



Reconciliation Action Plan

July 2020 – June 2022



Government
of South Australia

Health
Central Adelaide
Local Health Network



RECONCILIATION
ACTION PLAN
INNOVATE

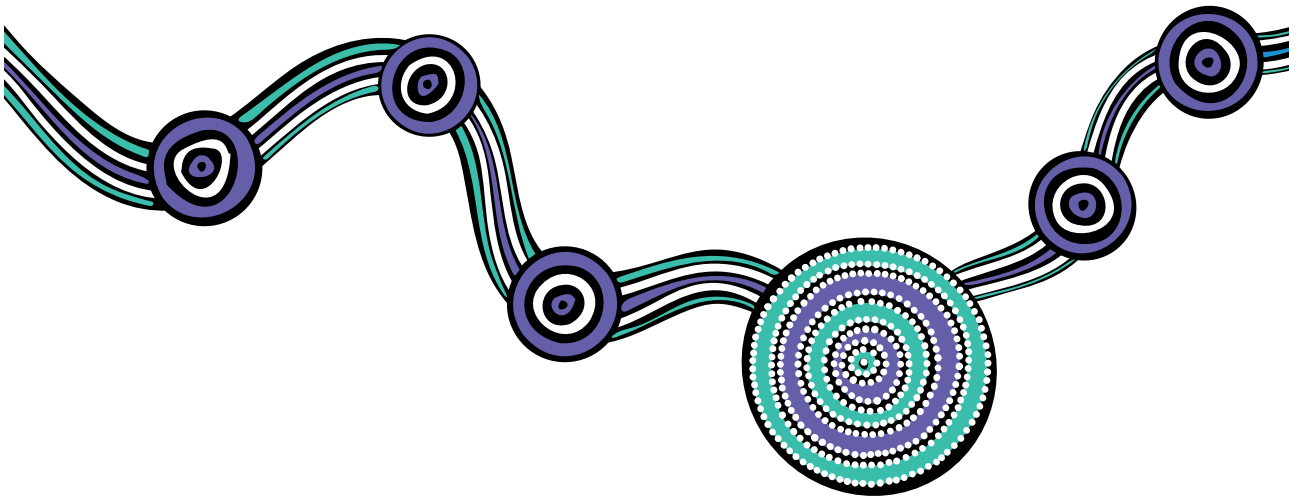
Acknowledgement of the Traditional Custodians

We acknowledge and respect the Traditional Custodians whose ancestral land the Central Adelaide Local Health Network (CALHN) provides services on.

We acknowledge the deep feelings of attachment and relationship of Aboriginal and Torres Strait Islander peoples to Country.

The network also acknowledges the Traditional Owners and Custodians of the many lands our Aboriginal and Torres Strait Islander consumers travel from to receive services.

In the spirit of reconciliation, we also acknowledge the non-Aboriginal people who contribute to our reconciliation journey of improving Aboriginal health outcomes.



Our Reconciliation Action Plan artwork

WARDLI PURRUTINTHI 'Place to live or to be alive'

Designed by accomplished Aboriginal South Australian artist Allan Sumner, a descendant of the Ngarrindjeri, Kurna and Yankunytjatjara people

Central Adelaide Local Health Network (CALHN) has an important role in improving the health and wellbeing of South Australians by delivering world-class integrated healthcare and hospital services. The circle in the middle of the artwork represents the 'Wardli Purrutinthi' or Central Adelaide Local Health Network.

CALHN is positioned centrally, and connects our hospitals, community health services and clinical services together.

The U shaped symbols throughout the artwork represent the people of CALHN. The main circle in the middle is surrounded by U shaped symbols representing staff, health professionals and community people, and the U shaped symbols on the outside of the artwork representing the many community people who utilise CALHN's services.



CALHN

The circle in the middle of the artwork represents the Central Adelaide Local Health Network. The U shaped symbols around it represent all CALHN staff.



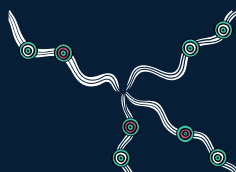
Hospitals

The purple circle represents one of the five hospitals which include the Royal Adelaide Hospital, The Queen Elizabeth Hospital, Hampstead Rehabilitation Centre (HRC), St Margaret's Hospital (SMH) and Glenside Health Services.



