



Reconciliation Action Plan April 2022 - April 2024



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Acknowledgements

We acknowledge the Traditional Custodians of the land on all Austin Health sites. We pay our respects to Elders past, present and emerging and to all Aboriginal and Torres Strait Islander Peoples.

Thank you to Mirriyu Cultural Consulting for providing knowledge and guidance throughout the development of our Reconciliation Action Plan.

The artists who allowed us to share their works with you in this RAP:

Trish Woodcock, Wiradjuri,
My Mother's Memory 'BURRAA', 2021 (page 15)

Anthony Turnbull, Mithaka,
(in conjunction with students from Chinchilla State High School)
Chinchilla on Charlies, Commissioned in 2017 to commemorate the launch of Broadspectrum's RAP 2018-2021 (page 15)

Gary Saunders 'RAP artwork' for Austin Health, displayed on our MRI Linac (page 23)

We are proud to have partnered with the following Aboriginal and Torres Strait Islander suppliers:

Photographer: Tiffany Garvie
Artwork: Gary Saunders
Graphic Design: Dreamtime Art Creative Consultancy
Printing: Indigi-Print

Note:

Aboriginal and Torres Strait Islander Peoples should be aware that this publication may contain the images and names of people who have passed away.

If you would like to learn more about our Reconciliation Action Plan, contact:

Diversity&Inclusion@austin.org.au

About our artwork



The artwork featured in this document was designed by Gary Saunders, a proud Bangerang, Yorta Yorta, Wiradjuri and Dja Dja Wurrung man born in Mooroopna. Gary is an artist, graphic designer and musician.

Gary explains that the artwork represents the three major sites of Austin Health: the large circle the main site; the other circles the smaller sites. The staff are represented by the symbols around the outside of the large circle. The lines within each circle are the clients, while in between each

of the circles we see the pathways of teaching and research that link each of the sites and contribute to high quality person-centred care. The different designs throughout the 'site circles' represent the many services and programs that Austin Health provides the community.

The background represents collaboration. Gary worked with children from Austin Health's childcare centre who drew the design. The children's foot and hand prints denote the strength and future of Austin Health.



A message from our CEO

I am delighted to present Austin Health's Innovate Reconciliation Action Plan (RAP) 2022-24.

As a leading Victorian health care provider, we deliver safe, equitable and reliable care to our diverse community and support patients and their loved ones through their health journey. Key to this is ensuring that the most vulnerable and disadvantaged people have equal access to quality and compassionate care.

This RAP outlines our commitment to reconciliation and articulates the steps we will take to improving the health and wellbeing of Aboriginal and Torres Strait Islander Peoples.

Through the process of developing this RAP and consulting with our people and community, we have reflected on what we have achieved as an organisation and the long journey that we still have ahead. We recognise the importance of understanding the past, reflecting on the present and identifying future actions to ensure that we can advocate for change and truly contribute to reconciliation in a significant and impactful way. We appreciate the importance that partnerships play in our vision for reconciliation and how critical it is to listen to our Aboriginal and Torres Strait Islander patients and families and ensure that we move away from a "one size fits all" approach to healthcare.

The development of our RAP has been a 12-month process that has been strengthened by the rich and open feedback that we received from our staff and community stakeholders. I extend my thanks to all those who contributed, and I would like to acknowledge the Aboriginal and/or Torres Strait Islander Peoples who shared their stories, provided feedback and guided us in the development of this plan.

I look forward to progressing our journey towards reconciliation, bringing our vision to life, and making a meaningful and authentic contribution to improving the health and wellbeing of Aboriginal and Torres Strait Islander Peoples.



Adam Horsburgh
Chief Executive Officer
Austin Health



A message from Reconciliation Australia

Reconciliation Australia commends Austin Health on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Austin Health to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Austin Health will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Austin Health is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

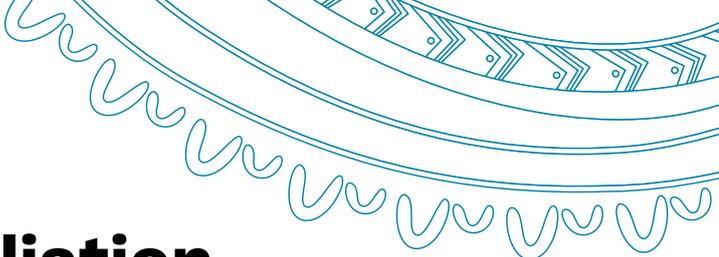
Implementing an Innovate RAP signals Austin Health's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Austin Health on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our vision for reconciliation

Our vision for reconciliation is one where all Aboriginal and Torres Strait Islander Peoples have access to just, equitable and culturally safe healthcare. We will contribute to this vision and to reconciliation outcomes more broadly by:

- Embedding the voices and perspectives of Aboriginal and Torres Strait Islander Peoples into the co-design of culturally safe and appropriate care.
- Building strong and enduring relationships with Aboriginal and Torres Strait Islander Peoples including community stakeholders, suppliers and our employees.
- Creating an environment across all our sites where Aboriginal and Torres Strait Islander Peoples are welcomed, valued and respected.
- Truth telling and improving institutional knowledge and understanding of the traumatic impact of unjust policies, practices, structures and racism on health outcomes for Aboriginal and Torres Strait Islander Peoples.

Our business

Austin Health is one of Australia's major health services. Based in Melbourne's north-east, our hospitals include Austin Hospital (incorporating the Olivia Newton-John Cancer Wellness & Research Centre), Heidelberg Repatriation Hospital, and Royal Talbot Rehabilitation Centre. We serve one of the fastest growing regions in Melbourne with a combined population of some 350,000 people. There are approximately 2,200 Aboriginal and Torres Strait Islander Peoples who live in our catchment area.

