 2017-2022 includes a 'new clinic' strategy that will be implemented from 2017-18 with new clinics in Darwin's northern suburbs and rural areas.



Our Vision

That Aboriginal and Torres Strait Islander peoples' health, well-being and quality of life equals that of non-Indigenous Australians.

Our Purpose

Our purpose is to improve the physical, mental, spiritual, cultural and social wellbeing of the Biluru* community in the Yilli Rreung* area. We achieve this through innovative comprehensive primary health care programs, community services and advocacy.

Our work is based on principles of equity, access, empowerment, self-determination and collaboration.

Our Values

- Respect
- Trust, honesty and integrity
- Fairness, transparency and accountability
- High professional standards, ethics and quality

Our Ways of Working

Throughout our work we:

- Recognise, respect and value the diversity of Aboriginal and Torres Strait Islander peoples, cultures and languages
- Deliver effective, culturally appropriate services through a highly skilled, culturally competent and capable workforce
- Take ownership of our decisions and actions
- Are open, transparent and honest in our communications and dealings with our clients, community and each other
- Encourage and support staff in the achievement of our shared goals
- Actively seek client feedback to ensure we provide high quality, responsive and culturally safe health care

Strategic Priorities

Danila Dilba has identified four strategic priorities for the next five years:

1. Improving health and wellbeing across the life course
2. Building organisational capacity and strength
3. Strengthening strategic partnerships and relationships
4. Achieving continuous improvement and integration of programs and services culture





STRATEGIC PRIORITY

1

Improving health and wellbeing across the life course

Improve the health and well-being of Biluru people through access to high-quality, holistic and culturally safe comprehensive primary health care, incorporating prevention, early intervention and direct care services.

Outcomes

Maternal and infant health services

- Provide effective and accessible maternal and infant health care, antenatal and postnatal support

Childhood health and development services

- Provide effective and accessible assessment, early intervention and referral processes to promote children's social and emotional wellbeing

Services for young people

- Provide effective and accessible health, social and emotional wellbeing services that engage young people in healthcare

Services for healthy adults

- Provide effective and accessible services that engage adults in health assessments and screening and programs that reduce the risk factors for chronic illness and improve social and emotional wellbeing

Healthy ageing services

- Provide effective and accessible services to enable older people to stay culturally connected, and maximise their independence as active, physically and mentally healthy individuals

Chronic disease is everyone's business

- Provide effective and accessible chronic disease health care support, including prevention and early intervention services across the life course



Performance indicators

- outcomes achieved against targets as national KPIs
- reporting against Aboriginal Health KPIs
- number of new and expanded services
- establishment of new clinics and outreach services
- effectiveness of services to meet identified gaps and needs
- effective communications with clients, members and other stakeholders





STRATEGIC PRIORITY

2

Building organisational capacity and strength

Develop Danila Dilba Health Service's organisational capacity to deliver sustainable and effective services, and support a skilled and culturally competent workforce.

Outcomes

Effective governance and management

- Ensure the organisation is well governed through an engaged skills-based Board, strong management team and effective management of risk

Financial sustainability

- Build the financial sustainability of the organisation to support the growth and development of services

Investment in our people

- Support the cultural competence and professional development of our staff

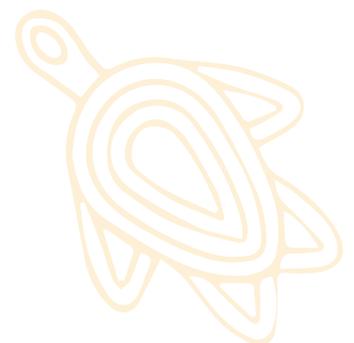
Strong evidence base

- Build upon existing systems and processes to ensure the right information is being collected and analysed to inform service and system improvements



Performance indicators

- annual independent evaluation of Board and CEO
- financial performance against budget
- diversified revenue
- compliance with funding agreements
- maintaining unqualified accreditation and audits
- Aboriginal and Torres Strait Islander people as a proportion of total staff
- staff retention
- training and development opportunities undertaken





STRATEGIC PRIORITY

3

Strengthening partnerships and relationships

Develop and strengthen partnerships with community and other stakeholders to enhance the work of Danila Dilba Health Service and build collaboration at local, regional, Territory and national levels.

Outcomes

Community confidence

- Continue to build and improve trusted and respectful relationships with Biluru people in the Yilli Rreung region to ensure that Danila Dilba is a service of choice

Strategic partnerships

- Develop and maintain formal and informal alliances that bring Indigenous and non-Indigenous individuals and organisations together to address the social determinants of health



Leading and influencing

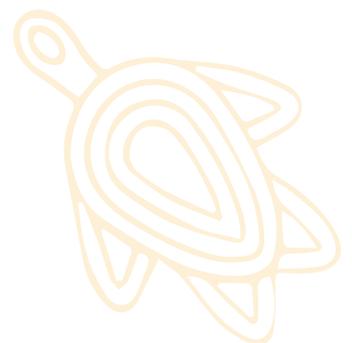
- Position Danila Dilba as a leading Aboriginal Community Controlled Health Organisation, using evidence and knowledge about client and community needs to influence policy and service improvements

Research and development

- Establish partnerships to conduct research to fill knowledge gaps, identify best practice approaches and inform service improvements

Performance indicators

- partnerships add value to our services
- engagement with partners and stakeholders influences policy and service improvements
- research activities contribute to tangible improvements in services and client outcomes
- ongoing reviews of services and systems
- increased and engaged membership
- effective communications with, and feedback from, clients, members and other stakeholders





STRATEGIC PRIORITY

4

Achieving continuous improvement and integration of services

Ensure continuous quality improvement (CQI) activities lead to evidence based service design, and improvements to services to address client and community needs.

