




# Strategic Plan

2022 - 2027



*Diabetes WA acknowledges the Traditional Owners of the land on which we work and live and pays respect to the Elders – past and present – for they hold the memories, traditions, culture and hopes of Aboriginal and Torres Strait Islander peoples across our region.*

*We are proud and committed to embrace the spirit of reconciliation and learn more from the local Aboriginal and Torres Strait Islander community about how best to improve the health, social and economic outcomes of First Nations' people.*

*Diabetes WA respects and celebrates all forms of diversity. We welcome and value people from all walks of life to access our services and join our team.*







## Contents

Foreword .....	5
About Us .....	6
Our Values .....	7
Our Community and Consumers .....	8
Closing the Gap in Diabetes .....	10
Reconciliation Action Plan .....	10
The Next Five Years .....	11
Empowering & Engaging our Consumers .....	13
Digitise & Innovate .....	15
Researching & Collaborating .....	16
Developing the Health Workforce .....	17
Growing and Enhancing our Services .....	18
Engaging Our People and Culture .....	19





# Foreword

## From our Board Chair and Chief Executive Officer

We are pleased to present our Diabetes WA Strategic Plan 2022-2027.

Our five-year strategy sets out what we are working towards, our aspirations, our strategic priorities, and the values and beliefs that both define us and bring us together.

This strategy provides direction to our community about our focus areas for the next five years, and how we will work with our community to deliver on our priorities.

Our vision is to 'Innovate and Lead to Deliver Diabetes Care Differently'. We aim to provide high quality, consumer centred care and support, that provides equitable access to all regardless of location and takes advantage of existing and emerging technology.

At Diabetes WA, we are proud to stand beside West Australians living with diabetes. For more than 55 years, we have been the voice of those affected by diabetes or at risk of developing it.

There is currently no known cure and, if left undiagnosed or unmanaged, it can lead to life-changing complications. Diabetes is a complex condition and at Diabetes WA, we understand how challenging it can be for people to manage.

We deliver a range of programs, services and resources to our diabetes community, providing them with the support and person-centred education they need to take the stress out of their diabetes journey.

We know that Aboriginal and Torres Strait Islander people are at far greater risk of – and from – diabetes. Diabetes WA is committed to working with Communities across our state to address that risk.

We believe in helping people with diabetes to take charge of their health.

This strategy sets out our core pillars, strategic priorities and the actions we will take to achieve these priorities and the indicators of success.



**Mary Anne Stephens**  
Diabetes WA Board Chair



**Melanie Gates**  
Diabetes WA CEO





## About Us

Diabetes WA is a leading and innovative member-based organisation and health services provider.

## Our Philosophy of Care

Our vision is to 'Innovate and Lead to Deliver Diabetes Care Differently'. We aim to provide high quality, consumer centred care and support, that provides equitable access to all regardless of location and takes advantage of existing and emerging technology

We believe that everyone is motivated to maximise their quality of life, as defined by them. It is about exploring options, barriers and beliefs without judgement and assisting people to make their own informed choices and tap into their own internal motivation within the context of their world.

We support our consumers with clinicians, dietitians, exercise physiologist, credentialled diabetes educators and other wonderful team members, many who have lived experience of diabetes.

## Our people

Our people are the driving force of our organisation, and bring our purpose and values to life each day.

People join us because they want to make a positive impact in our community, and they stay because we ask them to bring their whole selves to work.

Our excellence, care, integrity and creativity comes from our team and their commitment to their work. We sincerely believe that high quality care can only be delivered as a result of the strengths and passion of our people.

We embrace diversity and inclusion, and welcome team members from all backgrounds, faiths and life experiences. We seek to support and empower all of our people, working collaboratively as a team to provide excellence in care and make a lasting impact.

*Our mission is to transform the lives of all people who live with or are at risk of diabetes. We provide the essential support, education and services that will allow people affected by diabetes to live full, healthy lives.*



# Our Values

Our values and beliefs are fundamental to Diabetes WA, and are shared by all of our team members. They guide and inform our decision and behaviours every day, and are central in enabling the provision of safe, high quality Diabetes support and care for all people in Western Australia. Our values and beliefs put our consumers, community and people at the centre of everything we do, and are critical to our past, present and future success. Consequently, we commit to being bold and never compromising on these values, even in difficult circumstances where the temptation is great.

