

Reconciliation Action Plan

2020-2022



Goanna Dreaming

History of Beamo and his painting Goanna Dreaming

Aboriginal Artist Kunda was born on Wurunjiri lands into a Stolen Generation. Not until his late 40's did he uncover his birth mother's Aboriginal identity as a Yimaji woman from WA. His expressive artistic style is demonstrated here in Goanna Dreaming. This painting depicts a central goanna protecting and transforming across the journey of life. The circles reflect the differing cycles travelled, including birth, self care, health, recovery and death. The dark circular line is a reminder of the influences and connections of family across each stage of the life cycle.

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Acknowledgement of Country

We pay our respects to the Traditional Owners of the lands on which we provide our health services. We acknowledge the impacts of dispossession and colonisation on Country and the health and wellbeing of Traditional Owners, and Aboriginal and Torres Strait Islander peoples who have made Frankston and the Mornington Peninsula their home.

This includes acknowledgement of the Stolen Generations people who were moved from homelands and families across Australia, and who now regard Frankston and the Mornington Peninsula as home.

We acknowledge that Aboriginal and Torres Strait Islander peoples were the first sovereign Nations of the Australian continent and possess their own laws, cultures, customs, medicines and approaches to health and wellbeing.

We also acknowledge that while Aboriginal and Torres Strait Islander peoples are diverse, they share a holistic view of health that includes not only the physical, but the social, emotional, spiritual and cultural wellbeing of individuals, families and the whole community.

Going forward we will acknowledge and embed in relationships, service delivery and decision-making, respect for Country and culture as part of planning and implementing culturally safe, quality health service provision.



Message from the Chief Executive

Peninsula Health acknowledges the significant role our organisation plays in achieving better health outcomes for Aboriginal and Torres Strait Islander peoples. We appreciate the importance of genuine and respectful relationships with Traditional Owners, and community members, including through community-controlled, place-based organisations. It is our intention through this Reconciliation Action Plan (RAP) to bring about greater understanding, and collaboration with Aboriginal and Torres Strait Islander peoples to significantly improve our services, and the inclusion of Aboriginal and Torres Strait Islander peoples in our workforce.

Achieving better health and wellbeing outcomes for Aboriginal and Torres Strait Islander peoples requires a whole of organisation approach, working as a team to address individual, family and community needs. This includes engaging Aboriginal and Torres Strait Islander community leaders about decisions in policy and program delivery.

Peninsula Health launched the Clinical Governance Framework Peninsula Care, which describes our goal to provide Safe, Personal, Effective and Connected care for every person, every time.

This framework affects everyone who works at Peninsula Health, in every part of our health service.

Our high-level Steering Group will provide the leadership and strategic direction to our RAP Working Group. The RAP Working Group will actively seek to engage with communities on an ongoing basis, to gain an increased understanding of both community and staff members' experiences of Peninsula Health. This is the foundation on which we will continuously improve our cultural safety and inclusion strategies, systems, policies and protocols.

We will listen, learn, develop and innovate to ensure we are able to provide the best experience and outcomes, for Aboriginal and Torres Strait Islander peoples who access our services, and are part of our workforce.

Felicity Topp



Our Vision for Reconciliation

Peninsula Health is committed to becoming a leader in culturally safe, accessible, inclusive, and high-quality health services to Aboriginal and Torres Strait Islander peoples. We are also committed to building greater opportunities for career development and employment of Aboriginal and Torres Strait Islander peoples in our workforce. Our aim is to become an Employer of Choice for those seeking career opportunities in the health sector.

We apply a whole of life and individual-family-community centred approach that engages community members of all ages and stages of life from pre-birth to Elders, and end of life care.

We also acknowledge the diversity of community members, their cultural backgrounds, historical and current experiences, and the impacts on their health and wellbeing. We strive to listen and respond

effectively and in a timely way to achieve our vision of culturally safe, accessible, inclusive, high-quality service provision.

Peninsula Health strongly acknowledges the social determinants of health and wellbeing.

We seek not only to provide quality health services, but opportunities to address social determinants of health such as education and employment barriers and opportunities.

Our relationships with Traditional Owners, Aboriginal community-controlled organisations and community members broadly will be strengthened to assist our vision, alongside continued engagement and development of Aboriginal and Torres Strait Islander staff, and other Peninsula Health staff - across all levels and areas of our service delivery.

We will listen, learn, develop and innovate as we need, to bring the best possible experience and outcomes for Aboriginal and Torres Strait Islander peoples relying on us for services, and who are part of our workforce.

