



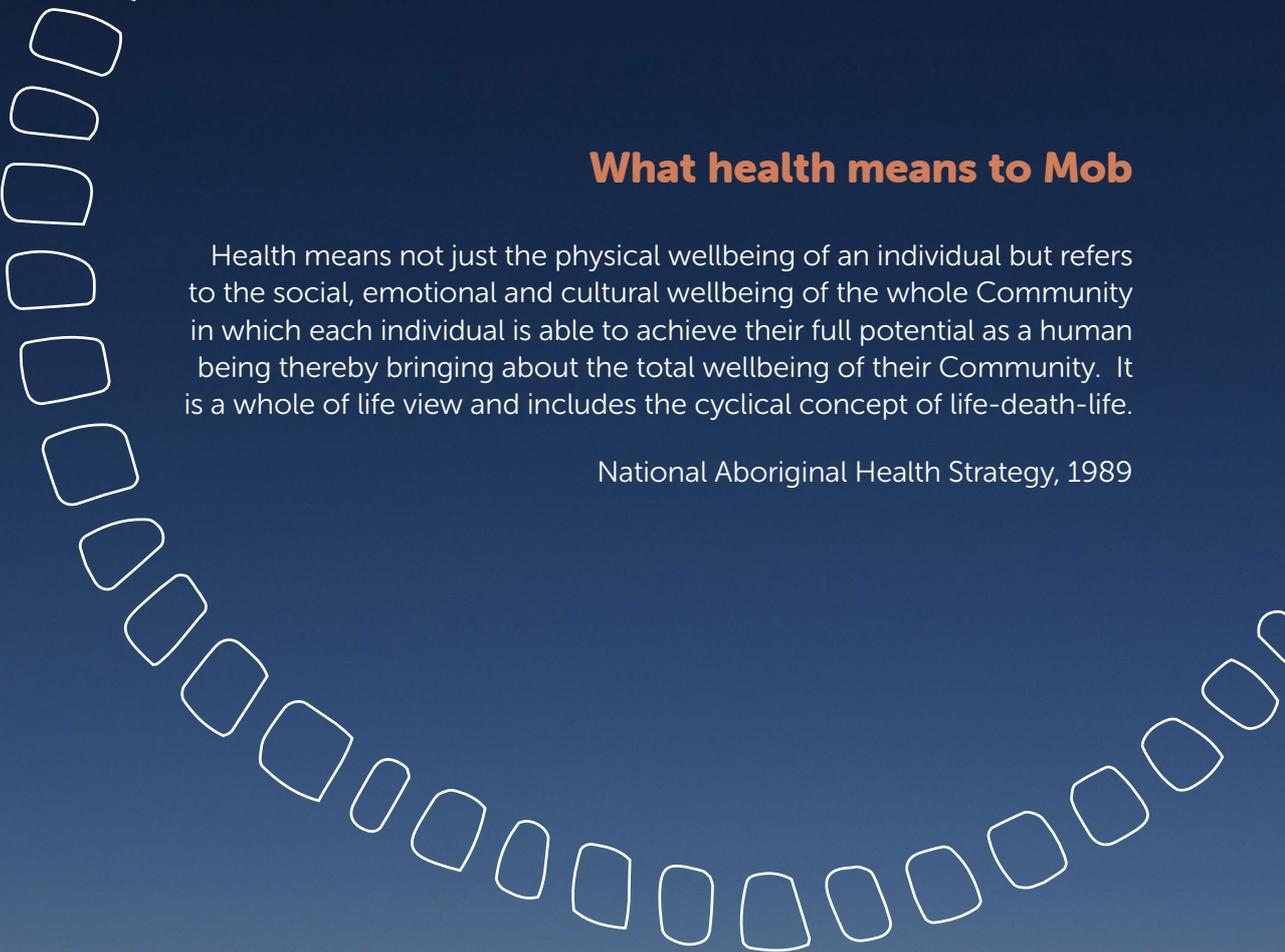
# Moreton **ATSICHS**



**Moreton Aboriginal Torres Strait Islander  
Community Health Services  
(Moreton ATSICHS)**

Strategic Plan | 2025 – 2028





## What health means to Mob

Health means not just the physical wellbeing of an individual but refers to the social, emotional and cultural wellbeing of the whole Community in which each individual is able to achieve their full potential as a human being thereby bringing about the total wellbeing of their Community. It is a whole of life view and includes the cyclical concept of life-death-life.

