



Community Health Network Meeting 28 Jan. 2026

NORFOLK ISLAND HEALTH AND RESIDENTIAL AGED CARE SERVICE

Supporting Health & Wellbeing and Excellence in Care for Our Community, by Our People, with Our Partners

- *Welcome*
- *NIHRACS Mission, Values, Strategy*
- *Strategy in Action: Overview of progress against priorities*
- *Strategy in Action: Workforce*
- *Questions and/or Considerations*



NIHRACS Mission, Goal & Values

Our mission:

*Supporting Health, Wellbeing and Excellence in Care,
For our Community, By our People, With our Partners*

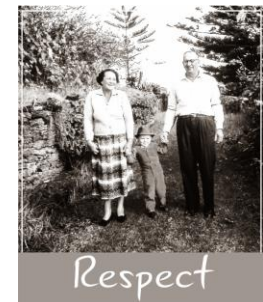
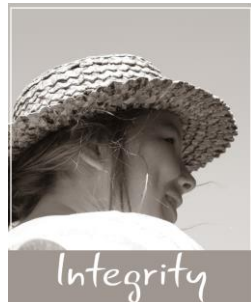
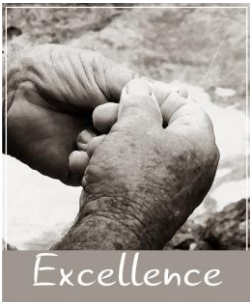
Our goal:

With health promotion and education at our core, NIHRACS will deliver safe, high-quality, person-centered care, across the lifespan to all who live on or visit Norfolk Island.

We will deliver this through a dedicated appropriately skilled team, contemporary facilities and equipment.

This care will be supported by strong governance, input from our community and effective integrated service partnerships on island and abroad.

This goal is underpinned by Our Values:





Strategy in action: Now & into the Future

Strategic Priorities 2022- 2027:

- Health and wellbeing
- Safe, high-quality, person-centred care
- Workforce
- Infrastructure and assets
- Governance and partnerships
- Systems and technology
- Coordinated communication and engagement

Strategy in Action: Health and Wellbeing

Priority	Progress to Date	Looking Forward
<p>Health & Wellbeing</p>	<ul style="list-style-type: none"> • Health promotion plan implementation continues: <ul style="list-style-type: none"> • Community Garden • NI Active and Creative Kids • Helmet Heroes • Healthy Cooking Demonstrations / Education • Health Literacy Project • Linkwell Project Launch • 2025 Health & Wellbeing Expo • Beyond Norfolk • Ongoing incorporation of Health and Wellbeing, and, Health Literacy into all aspects of NIHRACS services, • Coordination / consolidation of community engagement and communication e.g. Network meetings, Radio Sport Fortnightly, Weekly print / online and email media articles • 2025 Avenue of Stars – celebrating the circle of life 	<ul style="list-style-type: none"> • Health Literacy Plan being developed and integrated into all aspects of NIHRACS Planning 



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Strategy in Action: Safe, High-Quality, Person-Centred Care

Priority	Progress to Date	Looking Forward
Safe, High-Quality, Person-Centred Care	<p>Progress since Sept. 025</p> <ul style="list-style-type: none">• Adolescent Health Service – Dr Luke Sammartino 16 – 25 year• MPS Reforms: new clinical and allied health services commenced from 1 Nov. 25	<ul style="list-style-type: none">• Continued Model of Care progression<ul style="list-style-type: none">- Maternal and Neonatal- Child Youth and Families: Now 0-25- Mental Health (CYMH and Adult)- other clinical subspecialties (risk prioritised)



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Priority	Progress to Date	Looking Forward
Infrastructure and Assets	<p>Progress Since Sep. 2025</p> <ul style="list-style-type: none">• DITRDCA Development Application for new RAC Building• Solar installation by Dept.	<ul style="list-style-type: none">• Consolidation of use of NIHRACS areas and relocation in readiness for new RAC Build• Clinical / critical equipment procurement

Strategy in Action:

Priority	Progress to Date	Looking Forward
Governance and Partnerships	Progress from Sep. 2025 <ul style="list-style-type: none"> • ANAO Audits 	<ul style="list-style-type: none"> • Development / consolidation of specific components of governance framework including: <ul style="list-style-type: none"> • WHS and Wellbeing, • Asset Management and Procurement, • Finance and Performance
Systems and Technology	<ul style="list-style-type: none"> • Leecare Launch November 2025 	<ul style="list-style-type: none"> • Leecare Medication module roll out
Coordinated Communication and Engagement	<ul style="list-style-type: none"> • Community Health Network PowerPoint from Sept. on the website 	<ul style="list-style-type: none"> • Community Representatives & Volunteers – Breast Screen, Other opportunities. • Thank you

Workforce

Priority	Progress to Date	Looking Forward
Workforce	<p>Progress since Sept. 2025</p> <ul style="list-style-type: none"> • Launching / consolidating NIHRACS Streams: • Governance • Community & Ambulatory Care Services (Project Underway) • Emergency, Inpatient, Resident Care Services (On island relief staff capacity) • People and Culture • Information and Technology Services • Support Services • Finance & Administration • Trainees 	<p>To support this:</p> <ul style="list-style-type: none"> • Recruitment to key roles: ITS Manager, Finance & Admin Manager, Learning & Development and People & Culture Project Managers • Focus on recruitment v agency staff (nursing / allied health/ medical) • Trainee, Student and Volunteer Program



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Workforce





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Informs the workforce priority

What are we doing?

