



Queensland Aboriginal
and Islander Health Council

Strategic Plan

2026–2029

ACKNOWLEDGMENT OF COUNTRY

We acknowledge and wholly support all Traditional Owners for their continuing connection to this country and their communities.

We recognise their continuing connection to these lands and waters, and thank them for protecting this country and its ecosystems since time immemorial.

We pay respect to them and to their Elders past, present and emerging.

ACKNOWLEDGMENT OF ARTISTS

This strategic plan features graphic elements from the artwork, *A Journey to QAIHC*, by contemporary artists Chern'ee and Brooke Sutton who are from the Kalkadoon people (North Western Queensland). Their artwork was created at the QAIHC Statewide Members Conference held in June 2025. For more of their deadly artwork visit www.cherneesutton.com.au.



Contents

About the Strategic Plan	02
A message from the Board	04
A message from the CEO	05
Our value proposition	06
Defining our success	07
Our environment	08
Our Members	09
Our vision	10
Our purpose	10
Our values	11
Strategic priorities	12
Priority 1	13
Priority 2	14
Priority 3	15
Priority 4	16
Objectives	17
Appendix 1	18

About the Strategic Plan

This Strategic Plan sets the Board's strategic priorities for the next three years. These priorities will help QAIHC grow into a more capable, connected and responsive peak body that delivers real value to our Members and is respected as a National leader in advocacy for our Model of Care.

Our Strategic Plan creates a roadmap towards achieving the long-term vision based on *Strong sector, strong system: QAIHC's Ten-Year Blueprint 2024-2034* (Ten-Year Blueprint) (Appendix 1).

As a Board, this document will be our guide providing clear direction, a well-defined purpose, and a framework for informed decision-making. It articulates our vision, our values, our strategic priorities, and the key strategies that will steer us toward success. The Plan includes the long-term strategic focus and an annual business plan that outlines QAIHC's goals, initiatives, and measures for the next 12 months, by which we will monitor our progress.

The key objectives of our strategic plan are to:

- ❶ Define QAIHC's purpose, role, and priority actions to enable it to effectively sustain and grow its position in the community-controlled health sector.
- ❷ Define the three-year strategy across three horizons aligned with the Member informed *Ten-Year Blueprint*.

Our shared commitment to this plan will enable us to drive a strong Aboriginal and Torres Strait Islander community-controlled health organisation (ACCHO) sector.

About our governance framework for managing delivery

Our framework for managing the delivery of our strategy involves the following guiding principles:

- ❶ The Strategic Direction is reviewed every two years by the Board.
- ❷ A comprehensive annual business plan is developed by the Executive team aligned with the strategic priorities and includes, objectives, actions, assigned accountability and key performance indicators.
- ❸ Progress against the plan is discussed as part of the agenda at each meeting of the Board.
- ❹ Sub-committees have been formed to facilitate dedicated focus on priorities. These committees are responsible for progress of critical actions delegated to the sub-committee by the Board.
- ❺ Sub-committee chairpersons must provide summary reports and any recommendations to the Board at each meeting, using the agreed formats to inform the committee of progress, and to enable any decision or corrective actions to be taken by the Board.



How we will collaborate

As a Board we are committed to leveraging the collective strengths of our Members to optimise our impact. We will do this by:

- Working as a collective, uniting as one voice.
- Carrying our culture as a strength.
- Bringing our regional and individual expertise and knowledge/perspectives.
- Creating a narrative that fits the future.
- Providing clarity of vision and direction.
- Being adaptable to change.
- Working effectively with a high performing executive.
- Leveraging strong governance.
- Influencing and partnering with stakeholders.





From the Board

It is my pleasure, on behalf of the QAIHC Board of Directors, to present the QAIHC Strategic Plan 2026–2029. This plan represents an important step in QAIHC's continuing evolution as the peak body for Aboriginal and Torres Strait Islander community controlled health organisations in Queensland. It reflects the Board's commitment to leading with clarity of purpose, cultural integrity, and a strong, future-focused vision for the sector.

This plan represents an important step in QAIHC's continuing evolution as the peak body for Aboriginal and Torres Strait Islander community controlled health organisations in Queensland. It reflects the Board's commitment to leading with clarity of purpose, cultural integrity, and a strong, future-focused vision for the sector.

