



# Durri Aboriginal Corporation Medical Service Strategic Plan 2025-2030

*"To be the recognised leader in Aboriginal Health"*



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## Acknowledgement:

Durri Aboriginal Corporation Medical Service respectfully acknowledges that we live and work on the lands of the Dunghutti and Gumbaynggirr Nations.

We honour and pay our deepest respects to the ancestors who walked these lands and cared for Country for countless generations.

We recognise the strength and resilience of the Dunghutti people, who stood up and fought for better living conditions and a healthier future for our communities.

We acknowledge the dedication of past Boards and staff whose contributions have helped shape a stronger future for our people.

We honour our youth, who carry our hopes for a brighter tomorrow and who will rise as the leaders of our future.

We pay tribute to the community members who have gone before us, recognising their enduring legacy and impact.

## Our Vision:

To be the leader in Aboriginal health—driving equity, empowering communities, and delivering culturally safe person-centred care.

## Our Mission:

To deliver culturally safe, holistic, and community-led health and wellbeing services that empower Aboriginal people to live strong, healthy lives—physically, emotionally, spiritually, socially and culturally. We honour our Elders, embrace our families, and walk together on a healing journey grounded in respect, resilience, and connection to Country.

## Our Services and Programs

- General Medicine
- Care Coordination
- Care Planning
- Chronic Disease Team
- Connected Beginnings
- Oral Health
- NDIS
- Elder Care
- Social and Emotional Wellbeing
- Returning to Community and Country
- Adult Drug & Alcohol
- Youth Drug & Alcohol
- Eye Health
- Child Health
- Hearing Health
- Health Assessments
- Immunisations
- Maternal and Neonatal Care
- Transport
- Targeted Early Intervention
- Australian Family Partnership Program (AFPP)
- Men's, Women's, Elders and Youth Groups
- Women's Health
- Cancer Support



## Allied Health

- Dietitian
- Exercise Physiologist
- Speech Pathologist
- Podiatry
- Women's Health Nurse
- Visiting Optometrist (including Retinal Camera scanning)
- Audiometry

## Specialist Clinics

- Cardiology
- Geriatrics
- Paediatrics
- Psychology
- Renal
- Rehabilitation
- Endocrinology
- Diabetes
- Ear, Nose and Throat
- Alcohol and Other Drug Addictions



## Our Commitment in developing our Strategic Plan

In developing our Strategic Plan, Durri ACMS has drawn upon the collective wisdom and expertise of our Staff, Board, Elders, Community, and key stakeholders. This process has been guided by a deep respect for cultural integrity and a steadfast commitment to inclusive engagement.

We have thoughtfully considered:

- Consultation and guidance from our community, staff, Elders, and Board members
- Feedback from patients and families, reflecting lived experiences and expectations
- Advice from peer groups, fostering collaborative improvement
- Specialist input across cultural, legal, financial, and IT domains
- Recommendations from ORIC, key reports and funding bodies, ensuring compliance and sustainability
- Established precedents and practices that have shaped Durri's journey
- Ongoing efforts to strengthen communication across our community, ensuring voices are heard and information is shared effectively

This inclusive approach reflects our unwavering commitment to community-led planning, culturally safe service delivery, and transparent, responsive communication.

## Message from our Chairperson

On behalf of the Board of Directors, I am proud to present the 2025–2030 Strategic Plan for Durri Aboriginal Corporation Medical Service (Durri ACMS).

This plan has been shaped during a time of great challenge and resilience. I want to acknowledge the extraordinary efforts of our staff, who continued to serve our communities with dedication, compassion, and strength through these difficult times.

As we move forward, we do so with optimism and a renewed sense of purpose. This strategic plan reflects our commitment to growth, innovation, and cultural integrity.

Over the next five years, we will continue to expand our services to meet the evolving needs of our communities—introducing new initiatives that reflect our vision for a healthier, happier and stronger future.

