

The cover art features a central red circle containing the title text. This circle is surrounded by a ring of white dots. The background is black with white line-art illustrations of a turtle in the top left, a snake in the top right, and a kangaroo in the bottom left. At the bottom, there are wavy bands of yellow and blue, and a logo for AMSANT with a sun icon.

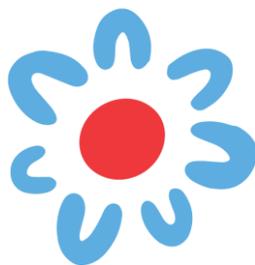
AMSANT STRATEGIC PLAN 2025-2028

ABORIGINAL MEDICAL SERVICES ALLIANCE NORTHERN TERRITORY

AMSANT

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OUR ROLE

Aboriginal Medical Services Alliance Northern Territory's (AMSANT) is the peak body for Aboriginal Community Controlled Health Services (ACCHSs) in the Northern Territory. We aim to grow a strong Aboriginal community controlled primary health care sector by:

1

supporting our Members to deliver culturally safe, high quality comprehensive primary health care that supports action on the social determinants of health

2

representing AMSANT Members' views and aspirations through advocacy, policy, planning and research.

3

OUR VISION & STRATEGIC PRIORITIES

PRIORITY ONE

Strong Members:
Empowering
members to deliver
greater impact

PRIORITY TWO

Strong Organisation:
Building a proactive,
people-centred and
future-ready
organisation

Our Vision:
Strong members,
healthy
communities

PRIORITY THREE

Strong Voice:
Championing
Aboriginal health
priorities

PRIORITY FOUR

Strong Sector:
Accelerating the
transition to
community control

STRATEGIC PRIORITIES

Priority 1 – Strong Members: Empowering members to deliver greater impact

3-year Ambition

AMSANT is a trusted and responsive partner, supporting members to deliver impactful health services and responds effectively to community needs.

1-year Goal

AMSANT understands the needs and priorities of members and those needs and priorities are shaping AMSANT's service offering.

3-year Goal

Resourcing is secured to deliver an expanded member support offering that is responsive to the current and emerging needs and priorities of the sector.

Outputs

1.1 Renewed collaboration mechanisms between members: Review existing member committees, identify new committees or alternative collaboration mechanisms that allow for efficient and effective peer-to-peer knowledge sharing and problem-solving.

1.2 Enhanced understanding of members' needs: Conduct a thorough needs assessment to enhance understanding of members' current and emerging needs and priorities.

1.3 Strengthened member engagement and communication: Develop a comprehensive service catalogue that sets out AMSANT's service offering to members, tailored to different membership tiers, and having nuance for capacity of members within those tiers.

Outputs

1.4 Tailored support: Provide customised training, resources, and advisory services to enhance members' service delivery and operational capabilities according to their identified needs and priorities.

1.5 Back office corporate support: Develop a fee-for-service model to support a centralised resource agency to provide back-office support to the sector.

STRATEGIC PRIORITIES

Priority 2 – Strong Organisation: Building a proactive, people-centred and future-ready organisation

3-year Ambition

AMSANT is an employer of choice, offering a culturally safe environment and a commitment to high performance.

1-year Goal

AMSANT has a comprehensive plan to embed an organisational structure and fit-for-purpose systems that will enable delivery on the three-year strategic plan.

3-year Goal

AMSANT has an embedded organisational structure and fit-for-purpose systems and processes across the organisation that supports delivery of the strategic plan, including comprehensive financial reporting processes and improved staff engagement, particularly for Aboriginal staff.

Outputs

2.1 Reshape the organisational structure and systems: Review, redesign and commence the change management process to embed an organisational structure and fit-for-purpose systems and processes that enable effective delivery on AMSANT's strategic goals.

2.2 Best Practice Financial Practices: Review and redesign financial management practices to optimise outcomes for funding received.

2.3 Aboriginal mentoring program: Implement the Aboriginal mentoring program.

2.4 People Strategy: Develop a People Strategy, informed by the priorities identified in the 2024 Staff Survey.

Outputs

2.5 Implement and embed plans: Embed and evaluate the effectiveness of the re-designed organisational structure and systems against progress towards AMSANT's strategic goals.