Community people

The U shaped symbols on the outside of the artwork represent the many community people who utilise CALHN's services.



Connective lines between community health services and clinical health services

These services are all connected between the journey lines.



CALHN five hospitals

CALHN brings together five hospitals including the Royal Adelaide Hospital (RAH) as a major quaternary facility, The Queen Elizabeth Hospital (TQEH) as a general hospital, and our rehabilitation hospitals Hampstead Rehabilitation Centre (HRC) and St Margaret's Hospital (SMH) and Glenside Health Services for acute and community mental health rehabilitation.



Statewide Clinical Support Services

Other clinical services include BreastScreen SA, SA Pathology, SA Medical Imaging and SA Pharmacy.



Community health services

There are community health services including SA Dental Service, SA Cancer Service, SA Prison Health and Donate Life SA.



From the Chair of the CALHN Governing Board and the Chief Executive Officer

We are delighted to present our Reconciliation Action Plan that will continue to guide, support and hold us accountable as we uphold our values and make reconciliation a reality.

Building on our strategic directions and our aspirations to be a centre for excellence in Aboriginal and Torres Strait Islander health and wellbeing, we have great confidence in our community to bring this Reconciliation Action Plan (RAP) to life.

We are also confident that we will achieve the actions within this RAP, which are themed around relationships, respect and opportunities. Each theme contains clearly defined actions, responsibilities and timelines for implementation, ensuring our actions are executed and we are held accountable.

Whether through additional reconciliation events, training our workforce in Aboriginal and Torres Strait Islander cultures and protocols, or increasing Aboriginal and Torres Strait Islander employment opportunities, this plan will play an important part

in ensuring Aboriginal and Torres Strait Islander peoples share the same rights, respect and access to opportunities and benefits as every other South Australian.

We are confident that our Reconciliation Action Plan will help us to foster new relationships, strengthen existing partnerships with all of our stakeholders and ensure tangible actions are taken to support better economic, social, health and wellbeing outcomes for Aboriginal and Torres Strait Islander peoples.

We are proud to present this RAP and reaffirm our deep commitment to reconciliation and supporting Australia's First Peoples to achieve self-determination.

We look forward to reporting on the progress of implementation and greater engagement with our staff, wider community and our Aboriginal and Torres Strait Islander consumers in delivering the outcomes identified within the plan.



Lesley Dwyer
Chief Executive Officer



Raymond Spencer
Chair of the CALHN
Governing Board



From Reconciliation Australia

On behalf of Reconciliation Australia, I am delighted to see Central Adelaide Local Health Network (CALHN) continue its reconciliation journey and to formally endorse its first Innovate RAP; its second RAP overall.

Through the development of an Innovate RAP, CALHN continues to play an important part in a community of more than 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity; institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.



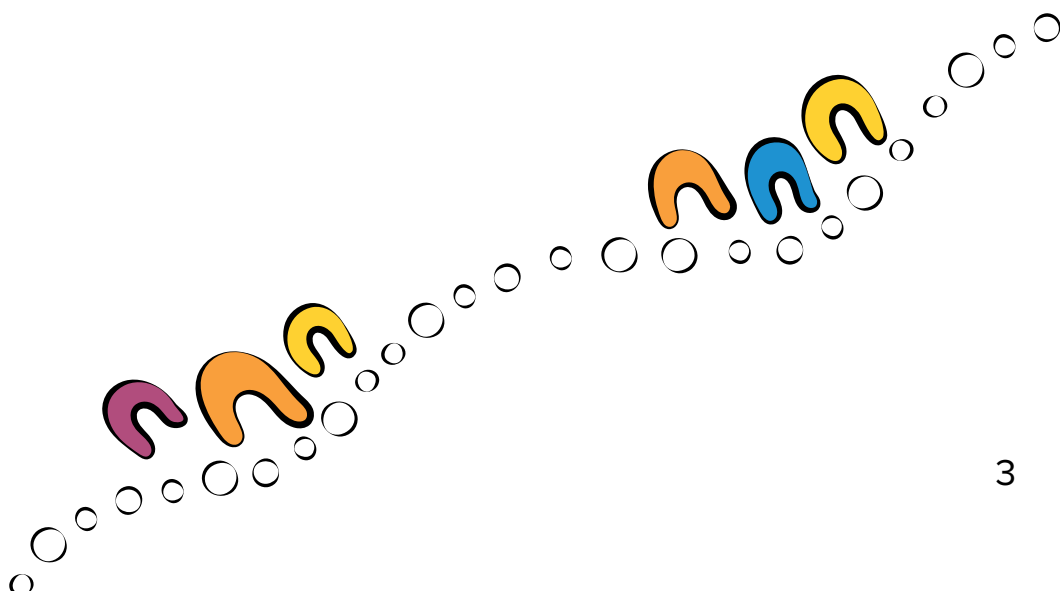
Karen Mundine
Chief Executive Officer
Reconciliation Australia