We provide health services in community locations and at home, through our Health and Rehabilitation Centre, Health Independence programs, our strong mental health and Hospital in the Home services. We offer specialist care for cancer, infectious diseases, obesity, liver transplant, spinal cord injury, intensive care medicine, neurology, endocrinology, mental health and rehabilitation.

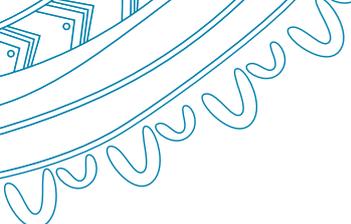
We are internationally recognised for our teaching, professional education and training. We have affiliations with 16 universities and four TAFEs and are the largest training provider for specialist physicians and surgeons in Victoria. We are a renowned centre of excellence for hospital-based research. Austin LifeSciences brings together more than 800 researchers and leading research institutes including: Austin Medical Research

Foundation, Florey Institute of Neurosciences and Mental Health, Institute for Breathing and Sleep, Olivia Newton-John Cancer Research Institute, Parent-Infant Research Institute and the Spinal Research Institute.

We also provide state-wide services to residents across Victoria including the Acquired Brain Injury Unit, Austin Toxicology Service, Victorian Liver Transplant Unit, Victorian Poisons Information Centre, Victorian Respiratory Support Service and Victorian Spinal Cord Service. This year we will also launch a new state-wide service that will provide the community with access to MRI-guided radiation therapy.

Last financial year, we handled 110,298 inpatient admissions, 86,498 emergency presentations and 5,867 telehealth consultations. We employ close to 10,000 staff and are supported by an army of over 500 volunteers, including two volunteers who identify as Aboriginal and/or Torres Strait Islander.

We currently employ 44 Aboriginal and/or Torres Strait Islander staff across a range of workforces including medical, nursing, mental health, allied health, pathology, patient services and corporate support. Our ongoing commitment to the employment of Aboriginal and Torres Strait Islander employees is supported by our Aboriginal Employment Plan 2021-24.



Our Reconciliation Action Plan

We are committed to providing culturally safe and reliable care to our community. Our reconciliation journey began in 2005 with the creation of our Ngarra Jarra Aboriginal Health team that supports Aboriginal and Torres Strait Islander patients and their families to navigate the hospital system in a culturally safe way. That team continues to provide support to patients and families. We have since formalised our commitment to reconciliation through our Closing the Gap Governance Committee, our Aboriginal employment plans and our Reflect Reconciliation Action Plan.

Advancing our commitment to reconciliation

We have a deep commitment to building on the work that has commenced across the organisation with our Reflect RAP. It has become clear through our consultation process that we need to advance our reconciliation journey through the development and implementation of an Innovate RAP.

Our Innovate RAP will guide our priorities and ensure that we are focussing on initiatives that our community and our people believe will have the greatest impact on our Aboriginal and Torres Strait Islander patients, families and employees. It has been developed in consultation with our people including Aboriginal and Torres Strait Islander employees, Austin Health Board and Executive, Closing the Gap Steering Committee and RAP Working Group. We also received input from 150 staff through consultation sessions and an online survey.

We have also consulted with our local community, including the Traditional Owners of the land in which our three main sites are located – the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation. We are committed to building trusted and respectful relationships with our Traditional Owners and are grateful for their feedback on our plan.

Clear themes and opportunities were identified throughout the consultation process. These have been addressed through the deliverables outlined in this document. These themes include:

- the importance of providing a safe place of care for our patients
- creating a culturally welcoming environment across our sites
- building trust and understanding with Aboriginal and Torres Strait Islander patients, families and community groups.

Our people also see a need to focus on attracting, celebrating, retaining and developing Aboriginal and Torres Strait Islander staff. We recognise that providing meaningful employment opportunities for Aboriginal and Torres Strait Islander Peoples will significantly enhance the care that we provide our Aboriginal and Torres Strait Islander patients and improve the experience for patients, families and communities who support them through their health journey. While there are initiatives in our RAP that support our focus on employees, our three-year Aboriginal Employment Plan 2021-24, is a key driver of our employment initiatives. In developing the plan, we consulted across our workforce, including with our Aboriginal and Torres Strait Islander staff and we hope the plan will position Austin Health as an employer of choice for Aboriginal and Torres Strait Islander Peoples.

We are also committed to supporting Aboriginal and Torres Strait Islander businesses through procurement opportunities and developing strong collaborative relationships with suppliers. We commenced a number of initiatives as part of our Reflect RAP and we look forward to building on these as we implement our Innovate RAP.

Strong governance

In 2018, we established a Reconciliation Action Plan Reference Group to guide and inform the development of our Reflect RAP. This group transitioned into a RAP Working Group who were responsible for monitoring and reporting progress made.

In developing our Innovate RAP, we decided to broaden the membership of the working group so that it was more reflective of a cross-section of our workforce. All working group members attended a consultation session and have been actively involved in identifying and discussing our action plan.

The current RAP working group members are:

- Mirriyu Cultural Consulting (Consultant)
- Chief Operating Officer & Deputy CEO (Working Group Chair)
- Director Patient Safety & Clinical Excellence
- Director Employee Relations Diversity & Inclusion
- Group Procurement Manager
- Team Leader, Ngarra Jarra Aboriginal Health Unit
- Nurse Unit Manager, Renal
- Manager, Clinical Nursing Education
- Service Delivery and Improvement Manager (Mental Health)
- Aboriginal Employment Coordinator
- Registered Nurse (Emergency Department)

In addition to our RAP Consultant, we have two Aboriginal employees who are members of our RAP Working Group. Although we do not have a formal external Aboriginal and Torres Strait Islander Advisory Group, we consult with key Aboriginal and Torres Strait Islander stakeholders, including Traditional Owners. The Chief Operating Officer & Deputy CEO currently provides Executive oversight as Chair of the RAP Working Group which reports directly into the Austin Health Executive.

