



RECONCILIATION
ACTION PLAN
INNOVATE

Northern Health
July 2019 - July 2021



Northern Health

Acknowledgement

We acknowledge the Traditional Aboriginal Owners of the land on which Northern Health is situated, and pay our respects to them, their culture and their Elders past, present and future.

We acknowledge and are thankful to the many Aboriginal people who participated in this project and for the welcome they gave.

To the Traditional Owners, Elders and community, we hope we have respected your land and customs. We will endeavour to improve our responsiveness to the Aboriginal and Torres Strait Islander community by providing culturally appropriate services of the highest quality.

Vision and Principles of our RAP

Our vision is to improve the standard of care and health outcomes of Aboriginal and Torres Strait Islander Peoples. Northern Health's first Reconciliation Action Plan seeks to create opportunities for Aboriginal and Torres Strait Islander Peoples, their communities and organisations, to partner with us and influence the design and implementation of accessible and patient-centred services. In doing so we strive to contribute to Closing the Gap via tangible health related measures which can be monitored by our Aboriginal and Torres Strait Islander community.

The Northern Health Aboriginal Advisory Committee (NHAAC) and Northern Health have determined the following to be our guiding principles:

Respect:

The wrongs of the past must be recognised in order for reconciliation to progress. Self-determination: Aboriginal and Torres Strait Islander consumers and carers are encouraged to gain a better understanding of the health system and their rights, and actively participate in determining their journey to recovery.

Equity:

Access to services must be improved; Northern Health will endeavour to attend to every Aboriginal and Torres Strait Islander consumer, and reduce premature discharges, unplanned re-admissions, and the fail-to-attend rates. Aboriginal people have a right to receive the best service Northern Health can offer.

Diversity:

Northern Health commits to employing more Aboriginal staff and increasing the cultural diversity of the workforce. Northern Health will employ more Aboriginal Liaison Officers.

Education:

Northern Health will actively improve the cultural awareness among its staff members. Northern Health will raise awareness about the health system and its services in the community.

Responsiveness:

Reconciliation and 'Closing the Gap' is everyone's responsibility. A whole of organisation approach to cultural diversity is required.

"It's not an Aboriginal problem, it's our problem" – participant in NHAAC consultations



Message from the Board Chair and Chief Executive

Reconciliation refers to bringing together Aboriginal and Torres Strait Islander Peoples, and other Australians. It touches on symbolic and practical actions to achieve equality and equity, whilst also addressing racism, prejudice and discrimination.

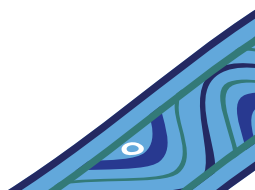
Northern Health proudly services one of the most significant Aboriginal communities in Victoria, and is fully committed to improving the health outcomes of its Aboriginal and Torres Strait Islander patients in line with Reconciliation Australia requirements and the Victorian State Government's *Korin Korin Balit-Djak Aboriginal Health, Wellbeing and safety Strategic plan 2017-2027*. In line with this strategy, Northern Health has established the Aboriginal Support Unit to help facilitate the provision of the best possible care for all Aboriginal and Torres Strait Islander patients, support and train staff regarding culturally appropriate care and assist with the identification of service gaps and development of programs within Northern Health. The Unit will work with other mainstream organisations to enhance referrals into and out of our services.

Northern Health has also formed an Aboriginal Advisory Committee. The Committee's role is to provide strategic direction for the planning and delivery of culturally appropriate services to Aboriginal people attending Northern Health. The Committee has executive representation and is driven by the Aboriginal team at Northern Health, Community Elders, Aboriginal controlled community health organisations and Aboriginal staff working in the primary care sector.

We are proud of our achievements to date and will endeavour to continue improving the delivery of culturally appropriate services to our Aboriginal community. The 2019-21 Northern Health Reconciliation Action Plan clearly demonstrates a whole of organisation approach to cultural diversity and has received full endorsement by the Northern Health Board.

Jennifer Williams AM
Board Chair

Siva Sivarajah
Chief Executive



Message from the CEO of Reconciliation Australia



Reconciliation Australia is delighted to welcome Northern Health to the Reconciliation Action Plan (RAP) program by formally endorsing its inaugural Innovate RAP.

