

# Innovate Reconciliation Action Plan

September 2019 – September 2021

# Acknowledgement

At Southern Adelaide Local Health Network (SALHN), we recognise Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia.

We recognise that Aboriginal and Torres Strait Islander history and cultures are an integral part of Australia's collective history and something of which we can all be proud and celebrate.

We acknowledge the Kurna people as the Traditional Custodians of the land on which we work and provide health services and acknowledge Elders past, present and emerging.

We are proud to play our part to support the health and well-being of the people of the world's oldest continuous living cultures.









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## A Message from our CEO

South Australia will never reach its full potential until we address the inequality of opportunity and reduce the disparity in health outcomes between Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander South Australians.

SALHN's Reconciliation Action Plan (RAP) 2019-2021 shows our deep commitment to learning from our past mistakes and successes, and building stronger, more vibrant, consistent and sustained relationships with our Aboriginal and Torres Strait Islander community members, patients, carers and our staff. This RAP is titled 'Innovate' and is a reflection of our journey over the last few years and our commitment to learning much more about the history, rich cultures, traditions of our Aboriginal and Torres Strait Islander communities and partnering together in better, more respectful and culturally sensitive ways.

This RAP is the commitment of all SALHN staff to continuously improve our services, through seeking and embracing 'the voice' of our Aboriginal and Torres Strait Islander patients, partners and community in the provision of care, the planning of our services, the design of our facilities and the evaluation of and reporting of the Aboriginal and Torres Strait Islander patient and family experience at SALHN. This RAP is our second and builds upon our first steps towards reconciliation as outlined in our Reflect RAP 2014-2015.

Driven by our operating principle to listen, act, make better, together, we look forward to implementing this plan and are excited by what we can achieve over the next three years together with our Aboriginal and Torres Strait Islander patients, partner organisations and communities.

**Adjunct Professor Susan O'Neill**  
SALHN CEO



## Our Vision for Reconciliation

At SALHN, we aspire to a future where all Australians are united by our shared past, present and future. Driven by our purpose of **“providing reliable and respectful health care”**, our focus for reconciliation is that Aboriginal and Torres Strait Islander peoples share the same health outcomes, rights, respect and access to health services, opportunities and benefits as all Australians. Our vision is for every Aboriginal and Torres Strait Islander person to have equal opportunity to steer a pathway to a healthy future for themselves, their families and their community.

To listen, act, make better, together is our operating principle. It reflects our commitment to partnering with our patients, carers and community in designing and improving our services. In February 2019, we established SALHN's Aboriginal and Torres Strait Islander Consumer and Community Group. Comprising 13 members of the Aboriginal and Torres Strait Islander community living in the southern suburbs of Adelaide, this group's role is to advise us as to how we should plan our services to better meet the needs of our local Aboriginal and Torres Strait Islander population and how we can improve the way we provide care so that it is culturally safe and welcoming. Our Aboriginal and Torres Strait Islander Consumer and Community Group illustrates

the strength of our view that we can achieve much more together with our Aboriginal and Torres Strait Islander patients and community, than we can apart.

Reconciliation is one critical element in our journey for how we can better support and empower Aboriginal and Torres Strait Islander peoples to direct their own health care choices, as well as improve the quality and cultural sensitivity of the services we provide.







## About Us

At SALHN, we aim to deliver reliable and respectful health services, catering to the health care needs of approximately 340,000 people living in the southern metropolitan area of Adelaide. We also provide a number of services for people who live in areas across South Australia as well as providing some select services to people who live in the Northern Territory and far western New South Wales. Aboriginal and Torres Strait Islander peoples make up a high proportion of the patients who access our services from across SA and interstate. Diabetes, eye disease, cardiovascular disease and mental health issues are a snapshot of the chronic diseases which are prevalent in the Aboriginal and Torres Strait Islander population of Southern Adelaide, and patient populations who access our services from interstate.

