



Royal Flying Doctor Service
SOUTH EASTERN SECTION



Further together

STRATEGIC PLAN 2023-2028



ACKNOWLEDGEMENT OF COUNTRY

The Royal Flying Doctor Service (South Eastern Section) pay our respects to the traditional custodians of the lands we live and work on. We respect the knowledge of, and connection to, land, waters, and sky, Aboriginal people have. We pay respect to Elders past, present and emerging, as holders of knowledge and seek to work with Aboriginal peoples, families and communities on our journey of reconciliation.



FURTHER TOGETHER

We have a long tradition of supporting regional, rural and remote NSW and ACT. Almost 2 million people – including 142,600 Aboriginal people – call regional, rural and remote NSW home. That's one in four people in NSW that live outside our urban centres.

Community spirit runs high in these diverse and resilient communities – many of which have been shaped by generations of people working in the agribusiness and manufacturing industries.

Our regions, the backbone of the state, generate one-fifth of the Gross State Product. However, at a population level, people living in these parts experience significantly poorer health outcomes, greater incidents of chronic disease and greater premature deaths when compared to their metropolitan counterparts.

In addition, over the last few years, these communities have been disproportionately impacted by drought, bushfires, floods and COVID-19, contributing to an increased need for healthcare services and support.

Despite the demand for healthcare services continuing to rise, health workforce shortages, economic pressures and the tyranny of distance means access to quality healthcare is increasingly challenging for these communities.



In and around NSW and ACT each year,
we provide over 85,000 occasions of care, including:

**7,200+ PRIMARY CARE
PATIENT APPOINTMENTS,
AT 830+ CLINICS**

**3,700+ DENTAL PATIENT
VISITS, AT 660+ DENTAL
CLINICS**

**3,400+ FACE-TO-FACE
MENTAL HEALTH SERVICES
AND ALCOHOL AND
OTHER DRUGS PROGRAM
CONSULTATIONS**



WE ARE A NOT-FOR-PROFIT THAT GOES FURTHER

With its highly trained workforce of primary and allied health professionals, specialist medical emergency professionals, pilots, operations teams and engineers, the Royal Flying Doctor Service (RFDS) is on the ground in regional NSW and ACT, on standby 24 hours a day, 7 days a week.

For 95 years, we have been integral to the communities we serve. From the creation of the first version of telehealth – a pedal-powered radio used in the first years of the RFDS, which went on to connect remote communities to each other for the very first time – to delivering vital services day in day out, even in challenging times when pandemics and natural disasters strike. We are part of the fabric of regional, rural and remote NSW and ACT.

Our services are a vital lifeline for the communities who rely on us. We take this responsibility seriously – providing lifesaving outback emergency aeromedical retrievals and hospital transfers, as well as providing over 85,000 occasions of care through on the ground GP and nurse appointments, dental care, mental healthcare, alcohol and other drug counselling, vaccinations, chronic disease management and telehealth.



This five-year strategy ‘Further Together’ will see the RFDS reach its 100th anniversary, which we will proudly celebrate in 2028. With this in mind, we remain grateful for the continued support and generosity of our funders and donors who we rely upon every day.

We look forward to going further, together.



Where we work

● **Primary Health Clinic**

We provide early intervention, prevention, health information and screening, as well as chronic disease management services. We also provide visiting specialist clinics with medical consultants including ear, nose and throat specialists, dermatologists, eye specialists and a specialist breast care nurse (with the McGrath Foundation) who supports patients from diagnosis, and throughout treatment.

● **Remote Area Nurses on site**

Remote Area Nurses work from a fixed location 24/7, providing the community with reliable access to vital primary and emergency healthcare services.

● **GP Medical Practices**

Our GP practices provide non-emergency healthcare including immunisations and children's health checks, men's and women's health, chronic disease management, wound care, skin checks and minor surgical procedures.

● **Dental and Oral Health**

We deliver regular, vital dental and oral health services through our specialist dental van and fly-in fly-out (FIFO) clinics.