As a member of the RAP community, Northern Health joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides Northern Health with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, Northern Health will develop its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

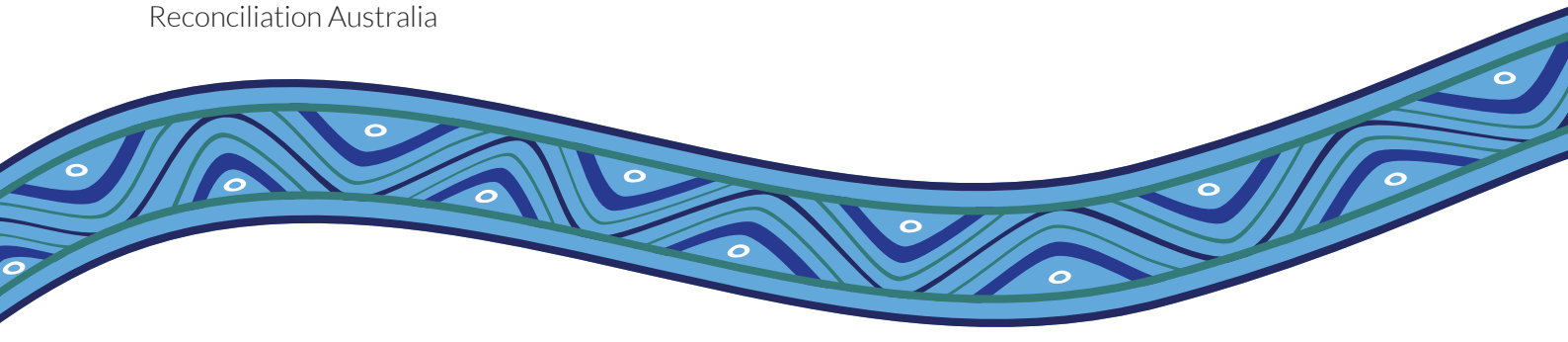
We wish Northern Health well as it explores and establishes its own unique approach to reconciliation. We encourage Northern Health to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

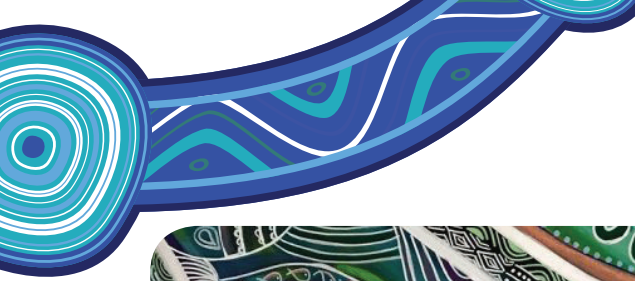
On behalf of Reconciliation Australia, I commend Northern Health on its first RAP, and look forward to following its ongoing reconciliation journey.

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

A handwritten signature in blue ink, appearing to read 'Karen Mundine'.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





Artist Kahli Luttrell – Day Oncology Unit, The Northern Hospital

Northern Health Aboriginal Healthcare Policy Principles

We:

- Acknowledge and are respectful of the Wurundjeri people of the Kulin Nation as the Traditional Owners of the land on which the Northern Health sites are positioned.
- Extend an apology to the Aboriginal and Torres Strait Islander community in regard to past policies and practices.
- Will focus on the six key priority areas of Koolin Balit: Victorian Government's strategic directions for Aboriginal health 2012-2022: a healthy start to life; a healthy childhood; a healthy transition to adulthood; caring for older people; addressing risk factors; managing illness better with effective health services.
- Recognise the diversity of Aboriginal and Torres Strait Islander Peoples. Diversity in their cultures, traditional and contemporary ways, lifestyles, gender, sexuality, geographic location, and socio-economic status.
- Support the model of addressing Aboriginal and Torres Strait Islander health with coordination and collaboration between the Aboriginal and Torres Strait Islander community and Northern Health.
- Are committed to improving the health and well-being of Aboriginal and Torres Strait Islander people through ensuring equity in access to high quality, culturally sensitive health services.
- Will consult with Aboriginal people, through peak Aboriginal bodies, on all appropriate matters.
- Acknowledge that kinship or family relationships are important to Aboriginal people.
- Do not tolerate prejudice and racism, and comply with all laws and regulations relevant to equal opportunity, racial discrimination and cultural acceptance.

Our business

Northern Health is the major provider of acute, sub-acute and ambulatory specialist services in Melbourne's north. Northern Health has over 5000 staff members, 0.5 per cent of whom are Aboriginal and/or Torres Strait Islander People. Our campuses include Broadmeadows Hospital, Bundoora Centre, Craigieburn Centre and Northern Hospital Epping. Across our four centres we provide a range of primary, secondary and some tertiary health care services, including:

- Emergency and intensive care
- Acute medical, surgical and maternity services
- Sub-acute, palliative care and aged care
- Specialist clinics and community based services
- Mental health (via North Western Mental Health)

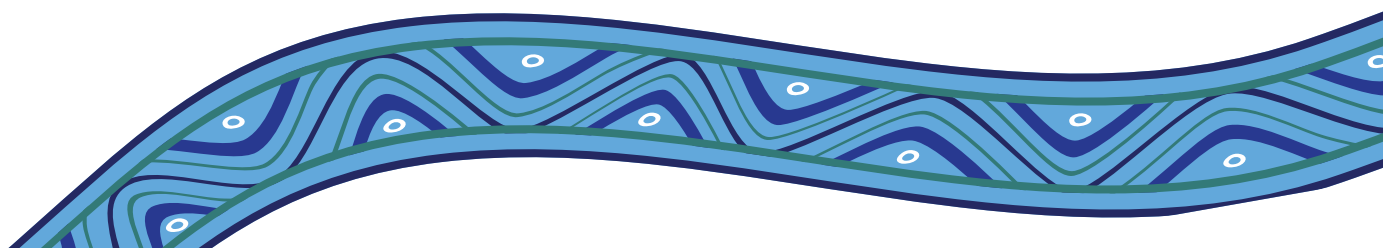
The Northern Health catchment includes three of the state's six growth areas: the City of Hume, the City of Whittlesea and the Shire of Mitchell. This includes the rapidly expanding metropolitan region north of Epping and Broadmeadows including Craigieburn and South Morang; the future suburbs of Lockerbie and Merrifield; and the rural communities of Kinglake, Kilmore and Seymour.

