

Northern Adelaide Local Health Network

Innovate Reconciliation Action Plan

April 2017 - June 2019

This Reconciliation Action Plan (RAP) was developed in consultation with the Aboriginal Torres Strait Islander and non-Aboriginal Torres Strait Islander workforce and community to achieve better outcomes for Aboriginal and Torres Strait Islander people.





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Acknowledgement

We would like to acknowledge that Northern Adelaide Local Health Network provides services on the traditional lands of the Kurna people, and that we respect their spiritual relationship with their country. We also acknowledge the Kurna people as the custodians to the greater Adelaide region and that their cultural and heritage beliefs are still as important to the living Kurna people today.

Terminology

Throughout this document the term *Aboriginal* is used to include all people of Aboriginal and/or Torres Strait Islander descent in South Australia. It is also used interchangeably with term *Aboriginal and Torres Strait Islander*.

Message from the Chief Executive Officer

As Chief Executive Officer of the Local Health Network with the largest population of Aboriginal people, first and foremost I acknowledge that Aboriginal people are the traditional custodians of the land upon which all our services are located. I pay my respects to their continuing cultural, spiritual and religious practices.

Northern Adelaide Local Health Network (NALHN) delivers culturally appropriate primary health care to more than 2000 registered Aboriginal clients through the Watto Purrinna Aboriginal Primary Health Care Service, which incorporates four health sites and a comprehensive program of clinical and wellbeing services. We offer a growing number of Aboriginal-dedicated services at our other sites, including Aboriginal Hospital Liaison Officers and Cultural Advisors in aged care, end-of-life care, maternity, and mental health.

But we need to do more to achieve Reconciliation and address the health and broader disadvantage experienced by Aboriginal people within all of NALHN services.

Therefore, I am proud to have the opportunity to further solidify our commitment to Reconciliation with this latest NALHN Reconciliation Action Plan. The Plan is a tangible tool for ensuring we take ongoing, quantified actions to build strong relationships with, and respect for, Aboriginal and Torres Strait Islander people, and provide sustainable opportunities to achieve equitable health outcomes for our Aboriginal population.

I have great confidence in the NALHN community to achieve the actions set out in this plan, which are themed around relationships, respect and opportunities. Each theme contains clearly defined actions, responsibilities and timelines for implementation, ensuring our actions are executed and we are held accountable.

Whether through additional reconciliation events, training our workforce in Aboriginal cultures and protocols, or increasing Aboriginal employment opportunities, this plan will play an important part in ensuring Aboriginal people share the same rights, respect and access to opportunities and benefits as all South Australians.

Jackie Hanson
Chief Executive Officer
Northern Adelaide Local Health Network

Our Vision for Reconciliation

The Northern Adelaide Local Health Network (NALHN) has the largest population of Aboriginal and Torres Strait Islander people of all the South Australian (SA) metropolitan catchment areas. NALHN has established Aboriginal and Torres Strait Islander health as a key priority area and has implemented a governance structure to formally monitor performance against Aboriginal Health directives, strategies and outcome measures.

NALHN is committed to realising our vision for reconciliation and generating the organisational change required to achieve improved health outcomes for Aboriginal & Torres Strait Islander people.

Key aspirations for NALHN include:

- > Providing culturally supportive and appropriate health services and facilities that are accessible for Aboriginal and Torres Strait Islander people and create a sense of belonging.
- > Development of effective frameworks to support mutual respect and meaningful engagement of Aboriginal and Torres Strait Islander peoples in service delivery planning and evaluation.
- > Ensuring Aboriginal and Torres Strait Islander community representation and community consultation.
- > Implementing the SA Health Aboriginal Cultural Respect Training Framework into the mandatory training schedule for all NALHN staff.
- > Welcome to Country and Acknowledgement of Traditional Ownership at relevant health service meetings and events.
- > Seeking ongoing advice from the Aboriginal and Torres Strait Islander workforce.
- > Ongoing consultation with the Commissioner for Aboriginal Engagement.
- > Establishing employment, education and training opportunities for Aboriginal and Torres Strait Islander people.
- > Engagement with the Chairperson NALHN Consumer Advisory Council.
- > Ensuring Aboriginal Torres Strait Islander cultures are recognised, protected, valued and supported within our sites and services.
- > Creating and maintaining a culture that respects and acknowledges Aboriginal and Torres Strait Islander people culture, heritage, values and beliefs.
- > Support and promote the RECOGNISE campaign and constitutional changes.