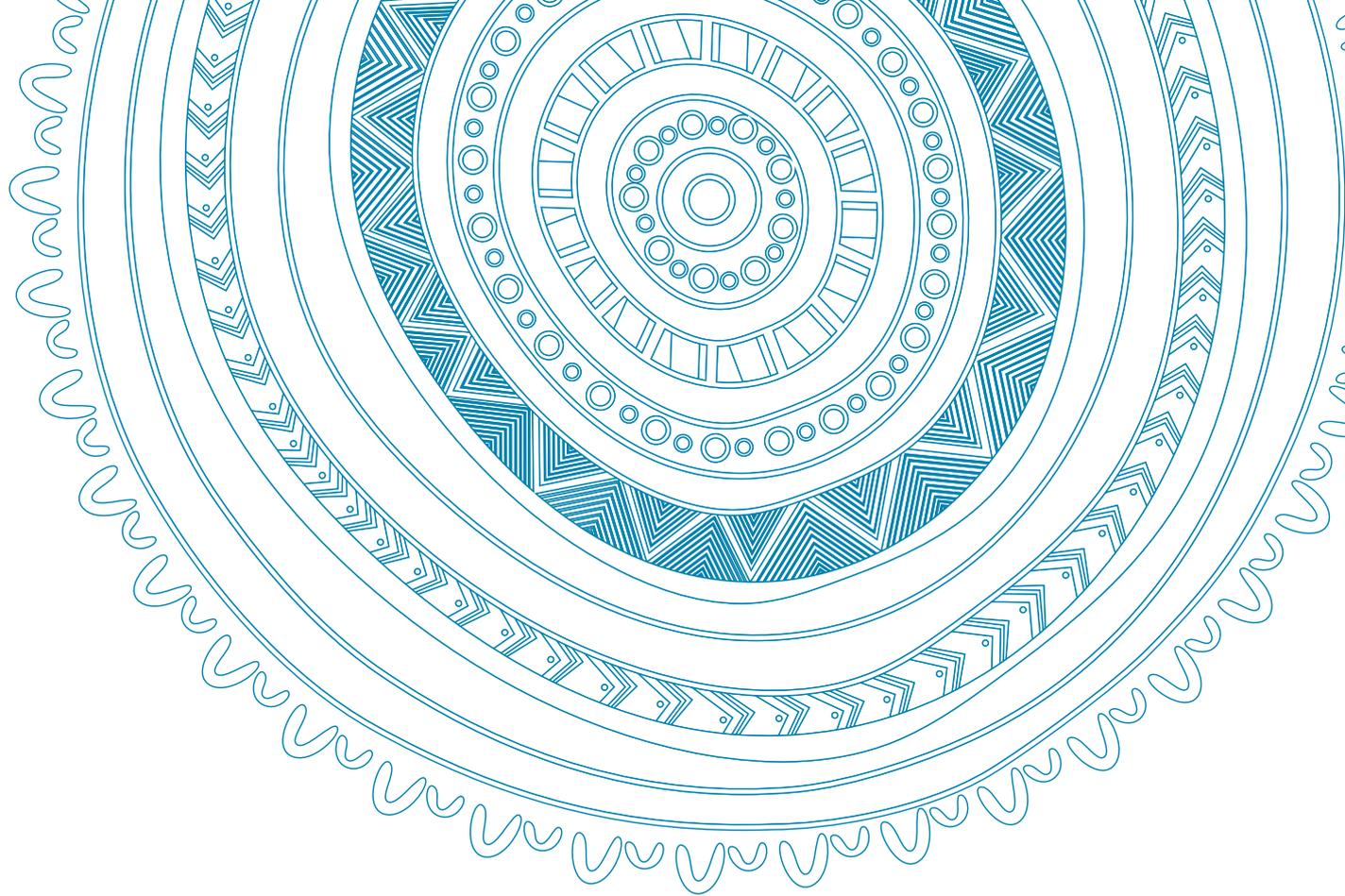
Following the launch, the Executive Director Strategy, Performance and Improvement will provide Executive oversight of the implementation of our Innovate RAP.

Reflections on our first RAP

We have learned valuable lessons from building and implementing our Reflect RAP. These learnings have informed the development of our Innovate RAP and will guide its implementation.

Our reflections include:

- Being realistic about what we have set out to achieve so that we deliver on our commitments
- Ensuring our Aboriginal and Torres Strait Islander staff and stakeholders guide us on our reconciliation journey
- The importance of sponsorship and support from the highest levels of the organisation
- Appreciating that we have dedicated and passionate staff who expect us to stretch ourselves and progress our reconciliation journey
- Ensuring that responsibility for RAP actions are broadly allocated across the organisation to leverage the strengths and subject matter expertise of staff
- Providing dedicated resources and strong governance to the implementation process.



Our reconciliation journey

Since developing our Reflect RAP, we have implemented a range of initiatives that have focused on improving the experience of our patients, our community and our workforce:

- Created two new dedicated roles for Aboriginal staff - an Allied Health Assistant and Aboriginal Employment Coordinator. The Allied Health Assistant sits in the Ngarra Jarra team and the Aboriginal Employment Coordinator sits within People & Culture.
- Launched a refreshed organisational-wide cultural awareness training program which is mandatory for all new employees.
- Hosted a week-long Careers in Health program for three Aboriginal and Torres Strait Islander secondary school students providing opportunities for them to explore a range of clinical roles across medicine, nursing, allied health therapies and sciences.
- Provided cultural awareness training to more than 40 senior leaders including our Executive team.
- Developed and launched new policy guidelines for the use of Welcome to Country and Acknowledgement of Country.
- Participated in the Barring Djinang Internship Program (managed by Careers Trackers and the Victorian Public Sector Commission) providing an opportunity for a university student studying psychology to obtain valuable work experience across Mental Health, Psychology and People & Culture.
- Established a social procurement strategy currently in use for all relevant tenders. There is a 5 per cent weighting given to organisations that have initiatives in place that support Aboriginal and Torres Strait Islander businesses and employment opportunities.
- Leveraged the Supply Nation database to directly invite Aboriginal and Torres Strait Islander businesses to respond to tender opportunities at Austin Health.