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

- Flinders Medical Centre (FMC) at Bedford Park
- Noarlunga Health Precinct at Noarlunga
- Jamie Larcombe Centre, Glenside
- GP Plus Marion and Aldinga
- Aboriginal Family Clinic at Clovelly Park and Noarlunga
- Karpa Ngarrattendi - Aboriginal liaison and support services at FMC
- Repat Health Precinct

As at February 2019, SALHN employs approximately 7600 staff. Aboriginal and Torres Strait Islander employees comprise of just 0.7% (42 Aboriginal peoples, 4 Aboriginal and Torres Strait Islander peoples, 1 Torres Strait Islander person) of our workforce. Retaining and increasing the Aboriginal and Torres Strait Islander workforce is integral to addressing Aboriginal and Torres Strait Islander health and wellbeing, and is a goal of our Aboriginal and Torres Strait Islander workforce strategy.



## Our Journey

Our reconciliation journey began with the development of our first RAP — 2014 - 2015. We recognise we have taken the first steps of a long journey. We have made mistakes in some areas, and we have made positive progress in others. Our overarching achievement has been one of learning and renewal of commitment to our vision for reconciliation.

We highlight the following as our foundational steps towards reconciliation:

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



## Our Reconciliation Action Plan

Our second Innovate RAP 2019-2021 provides insight into our commitment to reconciliation by outlining the actions we plan to take over the next three years. It also documents our most recent efforts and achievements in our reconciliation journey.

In releasing this RAP, we would like to acknowledge the support of a number of people:

- Elders and members of the southern Adelaide Aboriginal and Torres Strait Islander communities
- SALHN - RAP Champions – Julie Bowman Interim Executive Director, Governance (SALHN) and Reform and Michael Francese, Chief Workforce Officer (SALHN).
- Members of SALHN's Aboriginal Health Steering Committee.
  - Manager Aboriginal Health Services
  - Chief Workforce Officer
  - Executive Director Allied Health
  - Workforce Representative
  - Manager, Intermediate Care Services
  - Manager, Clinical Services Aboriginal Health
  - Manager, Karpa Ngarrattendi
  - Executive Director Medical Services or delegate
  - Executive Director Nursing and Midwifery or delegate
  - Cancer Services Representative
- Co-Director Division of Surgery and Perioperative Medicine
- Co-Director Women's and Children's Division
- Co-Director Division of Mental Health
- Co-Director Division of Rehabilitation, Aged Care and Palliative Care
- Co-Director Division of Medicine, Cardiac and Critical Care
- Allied Health Director FMC
- Community Representative
- Manager, Clinical Governance Unit delegate
- Nursing Director, CNMER
- Staff of SALHN's Aboriginal Health Services
- Staff of SALHN's Lighthouse Project, and partner - the Heart Foundation
- Staff of Arts in Health at FMC program
- Staff of SA Health's Aboriginal Health Strategy Unit
- Staff of Flinders University Aboriginal Health Research Unit
- Members of South Australia's Aboriginal Chronic Disease Consortium
- Reconciliation Australia.

Our Innovate RAP 2019-2021 is an outline of the actions we intend to deliver to build stronger relationships and enhanced respect between Aboriginal and Torres Strait Islander peoples and non-Aboriginal and Torres Strait Islander South Australians. Developing shared understanding and ownership of our RAP across our organisation is a key feature of our communication plans. Our Innovate RAP has the full commitment and support of the SALHN Executive who will have oversight of activities to embed reconciliation throughout our organisation.



## Our Reconciliation Action Plan

### Relationships

#### Relationships

We are committed to developing strong, genuine and meaningful partnerships with Aboriginal and Torres Strait Islander peoples, organisations and community members, to achieve best health outcomes for individuals, families and communities. Our aim is for Aboriginal and Torres Strait Islander peoples to drive the decisions that affect their health and wellbeing. We will improve our services, seeking and embracing 'the voice' of our Aboriginal and Torres Strait Islander patients and community members, to ensure that our services are culturally respectful and welcoming. We will 'listen, act, make better... together' with our Aboriginal and Torres Strait Islander patients, families, communities and organisations.