The strength of our diversity

The northern Melbourne community is extremely diverse and dynamic. The region contains residents originating from over 126 countries by birth, and is characterised by a range of unique features that create a distinct environment for health service provision, including a:

- High number of Aboriginal and Torres Strait Islander residents
- High number of migrant and refugee residents who speak over 100 languages
- Higher than average numbers of younger and older people
- Higher than average birth rates.

We recognise the knowledge, strengths and rich experiences the people of the north bring to Northern Health from their diverse backgrounds. We are committed to providing employees, patients, family members, volunteers, contractors and visitors with a safe and inclusive environment and to being responsive to the needs of our diverse community. To that end, we have created a health service governance structure to ensure our cultural competency is improved for the following five groups of vulnerable people in our community Aboriginal and Torres Strait Islander Peoples members of Culturally and Linguistically Diverse (CALD) communities, and/or those with Limited English Proficiency (LEP), Lesbian, Gay, Bisexual, Transgender, Intersex and Queer (LGBTIQ+), People with a disability or disabilities, Refugees and asylum seekers.

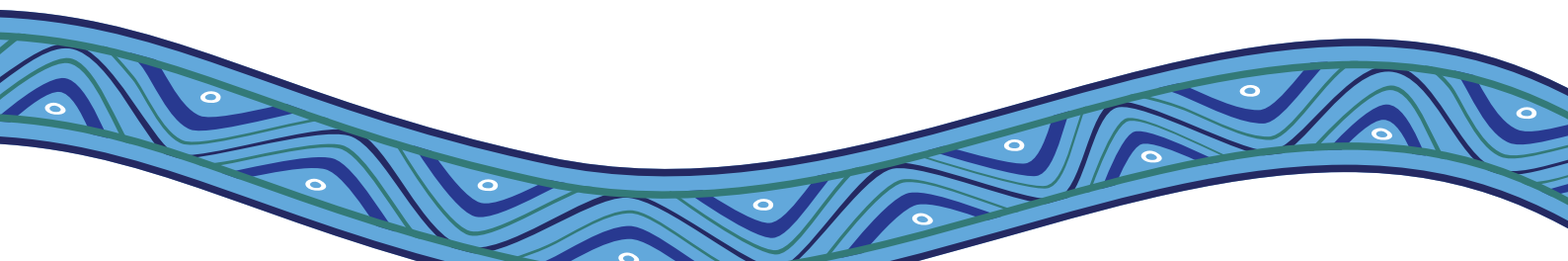




Our Reconciliation Action Plan

Northern Health developed a Reconciliation Action Plan (RAP) to address inequalities, and provide the same high quality services to all community members. Our RAP has a whole of organisation approach towards cultural responsiveness and is championed by the Board, the Executive Committee, and directors and managers across the health service, as well as senior members of the Aboriginal community.

The development of Northern Health's first Reconciliation Action Plan reflects our commitment to improve standards of care for Aboriginal and Torres Strait Islander Peoples and our commitment to Closing the Gap in healthcare outcomes.



Our Aboriginal Community



The Wurundjeri people have lived in the lands on which Northern Health campuses are built for at least 50,000 years. Our catchment is still home to protected and sacred scarred trees used for making canoes, shields, shelters or marking boundaries, by a diverse range of tribal groups.

According to the City of Whittlesea's Reconciliation Action Plan, the Aboriginal community is one of the fastest growing communities within the area, with over 2000 people or just above 1 per cent of the population identifying as Aboriginal and/or Torres Strait Islander. This is probably a conservative figure since obtaining specific population data is not easy; nonetheless this is the third if not the second highest in Victoria.

Our Aboriginal community members make a valuable contribution to our community, however we recognise that the health gap between Aboriginal communities and other communities is still a major factor, and that the process of reconciliation still requires a considerable effort.

Our commitment

We will improve our responsiveness to community needs by following the direction set by our Aboriginal community members, and Reconciliation Australia, in particular the pillars of its Reconciliation Action Plan: **Relationships**, **Respect**, and **Opportunities**.

The Northern Health Board, Chief Executive and Executive will make sure the Aboriginal community is enabled towards self-determination, and that the community will experience positive change, by improving our health service's cultural awareness and cultural responsiveness.

Northern Health will strengthen valuable relationships with key Aboriginal organisations such as the Aboriginal Community Controlled Health Organisations (ACCHOs), to improve the development and delivery of services.

