

Country Health SA
Reconciliation Action Plan
2018-2020



RECONCILIATION
ACTION PLAN

STRETCH

Artwork by Eastern Arrernte graphic artist, Patrick Caruso in South Australia



Government
of South Australia

SA Health



CEO foreword

I am pleased to present the Country Health SA *Reconciliation Action Plan (RAP) 2018-2020*.

Country Health SA delivers health services to more than 480,000 country South Australians, including more than 16,000 Aboriginal and Torres Strait Islander peoples. We employ more than 8000 staff, almost 200 of whom are of Aboriginal and/or Torres Strait Islander descent.

This two-year Stretch RAP is an essential component of Country Health SA's commitment to ensuring the unique needs of our Aboriginal and Torres Strait Islander consumers and staff are met. It consolidates our longstanding commitment to reconciliation and guides us on our journey to strengthen capacity for the provision of culturally safe and responsive services to meet the needs of Aboriginal and Torres Strait Islander peoples.

Country Health SA recognises our staff are ready to expand upon their efforts to achieve true reconciliation through the implementation of specific and measurable long-term actions that meet local needs and are focussed on achieving positive outcomes, as outlined in this RAP.

We will continue to provide opportunities for Aboriginal and Torres Strait Islander peoples through targeted recruitment activities and culturally inclusive practices. We value the unique skill set that the Aboriginal workforce contributes to the organisation, enriching our ability to provide culturally safe health services to the Aboriginal community in country South Australia.

This RAP was developed in consultation with the Country Health SA Reconciliation Committee, comprising members from all levels of the organisation, including two Aboriginal Expert by Experience members, and chaired by the Executive Director, People and Culture.

I would like to thank all members of the Country Health SA Reconciliation Committee for their contribution to the development of this RAP.

Country Health SA is committed to working in partnership with Aboriginal and Torres Strait Islander communities, and promoting and celebrating their unique culture.

Maree Geraghty
Chief Executive Officer
Country Health SA



Message from the Country Health SA Reconciliation Committee Chair

As Chair of the Country Health SA Reconciliation Committee, I extend my congratulations to the committee members and staff who assisted with developing this document.

Reconciliation is about bringing people together, promoting equity, respecting heritage and working to find the best outcomes possible for Aboriginal and Torres Strait Islander peoples. The RAP 2018-2020 has a strong focus on continued engagement with Aboriginal consumers, the provision of culturally safe health services and undertaking employment initiatives.

Through the RAP 2018-2020, the Reconciliation Committee aspires to increase collaboration between Country Health SA staff and services, further increase Aboriginal engagement, and provide regular updates about the RAP progress and achievements.

Looking back on the previous RAP 2016-2017, our successes included:

- > increased engagement with Aboriginal consumers and Expert by Experience members
- > release of the SA Health Aboriginal Cultural Learning Online Module, now available to all staff
- > increased promotion of Aboriginal health news and initiatives, with a strong focus on cultural celebrations and health initiatives
- > a commitment to capturing the Aboriginal consumer voice through shared stories, feedback mechanisms and decision making processes.

Country Health SA is honoured to participate in the Reconciliation Action Plan program. I am confident that together we can make an important contribution to reconciliation and I look forward to continuing on this journey.

Patrick Smith
Executive Director, People and Culture
Chair, Reconciliation Committee
Country Health SA

Acknowledgement of the traditional custodians

We acknowledge and respect the traditional custodians whose ancestral lands Country Health SA provides services on.

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

We acknowledge the many other Aboriginal and Torres Strait Islander peoples from across Australia who have made country South Australia their home. We pay respect to, and celebrate, their cultures, diversity and contributions.

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

Our vision for reconciliation

Country Health SA has a vision to be the best rural health service and our mission is to grow better services in country, keeping people well at home. Our vision for reconciliation is to build positive and effective partnerships to ensure Aboriginal and Torres Strait Islander peoples in country South Australia enjoy the same health outcomes and life expectancy as all other Australians.

With the aim of building on our first Reconciliation Action Plan 2016-2017, this RAP remains an important living document that provides aspirational yet practical plans of action built on relationships and respect that allow opportunities for social change and economic development.

The Country Health SA Strategic Plan 2015-2020 identifies five strategic directions: Person-Centred, Performance, People, Partnerships and Populations. The Country Health SA RAP addresses the fifth strategic direction – Populations. The goal of this strategic direction is to elevate and enhance the level of health in country communities, and includes the objective of strengthening capacity for the provision of culturally safe and responsive services to meet the needs of Aboriginal and Torres Strait Islander peoples.

Our business

Country Health SA provides a wide range of public acute, community and residential aged care services to country South Australians. We focus on integrating service delivery with metropolitan hospitals and other service providers in country locations.

Country South Australia covers 983,776 square kilometres of land with an estimated resident population of 496,635 or 28.9% of the total South Australian population. 16,476 Aboriginal and Torres Strait Islander people are estimated to be living in country South Australia, which is 48% of the state's total Aboriginal and Torres Strait Islander population. There are approximately 36 language groups within the Country Health SA service catchment.

As at March 2018, Country Health SA employed 8,849 people, with almost 200 being of Aboriginal and/or Torres Strait Islander descent.

Our Aboriginal and Torres Strait Islander staff work across diverse roles in administration, nursing, management and ancillary positions.

In the 2016-17 financial year, there were 111,291 inpatient episodes of care across Country Health SA, and in 10.7% of these, the patient identified as being of Aboriginal and/or Torres Strait Islander descent (11,933).

Our RAP

This two-year Stretch RAP was developed to embed actions towards reconciliation in our organisational culture and advance our objectives to achieve true reconciliation.