Action	Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> <li>Develop and maintain mutually beneficial partnerships with Aboriginal and Torres Strait Islander peoples, communities and organisations to help deliver and improve health outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Develop, implement and evolve an engagement plan and guiding principles to partner with our Aboriginal and Torres Strait Islander stakeholders.</li> </ul>	March 2020	Manager, Consumer Engagement and Executive Lead, Consumer and community Engagement
	<ul style="list-style-type: none"> <li>Meet with local Aboriginal and Torres Strait Islander and Torres Strait Islander organisations to develop guiding principles for future engagement</li> </ul>	September 2019 July 2020	Manager, Consumer Engagement and Executive Lead, Consumer and community Engagement
	<ul style="list-style-type: none"> <li>Evaluate our progress through seeking feedback from stakeholders regarding our approaches to relationship building</li> </ul>	July 2021	Manager, Consumer Engagement and Executive Lead, Consumer and community Engagement
<ul style="list-style-type: none"> <li>Actively monitor RAP development and implementation of actions, tracking progress and reporting</li> </ul>	<ul style="list-style-type: none"> <li>AHSC actively monitors the development, launch and implementation of our RAP</li> </ul>	September 2019 and 6 monthly thereafter	Manager, Aboriginal Health
	<ul style="list-style-type: none"> <li>AHSC to meet at least twice a year to monitor and report on RAP implementation</li> </ul>	March 2020 and bi-annually until 2021	Manager, Aboriginal Health
	<ul style="list-style-type: none"> <li>Ensure Aboriginal and Torres Strait Islander peoples are represented on the AHSC and reviewed annually</li> </ul>	September 2019, 2020	Manager, Aboriginal Health



Relationships			
Action	Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> <li>Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander and other Australians</li> </ul>	<ul style="list-style-type: none"> <li>Establish an Aboriginal Communications and Events Working Group</li> </ul>	October 2019	Manager, Aboriginal Health
	<ul style="list-style-type: none"> <li>Organise regular SALHN cultural events including an annual SALHN event for National Reconciliation Week (NRW)</li> </ul>	May 2020/2021	Manager, Aboriginal Health
	<ul style="list-style-type: none"> <li>Register our NRW event via Reconciliation Australia's NRW website</li> </ul>	May 2020/2021	Executive Lead Aboriginal Health
	<ul style="list-style-type: none"> <li>Support staff participation in external events for National Reconciliation Week</li> </ul>	May 2020/2021	Chief Workforce Officer
	<ul style="list-style-type: none"> <li>Ensure SALHN participates in an external event to recognise and celebrate NRW</li> </ul>	May 2020/ 2021	Executive Lead Aboriginal Health
<ul style="list-style-type: none"> <li>Promote positive race relations through anti-discrimination strategies</li> </ul>	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs</li> </ul>	December 2019	Chief Workforce Officer
	<ul style="list-style-type: none"> <li>Develop, implement and communicate an anti-discrimination policy for our organisation</li> </ul>	June 2020	Chief Workforce Officer
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander and Torres Strait Islander advisors to consult on our anti-discrimination policy</li> </ul>	February 2020	Chief Workforce Officer
	<ul style="list-style-type: none"> <li>Educate senior leaders on the effects of racism</li> </ul>	September 2020	Chief Workforce Officer
<ul style="list-style-type: none"> <li>Raise internal and external awareness of our RAP to promote reconciliation across our business and sector</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement a staff communications and education plan which:               <ul style="list-style-type: none"> <li>describes our strategy to communicate our RAP to all internal and external stakeholders</li> <li>promote reconciliation through ongoing active engagement with all stakeholders.</li> <li>celebrates and emphasises our commitment to reconciliation</li> <li>highlights our focus on improving the health and wellbeing of Aboriginal and Torres Strait Islander peoples</li> <li>recognises the histories, cultures and achievements of Aboriginal and Torres Strait Islander Peoples</li> </ul> </li> </ul>	October 2019	CEO SALHN