Northern Health will strengthen the role of the Aboriginal Support Unit, and build a stronger and culturally safer place for an Aboriginal workforce.

Northern Health will ensure it provides a welcoming environment, making sure Aboriginal and Torres Strait Islander flags, as well as plaques acknowledging our Traditional Owners, are displayed at all campuses.

Northern Health will develop training modules designed to improve cultural responsiveness and safety in the delivery of services to the Aboriginal community.

Northern Health will monitor and evaluate the implementation of the Reconciliation Action Plan to make sure it reaches its objectives.

“ Cultural awareness is an understanding, at an individual or organisational level, of cultural differences in how people perceive and manage their health. It is the first step towards becoming culturally responsive. Cultural responsive healthcare services are respectful of the health beliefs, practices and cultural needs of the communities they service. Cultural responsiveness incorporates the concept of cultural safety, where people feel safe and secure in an environment of shared respect, meaning, knowledge and experience, ensuring dignity and truly listening.”

Koolin Balit, Victorian Government strategic directions for Aboriginal Health

What the Aboriginal community said to us...

A number of themes emerged during our consultations with the Aboriginal community; different community groups appreciated our efforts, but stressed that health services need to improve across a number of areas.

“We want the best service you can deliver.”

Lisa Thorpe, CEO, Bubup Wilam

“In hospitals the best way to maintain relationships is through the Aboriginal Liaison Officers. In general we need to see more Aboriginal faces, including doctors and nurses.”

Aboriginal Elder

Access to services and health promotion

Access to services emerged as one of the key areas on the path to reconciliation and closing the gap. Aboriginal consumers are not accessing services because they may not feel culturally safe in the health context. Historically hospitals have been places where Aboriginal identity was denied, where babies were removed from their families. The Aboriginal community would like to see Aboriginal specific clinics, and improved referral systems, if possible directly from Aboriginal organisations. Conversation with Aboriginal community groups should be established, also as a way to improve health promotion and, where possible, prevent health conditions.

A standard service across all our hospitals and assistance understanding information

While we received some great feedback about the Northern Hospital (“I was there for a hip replacement, I was treated like royalty”), we need to improve our services across all our hospitals: “I love the Northern, but when I was at Broadmeadows for two weeks, no one came. You need an ALO there!”

One of the recurring themes during our consultations with the Aboriginal communities concerned understanding the information given: “You must have a person who explains to us what the doctor said, I only understand half what they say; we need someone who speaks plain English.” This is especially important when it comes to consent: “During preadmission we need someone like an ALO so we know what we are consenting to.”





Identification and discrimination

Some Aboriginal people consulted said they were not asked the question regarding their identity, especially when accessing the emergency department; as a result they were not referred to the relevant Aboriginal Liaison Officer. Others reported discrimination as a result of being Aboriginal including assumptions of smoking and drug and alcohol abuse.

Cultural competence and Aboriginal staff

To improve our cultural safety, we need to improve our level of cultural competence. There has to be an organisation-wide approach, led by senior management. Staff at all levels needs to be provided with cultural safety training, and the negative stigma which still exists against Aboriginal people must be removed. The health service needs to employ more Aboriginal staff at all levels; this will encourage more community members to consider a career in health, it will improve access, and help build trust: “We don’t have many Aboriginal members on Boards, someone who represents us at the highest level.”

A safe and welcoming environment and quiet rooms

All hospital entry points should display Aboriginal art and an acknowledgement that the premises are built on the land of the Wurundjeri people. Aboriginal people consulted said there should be signs welcoming patients and visitors, and signs advising Aboriginal Liaison Officers are available. The number of hospital Aboriginal Liaison Officers needs to be increased for the hospital to be able to offer more personalised care: “Knowing there are ALOs at the hospital will help us feel safer. We know there will be support for us there”.

The Aboriginal community would also like to see more Aboriginal gardens around our hospitals and have access to quiet rooms to spend time with loved ones or to yarn.

Self-determination

We need to improve the way we listen to the Aboriginal community.

“We know what we want and what is best for us; you need to support us in making the correct decisions, also through effective health promotion in Aboriginal organisations. You need to listen to the Aboriginal community and accept and respect that it is not your vision which will address inequalities, but the Aboriginal communities’ vision.”

Lisa Briggs – Community member

The role of the Northern Health Aboriginal Advisory Committee



The Northern Health Aboriginal Advisory Committee (NHAAC) comprises of Aboriginal community leaders and representatives from key Aboriginal organisations such as VAHS, VACCHO, Bubup Wilam, local City Councils, and consumers. The NHAAC plays a key role in monitoring the Aboriginal community's access to the services offered by Northern Health.

After extensive consultations with various Aboriginal community groups and patients, a special NHAAC consultation meeting was held on 26 July, 2018.

The purpose of the meeting was for Northern Health to report on the outcome of the consultations with the Aboriginal community, demonstrate its commitment to reconciliation and Closing the Gap, and to outline the Vision and Principles of its first Reconciliation Action Plan.

