

# **Gurriny Yealamucka Health Services Aboriginal Corporation**

## **Annual Report 2006-7**





## Gurriny Yealamucka Health Services Aboriginal Corporation

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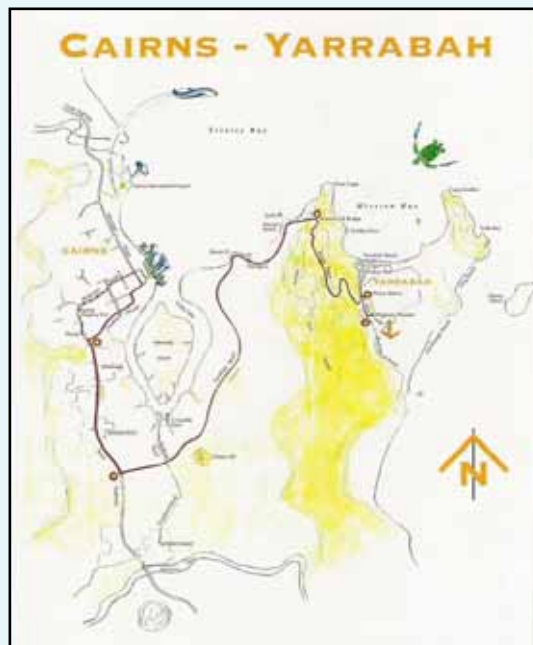
# Yarrabah Community Background

The Yarrabah Shire is situated on Mission Bay 45 km south-east of Cairns. The Yarrabah Community lies to the East of Cairns. By road it is placed about 60 kilometres from Cairns CBD however, it is only approximately 12 kilometres if measured in a straight line. It takes about 45 minutes to travel by car from the Cairns CBD to the Yarrabah Community. Our coastline runs east from False Cape around Mission Bay, past Cape Grafton and Kings Point and then south to Palmer Point. The total coastline is in excess of 60 kilometres. Geographically, our land area could generally be described as a long slender shape bounded in the west by the Murray Prior Range and the coast on the east. It has an overall length of about thirty (30) kilometres and is about 2.5 kilometres wide in the south, but broadens out to almost 8 kilometres across the northern part. It has an area of about 154 square kilometres.

The Township of Yarrabah is for the most part located adjacent to Mission Bay. Originally, European influence began in earnest with the establishment of an Anglican Mission on this same location on the 17th of June, 1892. Over the years, subsequent state government administrations forcibly relocated aboriginal and some South Sea Islander peoples from far and wide, to Yarrabah. As a consequence most local residents can claim both traditional and historical ties to the area.

The first Aboriginal Council was established in the mid 1960's principally as an advisory body. The Community received its DOGIT land tenure status in 1986 and is now governed by an elected Council. This status was first granted in 1986 through the passing of legislation by the Queensland Government – the Community Service (Aborigines) Act 1984. In 2004 the Queensland Government passed new legislation – the Local Government (Community Government Areas) Act 2004, which will transition Community Councils to Shire Councils by the year 2008. DOGIT stands for Deed of Grant of Land in Trust, and the trustee is the Council of the day. Because residents do not have title on an individual basis, there is NO RATE BASE for our Council

The community has an official population of 2120 people as confirmed by the 2001 census, however, this figure is suspected of being less than accurate due to a degree of floating population between communities and inaccessibility to people during times of census taking.



## ACKNOWLEDGEMENTS

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# Gurriny Yealamucka Health Services Aboriginal Corporation

Gurriny Yealamucka Health Services Aboriginal Corporation was established as a result of community consultations in 1997. Previously known as the Yarrabah Health Council under the auspices of the Yarrabah Aboriginal Community Council. The establishment of the Yarrabah Health Council in 1993 was due to identified needs by the Yarrabah Aboriginal Council and community members as they felt the health needs of community residents were not being met by the state government health department.

The funding to establish the Yarrabah Health Council was received from the Aboriginal and Torres Strait Islander Commission (ATSIC). The role of the Yarrabah Health Council was to conduct preventative health care programs primarily for rheumatic fever, hearing health, diabetes and suicide prevention. In 2001 the Yarrabah Health Council reviewed its operations and changed its name and was incorporated as an Association, under the name of:

Gurriny Yealamucka (Good Healing Water)

Health Services Aboriginal Corporation

Gurriny Yealamucka is from the Kunghanghi language meaning Good Healing Water. Gurriny Yealamucka (Good Healing Water) Health Services Aboriginal Corporation is an Incorporated Aboriginal Association under the Aboriginal Councils and Associations Act 1976 (hereinafter called the "the Act").

Since its inception the Board of Directors have actively developed the organisation to become the lead health agency in Yarrabah. The core business for Gurriny Yealamucka Health Services Aboriginal Corporation is to provide a culturally sensitive multipurpose Primary Health Care Service and to ensure effective coordination of health services in Yarrabah in partnership with Queensland Health, Yarrabah Community Council and Commonwealth Department of Health and Ageing. The primary focus is on preventative health care including strategies that target early intervention.

The transition from the Yarrabah Health Council into Gurriny Yealamucka Health Services Aboriginal Corporation commenced in July 2002 with final stages of transition being completed in December 2003.

*Health Services staff  
pictured in Yarrabah  
during the 1950s*



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## ***Mission***



To develop a best practice multi-purpose primary health care service that will enhance individuals and family lifestyles, spirituality, physically, mentally and emotionally through community management and self-determination.

## ***Vision***

To improve and maintain the health and well being of all people in the community of Yarrabah and surrounding areas, through community participation by providing a community based and community controlled Aboriginal Health Service in a culturally sensitive manner.

## ***Goals***

1. To increase and maintain the Health standards of the people in Yarrabah and surrounding areas by establishing an Aboriginal Community Controlled Health Services.
2. In partnership with Queensland Health incorporate Primary Health Care as the major foundation to serve a multipurpose community controlled health service.
3. Achieve a culturally appropriate biomedical and social health development model.



# Chairperson's Report

It is with anticipation that I present this report to the members of this community, our funding organisations, and regulatory bodies, formal and non formal partners. Yarrabah is moving towards bigger and better health service delivery that will include partnered arrangements to review existing and establish new services, and also create stronger links between social health and clinical health. Gurriny Yealamucka Health Services has the responsibility to oversee this transition project that really is health reforms for Yarrabah. For better health services and for improved health outcomes Gurriny Yealamucka Health Services must achieve, and is currently working towards sustainability and productivity.

It is challenge for most non-profit organisations such as Gurriny Yealamucka Health Services to effectively govern the organisation in way that is acceptable to all concerned. The governing committee or the board are all volunteers who do not receive any payment, incentives or training around governance. Professional development for the governing committee is limited to what funds and resources there are, and management have engaged the committee in the necessary training and development. However, we need to be more active in our respective roles and work with management to advance our governance objectives, in particular to identify and promote governance needs and resources. The continued changing political environment means that government funded organisations are now more stringently monitored and this requires organisational change to meet these new standards being set by government departments. Gurriny Yealamucka Health Services has grown quite significantly in the past two years, putting more demand on the organisation's structure and its personnel. Emerging issues through organisational change are one aspect of why the governance structure of Gurriny Yealamucka Health Services needs to be reviewed. It is the changes that are being brought about through our partnership commitments which make governance reform even more critical. Therefore it is an absolute requirement that adequate investments are sought to implement governance reform as a priority to strengthen the foundations and structures of Gurriny Yealamucka.