Our Vision

To provide exceptional health and community care

About Us

Peninsula Health is the major public health service for Frankston and the Mornington Peninsula. We cover the local government areas of Frankston, Mornington Peninsula and parts of the City of Kingston. The catchment extends from the bayside areas bordered by Carrum in the north, Langwarrin and Hastings to the east, and down to Portsea and Flinders in the south. Our hospitals and locations include, Frankston Hospital, Rosebud Hospital, The Mornington Centre, Golf Links Road Rehabilitation Centre, Community Health Services at Frankston, Rosebud, Mornington & Hastings, Mental Health Services for Youth, Adult and Aged Persons, Inpatient Mental Health Unit at Frankston, Youth (PARC) Prevention & Recovery Care Service and Adult (PARC), Community Care Unit all based in Frankston and Carinya Residential Aged Care Unit based in Rosebud.

We provide care for local residents from birth to end of life and a comprehensive range of sub-specialties including emergency medicine, intensive care, obstetrics and gynaecology, aged care, rehabilitation, oncology, mental health, dental services, and care in the home. The region's population is over 300,000 with an additional 100,000 visitors to the area in peak tourism seasons. Acute services are provided from Frankston and Rosebud Hospitals.

High volume services provided at Peninsula Health include chemotherapy, dental services, community health and rehabilitation services, maternity, orthopaedic, renal dialysis, and emergency department services. Maternity services and orthopaedic services collectively account for 47% of all acute specialist clinics provided at Peninsula Health.

Peninsula Health as a major public health care provider is also engaged in research and clinical trials with sponsors, contract research organisations and collaborators.

The population is growing faster than in other regions, with a growth rate of 18.9% predicted over the next decade compared to Melbourne 13.6% and 11.8% Victoria-wide. As a retirement destination, age profiles over 60 are higher than the State average, with the over 70 population expected to double in the next ten years. There are also more people under the age of 19 living in the area than the State average.

Partners and stakeholders include Commonwealth, State and Local Government agencies, research collaborators including tertiary institutes, Aboriginal community-controlled organisations, mainstream health and community services organisations and community members who rely on us for acute and other health services.







Our Community

Our Workforce

Peninsula Health currently employs 6500 people, 20 of whom are Aboriginal and/or Torres Strait Islander. Our Innovate RAP includes a focus on engaging and increasing the number of Aboriginal and Torres Strait Islander peoples in our workforce through education, training and employment opportunities including work experience, traineeships, internships and general employment across all service areas. Our RAP also commits to investigating where our supply chain and contracting arrangements can support opportunities for employment and Aboriginal and Torres Strait business engagement.

Aboriginal and Torres Strait Islander Peoples

The 2016 census identified 1274 Aboriginal and/or Torres Strait Islander peoples living in Frankston City, and 1,305 living in the Mornington Peninsula. However, this number is likely to be an underestimate as many may not have identified as Aboriginal and/or Torres Strait Islander peoples and numbers since that time have increased according to more localised data. Groups who may not be captured in this data include children and young people living in out-of-home care, young families and others moving into the region for transitional housing and support. Peninsula Health is committed in this Reconciliation Action Plan to refining the organisation's approaches to population data gathering through internal procedures about identification, respecting that there will be individuals who choose not to identify as is their choice.



Our Journey and Achievements

Peninsula Health signed a Statement of Commitment with Reconciliation Australia in 2013 to develop our first Reconciliation Action Plan (RAP).

RAP development and implementation is championed by our Chief Executive. Our first RAP (2014-15) REFLECT provided direction to our work internally and with Aboriginal and Torres Strait Islander community members to significantly improve respect, understanding, communications, engagement and equity across our services and within our workforce. We also consolidated relationships and work we had been doing through a range of roles and programs focused on service improvements, community engagement and cultural safety. It enabled us to consider what had been working and what needed to be improved.

Our INNOVATE RAP (2016-18) enabled Peninsula Health – a key provider of Aboriginal and Torres Strait Islander specific health services on the Frankston and Mornington Peninsula – to increase our focus and leadership on partnerships with other primary health care providers, the Aboriginal and Torres Strait community-controlled sector, the broader service community and community members to significantly improve health outcomes for Aboriginal and Torres Strait Islander peoples.

In January 2019 Peninsula Health reviewed our INNOVATE RAP. This review was undertaken with community members, and internal stakeholders through a workshop held on January 31, 2019 and consultations with representatives from Aboriginal and Torres Strait Islander community-controlled organisations, government, internal and external stakeholders between January 2019-August 2019.