Our Business

The organisational structure of SA Health incorporates the Central Adelaide Local Health Network (CALHN), Northern Adelaide Local Health Network (NALHN), Southern Adelaide Local Health Network (SALHN), Country Health SA Local Health Network (CHSALHN), Women's and Children Health Network (WCHN) and the Department for Health and Ageing (the administrative arm to the portfolio).

This structure includes Aboriginal Torres Strait Islander leadership and advisory groups in each Local Health Network and within the Department for Health and Ageing (the Department).

The Northern Adelaide Local Health Network was established on 1 July 2011 in response to the Federal Government's National Health and Hospitals Network Agreement. Under this agreement, the Australian Government, States and Territories have joint responsibility for funding public hospital services via activity based funding. The Local Health Networks (LHNs) are accountable to the state government for performance management and planning and to ensure public hospitals are responsive to the needs of the South Australian community.

NALHN is responsible for promoting and improving the health of the community through the provision of comprehensive and integrated health services across the primary, intermediary and tertiary settings.

NALHN has responsibility for two hospitals (Lyell McEwin as a major facility and Modbury as a general hospital) and a significant number of mental health and intermediary care services. A number of state-wide services are also delivered within NALHN; however, governance for these services resides with other LHNs.

The proportion of Aboriginal or Torres Strait Islander people living in NALHN in 2011 is consistent with the state as a whole (1.8per cent of the total population). However, some statistical local areas within NALHN had some of the highest metropolitan proportions of Aboriginal and Torres Strait Islander people including Playford - West Central (4.1per cent) and Playford - Elizabeth (4.1per cent). At the time of the 2011 census there were 6,846 Aboriginal and Torres Strait Islander people residing in the NALHN catchment comprising 23per cent of the total SA population of Aboriginal & Torres Strait Islander people.

NALHN currently employs 4,256 staff with sixty people or 1.4per cent identifying as Aboriginal and/or Torres Strait Islander.

NALHN provides a comprehensive primary health care service for the Aboriginal and Torres Strait Islander community (Watto Purrinna Aboriginal Health Service) with sites located in both NALHN and CALHN catchment areas (at Hillcrest, Elizabeth Vale, Port Adelaide and Dudley Park).

SA Health Reconciliation Framework for Action (2014-2019)

The 'SA Health Reconciliation Framework for Action 2014-2019' is a high level strategic framework developed by SA Health after signing the inaugural Reconciliation pledge in 1999.

The focus of the framework is improving access to culturally appropriate service delivery and improving health outcomes for Aboriginal and Torres Strait Islander people. The Framework was developed during a period of considerable focus on Aboriginal and Torres Strait Islander health. The Framework lifespan is therefore aligned with the lifespan of the SA Health Aboriginal Health Care Plan (2010-2016) and the COAG 'Closing the Gap' renewed national agenda (2013-2016). It is hoped that together these guiding documents will result in improvements in Aboriginal and Torres Strait Islander health outcomes and achievements in Reconciliation.

The 'SA Health Reconciliation Framework for Action' was developed in consultation with all Local Health Networks and divisions within SA Health. The journey thus far has been one of inquiry, learning, exploration and sharing.