Honouring our Aboriginal veterans

Austin Health acknowledges Aboriginal and Torres Strait Islander veterans from all over Australia who have valiantly served in all major wars. We celebrate their strength, courage and loyalty. We acknowledge with deep regret that Aboriginal and Torres Strait Islander veterans have not received the recognition, support and rights of other returned soldiers.

After WW1 and WW11 they were not granted veteran's pensions, welcomed in RSL clubs or given soldier settlements.

We have learnt from our consumers that family members who served as officers were stripped of their rank in the final days of the war. There are other distressing accounts of Aboriginal men returning from war to find their children had been forcibly removed under the Assimilation Policy.

We are committed to truth telling and acknowledging the injustices and discrimination experienced by Aboriginal veterans. Our RAP commits us to recognising Aboriginal and Torres Strait Islander veterans at our yearly ANZAC Day and Remembrance Day services, as well as involving Aboriginal Peoples in these events. We're honoured to fulfill these commitments.

Our Heidelberg Repatriation Hospital has a long and proud history of caring for veterans and this year celebrated 80 years of continuous service.

Our 2020 Remembrance Day service at Heidelberg Repatriation Hospital coincided with NAIDOC Week, as it was re-scheduled due to the pandemic. This was a unique opportunity for us to pay tribute to Aboriginal and Torres Strait Islander soldiers and share their stories.

At this service, Veteran's Liaison Officer, Robert Winther, told the story of Victor George Murray who enlisted in 1940 and was drafted as a sapper, or combat engineer. Victor was a proud Ngemba man from Brewarrina Mission. A striking portrait of Uncle Victor has been painted on the old water tank in Hay, New South Wales, by internationally renowned artist Matt Adnate. He has been remembered as an extraordinarily talented man.

Victor is the great uncle of Elder Julie Peers who was present at our Remembrance Day service. Julie described it as "the most respectful tribute and acknowledgment of Aboriginal veterans that I've experienced".

At our ANZAC day service last year, a wreath honouring all Aboriginal and Torres Strait Islander veterans was laid by Aunty Marlene Scerri and Julie Peers.

Aunty Marlene is a member of the Gunai Nation Family Clan group from Lake Tyers and is actively involved in the Aboriginal and Torres Strait Islander Veterans and Services Association. Her father served in WW11 and was treated at Heidelberg Repatriation Hospital for his war injuries.

At the end of the war when soldier settlements were being allocated, Aboriginal land at Lake Tyers was taken and allocated to white soldiers.

Over 1,000 Aboriginal and Torres Strait Islander men from every state and territory served in WW1 despite not being entitled to enlist until late 1917. For many Aboriginal men it was the opportunity to receive equal pay for the first time in their lives that motivated them to enlist. It is estimated that 3,000 Aboriginal and Torres Strait men and women served in WW11 and played a vital role particularly in the defence of Northern Australia.

There are a number of artworks at our Heidelberg Repatriation Hospital that celebrate and pay tribute to the contribution of Aboriginal and Torres Strait Islander soldiers. Reg Saunders who served in WW11 was the first Indigenous Australian to be commissioned as an officer and is memorialised in a stained-glass portrait.

Chris Saunders and Frederick Lovett are honoured in the large mosaic "Gunditjmara Warriors" by artist Simon Normand, preserving their legacy for future generations. Descendants of Chris Saunders and Frederick Lovett, along with other children from St Pius X Primary School in West Heidelberg, assisted in the creation of the 5-metre-high tribute and were present along with other members of the Saunders and Lovett families at the unveiling.



Relationships

In order to provide high quality care to our patients and our community we need to understand our patients, the impact of past injustices and racism and work in partnership to support their journey through our organisation. The key foundation to any strong partnership is to build strong, trusted and enduring relationships.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Meet with local Aboriginal and Torres Strait Islander stakeholders, organisations including Traditional Owners to develop guiding principles for future engagement	January 2023	Chief Allied Health Officer
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations	April 2023	Chief Allied Health Officer
	Meet with local stakeholders and Aboriginal community health organisations to identify the local health needs of Aboriginal and Torres Strait Islander Peoples with a view to creating purposeful and effective partnerships	January 2023	Team Leader, Ngarra Jarra Program
	Invite Traditional Owners and local Elders to meet with the Board and Executive team for an annual lunch	March 2023 March 2024	Chief Executive Officer
	Divisional Directors to meet annually with a key stakeholder or Aboriginal health provider to better understand each other's key priorities, share relevant information and strengthen relationships.	November 2022 November 2023	Chief Executive Officer
2. Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff and volunteers via internal channels to help build awareness, understanding and participation	May 2022 May 2023	Director, Corporate Communications
	RAP Working Group members to participate in an external NRW event	27 May - 3 June 2022 and 2023	Executive Director, Strategy, Performance and Improvement
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	27 May - 3 June 2022 and 2023	Executive Director, Strategy, Performance and Improvement
	Organise at least one NRW event each year	27 May - 3 June 2022 and 2023	Team Leader, Ngarra Jarra Program
	Explore opportunities to collaborate with local community organisations to celebrate NRW	May 2022 May 2023	Team Leader, Ngarra Jarra Program
	Register all Austin Health NRW events on Reconciliation Australia's NRW website	May 2022 May 2023	Chief Allied Health Officer