Consultations focused on the following:

- Background of the organisation and the relationship with Peninsula Health
- Views about what is working and what could be improved going forward, as part of planning the new RAP to further build culturally safe, inclusive and quality health services for Aboriginal and Torres Strait Islander peoples
- Priority areas for inclusion in the new RAP 2020-2022

Those consulted advised the following:


- Consolidate relationships and further build innovation including in health services, employment and social procurement areas
- Make environmental changes to the hospital and other service areas so that they are more culturally welcoming through the inclusion of artwork, gardens, and flying the flags
- Continue the Cultural Lead/Elder role within the workforce to guide staff, and support to community members, alongside a Aboriginal Hospital Liaison role

- Continue to deliver monthly presentations to new staff as part of induction from the Cultural Lead/Elder reinforcing the connections between Aboriginal community members and Peninsula Health, and information from the Korin Korin Balit-Djak Aboriginal health, wellbeing and safety strategic plan 2017-2027.
- Elevate the need and importance of Peninsula Health engaging an Aboriginal Hospital Liaison Officer
- Continue visits to community organisations as part of cultural safety training through Balert Balert Reconciliation Tours
- Make mandatory professional development for staff, including an online module about Aboriginal & Torres Strait Islander peoples
- Continue to outreach, support and collaborate with community focused, place-based programs such as the Best Start Program
- Continue engagement and support of cultural events such as NAIDOC and National Reconciliation Week, and encouragement to staff to attend

- Recognise the efforts of program leads, Aboriginal and Torres Strait Islander and other staff
- Make it a priority to provide traineeship opportunities to Aboriginal and Torres Strait Islander peoples
- Investigate how to make the initial contacts with the hospital, including dealing with practical administrative information such as fees, charges, and form filling easier for individuals and families

Based on advice from consultations it was agreed that Peninsula Health required time to consolidate and to bring new opportunities for innovation.

The INNOVATE RAP development and implementation allowed for emphasis on employment and career pathways for Aboriginal and Torres Strait Islander peoples at Peninsula Health.



The RAP is championed by the Peninsula Health Chief Executive, the Director of Complex Services, and the Elder/Cultural Lead, Community Care, Community Health. These roles host a RAP Working Group consisting of;

- Operational Director Community Health
- Manager of Recruitment & Onboarding
- Director of Procurement & Supply Chain
- People & Culture Business Partner
- Director of Safer Care
- Manager of Children's Services
- Best Start Registered Nurse
- Aboriginal Hospital Liaison Officer
- Community Aboriginal and Torres Strait Islander Elders

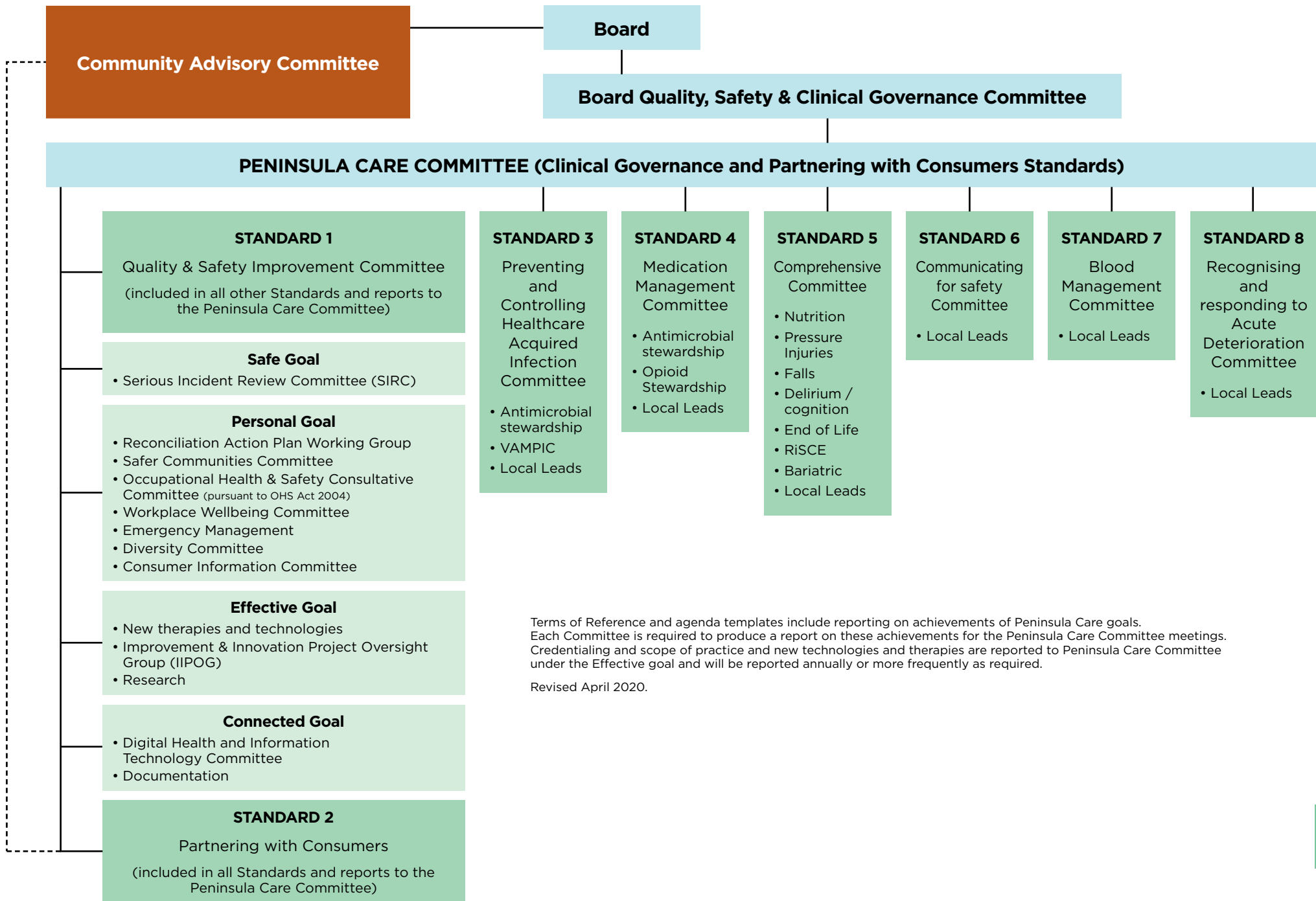
These internal and external champions, including Aboriginal and Torres Strait Islander representation from the Elder/Cultural Lead, Best Start Registered Nurse, Aboriginal Hospital Liaison Officer and Community Aboriginal and Torres Strait Islander Elders will guide and promote the RAP internally and externally (meeting quarterly). A RAP Working Group, provides on-ground implementation advice, monitoring and reporting activity to Peninsula Care, Peninsula Health's executive governing body, and Reconciliation Australia.

