



**Broome
Regional Aboriginal
Medical Service**

Strategic Plan 2021 – 2026



Broome Regional Aboriginal Medical Service's Model of Care

The uses the BRAMS Model of Care as the set of parameters by which the organisation aims to deliver consistent, comprehensive, holistic, high-quality, and culturally responsive services to Aboriginal people living in Broome.

The Model of Care acknowledges the importance of providing timely, accessible, affordable, and appropriate health care for Aboriginal people and communities.

Care needs to be strongly connected to country and cultural heritage and must recognise the integral role that family and community play in the overall physical, mental and spiritual wellbeing of an individual.

The Strategic Plan strongly aligns to the Model Care as seen below.



Vision

Healthy People

STRONG COMMUNITY

BRIGHT FUTURE

Mission

Provide holistic and culturally responsive health and wellbeing services for Aboriginal and Torres Strait Islander People. That means making our Mob healthy.

Values

Respect

Treat one another and others with respect.

Integrity

Be truthful, honest and ethical in our dealing with one another and others.

Accountability

Take responsibility for what we do and the decisions we make.

Quality

Providing high quality services that meet the expectations of our clients and the community.

AREA OF FOCUS	HOW WE ENGAGE	HOW WE WORK			WHAT WE DO					HOW WE KEEP OUR BUSINESS STRONG		
Model of Care	Community Controlled	Culturally Security	Person-centred	Choice and Control	Lifecycle of Care					Business Management		
DIVISION					Primary Care	SEWB	NDIS	Programs	New Services	Human Resources	Finance	Systems
STRATEGIC OBJECTIVES	Build a new BRAMS owned, culturally secure and accessible clinic	Enhance the cultural security of services at BRAMS	Understand and improve the patient journey at BRAMS	Enable greater patient choice of 'who' their primary healthcare practitioner is and 'when' they can access services	Improve the health outcomes of the BRAMS patient cohort, year on year	Expand SEWB service models to better meet the holistic and cultural needs of the local community	Deliver sustainable NDIS services that place BRAMS as the 'NDIS provider of choice' in the community	Maintain a strong reputation with funding bodies	Deliver aged care services to older Aboriginal people in the Broome community	Maintain BRAMS as the 'employer of choice' in the Broome health sector	Manage the finances of BRAMS in a sustainable and profitable manner	Establish and maintain robust cyber security arrangements
	Expand the BRAMS Board to include Kullarri regional representation and emerging leaders				Maintain BRAMS as the 'health provider of choice' for local Aboriginal people		Expand NDIS services, potentially to include accommodation, group skill building, and early intervention	Collaborate in research projects that reflects the priorities of the Board and organisation	Establish a comprehensive allied health service	Increase the employment of Aboriginal staff	Continue to grow the net asset position of BRAMS	Establish and maintain robust data privacy arrangements
	Develop and maintain partnerships with Kimberley Aboriginal Community Controlled Organisations and the local community				Manage the risks of COVID-19 in an effective and responsible manner		Provide employment opportunities for people with a disability	Expand preventative health programs and their focus on social determinants of health	Consider establishment of a childcare service	Develop the capability of management to reduce succession planning risks	Finance the construction of the new clinic in a sustainable and financially prudent manner	Develop and maintain BRAMS systems and controls to maintains its accreditations, licenses and funding
					Continue to improve clinical governance in practice				Determine BRAMS' role in providing services that address trauma transgenerational trauma impacting health	Maintain a positive workplace culture and establish training and development pathways for Aboriginal staff		Maintain a best practice IT systems network
					Expand BRAMS' outreach footprint to regional communities							

