



STRATEGIC PLAN

2025 - 2030

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OUR CHAIR

Marcia Brennan



My name is Marcia Brennan, I was born in Katherine, NT and my moiety is Yirridja.

My mother was born in West Arnhem land from Malgawo and her moiety is Dhuwa. She is a Gagadju member and moved the family to Jabiru in the 1980's. I have 4 kids and 5 grandkids all born in the West Arnhem region. They are both Yirridja and Dhuwa.

I joined RL Board as an Alternate Director in 2016 for Kakadu Homelands. Became Director when my second husband passed away in 2023 and became the Chair for Red Lily Health Board in 2025.

I had been working in Aged Care in Jabiru for 18 years starting with Kakadu Health Services from 2007-2012. WARC (West Arnhem Regional Council) took over in 2012 and I am still working with them today. We service and take care of our elders in Jabiru and Kakadu Homelands region.

I have seen a lot of changes in Jabiru, from when the township was very busy and full with ERA mining, till today where it is a lot quieter. I am very proud to be on the Board of Red Lily and have seen many changes with Health Centres moving from NTG to Aboriginal Community Controlled. Starting with Minjilang in 2019, Waruwi in 2022, Jabiru in 2024 with a new Health Centre being built. Our final chapter will be when Gunbalanya transitions to us in July 2025.

My legacy is to have my family continue the story and journey of Red Lily Health as they are all proud that this now belongs to them and the West Arnhem Community.

OUR CEO



Brad Palmer

As we approach the final phase of transition in West Arnhem, Red Lily relish the opportunity to have a great impact on health and wellbeing in the region.

This Strategic Plan covers the period leading up to the transfer of the final piece of our jigsaw (Gunbalanya Health Centre) and then the initial phase of community control of decisions made by our people for our people.

The Plan offers guidance for that decision-making so that we achieve visible improvements in weaving culture, language, stories, and traditional knowledge into how the health service engages in community. The quality of health service delivery should be 'kaddum', the best, so along with clinical excellence we should ensure that everyone feels safe and secure in expressing their culture and spirit when engaging with Red Lily staff. A major aspect of delivering primary health care services in our communities is to support people in living and working on country. In terms of working, we hope to provide career opportunities for those interested in working in the health industry but also we commit to providing the right information and services to keep people fit and strong to be able to take up employment opportunities locally. This means health promotion activities to guide healthy decision-making as well as local service delivery so you don't have to take so much time off work to find certain services in Darwin.

If we get these things right, we will set our service on a good path for the future. The immediate future will involve overseeing the building of a new health centre in Gunbalanya as well as engaging more in community (to understand specific community needs) and setting up partnerships to achieve mutually beneficial goals.

I commend this plan to you as a guide for the next five years. It will be busy and exciting and I'm sure we will learn a lot along the way. Kamak!

OUR VALUES & MISSION

Mission

For Bininj-Arrakpi people to make decisions and take responsibility, through Red Lily, to improve the health and wellbeing of our West Arnhem communities

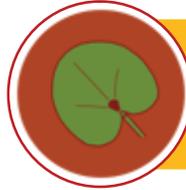
Vision

Bininj-Arrakpi people from West Arnhem region have access to great services that support good health for everyone on land and sea.