The meeting was attended by the most senior staff members at Northern Health, including: Board Chair, Chief Executive, Chief Operating Officer, Chief Strategy, Business & Development Officer, Chief Medical Officer, Executive Director People & Culture, Chief Financial Officer, Executive Director Public Affairs & Foundation, Executive Director of the High Reliability Office, Chief Legal Officer, Chief Nursing & Midwifery Officer, Director of Clinical Practice Improvement, Senior Aboriginal Liaison Officer, as well as Divisional Directors and other Directors from across the health service. The meeting was facilitated by Donna Wright (City of Whittlesea), and special guests included Lisa Thorpe (CEO Bubup Wilam) and Lisa Briggs (ASK).



Our RAP Process

Governance for achievement of the Reconciliation Action Plan is provided via a range of reporting lines and committees. The diagram below demonstrates the governance pathway for the Reconciliation Action Plan.



Reconciliation Action Plan Background

The Northern Health Reconciliation Action Plan (RAP) was developed by the Northern Health Reconciliation Action Plan Working Group (RAP WG) in partnership with the Northern Health Aboriginal Advisory Committee and other community members.

The RAP is aligned with Reconciliation Australia RAP guidelines.

It is also aligned with various Department of Health & Human Services (DHHS) Frameworks and policy documents including:

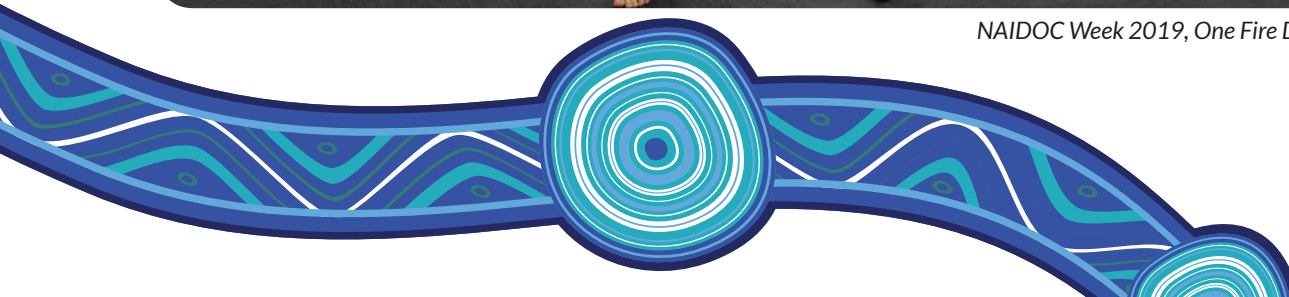
- The **Victorian Health Priorities Framework 2012-2022, Koolin Balit**
- The mandatory **Continuous Quality Improvement (CQI) Tool** (please see Appendix 1)
- The **Aboriginal Governance and Accountability Framework**
- The **Korin Korin Balit-Djak Aboriginal health, wellbeing and safety strategic plan 2017-2027**
- The **Balit Murrup – Aboriginal Social & Emotional Wellbeing Framework 2017-2027**
- The **ATSI Health Performance Framework Victoria – 2017 Report**

The NH RAP WG has executive representation, and is formed by senior managers across various departments and campuses, as well as Aboriginal community members. There are five Aboriginal and/or Torres Strait Islander members in the working group:

RAP Working Group	Position
Simon Keating	Chief Strategy, Business & Development Officer – Executive Sponsor
Emiliano Zucchi	Director TALS Aboriginal Support Unit - Chair
Karen Bryant	Senior Aboriginal Hospital Liaison Officer
Sherrilyn Ballard	Consumer Participation Coordinator
Tayla Andrews	Aboriginal Student
Jo Quinn	Northern Health Koori Maternity Service
Maree Glynn	Director Clinical Practice Improvement
Johanna Hayes	Associate Director Community Services
Yue Hu Stefania Zen	Cultural Liaison Officers
Sharryn Beard	Partnerships Management Officer
Penelope Vye	A. Director, Social Work, Psychology & Pastoral Services
Michelle Morrow	Manager Maternity
Cathy Fletcher	Manager Outpatients
Sophie Rodier	Manager, Patient Experience & Consumer Participation
Andrew Morrison	External Stakeholder (Aboriginal Unit Manager, St Vincent's)



NAIDOC Week 2019, One Fire Dance Company



Innovate Reconciliation Action Plan



1 RELATIONSHIPS

Effective and respectful relationships with Aboriginal and Torres Strait Islander communities are fundamental for Northern Health to 'walk the talk' on its journey to Reconciliation and Closing the Gap.



