



LATROBE COMMUNITY HEALTH SERVICE

# **INNOVATE RECONCILIATION ACTION PLAN**

May 2017 - May 2019



# ACKNOWLEDGEMENT OF TRADITIONAL CUSTODIANS

We acknowledge the GunaiKurnai people as the Traditional Custodians of the lands within Gippsland and pay our respects to Elders past, present and future.

We would also like to acknowledge the sorrow of the Stolen Generation and the impact of colonisation on Aboriginal and Torres Strait Islander peoples.



# OUR VISION FOR RECONCILIATION

Latrobe Community Health Service (LCHS) vision for reconciliation is to provide a culturally appropriate and safe environment which delivers equity and opportunity in employment, health and wellbeing for Aboriginal and Torres Strait Islander peoples.

We are committed to working in respectful, two way partnerships with Aboriginal and Torres Strait Islander communities to address inequity, and to plan and provide a more culturally sensitive service that reflects the needs of the communities within Gippsland.

## We will do this by:

- Ensuring improved health and wellbeing outcomes for Aboriginal and Torres Strait peoples in Gippsland
- Building respect and understanding of Aboriginal and Torres Strait Islander peoples and culture
- Recognising and celebrating events of significance for Aboriginal and Torres Strait Islander peoples; and to
- Build the capacity of and employ Aboriginal and Torres Strait Islander staff.

# OUR BUSINESS

Established in 1995, LCHS is a major provider of health and support services. Our organisational purpose is to enable people to live healthier, live better, and live longer.

Employing more than 400 staff with 6 identifying as Aboriginal or Torres Strait Islander peoples across 10 sites, LCHS provides a broad range of programs and services across Gippsland which include Aged, Carer & Disability Services, AOD & Counselling, Primary and Allied Health Services, GP & Dental Clinics and Youth Mental Health.

The Aboriginal and Torres Strait Islander population in Gippsland is 3,811 or 1.56% of the total Gippsland population (239,000 residents).

In 2013 we started providing aged care services in Hume and Grampians Regions and in 2014 expanded our GP clinics to Melbourne at William Angliss Institute.

LCHS respectfully acknowledges the Traditional Custodians of the lands and waters of our service areas and beyond.

# OUR APPROACH TO RECONCILIATION

The LCHS Board committed to address the disparity between the health outcomes of Aboriginal and Torres Strait Islander peoples, and members of the broader community, in line with its key strategic direction A Healthy Population.

They resolved to build a culturally sensitive organisation delivering programs and activities that are responsive, culturally appropriate and reflect the needs of Aboriginal and Torres Strait Islander peoples and communities.

Service Access data indicated minimal access by Aboriginal and Torres Strait Islander people with roughly half of the population eligible for Home and Community Care services actually receiving them.

In 2007, our Board resolved to work with the Aboriginal and Torres Strait Islander community to increase access to LCHS services and reduce the gap in life expectancy.

Portfolio responsibility for Koorie liaison and services was assigned to the Executive Director of Community Support at that time.

An Engaging Koorie People (EKP) working group was formed consisting of LCHS Koorie staff, non Koorie staff, Koorie community members and Koorie people from external organisations.

In 2009, the EKP working group developed an Engaging Koorie People Plan.

The plan provided a framework for implementing a number of actions and strategies. Some of the actions included:

- Whole of organisation Cultural Awareness Training
- Cultural Awareness Training embedded in orientation for new staff
- National Reconciliation Week events
- Koorie Christmas Celebrations
- Procedure for Welcome to Country and Acknowledgement of Traditional Owners
- Attendance at Koorie meetings
- Provision of Koorie specific services
- Formal partnerships with local Koorie controlled organisations
- Plaques acknowledging the Traditional Custodians of the land in Gippsland at each site
- Launching the Koorie website for LCHS staff
- Strategies for effective consultation and communication with the Koorie Community booklet developed and distributed to all staff

Membership of the EKP working group has changed since its inception but the primary focus has been on ensuring that LCHS addresses the barriers that prevent Aboriginal and Torres Strait Islander people with achieving the health, wellbeing and employment outcomes possible through a stronger connection with LCHS.