● **Mental Health and Alcohol and Other Drugs support services**

Our mental health team provides direct clinical services to people living in remote communities to improve their overall health and wellbeing.

● **Wellbeing Places**

Our Mental Health, Alcohol and Other Drugs team operate in these locations, providing a range of services from clinical treatment to educational workshops and programs to enhance wellbeing.

● **We've Got Your Back (WGYB) – Far West Region**

In partnership with Lifeline, we provide a mental health peer support program that engages people in the topic of mental health, provides advocacy for people impacted by drought and illness, and links people to services in their community

● **Guiding Rural Outback Wellbeing (GROW)**

The RFDS GROW (Guiding Rural & Outback Wellbeing) Program is a wellbeing engagement platform servicing schools and communities in rural and remote areas across Western NSW. The GROW Aquaponics Program supports schools with GROW Units that assist with STEM outcomes, sustainable food production, healthy lifestyle choices and early education and intervention for Mental Health, Alcohol and Other Drugs. The GROW Community Program provides wellbeing education, support pathways and facilitates events to bring health and wellbeing services to isolated communities.

● **Emergency retrieval service – provided to all regions within the state of NSW**

Our specialist doctors and flight nurses are on call 24/7 to provide emergency aeromedical retrievals (also called primary evacuations) for patients who are experiencing a medical emergency. These patients are provided with lifesaving medical care and are immediately transported, in our specially fitted-out medical aircraft and vehicles, to hospital for continued emergency treatment.

We also provide more than 400 medical chests with emergency pharmaceuticals and medical supplies in remote locations across the network.

● **Inter-hospital transfers including Air Ambulance locations**

This service is delivered from our bases in NSW. Transporting critically ill patients by air, to the specialist, lifesaving care they need, when they need it.

Our highly qualified medical teams are on call 24/7 to provide vital healthcare and transfer severely unwell (acute) patients, where there is a need for lifesaving, specialised care or equipment that is available at another hospital.

● **Non-Emergency Patient Transfers (NEPT)**

We transfer patients to and from the state capital's world-class hospitals or to their home to recover long-term.

● **Rural Aerial Health Service (RAHS)**

We improve access to healthcare for people in these communities by flying visiting doctors and medical specialists in and out on a regular, rostered basis.

● **Contracted Aeromedical Service Delivery**

We provide aircraft, pilots and engineers who work in partnership with healthcare personnel from Ambulance Tasmania, RFDS Tasmania, RFDS Victoria and the Ministry of Health.

Launceston – Our team of pilots and engineers based at Launceston are primarily responsible for delivering 24/7 aviation support to RFDS Tasmania and Ambulance Tasmania, who provide medical teams supporting communities across Tasmania and the Bass Strait Islands.

Essendon – From this facility, our team is contracted to support RFDS Victoria in the provision of weekly aeromedical NEPT services, including transportation of neonatal and paediatric patients.

● **South Eastern Section Bases**

We fly and drive out of our bases, delivering healthcare to people living in across rural, remote and regional NSW. Our bases in Dubbo and Broken Hill are also home to our state-of-the-art tourism Visitor Experience centres.

● **Support office**

Our Support Office provides a range of services that support the RFDS operations, such as Fundraising and IT.

Our mission > We seek the best possible health outcomes for people in remote, rural and regional communities by providing better access to high quality healthcare.

Our values > take us further

Care

PROVIDING COMMUNITIES WITH VITAL HEALTHCARE

We focus on finding tailored and innovative ways to meet critical unmet healthcare need, and address poor health outcomes, in remote, rural and regional communities.



Reliability

PARTNERING FOR IMPACT

We partner with communities, governments, the private sector and non-profits, and work collaboratively to ensure our unique capabilities and resources achieve maximum positive impact.