## Our values and beliefs are:

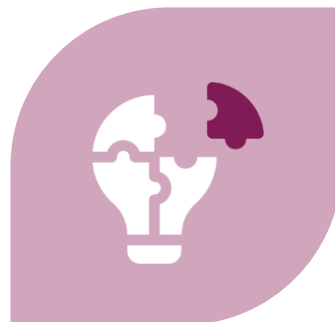
### Caring for People

Empowering individuals living with diabetes with respect, professionalism and empathy



### Solution Focused

Leading through innovation, passion, enthusiasm and providing evidence-based solutions



### Committed to Excellence

Priding ourselves in high quality work and efficient use of resources



### Leading through Collaboration

Working in partnership with each other and like-minded organisations to achieve our mission



# Our Community and Consumers

Every day an additional 31 people are diagnosed with either type 1, type 2 or gestational diabetes. Diabetes WA strives to give a collective voice to these people. Our strategy focuses on our consumers and their unique needs.

## Type 1



9% of Western Australians living with Diabetes have Type 1



There are more people living with type 1 diabetes over the age of 60 than under the age of 16

## Type 2



87% of Western Australians living with Diabetes have Type 2

## Prediabetes



Around 16% of the WA population over 25 years of age have pre-diabetes, 30% of whom are likely to develop type 2 diabetes within five years

## Gestational Diabetes

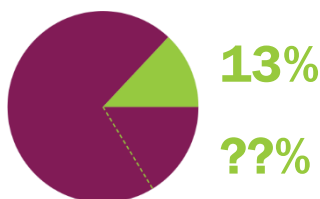


Gestational diabetes is the fastest growing type of diabetes in WA, putting mothers and their children at increased risk of developing type 2 diabetes and obesity



More than 4,500 women were diagnosed with GDM in 2022

## Aboriginal People



Prevalence rates of diabetes in remote Aboriginal communities are significantly under-reported at 13%



ACCHO led studies have found incidence rates of diabetes as high as 33%



Diagnosis escalates with increasing age with 60 – 70% of people over 65 years had diabetes across three remote Aboriginal communities studied





## Culturally and Linguistically Diverse People



35% of people residing in Australia with diabetes were born overseas



Prevalence rates of diabetes in CaLD communities vary but those most impacted by diabetes hospitalisation and complications were born in the Middle East, Southern Europe, Pacific Islands, South East Asia, China and Northern Africa

## Rural and Remote People



Diabetes prevalence is higher in regional and remote areas (7%) compared to major cities (5.6%)



Compared to Australia overall, people living in remote and very remote areas are more likely to die from diabetes (1.8 and 3.5 times respectively) and hospitalisation rates are twice as high

## Complications



Many people living with Diabetes also experience significant complications, which affect the feet, eyes, kidneys, cardiovascular and mental health



Australia has one of the worse diabetes related amputation rates in the developed world



Between 25% and 35% of Australians report some form of diabetic retinopathy



Diabetes is now the leading cause of end-stage kidney disease



Around 65% of all cardiovascular disease deaths in Australia occur in people with diabetes or pre-diabetes



41% of people with diabetes also report poor psychological well-being



# Closing the Gap in Diabetes

Diabetes and its complications are disproportionately impacting on the lives of Aboriginal and Torres Strait Islander people. Diabetes was the second highest cause of death for Aboriginal and Torres Strait Islander people in WA in 2017. Studies show Aboriginal People are three times more likely to have type 2 diabetes compared to other Australians (Baker IDI, 2012) The depth of social and economic impacts of diabetes is hidden as generations of Aboriginal people now live with diabetes and its complications as part of everyday life.<sup>1 2</sup>



Prevalence of diabetes as high as **30% of the population** in some Aboriginal and Torres Strait Islander communities



Aboriginal Children are **8 times** more likely to develop type 2 diabetes



**6 times** more likely to die from diabetes than non-Indigenous Australians



Almost **twice as likely** to develop gestational diabetes as non-indigenous women



Have the **highest rate of kidney** failure in Australia



**38 times more likely** than other Australians to have lower limb amputations due to diabetes

Diabetes strikes Aboriginal people earlier in life and more aggressively. Causes of diabetes in Aboriginal people are very complex and are confounded by the obesogenic environment and high levels of food insecurity. The current over-simplification and stigma of type 2 diabetes being a 'lifestyle disease' that can easily be prevented in Aboriginal communities is not helpful and is resulting in fear and shame.