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides CALHN with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, CALHN will strengthen its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish CALHN well as it embeds and expands its own unique approach to reconciliation. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

"Reconciliation is hard work—it's a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality."

On behalf of Reconciliation Australia, I commend CALHN on its second RAP, and look forward to following its ongoing reconciliation journey.



From the CALHN Reconciliation Action Plan Working Group

The working group is pleased to have received endorsement from Reconciliation Australia on the network's second RAP

Developing our new RAP has been a rewarding process which has challenged us to consider the future we aspire to, one that is built on mutual trust and respect through genuine and lasting relationships.

We hope that this plan will provide practical strategies for you to continue the journey with us, facilitating reconciliation across our network and the communities in which we work.

The history of Aboriginal and Torres Strait Islander peoples is the history of South Australia – and of Australia. We recognise the significance of the living culture of Aboriginal and Torres Strait Islander peoples and promote their right to be served with dignity and pride in the delivery of health and wellbeing services.

It is our belief that through this Reconciliation Action Plan we can embody reconciliation in all that we do.

Our vision for reconciliation

CALHN will become a centre for excellence in Aboriginal and Torres Strait Islander health and wellbeing.

Authentic mutual respect will provide our network with the necessary foundation to realise this vision.

We play a lead role within the health system and aspire to world-class care and world-class research to improve both the experience and outcomes for our Aboriginal and Torres Strait Islander consumers.

Our values mean we are both people first and community minded and we demonstrate this through our interactions with others across the South Australian health system, the community and those for whom we care.

Our Reconciliation Action Plan aims to ensure reconciliation is embedded in our values and enacted in our behaviour and service delivery.

Our business

Central Adelaide Local Health Network is committed to delivering quality and sustainable healthcare to ensure we provide integrated, respectful and safe patient centred service to our diverse communities.

We are a large, multi-site organisation with an annual budget of over \$2.7 billion. Our network brings together five hospitals; the Royal Adelaide Hospital (RAH) as a major quaternary facility, The Queen Elizabeth Hospital (TQEH) as a general hospital, and rehabilitation health services Hampstead Rehabilitation Centre (HRC) and St Margaret's Hospital (SMH) and Glenside Health Services for acute and community mental health rehabilitation, and a significant number of primary health care services.

The network also delivers a range of specialised community and clinical health services across the state. Community health services include SA Dental Service, SA Cancer Service, SA Prison Health and DonateLifeSA, and additional statewide clinical support services include SA Pathology, SA Medical Imaging, SA Pharmacy and BreastScreen SA.

Since July 2019 the network has been led by the Central Adelaide Local Health Network Governing Board. The Board has oversight of the network's strategy, risk management, governance and performance, and provides strategic direction in conjunction with the Chief Executive Officer (CEO).

While the geographic catchment area for the network's hospitals covers the central, western and eastern suburbs of metropolitan Adelaide, a community of more than 466,000 people, it also provides health care for Aboriginal and Torres Strait Islander peoples living in other parts of South Australia, Northern Territory, eastern Western Australia, western New South Wales and western Victoria.

While our hospitals and the services within them operate on the traditional lands of the Kaurna people, our statewide services operate on or travel through the traditional lands of many other nations.

The network also engages with traditional healers at the request of patients and uses interpreters where needed to support patient communication.

As of September 2019 CALHN employed more than 15,000 people, with 80 identifying as Aboriginal and/or Torres Strait Islander peoples,. This is 0.7% of the workforce.

