



*Doctors Assisting In South-Pacific Islands*

## **STRATEGIC PLAN 2020-2023**





## FROM THE CHAIR & CEO

DAISI is a growing Australian based NGO with multiple surgical and medical projects in the South Pacific and has more than 200 members. In the past five years, DAISI has established a partnership with five of its closest South Pacific neighbours: the Solomon Islands, Papua New Guinea, Vanuatu, Kiribati & Fiji.

Despite the geographical closeness of a number of South Pacific Countries to Australia (some closer to Brisbane than many of our own Capital cities) the divide that separates us in terms of inequitable access to quality health care services is very great and concerning. Many of these South Pacific Island nations are below the poverty line. DAISI's aim is to redress some of these inequalities.

With more than 100 specialist volunteers each year in subspecialty areas of medicine and surgery, DAISI's focus is on improving health care services in the South-Pacific through collaboration and education. Over the past five years, DAISI has significantly increased the reach and quality of its development programs in the South Pacific

resulting in positive changes in health care in the South Pacific. DAISI's motto is to go where the need is greatest, and this has included the remote Western Province of the Solomon Islands and the Highlands of Papua New Guinea.

DAISI is fortunate to have a large number of specialist volunteers, and drawing on this strength has undertaken an extensive strategic planning process to comprehensively look at its governance structure and ways to improve its efficiency and quality of projects and reporting.

DAISI's strategic plan outlines its five main goals and methods for achieving these to take us into the next three years of DAISI's development.



a/Prof Matt Rickard - DAISI Chair



Dr Carina Chow - DAISI CEO



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## Who we are

DAISI is a charity that works in collaboration with local healthcare services and existing infrastructure in the South-Pacific with an emphasis on education to promote self sufficiency and lasting change. Our aim is to help bridge the gap that exists in medical and surgical health care accessibility between us and our South Pacific Neighbours. Through reclaiming medical and surgical equipment, DAISI aims to provide the resources necessary to conduct its projects.

## Our vision

A healthy South Pacific where quality health care is easily accessible especially to the most vulnerable.

## Our mission

To improve the health prospects of those in the South-Pacific with equitable access to quality health care services.

## Our guiding principles

- Everyone has the right to healthcare
- Go where the need is greatest
- Work towards equitable, practical, & sustainable outcomes
- Work in Collaboration with shared goals and accountability

## Our Five Strategic Goals



# STRATEGIC GOAL 1: ACCESS TO HIGH QUALITY HEALTH CARE IN THE SOUTH-PACIFIC

**High quality health care is simply not available for most people in the South Pacific, with the most vulnerable (the young, very old, and women) the most susceptible. Infant mortality and perinatal mortality, two key indicators of poverty remain very high, particularly in remote parts of the South Pacific.**

DAISI's most precious resource are its people, with specialist volunteers in most areas of medicine, surgery and anaesthetics.

Our aim is to redress this inequitable access to quality health care primarily through education, with frequent DAISI trips to the South Pacific providing specialist training and service.

Where possible, DAISI will support the acquisition of medical supplies and equipment to enable teaching and training in all areas of health care service delivery.

The standards we expect in Australia, will be the standards taught in the South Pacific, with cultural sensitivity and relevance, with cost and environmental consideration.

The teaching of Laparoscopic surgery is a key area of surgical development that provides great diagnostic use where other forms of advanced abdominal imaging are not available. The provision of women's and children's health and addressing the pandemic of diabetes are other critical areas for development and key priorities for DAISI.

In cases where services are simply not available locally, DAISI will facilitate the transfer of suitable cases for treatment in Australia.



## In order to provide high quality health care in the South Pacific DAISI will . . .

1. Conduct regular trips to key Hospitals in the South Pacific which it has established Memorandum of Understanding (MoU) to ensure adequate specialist medical and surgical training and service provision
2. Reclaim and send to the South Pacific medical and surgical equipment from Australia necessary to conduct its projects.
3. Remain competitive as fundraisers lobbying with government and non-government bodies for funding.
4. Collaborate with its partners to ensure the development of relevant and necessary high quality health services of most value to its partners.
5. Liaise with the Australian Government and Immigration to facilitate the transfer of critical cases to Australia for treatment.
6. Promote hospital programs in Australia for delivery of necessary medical care.
7. Consider the environmental impact it has in introducing new medical and surgical practices.