The 'SA Health Reconciliation Framework for Action' is structured around the following three key themes emphasised by Reconciliation Australia:

- > Relationships
- > Respect
- > Opportunities

NALHN Reconciliation Action Plan 2017 – 2019

Reconciliation activity within the NALHN is supported by a Reconciliation Action Plan Steering Committee. Membership of the Committee includes representation for all NALHN Divisions and comprises of non-Aboriginal and Aboriginal staff:

Representation includes:

- > Director of Aboriginal Health
- > Regional Manager Aboriginal Health
- > Nursing Director of Aged Care Rehabilitation and Palliative Care
- > Director of Allied Health
- > Sector Manager, Northern Eastern and Northern Mental Health Services
- > Director of Workforce
- > Manager, Corporate Services
- > Director of Nursing, Modbury Hospital

The role of the Reconciliation Action Plan Steering Committee is to support the development and implementation of the NALHN Reconciliation Action Plan (RAP). This involves the identification of practical Reconciliation initiatives in agreement with the 'SA Health Reconciliation Framework for Action' and NALHN's own strategic directions, and facilitate the incorporation and implementation of agreed activities within Divisional business.

Mr Kurt Towers Director of Aboriginal Health is the RAP champion for NALHN. He is the key driver for the RAP internally and externally at an Executive level.

From 2015 our journey started with the establishment of a small reconciliation action plan committee. Representation has grown with all divisions being represented including Executive. Regular sessions of Cultural awareness are being held across NALHN.

Reconciliation events are promoted within NALHN and internal and external including NAIDOC.

Cultural audits were conducted to determine a baseline so we can measure ongoing progress.

Key Learnings

- > Raising Cultural awareness
- > Continual learnings
- > Feedback to have continual training and ongoing support
- > Importance of Aboriginal and non-Aboriginal staff working in collaboration
- > Engaging and information sharing with consumers and staff within NALHN
- > Engaging with the local Aboriginal communities and other health services

The NALHN RAP outlines our commitment to build strong 'relationships' with and 'respect' for Aboriginal and Torres Strait Islander people; and establishes our plan to pursue sustainable 'opportunities' designed to achieve equitable health outcomes for our Aboriginal and Torres Strait Islander population.

On an annual basis the SA Health Aboriginal Health Branch will monitor the health system commitment to Reconciliation and provide a report to Reconciliation Australia. SA Health and Local Health Networks will be asked to report on their performance in achieving the implementation of agreed Reconciliation Action Plans.

Relationships

NALHN will strive to build genuine relationships with Aboriginal people, ensuring Aboriginal consumers and staff feel welcome and respected, have opportunities for meaningful consultation, and improved access to culturally inclusive and responsive health care services.

Action	Responsibility	Activity	Completion Date
1. RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting	Director of Aboriginal Health Co-Chairs RWG	> Review membership of the RAP Steering Committee to ensure appropriate representation of all NALHN Divisions (with an ability to achieve the activities of the RAP) and the ongoing involvement of Aboriginal staff & community representatives.	Apr 17
		> Terms of Reference (TOR) to be reviewed & endorsed and meeting series established.	Dec 17
		> RAP Steering Committee meetings to be held at on at least four occasions per year to monitor and report on RAP implementation.	Jun 17-19
		> RAP Steering Committee to oversee the development, endorsement, launch and promotion of the 2017–2019 RAP.	Apr 17
		> Continue to raise awareness across NALHN regarding RAP commitment, particularly with key internal stakeholders.	Jun 17-19
2. Maintain a whole of NALHN effort and commitment to implement, evaluate and continuously improve and promote the RAP	NALHN CEO Director of Aboriginal Health Co-Chairs RAP All RWG Members	> The NALHN website and staff intranet is updated with the current RAP and associated information.	Jun 17-19
		> Departments to supply information on cultural events for the intranet.	Jun 17-19