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>3. Promote reconciliation through our sphere of influence</p>	<p>Implement strategies to engage our staff in reconciliation</p>	<p>April 2023</p>	<p>Chief Allied Health Officer</p>
	<p>Ensure the Austin Health vision for reconciliation is widely communicated and promoted across our organisation</p>	<p>October 2022, 2023</p>	<p>Chief Allied Health Officer</p>
	<p>Ensure our vision for reconciliation is displayed across prominent locations at all Austin Health sites</p>	<p>February 2023</p>	<p>Chief Allied Health Officer</p>
	<p>Publicly communicate our vision for reconciliation including via our website, social media and other key publications</p>	<p>February 2023</p>	<p>Director, Corporate Communications</p>
	<p>Create and publicly launch a section on our intranet site that provides information and resources for managers and employees about how they can participate in reconciliation initiatives throughout the year and support their teams to engage in reconciliation initiatives</p>	<p>February 2023</p>	<p>Director Employee Relations, Diversity & Inclusion</p>
	<p>Create a dedicated section on the Austin Health website enabling one central site for information about our RAP, cultural protocols, Aboriginal programs including the Ngarra Jarra Program, patient stories, Aboriginal employment, culture and linkage to other organisations including the Olivia Newton-John Cancer Wellness & Research Centre</p>	<p>February 2023</p>	<p>Director, Corporate Communications</p>
	<p>Promote the RAP and our vision for reconciliation as part of the induction program for new employees, including through the 'Welcome to Austin' booklet provided to new employees and the 'Living the Values' mandatory training modules that all employees complete on an annual basis</p>	<p>October 2022</p>	<p>Director, Employee Relations, Diversity & Inclusion</p>
	<p>Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes with a focus on the promotion of employment and procurement opportunities</p>	<p>April 2023</p>	<p>Group Procurement Manager Director, Employee Relations, Diversity & Inclusion</p>
	<p>Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation</p>	<p>July 2023</p>	<p>Chief Allied Health Officer</p>

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Promote positive race relations through anti-discrimination strategies	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	October 2022	Director, Employee Relations, Diversity & Inclusion
	Develop, implement and communicate an anti-discrimination policy for our organisation	July 2023	Director, Employee Relations, Diversity & Inclusion
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy	April 2023	Director, Employee Relations, Diversity & Inclusion
	Educate senior leaders on the effects of racism	July 2023	Director, Employee Relations, Diversity & Inclusion
	Explore Austin Health becoming a signatory to the Racism Stops with Me campaign, a national campaign that assists organisations learn about racism and stand against it	February 2023	Director, Employee Relations, Diversity & Inclusion
	Update the "Living the Values" mandatory training module to educate all staff on the effects of racism	April 2023	Director, Employee Relations, Diversity & Inclusion



"We hope that First Nations patients that require our care, know that we respect all cultures and that our hospital is a safe and welcoming place."

Providing a welcoming place of care

For many Aboriginal and Torres Strait Islander Peoples, hospitals are places to fear. This may be because they've experienced discrimination and cultural insensitivity in the past, generational trauma passed on from the experiences of those in the Stolen Generations, and mistrust of government institutions.

At Austin Health we're committed to making Aboriginal Peoples feel safe, supported and valued.

Over the past few years, we've taken steps to create a more welcoming environment by displaying even more Aboriginal artwork in our hospitals, including our Reflect RAP artwork.

Using our RAP artwork

Our recently installed MRI-guided radiation therapy machine (MR-Linac) is exciting new technology that integrates MRI imaging and radiation treatment, enabling clinicians to treat a tumour more precisely and avoid surrounding healthy tissue. We are the only public hospital in Victoria with an MR-Linac and we will provide a state-wide service.

Patients receiving this treatment will be welcomed by a beautiful display of our RAP artwork on the doors leading into the treatment room. The Radiation Oncology team is committed to "turning good intentions into positive actions" and are proud to feature the artwork designed by Aboriginal artist Gary Saunders.

"We hope that First Nations patients that require our care, know that we respect all cultures and that our hospital is a safe and welcoming place," says Radiation Therapist Brayden Geary.

We've also leveraged the RAP artwork to produce window decals. These decals acknowledge the Traditional Custodians of the land and are located at all major entrances at Austin Hospital, Royal Talbot Rehabilitation Centre, Heidelberg Repatriation Hospital and other Austin Health sites across Victoria.

Displaying artwork across our sites

Austin Health was delighted to be gifted a copy of *Chinchilla on Charlies* that was commissioned to commemorate Broadspectrum's fourth Reconciliation Action Plan. This artwork was created by Chinchilla State High School staff and students in collaboration with Aboriginal artist Anthony Turnbull. It tells the story of the township of Chinchilla and Charlie's Creek. *Chinchilla on Charlies* is prominently displayed near the entrance to the Ngarra Jarra Aboriginal Health Unit.

Aboriginal artist, Trish Woodcock, recently created traditional Aboriginal artwork which will be displayed in our Sleep Clinic. The artwork is called *My Mother's Memory 'BURRAA'* which translates in Wiradjuri language as 'honey ant'. The piece honours Trish's mother's legacy as a member of the Stolen Generations and the associated trauma she experienced. The sleep clinic has many Aboriginal patients and we hope that this beautiful artwork helps them feel safe and welcomed.