## Objectives

- Strengthen relationships between LCHS and Aboriginal and Torres Strait Islander communities
- Recognise and celebrate significant events such as National Reconciliation Week, National Close the Gap Day and National Aboriginal Islander Day Observance Committee (NAIDOC) Week
- Develop culturally competent and confident staff
- Build trust amongst Aboriginal and Torres Strait Islander peoples about LCHS and our service delivery
- Demonstrate our long term commitment to improving health outcomes for Aboriginal and Torres Strait Islander peoples
- Ensure our service delivery is flexible and our program planning responds to need
- Build capacity in Aboriginal and Torres Strait Islander communities.

We acknowledge that while we have taken steps towards reconciliation within our community, there is much more to do. Through this plan we aim to work with our local Aboriginal and Torres Strait Islander communities to support equity and access to health care in a culturally aware environment

## We will continue to:

- build respectful relationships with Aboriginal and Torres Strait Islander communities
- listen to Aboriginal and Torres Strait Islander communities
- support employment of Aboriginal and Torres Strait Islander people
- ensure staff are culturally aware.

Our RAP is the portfolio responsibility of the Executive Director Community Support and Connection. Our RAP working group consists of our Aboriginal and Torres Strait Islander staff employed at any one time, currently there are 6 staff.

# RELATIONSHIPS - TALKING, WALKING AND WORKING TOGETHER



## Relationships

LCHS has both formal and informal relationships with Aboriginal organisations across Gippsland. We have relationships with Aboriginal and Torres Strait Islander communities, Elders and groups. Our aim is to foster further meaningful relationships that assist us to ensure that LCHS programs and activities are responsive, culturally sensitive and reflect community need.

Action	Deliverable	Timeline	Responsibility
<p><b>1.</b> RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting</p>	<ul style="list-style-type: none"> <li>• RWG oversees the development, endorsement and launch of the RAP.</li> <li>• Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG.</li> <li>• Meet quarterly to monitor and report on RAP implementation.</li> <li>• Establish Terms of Reference for the RWG.</li> </ul>	<p>August 2017</p> <p>May 2017</p> <p>February, May, August, November 2016, 2017, 2018</p> <p>June 2017</p>	<p>Executive Director Community Support and Connection</p>
<p><b>2.</b> Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians</p>	<ul style="list-style-type: none"> <li>• Organise at least one internal event for NRW each year.</li> <li>• Register our NRW event via Reconciliation Australia's NRW website.</li> <li>• Support an external NRW event.</li> <li>• Ensure our Working Group participates in an external event to recognise and celebrate NRW.</li> <li>• Partner with Aboriginal and non-Aboriginal organisations to host a public NRW event.</li> <li>• Ensure our NRW events are covered by local media</li> <li>• Download Reconciliation Australia's NRW resources and circulate to staff.</li> </ul>	<p>27 May- 3 June 2017, 2018</p>	<p>Executive Director Community Support and Connection</p>

Action	Deliverable	Timeline	Responsibility
<p><b>3.</b> Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.</p>	<ul style="list-style-type: none"> <li>• Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders.</li> <li>• Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.</li> <li>• Develop formal partnership documents or equivalent for all of our relationships with Aboriginal and Torres Strait Islander stakeholders.</li> <li>• Establish Memorandum Of Understandings (MOU) with Gippsland and East Gippsland Aboriginal Co-Operative (GEGAC), Ramahyuck District Aboriginal Corporation (RDAC) and Victorian Aboriginal Child Care Agency (VACCA).</li> <li>• Engage with stakeholders via organisations that are linked to Aboriginal and Torres Strait Islander community for the purpose of consultation and documented this in RAP and project records.</li> <li>• Identify other entities with which LCHS can work to achieve RAP aims such as Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC).</li> <li>• Work with the respective local government and Aboriginal Controlled and community based organisations across Gippsland, Hume and Grampians to realise mutually beneficial goals, such as improved service planning and coordination, better access to services.</li> <li>• Create opportunities for Aboriginal and Torres Strait Islander Elders and community members to meet with LCHS Board members. Host a minimum of one shared event annually and ensure there are at least five Elders and five Board members present.</li> <li>• Implement and review a strategy to communicate our RAP to all internal and external stakeholders.</li> <li>• Promote reconciliation through ongoing active engagement with all stakeholders.</li> <li>• LCHS launch the endorsed 2017-18 RAP by locating it on the LCHS Website and Koorie Web Page.</li> <li>• Launch the RAP as part of an agency community open day.</li> </ul>	<p>June 2017 August 2017</p> <p>June 2017</p> <p>September 2017</p> <p>September 2017</p> <p>October 2017</p> <p>June 2017</p> <p>June 2017, 2018</p>	<p>Executive Director Community Support and Connection</p> <p>Executive Director Community Support and Connection</p>