Compliance is one of those critical areas that demand full attention and sound application because there is very little room for error. Having good governance must be considered surety for managing risks and minimising the potential for errors to be made. Building our membership list with the right personnel is the foundation for electing a responsible governing committee and the beginnings of good governance. Gurriny Yealamucka Health Services continues to diligently meet all of its statutory requirements as well as being made accountable to the community. The governing committee has overall responsibility for Gurriny's operations and we have total confidence in the senior management team, led by the Chief Executive Officer, to be comprehensive and articulate in the day to day dealings of the organisation.

Management and the governing committee have established an effective working relationship through the use of new and existing systems and available resources. Having clearly defined roles and committing to them does support a healthy relationship between board and management allowing both areas to function as they should. We are required to be accountable across many areas and accountable to each other and I believe Gurriny is setting new standards not just for Gurriny but for the community.

We at Gurriny Yealamucka Health Services are attempting to make sure the community of Yarrabah is part of the overall development of health services through partnerships and associated activities. Community consultation is not an easy thing simply because we cannot satisfy everybody, but I am confident that we are doing everything possible to engage you, the community, through our consultation processes. It is even more difficult when our decisions have to include our partners as well, and this is not an excuse, it needs to be acknowledged so we have understanding and we are able to learn from that. The community will be aware that early this year we had our first public meeting facilitated jointly with Yarrabah Primary Health Care otherwise known as the Yarrabah Hospital, and from most reports it was successful. We will follow with another public meeting in due course and then look at having one every six months.

Our vision is to improve the health of our people in Yarrabah and surrounding areas through community control principles and cultural values forming the foundation that will uphold the best practice model for health service delivery.

Our mission is to develop best practice multi purpose health care that will deliver the health outcomes we so dearly desire. The fundamental principle to someone's own health and wellbeing is ownership of their health and wellbeing. For most people in the community they want to see better health services regardless of who operates it. However, people in the community will be encouraged by the fact that a best practice health service delivery being operated and managed by the community is delivered in a culturally sensitive manner. This also empowers the community as decision-makers, creates employment and provides incentives to seek training.

What we do today will determine what happens tomorrow and I just want to encourage the community of Yarrabah to get behind and support Gurriny to help make a difference in our lives.

**FR MICHAEL CONNOLLY**  
**Chairperson**



## **Committee Members 2006-7**



**Bishop Arthur Malcolm**



**Mercy Baird**



**Lyndell Thomas**



**Anthony Sexton**





**Gwen Schrieber**



**Cissy Ambrym**



**Anna Connolly**



**Petronella Connolly**



**Allan Mathieson**



# Chief Executive Officer's Report

## *"Raising the Bar"*

**For too long Aboriginal and Torres Strait Islander people have accepted mainstream sub standard expectations for our community, to the point where it has become our standards.**

It is time for us to break out of that mentality and start raising the bar across each sector in our community. The desire and want to live a better life is quite often only a thought and for many it remains only a dream with nothing in sight, supposedly reflecting a reality our community is not able to transfer positive thinking into tangible outcomes. If attitudes lay the foundation for how we live, then wholesale changes in thinking and established mindsets must be made now.

I consider myself to be very fortunate having worked in community control for fourteen years as the experience have disabled me from self inflicted limitations enabling me to explore my potentials and that of the community with greater understanding. I see Gurriny Yealamucka Health Services as more than just a health service provider or a community development opportunity; as I believe through genuine hard work Gurriny can make its contribution to sector wide change.

Aboriginal and Torres Strait Islander people are continually subjected to non consultative policy development and funding initiatives wrapped up in governmental reforms that have tested and tried the most hardened of advocates of our rights. I believe the commonwealth and state government have a responsibility to engage us as equal partners in any type of reform concerning our people and more importantly be recognised as leaders in the reform process.

It is through the Yarrabah Health Partnership that whilst we aim to demonstrate community potential, that alone is not enough in addressing health inequality, but the delegation of government partners must explore every possible avenue for adequate investments.

The provision of health services in our community is a basic human right for every individual in this country and that we should have access to. Unfortunately it is not always presented that way and Aboriginal and Torres Strait Islander people have been the most disadvantaged of our health systems in this country and in some cases are worse off than some third world countries.

Health reform is high on the agenda for the commonwealth and state governments and as portrayed in the media the approach of the commonwealth government regarding social and welfare reform raises questions about their commitment to real change.

The governments must display a level of faith towards the Aboriginal and Torres Strait Islander community to govern its affairs including partnering a structure for accountability where it is required. Gurriny and its partners are now committed to transitioning to community control the health services from Queensland Health to





Gurriny. This will eventually include a management model still requiring the valued input of mainstream and its expertise in order to maintain the high standard of health service delivery. This means that certain services provided by Queensland Health will still be ongoing as is, although some programs from Queensland Health will be transferred to Gurriny.

Gurriny see its Transition Project as the health reform for Yarrabah and we believe that this is an only once in a lifetime opportunity because if we don't get it right now I don't believe we will get the chance again. Gurriny is the lead agent in the partnership and it will continue to do everything in its power to lead the health reform in Yarrabah.

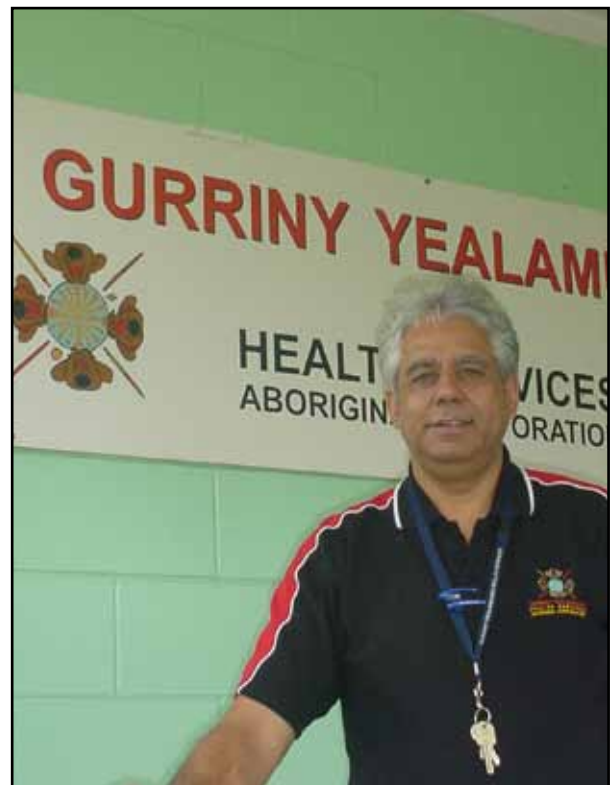
Aboriginal community control organisations have had its fair share of controversy no doubt heightening the negative public perceptions about them; it does however serve a timely reminder to our cause and what should we be doing about it. We also need to be mindful that we not only represent our organisations as health service providers but we have a responsibility to upholding the good name and reputation of our community and the aboriginal health sector.