Outcomes

Client and community involvement

- Ensure clients have access to culturally safe services across their lifetime, and seek and listen to client and community feedback

Data use and best practice

- Collect quality organisational and clinical data to inform best practice and improve services

CQI leadership and skilled staff

- Build CQI (continuous quality improvement) leadership and strengthen staff skills to improve quality across the organisation



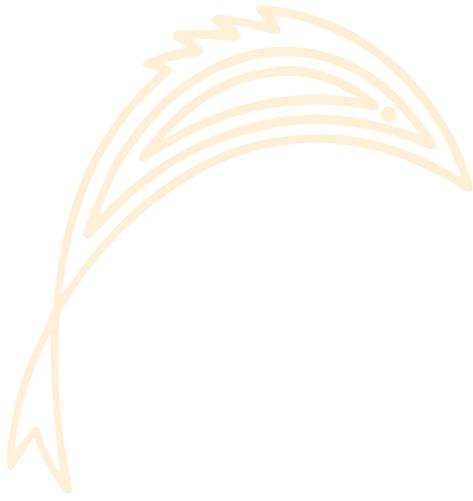
Service integration and holistic care

- Adopt improvements that make it easier for clients to access services, promote holistic care and increase service effectiveness and efficiency

Performance indicators

- client feedback sought and responded to
- staff who have received CQI training
- ongoing reviews of services and systems
- implementation of program and service review recommendations
- compliance with relevant standards
- effective integration of services





Measuring and reporting our progress

This five year strategic plan will be implemented through annual business plans, aligned with annual budgets and supported by annual activity plans for all programs and services.

Danila Dilba will monitor and evaluate its programs and services through self-assessment, complemented by independent external reviews. It will also continue to actively seek the views and experiences of its clients, staff and other stakeholders.

The outcomes of its strategic priorities will be reported in annual reports, along with quarterly reports to the Board on progress against business plans and performance indicators.

Pathways for measuring and reporting on progress of the strategic plan



Danila Dilba locations



Corporate and Community Services
28 Knuckey St, Darwin



Malak Clinic
3/1 Malak Place, Malak



Bagot Clinic
133 Bagot Rd, Ludmilla



Men's Clinic
42 McLachlan St, Darwin



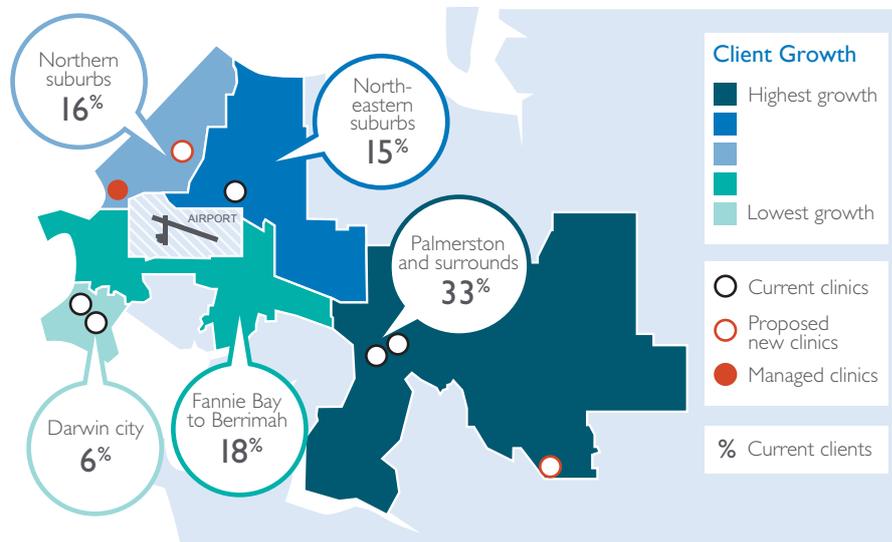
Darwin Clinic
32-34 Knuckey St, Darwin



Gumileybirra and Palmerston Clinic
7 Rolyat St, Palmerston



Danila Dilba Health Service



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www.ddhs.org.au

Corporate Services

1st Floor, 28 Knuckey St, Darwin
(08) 8942 5400

Community Services

Ground Floor, 28 Knuckey St, Darwin
(08) 8942 5400

Bagot Clinic

133 Bagot Rd, Ludmilla
(08) 8942 5380

Darwin Clinic

32-34 Knuckey St, Darwin
(08) 8942 5444

Malak Clinic

3/1 Malak Place, Malak
(08) 8920 9500

Men's Clinic

42 McLachlan St, Darwin
(08) 8942 5495

Gumileybirra Women's Health Service

4/7 Rolyat St, Palmerston
(08) 8931 5700

Palmerston Health

1/7 Rolyat St, Palmerston
(08) 8931 5711



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