Peninsula Care is the clinical governance framework which describes our goals to provide Safe, Personal, Effective and Connected care for every person every time. This framework affects everyone who works at Peninsula Health, in every part of our health service.

Our Reconciliation Action Plan Working group is aligned with our Personal goal of care and reports up to our Peninsula Care Committee. The purpose of the Peninsula Care Committee is to ensure the goals of Peninsula Care - the

clinical governance framework - are delivered to every person every time. It ensures appropriate governance systems are in place to commission, monitor and deliver safety and quality in health care at Peninsula Health. In achieving this, the committee will promote a culture of continuous improvement.

The Peninsula Care Committee monitors quality key performance indicators that reflect the progress of achieving Safe, Personal, Effective and Connected care for every person every time. The Peninsula Care Committee refers matters to the Board Safety, Quality and Clinical Governance Committee and a copy of the reporting structure is represented in the diagram on the next page.





Case Studies

The following case studies provide insight into the progress Peninsula Health has made since its first RAP, and lessons learned to guide this INNOVATE RAP 2020-2022.

RAP Education and Leadership


Peninsula Health has established strong Executive leadership and engagement for strategic and operational support to reconciliation activities. In 2019, Executive commitment has been enhanced through a collaborative focus to further raise engagement and cultural safety for local community members, while increasing opportunities for career pathways, and employment for Aboriginal and Torres Strait Islander peoples.

Executive commitment has included monthly presentations to the Orientation Program for new Peninsula Health staff about Peninsula

Health's involvement with local community members through the Korin Korin Balit-Djak Aboriginal health, wellbeing and safety strategic plan 2017-2027. These sessions are delivered by the Director of Complex Services and Elder/Cultural Lead and assist incoming staff to understand local demographics, needs and issues for Aboriginal and Torres Strait Islander peoples, alongside Peninsula Health directions for engagement and support through services.

Executive leaders also encourage all staff to participate in the Balert Balert Reconciliation Tours (see below) to assist staff to build their knowledge about, and relationships with local community members and organisations. Tours also build staff members' understanding of cultural safety in health service delivery and employment within Peninsula Health.

Mandatory completion of Peninsula Health's Aboriginal and Torres Strait Islander Cultural



Education module has also been established to provide staff with foundational knowledge about working effectively with local community members: this is particularly important in the context of community members' diverse cultural backgrounds and needs for culturally safe, quality health and wellbeing services.

The Elder/Cultural Lead Role

The Elder/Cultural Lead is recognised as undertaking the most significant and important role in Aboriginal and Torres Strait Islander health at Peninsula Health. Endorsed by the local Aboriginal and Torres Strait Islander Community this position represents the local Aboriginal and Torres Strait Islander community's needs through the Regional Area Governance Group. Charged with supporting the health service to provide culturally safe and high-quality health care to all Aboriginal and Torres Strait Islander peoples, with the overall aim being to reduce the gap in health outcomes between Aboriginal and Torres Strait Islander peoples and other Australians.

