



S·A·R·R·A·H

Services for Australian
Rural and Remote Allied Health

Operational Plan July 2016 to June 2017

Primary Objective

SARRAH exists so that rural and remote Australian communities have allied health services that support equitable and sustainable health and well-being.

Vision

It is our VISION that SARRAH is the voice for rural and remote allied health, influencing health reform to improve allied health services and providing support to Allied Health Professionals in rural and remote areas.

Values

The articulation of the fundamental values that distinguish SARRAH as an organisation is important to underpin the achievement of SARRAH's Primary Objective and the prioritisation of organisational activities and resource allocation.

This articulation of values we call ***“our” perspective*** includes actions such as:

- Inclusiveness
- Partnerships
- Fairness
- Equity
- Quality
- Advocacy
- Respect.

SARRAH provides individual rural and remote Allied Health Professionals with opportunities to inform and influence by contributing ***“our” perspective*** to policy and planning processes that govern service delivery to rural and remote communities, with the ultimate goal being enhanced community health outcomes.

“our” perspective is demonstrated by qualities such as:

- Valuing the individual grass roots Allied Health Professional
- Consultation
- Achievement orientation
- Connectedness to community
- Can-do attitude.

Introduction

The July to December 2016 Operational Plan has been developed to record strategies and actions designed to achieve the goals described in the SARRAH Strategic Plan 2016-2019. The strategies and actions are:

- Specific
- Measurable
- Achievable
- Reviewable
- Time bound.

The Operational Plan also identifies:

- What SARRAH intends to do and how
- Who will be responsible for the action
- When these will be done
- Whether the action is a new or existing activity and comparative priority for resources (low, medium or high)
- What resources are needed
- How progress will be measured or indicators of success that will help SARRAH know whether it has achieved its goals or not.

Organisation Viability

Goal One: Members

SARRAH retains existing members and attracts new members.

#	Strategy	Action	Priority	Timeframe	Resources (human, material, financial)	Responsible for Action	Performance Indicators
1.1	Identify and deliver the services and activities that SARRAH member's value.	Survey to seek feedback from members on membership benefits and engagement strategies (what and how).	New - High	Completed by 31 December	BD Team No extra materials or funding	BD team	Survey conducted. Report prepared on results.
		Convene Corporate Member focus groups (universities, PHNs, service providers).	New – High	Completed by 31 March	BD Team Board member	Rod	Minimum 1 focus group convened. Report prepared /outcomes identified.
		Conduct interviews with groups of members on membership and strategic issues.	New – High	Completed by 31 March	BD Team No extra materials or funding	Network Coordinators	Minimum of 5 group interviews.
1.2	Use a range of communication channels to inform and engage rural and remote stakeholders.	Produce monthly e-bulletin and board communique.	Existing – Medium	Monthly	BD Team Mailchimp	BD Team	1 e-bulletin per month.
		Increase reach of SARRAH social media with a social media content calendar, integrating e-bulletin, social media content, and regular posting.	Existing - Medium	Monthly calendar, Daily posting	BD Team Facebook, Twitter, AAP news alerts	Deslie	Increase engagement via social media by 20% (compared with 2015-16) measured by: - Facebook: number of posts, page likes and engagement on

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							posts. - Twitter: number of followers, tweets and re-tweets and engagement rate.
		Increase interaction on SARRAH members Facebook Group.	New - Medium	Ongoing	Facebook.	SARRAH Advisory Committee	Increase interaction measured by: - Number of posts by Advisory Committee members - Number of comments, likes and posts by SARRAH members.
1.3	Expand the membership particularly in the corporate sector.	Identify potential Corporate Members and invite them to join SARRAH.	Existing - High	Ongoing	BD Team	Rod and Terence	Attract a minimum of 6 new corporate members during the period.
		Maintain a user friendly SARRAH membership process assisting potential members to join and members rejoin.	Existing – Medium	Ongoing	BD Team CiviCRM	Deslie	10% of SARRAH members are new. Retains 85% individual members during the period. Retain 100% corporate members during the period.