## Our Reconciliation Action Plan

### Respect

#### Respect

Respect for Aboriginal and Torres Strait Islander peoples, cultures, land and histories is critically important to us as it is fundamental to the health, social and emotional wellbeing of Aboriginal and Torres Strait Islander peoples and our ability to provide quality, culturally-sensitive health care and services. We acknowledge that Aboriginal and Torres Strait Islander peoples need and should be partners in determining their own healthcare. We recognise how cultural respect has a positive effect on patient care delivery by enabling our staff to deliver services that:

- respect and respond to Aboriginal and Torres Strait Islander health beliefs
- encourage pride and celebration in culture
- address the social determinants of health
- advocate for the employment of Aboriginal and Torres Strait Islander staff
- create a welcoming service which supports access through transport, outreach, and 'walk-in' centres
- integrate cultural protocols across SALHN
- support the use of Ngangkari (traditional healers)

Action	Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> <li>• Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements</li> <li>• Annually celebrate Closing the Gap Day</li> </ul>	<ul style="list-style-type: none"> <li>• Expand the implementation of our Aboriginal cultural learning strategy for our staff</li> </ul>	October 2019	CEO SALHN
	<ul style="list-style-type: none"> <li>• Organise an annual SALHN event for Closing the Gap day</li> </ul>	May 2020/2021	Manager, Aboriginal Health
	<ul style="list-style-type: none"> <li>• Support staff participation in external events Closing the Gap day</li> </ul>	May 2020/ 2021	Executive Lead, Aboriginal Health
	<ul style="list-style-type: none"> <li>• Host a screening from the Reconciliation Film Club</li> </ul>	May 2020	Manager, Aboriginal Health
	<ul style="list-style-type: none"> <li>• Promote Reconciliation Australia's Share Our Pride online tool to all staff</li> </ul>	May 2020/2021	Executive Lead, Aboriginal Health
	<ul style="list-style-type: none"> <li>• Provide opportunities for AHSC, RAP Champions, HR Managers and other key leadership staff to participate in cultural training</li> </ul>	December 2019	Executive Lead Aboriginal Health
<ul style="list-style-type: none"> <li>• Increase visibility of Aboriginal and Torres Strait Islander cultures and make this more prominent across the network</li> </ul>	<ul style="list-style-type: none"> <li>• In consultation with local Traditional Owners, investigate naming rooms in the local Aboriginal language</li> </ul>	June 2020	Manager Aboriginal Health
	<ul style="list-style-type: none"> <li>• Display the Aboriginal and Torres Strait Islander flags, artworks and language map across SALHN sites</li> </ul>	June 2020	Manager Aboriginal Health

Respect			
Action	Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country across SALHN including the use of written Kaurna language acknowledgement where appropriate.</li> </ul>	September 2019	Manager, Aboriginal Health
	<ul style="list-style-type: none"> <li>Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.</li> </ul>	October 2019	Manager, Aboriginal Health
	<ul style="list-style-type: none"> <li>Invite a Traditional Owner to provide a Welcome to Country at significant SALHN events (e.g. SALHN Awards, Accreditation Survey)</li> </ul>	March, May, June , 2020, 2021	Executive Lead Aboriginal Health
	<ul style="list-style-type: none"> <li>Ensure an Acknowledgment of Country is displayed at the main entrance to key facilities across the network</li> </ul>	December 2019	Manager, Corporate Services
	<ul style="list-style-type: none"> <li>Include an Acknowledgement of Country at the commencement of all important internal and external meetings.</li> </ul>	December 2019	Manager, Aboriginal Health
	<ul style="list-style-type: none"> <li>Encourage staff to include an Acknowledgement of Country at the commencement of all meetings.</li> </ul>	December 2019	Manager, Aboriginal Health
	<ul style="list-style-type: none"> <li>Develop wayfinding and naming conventions that enhance employees understanding of Kaurna culture and language</li> </ul>	March 2020	Executive Lead Aboriginal Health
<ul style="list-style-type: none"> <li>Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week.</li> </ul>	<ul style="list-style-type: none"> <li>Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.</li> </ul>	July 2020	Chief Workforce Officer
	<ul style="list-style-type: none"> <li>Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.</li> </ul>	May 2020	Manager, Aboriginal Health



## Our Reconciliation Action Plan

### Opportunities

#### Opportunities

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

Southern Adelaide Local Health Network believes that Closing the Gap in life expectancy for Aboriginal and Torres Strait Islander peoples is a priority for our health service. This means building a robust, equitable and transparent health care system where institutional racism is acknowledged and addressed; where cultural safety training is recognised and valued as an important step in closing the gap; and where Aboriginal and Torres Strait Islander peoples are integrated in to health professions across workforce.

