



2024-2026

STRATEGIC PLAN

Carbal Aboriginal and Torres Strait Islander
Health Services Limited

ACN: 611 551 369

Trading as 'Carbal Medical Services'

ABN: 50 275 271 535



CARBAL MEDICAL SERVICES STRATEGIC PLAN

In 2008 there was an acknowledgement by all levels of government that improving the opportunities and health outcomes for Aboriginal and Torres Strait Islander people should be a national priority.

In addition to this acknowledgement in 2020 the National Agreement on Closing the Gap came into effect representing a shift in the approach to addressing Indigenous disadvantage in Australia, moving towards a more collaborative and community-driven process.

The Closing the Gap initiative builds on a foundation of respect and unity to deliver outcomes that are a normal expectation for non-Indigenous Australians.

The poorer health of Australia's Aboriginal and Torres Strait Islander peoples when compared to the non-Indigenous population is no secret – and something can be done about it.

Something can be done to achieve health and life expectation equality for Australia's Aboriginal and Torres Strait Islander peoples....Aboriginal Medical Services like Carbal exist so that in partnership with Commonwealth and State governments, we can deliver the necessary services to do that something.

By combining all our efforts we can ensure that all Aboriginal and Torres Strait Islander children born in this country have the same opportunity as other Australian children to live a long, healthy and happy life.

This Strategic Plan has been developed to provide an overview of our aims and operations and to act as a guide in assessing our progress towards the achievement of intended outcomes.



Brian Hewitt (CEO)



VISION STATEMENT

To make a significant and growing contribution towards achieving equity in health outcomes for the Aboriginal and Torres Strait Islander communities of Toowoomba and our wider service region.

GOAL STATEMENT

To provide a high quality, sustainable, culturally appropriate and holistic primary health care service.

Where ever possible Carbal will progress sustainable practices and environmentally friendly innovations. Our services are delivered with a deep respect for the land, water and all living creatures. Collectively, we embark on a journey towards ensuring well-being, respecting our heritage, embracing the present, and building a better brighter future for generations to come.

OUR CORE VALUES

- Delivery of client responsive health services.
- Provision of holistic, culturally appropriate health services.
- Strong cultural connection with individual families and the broader community.
- Commitment to continuous improvement in quality service delivery.
- Modelling of responsible and representative governance.
- Collaboration with stakeholders and complementary service providers.
- Provision of a culturally safe and respectful work environment for both staff and clients.



ACCOUNTABLE

Commitment to continual and quality improvement in service delivery.

EMBRACING

Cultural connection with families and the broader community.

TRANSPARENCY

Modelling of responsible and representative governance.

OUR CORE VALUES

EMPOWERING

Support for the social and emotional wellbeing of the individuals in our community.

RESPECTFUL

Provision of holistic, culturally-appropriate health services.

INNOVATIVE

Delivery of tailored health services.

OUR HISTORY

Carbal Medical Services was created in response to a growing need for a local indigenous, community - controlled health service for Toowoomba.

In 2003 the Toowoomba indigenous communities formed Darling Downs Shared Care Inc. and successfully tendered to the Commonwealth Government to provide culturally sensitive and appropriate health services to Aboriginal and Torres Strait Islander communities of the Toowoomba region.



In November 2015, after many years of success and operational expansion, the members of Downs Shared Care Inc. voted unanimously to proceed with a process that supported the future sustainability of Carbal Medical Services by agreeing to proceed with the formal requirements for a migration from an Incorporated Association to a Company Limited by Guarantee.

Carbal Aboriginal and Torres Strait Islander Health Services Limited, trading as Carbal Medical Services has adopted a new Constitution and initiated changes to the legal, financial and operational structures in place at Carbal so that we remain fully transparent and accountable to our community and to the State and Commonwealth funding bodies for the health services and programs that we deliver

Since 2015, Carbal has successfully maintained organization wide ISO 9001:2015 accreditation through an intensive and ongoing dedication to ensure that our policies and processes are supporting the delivery of quality services to our community.

The Action Plan and the Quality Control Manual are regularly reviewed and updated. These documents are important in that they provide a clear direction for determining activity within the Carbal charter of operations and also clear guidelines for reviewing and maintaining acceptable processes for remaining compliant and accountable across the many areas that apply to the delivery of health services.

