

Southern Adelaide Local Health Network

# Innovate Reconciliation Action Plan

November 2023 – November 2025



**Health**  
Southern Adelaide  
Local Health Network

# Acknowledgement

**Ngadlu tampinhi, Kurna Miyurna yaitya yarta-mathanya  
Wama Tarntanyaku. Ngadlu tampinhi purkarna  
pukinangku, yalaka, tarrkaritya. Parnaku yailtya, parnaku  
tapa purruna, parnaku yarta ngadlu tampinhi.  
Yalaka Kurna Miyurna itu yailtya, tapa purruna,  
yarta kuma puru martinhi, puru warri-apinhi,  
puru tangka martulayinhi.**

We acknowledge the Kurna people are the traditional custodians of the Adelaide Plains and pay respects to Elders past, present and future. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today.

## The Aboriginal and Torres Strait Islander Community

We recognise the experiences and health needs of our Aboriginal and Torres Strait Islander community. We acknowledge Aboriginal and Torres Strait Islanders are the first people of Australia and we accept the wrongs of the past. We understand past government policies and practices negatively impact on Aboriginal and Torres Strait Islander health. We will work to ensure these wrongs are not repeated. We are committed to collaborating with Aboriginal and Torres Strait Islander people to maximise their lifelong health outcomes.



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# A message from Reconciliation Australia CEO Karen Mundine

Reconciliation Australia commends Southern Adelaide Local Health Network on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Southern Adelaide Local Health Network continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Southern Adelaide Local Health Network will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Southern Adelaide Local Health Network using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Southern Adelaide Local Health Network to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Southern Adelaide Local Health Network will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Southern Adelaide Local Health Network's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Southern Adelaide Local Health Network on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.



**Karen Mundine**

Chief Executive Officer  
Reconciliation Australia



# A message from SALHN CEO Kerrie Freeman



We are pleased to be able to share this Innovate plan for the next three years.

Reconciliation takes into account, the historical factors that have impacted upon the health and wellbeing of Aboriginal and Torres Strait Islander peoples' and we as an organisation are committed to access and equity principles to make meaningful change to improve the lives of our First Nations populations across the Southern Adelaide Catchment area.

SALHN have been on a journey in the past several years with change and ambiguity relative to First Nations health and cultural governance within the organisation; however, with our commitment to ensure optimal care, consistency and prioritisation for better services outcomes, we recruited our very first Executive Director of Aboriginal Health to provide the cultural governance and leadership for improving systems and practices for our First Nations consumers and community.

Aligned with our new Strategic Plan, cultural safety is of utmost importance to our service. The saying that 'cultural safety IS clinical safety' resonates

across our organisation and is a commitment for us to understand the cultural diversity and needs of our First Nations community members and striving to improve the relationships we have with our Aboriginal and Torres Strait Islander workforce, consumers and broader communities.

As SALHN works towards our advocacy and commitment to health equity, we are actively engaging in cultural immersion in our efforts to increase awareness of work practice, and work towards change and transforming our organisation.



**Kerrie Freeman**

Chief Executive Officer, SALHN

## Definitions

The term *Aboriginal* is used with respect in this document as an all-encompassing term for Aboriginal and Torres Strait Islander people and culture.

The term *consumer* in this document is all encompassing and refers to consumers, patients, clients, carers and/or service users of SALHN services.

# Our vision for reconciliation

At SALHN, we aspire to a future where all Australians are united by our shared past, present and future.

Driven by our purpose of “providing reliable and respectful health care”, our focus for reconciliation is that Aboriginal and Torres Strait Islander peoples share the same health outcomes, rights, respect and access to health services, opportunities, and benefits as all Australians.

By committing to reconciliation, we acknowledge the effort and strive for improved services by recognising Aboriginal and Torres Strait Islander peoples’ sovereignty and developing a comprehensive Aboriginal and Torres Strait Islander Health Equity Strategy to inform our everyday practices to assist with closing the gap in disproportionate health outcomes.

**Our vision is for every Aboriginal and Torres Strait Islander person to have equal opportunity to steer a pathway to a healthy future for themselves, their families and their community.**

## Our business

At SALHN, we aim to deliver reliable and respectful health services, catering to the health care needs of approximately 340,000 people living in the southern metropolitan area of Adelaide.

We also provide a number of services for people who live in areas across South Australia as well as providing some select services to people who live in the Northern Territory and far western New South Wales. Aboriginal and Torres Strait Islander peoples make up a high proportion of the patients who access our services from across SA and interstate.