## STRATEGIC GOAL 2: IMPROVED TRAINING OF HEALTH CARE WORKERS IN THE SOUTH-PACIFIC

**DAISI as an organisation is committed to training its South Pacific doctors and nurses, as it is through training that lasting change is possible.**

Although service delivery has a role, this is not the primary aim of DAISI projects. Service delivery alone will never result in lasting change. The aim of DAISI is to empower people of the South Pacific through education consistent with the popular phrase “Teach a man (or woman) to fish, and he (or she) will never go hungry”.

It is by repeated regular trips to the South Pacific, that continual training is possible with building on previous lessons learnt with each successive trip.

DAISI has conducted between ten to fifteen trips each year to the South Pacific, with as many as 60 – 100 specialists, all donating their time for a week or two.

Fundamental to this aim, is the establishment of a Memorandum of Understanding (MoU) with each of our partner countries, where all projects require co-contribution by DAISI and its partners, with an emphasis on medical and surgical trainees attending DAISI visits. These visits typically begin with a day of lectures covering key theoretical knowledge, followed by clinics and operating theatre sessions where trainees are taught one on one. Trips typically involve volunteer nurses, who similarly train their counterparts.

It is our aim to develop a partnership with South Pacific Nations, allowing training fellowship opportunities in Australia.



**To promote greater self-reliance amongst its partners, DAISI medical and surgical trips to the South Pacific must be focused on training. DAISI will . . .**

1. Ensure that medical and surgical trips are not just service delivery but are dedicated to the training of South Pacific doctors and nurses.
2. Provide repeated and reliable training, with repeated trips allowing for building on lessons previously learnt.
3. Provide structured learning with a syllabus that allows methodical teaching in all areas necessary for proficiency and independence.
4. Evaluate and monitor trainee performance in an objective manner to determine the attainment of necessary proficiency to practice safely and independently.
5. Utilise IT resources wherever possible to improve trainee learning.
6. Expand our range of partnerships with external parties (including hospitals and universities) in the pursuit of training opportunities for doctors in the South Pacific.



## STRATEGIC GOAL 3: RESPONSIBLE DONATION OF MEDICAL AND SURGICAL SUPPLIES AND EQUIPMENT.

**DAISI is committed to the responsible donation of medical supplies in a careful and considered manner that attempts to meet partner needs and requests whilst also considering environmental factors and avoiding needles waste and the stockpiling of unused equipment in recipient counties.**

Although well-intentioned, donations that are poorly selected of low quality or short shelf life, poorly catalogued, packed, and delivered without due consideration for the local needs of its partners, and the financial and environment costs, can be more harmful than good.

Paternalistic donation practices have no place in DAISI's repertoire, with partner's needs and wishes at the core and centre of all decision making. Through careful discussion, negotiation and problem solving with its partners, with risk assessment and due diligence, DAISI can ensure that donations are appropriate and deliver greatest value possible.

Single use items wherever possible should be avoided, representing poor return for dollar spent, and creating additional environmental costs for partners. Careful planning is required to ensure the donation of high quality reusable products that are safe to use and not inferior to single use products.

Through competitive fundraising and compaigning, raising the awareness of specific needs, DAISI can ensure sufficient funds to make the donation of medical and surgical supplies a significant aspect of its health care delivery to the South Pacific.



### **In order to ensure the responsible donation of medical and surgical supplies and equipment DAISI will . . .**

1. Have policies and procedures in place that ensure compliance with [World Health Organisation \(WHO\) Guidelines](#) on the responsible donation of medical equipment.
2. Have policies and procedures in place that ensure partner involvement in donation processes with only necessary and valued items donated.
3. Lobby with hospitals and medical specialist representative suppliers to ensure acquisition of high quality products.
4. Raise money through donations and Charity events to send containers to the South Pacific.
5. Review and monitor outcomes of equipment supplied, and gain feedback from partners on usefulness of otherwise of donated goods.



## STRATEGIC GOAL 4: PROMOTE FINANCE FOR DEVELOPMENT

**To successfully tackle health care inequality, agreement is needed on South-Pacific development goals and the finance required to achieve those goals.**

To provide the required finance, governments need to increase the amount of money they allocate to development and essential services, and use that money to significantly improve the health care for those most needy and vulnerable — now and into the future.