ACTION	DELIVERABLE	TIMELINE	ROLE RESPONSIBLE
1.1 RAP Working Group actively monitors RAP development and implementation of actions tracking progress and reporting.	<ul style="list-style-type: none"> Ensure Aboriginal and Torres Strait Islander Peoples are represented in Working Group Ensure higher management membership from all Northern Health sites Review and update Terms of Reference for the RWG RWG oversees the development, endorsement and launch of the RAP. Meet at least twice per year to monitor and report on RAP implementation. 	Jul 2019	Director Aboriginal Support Unit Transcultural & Language Services
		Aug 2019	As above
		Jul 2020	As above
		Jul 2019	As above
		Jul, Sept, Nov, Feb, Apr 2019 & 2020	As above
1.2 Establish Northern Health Aboriginal Advisory Committee chaired by Executive Director, with Aboriginal community stakeholders	<ul style="list-style-type: none"> The Northern Health Aboriginal Advisory Committee will advise on the development and implementation of the Reconciliation Action Plan. 	July 2019	Chief Strategy, Business & Development Officer
1.3 Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander people and other Australians	<ul style="list-style-type: none"> Organise at least one internal event. Register event on Reconciliation Australia's website. Support an external NRW event. Ensure WG members attend external NRW event. 	May 2020/21	Senior ALO
		As above	As above
		As above	As above
		As above	As above
1.4 Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander people, communities and organisations to support positive outcomes.	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders. Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement. 	Sept 2019	Chief Strategy, Business & Development Officer
		Oct 2019	As above
1.5 Raise internal and external awareness of RAP to promote reconciliation across business and sector	<ul style="list-style-type: none"> Develop and implement a strategy to communicate our RAP to all internal and external stakeholders. Promote reconciliation through ongoing active engagement with all stakeholders. 	Jul 2019	Executive Director Public Affairs
		Dec 2019	Chief Strategy, Business & Development Officer

ACTION	DELIVERABLE	TIMELINE	ROLE RESPONSIBLE
1.6 Self-determination: Increase Aboriginal involvement in decision making processes [Korin Korin Balit-Djak – Aboriginal Health, Wellbeing, and Safety Strategic Plan 2017-2027]	<ul style="list-style-type: none"> Scope best way to introduce Self-determination processes for NH's Aboriginal staff, consumers and carers. 	Mar 2021	Chief Strategy, Business & Development Officer
1.7 Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. Develop, implement and communicate an anti-discrimination policy for our organisation. Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. Educate senior leaders on the effects of racism. 	Feb 2020 Sept 2019 Oct 2019 Jul 2020	Executive Director People & Culture Director Aboriginal Support Unit Transcultural & Language Services As above As above



2 RESPECT

Northern Health has a deep respect for the Aboriginal land on which our campuses are built, and we are grateful for the hospitality shown on these sacred grounds. We respect the Aboriginal ethos, embrace Aboriginal culture, and celebrate its achievements in our wider community. We believe respecting our Aboriginal and Torres Strait Islander Peoples will lead to improved health outcomes.



ACTION	DELIVERABLE	TIMELINE	ROLE RESPONSIBLE
2.1 Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	<ul style="list-style-type: none"> Provide training opportunities for Executive and Senior Managers on culturally responsive service delivery strategies Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion). Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training. Provide opportunities for RAP WG members, RAP champions, HR managers and other key leadership staff to participate in cultural training 	Apr 2020	Director HR
		Aug 2020	Cultural Liaison Officer
		Nov 2020	Senior ALO
		Jul 2020	Senior ALO
2.2 Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning	<ul style="list-style-type: none"> Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country. Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships. Invite a Traditional Owner to provide a Welcome to Country at significant events, including Smoking Ceremony Garden Opening Encourage staff to include an Acknowledgement of Country at the commencement of all meetings. Include Acknowledgement of Country at the commencement of all important internal and external meetings. 	May 2020	Director HR
		Sept 2019	Senior ALO
		Oct 2019	Senior ALO
		Nov 2019	Director Aboriginal Support Unit Transcultural & Language Services
		Dec 2019	As above
2.3 Provide opportunities for Aboriginal and Torres Strait Staff to engage with their culture and communities by celebrating NAIDOC Week	<ul style="list-style-type: none"> Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week. Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week. 	Aug 2019	Senior ALO
		Sept 2019	Senior ALO
2.4 Create a culturally safe and welcoming environment	<ul style="list-style-type: none"> All sites to display acknowledgement plaques to Traditional Owners of the land in a prominent area. All sites to display the Aboriginal and Torres Strait Islander flags. Continue to invest and display culturally appropriate Victorian Aboriginal art work. 	April 2021	Senior ALO
		May 2021	Director Aboriginal Support Unit Transcultural & Language Services
		June 2021	
2.5 Develop and deliver culturally safe services to Aboriginal Patients and their families	<ul style="list-style-type: none"> Identify specific health conditions where there is a health outcome gap with the general patient population Collect baseline data for specific health conditions Develop culturally safe strategies to improve health outcomes. 	Aug 2020	Director Aboriginal Support Unit Transcultural & Language Services
		Sept 2020	
		Oct 2020	