Diabetes, eye disease, cardiovascular disease and mental health issues are a snapshot of the chronic diseases which are prevalent in the Aboriginal and Torres Strait Islander population of Southern Adelaide, and patient populations who access our services from interstate.

Our health services are provided from a number of service locations, including:

**Flinders Medical Centre (FMC) at Bedford Park**

**Noarlunga Health Precinct at Noarlunga**

**Jamie Larcombe Centre, Glenside**

**GP Plus Marion and Aldinga**

**Aboriginal Family Clinic at Clovelly Park and Noarlunga**

**Karpa Ngarrattendi: Aboriginal liaison and support services at FMC**

**Repat Health Precinct**

**Drug and Alcohol Services SA**

SALHN has approximately 8,700 employees across these sites with 1% (87) identifying as Aboriginal and/or Torres Strait Islander descent.

# Our RAP



Our reconciliation journey began with the development of our first RAP: 2014 - 2015. We recognise we have taken the first steps of a long journey.

We have made mistakes in some areas, and we have made positive progress in others.

Our overarching achievement has been one of learning and renewal of commitment to our vision for reconciliation.

## We highlight the following as our foundational steps towards reconciliation:

- The establishment of the SALHN Aboriginal and Torres Strait Islander Health Steering Committee (AHSC).
- The appointment of two Executive level staff as Co-Chairs of the AHSC.
- SALHN Board Member appointment includes an Aboriginal and/or Torres Strait Islander representative.
- Establishment of four AHSC work groups focussed on building the essential foundations in moving forward towards achieving equity in Aboriginal and Torres Strait Islander health: Implementation of the SA Health Aboriginal Cultural Learning Framework
- Workforce planning to expand the Aboriginal and Torres Strait Islander workforce across SALHN
- Improving/addressing patient and staff identification as Aboriginal and/or Torres Strait Islander peoples
- Enhancing environments across SALHN to be culturally welcoming to Aboriginal and Torres Strait Islander patients and staff.
- The promotion of 'Closing the Gap' day 2018 which included the activity of FMC and Noarlunga Hospital circulating a banner that SALHN staff signed and pledged commitment to equity in health for patients.
- The celebration of National Reconciliation Week 2018 which included the distribution of specially designed T-shirts to staff and patients, screening of Reconciliation videos and further education regarding Aboriginal and Torres Strait Islander history, cultures and reconciliation initiatives.
- Our setting a goal in 2018 of 100% of staff to complete Level 1 Aboriginal and Torres Strait Islander Online Cultural Learning course.
- The establishment of SALHN's Aboriginal and Torres Strait Islander Consumer and Community Advisory Group to advise us in how we should plan and prioritise our services to better meet the needs of our local Aboriginal and Torres Strait Islander population and how we can improve the way we provide care so that it is culturally safe and welcoming to Aboriginal and Torres Strait Islander people.
- The appointment of three General Practitioners to our Aboriginal Family Clinic team, two of whom are Aboriginal GPs.
- The creation of two specialist Cardiology Aboriginal Health Practitioner roles within our Cardiothoracic Surgery and Cardiology units.
- The Arts in Health at FMC galleries, art collection and commissioned artworks that provide a point of engagement, expression and exhibition for Aboriginal and Torres Strait Islander patients and their families.
- The commissioning of artwork by local Aboriginal artist, Allan Sumner, for our Cardiothoracic Surgery unit which tells the story of Aboriginal peoples with cardiovascular and other health conditions and their journey with our Cardiothoracic Surgery unit to better health (refer page 19).
- The incorporation of Aboriginal artwork on our Southern carpark windows.
- Conducting smoking ceremonies in our new buildings
- The creation of new health practitioner consulting areas at our Noarlunga Aboriginal Family Clinic.

## Our second Innovate RAP 2019-2021 provides insight into our commitment to reconciliation by outlining the actions we plan to take over the next three years.