We are continuing our work with the community building and supporting Aboriginal Health and Diabetes Workforce through our DESY (Diabetes Education and Self-Management Yarning) program. A program only made possible through the collaboration and feedback of many Aboriginal participants.

## Reconciliation Action Plan

As an organisation Diabetes WA recognises the impact that a just, equitable and reconciled Australia will have in the future development and management of diabetes in Aboriginal and Torres Strait Islander peoples. We are committed to a journey of reconciliation for our organisation and our sphere of influence. We are committed to our role and contribution in addressing the five dimensions of reconciliation race relations; equality and equity, institutional integrity; unity and historical acceptance.

The Diabetes WA Reconciliation Action Plan is our roadmap for implementing lasting change. Our first RAP (Reflect) includes commitment to action on several fronts, including cultural awareness, building relationships and supporting Aboriginal and Torres Strait Islander businesses through procurement activities. We acknowledge that we still have a long way to go and commit to continuing to move forward with open hearts and minds on our reconciliation journey.

<sup>1</sup> Burrow S, Ride K (2016) Review of diabetes among Aboriginal and Torres Strait Islander people. Australian Indigenous HealthInfoNet.

<sup>2</sup> Norman et al, 2010, High rates of amputation among Indigenous people in Western Australia, Medical Journal of Australia



# The Next Five Years

This strategic plan sets out our aspirations and priorities, and how we will deliver on these over the next five years. It provides a foundation for all stakeholders to understand what we are looking to achieve over the next five years, how we will prioritise our actions to achieve it and the aspirations we have for our community;

## The strategy provides:

- a framework to inform our strategic decisions and our areas for growth.
- a basis for annual operational, workforce and service plans

We recognise that our strategic actions will continue to evolve so they remain fit-for-purpose, and drive our vision and purpose.

**The next five years are about building on our strengths, learning from our experiences to date, being bold and innovative in the way we work and accelerating our collaborations for the benefit of those living with diabetes.**

**The following goals, objectives and actions define our areas of focus.**





# DIABETES WA

Strategic Plan on a Page 2022 – 2027



## Our Vision

### Innovate & lead to deliver diabetes care differently

#### Digitise & Innovate

Provide digital or virtual care solutions that improve equity of access and improve consumer experiences of diabetes care.

#### Growing and Enhancing our Services

Source or develop evidenced based interventions and translate them into practice and person centred services.

#### Empowering and Engaging our Community

Empower people to successfully manage their diabetes and engage with our consumers to co-design fit for purpose solutions.

#### Researching and Collaborating

Build strong partnerships & research alliances with international, national and state organisations whose strategic goals and values strongly align with DWA.

#### Developing our Workforce

Build the confidence and capacity of the health workforce to better manage and prevent diabetes, particularly in identified vulnerable groups.

#### Engaging our People and Culture

Define and strengthen a positive workplace culture to make DWA a destination employer for those passionate about helping people with diabetes.



PREVENTION



DIAGNOSIS



SELF-MANAGEMENT



WRAPAROUND SUPPORT



## Our Role

Healthcare provider | Employer | Educator | Advocate | Partner & Leader



## Our Mission

We transform the lives of all people who live with or are at risk of diabetes

## Supporting Consumers Living with Diabetes across:

Type 1

Type 2

Gestational Diabetes

Pre-diabetes

Complications of Diabetes

Culturally & Linguistically Diverse People

Aboriginal and Torres Strait Islander Peoples

Rural & Remote Population



# 1



## Our Goal

*Empowering people to successfully manage their diabetes and engaging with our community to co-design fit for purpose solutions.*

## Empowering & Engaging our Consumers

### Our Objectives

- 1.1** Actively engage with our consumers in purposeful ways to drive action in each focus area

---

- 1.2** Advocate for ways to improve and grow services into areas that our consumers need

---

- 1.3** Raise the profile of Diabetes WA with consumers and the broader health ecosystem