National Aboriginal Health Strategy, 1989



*"Nothing must stop, everything must continue"*

Aunty Pam Mam

Moreton ATSICHS acknowledges the Gubbi Gubbi, Turrbal, and Jinibara people as the Traditional Custodians of the lands, seas, and waterways where we work.

We pay respect to Elders past and present, and honour their legacy and vision in making our Mob healthy and strong.

## Foreword

Moreton Aboriginal Torres Strait Islander Community Health Services (Moreton ATSICHS) is a non-for-profit, Community Controlled Health Service operating as part of the Institute of Urban Indigenous Health (UIIH) Network. We deliver health, wellbeing and community support services to Aboriginal and Torres Strait Islander people, families and communities across the Moreton Bay region.

Established in 2011, Moreton ATSICHS aimed to address service gaps for the communities of Moreton Bay, while maintaining community ownership and cultural integrity. We have evolved in response to the needs and aspirations of our families and communities. We now provide services to more than 10,000 regular Aboriginal and Torres Strait Islander people.

We have grown rapidly and been agile in navigating changing environments, including the challenges of the COVID-19 pandemic. This period has tested our systems, stretched our workforce and highlighted the need to rebalance, and to grow more sustainability, and with continued cultural integrity.

Our People and Communities are at the centre of everything we do, and we remain accountable to them for the strategic decisions we make. Our Strategic Plan is guided and shaped by listening deeply to their voices, experiences and future aspirations.

This Strategic Plan marks a period of renewal, reflection and reconnection. Over the next three years, we will strengthen our foundations and our identity, and prioritise culture, quality and impact, through our four strategic priorities:

- **Reshape** services to walk alongside our Community
- **Invest** in our workforce
- **Strengthen** the health and wellbeing of our People
- **Embed** Community Control

This is another chapter in our journey, one that honours our past and walks boldly toward a future defined by the aspirations of Our People and Community.



## The RISE Framework

The RISE Framework was developed from the lived experiences and voices of Community in South East Queensland through the Community-designed UIIH Birthing in Our Community (BiOC) program.

The Framework is informed by:

- the synthesis of the international evidence;
- the Guiding Principles for Developing a Birthing on Country Service Model and Evaluation Framework; and
- research outcomes from two empirical redesign studies conducted in remote and urban Australian settings: a healthy start to life (2007-2012), and The Indigenous Birthing in an Urban Setting (IBUS) study.

The BiOC model has delivered world-leading results, published in The Lancet's eClinicalMedicine (2019).