In addition, governments, corporations and multilateral institutions need to be more transparent and accountable, so that people and communities know where and how they spend their income, and use that knowledge to advocate for the provision of quality essential health care services.

Dependence on aid can also be reduced if tax systems generate revenue to equitably fund high quality development projects and essential services, and if new sources of global finance for development are created.

Australian companies operating in South Pacific countries can help to generate this revenue and contribute to reducing poverty by paying their fair share of taxes, being transparent and accountable, and respecting human rights.

DAISI will position itself competitively as a good value for money charity worthy of receiving funds for its high quality development projects that aim to create lasting change rather than dependence on welfare.



### In order to improve finance for development projects in the South-Pacific DAISI will . . .

1. Advocate for the Australian government to play a leading role in contributing and committing to global development goals, and to increase its development budget.
2. Advocate for the Australian government and multilateral institutions to improve the transparency, accountability and quality of development programs.
3. Support alliances to influence national governments in countries where we work to develop and enforce taxation laws and systems that provide increased funding for essential services.
4. Support communities to influence the policies and practices of governments, multilateral institutions and private-sector organisations, and hold them to account for how they generate and spend funds.
5. Work with private-sector organisations — particularly Australian mining, retail and finance companies — to increase their transparency, accountability, commitment to human rights, and their contribution to reducing poverty and inequality

ASSISTING IN YOUR PROGRESS/SDGs



## STRATEGIC GOAL 5: ORGANISATIONAL AGILITY AND ADAPTABILITY TO RESPOND TO CHANGING NEEDS

**DAISI as an organisation and growing presence in the South-Pacific must evolve to adapt to changes in order to achieve our strategic goals and ensure we remain relevant and efficient.**

This adaptability can only come about by good Governance with review and adjustment - particularly in response to the every changing and challenging health issues facing the South-Pacific, as well as the competitive fundraising environment and grant-seeking context that DAISI now finds itself in.

DAISI's operations would not be possible without the highly skilled and capable professionals that volunteer and make up DAISI's membership. These people are our greatest resource, and we value them, investing in their development, capacity building, and organisation.

DAISI must be competitive in its seeking of funding and grants in order to remain financially robust and well positioned as an organisation for the future. It must seek opportunities to improve its financial position wherever possible.

In this modern age of information technology, DAISI must be at the top of its game, using these technologies to maximise efficiency, collaboration, information dissemination and capacity building.

Collegiate relations with our Partners that are dynamic, flexible, considerate and respond to competing priorities will ensure DAISI's relevance and worth to our partners.

DAISI must not work in isolation, but recognise the contribution and work with other existing NGOs, complimenting rather than duplicating activities.

**In order to remain current and relevant DAISI must continually seek to improve ways of thinking, working, and adjusting our structure. DAISI will . .**

1. Continue to upskill and coordinate all DAISI members and staff.
2. Incorporate robust governance policies and guidelines, that ensure regular review of effectiveness of initiative and continual self-improvement.
3. Investigate alternative staff structures and ways of working that increase efficiency and accelerate progress toward our strategic goals.
4. Pursue donors and sponsors in a coordinated and systematic manner, that keeps DAISI financially competitive.
5. Utilise IT resources wherever possible to improve efficiency and achieve DAISI's strategic goals.
6. Expand our range of partnerships with external parties (both public and private sector) in the pursuit of our key objectives, with specific attention to existing South-Pacific programs.





## Measuring our Impact

DAISI's aim is to continually improve the positive impact of our work in the South-Pacific. To achieve this, we will emphasise good Governance through monitoring, evaluation, reflection and learning.

In this way DAISI projects can continue to be of the highest quality possible. DAISI's International

Partnerships with South-Pacific Island Nations are a major priority, and fundamental to its success. With established Memorandum of Understandings (MoU's) with all its partners, with shared goals that are defined by the communities and countries in which DAISI works, with Country and community-specific indicators that are culturally appropriate, all projects will remain relevant.

DAISI will monitor and evaluate projects using the Learning through Evaluation with Accountability and Planning (LEAP) project management framework. By this standard, DAISI holds itself accountable to the communities and partners it works with.

Great importance is placed on empowering communities so they can also measure the success of their projects.





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