### Our Actions

- Develop a Closing the Gap in Diabetes Strategy
- Actively advocating for consumers services
- Refresh and implement our Consumer Engagement Strategy
- Engage with Aboriginal Community Controlled Health Organisations to inform Diabetes WA insights and future priorities

### Indicators of success

- Consumer voice clearly represented across Diabetes WA services and programs created consumer engagement with digital suite of services
- Diabetes WA has increased service offerings within areas of identified need
- Diabetes WA has raised awareness of service gaps



## Focus Areas for our Consumer Engagement



### **Type 1**

Enhanced services to the type 1 community, beyond traditional models of care, with a specific focus on emotional well-being, physical activity and diabetes technologies



### **Type 2**

Improved equity of access to quality diabetes self-management education and support for all people living with type 2 diabetes within our sphere of influence



### **Diabetes Complications**

Reduction in impact that diabetes related complications is having on the quality of life of people living with diabetes, their families and their carers



### **Gestational Diabetes**

Increased awareness and support for hyperglycemia in pregnancy and its intergenerational impact



### **Aboriginal and CaLD Communities**

Engaged Aboriginal and CaLD Communities in reducing the disproportionate burden that diabetes and its complications is having on families



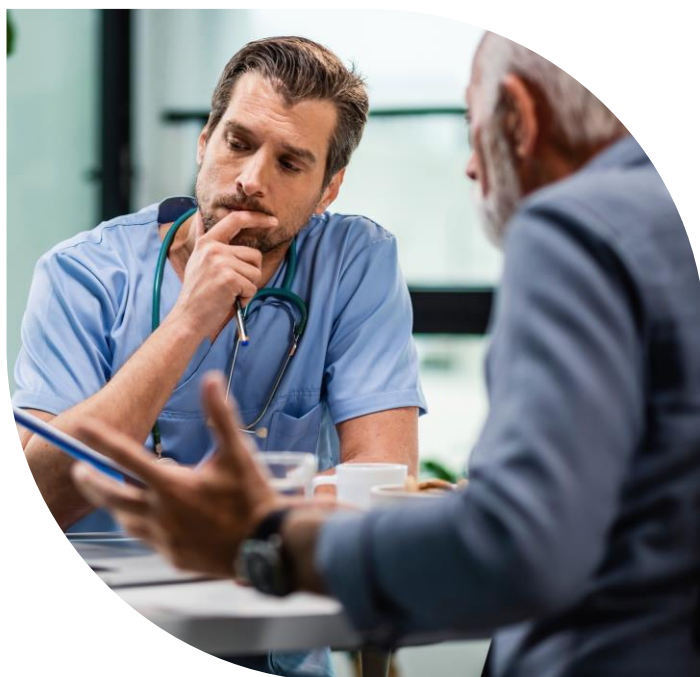
### **Pre-Diabetes**

Increased access to services and support for people with pre-diabetes to reduce their risk of developing type 2 diabetes, with a specific focus on people who also live with obesity



### **Rural and Remote**

Expanded Diabetes WA footprint outside the Perth metropolitan area to ensure equity of access for all WA consumers





# 2

“

## Our Goal

*Provide digital or virtual care solutions that improve equity of access and improve consumer experiences of diabetes care.*

”

## Digitise & Innovate

### Our Objectives

- 2.1 Create a culture of innovation and digital integration**
- 2.2 Prioritise opportunities to digitise our programs and services, building a presence with diverse stakeholders in digital health**
- 2.3 Simplify, automate and enhance the consumer experience through digital technologies**

### Our Actions

- Develop, enhance and expand Virtual and Digital Programs
- Review and upgrade Diabetes WA Website
- Explore innovative technology to further enhance delivery of diabetes care
- Quality improve and enhance telehealth and virtual care services
- Streamline our internal technologies, platforms and systems to improve efficiency and effectiveness

### Indicators of success

- Increased consumer engagement with digital suite of services
- Increased reach using virtual modalities, overcoming barriers of distance and geographic locations
- Diabetes WA digital offerings reach Net Promotor Scores above 50
- Diabetes WA health professionals report high levels of confidence in their ability to use digital platforms and diabetes technology in usual clinical care
- Diabetes WA employees report high levels of confidence in using integrated office technologies