In May 2019 Carbal relocated all Toowoomba clinical, program and administration services to a new multi-storey facility located in Russell Street Toowoomba,

In 2019 Carbal successfully registered the Carbal Institute for Aboriginal Health Research and

commenced operations with a number of partners.

In late 2019 Carbal successfully purchased a new facility from which ITC services will operate after mid-2020. The Carbal Vaccination Centre which provides COVID-19 vaccinations and tests under contract to the Commonwealth Government also operates from this facility.

In June 2022, Carbal acquired and meticulously outfitted a cutting-edge dental clinic, equipping it with state-of-the-art intra Oral X-Ray technology in three consultation rooms. Thanks to the presence of an exceptionally skilled senior dentist on our team, we have also established a teaching collaboration with James Cook University, expanding our capacity to offer educational opportunities for 5th Year Dental students from all lands across the country. This marked a significant and highly anticipated addition to the services offered to community, addressing a long-standing need for enhanced dental services for Aboriginal and Torres Strait Islander people.

Whilst the institute is no longer officially registered, Carbal continues to be active and dedicated to ongoing research initiatives, demonstrating an unwavering dedication to making a positive impact on the health and wellbeing of Indigenous communities.

Carbal provides an extremely important connection between Indigenous communities and access to culturally appropriate health services. It is the aim of the Board of Directors to maintain effective and thoughtful management in ensuring that services are able to expand in response to the identified needs of our clients.

OUR SCOPE

THE AIM OF THE COMPANY IS TO PURSUE THE FOLLOWING PURPOSES:

- a. To develop, coordinate and conduct services that provide for the care and support in meeting the needs of Aboriginal and Torres Strait Islander individuals and groups in Toowoomba and our wider service region;
- b. to coordinate and conduct services aimed at improving the health and wellbeing that meets the needs of Aboriginal and Torres Strait Islander people in Toowoomba and our wider service region;
- c. to collaborate with and support research professionals or entities in the development and implementation of translational research that will improve the health and well-being outcomes within Aboriginal and Torres Strait Islander communities.

Carbal currently delivers a number of funded health programs on behalf of State and Commonwealth governments and the DDWMPHN. Carbal also maintains two fully operational general practice clinics in Toowoomba and Warwick. Carbal effectively operates a culturally sensitive NDIS Service covering Toowoomba, Warwick, and the surrounding areas. This service provides assistance to approximately 200 community members through support coordination, psychosocial recovery coaching, direct support both in the community and at home, plan management, and group activities. In addition to the broad spectrum of programs that we are involved with, Carbal hosts a number of Allied Health professionals and research teams from the University of Qld and the Qld University of Technology, James Cook University, Australian National University and University of Southern Queensland when mentioning the universities to assist with the collection of data related to preventative health measures in the fields of physical and mental health.

The Carbal Board of Directors is steadfastly supportive of broadening the charter of operations to include support for activities and programs that may fall outside of specific funding guidelines, but which have been identified as areas of need in relation to the provision of health services for our indigenous communities. Our success in maintaining significant self-generated funds has allowed Carbal to 'walk the talk' when it comes to providing programs and services that have real outcomes when measured against the need to provide culturally-sensitive health and social services to the Indigenous communities of the Darling Downs region. In line with this commitment to addressing the pressing needs of our community, Carbal Kitchen is a new addition to our initiatives. Carbal Kitchen seeks to complement our existing Second Bites program by providing food security to those in need. Through the provision of healthy, nutritious food hampers and prepared meals, Carbal Kitchen will play a vital role in ensuring that the individuals and families we serve have access to not only healthcare but also a well-rounded approach to their overall wellbeing. Carbal will continue to identify gaps and attempt to address these gaps in a practical and sustainable way.



(CURRENT MEMBERSHIP

MEMBERSHIP OF THE COMPANY MUST BE MAINTAINED AT A MINIMUM OF SEVEN (7) MEMBERS IN TOTAL, COMPRISED OF:

- a. Members who live, work or otherwise represent the operational region for Carbal activities. ('representation' to be determined by the Directors, in their sole discretion);
- b. Members who formally identify as an Aboriginal or Torres Strait Islander (minimum 90% of total membership); and
- c. Members who do not formally identify as an Aboriginal or Torres Strait Islander but have been accepted by the Directors as meeting the following requirements: (maximum of 10% of total membership).
 - iv. wish to become a Member;
 - v. support the purposes, operations and best interests of the Company, and
 - vi. agree to comply with this Constitution; including paying the guarantee if required.