Durri ACMS exists to serve our Aboriginal people, our families, and our communities across our footprint (Kempsey and Nambucca LGA's).

2025, marks a significant milestone — 50 years of service. Our journey has not always been easy, but today we stand as a trusted and vital part of the healthcare landscape.

I extend my heartfelt thanks to everyone who contributed to the development of this plan —our community members, stakeholders, clients, and staff. Your insights, ideas, and feedback have been instrumental in shaping our direction for the next five years.

Together, we will continue to walk forward with strength, unity, and cultural pride.

**Darren Holten**

Chairperson,

Durri Aboriginal Corporation Medical Service



## Strategic Direction 1:

### DELIVERING EXCELLENCE IN PRIMARY HEALTH CARE

Durri will continue to strengthen its commitment to high-quality, culturally safe health services across its footprint:

- **Responsive and Tailored Services**

We will regularly review and adapt our programs to meet the evolving needs of our communities.

Engagement with community members and stakeholders will ensure services remain culturally appropriate and person-centred.

- **Preferred Provider of Aboriginal Health and Wellbeing**

Durri aims to be the trusted provider of choice for comprehensive primary health care.

Our services will be widely accessed and valued by Aboriginal communities.

Our presence and impact will continue to grow across all regions we serve.

- **Continuous Improvement of Our Model of Care**

We aspire to deliver the best possible health and wellbeing outcomes.

Ongoing collaboration with our communities and stakeholders will guide the evolution of our care model.



## Strategic Direction 2:

### STRENGTHENING LEADERSHIP ACROSS THE ORGANISATION

Durri will invest in leadership development to build a resilient and visionary organisation:

- **Empowering Board and Staff**

Our Board will continue to enhance its governance capabilities.

Staff will be supported to grow as leaders, demonstrating initiative and accountability in their roles.

- **Robust Leadership Structures**

We will maintain and refine organisational structures that support leadership at every level.

Annual reviews will ensure these frameworks remain effective, inclusive, and future-focused.



## Strategic Direction 3:

### VALUING OUR PEOPLE AS OUR GREATEST ASSET

Durri recognises that its workforce is central to achieving community outcomes:

- **Investing in Workforce Development**

We are committed to building a skilled, professional, and culturally responsive workforce.

Annual assessments of community health needs will guide service delivery and workforce planning.

- **Creating Career Pathways and Opportunities**

Staff will be supported through mentoring, training, and professional development.

We will foster opportunities for growth, skill-building, and career advancement.

- **Supporting Work–Life Balance**

We recognise the importance of staff wellbeing and will promote flexible, safe, and supportive working environments.

Initiatives will be designed to help staff maintain balance between professional responsibilities and overall wellbeing.

## Strategic Direction 4:

### SECURING DURRI'S FUTURE

Durri will focus on sustainability, innovation, and excellence to ensure long-term success:

- **Sound Financial Management**

We will continue to secure diverse funding sources and use resources efficiently.

Board and staff will receive financial literacy training, and systems will be strengthened to manage all funded programs.

- **Harnessing Technology and Innovation**

We will enhance data governance, IT infrastructure, and analytics capabilities.

Artificial intelligence will be explored to improve service delivery, alongside strengthened cybersecurity measures.

- **Becoming a Centre of Excellence**

We will build a skilled Board and workforce to drive growth, promote equity, and empower communities.

Our commitment to culturally safe, person-centred care will lay strong foundations for future generations.



## Strategic Direction 5:

### BUILDING STRONG PARTNERSHIPS AND NETWORKS

Durri will strengthen relationships to amplify impact and improve outcomes:

- **Fostering Strategic Partnerships**

We will establish and maintain equitable partnerships that deliver mutual benefits.

Durri will continue to lead and advocate for our communities across health sector networks and forums.

- **Maximising Collaborative Outcomes**

Our partnerships will focus on reducing duplication and improving service coordination.