Southern Adelaide Local Health Network is committed to improving the health outcomes for Aboriginal and Torres Strait Islander peoples in Southern Adelaide. Health initiatives will be targeted at closing the gap for Aboriginal and Torres Strait Islander peoples. Closing the Gap in health outcomes means:

- involving Aboriginal and Torres Strait Islander peoples in the design of the health services they need
- providing targeted need-based primary health care
- delivering a responsive health system to the needs of Aboriginal and Torres Strait Islander peoples

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

Building our capacity in this area means:

- actively seeking opportunities for Aboriginal and Torres Strait Islander consultants and contractors to be involved in current and future projects
- creating opportunities to partner with Aboriginal and Torres Strait Islander organisations that can assist us to expand our supplier list and provide advice on recruitment, retention and professional development
- ensuring that internal recruitment, procurement, retention and professional development processes don't present any barriers for Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> <li>• Improve and increase employment opportunities for Aboriginal and Torres Strait Islander peoples</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the actions of SALHN's Aboriginal Workforce Development Plan 2019-2021</li> </ul>	July 2020, review 2020, 2021	Chief Workforce Officer
	<ul style="list-style-type: none"> <li>• Develop strategies and mechanisms to support broad advertising of all vacancies in Aboriginal and Torres Strait Islander media</li> </ul>	September 2019	Chief Workforce Officer
	<ul style="list-style-type: none"> <li>• Educate managers regarding the Aboriginal Employment Register and how to access it</li> </ul>	September 2019	Chief Workforce Officer

Opportunities			
Action	Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> <li>Improve and increase employment opportunities for Aboriginal and Torres Strait Islander peoples</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement Aboriginal and Torres Strait Islander employment pathways (e.g. traineeships or internships)</li> </ul>	July 2020	Chief Workforce Officer
	<ul style="list-style-type: none"> <li>Investigate a Cadetship program to introduce new Aboriginal and Torres Strait Islander employees to SALHN</li> </ul>	July 2020	Manager, Workforce Planning
	<ul style="list-style-type: none"> <li>Develop a professional mentoring network to support the career progression and development of Aboriginal and Torres Strait Islander staff (between Aboriginal and Torres Strait Islander staff and non-Indigenous staff)</li> </ul>	December 2020	Manager, Workforce Planning
	<ul style="list-style-type: none"> <li>Develop a formalised professional support program for Aboriginal and Torres Strait Islander staff across SALHN</li> </ul>	November 2019	Manager, Workforce Planning
	<ul style="list-style-type: none"> <li>Explore opportunities for employment of Aboriginal Health Practitioners, building from the success of the appointment of two Aboriginal Health Practitioners in SALHN's cardiac surgery unit</li> </ul>	June 2020	Manager, Aboriginal Health
	<ul style="list-style-type: none"> <li>Collect information on our current Aboriginal and Torres Strait Islander and Torres Strait Islander staff to inform future employment opportunities</li> </ul>	November 2019	Chief Workforce Officer
	<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>	November 2019	Chief Workforce Officer
	<ul style="list-style-type: none"> <li>Review HR procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace</li> </ul>	November 2019	Chief Workforce Officer