The Company must have at least five (5), but no more than seven (7) Directors at any one time. At least fifty per cent (50%) of the Directors must identify as an Aboriginal or Torres Strait Islander.



STRATEGIC PRIORITIES

1. To provide health and support services that eliminate disparity in health outcomes.
2. To influence reform and create new service models for the sustainable delivery of health services to all Aboriginal and Torres Strait Islander peoples.
3. To maintain involvement in a range of innovative partnerships and service models with hospitals, private providers and other Indigenous health organisations.
4. To participate in a regional model for Primary Health Care delivery to the Aboriginal and Torres Strait Islander communities in Toowoomba and the South West Downs by working collaboratively with like-minded organisations.
5. To provide significant input into the key health risk factors of Aboriginal and Torres Strait Islander people and expand our services in response to evidence-based community health needs.
6. To strengthen the long term sustainability of the organisation by diversifying our revenue streams, reducing reliance on grant funding and fostering financial resilience.



Carbal's region comprises of the three local government areas of Goondiwindi Regional Council, Southern Downs Regional Council and Toowoomba Regional Council. Carbal's region has a total area of 39,384.0km².

Based on 2021 figures, 11,445 Aboriginal and Torres Strait Islander people live in Carbal's region. This represents 5.2% of the total resident population



KEY ACTIONS

ACTION ONE:

MAINTAIN CORPORATE ACCOUNTABILITY

- Ensure community, board members and staff are informed regarding any company structural changes.
- Remain regulated by ASIC to maintain, facilitate, and improve the financial systems performance.
- Ensure all services provided by the company remain in the best interests of the Indigenous community and demonstrate value for funding bodies.
- Maintain Continuous Quality Improvement across the organisation, utilising a range of formal and informal mechanisms are utilised to evaluate and improve current work practices.
- Maintain all regulatory requirements (ASIC, ACNC, AHPRA).
- Review of Board recruitment to include a skills-based process for appointment of Board Directors.
- Continue to meet all reasonable governance, capacity and accountability requirements set by governments and funding bodies.
- Build capacity through upskilling the Board Directors with Accredited governance training.
- Monitor, assess and report against Strategic Plan on an annual basis.

ACTION TWO:

MAINTAIN A SOUND AND VIABLE FINANCIAL POSITION

- Continue to seek sustainable and innovative sources of funding to enable Carbal to direct towards improving Indigenous health outcomes and continue to maintain 50% of self generated funding, including exploring diverse and potential non-government revenue streams.
- Maintain ISO9001:2015 accreditation procedures to ensure transparent and responsible financial management.
- Sustain strong financial systems and processes whilst demonstrating continual improvement in all financial reporting, management, and revenue tracking processes.
- Maximise Medicare income for services provided at all times.
- Manage organisational risks and opportunities through strong and accountable governance systems and processes.
- Ensure assets and infrastructure are appropriate to respond to current and future demands for health and human services that support delivery of services.
- Investigate the purchase or construction of an NDIS centre in Toowoomba to accommodate for expansion.
- Continue to investigate suitable infrastructure and expansion for Warwick operations.
- Upscale political influence at all levels of Government to maintain existing funding levels.
- Explore the viability of acquiring and utilising Solar and electric vehicles in line with our sustainability statement.