Action	Deliverable	Timeline	Responsibility
<p>4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector</p>	<ul style="list-style-type: none"> <li>• Implement and review a strategy to communicate our RAP to all internal and external stakeholders.</li> <li>• Promote reconciliation through ongoing active engagement with all stakeholders.</li> <li>• LCHS launch the endorsed 2017-18 RAP by locating it on the LCHS Website and Koorie Web Page.</li> <li>• Launch the RAP as part of an agency community open day.</li> </ul>	<p>September 2017</p> <p>December 2017 August 2017</p> <p>August 2017</p>	<p>Executive Director Community Support and Connection, Manager Marketing and Communications Executive Director Community Support and Connection</p>



# RESPECT - UNIQUENESS, ONENESS AND RIGHTS



## Respect

LCHS recognises the unique qualities of all people and respects the cultural knowledge of Aboriginal and Torres Strait Islander people. Understanding Aboriginal and Torres Strait Islander peoples and cultures will enable us to develop better relationships and provide more appropriate services.

Action	Deliverable	Timeline	Responsibility
<p><b>6.</b> Engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements</p>	<ul style="list-style-type: none"> <li>Review and update a cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion)</li> </ul>	May 2017	<p>Manager, People Learning and Culture</p>       <p>Executive Director Community Support and Connection, Program Managers</p>
	<ul style="list-style-type: none"> <li>Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training</li> </ul>	August 2017	
	<ul style="list-style-type: none"> <li>Ensure all LCHS staff, including RWG members and key leadership staff, attend mandatory LCHS/Federation Training Koorie Cultural Awareness Training relevant to the geographic area in which they work.</li> </ul>	January 2019	
	<ul style="list-style-type: none"> <li>Provide opportunities for Aboriginal and Torres Strait Islander staff to attend LCHS Koorie Cultural Awareness Training</li> </ul>	January 2019	
	<ul style="list-style-type: none"> <li>People, Learning and Culture (PLC) will consult the RAP Group about the training outline, provider and any changes to this.</li> </ul>	November 2018	
	<ul style="list-style-type: none"> <li>RAP Working Group members to observe and provide review of the training being delivered.</li> </ul>	April 2018	
	<ul style="list-style-type: none"> <li>Provide Aboriginal Cultural Awareness Training for managers through Federation Training</li> </ul>	January 2019	

Action	Deliverable	Timeline	Responsibility
<p><b>7.</b> Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.</p>	<ul style="list-style-type: none"> <li>• Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.</li> <li>• Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.</li> <li>• Invite a Traditional Owner to provide a Welcome to Country at all significant events, eg. National Reconciliation Week.</li> <li>• Include Acknowledgement of Country at the commencement of important external and external meetings.</li> <li>• Review and update all cultural protocol documents annually</li> </ul>	<p>February 2018</p> <p>February 2018</p> <p>August 2017</p> <p>Feb 2018,2019</p> <p>May 2017</p>	<p>Executive Director Community Support and Connection, Program Managers</p>
<p><b>8.</b> Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week</p>	<ul style="list-style-type: none"> <li>• Review HR policies and procedures, including our Leave Procedure to ensure there are no barriers to staff participating in NAIDOC Week.</li> <li>• Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with cultures and communities during NAIDOC Week.</li> <li>• Sponsor at least one locally originating regional event per annum.</li> </ul>	<p>July 2017, 2018</p> <p>July 2017, 2018</p> <p>December 2017,2018</p>	<p>Manager People Learning and Culture</p>
<p><b>9.</b> Fly the Aboriginal and the Torres Strait Islander flags</p>	<ul style="list-style-type: none"> <li>• Upon request from a local Aboriginal organisation, fly the Aboriginal flag at half-mast to mark the passing of an esteemed community member.</li> <li>• Provide desk based flag alternatives for reception areas in sites not owned by us.</li> <li>• Annually review our flag flying policy and procedures</li> </ul>	<p>July 2017, 2018</p> <p>July 2017, 2018</p> <p>December 2017,2018</p>	<p>Executive Director Community Support and Connection, Manager Quality, Front Office, Fleet and Facilities.</p>

# OPPORTUNITIES - PARTNERS, EMPOWERING, SHARING



## Opportunities

LCCHS is continuing to strengthen respectful relationships with Aboriginal and Torres Strait Islander peoples. We will identify community needs and work with community to adjust our approach and provide culturally appropriate services to increase access for improved health outcomes. LCCHS supports opportunities for Aboriginal Torres Strait Islander peoples through employment, health and cultural development.