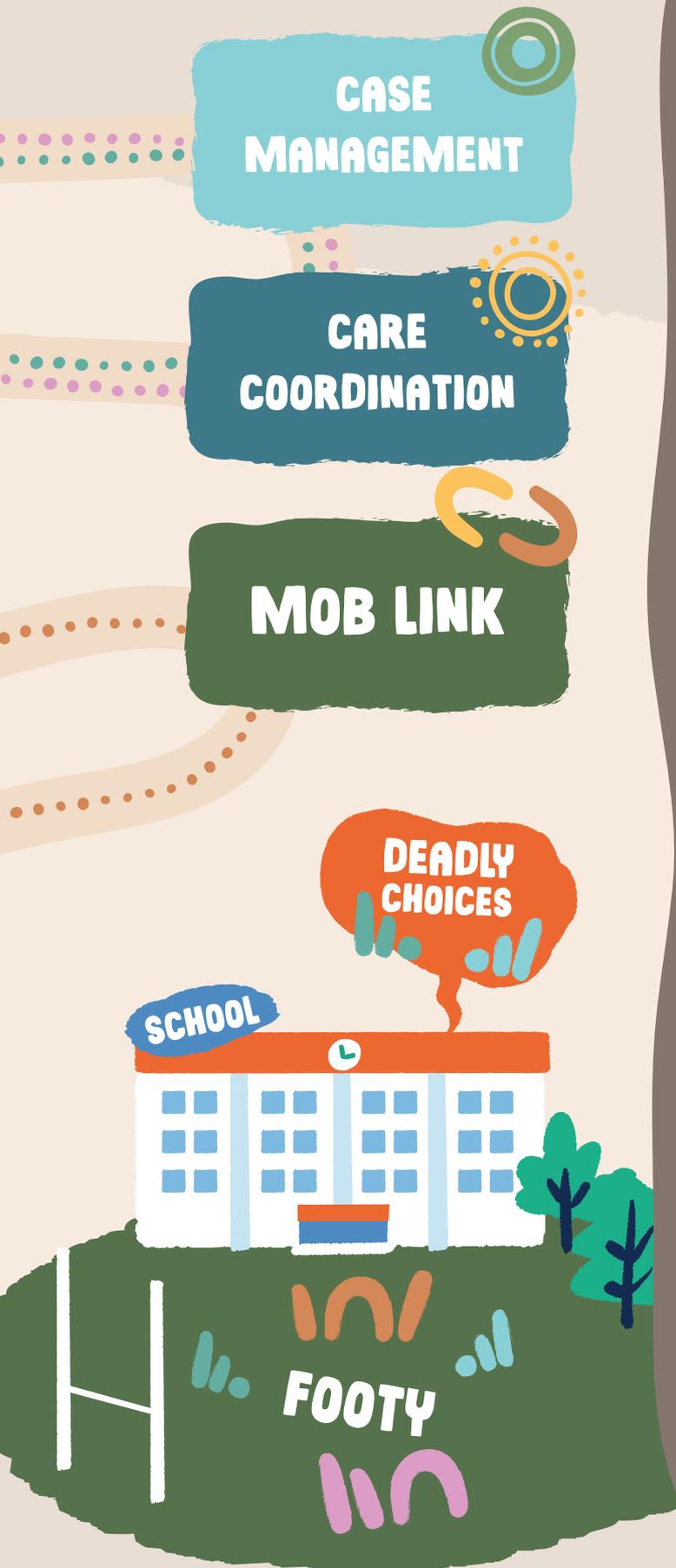


Moreton ATSICHS recognises the strength, value and broader applicability of the RISE Framework as a culturally grounded, evidence-based model for health reform and advancing Aboriginal and Torres Strait Islander health and wellbeing more generally.

By adopting RISE as a set of strategic priorities, Moreton ATSICHS is committing to a holistic and strengths-based approach that aligns service design with Community aspirations, invests in a sustainable and culturally capable workforce, supports the social and cultural determinants of health and wellbeing, and ensures self-determination through genuine Community Control.

# Walk Alongside a Family on their Health and Wellbeing Journey.





## Mob's Story

Mum and Dad are raising five kids, three together (aged 2, 9 and 11) and two teenage boys from Dad's previous relationship who visit when they can. Mum's mum, Nan, lives downstairs and often helps with the grandkids. Mum's sister, who's a single mum, also leans on the family for support, with her young ones often staying over with Nan. They're strongly connected to culture and love footy - Mum once played competitively herself.

Mum uses the transport service to get to clinic and had her youngest bub through Birthing in Our Community (BIOC) in Caboolture. She's stayed connected through Moreton ATSICHS, with the Pod Team coordinating her care plan. Midwife postnatal checks led to more family connections. Mums keeping up the kids' 715 Health Checks, seeing the Social Health Team after some child behavioural challenges, with access to after-hours support when needed.