How We Engage

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR
Community Controlled	
Build a new BRAMS owned, culturally secure and accessible clinic	<ul style="list-style-type: none"> → The new BRAMS clinic is open for service. → Lease Divestment. → BRAMS to expand into 2 sites for Primary Health Care and Family and Community Services.
Expand the BRAMS Board to include Broome Shire representation and emerging leaders	<ul style="list-style-type: none"> → The Board has at least one new Director from outside of Broome. → BRAMS identifies and builds the governance skills and experience of an emerging leader to join the Board. → The Board has one emerging leader in place within the Broome Shire. → Develop a marketing strategy to promote membership. → Empowered young leaders' engagement to recruit younger Board members.
Develop and maintain relationships with Kimberley Aboriginal Community Controlled Organisations and the local community	<ul style="list-style-type: none"> → BRAMS has run at least two Community Advisory Groups, each year. → BRAMS attends at least two community events per year. → BRAMS to think and explore innovative partnerships that can develop information and resources on. → BRAMS has run at least 1 Annual Community Open Day per year. → BRAMS runs one careers event each year with the schools.

How We Work

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR
Cultural Security	
Enhance the cultural security of services at BRAMS	<ul style="list-style-type: none"> → All new non-Indigenous staff complete Cultural Awareness training. → BRAMS has formally investigated whether to include traditional healing practices within its service offerings. → Interpreters are used within service delivery, as required. → Implementation Cultural Mentoring program. → Engage with other organisations to deliver cultural awareness training.
Person-centred	
Understand and improve the patient journey	<ul style="list-style-type: none"> → A Patient Journey Map has been developed. → BRAMS has consulted with the Consumer Advisory Group to identify how to improve communication across services. → Patients understand their journey and being informed about services at BRAMS.
Choice and Control	
Enable greater patient choice of 'who' their primary healthcare, NDIS, Aged Care and Allied Health practitioner is and 'when' they can access services	<ul style="list-style-type: none"> → BRAMS has examined the feasibility of extending clinic opening hours. → BRAMS has made policy, workforce and practice changes to enable patients to choose their health practitioner. → BRAMS has examined the feasibility of extending clinic opening hours for all service delivery by BRAMS. → For profit clinic run by BRAMS.

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR
Primary Care	
Improve the health outcomes of the BRAMS patient cohort, year on year	<ul style="list-style-type: none"> → BRAMS has developed an internal set of primary healthcare outcome indicators. → Year on year, healthcare outcome indicators improve.
Maintain BRAMS as the 'health provider of choice' for local Aboriginal people	<ul style="list-style-type: none"> → The number of patients each year maintained or increased. → Survey feedback from patients and community remains positive and any negative feedback is actioned.
Manage the risks of any future pandemic	<ul style="list-style-type: none"> → 90 per cent of the Aboriginal population in Broome has had a COVID-19 vaccination. → BRAMS will manage any risks when and if a future pandemic occurs.
Continue to improve clinical governance in practice	<ul style="list-style-type: none"> → The Clinical Governance Committee to develop KPI's present to the Board of Directors.
Expand BRAMS' outreach footprint to regional communities	<ul style="list-style-type: none"> → BRAMS provides primary health care services to at least two towns or communities outside of the Broome Local Government Area (LGA)
Social and Emotional Wellbeing	
Expand SEWB service models to better meet the holistic and cultural needs of the local community	<ul style="list-style-type: none"> → Expand SEWB services to after hours. → Plan SEWB program model → Work on being self-sufficient in the program.

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR
National Disability Insurance Scheme	
Deliver sustainable NDIS services that place BRAMS as the 'NDIS provider of choice' in community	<ul style="list-style-type: none"> → BRAMS' NDIS services break even or make a profit each financial year. → BRAMS' NDIS client numbers increase by at least 5 per cent each year. → BRAMS has maintained its NDIS Registration with the NDIS Quality and Safeguards Commission.
Expand NDIS services, potentially to include accommodation, group skill building, and early intervention	<ul style="list-style-type: none"> → BRAMS has implemented at least one new NDIS Support Items, service line, based on participant's needs and plans. → Scope out works to implement more services and bill accordingly.
Provide employment opportunities for people with a disability	<ul style="list-style-type: none"> → Number of people with a disability that are employed within the organisation.

