

**Danila Dilba**<sup>®</sup>  
Health Service



# STRATEGIC PLAN

2022 - 2026









# Foreword

## Carol Stanislaus | Chair



Danila Dilba has a long history of providing high quality, culturally safe, comprehensive primary health care to Biluru people in the Yilli Rreung region. Starting as a single clinic in 1991, we have grown to become a network of health clinics right across the greater Yilli Rreung region. We have built a strong reputation and profile as an advocate for improving the wellbeing and addressing the social determinants of health for our people. We are recognised throughout the Territory and nationally, as a large, highly effective Aboriginal community-controlled provider of quality, comprehensive primary care.

Our operating environment remains fast changing, and often unpredictable. While we expect COVID-19 to feature less prominently for us over the coming years, we are instead faced with an Aboriginal population across the Yilli Rreung region that is rapidly growing and placing an increased demand on our services and resources. This means our focus must be on consolidating our primary health care model and ensuring we are providing the most efficient and effective services to meet the current and future health needs of our community.

Our 2022-26 Strategic Plan lays out our plans for strengthening our comprehensive primary health care services, while addressing the many challenges facing our organisation and community.

Our aspiration remains true to our roots. We want to stay focused on delivering a high quality service for our people. We will see an increased focus on early intervention, prevention and health promotion. We will continue to build upon the comprehensive nature of our primary health care model and advocate for improving the social determinants of health.

In this plan we have prioritised the health and wellbeing of our people from bubs through to our Elders. We will achieve this by focusing on our people, our relationships and the organisations long-term sustainability.

Under the direction and leadership of the Board and community, Danila Dilba are committed to delivering the priorities identified in this plan. With our new direction, we believe Danila Dilba will continue to be a leader in strengthening the health and wellbeing of our people.

**Carol Stanislaus**  
Director/Chairperson

A handwritten signature in black ink, appearing to be 'CS' or similar initials.

# Who we are

Danila Dilba was established in 1991 to provide medical services for Biluru (Aboriginal and Torres Strait Islander) people in the Yilli Rreung (greater Darwin) region.

The name Dilba Biluru Butji Binnilutlum was given by the Larrakia people. In the Larrakia language Danila Dilba means 'dilly bag used to collect bush medicines' and Biluru Butji Binnilutlum means 'Aboriginal people getting better from sickness'. We are an Aboriginal community controlled health organisation and we hold ourselves accountable for representing Biluru people. Our cultural protocols and practices continue to guide how we deliver our services in the best way possible.



## Our Vision

Biluru people of the Yilli Rreung region experience health, wellbeing and quality of life outcomes that are equal to, or greater than that of non-Indigenous Australians.



## Our Purpose

Improve the physical, mental, cultural and social wellbeing of the Biluru people of the Yilli Rreung region through innovative, culturally safe and effective comprehensive primary health care programs and services.



## Our Values

Respect

Trust, honesty and integrity

Fairness, transparency and accountability

High professional standards, ethics and quality

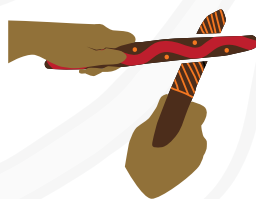
# Our guiding principles

We have identified six guiding principles that will inform how we approach all decisions and actions over the 2022-2026 period.



## Community control

As a community controlled organisation, we hold ourselves accountable for representing Biluru people in the Yilli Rreung region.



## Culture

Our cultural protocols and practices continue to guide how we deliver our services in the best way possible. We recognise, respect and value the strength and diversity of Aboriginal and Torres Strait Islander peoples, cultures and languages.



## Quality

We provide services that are equitable, accessible, professional, and responsive to local needs.



## Relationships

Our strength lies in the trusted relationships we hold with our community, our staff and our stakeholders.



## Holistic

We strive to deliver holistic care that addresses the physical, mental, cultural and social wellbeing of the community.



## Sustainable

We recognise that the strength and health of Danila Dilba is critical to the on-going health of our community.

# Danila Dilba Strategic Plan 2022-26

Our 2022-26 Plan prioritises the health and wellbeing of our people, supported by a set of initiatives that take us closer to realising our Purpose.

## Our 2022-26 Strategic Priorities



### 1. Health and wellbeing of our people from bubs through to our Elders

Strengthen our high quality, culturally safe, comprehensive primary health service to improve health and wellbeing across the life course. We will do this by enhancing the quality and capacity of our services, and developing a service model that best responds to the varied health needs of our community.



### 2. Strengthen our sustainability and governance

Secure greater financial independence and bolster organisational and clinical governance.