Chinchilla on Charlies (top), *My Mother's Memory 'BURRAA'* (bottom)
- Full attribution on Page 2



Respect

We are committed to creating a culturally safe environment for our Aboriginal and Torres Strait Islander patients, their families and our staff. To achieve this, we will deepen our understanding of their rich histories and traditions, respectfully observe important protocols, and actively celebrate Aboriginal and Torres Strait Islander cultures.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Conduct a review of cultural learning needs within our organisation	October 2022	Lead: Director, Employee Relations, Diversity & Inclusion Support: Director Clinical Education
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy	October 2022	Lead: Director, Employee Relations, Diversity & Inclusion Support: Director, Clinical Education
	Develop, implement and communicate a cultural learning strategy for our staff that provides a suite of appropriate online and face to face cultural learning options for staff	March 2023	Lead: Director Employee Relations, Diversity & Inclusion Support: Director Clinical Education
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning	April 2023	Director, Employee Relations, Diversity & Inclusion
	Develop and implement an educational podcast series with a focus on Aboriginal stories and experiences (including Stolen Generations stories)	February 2023	Director, Clinical Education
	Explore re-establishing the 'On-Country Learning' Program for Austin Medical School students and explore opportunities for establishing a similar program for clinical staff	April 2023	Director, Clinical Education
	Acknowledge and recognise Aboriginal and Torres Strait Islander veterans each year at Austin Health's ANZAC, Vietnam Veteran and Remembrance Day services	August, November 2022, April, August and November 2023, April 2024	Veteran Liaison Officer
	Seek out opportunities to involve Aboriginal and Torres Strait Islander Peoples in Austin Health's ANZAC, Vietnam Veteran and Remembrance Day services	August, November 2022, April, August and November 2023, April 2024	Veteran Liaison Officer
	Leverage the creative arts program at the Austin Child Care Centre to engage the children in learning about Aboriginal and Torres Strait Islander cultures and histories	August 2022 and August 2023	Director, Child Care
	Recognise and celebrate Aboriginal and Torres Strait Islander Children's Day at the Austin Child Care Centre	August 2022 and August 2023	Director, Child Care

We will also ensure that the Aboriginal and Torres Strait Islander community feels safe, included and welcome when interacting with our organisation.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols</p>	<p>Increase employee understanding of the purpose and significance of cultural protocols, including Acknowledgement of Country and Welcome to Country</p>	<p>October 2023</p>	<p>Chief Allied Health Officer</p>
	<p>Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country</p>	<p>October 2022</p>	<p>Chief Allied Health Officer</p>
	<p>Audit and upgrade all Acknowledgement of Country signage across our sites</p>	<p>September 2023</p>	<p>Deputy Director, Capital Works and Infrastructure</p>
	<p>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year</p>	<p>February 2024</p>	<p>Executive Director, Strategy, Performance and Improvement</p>
	<p>Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings</p>	<p>July 2022</p>	<p>Chief Executive Officer</p>
	<p>Engage with Traditional Owners to explore renaming meeting rooms and clinical spaces in Traditional language</p>	<p>July 2023</p>	<p>Lead: Director, Patient Safety and Clinical Excellence Support: Deputy Director, Capital Works and Infrastructure</p>



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week</p>	<p>RAP Working Group to participate in an external NAIDOC Week event</p>	<p>First week in July 2022 and 2023</p>	<p>Executive Director, Strategy, Performance and Improvement</p>
	<p>Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week</p>	<p>June 2022</p>	<p>Director, Employee Relations, Diversity and Inclusion</p>
	<p>Promote and encourage participation in external NAIDOC events to all staff</p>	<p>First week in July 2022 and 2023</p>	<p>Executive Director, Strategy, Performance and Improvement</p>
	<p>Explore opportunities to collaborate with local community organisations to celebrate NAIDOC Week</p>	<p>First week in July 2022 and 2023</p>	<p>Team Leader, Ngarra Jarra Program</p>
	<p>Provide opportunities for staff to attend at the NAIDOC Week march</p>	<p>First week in July 2022 and 2023</p>	<p>Chief People and Culture Officer</p>
	<p>Deliver a Grand Round for NAIDOC Week that is interprofessional in nature for medical, nursing and allied health</p>	<p>First week in July 2022 and 2023</p>	<p>Director, Clinical Education</p>
	<p>Provide opportunities for the children at the Austin Health Child Care centre to engage in NAIDOC Week activities</p>	<p>First week in July 2022 and 2023</p>	<p>Director, Child Care</p>
<p>8. Ensure Aboriginal and/or Torres Strait Islander patients and their families receive culturally safe, appropriate and timely care</p>	<p>Display artwork from Aboriginal and Torres Strait Islander artists across our sites, along with information about the artist, their community, and the meaning behind their artwork</p>	<p>October 2023</p>	<p>Divisional Manager, Cancer Services</p>
	<p>Explore the use of our RAP artwork on staff and volunteer uniforms</p>	<p>April 2023</p>	<p>Director, Patient Safety and Clinical Excellence</p>
	<p>Establish a uniform for the Ngarra Jarra team</p>	<p>October 2022</p>	<p>Manager, Social Work</p>
	<p>Explore the use of Aboriginal design/artwork on hospital curtains</p>	<p>April 2023</p>	<p>Director, Patient Safety and Clinical Excellence</p>
	<p>Undertake an initiative to improve the identification of Aboriginal and/or Torres Strait Islander patients to ensure they and their families receive culturally safe, appropriate and timely care</p>	<p>July 2023</p>	<p>Chief Allied Health Officer</p>
	<p>Engage with Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation to learn more about the significance of possum skin and whether we could incorporate the use of possum skin in our services/practices - e.g. music therapy</p>	<p>October 2023</p>	<p>Team Leader, Ngarra Jarra Program</p>
	<p>Display Aboriginal and Torres Strait Islander desk flags on all wards and prominent locations across our sites</p>	<p>October 2022</p>	<p>Director, Patient Safety and Clinical Excellence</p>
	<p>Display Acknowledgement of Country decals with our RAP artwork across wards and entrances to all our affiliated Austin Health sites</p>	<p>October 2022</p>	<p>Director, Patient Safety and Clinical Excellence</p>
<p>Audit the Aboriginal and Torres Strait Islander artwork across our sites and determine an approach to curation and ongoing management of the artwork</p>	<p>June 2023</p>	<p>Deputy Director, Capital Works and Infrastructure</p>	

Supporting community during the COVID-19 pandemic

During the COVID-19 pandemic, our Ngarra Jarra team were concerned to ensure that Aboriginal and Torres Strait Islander patients were getting access to the care that they required. While it seemed apparent that there was a high level of awareness of COVID-19 and its associated risks, our initial enquiries revealed very few Aboriginal and Torres Strait Islander Peoples were attending Austin Health for testing.