Gurriny's organisational reform which takes into account a review of our governance structures including re-constituting and professionally developing our board members to effectively engage in business and economic decision making processes. This will advance the role of governance parallel to the transition project where important business and financial decisions will need to be made. Management have now completed an organisational restructure and new Business Plan 2007 – 2008 currently being implemented also as part of the organisational reform. Written into the business plan are relationship functions providing clarity and focus for managers when working with each other and other staff?

There are other implementation measures in the business plan specific to organisation reform such as a review on our existing systems and system requirements both hard copy and electronic to ensure we develop and install up to date standardised products. Gurriny will strive to achieve and maintain a fully functioning organisation that is accountable and applies the necessary measures which are objectively targeted, unbiased and maintaining a focus on outcomes.

One of the major findings of the health feasibility study report done in 1998 is the fragmentation of health services in Yarrabah confirming what many have seen and believed to be true. Funding coming into Yarrabah to the different organisations from various agencies all operated in silos without any concerted effort to combine knowledge and resources in an attempt to fill in gaps.

Trying to get respective service providers to accept responsibility for the missing pieces in health services only served to widen the gap because it is not possible to establish a continuum of care without a supporting structure that would create the necessary links and be maintained. The coming together of health service programs across all providers will be underpinned by the principle that community control is best practice for health service delivery. This has been recently demonstrated by the coordinated efforts between Gurriny's Health Promotion Unit and the Queensland





## CEO's Report (continued...)

Health Clinical team from the Hospital in curbing the nephritis outbreak here in Yarrabah.

The social determinants of health in Yarrabah is the target of our social health programs and the combined delivery with our clinical programs and that of Queensland Health targeting the clinical health we aim to provide a seamless pathway for health services.

The community approach rhetoric needs to progress into action and we are confident that partnership commitments will demonstrate a working model to facilitate community action in addressing health and social issues that will also provide opportunities for relationship building and community bonding.

The consultation process has always been a difficult method of engaging the community for input into developments but it is a necessary tool for appropriate development and it validates a community whole approach. Consultation is never meant to please everybody but it is a measure of what the general community perceives to be in the best interests of the community and if it satisfies consultation requirements then it will show in the eventual outcome. Gurriny provides a number of pathways for indirect community consultation via its social health programs and soon to be established clinical programs evidently with the evaluation and research of each program including data collection and analysis.

Public meetings give us the opportunity to consult directly with the community and also through the Yarrabah Health Partnership managers forum and partnership meetings with appropriate representation. There are also a number of documents from previous consultations we are able to still use within this process of consultation.

The media more recently have highlighted some of our Aboriginal communities for the lack of consultation displayed by some organisations and in some cases partnered with government in this process. Where it is required Gurriny will do its utmost to ensure consultation is an essential part of its organisational and partnership developments fulfilling its obligation to a community approach.

The Yarrabah Health Partnership is striving to establish a position where it is able to advance the community control health agenda and progress towards achieving community control status by the year 2010.

The Yarrabah Health Partnership at the least provides a platform for discussions with the state and commonwealth governments to address the immediate to long term health issues. It is presumed that a partnership will have provisions to do certain things such as reducing red tape process and delivering on promises in a shorter time frame.

The nineteen commitments included in the Deed of Commitment are broad statements which allow Gurriny to formally negotiate policy and funding change to support Gurriny's capacity building, the partnership developments and the transition project.





The partnership sustainability is critical to Gurriny completing each of the key priority areas in the transition plan as part of the health reform.

Gurriny wants to explore further its level of engagement since the partnership was revived in February 2006 where key issues were identified and needed to be addressed. The partnership is currently considering its operational functions such as developing a communication strategy that would ensure the partnership has a mandate, is transparent and has a clear focus and understanding of all its businesses.

Here are some memorable moments and experiences or highlights that we want to share with you;

We have recruited to a number of positions in Gurriny taking our total number of staff to 22. The majority of our new staff members are from our community and it is pleasing to know that Gurriny is empowering people in Yarrabah.

To cater for the growth we negotiated with Queensland Health to use the old health clinic on Workshop St for all of our programs staff but our administration staff will remain in the Noble St premises. The Office of Aboriginal and Torres Strait Islander Health provided the funds to renovate the building which was completed earlier this year.

The workshop premises will also house our Doctor and with new funding initiatives received from both the commonwealth and state governments this puts Gurriny in a favourable position when it commences the clinical program.

Our patient transport will now also include transport in Yarrabah; we are only waiting for our second bus to be delivered and a driver to be recruited.

Staff members have travelled far and wide across our country and overseas to attend conferences and workshops to share knowledge and gain a further understanding of our work in health.

Myself and Bishop Arthur Malcolm one of our governing committee members will be going to Sydney on the 18th November to attend an excellence award conference where Gurriny has been made a finalist in one of the categories.

It is good to be recognised for the hard work that an accumulation of people have put in over the years that have made it possible for Gurriny to be where it is today.

Gurriny's growth since my appointment two years ago demonstrates that the new commitments made by the partners are not just words but that investments have been made towards capacity building and the transition project.

The capacity building of Gurriny is as much about being equal partners as it is about the transition project and leading the health reform.

Our immediate challenge is to now secure more permanent investments against our plans as sustained growth and momentum is unconditionally required if we are to succeed and capitalise to progress to the next stages.

I want to leave everyone with this thought; if we were to have our life over again, many of us would change some of the choices we made.

We can't change the past but we can shape our future if only we learn from our past.

Our children are our future and they crying out for fulfilment in their lives and this generation has in its hands the opportunity to make changes for a better future.

**DAVID BAIRD**  
Chief Executive Officer

# Transition Plan Manager

## *"Change is in the Air"*

I welcome this great opportunity of taking on the enormous role of developing a transition implementation plan to help facilitate the transfer of health service delivery to the "community control agenda" for Gurriny Yealamucka Health Services Aboriginal Corporation. I strongly believe that this is an exciting opportunity to honour what the community had been voicing for many years; this is to take responsibility for our own health needs.

The definitions of "transition" mean a lot of things to many people and require the concept to be open and transparent in order to achieve best practices for the community. Transitioning of health services requires the establishment of supportive frame-works, good- will by politicians, machinery of government support and a whole-of-community approach associated with Primary Health Care. Without adequate structural support, the boundaries around community empowerment may not be achievable.

In order to provide an effective and sustainable primary health care service, a strategic and systematic approach to the development and implementation of the new service model needs to occur. There are many factors, which must be considered to achieve this goal and to build a robust health management and service delivery system for Gurriny.

A five year transition plan from 2006-2010 is currently being developed to manage the change from the current QH service provider situation to a community managed Gurriny Yealamucka Health Services. This is considered a realistic timeframe as the implementation of a multipurpose primary health care service will require a significant level of negotiation with government, funding bodies, current service providers and some complex HR and legal issues associated with the "community control agenda". Importantly, the community needs to be involved at all times as a key stakeholder in this process.