In the 2018/19 financial year there were 8,855 Aboriginal and Torres Strait Islander identified inpatient separations and 6,126 emergency department presentations across Royal Adelaide Hospital, Glenside Health Services, The Queen Elizabeth, St Margaret's Hospital and Hampstead Rehabilitation Centre.

We provide a health service to prisoners in South Australia and between 1 August 2018 and 31 August 2019 provided Aboriginal and Torres Strait Islander peoples in prison with 17,348 medical consultations and 804,664 nursing consultations.

SA Dental Service provided services to 10,098 Aboriginal and Torres Strait Islander peoples in the 2018/19 financial year. This included 5,275 eligible Aboriginal and Torres Strait Islander adults at mainstream dental clinics and 4,823 Aboriginal and Torres Strait Islander children (0-18years) at School Dental Service clinics.

Our Reconciliation Action Plan

Reconciliation activity within CALHN is supported by a Reconciliation Action Plan working group who report through to the Chief Executive Officer with all areas of the network responsible for championing reconciliation.

The network previously had a Reflect RAP which clearly set out the steps to develop initiatives and relationships with Aboriginal and Torres Strait Islander stakeholders. The Reflect RAP was implemented across CALHN as the initial stage of meaningful and mutually beneficial actions for the organisation to undertake.

This RAP builds on the existing efforts of individual sites and directorates, and expands these efforts to advance reconciliation internally and externally of our organisation. Our RAP aims to embed our strategies to become business as usual and best practice.

Our reconciliation process involves the participation of key Aboriginal staff and Aboriginal community members who have advised and guided the development and implementation of this plan.

The CALHN RAP identifies practical reconciliation initiatives aligned with our commitment to shaping the future of health with world-class care and world-class research.

We are guided by the principles of the SA Health Aboriginal Health Policy and National Safety and Quality Health Service Standards.

CALHN Reconciliation Action Plan working group

The existing group was created following a May 2018 call for expressions of interest for employees to form a CALHN RAP working group.

Chaired by the Executive Director, Workforce Management and Reform, the working group consists of 17 members from medicine, nursing, allied health, administration and executive which represents all professional portfolios, within statewide and acute services. There are four Aboriginal staff and 13 non-Aboriginal staff and the working group is actively seeking an Aboriginal and Torres Strait Islander community representative.

The Reconciliation Action Plan working group supports the development, endorsement and implementation of the CALHN Reconciliation Action Plan including:

- the identification of practical reconciliation initiatives in agreement with the 'SA Health Reconciliation Framework for Action'
- the network's own strategic directions
- CALHN's implementation of agreed activities within divisional units
- stakeholder engagement and consultation.

The Executive Director, Workforce Management and Reform is also the executive champion for the RAP working group.

Relationships



We will strive to build genuine relationships with Aboriginal and Torres Strait Islander peoples, ensuring Aboriginal and Torres Strait Islander consumers, staff and volunteers feel welcome and respected, have opportunities for meaningful consultation, and improved access to culturally inclusive and responsive health care services.

Action	Deliverable	Timeline	Responsibility
Our RAP working group is responsible for actively monitoring the implementation of the RAP and advising the executive management team of challenges and/or opportunities to improve activity and efficiency	Circulate an expression of interest to join the RAP working group annually, encouraging both Aboriginal and Torres Strait Islander and non-Aboriginal participation.	July 2020, 2021	Chair RAP working group
	Maintain Aboriginal and Torres Strait Islander representation on the working group.		
	Review the terms of reference for the RAP working group.		
	RAP working group to meet at least four times per year to monitor and report on RAP implementation.		
	Ensure RAP implementation activity is a standing agenda item on all CALHN executive management team meeting agendas.	Review December 2020, 2021	Chief Executive Officer
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	Each directorate organise at least one internal event for NRW each year and register any events on the Reconciliation Australia's NRW website.	27 May - 3 June 2021, 2022	Chief Executive Officer
	Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories.		
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2021, 2022	Executive Officer RAP
	Each directorate support an external NRW event – the network to support NRW by reserving a table at the South Australian NRW breakfast.		Chief Executive Officer
	Ensure our executive and our RAP working group participate in an external event to recognise and celebrate NRW.		Chair RAP working group
	Encourage all staff to participate in NRW events.		Chief Executive Officer
	Encourage all head of units, nursing unit managers and managers to host NRW events across the areas in which they work.		Executive Director Nursing & Patient Experience