Collaborative efforts will enhance health outcomes for Aboriginal communities across the Durri footprint

## The Durri Ways

The Durri Ways are our Core Pillars of how we integrate culture into the workforce and build a more culturally appropriate and culturally safe service.

The Durri Ways also highlights who we are at our essence, as an Aboriginal Community Controlled Health Organisation, working on Country.

### Way of Culture

Embedding Aboriginal cultural knowledge, practices, and protocols in all services.

### Way of Care

Delivering compassionate, person-centred, and trauma-informed healthcare.

### Way of Community

Strengthening engagement and relationships with families, Elders, and local communities.

### Way of Growth

Supporting staff development, leadership, and continuous learning.

### Way of Accountability

Ensuring transparency, governance, and community trust.

*The Durri Ways also highlight who we are at our essence, as an Aboriginal Community Controlled Health Organisation, grounded on Dunghutti Country while also serving communities across the Gumbaynggirr Nation with respect and cultural integrity*



## Guiding Principles to Eliminate Lateral Violence

**Acknowledging** and respecting that people are at different stages of their cultural development

**Recognising** that we are a proud and professional Aboriginal community-controlled organisation.

**Understanding** that all people deserve to be treated with fairness and respect

**Rejecting** all forms of Lateral Violence and

**Knowing** that 'the standard you walk by is the standard you accept'

We **ADOPT** the following Guiding Principles [in mind, body and spirit] across our whole organisation to inform how we behave and how we deliver our services:

- We understand that Lateral Violence is not our cultural way or what we stand for
- We are role models and leaders
- We provide a culturally safe and respectful environment for all
- We promote a culture of connection
- We lead with empathy and respect
- We are accountable for our behaviour
- We have open and respectful conversations
- We are mindful and respectful in all our communications
- We are confidential in all our dealings
- We listen actively
- We prioritise safety and self-care
- We do not accept behaviour that makes people feel 'less than'

*We are working towards having zero tolerance and zero acceptance for lateral violence across our organisation and our community*

## Our Funders

We greatly acknowledge and thank our Funding Bodies for their ongoing commitment to our mission.



# Our Service Footprint

## KEMPSEY LOCAL GOVERNMENT AREA



### Key Points about our Durri ACMS Service Footprint

#### Geographic Coverage:

Macleay Valley  
(including Kempsey and surrounding communities)

Nambucca Valley  
(including Nambucca Heads and surrounding communities)

2021 Census data  
Indigenous status

## NAMBUCCA VALLEY LOCAL GOVERNMENT AREA



Indigenous status	Kempsey	%	New South Wales	%	Australia	%
All People						
Aboriginal and/or Torres Strait Islander	3,959	12.9	278,043	3.4	812,728	3.2
Non-Indigenous	24,530	79.9	7,404,499	91.7	23,375,949	91.9
Indigenous status not stated	2,200	7.2	389,616	4.8	1,234,112	4.9

Indigenous status	Nambucca Heads	%	New South Wales	%	Australia	%
All People						
Aboriginal and/or Torres Strait Islander	672	10.1	278,043	3.4	812,728	3.2
Non-Indigenous	5,469	81.9	7,404,499	91.7	23,375,949	91.9
Indigenous status not stated	530	7.9	389,616	4.8	1,234,112	4.9

More information [www.abs.gov.au/census/guide-census-data/census-dictionary/2021/variables-topic/aboriginal-and-torres-strait-islander-peoples/indigenous-status-ingp](http://www.abs.gov.au/census/guide-census-data/census-dictionary/2021/variables-topic/aboriginal-and-torres-strait-islander-peoples/indigenous-status-ingp)  
Tables based on place of usual residence

# Service Locations



## Durri ACMS

Ph 02 6560 2300

Address 15-19 York Lane, Kempsey NSW 2440



## Darrimba Maarra Health Outpost of Durri ACMS

Ph 02 6598 6800

13,42 Bowra Street Nambucca Heads NSW 2448

[durri.org.au](http://durri.org.au)

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