Balert Balert Tours

The Balert Balert bus tours were designed and developed in consultation with local Aboriginal and Torres Strait Islander community, including Aboriginal and Torres Strait Islander services and Recognised Aboriginal Party as another initiative in achieving Peninsula Health's vision and direction for ensuring positive outcomes for Aboriginal and Torres Strait Islander peoples accessing health services in the catchment, including improved health, wellbeing and safety by offering an opportunity for staff and volunteers from local partner organisations to sit and walk together on a journey of cultural learning with Aboriginal and Torres Strait Islander service providers to grow knowledge of the issues, opportunities and challenges for Aboriginal and Torres Strait Islander peoples in the catchment.

The 'tours' are scheduled to occur every three-months and have proved popular, effective and valuable not only to participants but also to the organising and contributing agencies in ways not explicitly identified during the planning phase of the project.

Of significance and verbalised by all stakeholders are the feelings of 'trust' and 'respect' between all involved and the sense of shared 'ownership' and 'responsibility' for improving the local space for and alongside local Aboriginal and Torres Strait Islander peoples. The sustainability of the 'tours' is viable and underpinned by the shared responsibilities that all providers have accepted in delivering this service, including in-kind and financial. An authentic collaboration between stakeholders underpinned by a want and desire to improve the local landscape for Aboriginal and Torres Strait Islander peoples and the providers of services to them will ensure that the good will, positive impacts and measured outcomes sustain this project well into the future. Community 'buy in' has occurred and the ripple effect of affirming experiences of participants to date, continues to create momentum for the 'tours', coupled with the endorsement and support of the by Executive across all partner organisations with both the intent and outcomes supporting Aboriginal and Torres Strait Islander employment and health initiatives.



Healthy Start to Life Nurse - Best Start Program

Peninsula Health is committed to continually improve the health and service delivery for Aboriginal and Torres Strait Islander babies through culturally sensitive antenatal and postnatal services based upon primary health care principles. The Aboriginal and Torres Strait Islander Healthy Start to Life Nurse builds upon the pathways developed by the Koori Maternity Services Project Worker.

The position was established in 2016 for an identifying nurse and seeks to provide an integrated approach informed by the social determinants model of health, focusing on key health outcomes from birth through to school entry, by linking with women post-birth and offering to support families for the first 5 years of the newborn's life. The nurse has developed strong partnerships with local Aboriginal and Torres Strait Islander services and Gathering Places to support key entry points into culturally appropriate pathways of care.

The service by-line is 'Happy Koori Kids reaching school ready to learn'. The nurse has developed an active presence in the local Gathering Places, VACCA and Supported Playgroups. Families are able to step up or down their level of support as need varies. At any one time, the nurse is actively supporting 40 plus families with cultural linkage and more intensively supporting up to 12 families. The nurse is a valued part of the community, welcomed by families and services alike. Trust and open communication are intrinsic hallmarks of her practice.

Our Reconciliation Action Plan

Relationships

Respect

Opportunities

Governance



1. Relationships

Peninsula Health is committed to building strong relationships with Aboriginal and Torres Strait Islander peoples relying on us for culturally safe, individual-family-community centred, quality care. We will continue to work collaboratively with the community-controlled sector and others supporting Aboriginal and Torres Strait Islander health and wellbeing, as we believe it's through strong relationships, communications and opportunities to work together that we can make a positive difference in the health and wellbeing of Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
1.1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Continue meeting with Traditional Owners and Aboriginal and Torres Strait Islander community-controlled organisations, including the two Gathering Places (Nairm Marr Djambana and Willum Warrain) and the Dandenong & District Aborigines Co-operative to further build relationships and opportunities for working together in the interests of improved cultural safety, health and wellbeing	Review annually Jun 2020 Jun 2021	Cultural Lead/Elder
	Develop a Community Engagement Plan that reflects key agreed areas for working together, communication protocols and engagement strategies	Jun 2020	Director of Corporate Communications & Philanthropy
1.2 Build relationships through celebrating National Reconciliation Week (NRW)	Organise at least one NRW event each year at Peninsula Health led and informed by the RAP Working Group, and endorsed/hosted by the Steering Group	May 2021,2022	Cultural Lead/Elder
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW, a priority being place-based community led reconciliation activities	May 2021,2022	Cultural Lead/Elder
	Provide opportunities for Peninsula Health to support local, place-based Reconciliation activities with community partners	May 2021,2022	Cultural Lead/Elder
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff	May 2021,2022	Executive Assistant
	Register all Peninsula Health's NRW events on Reconciliation Australia's NRW website	May 2021,2022	Director Complex Services