Our previous RAP drove our previous efforts and achievements in our reconciliation journey and we have learned how essential the support of others is in achieving reconciliation outcomes. In releasing this new RAP, we would like to acknowledge the support of a number of people who assisted our achievements driven by our previous RAP and who support our second RAP:

- Elders and members of the southern Adelaide Aboriginal and Torres Strait Islander communities
- SALHN - RAP Champions – Julie Bowman Interim Executive Director, Governance (SALHN) and Reform and Michael Francese, Chief Workforce Officer (SALHN).
- SALHN's Aboriginal and Torres Strait Islander Health Steering Committee consists of 24 members that provide governance and oversight, as the Reconciliation Working Group.
  - Chief Executive Officer
  - Chief People Officer
  - Executive Director Allied Health and Intermediate Care Services
  - Workforce Strategist
  - Regional Manager, Aboriginal Family Clinic
  - Operations Manager, Karpa Ngarrattendi
  - Executive Director Medical Services or delegate
  - Executive Director Nursing and Midwifery or delegate
  - Cancer Services Representative
  - Advanced Research Coordinator, Aboriginal Health
  - Co-Director Division of Surgery and Perioperative Medicine
  - Co-Director Women's and Children's Division
  - Co-Director Division of Mental Health
  - Co-Director Division of Rehabilitation, Aged Care and Palliative Care
  - Co-Director Division of Medicine, Cardiac and Critical Care
  - Co-Chair, Aboriginal Consumer and Community Advisory group Representative
  - Manager, Clinical Governance Unit delegate
  - Manager, Consumer Engagement Unit
  - Nursing Director, CNMER
- Staff of SALHN's Aboriginal Health Services
- Staff of SALHN's Lighthouse Project, and partner – the Heart Foundation
- Staff of Arts in Health at FMC program.

## Our Innovate RAP 2019-2021 was an outline of the actions we intended to deliver to build stronger relationships and enhancing respect between Aboriginal and Torres Strait Islander peoples and non-Aboriginal and Torres Strait Islander South Australians.

Outcomes of this RAP were the appointment of an Executive Director of Aboriginal Health (EDAH) who will build the strength of the Aboriginal Health division at SALHN and the inception of an Aboriginal and Torres Strait Islander Cultural Events Working Group to drive SALHN's activities and acknowledgement of significant dates on the Aboriginal calendar.

## Our third Innovate RAP 2023-2025 continuously aims to address health equity issues with the recent appointment of an identified position of EDAH.

This role has now established Aboriginal health as its own division and has the governance and genuine support of the Executive Leadership Committee for increasing accountability, oversight, and responsibilities for meeting the agreed actions. Developing shared understanding and ownership of our RAP across our organisation is a key feature of our communication plans. Our Innovate RAP continues to have the full commitment and support of the SALHN Executive and Governing Board, who will continue to have oversight of activities to embed reconciliation throughout our organisation from 2023 through to 2025.





# Relationships



We have been committed to developing stronger, genuine, and meaningful partnerships with Aboriginal and Torres Strait Islander peoples, organisations, and community members, to achieve best health outcomes for individuals, families and communities.

Our aim has always been for Aboriginal and Torres Strait Islander peoples to drive the decisions that affect their health and wellbeing.

We have learnt in previous years that self-determination is essential, and therefore, we have made efforts to be able to actively seek participation on strategic planning and other work that we know will continue to improve our services, seeking and embracing 'the voice' of our Aboriginal and Torres Strait Islander patients and community members, to ensure that our services are culturally respectful and welcoming.

We will 'listen, act, make better...together' with our Aboriginal and Torres Strait Islander patients, families, communities, and organisations.

In this new RAP 2023-2025, we have our EDAH who is seeking every opportunity to ensure appropriate governance and planning for relationship building, genuine co-design and enabling change based on Elder and community feedback.

SALHN takes pride in our current practice of utilising our Aboriginal and Torres Strait Islander Consumer and Community Advisory Group and ensuring participation of community is a priority for getting it right.





