

2026-30

STRATEGIC PLAN



VISION

Cape York families are empowered to live healthy, happy lives

PURPOSE

To deliver high quality, culturally safe, community-controlled, holistic health care

VALUES

Integrity
Accountability
Respect

GOALS

- Be the primary care provider of choice in the Cape York region
- Be an employer of choice
- Be community-led and family centred
- Have visibility over operations and performance through effective data systems
- Be financially and operationally sustainable
- Be a policy leader in Aboriginal and Torres Strait Islander health and wellbeing

OUR STORY

Apunipima was founded in 1994, after a historic health conference attended by community representatives from across Cape York.

We have grown from a small advocacy body to a large community-controlled organisation delivering health and wellbeing services across Cape York.



STRATEGIC PRIORITIES

Deliver high-quality holistic primary health care to meet community needs	Attract a culturally and clinically capable sustainable workforce	Maintain community control through strong governance	Use data to inform evidence-based decision-making	Support our growth through sustainable revenue	Influence the development and implementation of health policy
<ul style="list-style-type: none"> Provide high-quality holistic healthcare in alignment with the Model of Care - considering physical, emotional, social, spiritual wellbeing across the life stages Prioritise early intervention, prevention and proactive community outreach Plan and deliver place-based services tailored to each community, based on understanding each community and its needs 	<ul style="list-style-type: none"> Prioritise community-based employment to increase local workforce Empower our workforce through training and capability building Actively support Aboriginal and Torres Strait Islander employment, upskilling and confidence building at all levels Collaborate with Health Action Teams and communities to attract and retain local workforce 	<ul style="list-style-type: none"> Demonstrate strong clinical, corporate and financial governance Increase community control through accountability, transparency and input into decision making Build and maintain strong relationships with our communities Continue to embed cultural governance, building on our strong Aboriginal and Torres Strait Islander leadership Improve communication between different levels of the organisation Support active collaboration and information sharing between Health Action Teams and communities 	<ul style="list-style-type: none"> Identify data needs and establish processes to support data driven decision making Implement systems to support consistent, high quality data capture Train our staff on consistently collecting and using high quality data Use data to understand community needs, service footprint, and inform financial decision making Regularly gather community input and feedback on our services Implement systems to ensure risk is identified and managed across strategic and operational areas 	<ul style="list-style-type: none"> Prioritise applying for funding grants that align to our core services in primary health care Leverage Medicare as a key revenue stream through consistent service delivery Expand service delivery into areas that align with our core services and the life stages to unlock revenue streams Create a strategic approach to increase alternative funding streams 	<ul style="list-style-type: none"> Continue to advocate for the transition of primary health care services to community control Participate in public policy development relating to the social determinants of health and wellbeing Contribute to policy development at national, state and regional level Provide opportunities for Cape York voices to contribute to policy development

ENABLERS

Fit for purpose infrastructure	Strong, sustainable partnerships	Advocacy across the system
<ul style="list-style-type: none"> Clinics in each community Sufficient accommodation for staff in each community Logistical support for services IT systems for effective data collection and service delivery 	<ul style="list-style-type: none"> Partnerships with organisations at a community level for holistic care Sector and regional level planning to meet the region's health needs Working in close partnership with Torres and Cape Hospital and Health Service 	<ul style="list-style-type: none"> Advocacy with local councils and local providers to ensure understanding of Apunipima's vision and purpose Strengthening of relationships with stakeholders to improve regional outcomes Advocacy for funding and outcomes at a state and national level