Action	Deliverable	Timeline	Responsibility
1.3 Promote reconciliation through our sphere of influence	Implement strategies to engage Peninsula Health staff in reconciliation	Jun 2020	Chief Operating Officer
	Engage our partners and stakeholders in communications about our RAP, including through our RAP Launch in June 2020, and ongoing	Jun 2020	Director Complex Services
	Explore opportunities to work with external stakeholders and partners to drive reconciliation outcomes, including with our research collaborators, education institutes, suppliers of goods and services, State, Commonwealth and local government partners, peak bodies, and the community-controlled sector such as VACCA, VACCHO and relevant other bodies	Jun 2020	Director Complex Services & Lead Capability & Engagement
	Conduct a review of the cultural learning needs of staff at all levels within our organisation	Dec 2020	Chief Operating Officer Lead Capability & Engagement
	Review PH staff understanding of this RAP document and priority learning needs in their service areas	Dec 2020	Chief Operating Officer Lead Capability & Engagement
1.4 Promote positive relationships and increased awareness about the experience of Aboriginal and Torres Strait Islander peoples in health services, including our Aboriginal and Torres Strait Islander emerging and existing workforce	Engage with Aboriginal and Torres Strait Islander staff through the Ngulu meetings to identify relevant cultural protocols to guide building of partnerships	Sept 2020 Sept 2021	Lead Capability & Engagement
	Provide structured mentoring and support to both managers/supervisors and Aboriginal and Torres Strait Islander staff as part of building relationships, retention and wellbeing of our Aboriginal and Torres Strait Islander workforce	Jun 2020	Lead Capability & Engagement

Action	Deliverable	Timeline	Responsibility
1.5 Promote positive race relations through anti-discrimination strategies	Include in cultural safety training a module for staff to recognise and understand racism, and the effects of racism	Jun 2020	Lead Capability & Engagement
	Include in Peninsula Health Cultural Safety training information about Aboriginal and Torres Strait Islander employment initiatives and anti-discrimination policies	Jun 2020	Lead Capability & Engagement
	Bi-annually review our HR policies and procedures, to identify existing anti-discrimination provisions, and future needs as part of building our Aboriginal and Torres Strait Islander workforce, a culturally safe workplace and service provision	Dec 2020 Jun 2021 Dec 2021 Jan 2022 Jun 2022	Director People Experience & Administration
	Develop, implement and communicate an anti-discrimination policy for our organisation	Oct 2020	Chief Operating Officer
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy	May 2020	Chief Operating Officer
	Educate senior leaders on the effects of racism	Dec 2020	Lead Capability & Engagement



2. Respect

Peninsula Health acknowledges and respects Aboriginal and Torres Strait Islander peoples as the first sovereign Nations of Australia. We respect sovereignty was not ceded, and the resulting and continuing impacts of dispossession and colonisation on Aboriginal and Torres Strait Islander peoples, families and communities today. We respect and celebrate the strength and resilience of Aboriginal and Torres Strait Islander peoples, while also acknowledging the negative impacts on the health and wellbeing of individuals, families and communities.

We actively celebrate and acknowledge the deep and unbroken connection to the lands on which we deliver our services, and lands across Australia community members share, alongside our appreciation of their histories, languages, cultures, kinship systems, knowledge and experience. Our core business is health - for Aboriginal and Torres Strait Islander peoples this can only be advanced through a sincere and consistent endeavour to listen, learn, and respectfully incorporate the advice and experience of Aboriginal and Torres Strait Islander peoples themselves.

Action	Deliverable	Timeline	Responsibility
2.1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Consult Aboriginal and Torres Strait Islander Staff, Traditional Owners and community organisations about the development and implementation of an organisation-wide cultural education and cultural safety training strategy, including for advice about what is effective elsewhere in similar organisations	Dec 2020	Cultural Lead/ Elder, RWG Members, Lead Capability & Engagement
	Review our cultural safety training to build on the Balert Balert experience for all staff, all levels including senior leaders	Dec 2020	Lead Capability & Engagement
	Review PH staff understanding of the RAP document through feedback gathered via online surveys biannually	Aug 2020 Dec 2020	Lead Capability & Engagement
	Develop, implement and communicate the cultural education and cultural safety training strategy for our staff. This should include opportunities for RAP working group members and key leadership staff to participate in formal and informal cultural learning activities, face to face, on-line, visits to community-controlled organisations, and mentoring	Nov 2020	Cultural Lead/Elder Lead Capability & Engagement