## ACTION 1:

### Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable	Timeline	Responsibility
Review and update the SALHN Aboriginal community engagement strategy.	August 2023	Executive Director Aboriginal Health (EDAH) / /Executive Director of Nursing and Midwifery (EDONM)
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations at least twice a year, to develop guiding principles for future engagement.	December 2023	EDAH
Regularly review and evaluate our progress through seeking feedback from stakeholders regarding our approach to relationship building and establish reporting mechanisms for evidence of efforts for change.	July 2024	Executive Director Allied Health and Intermediate Care Services (EDAHICS)
Non-Aboriginal staff invite the SALHN Aboriginal Consumer and Community group members to have afternoon tea.  Engage relevant staff from surrounding councils, i.e., City of Marion, City of Onkaparinga, where appropriate in SALHN activities.	October 2023	Chief People Officer
Develop a shared understanding of what mutually beneficial relationships means for both parties in the spirit of reconciliation.	October 2023	Chief Strategy Officer (CSO)
The SALHN Consumer Engagement Unit will establish a broad Aboriginal Community Engagement Framework / Strategy to ensure meaningful engagement with the members, consumers and broader Aboriginal and Torres Strait Islander community.	October 2023	EDAH/CSO
Strengthen relationships with Aboriginal Family Clinic (AFC) and NGOs (particularly Aboriginal Community Controlled Organisations).	December 2023	EDAH
Map services and organisations in the south for partnerships (not just responsibility of AFC) to build relationships with (e.g., Housing).	February 2024	EDAHICS
Recruit a new position as Aboriginal Engagement Consultant / Partnerships Manager to provide support to SALHN in establishing new relationships between Aboriginal and non-Aboriginal staff, as well as external Aboriginal community-controlled organisations and other mainstream non-profit organisations to have shared care for patients and consumers of SALHN.	December 2023	CPO
Aboriginal consultants will be included on all working groups supporting the Southern Re-development and Clinical Services Plan.	February 2024	Executive Director Medical Services (EDMS) and EDAH
Recruit, orientate and support community and Elder decision-making mechanism (via new Aboriginal community engagement strategy).  Hold Regular bi-monthly Nunga Lunches / quarterly Community forums with links to Senior Managers and Executive across SALHN.	November 2023	EDAH
Establish an Experts by Experience Register (listing their interest/expertise) to show respect for culture and lived experience in Aboriginal people.	July 2024	CSO



## ACTION 2:

Develop a business register for partnership organisations.

Deliverable	Timeline	Responsibility
List key Aboriginal consultants for key projects/developments	August 2023	Executive Director, Infrastructure and Digital (EDID) and CSO
Recruit an Aboriginal community engagement/partnerships manager position	August 2023	
Develop a SALHN Aboriginal e-Newsletter: internal and external and aim to provide editions quarterly to keep stakeholders and community up to date with how SALHN is working with Aboriginal community and to maintain transparency.	July 2023	Chief Financial Officer (CFO)
Community health promotion and education program – work together with Aboriginal and Torres Strait Islander stakeholders and organisations to achieve best outcomes for Aboriginal community.	October 2023	EDAH

## ACTION 3:

Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander and other Australians.

Deliverable	Timeline	Responsibility
Maintain the Aboriginal Communications and Events Working Group (ACE WG).	Ongoing	EDAH/EDAHICS
Organise regular SALHN cultural events including an annual SALHN event for NRW.	May 2024	EDAH
Register our NRW event via Reconciliation Australia's NRW website.	May 2024	EDAHICS
Support staff participation in external events for NRW.	May 2024	CPO
Organise for all sites/wards/divisions to participate in a 'competition' of the best designed Reconciliation space... a reward will be given to 1st, 2nd and 3rd place. Include in Exec Emails and promote competition with award for best dressed ward during National Reconciliation Week judged by Exec panel.	July 2024	Executive Director of Nursing and Midwifery (EDONM)
Hold an Annual BBQ in the FMC courtyard. Invite the broader community members, including children and family, extended family members.		
Throughout NRW, engage Reconciliation advocates or Ambassadors (non-Aboriginal staff who will promote and advocate for Reconciliation and healthy relationships for all Australians and across all cultures.)	May 2024	EDAH



## ACTION 4:

Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Responsibility
Conduct a baseline review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2023	CPO
Develop, implement, and communicate an anti-discrimination policy for our organisation.	June 2024	CSO
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on the development and execution of the new anti-discrimination policy.	February 2024	CPO
Address institutional racism and unconscious bias by offering senior leaders the mandatory SA Health's Aboriginal Cultural Learning Framework, level 2 (applying culturally appropriate practices in a work setting) and 3 (mobilising change) training program, with an estimated 940+ senior staff to complete by 2025.	September 2023	CPO

## ACTION 5:

Continue to raise internal and external awareness of our RAP to promote reconciliation across our business and broader sector.