As identified in the April, 2007 Project Plan, the expected outcome of the transition process is a detailed implementation plan for the transition of GYHSAC. These includes the following tasks to be achieved through (8) Key Performance Areas (KPA) identify:

KPA 1:	KPA 2:	KPA 3:	KPA 4:	KPA 5:	KPA 6:	KPA 7:	KPA 8:
Organisational Governance	Community Control	Funds Pooling	Service Delivery & Health Priorities	Partnership & Alliance	Infrastructure	Social Research	Communication

The exercise of consolidating the health priorities were articulated through the condensing of important strategic documents of Gurriny. The Constitution which outlines the rules and objects of the organisation, the health feasibility study conducted in 1986, a partnership for health project 1999-2002, the health strategic plan, GYHSAC 2004-2007 business plan, the Deed of Commitment Document and SDRF played an integral role in forming the components of the Transition Project Plan.

Throughout the year, various consultants were used to develop planning documents around the projects identified. To date, the 2004-2007 Business Plan had been reviewed and updated, the development of a model of health service delivery for Yarrabah had been completed contains important recommendations for implementation. A Clinical Service within a primary health care service at Gurriny, which looks at Yarrabah spending a considerable amount of time and effort exploring and addressing the health needs of the community in a holistic fashion. This has led to the publication of several key documents, which outline the way we feel the community should proceed to bring about real change in the community's health. This involve an integrated approach involving the various levels of government and non governmental agencies

The funds pooling model is currently being progressed through the Access and Equity Project co-ordinated by QAIHC and the talent management strategy had been completed through the support of QH staff. GYHSAC Senior Management Staff continue to work in dialogue with other regional bodies such as FNQ Regional Health Forum, Yarrabah Health Partnership and non-government organisations to progress the transitioning process. This partnership approach enabled the communication strategy to be strengthened to ensure that the right messages are correctly influencing support around the enormity of this reform.

Additional responsibilities required for organisational growth will mean significant investments around the health reform project. The major capital works project is currently being progressed through the Capital Works Users Group and encouraging signs are emerging regarding ILUA development and the construction of \$15.7 million dollar Multi –Purpose Primary Health Care Centre. GYHSAC staff continues in its partnership approach in working extremely hard with James Cook University in a participatory action research process to document pre and post community control. There continues to be significant contribution made on behalf of QAIHC, Apunipima, government and non-government in supporting Gurriny's efforts in covering new territory as we embark on a journey of change. The life of this project is evolutionary and hopefully, government's effort in supporting the process, with a mixture of personal and community responsibility will one day become a reality in closing the gap of poor health indicators for our people.

I wish Gurriny well in aspiring for improved health outcomes for our people and hope to work in partnership with all agencies during my tenure in this position.

**ROSS ANDREWS**  
**Transition Plan Manager**

# Health Planner & Partnership Development Unit

The Units objectives are to:

Advocate the priority health needs of the Yarrabah Community on behalf of GYHSAC in a range of local, regional and area planning and resource allocation forums, including the Yarrabah Health Partnership, Far North Queensland Regional Health Forum and the Yarrabah Negotiation Table.

Support the development of the Yarrabah Local Managers' Forum for the ongoing review, enhancement and implementation of the Yarrabah Health Action Plan to reflect community needs and priorities developed in consultation with the Community.

Integrate the local, regional, area, state and national health policies, priorities, strategies and programs into a coherent primary health care approach for GYHSAC, and communicate this approach to managers, staff and Board.

Manage the incorporation of the primary health care approach in to the annual SDRF Action Plan and, more broadly, in to the ongoing Transition Plan to full Aboriginal community control in line with the Deed of Commitment.

Activities:

- Representation at key meetings – FNQ Regional Health Forum, Yarrabah Partnership meetings, Local Health Managers meetings, Community Cabinet Meeting
- Strategic Planning – Service Delivery, Clinical Health Model, Health Reform, Welfare Reform, Program Expansion – Dental, Mental Health & Clinical
- Health Reform – Supporting Transition Unit

**Ruth Fagan**  
**Health Planner & Partnership Manager**





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# Operational Management Unit



The core role of the Operational Management Unit is to:

- To provide advice and consultative services to the management and staff of Gurriny Yealamucka Health Services on all aspects of Human Resource Management including:

Recruitment and selection

Workforce planning and analysis

Performance management

Learning and development

Industrial relations

Personnel administration

Workplace Health and Safety, including EO and Anti Discrimination

- Assist and support the Chief Executive Officer to provide effective executive leadership and management to Gurriny Yealamucka Health Services staff.
- Provide management of Corporate services
- Design, implement and evaluate human resource management practices for the organization.
- Build professional client relationships to create working partnerships which will facilitate quality human resource management practices.
- Prepare submissions, reports, briefs and other correspondence and provide representation at appropriate meetings and events.
- The Operational Manager Unit is responsible for the oversight of the entire operations of GYHSAC including all Program, Administrative and Cleaning staff.
- Assisting the CEO to Implement the recently developed GYHSAC Business Plan



**Paul Munn**  
**Operations Manager**



# Program Management

## Introduction

Program management is a critical and essential component of our health service delivery and organisational development that it must ensure all programs are managed effectively by the Program Manager through the engagement of its staff in weekly program management meetings to monitor the programs progress and measure the programs outcomes against the programs objectives. The programs objectives must also be aligned to the Yarrabah Health Strategic Plan and the Gurriny Yealamucka Health Services Strategic Plan.

Similarly the program management is to also monitor the progress of the programs staff and to navigate the programs staff performance parallel to the programs progress and outcomes. Firstly this will assist in the professional development of the program staff through program activity and training, and secondly create an enhanced learning environment for the program staff. The program management must essentially inform ongoing planning around the programs in order to address immediate concerns and issues through the development of short term and long term solutions to both the programs and its staff.

## Documentation

The guiding documents that are required to be used for the program management are the following:

- Governance Policy and Procedures Manual;
- Corporate Policy and Procedures Manual;
- Service Delivery Reporting Framework;
- GYHSAC Action Plan Table Elements and Objectives;
- GYHSAC Strategic Plan Table;
- GYHSAC Annual Action Plan;
- Individual Work Plans & Position Descriptions;
- Performance Objectives.

These documents will provide program management and the programs staff with the necessary information to manage programs for its efficiency and progress in delivering the outcomes, and to manage the staff effectiveness, progress and capacity to facilitate the delivery of these outcomes in a structured and planned format.



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# THE FRUITS OF CHANGE



Positive Parenting  
Strong Families  
Upbeat Youth Focussed Culture  
Spiritual Enhancement  
Strong Future

Embracing Life  
Alcohol & Drug Free  
*No Abuse*  
*No Violence*  
Social Justice

## Implementation

The implementation of actions from program management is overseen by the management and governance of Gurriny. The program management is to generate activities for the programs and its staff and it must demonstrate that there is progress towards engaging the community directly with its consumers, establishing and strengthening links and relationships, that there are changed behaviours towards lifestyle and that research and evaluation of our programs will provide the basis for future planning.

## Responsibilities

Program management is responsible for directing the responsibilities of each program staff to be active in their duties towards the agreed objectives and strategies that are developed in the performance management system. The application of the performance management system is depended upon the Program Manager as the facilitator and director, and the cooperation of the program staff to work as a team to deliver the services in an effective and timely manner and to also continuously build the capacity of the programs parallel to the health service delivery. All staff will need to be aware that the level of our application to our positions will now be measured through the program management system, and this will have implications on our contractual arrangements which are soon to be put in place at Gurriny Yealamucka Health Services.