Lifecycle of Care

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR
Programs	
Maintain a strong reputation with funding bodies	→ 100 per cent of Service Agreement/Contract acquittal reports are provided on time to funders.
Collaborate in research that only reflects the priorities of the Board and organisation	→ 100 per cent of research projects participated in have aligned with the BRAMS mission, values and/or Strategic Objectives Strategic Plan 2021 – 2025. → Set up and map out a plan for research priorities for BRAMS.
Expand preventative health programs and their focus on social determinants of health	→ At least one new preventative program has been developed and implemented that includes a focus on social determinants of health.
Provide employment opportunities for people with a disability	→ BRAMS to complete scoping works on having a targeted approach for the employment of people with a disability.

STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR
New Services	
Deliver aged care services to older Aboriginal people in the Broome community	→ BRAMS is approved as an aged care provider. → BRAMS commences delivery of aged care services. → BRAMS undertakes feasibility analysis on delivery of residential aged care services in Broome.
Establish a comprehensive allied health service	→ BRAMS has established a team of internal allied health professionals that include speech therapists, occupational therapists, psychologists, podiatrist and physiotherapists.
Consider establishment of a childcare service	→ BRAMS undertakes a feasibility study in providing childcare services.
Determine BRAMS' role in providing services that address trauma /transgenerational trauma impacting health	→ BRAMS CEO and Board have considered whether to provide healing services intertwined with other healthcare supports.
Establish a sports and recreation program	→ BRAMS has a community gym. → BRAMS delivers a sports and recreation programs in the community.
Family Domestic Violence Program	→ Continue to provide and expand the FDV unit within BRAMS.
Clinical Drug and Alcohol Services	→ BRAMS to obtain drugs and alcohol accreditation. → Scope of works on prescribing clinical drug for rehabilitation.
Early Childhood Intervention	→ Service delivery of early intervention childhood program. → Scope and explore what is currently in place in Broome.

STRATEGIC OBJECTIVE

KEY PERFORMANCE INDICATOR

Human Resources

Maintain BRAMS as the 'employer of choice' in the Broome health and well-being sector

- Corporate Services Committee to explore different indicators on employee satisfaction.

Increase the recruitment of Aboriginal staff

- The proportion of Aboriginal staff has increased by 20 per cent.

Develop the capability of management to reduce succession planning risks

- BRAMS has an executive management plan.

Maintain retention of staff through a positive workplace culture and training and development pathways workplace culture

- Develop a training and development pathway program for staff and track and report progress.
- Retention rates have improved year on year.
- Staff survey reports an improvement of inter-team communication.
- Staff survey reports a positive, empowering and rewarding culture.
- Invest in traineeship model.
- Explore BRAMS being a Group Training registered provider.

Financial Management

Manage the finances of BRAMS in a sustainable and profitable manner

- Scope of works for future finance management.
- Maximise medicare, revenue and evaluate the staff needs.

Continue to grow the net asset position of BRAMS

- Net asset position increases year on year.

Finance the construction of the new clinic in a sustainable and financially prudent manner

- Identify and confirm external funding sources.
- Develop business case.
- Develop budget for any BRAMS funding commitments and confirm where the required funding will be sourced (e.g. cash reserves or debt financing).

How we keep our business strong

STRATEGIC OBJECTIVE

KEY PERFORMANCE INDICATOR

Systems

Establish and maintain robust cyber security arrangements

- Cyber-security systems are tested and reviewed regularly, and a report submitted to the Board.

Establish and maintain robust data privacy arrangements

- Privacy policies, practices and systems are tested and reviewed regularly, and audited, and a report submitted to the Board.

Develop and maintain BRAMS systems and controls to maintain its accreditations, licenses and funding

- Internal audit capacity has been established to develop and maintain adequate internal systems and controls.

Maintain a best practice IT systems network

- Information technology systems are reviewed regularly, and a report submitted to the Board.

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