Potential barriers were considered such as the risk involved in coming to hospital, the presence of security, restricted access to transport and difficulty getting through on the COVID-19 hotline.

Our team reached out to known patients and facilitated free testing and transport via St John's Ambulance. We shared these messages through a number of channels:

- text messages to all Aboriginal and Torres Strait Islander patients and family members known to the Ngarra Jarra team
- posters/brochures which were distributed to 23 community and Aboriginal Community Controlled Organisations
- updated information on the Austin Health website and social media posts via Austin Health's twitter, Facebook and LinkedIn channels
- contacted patients who had upcoming Specialist Clinics appointment to encourage them to access testing while attending their appointment.

This targeted strategy was effective in reaching our identified Aboriginal population, with a four-fold increase in testing uptake following the campaign. One unexpected outcome of this strategy was that a number of patients learnt of the initiative and made contact. These patients had not previously been identified as Aboriginal or Torres Strait Islander and we were able to update their records to ensure inclusion in future initiatives.

There was a very positive response from Aboriginal controlled organisations and consumers. Letters of appreciation were also received from consumers who said that they felt cared for and supported during this time.

We're committed to listening to Aboriginal Peoples and providing them with care that is tailored to their needs. We will continue to take steps to support our community throughout the pandemic and ensure they have access to COVID-19 services including testing and vaccination.

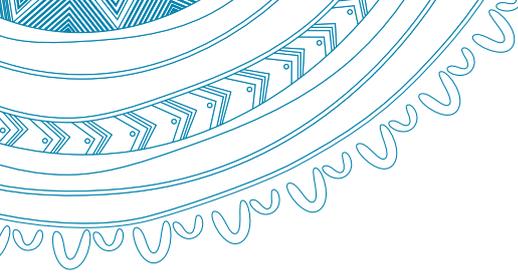




Opportunities

We are committed to attracting Aboriginal and Torres Strait Islander employees and retaining and developing our current workforce. Having an Aboriginal and Torres Strait Islander workforce treating and working with patients will have a significant and positive impact on how they experience Austin Health.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	July 2022 July 2023	Aboriginal Employment Coordinator
	Engage with Aboriginal and Torres Strait Islander staff to review the effectiveness of our Aboriginal Employment Plan	March 2023 March 2024	Aboriginal Employment Coordinator
	Implement our Aboriginal Employment Plan 2021-24	October 2022 October 2023	Director, Employee Relations, Diversity and Inclusion
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders	July 2022	Aboriginal Employment Coordinator
	Review human resource and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace	April 2023	Director, Employee Relations, Diversity and Inclusion
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce	April 2024	Aboriginal Employment Coordinator
	Develop and foster existing relationships with local schools and/or tertiary institutions to assist Aboriginal and/or Torres Strait Islander students become aware of career opportunities at Austin Health	January 2023	Director, Clinical Education
	Seek out opportunities to attend career expos at local schools	June 2023	Director, Clinical Education
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy	January 2023	Group Procurement Manager
	Investigate Supply Nation membership	July 2022	Procurement Specialist
	Actively reach out to Aboriginal and Torres Strait Islander registered businesses and invite them to tender for appropriate opportunities	Commencing July 2022 and review July 2023	Procurement Specialist



We are also committed to supporting Aboriginal and Torres Strait Islander businesses succeed by providing opportunities for them to partner and collaborate with us.