Dad, who's busy with work, hadn't been connected to services until a Community Liaison Officer (CLO) encouraged him to come in for a yarn. Connected through Mob Link, Dad ended up sorting out a toothache with the dental team.

The kids, who attend Deception Bay State School, are all engaged with Deadly Choices. They visit the clinic for Health Checks and immunisations, and one child was referred by the Pod Team to a Paediatrician, Speech Pathologist (SP) and Occupational Therapist (OT) for additional support.

When Nan wasn't feeling well during one of Mum's appointments, the team arranged a GP visit at a walk-in clinic. She's now supported through regular Pod Team care with ongoing pathways for wellbeing. Nan also raised some concerns about her other daughter, which led to Sissy connecting with a CLO and being linked with Family Wellbeing Services and Social Work.

**The Moreton ATSICHS team walks alongside the family to achieve their health and wellbeing aspirations.**

*This case study depicts a hypothetical family created to illustrate the range of Moreton ATSICHS services and programs.*

## Our vibrant region

Moreton ATSICHS is proud to serve the Aboriginal and Torres Strait Islander people and communities of the Moreton Bay region.

Our Moreton ATSICHS catchment is estimated to be home to **over 25,500** Aboriginal and Torres Strait Islander people.

(Estimates prepared for IUIH by the ABS, using SA2 data, 2023):



**12,900+**

Aboriginal and Torres Strait Islander women and girls.



**12,600+**

Aboriginal and Torres Strait Islander men and boys.

**45%** of our region are babies, children and young people.



**3,000+**

babies, toddlers and young children aged 0-4 years



**2,900+**

children and young people aged 5-9 years



**2,900+**

young people aged 10-19 years

**3,000+**

people are Elders over the age of 55 years (12%).



**BiOC Caboolture**   **Caboolture Clinic & Specialist Clinic**

 **Morayfield Clinic**

 **IUIH Aged Care**

**Staying Deadly | headspace Deception Bay**   **Deception Bay Clinic**

**Dakabin Health & Wellbeing Hub (under development)**   **Margate Clinic**

 **IUIH Aged Care**

 **Family Wellbeing Service**

 **Strathpine Clinic**

 **Moreton ATSIChS Head Office**

 **BiOC Strathpine**

 **IUIH Aged Care**

 **ATSIChS Brisbane Northgate Clinic**



## Our purpose

We **RISE** with purpose, embedding Community Control while walking with Mob to strengthen their health and wellbeing.



## Our vision

Healthy and strong Aboriginal and Torres Strait Islander children, families, and communities.

## Our Values

### Culture

We are here because of those who came before us. We draw upon Aboriginal teachings and ways for strength, wisdom and guidance. We uphold holistic approaches to healthcare and strive to achieve balance in our mental, spiritual, emotional and physical wellbeing.

### Respect

We respect the history of our people, Communities and Network, and honour this history as we walk together to achieve Our Vision. We understand that respectful relationships are built on the recognition that we all have contribution to make. Respectful relationships with our people and Communities, Network and partners are essential. Therefore, we commit to treating each other and our partners in a propa way - with dignity, generosity and responsiveness.

### Discipline

We have an opportunity to achieve transformative change in the health and wellbeing of our Communities and an obligation to make the most of this opportunity. We recognise we all have a contribution to make. This will require us to be disciplined, and to maintain and nurture unity, integrity and reliability in fulfilling our commitments to one another.

### Relationships

We believe that propa relationships with Community, our Network, our partners and each other are foundations for achieving Our Vision and fulfilling our commitments. We commit to fostering working relationships underpinned by trust, respect, honesty, understanding, teamwork and mutual support.

### Excellence

We are humbled and honoured to work on behalf of our Communities. In doing so, we have a moral obligation to strive for excellence in outcomes and our practices and to continuously learn.