Action	Deliverable	Timeline	Responsibility
<b>10.</b> Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander Employment and retention strategy.</li> </ul>	November 2017	Senior Manager, People, Learning & Culture
	<ul style="list-style-type: none"> <li>Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.</li> </ul>	May 2018	
	<ul style="list-style-type: none"> <li>Advertise all vacancies in Aboriginal and Torres Strait Islander media.</li> </ul>	June 2017	
	<ul style="list-style-type: none"> <li>Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities.</li> </ul>	March 2018	
	<ul style="list-style-type: none"> <li>Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.</li> </ul>	June 2017	People, Learning and Culture, Program Managers
	<ul style="list-style-type: none"> <li>Ensure at least 3% of our employees (12 staff) are Aboriginal and/or Torres Strait Islander peoples, in line with the demographics of the areas in which we work</li> </ul>	August 2017, 2018	
	<ul style="list-style-type: none"> <li>Ensure all selection panels for Aboriginal and Torres Strait Islander identified roles include Aboriginal and Torres Strait Islander staff members</li> </ul>	February 2018	
	<ul style="list-style-type: none"> <li>Include in all job advertisements, 'Aboriginal and Torres Strait Islander people are encouraged to apply.'</li> </ul>	June 2017	

Action	Deliverable	Timeline	Responsibility
<p><b>13.</b> Further increase service access and improve the delivery experience for Aboriginal and Torres Strait Islander people.</p>	<ul style="list-style-type: none"> <li>• In consultation with Aboriginal and Torres Strait Islander peoples and clients, identify service gaps and form plans and partnerships which seek to address them.</li> <li>• Ensure 3% of our service delivery is delivered to Aboriginal and Torres Strait Islander people in line with the Aboriginal and Torres Strait Islander populations in the regions we work in:               <ul style="list-style-type: none"> <li>• Ensure our service delivery to Aboriginal and Torres Strait Islander peoples increases 1% annually.</li> <li>• Collect and monitor this data in a culturally sensitive manner, and include an explanation of how the information assists LCHS service provision</li> </ul> </li> <li>• Submit reports about rates of service access &amp; delivery improvements and/or service gaps to the Executive and Board Quality and Safety Committee with the aim of identifying improvement strategies.</li> <li>• Plan and implement health education opportunities for LCHS Aboriginal and Torres Strait Islander clients, based on presenting health issues. For example; yarning circles, groupwork.</li> <li>• Implement the Victorian Department of Health and Human Service Aboriginal Health Cultural Competency Framework and further develop our culturally sensitive practice in order to improve the service experience for Aboriginal &amp; Torres Strait Islander clients.</li> </ul>	<p>August 2017, 2018</p> <p>August 2017, 2018</p> <p>August 2017, 2018</p> <p>May 2018</p> <p>May and August 2017, 2018</p> <p>July 2018</p> <p>February 2018</p>	<p>Executive Director Community Support and Connection</p> <p>Program Managers</p>

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# TRACKING PROGRESS AND REPORTING

Action	Deliverable	Timeline	Responsibility
<b>14.</b> Report RAP achievements, challenges and learnings to Reconciliation Australia	<ul style="list-style-type: none"> <li>• Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.</li> <li>• Investigate participating in the RAP Barometer.</li> </ul>	<p>30 September 2017, 2018</p> <p>May 2018</p>	Executive Director Community Support and Connection
<b>15.</b> Report RAP achievements, challenges and learnings internally and externally	<ul style="list-style-type: none"> <li>• Publically report our RAP achievements, challenges and learnings.</li> <li>• Develop an open intranet based document where all LCHS staff can record projects and outcomes that contribute to the achievement of this plan.</li> </ul>	<p>June 2018, 2019</p> <p>March 2018</p>	Executive Director Community Support and Connection
<b>16.</b> Review, refresh and update RAP	<ul style="list-style-type: none"> <li>• Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.</li> <li>• Send draft RAP to Reconciliation Australia for formal feedback and endorsement.</li> </ul>	<p>November 2017</p> <p>January 2018</p>	Executive Director Community Support and Connection



### Contact details

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