# Researching & Collaborating

3

## Our Objectives

- 3.1 Collaborate on translational research with the local tertiary sector and key academic institutions to benefit the diabetes community**
- 3.2 Drive research collaborations to pursue mutually interesting and beneficial research or evaluation that quality improves or expands the suite of evidence-based services**
- 3.3 Build strategic partnerships and pursue opportunities that influence and advocate for research and evaluation projects that align with the needs of our consumers**

## Our Actions

- Develop formal collaboration partnerships with the local tertiary sector and key academic institutions
- Diabetes WA advances collaboration initiatives in areas aligned to strategy and consumer needs
- Diabetes WA participates in key committees at a state level
- Engage with Aboriginal Community Controlled Health to inform Diabetes WA insights and future priorities
- Collaborate with other providers to address shared modifiable risk factors across prevalent chronic conditions

## Indicators of success

- Academic partners actively building the Diabetes WA brand through publications or conference presentations
- Diabetes WA offers an annual research grant for translational research into an identified area of need
- Diabetes WA is represented at key committees and events that can influence and shape Health Care

### Our Goal

*Build strong partnerships & research alliances with international, national and state organisations whose strategic goals and values strongly align with Diabetes WA.*



# 4

## Our Goal

*Build the confidence and capacity of the health workforce to better manage and prevent diabetes, particularly in identified vulnerable groups.*

## Developing the Health Workforce

### Our Objectives

- 4.1 Lead quality improvement in diabetes clinical care and self-management for the generalist health workforce**
- 4.2 Build capacity and support for a rural and remote diabetes workforce**
- 4.3 Grow an innovative and agile diabetes health workforce to deliver diabetes care differently now and into the future**

### Our Actions

- Significant expansion of Health professional training into Aboriginal and CALD workforce
- Engage with Aboriginal Health Workforce to inform future Diabetes WA priorities
- Enable support for our health professionals to work to their full scope of practice
- Diabetes Clinical Education and Mentoring for Generalist Health Professionals

### Indicators of success

- Improvements in clinical management of diabetes in primary care settings
- An Aboriginal Workforce in Diabetes employed sustainably across WA
- Increased number and reach of accredited program educators in the community
- Increased engagement and satisfaction by generalist workforce in Diabetes WA training and support





# Growing and Enhancing our Services

5

## Our Objectives

- 5.1 Expand our clinical services reach to support more consumers living with diabetes
- 5.2 Mature existing partnerships to form an Integrated Diabetes Alliance
- 5.3 Explore partnerships with new health stakeholders
- 5.4 Identify, advocate and promote evidence-based solutions to dress key diabetes challenges

## Our Actions

- Expand Diabetes WA Telehealth footprint and service offering across WA
- Implement an innovative Integrated Diabetes Care Service in collaboration with key partners
- Investigate opportunities for mobile complications screening clinics to increase our footprint in rural and remote regions
- Develop high-risk prevention service
- Engage with Aboriginal Community Controlled Health to inform Diabetes WA insights and future service priorities
- Further develop and expand Type 1 program and services

## Indicators of success

- Increased reach of clinical services across WA
- Providing access to clinical services to consumers across metro and regional locations
- Expanded Aboriginal Health Professionals Team
- Timely access to women with Gestational Diabetes across Western Australia

## Our Goal

*Source and develop evidence based research interventions and translate them into practice and person centred services.*



# 6

## Our Goal

*Define and strengthen a positive workplace culture to make DIABETES WA a destination employer for those passionate about helping people with diabetes.*

## Engaging Our People and Culture

### Our Objectives

- 6.1 **Recruit & retain a highly skilled, engaged & diverse work force**
- 6.2 **Invest in the capability and expertise required to ensure our culture and workforce meet the health needs of community**
- 6.3 **Strengthen our culture of commitment, innovation and transformation**
- 6.4 **Strengthen leadership excellence and capability**

### Our Actions

- Implement an annual evidence based staff engagement survey
- Implement and refresh regular staff communication and feedback mechanisms
- Provide internal development opportunities for staff
- Be involved in the WA innovation and technology space
- Review our existing facilities to ensure they meet the needs of our consumers and workforce

### Indicators of success

- Improved culture score
- Maintain a low vacancy rate against our approved workforce model
- All Diabetes WA team members participate in professional development annually
- Diabetes WA has a presence in Health Technology in WA