The Strategic Plan has been shaped by the voices of our Members, the work of our Board and Secretariat, and the collective ambition set out through *Strong sector, strong system: QAIHC's Ten-Year Blueprint 2024-2034*. It recognises that our role is broader than organisational administration alone. We are called to provide leadership, strengthen the sector, advocate with courage, and help shape the conditions in which Aboriginal and Torres Strait Islander peoples, families and communities can thrive.

Importantly, this plan places Members at the centre. It acknowledges the strength, expertise and authority that reside across our Member

organisations and reinforces QAIHC's obligation to work in service of that collective mandate. At the same time, it signals a maturing role for QAIHC as a statewide peak body that must influence reform, build stronger partnerships, and ensure that self-determination remains at the heart of all strategic action.

On behalf of the Board, I thank all those who have contributed to the development of this plan. We look forward to working together to ensure that it becomes a practical and living framework that strengthens accountability, supports continuous improvement, and advances health equity for our people and communities across Queensland.

A MESSAGE

From the CEO



The QAIHC Strategic Plan 2026–2029 reflects a maturing organisation strengthening its leadership, advocacy and sector development role across Queensland. It acknowledges both the progress made under the previous Strategic Plan and the clear need to strengthen how we translate strategic ambition into measurable performance, disciplined delivery and stronger accountability.

This next phase of QAIHC's development is about clarity of role and confidence of purpose. The plan continues to affirm the importance of Member support and sector responsiveness, while also recognising that QAIHC must lead, influence and advocate at a system level if we are to help create the conditions for lasting health equity.

The Strategic Plan is therefore both practical and aspirational. It provides a framework for action across Member experience, advocacy, sustainable services, and organisational culture and capability. It also creates stronger alignment between strategy, annual business

planning, governance oversight and reporting, so that the Board and Secretariat can maintain clear sight of progress.

As Acting Chief Executive Officer, I am proud to present this plan as a foundation for the next stage of QAIHC's work. Its success will depend on disciplined implementation, continued partnership with our Members, and a shared commitment to cultural safety, self-determination and evidence-informed leadership.

Our value proposition

QAIHC is the peak body for key stakeholders to engage with, on all matters of community-controlled health for Aboriginal and Torres Strait Islanders in Queensland. We are experts and respected.

QAIHC plays a pivotal role across the region in providing support to Members, advocacy, support, and igniting self-determination. It provides this value by delivering on its strategic priorities of:

Member Experience

Enhance Member experience through proactive partnerships that build strong relationships, identify Member priorities, and deliver high-quality, value-driven services..

Advocacy

Be the leading single voice of expertise for Aboriginal and Torres Strait Islander health by driving policy influence and transforming outcomes at state and national levels.

Sustainable services

Build the strength of ACCHOs by delivering targeted regional investment and engaging community networks, collaborating with key stakeholders to drive sustainable, community-led health solutions and shared sector success.

Organisational culture and capability

Drive a sustainable, future-ready organisation that delivers results and is an employer of choice. By working closely with our staff and embracing cultural responsiveness, we improve our leadership, systems, and structure to create lasting impact, support succession and growth.

Defining our Success

Our strategic foundation is built on the ACCHO sector's 52-year legacy of trusted leadership, cultural responsibility, and a deep well of lived experience.

As a peak body in Queensland, we are recognised experts with skilled staff and a reputation that invites partnership. We carry the essence of community-control at our core, validated by our Members and represented at the elected board level. Our Members give us a strong, unified voice, and our collective obligation is balanced by respect for individual autonomy. We thrive through integrity, honesty, and adaptive engagement, fostering growth and learning through support. With a passionate commitment to our vision and cultural stewardship, we elevate our position by looking beyond the horizon, guided by real statistics, strategic foresight, and by working in partnership with those who share our vision. We belong to and are shaped by ACCHOs and our CEOs and Chairs, ensuring our strategic direction is both grounded and visionary.

Our environment

The environment in which we work is dynamic; a landscape shaped by complex political, economic, social, technological, legal, and environmental factors.