### Self-determined

We are empowered by the law of obligation to protect the self-determination of our people and Communities, ensuring choice, participation, and control in their health and wellbeing journey. We believe in providing access to culturally safe care throughout the health care system. Through the collective strength of our people and Network, we partner to tackle systemic discrimination and ensure equitable access to culturally safe care.

## Our Strategic Priorities

### Strategic Priority 1

#### Reshape services to walk alongside our Community

Guided by the voices and leadership of Our People, we will reshape health and wellbeing services through culturally grounded, Community-led approaches.

### Strategic Priority 2

#### Invest in our workforce

Grow and sustain a strong, deadly workforce by nurturing wellbeing, honouring cultural knowledge and creating clear pathways for Our People to lead, thrive, and grow.

### Strategic Priority 3

#### Strengthen the health and wellbeing of our People

Deliver locally based, culturally grounded and integrated community services where Mob feel safe, supported and connected to culture, Community and each other.

### Strategic Priority 4

#### Embed Community Control

Strengthen governance foundations and systems to embed Community Control, enabling decision-making to sit closer to Community and uphold self-determination for our Mob.

## Our Ways

Ways of Seeing

Ways of Doing

Ways of Knowing

Ways of Belonging

Ways of Being

# Reshape

## services to walk alongside our Community

Guided by the voices and leadership of Our People, we will reshape health and wellbeing services through culturally grounded, Community-led approaches

### 1.1 Build meaningful relationships with our People and Community.

We will

- Privilege the voices and leadership of Our People.
- Engage and connect with Our People as advisors ensuring services and programs are culturally intrinsic, and aligned with the Community's needs and aspirations.

### 1.2 Collaborate with Community to create culturally grounded, integrated health and wellbeing services.

We will

- Be led by Aboriginal and Torres Strait Islander knowledge systems to integrate innovation and cultural practice.
- Focus on the health and wellbeing of our Elders, our Youth, and programs that support mental health, and amplify cultural connections.
- Respond to the social and cultural determinants of health through increased Community engagement and strength-based approaches.
- Build propa, collaborative partnerships across the sector, led by Moreton ATSICHS, recognising our leadership as Owners and Runners of Country.

### 1.3 Improve access to health and wellbeing pathways, transforming services into Community-led hubs.

We will

- Reshape family and community hubs to provide locally grounded, holistic support that foster learning opportunities, social connection, access to services, and pathways for growth.
- Improve timely access to health and wellbeing services.
- Strengthen care coordination, embedding our 'no wrong door' approach, ensuring warm referrals and integrated service navigation.
- Ensure that health and wellbeing services are designed with a deep understanding of Aboriginal and Torres Strait Islander cultural values, traditions, and practices.



# Invest in our workforce

Grow and sustain a strong, healthy workforce by nurturing wellbeing, honouring cultural knowledge and creating clear pathways for Our People to lead, thrive, and grow

## 2.1 Grow and strengthen our healthy workforce through innovative workforce design for sustainable, Community-led growth.

We will

- Develop and implement an Employee Value Proposition grounded in cultural integrity, wellbeing and sustainable growth, to position Moreton ATSICHS as an employer of choice for Aboriginal and Torres Strait Islander peoples.
- Honour and elevate the cultural lens that our First Nations team members bring, recognising that their experience, cultural knowledge and deep community connections are essential to improving the health and wellbeing journey of Our People.
- Embed the systems, processes, and practices that enable workforce growth, capability development and operational excellence.

## 2.2 Prioritise nurturing workforce wellbeing, and embed culture, connection and belonging.

We will

- Create a workplace where physical, psychological, cultural, and spiritual safety are deeply embedded, honouring the whole self and fostering an environment where Our People feel respected, supported, and empowered to thrive.
- Foster a culture of workforce wellbeing and connection, where our team feels deeply connected in purpose, vision and to one another and our Community.