Deliverable	Timeline	Responsibility
Display in wards/services/foyers, main entrances a Map of Aboriginal Australia so patients and consumers can identify where they are from and their language group.	December 2023	EDID
Open Reconciliation Awards Nominations by identifying committed individuals to achieving Reconciliation across the organisation, i.e., Reconciliation Champions / Ambassadors, Advocates, etc.	December 2023	EDONM
Develop an Ongoing project for staff to be interviewed (short videos) on 'What reconciliation means to me'.	July 2023 and bi-annually	EDAHICS



# Respect



SALHN is committed to demonstrating a deep respect for Aboriginal and Torres Strait Islander peoples' and we believe that having a comprehensive understanding of historical factors and how these impacts on the social determinants of health, is an important aspect of introducing new ways of working to better improve health outcomes for Aboriginal and Torres Strait Islander people.

Since our last RAP, we have been on a journey, managing through the COVID-19 pandemic and seeing changes in leadership which impacted on achieving our previous deliverables.

As an organisation with new leadership and an expanding Aboriginal Health Division, we have established good governance and maintain a strong focus on cultural respect, we have embarked on a new journey with contracting an Aboriginal organisation to deliver our SA Health Aboriginal Cultural Learning Framework – Level 2 and 3 Cultural learning program.

This program is mandatory and delivered primarily to senior staff across the organisation, with an emphasis on reflection of 'work practice' and 'mobilising change' to ensure that policies, procedures and everyday work practices are considerate of Aboriginal people and that their health care needs are met in an equitable way.



## ACTION 6:

Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.

Deliverable	Timeline	Responsibility
To expand on the implementation of our Aboriginal cultural learning training program for broader staff, with a strategic plan for having a Train the Trainer program to ensure the continuation of training, delivered by SALHN Aboriginal staff.	October 2023	CPO
Organise an annual SALHN event for Closing the Gap Day.	May 2024	EDAHICS
Support staff participation in external events such as Closing the Gap day, National Apology Day, National Sorry Day, etc.	May 2024	EDAH
Host a screening from the Reconciliation Film Club.	May 2024	EDAH
Promote Reconciliation Australia's Share Our Pride online tool to all staff.	May 2024	EDAH
Monitor and encourage staff engagement in the Cultural Awareness Training and review as part of PR&D processes.	July 2023	CPO
Provide opportunities to AHSC, RAP Champions, HR Managers and other key leadership members and other staff to participate in cultural training and evaluate organisational change.	August 2023	CPO
Develop an evaluation tool pre- and post- cultural learning training to monitor and measure organisational change.		CFO
Coordinate cultural engagement workshops bi-annually, including Kurna Language sessions by local Southern Kurna residents.	October 2023	EDAH
Kurna Naming project to include the renaming of the Animal lifts, i.e., Duck, Frog, Butterfly, etc.	December 2023	EDID and CSO



## ACTION 7:

Increase visibility of Aboriginal and Torres Strait Islander cultures and make this more prominent across the network.

Deliverable	Timeline	Responsibility
Display the Aboriginal and Torres Strait Islander flags, artworks and language maps across all SALHN sites.	August 2023	CFO
Commence a Kurna Dual Naming Project in conjunction with local Traditional Owners to name rooms in Kurna language, including entrances to all SALHN sites, relevant wards, etc.	December 2023	EDAH
Commission local Kurna Artist to develop Artwork to be used as SALHN Corporate brand and used on promotional materials, vehicles, t-shirts, lanyards, letterheads, scrubs, etc.	August 2023	CFO/EDAH
Commence Yarning Circle Project to be built near the 'Dancing Spirits' sculpture or other central gathering site – as well as a walking trail with native plants/garden. Following community Elders feedback from 2015.	August 2024	EDID
Establish a welcoming space with a permanent Aboriginal Family Birthing Program with Women's and Children's division, to be a priority for SALHN in promoting commitment to First Nations connection to culture and reducing risk of High-Risk Infants through culturally responsive Aboriginal-led team that reduces the stigma associated with alcohol, tobacco and other drug use and has a parenting capacity building focus.	December 2023	EDMS/EDONM/EDAH

## ACTION 8:

Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgment of Country, to ensure there is a shared meaning.