### 3. Invest in our workforce

Be an employer of choice and continue to invest in opportunities that grow and develop our local workforce



### 4. Grow our relationships and leverage our voice

Create and develop our partnerships and use our voice and influence together to strengthen our services and increase capacity in the health system

# Strategic Priority 1

Health and wellbeing of our people from bubs through to our Elders



## Our objective

Strengthen our high quality, culturally safe comprehensive primary health service to improve health and wellbeing of our people from bubs through to our Elders

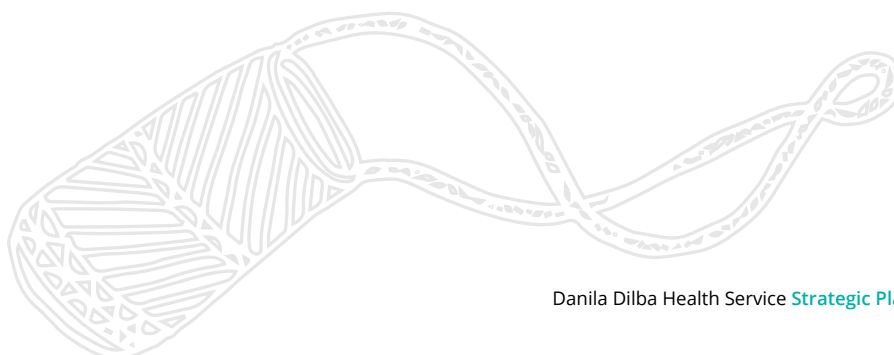


## The opportunity

- Meeting the demand of a growing Biluru population in the Yilli Rreung region
- Meeting the on-going demand for comprehensive, culturally safe primary health care in our community
- Improving lifetime health and wellbeing outcomes by focusing on children and young people as well as our Elders

## Strategic initiatives

- Undertake analysis to better understand, respond to and measure the **population health needs** of Biluru people in the Yilli Rreung region
- Design and implement a **best practice model of care** incorporating person centred approaches to provide agency to our clients and deliver excellent value and patient experience
- Create a 'united Danila Dilba' by establishing **service consistency** across the organisation
- Roll out a **cultural safety framework and trauma informed practices** across our services
- Explore opportunities to increase our focus on **early intervention, prevention and health promotion** for comprehensive primary care services
- Explore opportunities to grow our primary care offering for children and **families in the early years**
- Explore opportunities to grow our primary care offering for **young people and Elders**



# Strategic Priority 2

## Strengthen our sustainability and governance



### Our objective

Secure greater financial independence and bolster organisational and clinical governance



### The opportunity

- Meeting the on-going demand for comprehensive, culturally safe primary health care in our community
- Securing long term sustainability of our operations
- Strengthening governance systems and organisational efficiency and effectiveness

## Strategic initiatives

- Review our **primary health care service model and network of clinics** to ensure our operations are integrated and appropriately resourced to deliver a high standard of care that best meets our clients needs
- Provide **better opportunities for client feedback** and develop Community Reference Groups in our clinics to ensure we hear from our people
- Make our **administration and billing functions** more effective
- Build strong **financial systems and processes**
- Ensure we receive the correct **Medicare income** based on our service delivery
- Review **procurement policies** and prioritise Aboriginal businesses for products and services where possible
- Manage organisational risks and opportunities through strong and accountable **governance systems and processes**



## Strategic Priority 3

### Invest in our workforce



#### Our objective

Be an employer of choice and continue to invest in opportunities that grow and develop our local workforce



#### The opportunity

- Securing long term sustainability of our operations and the wellbeing of our staff
- Providing stable and high quality primary health care services
- Strengthening client centred care and patient continuity

### Strategic initiatives

- Ensure **staff are appropriately supported** to deliver a high standard of care and manage their personal wellbeing
- Build a **locally based, Aboriginal led workforce** in priority areas of need
- Strengthen **career and leadership pathways** for staff, through improved professional development opportunities
- Provide a **healthy and supportive work environment** for Danila Dilba staff



# Strategic Priority 4

## Grow our relationships and leverage our voice



### Our objective

Create and develop our partnerships and use our voice and influence together to strengthen our services and increase capacity in the health system



### The opportunity

- Meeting the on-going demand for comprehensive, culturally safe primary health care in our community
- Use our reputation, profile and partnerships to collectively support more clients, address gaps and help meet the needs of the Biluru population in the Yilli Rreung region

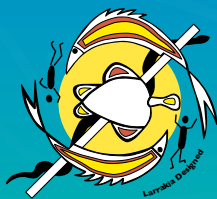
## Strategic initiatives

- **Review existing and develop new MOUs** with partner organisations with similar values and strategic alignment
- Establish **new partnerships** around identified areas of unmet need amongst Biluru people in the Yilli Rreung region
- Establish and strengthen **referral pathways** that enable sharing of capacity and integration with the broader health system
- Develop an **advocacy strategy** focused on improving sector responses to the social determinants of health in the community









**Danila Dilba**<sup>®</sup>  
Health Service

28-30 Knuckey Street  
Darwin, Northern Territory 0800, Australia  
P. +61 8 8942 5400  
[ddhs.org.au](http://ddhs.org.au)