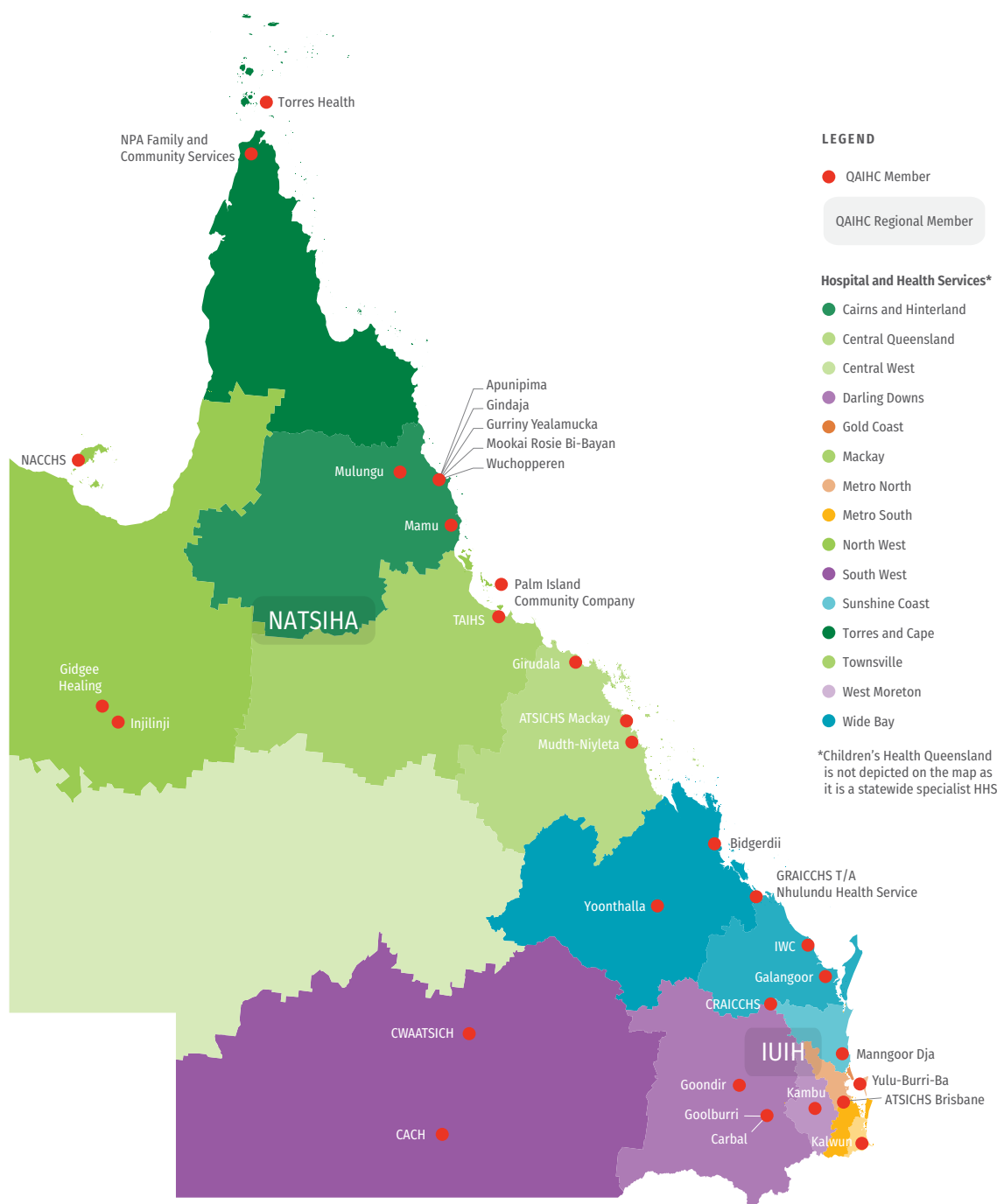
Closing the Gap responsibilities are critical. We must continue to advocate for health equity, and influencing sector funding. However, challenges remain around data collection, real-time access, and sector visibility. The need for a coalition of peak bodies and improved feedback loops is evident, as is the importance of aligning with national and state agreements to address funding gaps and mainstream understanding of key initiatives.