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## Program Management (continued...)

### Integration

The signed Deed of Commitment document has now commissioned partners to the Yarrabah Health Partnership to invest into the Yarrabah Health Strategic Plan with a new set of priorities. One of the major commitments is to the transition of Queensland Health Services over to Gurriny Yealamucka Health Services in our new collocated health facility. The collocation and the transition of service will mean we have to integrate some of our programs and services. The program management provides us the opportunity to explore new and innovative ways of working across the clinical and social health areas to develop more comprehensive programs, expand the programs staff knowledge, skills and expertise and build upon existing partnership arrangements and networks. The program management is to utilise activities generated from the Managers Forum implementation of the Yarrabah Health Strategic plan to form relationships with all other existing health and social programs and that it is to be maintained by Gurriny Yealamucka Health Services as the lead agent.

### Planning

Outcomes from the program management's evaluation of the programs are to inform the overall planning for Gurriny Yealamucka Health Services Programs and subsequently the Yarrabah Health Strategic Planning. It will be of benefit to the planning process as well as the development of the programs, that staff of each program is aware of the purpose and the processes of the evaluation, research and planning in order to make appropriate and significant contributions.

### Reporting

The new Service Delivery Reporting Framework format as provided by Department of Health Ageing ensures program management has clear direct guidelines and reporting mechanisms to which all staff and program management are required to use and report to the Chief Executive Office, the Governing Committee and the Funding Bodies. The reports will be very specific in terms the progress and outcomes to the objectives, strategies, measures, timeframe and costs aligned against the four elements of the SDRF.



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# PROGRAMS

## Health Promotion



The position of Senior Health Promotion Officer at GYHSAC became operational on April 16th 2007. Senior Health Promotion staff are responsible for formulating a strategic plan for health promotion in Yarrabah using the Yarrabah Health Action Plan as a framework. Community nominated health concerns – alcohol and drug abuse, housing, mental health and diabetes - will be the focus of the plan. The aim is to assist Health Promotion officers to take control of the strategic direction and running of the programs within a twelve month period.

This report covers the period from April the 16th to the present.

### Programs:

#### 1) Preconception Program - Promoting health prior to conception

##### Aim

The young members of the Yarrabah community will be well educated and empowered in important health issues relating to the reproductive system, contraception, sexually transmitted infections, pregnancy and early childhood before their first pregnancy.

**Staff Involvement:** 14 people

- Yarrabah Secondary School-2
- Qld Health-2
- Gurriny Yealamucka Health Services-6
- Yaba Bimbie Dance Troupe-4

##### Number of Clients

The program did not start until the 27/8/07. A school-based program will start in Term 4. Staff will work with teachers and significant others to implement an appropriate preconception program for younger students next year.

#### 2) Prenatal Classes

##### Aims:

To educate pregnant women on the following

- Prenatal Health
- Labour
- Postnatal
- Early childhood health

There are no prenatal classes in Yarrabah that pregnant women can access. Therefore, women and their partners are disadvantaged, in relation to the general community, by being less informed about essential information relating to their pregnancies, labour and postnatal period. Pregnant women in Yarrabah have no formal, organised means of meeting other pregnant women. This may cause them to feel more isolated and less supported. There are no plans to expand prenatal classes beyond holding them every 2-3 months at this stage.

**Staff Involvement:** 8 people

Queensland Health -2

Gurriny Yealamucka Health Services-6

### 3) **Books For Babies: (Funded by the Ian Thorpe Foundation)**

#### **Aims**

- To promote cognitive stimulation of infants/ toddlers by reading to them regularly
- Improving their readiness for school

#### **Staff Involvement:** 11 people

- Queensland Health-1
- Yarrabah State School-2
- Gurriny Yealamucka Health Services-6
- Library-1
- Yarrabah Council-1

#### **Number of clients** (over past year)

The program will begin within the next two months. All babies who were born over the last year (approx 80) and every newborn will receive a package. Clients will also include parents, grandparents and other extended family members. In total, the number of clients will be in excess of 300 in the first year.

### 4) **Nephritis Program:**

#### **Aim**

To prevent any further outbreaks of Post Streptococcal Glomerular Nephritis (PSGN). GYHSAC recently helped contain an outbreak of PSGN in Yarrabah. This Health promotion program is still in the planning stages and will be ongoing.

### 5) **Infant/Toddler Nutritional Program**

#### **Aim**

There will be significantly less failure to thrive among the study group and less iron deficient anaemia.

There are disturbingly high rates of failure to thrive among indigenous paediatric populations in Far North Queensland compared with other paediatric populations (Rothstein et al 2007).

Poor growth in early life can predispose an individual to diabetes (Wilkinson and Marmott, 2003). Failure to thrive and iron deficient anaemia during the first year of life interferes with the development of the brain and can cause developmental delay and a lack of readiness for when the child starts school (MCEETYA Taskforce, 2001). Iron deficient anaemia also affects the immune system which can increase the likelihood of infections of the respiratory tract and ears. Repeated ear infections can lead to hearing loss and poor educational outcomes.





**Staff Involvement:** 11 people  
Gurriny Yealamucka Health Services-7  
Yaba Bimbie Dance Troupe-4

**Number of clients:**

40 toddlers and their parents and extended families

The overall strategy of the preconception program, prenatal classes, Books for Babies Program and the infant nutritional program is to increase the readiness of toddlers for school, improve their educational outcomes, and improve their physical health. These programs are closely associated with the Yarrabah Strategic Plan, the 5 nominated Yarrabah community concerns and the Social Determinants of Health.

## **6) Yarrabah Strong Hearts Program (cardiac rehab)**

### **Aims**

- To educate and support people with cardiovascular disease
- To educate and support people with risk factors for cardiovascular disease.

This is an eight week rotational course with a different educational session each week. Participants are served morning tea in a relaxed social environment and may, if they wish, talk or ask questions about their own health experiences. They are also offered blood pressure and weight checks which are charted so they can view their progress, with GP referral as required. The program is expected to be ongoing on a rotational basis.

**Staff Involvement:** 6 people + guest speakers

Qld Health-4

Gurriny Yealamucka Health Services-2

**Number of Clients** (after 1 month) - 25

## **7) The Way Project**

### **Aim**

To create a greater awareness and increase knowledge of children within Yarrabah High School about spiritual health.

For many years the health of children within Yarrabah has been in decline. Some of the contributing factors to this have flowed on from the early days of European settlement when Indigenous people were deprived of their way of life, children and land. Today's Indigenous society is confused about why these things happened to them and what their identity now is. It is now recognised that spirituality is a significant component of each person's life and is an important aspect to physical and mental wellbeing.

Leaders of the two local churches recognised children in Yarrabah were not receiving any spiritual guidance and therefore, in partnership with GYHSAC this project was developed. It will run once every week throughout the school year by a team from GYHSAC. Every term will comprise of different key subjects, such as leadership, integrity, forgiveness and conflict resolution. It is expected that participants' physical health and wellbeing will be enhanced as a result of this spiritual program.

**Staff Involvement:** 2 people + teachers

Gurriny Yealamucka Health Services-2

Other program staff may be incorporated into the program in the near future.