How are we doing this?

How will we get there?

When we will get there?

Who will get us there?

	Strategic Priorities	Workforce Priorities	Strategies	Outcomes / Indicators	24--25	25-26	26-27	Lead
Governance	Enhancing governance, engagement, systems, and technology to improve service delivery and outcomes.	Enhance governance systems to support ongoing workforce development and enhancement.	Develop and resource a workforce which supports: <ul style="list-style-type: none"> Realisation of the NIRHACS Strategic Plan Compliance with the NIRHACS Act 1985 and other compliance, regulatory and contractual obligations NSQHS accreditation attainment and ongoing compliance with the standards Workforce development and enhancement Consolidation of services arising from the State Services Support Arrangements 	NIHRACS organisational structure documented with clear definition of organisational functions	●			NIHRACS Manager
				People and Culture established as a function within NIHRACS with a Human Resources Position included within the NIRHACS Team	●			NIHRACS Manager / Manager Corporate Business Finance
				Consolidated and integrated people and culture / human resources systems developed and implemented		●	●	Manager Corporate Business Finance
				Workforce required in 2024-2025 to achieve the governance related strategies be defined and resourced.	●			NIHRACS / Governing Body (DITRDCA)
Health and Wellbeing	Improving the health and wellbeing of our community.	Ensuring the workforce is adequately resourced to incorporate health and wellbeing activities, including health promotion and health literacy, into all aspects of the service.	Seek a commitment to certainty of resourcing for the Health and Wellbeing Team, with a continuation of services from July 2024	Health and Wellbeing Team funding secured and continuing the implementation of the Norfolk Island Health Promotion Plan 2022-2025 and into the future	●	●	●	Brisbane North Primary Health Network / NIHRACS Manager
			Incorporate health and wellbeing initiatives into all services provided by NIHRACS	NIHRACS Operational Plan developed / reviewed annually, including health and wellbeing initiatives, which are reflected in resource and budget planning	●	●	●	NIHRACS Manager / Strategy & Planning
Safe, Quality, Coordinated Care	Ensuring the delivery of safe and high-quality person-centred care across the lifespan	Confirming and consolidating evidence based, effective models of care to inform service delivery and workforce requirements (models and personnel).	Undertake an epidemiological study and develop a Clinical Services Capability Framework for NIHRACS.	Clinical Services Capability Framework developed and maintained.	●	●	●	NIHRACS / Governing Body (DITRDCA)
			Aligned with the CSCF, develop models of care and workforce models appropriate to remote island health care. This may include the adoption of a rural generalist approach to the health workforce.	Models of Care developed, endorsed and implemented		●	●	NIHRACS / Governing Body (DITRDCA)
				Corresponding workforce models developed, endorsed, resourced and implemented		●	●	NIHRACS / Governing Body (DITRDCA)
Workforce	Ensuring an effective, well-developed workforce with a focus on staff wellbeing, positive workplace culture, recruitment, remuneration, retention, and workforce models suited to a very remote island setting.	Actively developing the culture, capacity and capability of the NIHRACS Workforce, informed by the Evexia Workforce Culture Action Plan Feb. 2024	Consolidate leadership and organisational structures with an emphasis on leading and communicating vision and direction to all staff	Leadership structure and organisation functions consolidated in a circular organisational Structure which is endorsed and implemented	●			NIHRACS / Governing Body (DITRDCA)
			Progress / monitor the Evexia Action Plan implementation for continuous improvement	Action plan implemented (as appropriate to support continuous workforce and culture improvement)	●	●		NIHRACS Manager
			Enhance/ ensure opportunities to build staff capacity and capability	Incorporate Rural Generalist Nursing Framework into practice	●			NIHRACS Manager / Nurse Educator
				Establish pathways / partnerships for on and off island capability building initiatives	●	●		NIHRACS Manager / Metro North Health
Infrastructure	Planning and developing, existing and future infrastructure, which meets the needs of the community and enables safe and effective health service delivery.	Ensure infrastructure planning and development, long and short term, support the proposed workforce construct, capability and development	Develop an integrated ICT Road Map which enhances and coordinates future services, streamlines work processes and increases efficiencies	ICT Road Map developed and implemented	●	●	●	Manager Corporate Business Finance
			Contribute and cooperate with DITRDCA in short- and long-term building and asset updates / new build, to ensure effective space management to provide agreed clinical service and appropriate infrastructure to support workforce recruitment and retention i.e. staff accommodation.	Establish and maintain Fire Safety / Infrastructure Working Group	●	●	●	DITRDCA / NIHRACS Manager
				Maintenance / Infrastructure management delivered in accordance with license agreement and relevant national / other standards	●	●	●	DITRDCA / NIHRACS Manager / Corporate Business Finance



Any questions?