## Our Reconciliation Action Plan

### Opportunities

Opportunities			
Action	Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> <li>Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation</li> </ul>	<ul style="list-style-type: none"> <li>Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.</li> </ul>	June 2020	Corporate Services Manager
	<ul style="list-style-type: none"> <li>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</li> </ul>	June 2020	Corporate Services Manager
	<ul style="list-style-type: none"> <li>Develop at least one commercial relationship with an Aboriginal and Torres Strait Islander and/or Torres Strait Islander owned business</li> </ul>	June 2020	Corporate Services Manager
	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership</li> </ul>	June 2020	Corporate Services Manager
<ul style="list-style-type: none"> <li>Ensure that the impact of changes in service delivery, design and the care environment considers the impact to Aboriginal and Torres Strait Islander Health</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that Aboriginal Health Impact Statement development is part of every change management process, and associated documentation.</li> </ul>	September 2019	SALHN RAP Champions
	<ul style="list-style-type: none"> <li>Ensure the involvement of Aboriginal and Torres Strait Islander consumers in the future SALHN Master Planning process</li> </ul>	October 2019	Chief Operating Officer
	<ul style="list-style-type: none"> <li>Initiate the Aboriginal Health Community forums with the CEO and Board Chair</li> </ul>	September 2019	Manager, Media and Communications
	<ul style="list-style-type: none"> <li>Develop a community and consumer consultation framework to Aboriginal and Torres Strait Islander people in service planning</li> </ul>	December 2019	Executive Lead Aboriginal Health

Opportunities			
Action	Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> <li>Develop an Aboriginal Health Strategy, including explicit focus on a targeted approach to health service improvement and health outcome improvement, for SALHN in partnership with Aboriginal and Torres Strait Islander consumers and community</li> </ul>	<ul style="list-style-type: none"> <li>Develop an Aboriginal and Torres Strait Islander Health Strategic Directions 2019-2021</li> </ul>	October 2019	Executive Lead Aboriginal Health
	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander Health Improvement Plan 2019-2021</li> </ul>	October 2019	Executive Lead Aboriginal Health
	<ul style="list-style-type: none"> <li>Measure health outcomes in the southern Adelaide Aboriginal and Torres Strait Islander population</li> </ul>	January 2020	Executive Lead Aboriginal Health
<ul style="list-style-type: none"> <li>Implement improvements and practice change that support our achievement of the Australian Commission on Safety and Quality in Health Care's, National Safety and Quality Health Service Standards (NSQHS) Second Edition, and the six focused actions on improving service delivery for Aboriginal and Torres Strait Islander patients</li> </ul>	<ul style="list-style-type: none"> <li>Complete gap analyses of our current practices in relation to achievement of the NSQHS standards second edition.</li> </ul>	October 2019	Manager, Clinical Governance
	<ul style="list-style-type: none"> <li>Develop action plans to address gaps, with involvement of consumers</li> </ul>	October 2019	Manager, Clinical Governance
	<ul style="list-style-type: none"> <li>Implement action plans and 'Plan Do Study Act' (PDSA) cycles to continuously track progress and improve our service delivery</li> </ul>	September November 2019 and PDSA cycles beyond	Manager, Clinical Governance
<ul style="list-style-type: none"> <li>Improve the health outcomes of Aboriginal and Torres Strait Islander peoples through the participation in relevant clinical research</li> </ul>	<ul style="list-style-type: none"> <li>Actively Participate and partner in research including               <ul style="list-style-type: none"> <li>The IronBark Trial (Falls prevention)</li> <li>PROPHCY (Aboriginal Diabetes Study)</li> <li>Improving the wellbeing of older Kaurna women</li> </ul> </li> </ul>	November 2019	Manager, Aboriginal Health
	<ul style="list-style-type: none"> <li>Ensure SALHN Executive representation on the South Australian Aboriginal Health Chronic Disease Consortium</li> </ul>	November 2019	Manager, Aboriginal Health
	<ul style="list-style-type: none"> <li>Ensure relevant Aboriginal Health research is supported and progressed in a timely manner</li> </ul>	November 2019	Manager, Aboriginal Health
	<ul style="list-style-type: none"> <li>Partner and collaborate with key organisations to research best practice in Aboriginal Health</li> </ul>	November 2019	Manager, Aboriginal Health