Economically, sustainable funding and resource allocation are central. The scan notes the importance of linking data to funding priorities, developing competitive as well as upskilling models for future generations, and advocating for infrastructure support. There is a need to ensure value for money for Members, explore fee-for-service offerings, and address resource constraints through efficiency improvements.

Socially, robust data reporting and sector reputation are critical. The scan identifies mental health, housing, and generational shifts as pressing issues, alongside the need for clear role differentiation and support for women's career paths. There is an expectation for respect and recognition of value within the sector.

OVERVIEW

Our Members



Our vision

From now to next, Queensland Aboriginal and Torres Strait Islander people and communities are healthy, strong, and self-determining, supported by a unified, locally led, and culturally responsive health sector that partners in a sustainable and equitable system.

Our purpose

To provide collective leadership that advances community control, strengthens the community-controlled health sector, and achieves equity in health and wellbeing.

Our values

Members first

Placing Members at the heart of QAIHC means the collective voice truly reflects their needs and aspirations. As a community-controlled, community-led sector, the organisation elevates its Members, empowering them to achieve excellence and ensuring their perspectives shape every decision. This approach strengthens the sector's relevance and impact.

- 🕒 We listen and act on our Members' voices.
- 🕒 We empower our Members to lead and shape our sector.
- 🕒 We help Members achieve excellence.

Excellence

Excellence is achieved through good governance, elite expertise and a strong, informed voice. By fostering informed accountability and supporting staff with ongoing skill development, the organisation ensures that decisions are evidence based, and outcomes are consistently high quality. The culture of informed excellence empowers the team to act with confidence and clarity, knowing they are well-supported and ready to deliver the best for the sector.

- 🕒 We make decisions using evidence and expertise.
- 🕒 We speak up with informed accountability.
- 🕒 We support and develop our people to be their best.

Integrity

Integrity is the foundation of the QAIHC's purpose and actions. Through transparency and honesty, QAIHC demonstrates its commitment to representing and working for the sector, from now to next. Every decision is guided by a clear sense of purpose and a steadfast dedication to the cause, leveraging the right to positively discriminate and ensuring all actions are culturally informed.

- 🕒 We are transparent and honest in all we do.
- 🕒 We act with purpose and represent our sector faithfully.
- 🕒 We stay true to our cause and promote equity.

Adaptability

Adaptability is essential for thriving in a changing environment. The organisation remains flexible, ready to pivot and respond to new challenges. By staying curious, questioning assumptions, and leveraging skilled staff, the organisation is well-positioned to meet anything that comes its way and continue to grow.

- 🕒 We stay flexible and ready for change.
- 🕒 We ask questions and stay curious.
- 🕒 We pivot and respond with skill.

A photograph of two Indigenous Australian women smiling and embracing each other. The woman on the left is wearing a blue patterned top, and the woman on the right is wearing a white top with blue polka dots. The background is a soft-focus outdoor setting.

Our strategic priorities

- 1 Member experience
- 2 Advocacy
- 3 Sustainable services
- 4 Organisational culture and capability

Member experience

QAIHC will:

Enhance Member experience through proactive partnerships that build strong relationships, identify Member priorities, and deliver high-quality, value-driven services.

Aligned to our Vision and Purpose

- Support, strengthen and expand our sector's leadership and capacity.

Aligned to our Blueprint

- Focused Member support

Key objectives

- 1.1** Build spaces for collaborative leadership and shared learning.
- 1.2** Develop future sector leaders, grounded in strong cultural knowledge and professional skills.
- 1.3** Position QAIHC's Business Quality Centre as a trusted, high-performing, commercial service provider that delivers exceptional value to its clientele.
- 1.4** Strengthen the delivery of high quality, culturally responsive health programs that improves the health and wellbeing of Aboriginal and Torres Strait Islander communities.



Advocacy

QAIHC will:

Be the leading single voice of expertise for Aboriginal and Torres Strait Islander health by driving policy influence and transforming outcomes at state and national levels.

Aligned to our Vision and Purpose

- Integrated, culturally safe care.