ACTION	DELIVERABLE	TIMELINE	ROLE RESPONSIBLE
2.6 Improve communication with Aboriginal and Torres Strait Islander patients	<ul style="list-style-type: none"> Seek feedback from Aboriginal and Torres Strait Islander patients on the provision of information about their care and treatment and use this to inform planning, development and review of services and support 	Mar 2020	Manager Patient Experience & Consumer
2.7 Ensure Aboriginal and Torres Strait Patients are correctly and sensitively identified.	<ul style="list-style-type: none"> Enhance identification of Aboriginal consumers via targeted training and full implementation of the 'Asking for Aboriginal Identity' policy. Promote improvement of Aboriginal identification at all entry points. Record cultural and individual factors in clinical files Develop comprehensive discharge plans for Aboriginal and Torres Strait Islander patients Monitor community profile, changing demographics, and demand for services, supported by employment of relevant in-house Aboriginal Liaison Officers 	Aug 2019 June 2021 June 2021 June 2021 Aug each year	Director Aboriginal Support Unit Transcultural & Language Services Senior ALO Senior ALO Senior ALO Director Aboriginal Support Unit Transcultural & Language Services
2.9 Investigate opportunities to improve the cultural appropriateness and accessibility of our resources for Aboriginal and Torres Strait Islander Peoples.	<ul style="list-style-type: none"> Update strategies to specifically communicate with Aboriginal consumers. Inform patients about preventative care and early intervention with culturally appropriate materials Use partnerships with community organisations to encourage and support NH consumers to celebrate/recognise Aboriginal and Torres Strait Islander dates of significance 	May 2021 June 2021 July 2020	Director Aboriginal Support Unit Transcultural & Language Services As above Senior ALO



3 OPPORTUNITIES

It is important to Northern Health that its workforce be representative of the area in which it operates. We believe cultural diversity is an asset which will allow us to create accessible services and lasting opportunities for staff.