Acknowledgement
of country

Recognition of Yirridja
and Dhuwa



Respect,
Trust & Honesty

Learning two-ways



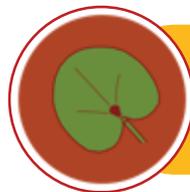
Red Lily Board
Decision Making

Respecting each
others culture



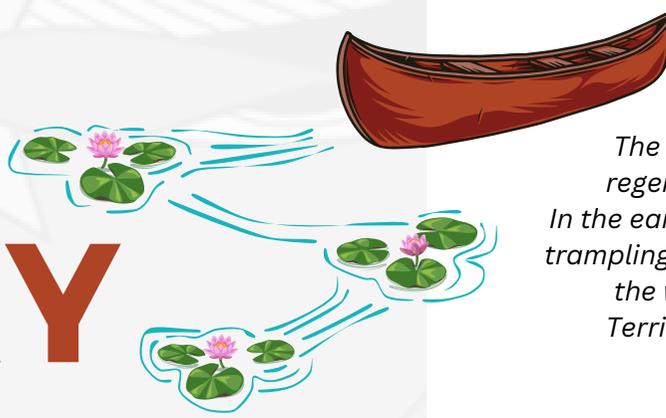
Responsibility

Confidentiality



Working together

OUR STORY



The Story of Red Lily: Regeneration and Empowerment

The inspiration behind the name of the Red Lily Health Board lies in the story of the regeneration of the land in Western Arnhem Land after the removal of feral buffalo. In the early 1800s, British settlers introduced buffalo to the region. Over time, the heavy trampling of these animals nearly wiped out the red lily, a native plant once abundant in the wetlands of Western Arnhem Land. However, in the 1980s, following a Northern Territory Government policy to remove the buffalo, the red lily began to regenerate, symbolising the land's capacity to heal and renew itself.

Similarly, the Red Lily Health Board Aboriginal Corporation represents a story of renewal and empowerment. Just as the red lily bloomed again, this community-controlled health service is steadily rejuvenating the health and well-being of the region, striving to empower its people and improve access to culturally safe health care.

For years, a dedicated group of community members envisioned a regional health service that was not only responsive to their cultural needs but also governed by the community itself. That dream is now a reality, as Red Lily provides culturally sensitive care through clinics and informal gatherings, fostering participation and connection.



Red Lily's Timeline of Growth and Transition

April 2019:

The first health services transferred to Red Lily, marking a significant step toward addressing the health challenges of Aboriginal people in West Arnhem Land.

July 2021:

The Minjilang Health Centre transitioned to Red Lily.

September 2022:

Warruwi Health Centre followed, further expanding Red Lily's reach.

September 2024:

Jabiru Health Centre joined the Red Lily network, serving as a central hub for regional services and workforce development.

July 2025:

Gunbalanya Health Centre transferred, completing another important milestone in Red Lily's journey.

Serving a Diverse and Vast Region

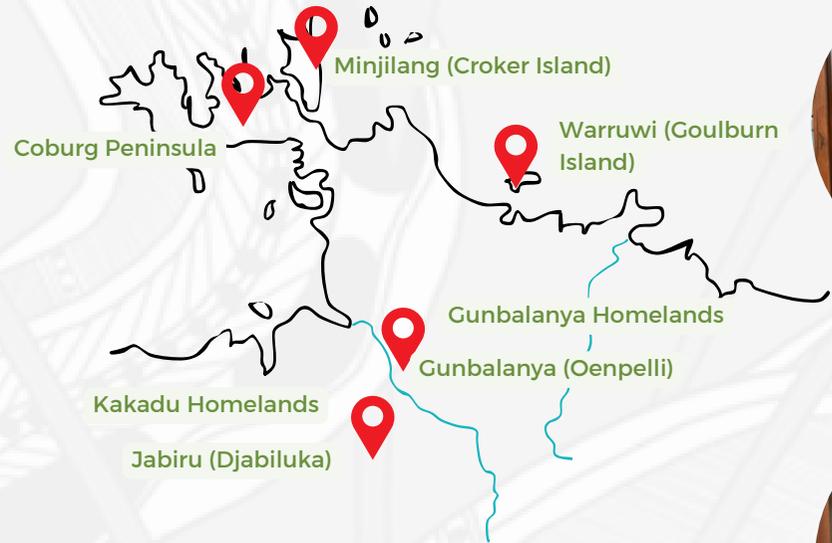
Red Lily operates across a vast and remote area, extending from Croker Island in the North to Kakadu National Park in the South. The region is home to distinct and diverse traditional communities. As stated in the Red Lily rule book, **“Our vision acknowledges the distinct and diverse identity of our people and their communities.”**

At the heart of the organisation is a steadfast commitment to improving the health of Bininj-Arrakpi people. This is achieved through local engagement in decision-making, fostering community interaction, and honoring cultural diversity.

Today, Red Lily manages a range of primary prevention health programs aimed at promoting health and wellness across the region. With an office in Darwin, the corporate team has grown significantly, reflecting the increasing scale and impact of this community-driven organisation.

The journey of the Red Lily Health Board, much like the rebirth of its namesake plant, is a powerful symbol of resilience, regeneration, and the strength of community leadership.

OUR REGION



Together, the board aims to strengthen communities, improve services, and uphold the unique cultural heritage of West Arnhem, paving the way for a healthier and brighter future for all.



Ralph Blyth
Coburg Peninsula

Ralph values the wisdom of the elders and advocates for respecting and learning from their knowledge to guide future health initiatives.