Goal Two: SARRAH Sustainability

SARRAH achieves and maintains funding sources that deliver long term sustainability.

#	Strategy	Action	Priority	Timeframe	Resources (human, material, financial)	Responsible for Action	Performance Indicators
2.1	Diversify SARRAH's income by developing alternative income streams.	Increase the number of corporate members (see Goal 1.3).	Existing - High	Ongoing	BD Team	Rod and Terence	Attract a minimum of 6 new corporate members.
2.2	Develop and seek funding for project proposals that align with SARRAH's mission.	Monitor Government tender websites for opportunities.	New – Medium	Weekly	BD Team	Terence	Weekly scan completed.
		Submit tender for the Health Workforce Scholarships Program (HWSP) to commence in 2017.	New – High	Timeframe dependent on Government decision	Secretariat Collaborating organisation.	All	Win the HWSP tender.

Advocacy and Public Policy

Goal Three Health Reforms

SARRAH continues as a leader to advocate at all levels of Government for reforms of health services to improve health outcomes in rural and remote Australia.

#	Strategy	Action	Priority	Timeframe	Resources (human, material, financial)	Responsible for Action	Performance Indicators
3.1	Develop policy positions on reforms to improve health outcomes in rural and remote Australia.	Review key advocacy messages through recommendations process at 2016 SARRAH Conference.	New - High	By end February 2017	Board and Secretariat Conference App to support recommendations Conference Delegates	Rod	Advocacy Messages updated and communicated.
		Support the Advisory Committee as one of the forums for members to contribute to policy related issues.	Existing - Medium	Ongoing	Advisory Committee and Secretariat	Deslie	Advisory Committee meets bi monthly. Advisory Committee members contribute to all submissions and position statements developed.

#	Strategy	Action	Priority	Timeframe	Resources (human, material, financial)	Responsible for Action	Performance Indicators
3.2	Make ongoing representations to Government with an emphasis on SARRAH's advocacy priorities.	Maintain and enhance SARRAH representation on Government and Stakeholder forums.	Existing – Medium	Ongoing	Secretariat	Rod	Maintain representation on following committees: <ul style="list-style-type: none"> - Ministerial Rural and Remote Roundtable. - National Rural Health Alliance. - Australian Allied Health Forum. - Dept. of Human Services Stakeholder Consultative Group. - Dept. of Veterans Affairs Stakeholder Group. - Primary Health Network committees where available. Report on representation activities.
		Participate in policy and consultation processes relevant to key advocacy messages.	Existing - Medium	Ongoing	Secretariat, Advisory Committee and Board	Rod	SARRAH completes submissions to identified processes.
		Meet and introduce/ engage with Ministers, Opposition and independent politicians and their staff, and Departmental officials after the Election.	Existing - High	Ongoing	Secretariat	Rod	Meet with relevant Minister, Opposition spokesperson and key independents at least once each.

#	Strategy	Action	Priority	Timeframe	Resources (human, material, financial)	Responsible for Action	Performance Indicators
3.3	Develop effective means to raise awareness of policy priorities among the media, Government, external stakeholders and members.	Develop and implement a communication strategy, including social media, to release significant policies, key advocacy messages and position statements.	New - Medium	As required	Secretariat and Board	BDS Team	Achieve media coverage for key announcements.

Goal Four: Workforce

SARRAH advocates for the whole allied health workforce that is essential to addressing health inequality for residents of rural and remote communities.