Action	Responsibility	Activity	Completion Date
3. Raise internal and external awareness of NALHN RAP to promote reconciliation across our business sector	Media & Communications	> Develop and implement a Communications Strategy to communicate the NALHN RAP to external stakeholders and the community.	Jun 17-19
		> Maintain the RAP intranet page which includes activities, reporting (progress against targets), useful links, resources, FAQs and key contacts.	Jun 17-19
		> Liaise with the Standard 2 Committee regarding partnering with consumers to strengthen existing relationships and forge new ones through the development of formalised processes such as Memorandum of Understandings.	Jun 17-18
		> Promote Reconciliation through engagement with all stakeholders.	Jun 17-19
		> Support the RAP Committee with promotional advice.	Jun 17-19
4. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander people, communities and organisations to support positive outcomes	Regional Manager Health Improvement – Watto Purrinna Aboriginal Primary Health Care Service	> Maintain and utilise an Aboriginal consumer register within NALHN.	Jun 17-19
		> Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.	Jun 17-19
	All RWG Members	> Utilise the NALHN consumer & community organisations/ stakeholder registers to engage and partner with Aboriginal consumers/organisations interested in participating in NALHN service planning and evaluation activities	Jun 17-19
		> Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders	Jun 17-19
5. 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	Regional Manager Health Improvement – Watto Purrinna Aboriginal Primary Health Care Service	> Support an external NRW event for community engagement.	Jun 17-19
		> Organise at least one internal event each year and promote this activity amongst NALHN staff and the Aboriginal community.	
	All RWG Members	> Register the event via the Reconciliation Australia NRW website.	Jun 17-19
		> Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW.	Jun 17-19

Respect

Demonstrate respect for, and increase awareness of Aboriginal and Torres Strait Islander culture, land and history; and acknowledge the special places that Aboriginal and Torres Strait Islander people hold as Australia's First People. Deliver a respectful, client and family centred health service that acknowledges and values the diversity of Aboriginal and Torres Strait Islander cultures.

Action	Responsibility	Activity	Completion Date
1. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week and attending community events	Media & Communications Manager	> Create a calendar of significant Aboriginal and Torres Strait Islander events and dates to be distributed throughout NALHN.	Jun 19
	All RWG Members	> NALHN to host or participate in four national Aboriginal and Torres Strait Islander celebration activities per year including at least one NAIDOC week event.	Jun 17-19
	HR Consultant	> Review Human Resources (HR) policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	Jun 17-19
	Regional Manager Health Improvement – Watto Purrinna Aboriginal Primary Health Care Service Senior Management and Watto Purrinna Team	> Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their culture and community during NAIDOC Week. Ensure all Aboriginal staff and management understand the SA Health cultural leave policy.	Jun 17-19
2. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning	Chairs RWG with the support of:	> Advocate displaying Aboriginal and Torres Strait Islander flags and/or artwork in selected NALHN buildings.	Jun 18
	Corporate Services	> Display welcome signs in Kaurna language and an Acknowledgement of Country at key NALHN sites.	Jun 18
		> Identify and create a safe place for Aboriginal and Torres Strait Islander consumers and families to gather at LMH and Modbury Hospital.	Jun 18
	Regional Manager Health Improvement – Watto Purrinna Aboriginal Primary Health Care Service	> Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgment of Country. Include a list of key contacts for organising a Welcome to Country and maintain respectful partnerships.	Jun 18
		> Encourage staff to include an Acknowledgment of Country at the commencement of all meetings.	Jun 18

Action	Responsibility	Activity	Completion Date
2. cont'd		> Invite Kurna Traditional Owners to provide a Welcome to Country at least one significant event.	Jun 18
	All RWG Members	> Include Acknowledgement of Country at the commencement of important external and internal meetings.	Jun 18
	Education Department Media & Communications	> Increase awareness and knowledge within the NALHN workforce of Aboriginal culture and protocols	Jun 18
3. Engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	Workforce Director of Aboriginal Health	> Monitor the implementation of the cultural respect/safety content within NALHN staff orientation and induction sessions.	Dec 17
	All RWG Members	> Develop and implement a cultural awareness training strategy for NALHN 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).	Jun 17-19
		> Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait consultants to develop cultural awareness training.	Jun 17-19
		> Provide opportunities for RWG Members, RAP Champions, HR Managers and other key leadership to participate in cultural training.	Jun 17-19
4. Engage with Traditional Healers (Ngangkari) and refer clients to appropriate areas of but not limited to Primary Health Care, Mental Health and hospital setting to compliment service delivery within NALHN	Regional Manager – Health Improvement, Watto Purrinna Aboriginal Health Care Service	> Work in collaboration with SA Health to incorporate Traditional Aboriginal healing services in the acute and community setting.	Jun 17-19

Opportunities

Provide opportunities for Aboriginal and Torres Strait Islander people, organisations and communities to work in partnership with NALHN. Implement processes to increase the number of Aboriginal people employed, and able to undertake training and professional development within NALHN health services.