Deliverable	Timeline	Responsibility
Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	December 2023	EDAH
Develop a Southern Kurna 'Welcome to Country' register as well as cultural experts and advisors.	August 2023	EDAH
Ensure an Acknowledgement of Country is displayed at all main entrances to facilities across the network.	December 2023	EDAH
Divisional / Committee's Acknowledgements of Country protocols to be reviewed and all areas to be tailored to more meaningful and specific to division/committee priority area.	February 2023	CSO
Create a schedule for 'cultural engagement workshops' to achieve better understanding. i.e., Learning to speak the acknowledgement in Kurna language – as well as phonetics and key words relating to health, Artefact making workshops, Yarns with Elders sessions, Aboriginal Traditional healing/medicine in Aboriginal health care, etc.	December 2023	EDAH



## ACTION 9:

Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week – and industrial support to be made very visible.	August 2023	CPO
Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.	July 2024, 2025	CPO
Hold SALHN-specific NAIDOC celebrations for staff and patients accessing services.	July 2024, 2025	EDAHICS
Coordinate community BBQ with Senior management/Exec attendance.	July 2024, 2025	CFO
Extend invitation to all staff to attend and support NAIDOC activities in SALHN.	July 2024, 2025	CPO
Extend invitation to all SALHN Governing Board members and staff to attend and support NAIDOC activities across the organisation.	July 2024, 2025	CPO
Nominate as an organisation for the SA and National NAIDOC Awards when successful deliverables are met.	June 2024	EDAH



# Opportunities



Aboriginal and Torres Strait Islander peoples, organisations, and communities are vital partners of ours. We will ‘listen, act, make better...together’ with our Aboriginal and Torres Strait Islander patients and stakeholders to progress the health and wellbeing of Aboriginal and Torres Strait Islander South Australians.

SALHN believes that creating opportunities for Aboriginal and Torres Strait Islander peoples’ economic development is a crucial step towards their economic independence, which will address the long-term structural barriers experienced by First Australians. We highly value the importance of a diverse and inclusive workforce and increased supplier diversity, as they provide many advantages for both Aboriginal and Torres Strait Islander peoples and community and the organisation employing them.

**Building our capacity in this area means:**

- actively seeking opportunities for Aboriginal and Torres Strait Islander consultants and contractors to be involved in current and future projects by developing a register of preferred service providers

- developing a SALHN specific Aboriginal Workforce Development Plan that ensures recruitment, retention and the increase of our Aboriginal workforce are supported across all areas of the organisation including Nursing cadet program, Administration traineeships and quarantined positions for Aboriginal identified roles.

With the appointment of the new EDAH, the development of a new Aboriginal and Torres Strait Islander Health Equity strategy also highlights the priority areas that have strategies that address the increased effort for SALHN to support workforce and embed the workforce measures commitment aligned to the SA Implementation Plan on the National Agreement on Closing the Gap.





## ACTION 10:

### Improve and increase employment opportunities for Aboriginal and Torres Strait Islander peoples.

Deliverable	Timeline	Responsibility
Develop and actively implement actions of SALHN's Aboriginal Workforce Development Plan 2023-2025.	September 2023	CPO
Review HR procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	November 2023	EDAH and CPO
Educate managers regarding the Aboriginal Employment Register and how to access it.	September 2023	CPO
Develop a professional mentoring network to support career progression and development of Aboriginal and Torres Strait Islander staff and non-Indigenous staff.	December 2024	CPO
Develop formalised professional support program for Aboriginal and Torres Strait Islander staff across SALHN.	November 2023	EDAH and CPO
Identify the career aspirations and skillset of our current Aboriginal and Torres Strait Islander staff to inform future employment and capacity building opportunities, and support career progression.	November 2023	CPO
Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.	November 2023	CPO
Conduct Active promotion and engagement regarding the Aboriginal Nurse Cadetship program, including reviewing Aboriginal Administration Traineeships to increase opportunities through quarantined (ongoing) positions across the organisation.	December 2023	CPO
Scope opportunities for additional resources with an aim for expanding the Cadetship program to include Administration, Allied Health assistants (physio, speech pathology, social work, occupational therapy), etc. Targeting 20 cadets for completion of program by December 2025.	December 2023	CPO / EDAHICS and EDONM
Ensure equity for recruitment and retention (strategy) that highlights flexibility by offering multi-classified roles for Aboriginal and non-identified (mainstream) positions, i.e., ASO/AHP/RN.	December 2023	EDAH
Develop SALHN specific Aboriginal Expression of Interest register on eRecruitment priorities for recruitment before advertising and mandating the use of the Aboriginal Employment Register.	February 2024	CSO
Ensure All divisions across the organisation quarantine funding for Aboriginal positions for increasing the Aboriginal workforce in all areas with an aim to reach >2% by 2025. Inclusive of Medical positions, leadership and governance roles, etc.	December 2024	CPO



## ACTION 11:

Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.