Safety

EXCELLENCE IN SAFETY, QUALITY AND PERFORMANCE

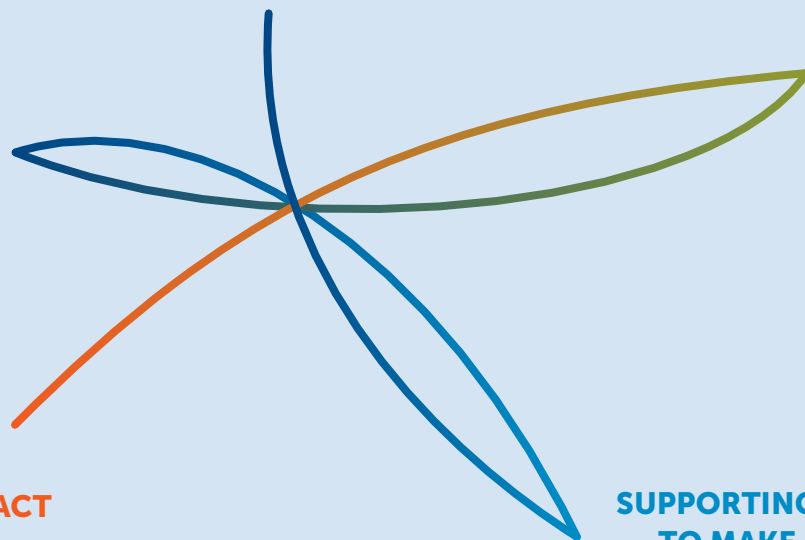
We deliver safe, high-quality, reliable primary healthcare and aeromedical services that are efficient, financially sustainable and highly valued.



Trust

SUPPORTING OUR PEOPLE TO MAKE A DIFFERENCE

We support and inspire our people to apply and grow their expertise and skills, so that they enjoy working here and can help deliver on our mission.



What does success look like in 2028?



Care

PROVIDING COMMUNITIES WITH VITAL HEALTHCARE

By the end of year one

JUNE 2024

- > We provide 90,000+ occasions of aeromedical, primary and allied healthcare each year to regional, rural, remote NSW communities.
- > Communities value our service and inform RFDS service development, with at least 95% of people stating they were satisfied with the service we provided.
- > We remain Australia's most reputable charity.
- > We deliver on our Reconciliation Action Plan (RAP); 5% of our workforce identifies as Aboriginal or Torres Strait Islander; we track First Nation people accessing our services and gather their feedback to continually enhance our services.
- > We grow to deliver comprehensive healthcare to communities in three additional locations in regional, rural, remote NSW.
- > We help at least two regional communities avoid losing their local GP services.

By the end of year five

JUNE 2028

- > We provide 100,000+ occasions of aeromedical, primary and allied healthcare each year to regional, rural, remote NSW communities.
- > Communities value our service and inform RFDS service development, with 99% of people stating they were satisfied with the service we provided.
- > We remain Australia's most reputable charity.
- > We have embedded our Reconciliation Action Plan (RAP); 10% of our workforce identifies as Aboriginal or Torres Strait Islander; we track First Nation people accessing our services and gather their feedback to continually enhance our services.
- > We grow to deliver comprehensive primary and allied healthcare to communities in at least eight additional locations in regional, rural, remote NSW.
- > We help regional communities avoid losing their local GP services.



Safety

EXCELLENCE IN SAFETY, QUALITY AND PERFORMANCE

By the end of year one

JUNE 2024

- > We maintain highest possible quality and safety accreditation outcomes.
- > We retain all key service contracts in a financially sustainably manner.
- > We deliver, at a minimum, all contracted service KPIs.
- > Inspire philanthropic revenue of \$26 million.
- > Whole of organisation process review completed; including implementation of Human Resources Information System.
- > We have scoped our health and service data systems and reviewed how well these meet our needs.

By the end of year five

JUNE 2028

- > We maintain highest possible quality and safety accreditation outcomes.
- > Our operations are financially sustainable, supported by long-term funding partners.
- > We deliver, at a minimum, all contracted service KPIs.
- > Inspire philanthropic revenue of \$40 million.
- > Our policies, systems and processes are fit for purpose.
- > We have streamlined comprehensive health and service data systems that enable us to use data to inform service development and measure our impact.