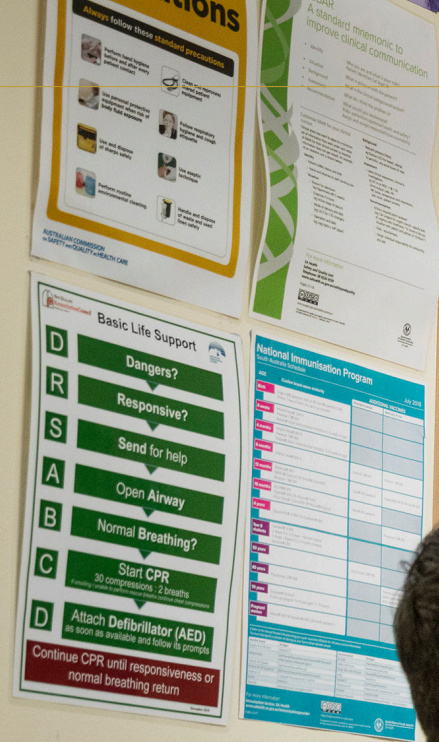


## Our Reconciliation Action Plan

### Governance Tracking Progress and Reporting

Governance Tracking Progress and Reporting			
Action	Deliverable	Timeline	Responsibility
<ul style="list-style-type: none"> <li>Report RAP achievements, challenges, learnings and improvements to Executive and Board</li> </ul>	<ul style="list-style-type: none"> <li>Annually report to Executive, including results of RAP Impact Measurement questionnaire</li> </ul>	February 2020/2021	Executive Lead, Aboriginal Health
	<ul style="list-style-type: none"> <li>Ensure SALHN – RAP Champions report annually to Board, including results of RAP Impact Measurement questionnaire</li> </ul>	March 2020/2021	CEO SALHN
<ul style="list-style-type: none"> <li>Report RAP achievements, challenges and learnings to Reconciliation Australia</li> </ul>	<ul style="list-style-type: none"> <li>Complete and submit RAP Impact Measurement questionnaire to Reconciliation Australia annually</li> </ul>	September 2019/2020	Manager, Aboriginal Health
	<ul style="list-style-type: none"> <li>Investigate participating in the RAP Barometer</li> </ul>	May 2020	Manager, Aboriginal Health Services
<ul style="list-style-type: none"> <li>Report RAP achievements, challenges, learnings and improvements to key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Publically report our RAP achievements, challenges and learnings to SA Health, all staff, Aboriginal and Torres Strait Islander stakeholders and local communities via Communications and Engagement plan mechanisms</li> </ul>	March 2020/2021	Manager, Media and Communications
<ul style="list-style-type: none"> <li>Review, refresh and update our RAP</li> </ul>	<ul style="list-style-type: none"> <li>Liaise with Reconciliation Australia in preparation for our next RAP based on learnings, challenges and achievements.</li> </ul>	March 2021	Manager, Aboriginal Health Services
	<ul style="list-style-type: none"> <li>Draft next RAP</li> </ul>	April 2021	Manager, Aboriginal Health Services
	<ul style="list-style-type: none"> <li>Send draft RAP to Reconciliation Australia for review and feedback</li> </ul>	May 2021	Manager, Aboriginal Health Services
	<ul style="list-style-type: none"> <li>Refine RAP based on Reconciliation Australia feedback</li> </ul>	June 2021	Manager, Aboriginal Health Services
	<ul style="list-style-type: none"> <li>Submit to SALHN Executive for approval to send to Board</li> </ul>	July 2021	Executive Lead, Aboriginal Health
	<ul style="list-style-type: none"> <li>Submit to SALHN Board for endorsement</li> </ul>	August 2021	CEO
	<ul style="list-style-type: none"> <li>Submit to Reconciliation Australia for formal endorsement</li> </ul>	September 2021	Executive Lead, Aboriginal Health
	<ul style="list-style-type: none"> <li>Launch new RAP</li> </ul>	October 2021	SALHN Board and Executive







If you require any further information please visit:  
[sahealth.sa.gov.au/SALHN](https://sahealth.sa.gov.au/SALHN)