Deliverable	Timeline	Responsibility
Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	September 2023	CFO
Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and/or Torres Strait Islander owned business.	October 2023	CFO
Develop a "Preferred Aboriginal Service Providers list, i.e., consultants, catering, etc.	February 2024	CFO
All Recruitment processes for SALHN to involve Aboriginal or Torres Strait Islander members as part of the interview panel or developing interview questions to be included with benchmark indicators for culturally safe candidates.	December 2023	CPO
During NAIDOC hold a community fair in courtyard, encourage suppliers to have a stall, selling their goods and promote their businesses.	July 2024	EDONM

## ACTION 12:

Develop an Aboriginal Health Strategy, including explicit focus on a targeted approach to health service improvement and health outcome improvement, for SALHN in partnership with Aboriginal and Torres Strait Islander consumers and community.

Deliverable	Timeline	Responsibility
Develop an Aboriginal and Torres Strait Islander Health Equity Strategy.	October 2023	EDAH
Measure health outcomes in the southern Adelaide Aboriginal and Torres Strait Islander population for monitoring and reporting, as per development of a data dashboard.	October 2023	EDAH
Develop a Traditional Healing Model of Care – providing options for access and referral to Ngangkari (traditional healers) particularly relevant to holistic health including mental health presentations.	March 2024	CSO
Create Aboriginal Safe Spaces (Cultural Hubs) across different sites, i.e., Yarning Circles, Aboriginal-designed garden in the Courtyard at FMC.	December 2024	CFO
To address the holistic health needs of patients with co-morbid substance use and health issues, aim to increase collaboration with the Drug and Alcohol Services South Australia (DASSA). This will involve improving communication and referral pathways, particularly for issues related to alcohol and other drugs (AOD). Our goal is to enhance the multi-disciplinary services and provide more comprehensive care for patients, addressing both their physical and mental health needs.	December 2024	EDMS



### ACTION 13:

Implement improvements and practice change that support our achievement of the Australian Commission on Safety and Quality in Health Care’s, National Safety and Quality Health Service Standards (NSQHS) Second Edition, and the six focused actions on improving service delivery for Aboriginal and Torres Strait Islander patients.

Deliverable	Timeline	Responsibility
Complete gap analyses of our current practices in relation to achievement of the NSQHS standards second edition.	June 2023	EDAH
Develop and implement an AHPRA Cultural Safety Project that is consistent with registration requirements.	July 2025	EDAHICS
Ensure the impact of changes in service delivery, design and the care environment consider the impact to Aboriginal and Torres Strait Islander Health.	August 2023	CSO
Initiate Aboriginal Health Community Forums with the presence of CEO and Board Chair at least twice a year.	August 2023	EDMS

### ACTION 14:

Improve the health outcomes of Aboriginal and Torres Strait Islander peoples through the participation in relevant clinical research.

Deliverable	Timeline	Responsibility
Actively participate and partner in research: <ul style="list-style-type: none"> <li>Addressing Racism in SA Health (SAHMRI)</li> <li>Improving Indigenous Maternal and Child Health (SAHMRI).</li> </ul>	June 2024	EDAH
Provide Organisational coordination of Aboriginal research around Aboriginal health in SALHN (including Aboriginal led research).	December 2023	EDMS
Actively promote, escalate and increase research projects with common chronic conditions in Aboriginal communities, i.e., Cancer, Diabetes, Kidney-related, etc.	December 2023	Clinical Director, Medicine, Critical Care (CDMCC)

### ACTION 15:

Acknowledgement of Sovereignty of Aboriginal people and prioritisation of health care needs.

Deliverable	Timeline	Responsibility
SALHN will actively promote and acknowledge sovereignty by developing and implementing a policy and procedure to ensure that Aboriginal patients do not wait for clinical care longer than clinically recommended.	December 2024	EDMS



# Governance



SALHN is dedicated to ensuring that appropriate governance reflects the necessary process to reach optimal results with each of the actions identified in the RAP. SALHN acknowledges that reconciliation requires a system-wide responsibility and that achieving equity and closing the gap commitments is accomplished and influenced by exemplary leadership.

In our efforts to transform our organisation, we have several mechanisms in place to coordinate different aspects for reconciliation, including offering mandatory cultural training for our senior leaders, delegating executive leads for RAP actions and having a Reconciliation Working Group, that reports to the SALHN Aboriginal Health Steering Committee, which is chaired by the CEO.