Aligned to our Blueprint

- System-wide policy and advocacy
- System-wide strengthening.

Key objectives

- 2.1** Champion the collective voice of the Aboriginal and Torres Strait Islander community-controlled health sector.
- 2.2** Drive health sector reform and policy change that achieves improved health outcomes.
- 2.3** Continue to strengthen partnerships with key stakeholders to support our Members and the sector.



Sustainable services

QAIHC will:

Build the strength of ACCHOs by delivering targeted regional investment and engaging community networks, collaborating with key stakeholders to drive sustainable, community-led health solutions and shared sector success.

Aligned to our Vision and Purpose

- Support, strengthen and expand our sector's leadership and capacity.

Aligned to our Blueprint

- System-wide strengthening
- Focused Member support.

Key objectives

- 3.1** Increased workforce capability across ACCHOs and regional health partners.
- 3.2** Improved access to culturally safe, equitable care across all regions.
- 3.3** Stronger corporate and clinical governance in ACCHOs.
- 3.4** Enhanced local leadership and decision-making capacity.
- 3.5** Improve capability of ACCHOs to use data for service planning and identify opportunities for service improvement.



Organisational culture and capability

QAIHC will:

Drive a sustainable, future-ready organisation that delivers results and is an employer of choice. By working closely with our staff and embracing cultural responsiveness, we improve our leadership, systems, and structure to create lasting impact, support succession and growth.

Aligned to our Vision and Purpose

- Support, strengthen and expand our sector's leadership and capacity.

Aligned to our Blueprint

- QAIHC's enablers for long-term success.

Key objectives

- 4.1** Culture is a core driver of our organisational decisions and practices.
- 4.2** Develop a sustainable and skilled QAIHC workforce.
- 4.3** Position QAIHC as an employer of choice by enhancing workplace culture and engagement.
- 4.4** Strengthen Board governance, capability and succession pathways.
- 4.5** Enhance governance and operational systems to improve accountability, efficiency, and organisational performance.



STRATEGIC PLAN

Objectives

1 Member experience	1.1 Build spaces for collaborative leadership and shared learning. 1.2 Develop future sector leaders, grounded in strong cultural knowledge and professional skills. 1.3 Position QAIHC's Business Quality Centre as a trusted, high-performing, commercial service provider that delivers exceptional value to its clientele. 1.4 Strengthen the delivery of high quality, culturally responsive health programs that improves the health and wellbeing of Aboriginal and Torres Strait Islander communities.
2 Advocacy	2.1 Champion the collective voice of the Aboriginal and Torres Strait Islander community-controlled health sector. 2.2 Drive health sector reform and policy change that achieves improved health outcomes. 2.3 Continue to strengthen partnerships with key stakeholders to support our Members and the sector.
3 Sustainable services	3.1 Increased workforce capability across ACCHOs and regional health partners. 3.2 Improved access to culturally safe, equitable care across all regions. 3.3 Stronger corporate and clinical governance in ACCHOs. 3.4 Enhanced local leadership and decision-making capacity. 3.5 Improve capability of ACCHOs to use data for service planning and identify opportunities for service improvement.
4 Organisational culture and capability	4.1 Culture is a core driver of our organisational decisions and practices. 4.2 Develop a sustainable and skilled QAIHC workforce. 4.3 Position QAIHC as an employer of choice by enhancing workplace culture and engagement. 4.4 Strengthen Board governance, capability and succession pathways. 4.5 Enhance governance and operational systems to improve accountability, efficiency, and organisational performance.

Strong sector, strong system: QAIHC's Ten-Year

for a strong Aboriginal and Torres Strait Islander community-controlled

Our Vision

- Queensland Aboriginal and Torres Strait Islander people, families and communities are engaged
- Aboriginal and Torres Strait Islander community-controlled health organisations are part of a reg
- The Aboriginal and Torres Strait Islander community-controlled health sector in Queensland is

Strong foundations

QAIHC will support, strengthen and expand our sector's leadership and capacity to deliver

System-wide policy and advocacy

QAIHC promotes our sector's aspirations, experience and innovation through an evidence-based, unified and collective voice. Our leadership and expertise informs policy development and reform at the national, statewide, regional and local level.