Action	Responsibility	Activity	Completion Date
1. Increase opportunities within NALHN for Aboriginal and Torres Strait Islander employment	Director of Workforce Director of Aboriginal Health	> Proportion of Aboriginal and Torres Strait Islander staff achieves the SA Strategic Plan target of 2%.	Jun 17-19
		> Advertise Key Identified vacancies in Aboriginal and Torres Strait Islander media.	Jun 17-19
		> Develop and implement an Aboriginal and Torres Straits Islander Employment and retention strategy / Action Plan	Dec 17
		> Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.	Dec 17
		> Collect information on current NALHN Aboriginal and Torres Strait Islander staff, to provide information regarding future employment opportunities.	Dec 17
		> Promote Aboriginal Employment through the Jobs for Youth Program.	Jun 17-19
		> 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 17-19
2. Consider health impacts of organisational and service delivery change on Aboriginal people	NALHN CEO Director of Aboriginal Health	> Continue to support compliance with the SA Health Aboriginal Health Impact Statement (AIS) Policy Directive to incorporate Aboriginal Health Impact Statements into Executive briefings to ensure higher level decision makers consider impacts on the Aboriginal population.	Jun 17-19
		> Continue the process of Executive briefings having AIS applied by seeking Aboriginal Health Director advice.	Jun 17-19

Action	Responsibility	Activity	Completion Date
3. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation	Director of Aboriginal Health	> Investigate becoming a member of Supply Nation or partnering with the local Indigenous Chamber of Commerce.	Jun 18
		> Promote procurement opportunities to Aboriginal business programs and partner organisations such as Indigenous Business Australia (IBA).	Jun 17-18
	All RWG Members	> Increase awareness within NALHN Divisions of Aboriginal businesses that are able to be engaged with through the SA Government Procurement Policy.	Jun 17- Dec 17
		> Consider the procurement of relevant Aboriginal owned businesses (registered via Aboriginal Business Connect) for NALHN commercial contracts e.g. cleaning.	Jun 17-18
		> 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.	Jun 18

Tracking Progress and Reporting

Action	Responsibility	Activity	Completion Date
Report achievements, challenges and learnings internally and externally and to Reconciliation Australia	Director of Aboriginal Health	<ul style="list-style-type: none"> > A RAP Impact Measurement Questionnaire is submitted to Reconciliation Australia annually. > Investigate participating in the RAP Barometer. > Public launch event for the 17-19 RAP. 	<p>Sep 17-18</p> <p>Sep 17</p>
Monitor RAP on a quarterly basis and record achievements	Director of Aboriginal Health	<ul style="list-style-type: none"> > Quarterly reports provided to NALHN Aboriginal Executive Committee. 	Jan, Apr, Jul, Oct 17-19
RAP Steering Committee to review and report on the RAP annually and provide documents to Reconciliation Australia	Director of Aboriginal Health	<ul style="list-style-type: none"> > Review, refresh and liaise with Reconciliation Australia and update RAP based on learnings, challenges and achievements. > Annual RAP report provided to Reconciliation Australia. > Send draft RAP to Reconciliation Australia for review and feedback > Submit draft RAP to Reconciliation Australia for formal endorsement. 	<p>Jan 19</p> <p>Aug 17-18</p> <p>Mar 18</p>
Contact person for Reconciliation Australia	Health:Director Aboriginal Briefings Health. DirectorAboriginalBriefings@sa.gov.au	Version 9	Jun 19

For more information

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If you do not speak English, request an interpreter from SA Health and the department will make every effort to provide you with an interpreter in your language.