**Number of Clients**

The project at this point in time is delivered to year 10 only (21 students).



# Suicide Prevention

The overall purpose of the suicide prevention project is to establish effective and sustainable community-based approaches to building resilience, reducing risk exposure and reducing self-harming behaviours in Indigenous communities. The project contributes to Far North Queensland activities under the National Suicide Prevention Strategy.

## **Aims:**

1. To effectively extend the reach of existing empowerment initiatives, namely the Family Well Being Program and Men's Groups, to promote and support three other communities (HopeVale, Kowanyama and Dalby) to achieve their defined pathway toward individual, group and community change.
2. To enhance the capacity of participating communities by providing tools and pathways to promote a foundation of resilience, replacing self-harm and suicide as an option, 'solution' and communication with positive life promoting skills that facilitate young peoples' exercise of healthful choices and control of destiny.
3. To provide assistance to a University of Queensland team trying to gain a better understanding of the link between Yarrabah community's collective response to a suicide crisis, ongoing empowerment and resilience-building interventions, and the sustained reduction in suicide and self-harming behaviour.
4. To provide assistance to the UQ team in enabling the opportunity for Yarrabah to tell their story to other communities and groups and create a culturally safe environment for the target communities to collectively define, commit to and engage in their own change process.
5. Liaise and support other aspects of the National Suicide Prevention Strategy project eg development of a module for touchscreen kiosks.

A Community Researcher also coordinates and works with a "Yarrabah knowledge sharing team" to provide assistance to HopeVale and Kowanyama communities in building empowerment strategies such as the Family Wellbeing program and men's





groups to address issues relate to the prevention of self-harm and suicide. The researcher is supported by GYHSAC and staff of James Cook University.

### **Staff**

Other staff members in the respective sites will be on the ground under the auspice of their respective community organisations. This is a relatively new position however the projected clientelle base in all sites will be in excess of 300 plus.

### **Future Activities**

- Workshoping the Family Well Being Program
- Enhance and develop Men's group programs
- Support and assist Men's Group
- Encourage workers to engage in relevant training; to equip them with the necessary skills

All activities are planned to be ongoing for the next five years.

## **Men's Health**

### **Development of Yubba Bimbie Men's Place**

#### **History**

The Yarrabah Men's Group started in 1998 as a voluntary support group.

The main activities included weekly health education sessions on topics of interest to the group, counselling, men's health clinics provided by a visiting Aboriginal doctor, activities to promote social skills and bonding such as going to restaurants for meals, hunting, fishing and camping.



By 2000, the community had acknowledged the benefits of the men's health group and called for their activities to be extended to men that were most in need. Those in need (at risk of suicide) included men who were heavy drinkers, who had a history of violence and men in the corrections systems. Out of a total population of 3000, there were nearly 70 males on intensive correctional orders and probation or parole in 2000. Most of these orders relate to violence. Thus, there was a feeling that a much more systematic and coordinated approach was required to access these men and have them participate in the group activities.



### Development of Yubba Bimbie Men's Place (continued...)

From August 2001, the Men's Group secured 2-year National Suicide Strategy funding to support its activities. This allowed two local men to be employed (1 full-time and 1 part-time) to coordinate and support the activities of the Men's Group. As part of the funding agreement the University of Queensland was contracted to evaluate the Men's Group project.

The Men's initial vision statement was: to restore men's rightful role in the community using a holistic healing approach encompassing in the program the spiritual, mental, physical, emotional and social aspects of life. They also developed consensus around a set of basic beliefs, attitudes and behaviours that they believe a Yarrabah man who plays his rightful role in society could be judged. These Do's and Don'ts have given the men a clear identity about who they are and the values to which they aspire:

#### **Do's**

- Be loving, kind, compassionate, forgiving, respectful, honest and truthful;
- Support family by working and paying bills;
- Having a job, employment;
- Role model for wife and kids;
- Don't say one thing and do something else- practice what you preach;
- Share household responsibility in family;
- Be an example, role model;
- Have goals;
- Communicate with kids and wife regularly;
- Spend time reading to your kids;
- Look at spiritual needs and values;
- Resolve conflict by talking rather than fighting;
- Be actively involved in finding positive solutions to community conflicts, for example land issues;
- Show more positive leadership in family and community;
- Teach your kids to read;
- Instil CONFIDENCE in your family;
- Learn to be a mediator;
- Respect yourself and others;
- Admit when he is Wrong;
- Make sure there is food in the cupboard.





### Don'ts

- Argue and fight in front of kids;
- Abuse wife or kids;
- Gamble money away;
- Be slaves to alcohol, drugs, gambling and pleasures of the self;
- Hate, reject and put down people;
- Become 'Mr Moms' (Solely responsible for household chores), share responsibility;
- Take side with others in community disputes;
- Be lazy and expect everything like a king;
- Be macho about certain jobs;
- Be ashamed of who you are;
- Be violent to others and families;
- Don't be selfish, think of others.



As a result of this process, the men's group identified four major sets of initiatives that they believe can support and enhance their capacity to take their rightful place in the community.

These four sets of initiatives are:

- Personal development, leadership and parenting
- Employment
- Education and training
- Tradition, culture and Yubba Bimbie Men's Place.

*GYHS Men's Health is a proud supporter of the Yarrabah Seahawks Sports Club*



### Current status

Within the Indigenous population, men are faring worse than women. For Indigenous men living in rural and remote settings, the situation is even more alarming due to a combination of factors including inadequate services, isolation, lack of employment opportunities, endemic alcohol and other drug abuse and violence. Indigenous men's groups emphasise the need for men to have a culturally safe space for healing and to encourage and empower them to reassess, review and re-establish their roles in the family and in their community.

The Men's Group is auspiced by the community-controlled Gurriny Yealamucka Health Service Aboriginal Corporation, whose vision is to develop a best practice primary health care service that will enhance individuals and family lifestyles; spiritually, physically, mentally and emotionally through community management and direction, in the spirit of self determination. Men's Group Coordinators are located at Gurriny Yealamucka and weekly meetings are also held there. While this arrangement is cordial, men do not feel a sense of ownership at Gurriny and there is limited space to develop further initiatives.

In late 2003, the Men's Group submitted an expression of interest and project plan for a \$1million grant from the Office of Corrections to construct the necessary physical infrastructure to house men's group activities in Yarrabah. As a first step, a small grant of \$25,000 was requested to employ a consultant to extensively consult with stakeholders including the Yarrabah Men's Health Group, the Yarrabah Council, architects, building contractors and other potential funding bodies to develop a detailed project plan and budget for the \$1million grant. The operational and recurrent issues that would need to be considered in the overall development of Yubba Bimbie Place were not included.



### Development of Yubba Bimbie Men's Place (continued...)

Although the Office of Corrections viewed the funding submission favourably, the development of a second men's group in Yarrabah by Bama Ngappi Ngappi (and their interest in also obtaining funding), confused the process and the submission was not successful.

A number of short-term and longer-term options, which are not necessarily mutually exclusive, have since been explored. The Men's Group has written to Yarrabah Council and expressed interest in taking over two existing Council-owned buildings - the old women's shelter, and the hairdressing salon building operated by Djarragun College. Neither approach has been successful.