QAIHC works to en
deliver high-quali
needs and aspirat

Outcome domains

Blueprint priorities

Strong culture

Cultural safety is inherent in our models of care because we understand health and wellbeing are culturally bound. Integrating culture as a pathway to health, ACCHOs embed their community's cultural values and concepts of health and wellbeing in their services and measures of success.

QAIHC will:

- ensure our advocacy and policy fosters and promotes Aboriginal and Torres Strait Islander aspirations and self-determination
- establish frameworks that embed Indigenous knowledges, experiences and values, transforming organisational and system-wide governance
- strengthen our relationships, and proactively partner, with and across, the sector
- embed Indigenous Data Sovereignty, enhancing collection, access and use of meaningful data to support local, regional and sector-wide self-determination.

Strong sector

ACCHOs are empowered to implement models that respond to local health ne
Sustainable, outcomes-based funding,
and workforce arrangements enable AC
deliver care in the right place, at the rig
right way - as determined by the local

QAIHC will:

- optimise access to sustainable reve
funding streams
- advocate for health system funding
- support our Members to achieve an
excellence in community, clinical an
governance
- grow and sustain a strong Aborigin
Torres Strait Islander leadership pi
- uplift ACCHOs' capacity to access re
lead local system reform
- enhance the evidence base for the
statewide ACCHO model of care fra
its impact on health outcomes and
- strengthen and leverage our sector
structures, optimising opportunitie
collaborative planning, commission
delivery of healthcare.

Enablers for long-term success

Sector

- Adaptable and sustainable funding and commissioning approach
- Flexible, future-fit physical and digital infrastructure

QAIHC

- Regularly reaffirmed mandate from Members
- Ongoing mandate for policy and accountability
- Sustainable and flexible

Blueprint 2024-2034

health sector in Queensland.

ed, self-determining, healthy and strong.

regionally unified, locally controlled health sector, that deliver integrated services through a statewide ACCHO model of care framework.

core partner in an integrated, sustainable and equitable health system.

over high-quality, integrated, culturally safe care focusing on:

Sector-wide strengthening

Ensure our Members are collectively empowered to
y, integrated, culturally safe care that meet the
ions of our people and communities.

Focused Member support

QAIHC grows and advances the capacity and capability of our Members
to realise their full potential.

Strong system

ACCHOs collaborate with partners across the health
system to lead an agile, holistic approach. Strong
partnerships support collaboration and clinicians
to work to their full scope of practice. Local and
regional governance arrangements encourage care
delivered in community and a seamless patient
transition between sectors.

QAIHC will:

- promote intersectoral and cross-portfolio collaboration
- bolster collaboration in local health needs assessment and planning to support a system-wide approach for targeted and timely services that deliver for local communities
- focus on early intervention and care in community,
- utilise data to drive health equity, reduce health inequalities and deliver higher value care
- strengthen governance structures and mechanisms to facilitate effective Indigenous-led, community-controlled healthcare commissioning.

Strong structures

Our sector shares its knowledge, expertise and leadership to drive reform.

QAIHC will:

- drive reforms that facilitate reciprocal engagement between system partners to share data, workforce, infrastructure and incentives
- share our sector's expertise to advance innovation across the health system and empower its workforce
- harness opportunities for an integrated, high-value health system, promoting ACCHOs as an effective model for enabling system-wide sustainability
- embed governance and accountability frameworks that measures health system performance in a way that is meaningful for Aboriginal and Torres Strait Islander people.

- Sustained investment in capacity building

- Skilled, valued and empowered workforce

- Culture and governance that fosters innovation and self-determination

- System, sector and organisational leadership and governance

- Evidence-based, statewide model of care framework

- A workforce that is equipped and empowered to represent and support

This page has intentionally been left blank.



**Queensland Aboriginal
and Islander Health
Council**

ABN 97 111 116 762

Brisbane

36 Russell Street, South Brisbane Q 4101
PO Box 3205, South Brisbane Q 4101

T 07 3328 8500

Cairns

L1, 516-518 Mulgrave Road, Earlville Q 4870
PO Box 12039, Westcourt Q 4870

T 07 4033 0570



qaihc.com.au