ACTION THREE:

MAINTAIN AN ACCURATE HEALTH PROFILE AND UTILISE DATA TO IDENTIFY OPPORTUNITIES

- Continue to foster an organisational culture that promotes transparency, accountability and a commitment to Quality Improvement ensuring whole of service activities are undertaken according to “best practice standards”.
- In line with Carbal’s Continual Quality Improvement plan, maintain data checks and improvement processes to ensure that data is as accurate as possible.
- Continue to conduct data audits on the outcomes-based evaluation process for non-health programs to improve the quality of associated reports to funding bodies.
- Investigate and continue to offer opportunities for Carbal staff to attain further credentials and knowledge related to their areas of employment.
- Continue to educate all staff on how to accurately enter data and the importance of up-to-date data, especially in relation to nKPI and NDIS.
- Regularly review clinical data with all clinical staff to identify progress and priorities and implement CQI activities as necessary.
- Review and implement clinical processes to address identified health priorities.
- Continue to Identify emerging health and social issues, areas of need and potential new services to meet those needs.
- Maintain ISO 9001:2015 (Quality Management Systems) standards with the aim of internal systems and performance.

ACTION FOUR:

CLIENT AND COMMUNITY INVOLVEMENT AND PARTICIPATION

- Continue to identify trends and the needs of community through organisational feedback mechanisms.
- Source feedback through regular contact with stakeholders and community members.
- Utilise self-generated earnings wherever possible and reasonable to address emerging community priorities.
- Expand engagement with community by being involved in the right cultural, research and health and wellbeing related activities.
- Continually increase the profile and reputation of our services available to the community ensuring that stakeholders and community members are informed of new initiatives, services and community events.
- Continue to support public health campaigns targeting risk factors for preventable Chronic Diseases and other causes of poor health and wellbeing within our communities.
- Explore opportunities to initiate “Carbal on Country” including the purchase of land to utilise for various community events and Social and Emotional wellbeing programs.

KEY ACTIONS

ACTION FIVE:

EXPAND SERVICE REACH TO ADDRESS NEEDS

- Utilise a range of appropriately skilled, flexible, culturally sensitive, and competent Aboriginal Health Workers, Medical, Nursing and Allied Health Staff to provide services that address identified population health needs in a culturally appropriate way.
- Continue to investigate solutions to priority needs.
- Enable increased access to Health Services delivered by Carbal to community via the use of a self-funded Transport service.
- Maintain and expand provision of Mental Health services and Indigenous Family support services and Dental Services across the service delivery region.
- Continue engage with the school system for the provision of Health assessments and Hearing Health.
- Investigate opportunities to provide health, social services and education to Aboriginal Torres Strait Islander people who are engaged with other services:
 - Government agencies
 - NGOs and social support networks
- Continue to implement food security measures for the Indigenous community within our service delivery region through Food Bank and Carbal Kitchen.
- Explore opportunities for expansion of NDIS services to Goondiwindi and surrounds.
- Increase the NDIS services profile to stakeholders and communities across the state.
- Explore the provision of NDIS Support Coordination to Indigenous inmates in the prison system.
- Improve and integrate technology to enhance service delivery capacity.
- Facilitate greater flexibility and innovation of the delivery of culturally safe health and social and emotional wellbeing services for Aboriginal and Torres Strait Islander people ensuring that all care is evidenced based and sustainable.
- Investigate the viability of a Carbal based Suicide Prevention safe place for community.
- Continue to explore opportunities to expand Aged Care services within the region for Indigenous people such culturally appropriate palliative care options and investigate the option of becoming a registered My Aged Care provider.
- Examine the feasibility of a Carbal dispensing pharmacy.

ACTION SIX:

ESTABLISH AND MAINTAIN EFFECTIVE WORKING PARTNERSHIPS

- Seek to improve referral pathways with relevant stakeholders to enable continuity of care, both internally and externally
- Work in partnership with DDHHS to continue to co-design, evaluate and monitor the progress of the Health Equity Strategy.
- Collaborate on relevant programs to ensure a whole of population approach.
- Actively engage and maintain membership with NACCHO and QAIHC as pivotal peak bodies and support initiatives as they arise.
- Continue to establish and maintain effective partnerships with various stakeholders that assist the delivery of comprehensive and culturally responsive primary health care to Aboriginal and Torres Strait Islander people throughout our service delivery region.
- Identify opportunities for strategic partnerships that support the strategic priorities of Carbal.
- Establish new partnerships around identified areas of unmet need amongst the Aboriginal and Torres Strait Islander people in our service delivery region.