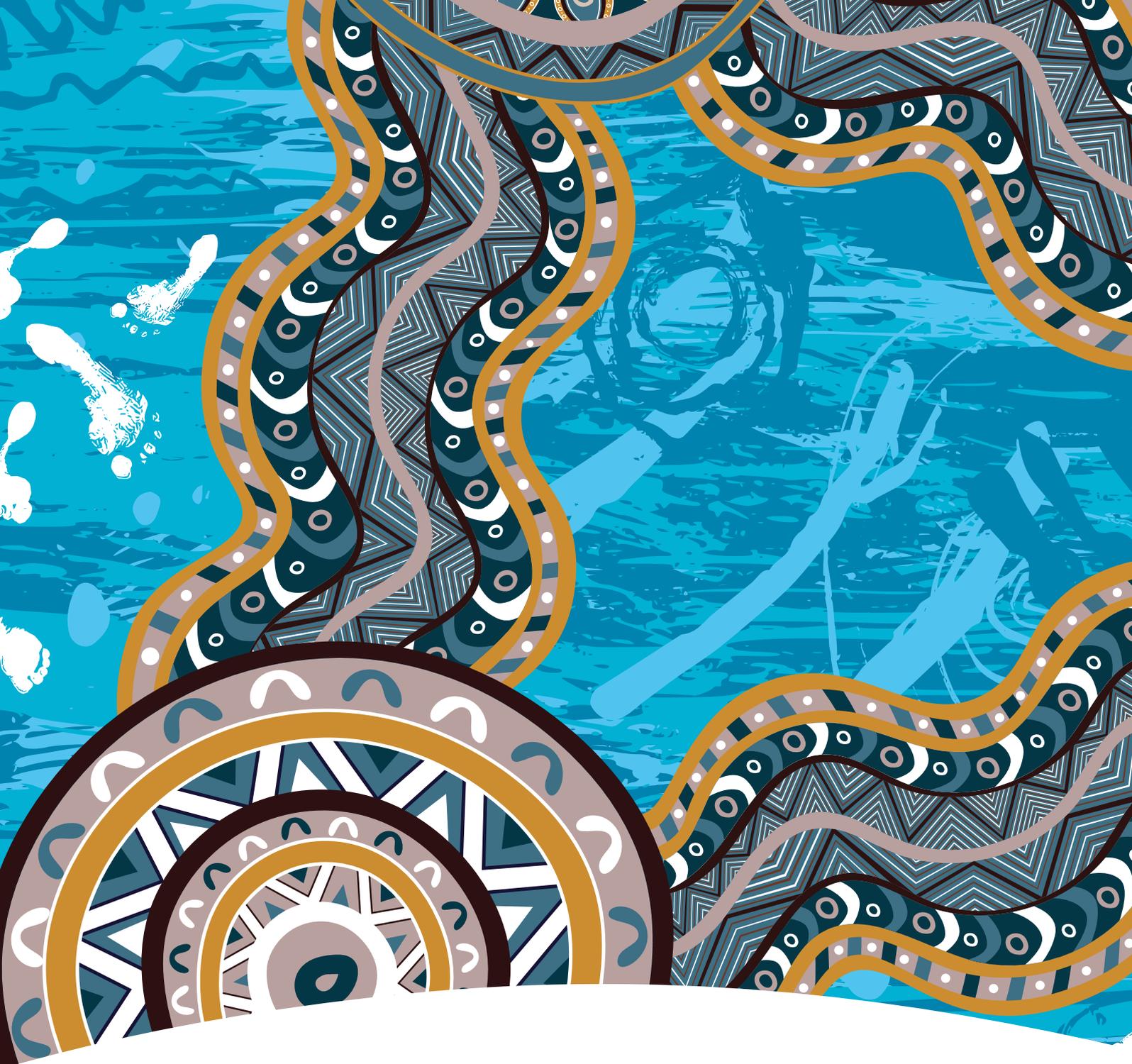
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	<p>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. For example, opportunities to purchase commonly sourced non-clinical items (e.g. office supplies, furniture) from Aboriginal and Torres Strait Islander businesses and catalogue items on the workplace requisition system</p>	July 2023	Procurement Specialist
	<p>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses</p>	October 2023	Procurement Specialist
	<p>Communicate items sourced from Aboriginal and Torres Strait Islander businesses that are available for purchase via the workplace requisition system</p>	September 2023	Procurement Specialist
	<p>Source goods from registered Aboriginal and Torres Strait Islander businesses to sell in the Austin Health giftshop</p>	October 2022	Director, Fundraising
	<p>Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses</p>	October 2023	Group Procurement Manager
<p>11. Improve health outcomes for Aboriginal and Torres Strait Islander peoples</p>	<p>Scope the development of a ‘hospital passport’ for Aboriginal and Torres Strait Islander patients that will identify individual health and care needs and support hospital workers to understand how Aboriginal and/or Torres Strait Islander patients would like to be treated</p>	January 2024	Chief Allied Health Officer
	<p>Investigate the implementation of universal eligibility for Austin Health’s Closing the Gap Pharmaceutical Benefits Scheme for all Aboriginal and Torres Strait Islander patients.</p>	May 2023	Director, Pharmacy
	<p>Partner with an Aboriginal health provider to co-design an event that will allow knowledge sharing of Aboriginal and/or Torres Strait Islander perspectives of mental health, with staff and community stakeholders</p>	January 2024	Divisional Director, Mental Health
	<p>Facilitate a community event with a key partner organisation to support and promote Aboriginal and Torres Strait Islander health and well-being</p>	June 2023	Manager, Workforce Wellness Programs



Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Maintain an effective RAP Working group (RWG) to drive governance of the RAP	<p>Maintain Aboriginal and Torres Strait Islander representation on the RWG</p> <p>Establish and apply a Terms of Reference for the RWG</p> <p>Meet at least four times per year to drive and monitor RAP implementation</p>	<p>Review and appoint June 2022 and 2023</p> <p>June 2022</p> <p>June 2022, August, December and March in 2022 and 2023</p>	<p>Executive Director, Strategy, Performance and Improvement</p> <p>Executive Director, Strategy, Performance and Improvement</p> <p>Executive Director, Strategy, Performance and Improvement</p>
13. Provide appropriate support for effective implementation of RAP commitments	<p>Define resource needs for RAP implementation.</p> <p>Engage our senior leaders and other staff in the delivery of RAP commitments.</p> <p>Define and maintain appropriate systems to track, measure and report on RAP commitments</p> <p>Appoint and maintain an Executive lead from senior management</p>	<p>July 2022</p> <p>July 2022 and June 2023</p> <p>July 2022</p> <p>June 2022 June 2023</p>	<p>Executive Director, Strategy, Performance and Improvement</p>
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	<p>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia</p> <p>Report RAP progress to all staff and senior leaders quarterly</p> <p>Publicly report our RAP achievements, challenges and learnings on an annual basis</p> <p>Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer</p>	<p>30 September 2022, 2023 and 2024</p> <p>July 2022, October, February, April, July 2023/24 and October, August, April 2023/24</p> <p>June 2023 June 2024</p> <p>November 2022</p>	<p>Executive Director, Strategy, Performance and Improvement</p> <p>Executive Director, Strategy, Performance and Improvement</p> <p>Director, Corporate Communications</p> <p>Executive Director, Strategy, Performance and Improvement</p>
15. Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP	October 2023	Executive Director, Strategy, Performance and Improvement





Austin Hospital

Olivia Newton-John Cancer Wellness
and Research Centre
Wurundjeri Country
145 Studley Rd
Heidelberg VIC 3084
P. 03 9496 5000
F. 03 9458 4779

Heidelberg Repatriation Hospital

Wurundjeri Country
300 Waterdale Road
Ivanhoe Victoria 3079
P. 03 9496 5000
F. 03 9496 2541

Royal Talbot Rehabilitation Centre

Wurundjeri Country
1 Yarra Boulevard
Kew Victoria 3101
P. 03 9490 7500
F. 03 9490 7501

Austin Health acknowledges the Traditional
Custodians of the land and pays its respects to
Elders past, present and emerging.

We celebrate, value and include people of all
backgrounds, genders, sexualities, cultures,
bodies and abilities.