Action	Deliverable	Timeline	Responsibility
Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	Utilise the CALHN consumer engagement working committee to engage and work with our Aboriginal and Torres Strait Islander stakeholders.	August 2020, 2021	Director Aboriginal Health & Research Translation
	Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders.		Director Aboriginal Health & Research Translation Executive Director Corporate Affairs
	Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.		Aboriginal Health Executive Director Corporate Affairs
Raise internal and external awareness of our RAP to promote reconciliation across the network	Develop and implement a communication strategy to communicate our RAP to internal and external stakeholders.	February 2021	Executive Director Corporate Affairs
	Promote reconciliation through ongoing active engagement with all stakeholders.	January 2021	Director Aboriginal Health & Research Translation
	Maintain the RAP intranet page which includes activities, reporting (progress against targets), useful links, resources, frequently asked questions (FAQs) and key contacts.	April 2021	Chair RAP working group Executive Director Corporate Affairs
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.	April 2021, 2022	Executive Director Workforce Management & Reform
	Develop, implement and communicate an anti-discrimination policy for our organisation.	September 2020	Executive Director, Clinical Governance
	Educate senior leaders on the effects of racism.	August 2021	Executive Director Workforce Management & Reform
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.		Director Aboriginal Health & Research Translation

Respect

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



Action	Deliverable	Timeline	Responsibility
Continue the development and implementation of the CALHN Aboriginal cultural learning program	Mandate and report on the number of staff who complete the on-line Aboriginal cultural learning program.	March 2021, 2022	Manager Learning Central Team
	Conduct a review of cultural learning needs within our organisation.	October 2021	Executive Director Workforce Management & Reform
	Consult local Traditional Custodians and Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	July 2021	Director Aboriginal Health & Research Translation
	Develop and implement a cultural learning strategy for our staff.	July 2021	Executive Director Workforce Management & Reform
	Support the communication of the cultural learning strategy to our staff.	July 2021	Executive Director Corporate Affairs
	Provide opportunities for RAP working group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.		Executive Director Workforce Management & Reform
Engage local Aboriginal and Torres Strait Islander peoples in consultation through major capital redevelopments	Consult and engage throughout TQEH redevelopment with Aboriginal and Torres Strait Islander peoples.	December 2020	Executive Director Capital Projects & Planning
	Ensure lessons from other capital projects (such as Ceduna Hospital and the Royal Adelaide Hospital) are integrated into project plans and consultation.		Executive Director Capital Projects & Planning
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	Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.	April 2021	Chair RAP working group Director Aboriginal Health & Research Translation
	Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.		
	Ensure all managers are familiar with the network's policies with culturally specific statements.		Chief Executive Officer

Action	Deliverable	Timeline	Responsibility
	Ensure all staff are aware of National policy documents addressing the Aboriginal and Torres Strait Islander community health outcomes, such as Australian Health Ministers' Advisory Council's (AHMACs) Cultural Respect Framework and National Safety and Quality Health Service Standards (second edition).	April 2021, 2022	Chief Executive Officer
	Ensure all staff include an Aboriginal Health Impact Statement across all projects, proposals and clinical changes.	August 2021, June 2022	All Executive Directors
	Invite a traditional custodian to provide a Welcome to Country at significant events.	April 2021, 2022	All Executive Directors Executive Director Corporate Affairs
	Include an Acknowledgement of Country at the commencement of all executive management team meetings, head of unit meetings, unit meetings, staff meetings, staff forums and other relevant meetings.		Chief Executive Officer All Executive Directors
	Organise and display an Acknowledgment of Country plaque in our office/s or on our office building.	April 2021	Chair RAP working group Director Aboriginal Health & Research Translation
Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating National Aborigines and Islander Day Observance Committee (NAIDOC) Week	Create a calendar of significant Aboriginal and Torres Strait Islanders events and dates to be distributed throughout CALHN.	April 2021, 2022	Chair RAP working group Director Aboriginal Health & Research Translation Executive Director Corporate Affairs
	In consultation with Aboriginal and Torres Strait Islander peoples, host at least one NAIDOC Week event at the Royal Adelaide Hospital, The Queen Elizabeth Hospital, Glenside Health Services and Hampstead Rehabilitation Centre.	July 2021, June 2022	Chair RAP working group Director Aboriginal Health & Research Translation
	Review human resource policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	April 2021	Executive Director Workforce Management & Reform
	Promote to Aboriginal and Torres Strait Islander staff the opportunities these policies present.	April 2021, 2022	Workforce Strategist
	Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.	July 2021, June 2022	Executive Director Workforce Management & Reform
	Participate in local NAIDOC Week events in the South Australian community.		RAP Working Group Members