As we embark on a new journey, with new leadership, we emphasise that Aboriginal and Torres Strait Islander health, and achieving reconciliation is everyone's business.



## ACTION 16:

Actively monitor RAP development and implementation of actions, tracking progress and reporting.

Deliverable	Timeline	Responsibility
AHSC actively monitors the development, launch and implementation of our RAP.	Quarterly reports on implementation, monthly monitoring AHSC.	CEO and EDAH
Meet monthly and formally twice a year to review each element of the RAP and its progress in detail.		CEO and AHSC
Ensure Aboriginal and Torres Strait Islander people are represented on AHSC and reviewed annually.		EDAH and CEO
Align the RAP deliverables to strategic plans across all divisions within the organisation, eg Excellence Framework, Equity Strategy, Health Services Plan.		EDAH
Quarterly SALHN RAP – Report Cards for consumers and broader community.		CSO
Each service holds a copy of the SALHN RAP which is visible and include the tracking of progress achieving success or lack of strengthen governance and systematic measures via reporting mechanisms that are embedded throughout the whole organisation.		CSO and CPO
Provide resources to manage the development, implementation and tracking of the RAP. Explore potential for appointment of a dedicated RAP Coordinator, 0.5 FTE.		CFO

## ACTION 17:

Report RAP achievements, challenges, learnings and improvements to Executive and Board.

Deliverable	Timeline	Responsibility
Annually report to Executive, including results of RAP Impact Measurement Questionnaire.	February 2024	CEO and EDAH
Ensure SALHN – RAP Champions report annually to Board, including results of RAP Impact Measurement Questionnaire.	March 2024	CEO and EDAH
SALHN CEO to develop a clear statement about organisational commitment to achieving Reconciliation.	April 2023	CEO
SALHN Governing Board to develop and release a clear statement about organisational commitment on efforts to achieve Reconciliation.	April 2023	CSO
Non-Aboriginal staff in SALHN ie; Nursing Unit Managers/Directors, Head doctors be nominated as SALHN Reconciliation champions/ representatives and acknowledged with their photos and badges, to share positive stories.	August 2023	EDONM
Report through internal Executive updates for all staff in the organisation, including external community/consumers via Report cards and SALHN Aboriginal e-Newsletter.	December 2023	EDAH



## ACTION 18:

Report RAP Achievements, challenges and learnings to Reconciliation Australia.

Deliverable	Timeline	Responsibility
Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2024 June 2025	EDAH
Investigate participating in the RAP Barometer.	May 2024	EDAHICS
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	August 2025	CEO
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 30 September, annually.	August 2024	CEO

## ACTION 19:

Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverable	Timeline	Responsibility
Publicly report our RAP achievements, challenges and learnings to SA Health, all staff, Aboriginal and Torres Strait Islander stakeholders and local communities via Communications and Engagement plan mechanisms.	September 2023 September 2024	CSO
Aboriginal and Torres Strait Islander Health Steering Committee to continue to monitor progress of RAP Achievements and opportunities to reflect on challenges through Executive Updates.	December 2023	Two Executive Leads (Co-Chairs, CEO and EDAH)

## ACTION 20:

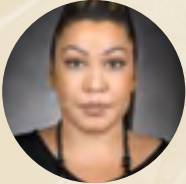
Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Responsibility
'Register via Reconciliation Australia's website to begin developing our next RAP' (six months prior to expiry of this RAP - i.e. March 2025).	March 2024	CSO
Draft Next RAP	Nov 2025	CSO
Send Draft RAP to Reconciliation Australia for review and feedback	Dec 2025	EDAH
Refine RAP based on Reconciliation Australia feedback	Jan 2026	CSO
Submit to SALHN Executive for approval to send to Board	Feb 2026	EDAH and CSO
Submit to SALHN Board for endorsement	March 2026	CEO
Submit to Reconciliation Australia for formal endorsement	April 2026	EDAH
Launch new RAP	May 2026	SALHN Board and Executive Lead: CEO

## Key for Responsibilities

CEO	Chief Executive Officer
CFO	Chief Finance Officer
COO	Chief Operating Officer
CPO	Chief People Officer
CSO	Chief Strategic Officer
EDAH	Executive Director Aboriginal Health
EDAHICS	Executive Director, Allied Health Intermediate Care Services
EDID	Executive Director Infrastructure Services Digital Health
EDONM	Executive Director Nursing and Midwifery
EDMS	Executive Director Medical Services

## Contact details



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Southern Adelaide  
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