Reliability

PARTNERING FOR IMPACT

By the end of year one

JUNE 2024

- > We have strengthened our partnership with the NSW Government.
- > Key external stakeholders (including customers) report positively on our relationship & performance via stakeholder engagement surveys.
- > Our NSW metro awareness improves by 2 basis points.
- > Partnership strategy, key policy positions and RFDS value proposition developed.
- > Environmental Impact Reduction Strategy developed.

By the end of year five

JUNE 2028

- > We are a desired partner to government, funders, providers and communities.
- > We are known as the leading for-purpose provider of regional, rural and remote healthcare in NSW.
- > We help inform the development of rural, regional and remote healthcare policy.
- > We can demonstrate our impact, in an evidence-based manner.
- > Environmental Impact Reduction Strategy deployed.

SUPPORTING OUR PEOPLE TO MAKE A DIFFERENCE

By the end of year one

JUNE 2024

- > Our people are inspired and supported to deliver on our mission and 5 year strategy.
- > Our culture reflects our core values – care, safety, reliability, trust.
- > We commence development of a workforce strategy and training pathways that support our people to grow and deliver a range of expanding and changing healthcare services.
- > Diversity and Inclusion Strategy developed.

By the end of year five

JUNE 2028

- > Our people are inspired and supported to deliver on our mission and 5 year strategy.
- > Our culture reflects our core values – care, safety, reliability, trust.
- > We are an employer of choice, supported by an embedded workforce strategy, training pathways that support our people to grow and deliver a range of expanding and changing healthcare services, and an Employee Value Proposition.
- > Our Diversity and Inclusion Strategy will be deeply embedded in the organisation.



Our Funding Priorities

FUNDAMENTALS THAT UNDERPIN OPERATIONAL EXCELLENCE

- Digital transformation and data, including electronic health records and booking systems.
- Training pathways, upskilling opportunities and apprenticeships that allow us to continue to 'grow our own' specialist workforce.
- Recruitment and retention initiatives and scholarships that support the growing need for a specialist rural workforce – pilots, engineers, operations and healthcare workers.
- Innovation, research and impact measurement.
- Learning and HR systems improvements.
- Specialist accreditation and training opportunities.

DELIVERING PRIMARY CARE AND ALLIED HEALTH SERVICES

- Aeromedical services including emergency retrievals and patient transfers.
- Telehealth services and supports.
- Preventing vital community GP medical centres from closing in regional and rural communities.
- Critical clinical and community engagement support staff.
- Investing in Aboriginal health workers and tailoring services to ensure they are culturally appropriate.
- FIFO and drive in dental service provision.
- Mental health, alcohol and other drugs support services.
- Fixed and mobile primary health clinics and health workforce.
- Health prevention and promotion initiatives.



MAINTAINING AND UPGRADING FACILITIES AND FLEET

- Lifesaving infrastructure, equipment and resources across our two largest bases in Dubbo and Broken Hill.
- Aircraft and vehicle replacement and refurbishment program.
- Access to world class pilot training facilities.
- State-of-the-art onboard aeromedical monitoring equipment.





The furthest corner.
The finest care.

We look forward
to going further together.



HOW YOU CAN HELP

Our work is not possible without the generosity of individuals, corporations, the government and the community.

We thank all the kind supporters of the Royal Flying Doctor Service of Australia (South Eastern Section). With your contributions we have proudly served outback Australians for more than 95 years. Help us continue this vital work well into the future by making a donation.

Send your donations to:

Royal Flying Doctor Service of Australia (South Eastern Section)
Reply Paid 3537
SYDNEY NSW 2001

Phone > 1300 669 569

Email > supporter@rfdsse.org.au

Donate > flyingdoctor.org.au/nswact/support
to make your donation online

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Bankstown Airport NSW 2200

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