Opportunities



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

Action	Deliverable	Timeline	Responsibility
Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	Collect and analyse current Aboriginal and Torres Strait Islander workforce data to develop an Aboriginal and Torres Strait Islander Recruitment Strategy.	June 2021	Executive Director Workforce Management & Reform
	Develop an Aboriginal and Torres Strait Islander Employment and Retention strategy.	October 2021	
	Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.	May 2021	
	Increase the number of vacancies in Aboriginal and Torres Strait Islander specific media.		
	Promote across all vacancies the SA Public Sector Aboriginal Employment Register to promote Aboriginal and Torres Strait Islander employment.		
	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.		
	Develop and implement an Aboriginal and Torres Strait Islander nursing cadet program.	October 2021	Executive Director Nursing & Patient Experience
	Develop and implement an Aboriginal and Torres Strait Islander allied health cadet program.		Executive Director Allied Health and Strategic Integration & Partnerships
	Develop and implement an Aboriginal and Torres Strait Islander administration and/or operational services stream trainee recruitment program.	September 2021	Director Operational Services
	Investigate including a reconciliation statement in SA Health role descriptions.	May 2021	Executive Director Workforce Management & Reform
Incorporate an Aboriginal and Torres Strait Islander Health Practitioner role into acute health services across the Royal Adelaide Hospital, such as: renal, cancer, cardiac and emergency.	Director Aboriginal Health & Research Translation		

Action	Deliverable	Timeline	Responsibility
Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation	Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.	April 2021	Executive Director Finance & Business Services
	Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	July 2021	
	Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.		
	Investigate Supply Nation membership		
	Promote Supply Nation's Indigenous Business Directory to all staff.		
Ensure safety and quality standards are considered for Aboriginal and Torres Strait Islander consumers	Develop and implement a process for the recording of compliments and complaints from Aboriginal and Torres Strait Islander consumers.	December 2020, 2021	Executive Director Nursing & Patient Experience

Governance, tracking progress and reporting



Action	Deliverable	Timeline	Responsibility
Report RAP achievements, challenges and learnings to Reconciliation Australia	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	September 2020, 2021	Chair RAP working group
	Investigate participating in the Workplace RAP Barometer, after 12 months full reporting cycle has been completed.	May 2022	
Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation.	August 2020	Chair RAP working group
	Engage our senior leaders and other staff in the delivery of RAP commitments.	September 2020, 2021	Chief Executive Officer
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	August, November 2020, 2021 February 2021, 2022	Executive Officer RAP
	Appoint and maintain an internal RAP champion from senior management.	August 2020	Chair RAP working group
Report RAP achievements, challenges and learnings internally and externally	Supply a RAP working group bi-annual summary to the CALHN Aboriginal executive committee and performance committee detailing the progress of each site and directorate.	January 2021, July 2021, January 2022	Chair RAP working group
	Include the RAP achievements, challenges and learnings in the annual report.	September 2020, 2021	Executive Officer RAP Executive Director Corporate Affairs
	Publish the RAP achievements, challenges and learnings internally via the intranet.		
	Track the RAP's implementation and report quarterly as part of the standard governance framework to the executive team.	October 2020 January, May, September 2021 January, May 2022	Executive Officer RAP
Review, refresh and update RAP	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	June 2022	Chair RAP working group
	Send draft RAP to Reconciliation Australia for review and feedback.	December 2021	
	Submit draft RAP to Reconciliation Australia for formal endorsement.	March 2022	



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