The Men's Group has also received permission from the traditional Gunghangi owners for permission to develop a site at Buckies Beach for development of a Men's Place for camping and having "time out". It is envisaged that men's group members could voluntarily erect a temporary shelter, possibly using demolition material.

Another option considered by the Men's Group is to house a Men's Place within the proposed new integrated multi-purpose primary health service in Yarrabah. A recent feasibility study completed by a consultant recommends incorporating Gurriny Yealamucka as well as Queensland Health services, a café, pharmacy and other services within one custom-built building, and it is feasible that a "Men's Place" could be housed at one end of the building.

#### **Vision**

Men's group leaders and members believe that their efforts to take their 'Rightful Place in Society', would be greatly enhanced by the physical infrastructure of a men's shelter, Yubba Bimbie Place. This vision was reinforced by community feedback in the recent evaluation interviews (June 2005). The Yarrabah Men's group has seen the real value of the women's shelter in their community. This shelter not only provides safety to women at risk of violence but has also become a centre for healing and strengthening, as well as small business enterprise through community catering.

The men see this as a model for providing the type of support, healing and other training and employment opportunities now required by many men. The Men's Group therefore considers it a high priority to obtain a Men's Place in Yarrabah.

Yubba Bimbie Place is expected to provide a safe space for men of all ages to interact, for young people to learn from the elders, for men to receive counseling and other support. It would be a place to coordinate and support the range of identified personal





development, cultural and spiritual initiatives, employment, education and business development training initiatives such as hospitality, literacy and numeracy, prawn and barramundi farming, landscaping/horticulture and cultural dance and art. Other important initiatives include sharing experience and information with other Indigenous men's groups and working towards reconciliation with white men through networking with relevant-non-Indigenous men's groups. The men's place could also be a venue for health checks for men.

### Summary

Obtaining a Men's Place is a high priority for the Yarrabah Men's group. It is critical that the men have a safe place where they can explore and regain a stronger identity and control over their lives. The Men's Place would function both as a healing space for men requiring counseling or personal development programs such as family wellbeing; and a hub of economic development activity and traditional cultural activity.

While funding bodies have viewed the proposal favourably for a Men's Place as a diversionary centre for men from the Corrections System, the funding issue has not yet been resolved and Men's Group leaders continue to explore options for obtaining a base for their activities.

## Women's Health

### Women's Group

#### Roles & Responsibilities

- 1 Work closely with the Gurriny Yealamucka Health Services Men's Health Project.
- 2 Establish, co-ordinate and facilitate a structured women's support group for Gurriny Yealamucka Women's Health Project.
- 3 Review, evaluate and support existing services available for Women in the community of Yarrabah.
- 4 Plan and co-ordinate a Gurriny Yealamucka Women's Health Strategic Planning process in co-ordination with the Gurriny Yealamucka Health Services Family and Men's Health Strategic Plans.
- 5 Offer brief counselling services to women, children and families in the community.
- 6 Network with other agencies both internally and externally in regards to the needs of women.
- 7 Preparation of six monthly and final project reports to Gurriny Yealamucka Health Services:
  - Develop and maintain effective partnerships,
  - Co-ordinate the development of a strategic planning process,
  - Development and implementation of evaluation framework.



*Women's Health workshop participants  
Emma Costello & June Noble*



## **Women's Group (Continued...)**

At our first meeting women were given the opportunity to have their say by telling facilitators from GYHSAC staff what they wanted to do and what was important to them. Staff then try and deliver all the topics themselves but outside help is sought as needed.

Activities and topics explored to date include problem solving, parenting skills, where the women were asked to share their knowledge on parenting and put together a community book, cooking demonstrations, and collecting driftwood for arts and craft.

GYHSAC staff also took some families to the Undara Lava Tubes for a stress-free weekend and to help families connect together. A further trip to Clump Mountain is planned for November/December, 2007.

### **Tools Project**

GYHSAC Health Services and University of Queensland Staff are presently working together to assess the strength of the Family Well Being project.

### **National Suicide Prevention**

The aim of making this documentary is to promote target indigenous communities' capacity to define and implement recovery and suicide prevention activities by:

1. Offering a community example of the implementation and dissemination of successful Indigenous suicide prevention activities and the methods of building on and extending effective local responses to self-harming behaviours.
2. Fostering participation and communication of messages of purpose and identity to young people.



# Youth Crime Prevention



Monthly youth meetings are hosted by GYHSAC which are vital for communication and trust, especially for those at risk. There is often some difficulty in finding youth to attend either because they won't come to meetings if they aren't offered food, transport and an acceptable venue or, as they grow older, they become more interested in 'doing their own things'.

YCP has recommended a resource centre as a place to have regular meetings, allow youth to 'hang out' – play music, have band practices, watch movies, practice arts and crafts, share, cook together (BBQs, etc) and dance. Having guest speakers has also been suggested.



YCP was involved in planning for NAIDOC Week, a girls' touch coaching clinic and dancing lessons. Staff have also attended their own studies as well as professional development courses throughout the year.

## Child Care Links

The Child Care Links project aims to:

Improve wellbeing of young children by strengthening resilience of their caregivers by using child care services to foster development of child- friendly communities.

Help parents plan services for their children, show ways to assist a child's progress and link parents with others.

Help to provide families with the opportunity to enhance their skills access other services and build networks in the community, through parent meetings and occasional workshops as well as by individual support and referrals.



The provision of high quality care and education for children aged 0-5 years of age and strengthening families and local communities is a key focus for staff as is developing children's services.

Activities supporting these endeavours include:



"Cuddy Cuddy Kowal Day" (31/10/07)  
National Child Protection Week (3-7/9/07)  
Children's Week "A caring world shares" (22-26/10/07)  
Playgroup Australia visits on a weekly basis at a local park

Staff work closely with the Yarrabah Day Care Centre to help and support the staff and families using the centre and have volunteered to start a monthly newsletter for parents.



## Community Justice Group

The Local Justice Group had been established for several years, where the funds previously were auspice by the local shire council. Due to many higher level reforms happening within the Yarrabah community, the CJG were encouraged to find alternative arrangements to assist with effective service delivery in meeting the objectives outlined in the funding agreement. Negotiations proceeded with Gurriny to assist the Justice Group to help build up its capacity in meeting the needs of the community.

Several important health components were realised in facilitating the relationship between GYHSAC and the CJG whereby the social health arm forms an important element in assisting our people to steer away from criminal justice system. GYHSAC and CJG will continue to work in dialogue with each other and see how best we can accommodate the demands of the community.

Below is the description of service provided by the local community justice group.

1. Develop networks with agencies to ensure that issues impacting on Indigenous communities are addressed and have a particular focus on the development of prevention programs.
2. Support Indigenous victims and offenders at all stages of the legal process.
3. Support members to participate in court hearings and sentencing processes in accordance with the statutory duties contained in the Penalties and Sentences Act 1992 (Qld), Bail Act 1980 (Qld) and Juvenile Justice Act 1992 (Qld).
4. Encourage diversionary processes such as civil and criminal mediation, youth justice conferencing, community service orders and supervised orders.
5. Monitor, regulate and advise the Department and other relevant agencies on issues relating to the possession and consumption of alcohol in a community area. (Statutory groups only)



## Patient Transport Service



Gurriny currently operates a patient transport service to provide a broad based, timely, but flexible, accessible, supportive and safe transport service for the general community of Yarrabah. Currently this service provides patients who require medical travel to Cairns whenever the need arises.