### **2.3 Embed Aboriginal and Torres Strait Islander leadership at all levels of governance and operations within Moreton ATSICHS.**

We will

- Increase the proportion of Aboriginal and Torres Strait Islander peoples in leadership and the decision-making processes.

### **2.4 Enhance the visibility and access to training, mentoring and development pathways.**

We will

- Create and utilise existing dedicated leadership pathways, mentoring programs, and succession planning to build the capacity of our growing Community.
- Grow our own by harnessing existing strengths, building capability, and equipping and empowering our workforce to work in Propa Ways.
- Implement purposeful workforce planning by identifying industry and service gaps and growing individuals into these roles with clarity and confidence.

# Strengthen the health and wellbeing of our People

Deliver locally based, culturally grounded and integrated Community services where Mob feel safe, supported and connected to culture, Community and each other.

## 3.1 Empower Mob to lead their health and wellbeing journey.

We will

- Embed the Mob Centred Practice Framework.
- Strengthen client- and family-led care planning that upholds self-determination.

## 3.2 Deliver culturally grounded, integrated health and wellbeing services for Our People and Community across the lifespan.

We will

- Invest in the strategic growth and continuous improvement of services, focused on quality, excellence and impact.
- Maintain a proactive and adaptable approach in identifying and pursuing opportunities that align with our strategic priorities while enhancing care and health and wellbeing outcomes.

## 3.3 Embed community, culture and connection at the centre of everything we do.

We will

- Establish regular community events that build momentum and an energy as a call to action, bringing Mob together to learn, grow, and thrive.
- Improve access to youth and intergenerational programs that build relationships and cultural identity.
- Support yarning groups, peer support sessions and family-led learning circles to strengthen local knowledge-sharing.





# Embed Community Control

Solid governance foundations and systems to embed Community Control, enabling decision-making to sit closer to Community and uphold self-determination for our Mob

## **4.1 Develop Community stewardship of Moreton ATSICHS, through a strong cultural governance model.**

We will

- Establish and embed culturally grounded governance forums that enable Community voices to guide decision-making and strategic direction.
- Strengthen Community-led accountability and representation by forming advisory groups that empower Aboriginal and Torres Strait Islander leaders to shape the direction and priorities of Moreton ATSICHS.
- Promote transparency and accountability through reporting on Community priorities and creating feedback loops.

## **4.2 Establish and embed the systems, processes, and a sustainable operating model to enable greater Community Control.**

We will

- Develop a sustainable business model that supports future independence and greater subsidiarity, with a clear focus on financial viability, strong governance and operational readiness.
- Build and embed robust enabling systems and processes to support core functions, including (but not limited to) our Cultural Integrity Investment Framework and corporate services.
- Strengthen our quality improvement and performance reporting frameworks to ensure accountability, transparency and continuous improvement.
- Position Moreton ATSICHS as a strategic leader and trusted partner, working in alignment with our member services to advance shared goals and strengthen Community Control.



**By 2028, at  
Moreton ATSICHS...**

**We will hear:**

Yarnin in our spaces.

Community voices amplified in service design, continuous quality improvement and decision-making.

Stories of empowerment, mentorship and pride in cultural leadership.

Improved satisfaction from Mob in their wellbeing journeys.

**We will see:**

More of our Mob accessing services earlier, more often and in culturally safe ways.

Collaboration with Community to lead service design.

Aboriginal and Torres Strait Islander workforce and leadership growth (target: 60% of staff).

Strengthen systems, governance, and infrastructure that enable Community voice, autonomy and subsidiarity.

Coordinated services and programs that strengthen social and cultural determinants of health and wellbeing.

**We will feel:**

A sense of home: a deep sense of belonging, cultural safety and connection in all our programs, services and spaces.

Collective pride in the strength of our workforce.

A shared commitment to caring for one another and Mob.

Our collective strength.

Confidence in our systems and readiness for greater subsidiarity.





Moreton  
**ATSIHS**

Published 2025