#	Strategy	Action	Priority	Timeframe	Resources (human, material, financial)	Responsible for Action	Performance Indicators
4.1	Improve availability of data on the allied health workforce in rural and remote areas.	Seek funding from Department of Health to examine data available from NAHSSS to increase information about the allied health workforce in rural and remote areas.	New – Medium	By 31 March 2017	Requires DoH agreement to allocate additional NAHSSS funding to this purpose.	Sriyani	Publication of reports.
4.2	Support the rural and remote allied health workforce.	Convene the SARRAH Conference in October 2016.	Existing – High	27-29 October 2016	Conference Committee, Secretariat and Conference Design. SARRAH seed funding \$40,000	Kate Osborne and Rod	Conference attended by at least 170 delegates and achieves a profit.

Internal Business Practices

Goal Five: Corporate Governance

SARRAH maintains mechanisms to support accountable and transparent governance procedures including planning, financial management and reporting.

#	Strategy	Action	Priority	Timeframe	Resources (human, material, financial)	Responsible for Action	Performance Indicators
5.1	SARRAH Board members provide corporate governance oversight of operations.	Hold Board meetings every two months, as well as Audit and Risk committee meetings every month.	Existing – High	Ongoing	Secretariat	Rod	Meetings held as described.
5.2	Ensure SARRAH's operational activities align with the SARRAH strategic direction.	Develop an Annual Operational Plan setting out how SARRAH will achieve strategic goals.	Existing – High	By 31 August 2016	Strategic plan agreed by Board.	Rod, Deslie and Sriyani	Annual Operation Plan completed. Report bi-monthly against the plan.
		Develop a budget to ensure sufficient resources to achieve strategic goals.	Existing – High	By 31 August 2016		Rod, Deslie and Sriyani	Provide budget to Board for approval. Provide monthly financial reports to Audit and Risk Committee. Facilitate independent audit of SARRAH's financial management.

Goal Six: Projects and Programs Management

SARRAH manages projects and programs effectively and efficiently.

#	Strategy	Action	Priority	Timeframe	Resources (human, material, financial)	Responsible for Action	Performance Indicators
6.1	Implement projects and programs to achieve objectives in accordance with funding agreements.	Develop and implement project plan (including risk management) to relocate SARRAH National Office.	New - High	By 30 September 2016	Funding, facilities, Secretariat staff	Deslie	SARRAH National Office moved with no disruption to members and scholars by 31 September 2016.
		Develop and implement a NAHSSS project plan for July 2016 to June 2017 which is consistent with program objectives.	Existing – Medium	31 July 2016 & 31 December 2016	Scholarship Team, SAPS database, Funding paid previously to SARRAH	Sriyani	Provide accurate and comprehensive reports to Department of Health within timeframes.
		Develop 12 month budget for NAHSSS and monitor expenditure against the budget.	Existing - Medium	31 July 2016 & 31 December 2016	Scholarship Team	Rod and Sriyani	Provide monthly reports to Audit and Risk Committee.
		Prepare NAHSSS Final Report on effectiveness of NAHSSS scholarships in supporting allied health professionals in rural and remote areas.	Existing – High	By 30 November 2016	Secretariat, SAPS	Sriyani	Report prepared by 30 November 2016.

Goal Seven: Human Resources

SARRAH recruits, fosters and values highly trained staff.

#	Strategy	Action	Priority	Timeframe (when)	Resources (human, material, financial)	Responsible for Action	Performance Indicators
7.1	Retain staff with the skills, experience and personal attributes required.	Consider offering a retention bonus to staff who remain employed from 1 July to 31 December 2016.	New – High	By 30 April 2017	Financial	Rod	Achieve staff retention rate above national average (which is 87% according to the Australian Human Resources Institute October 2015).
7.2	Maintain a workplace culture in line with SARRAH values (e.g. achievement oriented, can do attitude).	Organise monthly team support activities.	New – High	Monthly	Financial	Deslie	Achieve a high level of staff satisfaction to be measured periodically by staff survey.
		Establish individual work plans that focus on achievable and realistic goals aligned to the Annual Operational Plan.	Existing – Medium	By 31 August 2016	Secretariat	Rod, Deslie and Sriyani	SARRAH staff achieve progress on strategic goals.