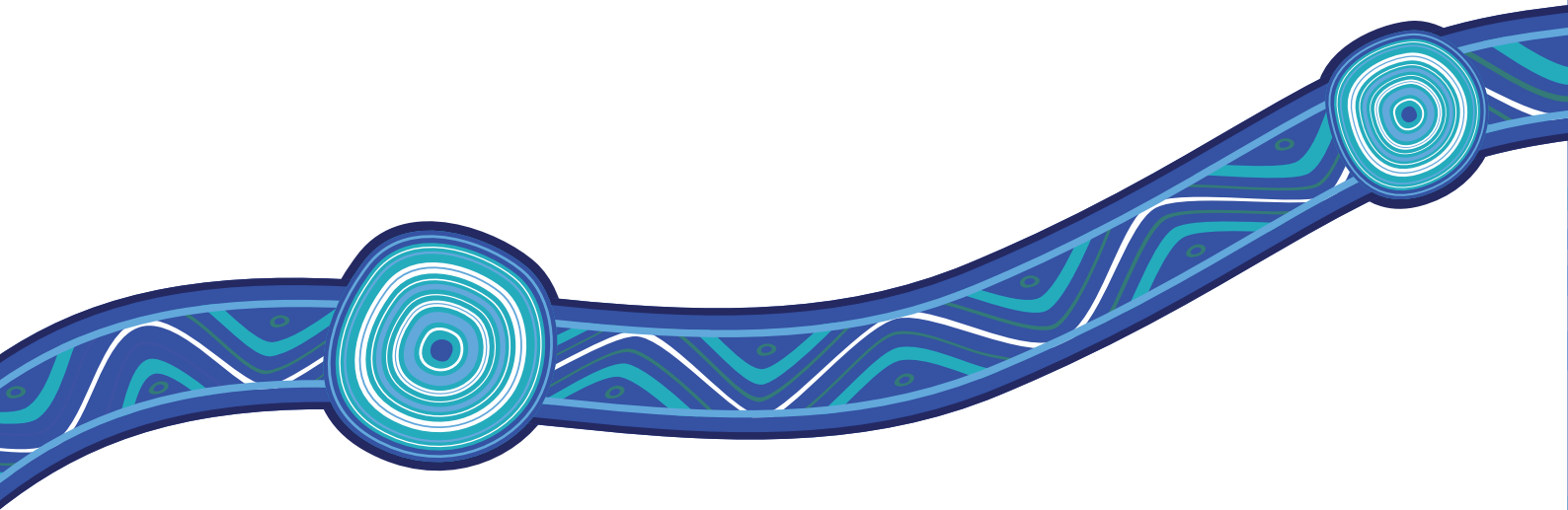


ACTION	DELIVERABLE	TIMELINE	ROLE RESPONSIBLE
3.1 Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	<ul style="list-style-type: none"> Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities. 	Feb 2020	Executive Director People & Culture
	<ul style="list-style-type: none"> Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development. 	Feb 2020	Senior ALO
	<ul style="list-style-type: none"> Advertise all vacancies in Aboriginal and Torres Strait Islander media. 	Mar 2020	Senior ALO
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace. 	Jun 2021	Director Aboriginal Support Unit Transcultural & Language Services
	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy 	Jun 2021	Director HR
	<ul style="list-style-type: none"> Increase Aboriginal and Torres Strait Islander workforce from 0.5% to 1% to be representative of Victorian population. 	Jun 2021	Director HR
	<ul style="list-style-type: none"> Introduce Aboriginal Cadetships and Graduate Program at Northern Health. 	Nov 2019	Director Aboriginal Support Unit Transcultural & Language Services
3.2 Investigate opportunities to incorporate Aboriginal & Torres Strait Islander supplier diversity within our organisation	<ul style="list-style-type: none"> Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business. 	Jun 2021	Chief Strategy, Business & Development Officer
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	Mar 2020	As above
	<ul style="list-style-type: none"> Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	Aug 2020	As above
	<ul style="list-style-type: none"> Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services. 	Dec 2019	
3.3 Determine research opportunities to develop new and improved initiatives to address health gaps	<ul style="list-style-type: none"> Scope research opportunities at NH regarding Aboriginal consumers and cares. 	Apr 2021	Director Aboriginal Support Unit Transcultural & Language Services
	<ul style="list-style-type: none"> Consider special research grant to conduct research regarding identified health gaps of NH's Aboriginal and Torres Strait Islander patients. 	May 2021	As above
3.4 Investigate opportunities to increase Aboriginal consumer membership and participation in relevant committees	Actively recruit Aboriginal and/or Torres Strait Islander consumers in the following committees: <ul style="list-style-type: none"> NH Aboriginal Advisory Committee RAP WG Standard 2 Partnering with Consumers Committee Patient Experience and Community Advisory Committee 	Dec 2019	Director Aboriginal Support Unit Transcultural & Language Services

4 GOVERNANCE, TRACKING PROGRESS AND REPORTING



ACTION	DELIVERABLE	TIMELINE	ROLE RESPONSIBLE
4.1 Report RAP achievements, challenges, and learnings to Reconciliation Australia	<ul style="list-style-type: none"> Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually. Investigate participating in the RAP Barometer. 	Sept 30 annually May 2020	Director Aboriginal Support Unit Transcultural & Language Services
4.2 Report RAP achievements, challenges and learning internally and externally	<ul style="list-style-type: none"> Publicly report RAP achievements, challenges and learnings to Reconciliation Australia Report RAP achievements to internal Committees which govern the development of the RAP 	Feb 2021 Nov 2020	Director Aboriginal Support Unit Transcultural & Language Services
4.3 Review, refresh and update RAP	<ul style="list-style-type: none"> Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements. Send draft RAP to Reconciliation Australia for review and feedback. Submit RAP to Reconciliation Australia for endorsement. 	Nov 2020 Feb 2021 May 2021	Director Aboriginal Support Unit Transcultural & Language Services



Acknowledgement of Artwork

Northern Health acknowledges and is grateful to Gary Saunders for providing the artwork for our Reconciliation Action Plan. Gary Saunders is a proud Bangerang/Wiradjuri Yorta Yorta and Dja Dja Wurrung man. Gary provided the artwork for the Innovate Northern Health Reconciliation Action Plan.

Gary's artwork in his own words:

'The central theme of this artwork is my Indigenous representation of the Caduceus (the universal symbol for health). It signifies health and support for community. The circles around the Caduceus represent the people who utilise these services and the fact that it is an ongoing support, so there is no end point and no start point. The line work throughout the symbol is the traditional art style used throughout Melbourne and Victoria; these lines cross and intertwine, showing connectedness. The 'wave' style art in the background represents the rivers and pathways that make up the Northern Metro area, the circles representing community groups and organisations. The hands symbolise healing, nurturing and connection. Hands are one of the most important tools for providing support, strength and love.'

Kahli's artwork in her own words (as shown on page 5):

'The design itself symbolises people getting through their health journey and struggles. I have chosen the turtles and other water animals to represent the journey of patients. The turtle is a very strong and resilient animal; the turtle represent the many people and their strong resilient spirits. They are all calmly swimming upstream, the animals continually persevere, they are different animals living in the one environment, a similar story to our Aboriginal people going through their own tough time, all living in the community. It can be a long road, but a supportive caring community and environment can help and nurture our people. The calming colours I have chosen are soothing and comforting colours which represent peace.'

Further Information

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Northern Health acknowledges the traditional custodians of this land, the Wurundjeri people, and pays its respects to elders past, present and future.



OUR VISION

A healthier community,
making a difference for
every person, every day.

OUR VALUES

Safe – We provide safe, trusted care for our patients. We are inclusive and culturally safe, celebrating the diversity of our staff and community.

•

Kind – We treat everyone with kindness, respect and empathy. We provide patient-centred and compassionate care.

•

Together – We are one Northern Health. We work together with our health system partners.

OUR PRIORITIES

A safe, positive patient experience

•

A healthier community

•

An innovative and sustainable future

•

Enabled staff, empowered teams

•

Engaged learners, inspired researchers



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Bundoora Centre

1231 Plenty Road Bundoora Vic 3083
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Craigieburn Centre

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Northern Hospital

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