Throughout the year, we have discovered through our data system that a high percentage of our people require medical help in improving their health and wellbeing. As a parallel to this, Gurriny will also be assisting its clients by providing an internal transport service that caters for the local community.

## Pharmacy



GYHSAC Pharmacy was officially launched in January 2007.

To celebrate, GYHSAC staff worked to a theme of "Healthy kids are Happy kids". 250 promotional bags which included hats, t-shirts, balloons, pens, silicone wrist bands, sample packs from Curash, Johnson and Johnson, and various miscellaneous items donated from Priceline Pharmacy were available as well as bottled water, a free sausage sizzle and fresh fruit platters. About 400 children and 150 adults enjoyed the day.



The Pharmacy works in conjunction with Priceline Pharmacy Raintrees to deliver a Quality Pharmacy Service to the Community of Yarrabah. This service was started on the 8 May 2006 and to date over 1900 scripts have been delivered through this service.

The Pharmacy operates Monday, Tuesday, Wednesday and Friday. A Pharmacy Assistant faxes all scripts to Priceline Pharmacy Raintrees in the mornings and the Pharmacist is here to dispense all medications from 2 – 4pm each day.

Pharmacists offer free consultations with clients on any of their medication concerns, they also offer a Webster packing service for clients who are on multiple medications in the long and short term.



**In July 2007 GYHSAC published their first newsletter 'Transition Tabloid' for distribution to the Yarrabah community and stakeholders.**



**GURRINY YEALAMUCKA**  
HEALTH SERVICES ABORIGINAL CORPORATION

# TRANSITION TABLOID

JULY 2007

## Gurriny set to employ GP

**Gurriny Yealamucka Health Services is set to employ their own General Practitioner in one of the key moves towards community-controlled health services for Yarrabah.**

CEO David Baird said they expected to make the appointment within a month or two.

"Our doctor's primary focus will be the primary health care which is the chronic disease management through the health care plans and to be able to link into the social health program," he said.

"A doctor employed by Gurriny would not just be able to do their own thing, the doctor will have to be aligned to the strategic directions of GYHS which is more about holistic care."

GP Consultant Dr Simon Bridge said the eventual plan was for three or more GPs as well as registered nurses and healthworkers.

"(This) will give Yarrabah much more say in how their health services look, who it employs and who people are accountable to," he said.

"Community-owned health services are much better at being able to provide local jobs for people within the community than state health has been."

"History shows that community-owned health services are able to train more local people and that not only improves their own health status, it also says to the community that we can actually do these jobs so it can have a marked effect on the self-confidence of the community in general." Australian Indigenous Doctors Association President Dr Mark Wenitong agreed.

"I think this is one of the most important steps from a community perspective," he said.

"The bottom-line is that people, when they're sick, want to see a doctor and for Gurriny this will be a really significant shift."

Yarrabah Mayor Vince Mundraby said the employment of a GP would be a direct benefit to the community and was "a step in the right direction".



*The health futures of these Yarrabah children, pictured with Gurriny Chair Rev Mick Connolly (right), is destined to be in their own hands thanks to the work of the many community people behind Gurriny Yealamucka Health Services Aboriginal Corporation (GYHS).*

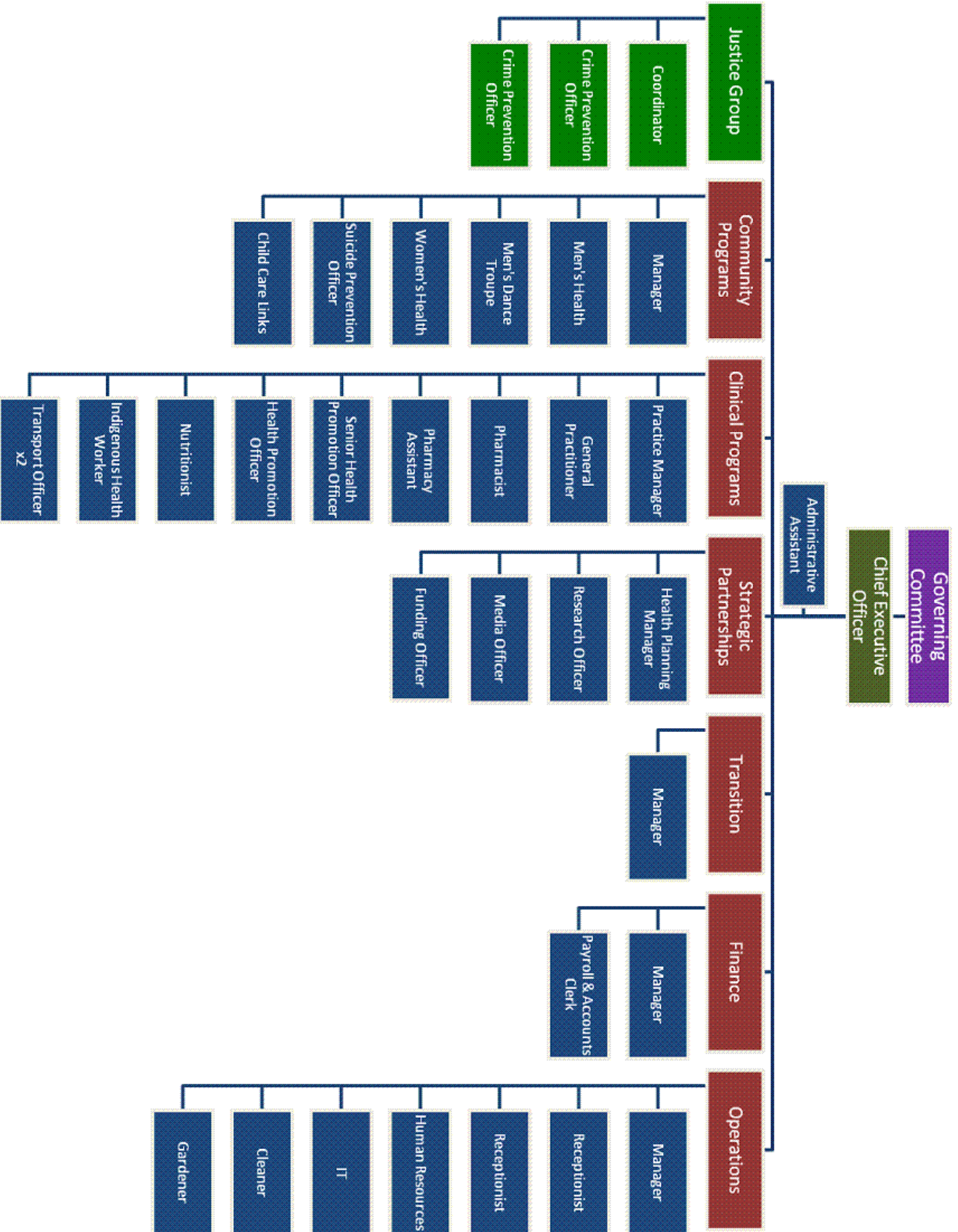
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# Organisational Structure





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