ACTION SEVEN:

MAINTAIN ACCREDITATION STATUS

- Ensure that operational accreditation: ACNC, QPA, NDIS Commission, ISO 9001:2015 is maintained, regularly reviewed, and amended as per requirements.
- Develop internal checks and balances, training, and policy development to ensure that accreditation processes provide opportunities for continuous quality improvement.
- Educate, Update, and empower staff to adhere to Continuous Quality improvement, Carbal Education online training programs and resources.



KEY ACTIONS

ACTION EIGHT:

EXPLORE TRAINING, RESEARCH AND OPPORTUNITIES THAT WILL ENHANCE OPERATIONS

- Continue to work in partnership with a wide range of universities and research bodies and investigate and form partnerships with other research organisations to implement research initiatives.
- Engage in research grants that align with our vision and values that will enhance the delivery of health services and outcomes for Aboriginal and Torres Strait Islander people.
- Actively seek opportunities for organisations and individuals to partner with Carbal Medical Services in a philanthropic approach to enhance the improvements of health and social services for Aboriginal and Torres Strait Islander people by sharing our success story.
- Continue to review and expand opportunities to deliver cultural awareness training to external organisations and professional bodies.
- Develop and adapt to online courses to expand to National reach, including the possible creation of an online Governance course.
- Explore opportunities for the development of an Indigenous youth training program, partnering with accredited training programs in the areas of Maintenance, Hospitality and Child Care.
- Investigate the capacity to purchase a property that could be used to provide a Child care service for before and after school care, including Vacation care for Carbal staff.

ACTION NINE:

HUMAN RESOURCES AND WORKFORCE

- Invest in the next generation of Staff and Managers using succession planning to sustain our success into the future.
- Explore leadership training options for Executive and Senior staff to develop the Aboriginal and Torres Strait Islander leadership throughout the organisation.
- Embed Cultural competence as a core feature of recruitment, induction, professional development and other education and training strategies.
- Continue to encourage and support our workforce to live healthy lives through initiatives such as free gym membership, access to EAP and other initiatives as they arise.
- Grow and develop our local Aboriginal workforce whilst continuing to acknowledge and embrace the critical importance of Aboriginal Health Workers to our core business.
- Enhance HR practices to support our current workforce and service provision and future growth needs.





CARBAL SERVICES

<p>Clinical Services</p>  <p>Carbal Medical Services</p>	<p>Dental Services</p>  <p>Carbal Dental Services</p>	<p>NDIS Support Services</p>  <p>Carbal NDIS Services</p>
<p>GP services 715 health checks Chronic Disease Management Mental health support Counselling & psychology Specialist referrals Maternal & child health Hearing health Aboriginal Health Workers Allied Health</p>	<p>Childrens Dentistry General check-ups and examinations Dental X-Rays Scaling and Cleaning Fillings Tooth Extraction Emergency Dentistry Specialist referrals Oral Hygiene advice Preventative care</p>	<p>Support coordinators Recovery coaching Plan management Group and in-centre activities Daily living support Social and community participation NDIS counselling services Aboriginal Disability Liaison Officer</p>
<p>Carbal @ Home</p>  <p>Carbal @ Home</p>	<p>Integrated Team Care</p> 	<p>Carbal Digs</p>  <p>Carbal Digs</p>
<p>In-home nursing services Medications administration Medication reviews Wound care Preventative health support Holistic referrals Counselling My Aged Care applications</p>	<p>Chronic disease care coordination Supplementary services Access to medical aids Transport services to specialists</p>	<p>Medical accommodation 4 x short-term housing units 6 x long term housing units Accept subsidies</p>
<p>Outreach Health Support Services</p>	<p>Education & Resources</p> 	<p>Carbal Kitchen</p>  <p>Carbal Kitchen</p>
<p>Harmony Hub Online Strong Fathers, Strong Families Strong Mothers, Strong Families Carbal Elders Group Carbal Addiction Support Services Marlu Youth Program Miyay Youth Program Strong Spirit, Strong Minds.</p>	<p>Mental Health Skills Training Focused Psychological Strategies Business Basics Tackling Indigenous Smoking Social & Emotional Wellbeing The Art of Carbal Podcasts Story Books</p>	<p>Pre-prepared fresh meals Event catering NDIS meal provider Second bites</p>

carbal.com.au



We acknowledge the traditional owners of the land on which Carbal is located; the Jarowair and Giabal people.