2.6 Comprehensive reporting: Ensure comprehensive financial reporting and budgeting that minimises variations to actuals.

2.7 Assess the Aboriginal Mentoring Program: Assess the effectiveness of the Aboriginal Mentoring Program.

2.8 Implement staff engagement action plan: Implement the Staff Engagement Action Plan, including monitoring of Aboriginal representation at all levels of the business.

STRATEGIC PRIORITIES

Priority 3 – Strong Voice: Championing Aboriginal health priorities

3-year Ambition

AMSANT is recognised as the leading advocate and agenda-setter for Aboriginal health in the NT, working in close partnership with member services to influence Government policy and research efforts at national, jurisdictional, and local levels.

1-year Goal

Build on AMSANT’s reputation as a trusted policy leader by influencing government priorities and identifying opportunities that can maximise impact.

3-year Goal

Establish a clearly defined policy and research platform that positions AMSANT as the primary voice for Aboriginal health priorities in the NT. This platform will have the capacity to proactively shape policy and research discussions and respond effectively to emerging threats and key health issues, ensuring AMSANT remains at the forefront of advocacy efforts in the sector.

Outputs

3.1 Strengthen advocacy and policy influence: Develop a communications and stakeholder engagement strategy for effective and targeted advocacy that is supported by a suite of contemporary and responsive position papers.

3.2 Foster strategic partnerships and collaboration: Collaborate with like-minded partners to identify strategies to strengthen Government advocacy through alignment and coordinated activity.

3.3 Enhance research, data, and accountability: Finalise the AMSANT research strategy to clearly articulate AMSANT research priorities, the role of the Board’s Research subcommittee and rules of engagement with research institutions and bodies.

Outputs

3.4 Strengthen advocacy and policy influence: Implement the communications strategy to support the distribution of AMSANT’s position papers and continue to publish four papers annually.

3.5 Foster strategic partnerships and collaboration: Collaborate with partners to implement a program of coordinated government advocacy.

3.6 Enhance research, data, and accountability: Implement and further develop the AMSANT research strategy to ensure alignment with Indigenous Data Sovereignty (IDS) and Cultural and Intellectual Property (ICIP) NT and national policies and initiatives.

STRATEGIC PRIORITIES

Priority 4 – Strong Sector: Accelerating the transition to community control

3-year Ambition

AMSANT has ensured strong foundations are in place supporting the accelerated transition of the remaining government health services to community control within a 10-year window.

1-year Goal

Establish the foundation for future growth and transition to community control by developing a guiding framework that reflects sector needs, sustainable models, and the vision for long-term success.

3-year Goal

Advance the transition to community control by embedding the framework across the sector, fostering a strengthened, adaptable community-controlled health sector that is positioned for sustained impact and growth.

Outputs

4.1 Develop framework for the accelerated transition to community control with an associated model: Collaborate with NT Aboriginal Health Forum Partners, member services and community-controlled organisations to co-design a robust framework for accelerated transition to community control, including a comprehensive financial model that details costs, funding requirements, and government support to achieve sector transition goals over the next ten years.

4.2 Develop a suite of transition planning resources: Building on the P2CC Guidelines, develop resources to support communities to explore and transition health services to community control.

4.3 Resource a team to deliver on the transition to community control: Identify the appropriate source and secure funding for the resourcing required to deliver the transition to community control program of work.

Outputs

4.4 Develop a communications and support strategy: Develop a communications and support strategy for communities expressing an interest in transition to community control.

4.5 Commence transitions under the new transition framework: Identify communities that are ready to transition their health services to community control, and work alongside them to support the initial transition phases, operationalising the framework and guiding organisations through the process.

4.6 Community Control Delivery: Establish a fully resourced team to deliver on the transition to community control efforts

OUR COMMITMENT TO MEASURING SUCCESS

AMSANT is dedicated to monitoring the implementation of our Strategic Plan to ensure it's executed effectively. We have developed an implementation action plan to maintain focus on our strategic priorities. Our leadership will use a combination of monthly updates and annual reviews to monitor, assess, and evaluate our progress against the objectives of this Plan.