Action	Deliverable	Timeline	Responsibility
2.2 Build respect for Aboriginal and Torres Strait Islander cultures and histories, including through celebrating NAIDOC Week	Engage the RAP Working Group to plan an internal NAIDOC Week event open to all staff	Mar 2021 & Mar 2022	Cultural Elder/Lead
	RAP Working Group to attend an external NAIDOC Week event	First Week Jul 2020 & 2021	Director Complex Services
	Increase awareness and understanding of NAIDOC in the lead up to and during NAIDOC events and participation in internal and external community-based celebrations	Jun 2020 Jun 2021	Cultural Elder/Lead Lead Capability & Engagement
	Promote PH Staff to participate in an external NAIDOC Week event such as the local NAIDOC Ball, sports carnivals	Jul 2020 Jul 2021	Manager Aboriginal & Allied Health
	Review policies and procedures to remove barriers to staff participating in NAIDOC Week	Mar 2021 Mar 2022	Director People Experience & Administration
2.3 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, and respectful behaviour with Elders	Jun 2020 Jun 2021	Lead Capability & Engagement
	Develop, communicate and implement a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country, flags, signage, use of language, photos and images	Jun 2020 Jun 2021	Director People Experience & Administration & Director Corporate Communications & Philanthropy
	Invite a local Traditional Owner to provide a Welcome to Country at significant events each year	Jan 2021 Jany 2022	Cultural Lead/Elder
	Provide an Acknowledgement of Country and/or observe other appropriate protocols at the commencement of important meetings and events	Jan 2021 Jan 2022	Cultural Lead/Elder

3. Opportunities

As the leading public health care provider in our region we are able to bring a vast network of relationships with partners and stakeholders able to work with us in creating opportunities for and with Aboriginal and Torres Strait Islander peoples.

We take seriously the role we can play in creating quality, culturally safe and inclusive services alongside opportunities for career advancement, development and retention of Aboriginal and Torres Strait Islander peoples in our organisation; community pathways to employment; direct and indirect employment through procurement; and through growth of Aboriginal and Torres Strait Islander businesses supplying goods and services to Peninsula Health.

Action	Deliverable	Timeline	Responsibility
3.1 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce	Jun 2022	Director People Experience & Administration
	Review current employment strategies and experiences of Aboriginal and Torres Strait Islander staff at Peninsula Health to inform future employment, retention and professional development opportunities	Dec 2020	RAP WG Members, Lead Capability & Engagement
	Consult with Aboriginal and Torres Strait Islander staff, and relevant other stakeholders, to inform recruitment, retention, professional development and wellbeing strategies	Dec 2020	Lead Talent & Administration
	Develop an updated Aboriginal and Torres Strait Islander Employment Strategy to significantly improve employment, retention and professional development across the organisation from entry level (traineeships and work experience) through to graduate and specialist career pathways	Dec 2020	Lead Capability & Engagement
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace	Dec 2020	Director People Experience & Administration

Action	Deliverable	Timeline	Responsibility
3.1 (continued) Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Support career education and engagement with young people at school to promote careers in health services, including allied health, such as career education sessions, through work experience and school-based traineeships	Dec 2020	Lead Capability & Engagement
	Engage with the Australian Catholic University, St Vincent's Hospital, Monash University and relevant other stakeholders to support the development of a Peninsula Health, Graduate Employment Program as part of our new Aboriginal and Torres Strait Islander Employment Strategy	Dec 2020	Manager Recruitment & On boarding
	Develop individual retention and career development strategies with Aboriginal and Torres Strait Islander staff, at all levels and in all roles within the organisation. Include opportunities for succession building and acting in more senior roles, mentoring and learning exchange internally and externally	Dec 2020	Director People Experience & Administration
	Support those completing traineeships and cadetships to continue into permanent employment with Peninsula Health	Jan 2022	Lead Capability & Engagement
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders	Dec 2020	Lead Talent & Administration
3.2 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement a Peninsula Health Aboriginal and Torres Strait Islander Procurement Strategy. This would include where there are opportunities for contractors to support Aboriginal and Torres Strait Islander employment, and businesses providing relevant goods and services	Dec 2020	Director Complex Services & Director Procurement & Supply Chain
	Investigate Supply Nation membership for Peninsula Health	Dec 2020	Director Procurement & Supply Chain
	Develop and communicate a list of Supply Nation approved Aboriginal and Torres Strait Islander businesses to support the procurement strategy	Dec 2020	Director Procurement & Supply Chain
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses	Dec 2020	Director Procurement & Supply Chain
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses	Jan 2021	Director Procurement & Supply Chain