Mary Djurundudu
Warruwi

Steven envisions greater health promotion in schools that honors the language, elders, and cultural traditions of the region, including respect and cultural integrity in health education.

Mary dreams of local people actively working in their communities and at the clinic, she hopes to see more services such as mental health support and health promotion. She envisions a future where knowledge is shared and respected through two-way learning—Balanda and Bininj ways.



Rosemary Nabalwad
Gunbalanya Homelands

Roxanne highlights the critical need for improved housing in communities and outstations, noting that better housing is a foundation for better health outcomes.

Rosemary hopes to see strong partnerships with local service providers to share the responsibility of delivering care. She emphasises resolving access issues during the wet season in Gunbalanya to ensure consistent support for community health needs.



Marcia Brennan
Kakadu Homelands

Kestianna has visions of local Bininj people working for Red Lily from Jabiru Outstations i.e. Patonga, Whistle Duck, Mudjimberri, Cannon Hill, Mamakala and Town Camp. She would like to see Red Lily Health Service helping the youth with education and training to have a future with us.

Marcia wants to see expanded services for young people, mothers, and the elderly, fostering resilience and promoting healthy living in Kakadu Homelands.



Steven Fejo
Minjilang



Roxanne Naborlhborlh
Gunbalanya



Kestianna Djandjomer
Jabiru

GOAL 1

Joining together & teaching local culture within the health service

The Red Lily Health Service is committed to health service delivery in the West Arnhem region. The success will be dependent on joining together and teaching local culture within the health service delivery model. Local culture, language, stories and traditional knowledge will be used in the design of health services through community consultation.

Red Lily Health Service will:

- 1.1 Employ staff who speak West Arnhem language(s).
- 1.2 Develop health materials and resources in local language relevant to West Arnhem.
- 1.3 Work in collaboration with the Board and cultural leaders to gather and preserve traditional health practices and stories.
- 1.4 Establish regular consultation forums (community engagement) with community members to discuss cross cultural inclusion in health service delivery.
- 1.5 Ensure decision-making processes are inclusive and reflect the voices of the community.



Expected Outcomes:

- Enhanced cultural continuity and pride within West Arnhem communities.
- Increased trust and engagement between health services and the community.
- Improved health outcomes through culturally safe and respectful care.
- Sustained use and appreciation of local languages, stories, and cultural practices within Red Lily Health services.

GOAL 2

Build culturally safe primary healthcare service provision.

Red Lily will continue to deliver high-quality primary healthcare services that are culturally led and tailored to meet the health needs of West Arnhem communities.

Red Lily Health Service will:

- 2.1 Develop Jabiru Health Centre as the Red Lily Health service hub, bringing specialist and outreach services closer to home for West Arnhem communities, homelands and outstations.
- 2.2 Provide community-based health protection and promotion initiatives focused on key areas such as mums and bubs and disease prevention.
- 2.3 Expand local services and outreach specialist and Allied Health services to provide more access to Primary Care on-country.
- 2.4 Develop and implement culturally safe social emotional wellbeing programs.
- 2.5 Use technologies to overcome geographical barriers while maintaining culturally safe practices.
- 2.6 Working in collaboration with stake holders to address the social barriers of Health.



Expected Outcomes:

- Increase in community health literacy and outcomes.
- Improved social and emotional wellbeing among community members, reflected in increased resilience, mental health, and cultural connectedness.
- Improvements in early detection and treatment of disease, reducing the progression and symptoms of chronic conditions.
- Access to Primary healthcare services provided by a culturally safe and clinically competent workforce.

GOAL 3

Support local people to work and live on country

To build sustainability for the people of West Arnhem Land and Red Lily Health Service by developing a robust workforce strategy that supports local people to work and live on country, enhancing overall health, community engagement, and economic stability.

Red Lily Health Service will:

- 3.1 Create a supportive recruitment process that addresses barriers to employment for local community members.
- 3.2 Prioritise hiring local Aboriginal people across all levels of our organisation including managers, leaders, AHPs and other health related roles.
- 3.3 Establish clear career pathways within Red Lily Health Service to encourage retention and professional growth.
- 3.4 Facilitate continuous professional development opportunities for all staff.



Expected Outcomes:

- Increased local employment and economic stability through workforce development and job creation.
- Enhanced workforce attraction, retention and job satisfaction resulting in better health outcomes.