Action	Deliverable	Timeline	Responsibility
3.3 Continue to remove barriers to access to our services	Regularly review Aboriginal and Torres Strait Islander peoples journeys with our service to inform continuous improvement	Sep 2020 Feb 2021	Director Complex Services
3.4 Collaborate with Traditional Owners, Aboriginal Community-Controlled Organisations and partners to support cultural wellbeing programs with children, families, Elders and young people	Explore how Peninsula Health can support local aspirations for improved health and wellbeing through connection to Country and culture programs, including cultural and wellbeing camps for youth and with Elders	Dec 2020	Cultural Lead/Elder
	Explore how return to Country, and time on Country can be supported as part of an individual's health plan, including with Elders and end of life planning	Mar 2021	Cultural Lead/Elder
	Assist local community organisations and education providers such as schools, vocational and tertiary partners with education programs about health and wellbeing, and career pathways in health from school to tertiary	Jan 2022	Lead Capability & Engagement
	Support programs, including camps and activities that promote health, cultural, social and emotional wellbeing for young parents, men and women, children and young people	Jan 2022	Cultural Lead/Elder



SAFE HALLOWEEN
OPEN MIDNIGHT

Frankston
youth
service

Ages 12 - 24
PH: 9768 1366

EMERGENCY SERVICES

@FrankstoothService

1MG 3PB

4. Governance

Peninsula Health's strategic vision for the years 2019-2023 is to provide exceptional health and community care. Effective corporate governance is essential for Peninsula Health to achieve its strategic vision, purpose and values. Strong leadership for our RAP working group will provide a clear vision and ethical and strategic guidance that will inspire and encourage participation. At Peninsula Health the importance of community is paramount. We look to fostering and maintain a system in which the community feels that they are part of the decision making process.

Action	Deliverable	Timeline	Responsibility
4.1 Maintain an effective RAP Working group (RWG) to drive implementation and governance of the RAP	Maintain an internal RAP Working Group, co-chaired by a senior internal RAP Champion and the Elder/Cultural Lead	Dec 2020	Chief Operating Officer
	Maintain Aboriginal and Torres Strait Islander representation on the RAP working Group	Dec 2020	Director Complex Services
	Establish and apply a Terms of Reference for the Peninsula Health RAP Working Group to meet at least four times per year.	Dec 2020	Director Complex Services
4.2 Provide appropriate support for effective implementation of RAP commitments	Engage the RAP Working group to guide and champion resource needs such as funding, additional human resources and time allocated for RAP implementation	Dec 2020	Director Complex Services
	Engage our senior leaders and other staff in the delivery of RAP Commitments	Dec 2020	Chief Operating Officer
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Jan 2021	Executive Directors Operations RAP WG

Action	Deliverable	Timeline	Responsibility
4.3 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	30 Sept, 2020 & 2021	Director Complex Services
	Report RAP progress to the Peninsula Care Governance Group quarterly	Dec 2020 Feb, May, Aug, Dec 2021 Feb, May, Aug 2022	Director Complex Services
	Report RAP Progress to all staff each year to align also with National Reconciliation Week	May 2021 Mat 2022	Director Corporate Communications & Philanthropy
	Provide a report for the public on our RAP achievements, challenges and learnings, annually	Jan 2021 Jan 2022	Director Corporate Communications & Philanthropy
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	May 2022	Director Complex Services
4.4 Apply lessons learned from monitoring our RAP to inform a new RAP	Register via Reconciliation Australia's website to begin developing our next RAP	Jan 2022	Director Complex Services

Acknowledgements

Community members, Peninsula Health staff and representatives from organisations who attended the Peninsula Health's 2016-2018 'Innovate' Reconciliation Action Plan Review on Thursday 31st January 2019 and throughout 2019.

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Boon Wurrung Foundation Ltd

Bunurong Land Council Aboriginal Corporation

Dandenong & District Aborigines Co-operative

Department of Health and Human Services (Southern Region)

Frankston City Council, Reconciliation Officer

Monash University (Indigenous Academic Engagement Coordinator)

Mornington Shire Council, Reconciliation Officer

Nairm Marr Djambana (Gathering Place)

Willum Warrain (Gathering Place)

Reconciliation Australia

St Vincent's Melbourne Hospital Melbourne, Aboriginal and Torres Strait Islander Graduate and Cadetships Network Coordinator

References

- Koolin Balit, Victorian Government strategic directions for Aboriginal health 2012-2022
- Korin Korin Balit-Djak Aboriginal health, wellbeing and safety strategic plan 2017-2027
- National Aboriginal and Torres Strait Islander Health Plan 2013-2023
- Nairm Marr Djambana, Strategic Plan 2018-2022
- Peninsula Health Reconciliation Plan 2014-2015, and Review Consultation Record
- Peninsula Health's 2016-2018 'Innovate' Reconciliation Action Plan
- The National Indigenous Reform Agreement (NIRA) agreed by the Council of Australian Governments (COAG)



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We are proudly inclusive.