A Stretch RAP is a longer term, strategic approach with goals that “stretch” over a multi-year period. Annual actions are evaluated against these long-term goals, and successes are built on over time. This Stretch RAP consolidates Country Health SA's longstanding commitment to reconciliation with Aboriginal and Torres Strait Islander peoples and has been developed in full consultation with the Country Health SA Reconciliation Committee.

The goal of the Country Health SA Reconciliation Committee is to identify practical reconciliation initiatives relevant to the SA Health Reconciliation Framework for Action within its sphere of influence. The committee includes members from all levels of the organisation with two membership positions allocated to young Aboriginal Expert by Experience members. The Country Health SA Reconciliation Committee was formed following a call for nominations to all staff. The committee comprises staff from across Country Health SA and is chaired by the Executive Director, People and Culture, who is also the Country Health SA RAP Executive Champion and reports all RAP activity and progress to the Country Health SA Performance Committee and Reconciliation Australia.

In the development of this RAP, Country Health SA and the Reconciliation Committee were guided by the principles of Aboriginal and Torres Strait Islander community engagement, as articulated in the SA Health Corporate Governance Statement, Aboriginal Health Impact Statement, National Safety and Quality Health Service Standard 2 – Partnering with Consumers, the SA Health Aboriginal Health Care Planning Principles and the Country Health SA Aboriginal Community and Consumer Engagement Strategy.

We have seen notable successes arising from implementation of the Country Health SA RAP 2016-2017. In particular, promotion of the RECOGNISE campaign at Country Health SA events and the promotion of, and staff attendance at, significant Aboriginal and Torres Strait Islander events throughout the year have both contributed towards our goal of achieving reconciliation. Development of the SA Health Aboriginal Cultural Learning Online Module, which is now available to all staff, was also a significant achievement. This module was developed in partnership with the Women's and Children's Health Network and aims to enable a consistent approach to improving cultural competency within our workforce to meet the needs of Aboriginal consumers.

These achievements demonstrate our ongoing commitment to improving the health of Aboriginal and Torres Strait Islander peoples.

The Country Health SA reconciliation process involves participation from key Aboriginal staff and community members to advise and guide the development of the RAP. The relationship between Country Health SA and our Aboriginal and Torres Strait Islander communities continues to prosper. By initiating change, we are beginning to see improvements in our core business delivery. Advancing the RAP concept to the next level allows Country Health SA to re-evaluate our priorities. It also provides opportunities to respond and adapt to any changes necessary in the work environment that present or derive from lessons learned.



RELATIONSHIPS

Action	Deliverables	Timeline		Responsibility
		Complete	Review	
1.1 Actively monitor the progress of the Country Health SA RAP, including launch of the RAP, implementation of actions and reporting.	Develop the Country Health SA Stretch RAP 2018-2020.	March 2018	June 2018	Country Health SA Reconciliation Committee
	Monitor implementation of the RAP.		February and July annually	Country Health SA Reconciliation Committee
	Launch and promote the RAP to all staff during National Reconciliation Week.	May 2018	December 2018	Country Health SA Reconciliation Committee
	Develop the Country Health SA Reconciliation Committee meeting schedule.	June 2018	January annually	Country Health SA Reconciliation Committee
	The Country Health SA Reconciliation Committee is to meet at least 10 times per year to monitor and report on RAP implementation.			
	Ensure RAP implementation activity is a standing agenda item on regional and directorate meeting agendas.	July 2018	February and July annually	Regional directors Executive directors
	Implement the RAP reporting template for use across regions and directorates.	June 2018	February and July annually	Regional directors Executive directors
Allocate two Aboriginal consumer positions on the Reconciliation Committee to young Aboriginal Expert by Experience members.	June 2018	February annually	Executive Director, Aboriginal Health	

1.2 Celebrate National Reconciliation Week to strengthen and maintain relationships between all Country Health SA staff.	Encourage all staff to participate in National Reconciliation Week events and register any events organised by Country Health SA on the Reconciliation Australia website.	April annually	July annually	Regional directors Executive directors
	Support Reconciliation SA by reserving one table at the annual South Australian National Apology Day breakfast.	February annually	July annually	Executive Director, People and Culture
	Support National Reconciliation Week by reserving one table at the annual South Australian National Reconciliation Week breakfast.	May annually	July annually	Executive Director, People and Culture

Building meaningful relationships with Aboriginal and Torres Strait Islander peoples is essential to assist Country Health SA to respond to local needs. We believe that having a strong relationship with Aboriginal people, based on trust and respect, leads to positive outcomes for all.

Action	Deliverables	Timeline		Responsibility
		Complete	Review	
1.3 Promote Aboriginal news, events and achievements in collaboration with the Country Health SA communications team and SA Health media unit.	Update the Country Health SA page on the SA Health website and the Country Health Hub quarterly to actively support and promote reconciliation activities across all levels of the organisation.	Quarterly	November annually	Country Health SA Reconciliation Committee
	Increase coverage of Aboriginal news through all Country Health SA communication channels, including the bi-monthly magazine <i>Cooee!</i> and the Aboriginal Community and Consumer Engagement quarterly newsletter.	Ongoing	February and July annually	Executive Director, Aboriginal Health Communications
1.4 Ensure safety and quality standards are considered for Aboriginal consumers.	Develop and implement a process for the recording of compliments and complaints for Aboriginal consumers.	December 2019	February 2020	Executive Director, Aboriginal Health Manager, Safety and Quality
1.5 Build and maintain strong relationships with Aboriginal and Torres Strait Islander stakeholders.	Review the existing Aboriginal Community and Consumer Engagement Strategy to ensure it remains relevant and is implemented effectively.	December 2018	December 2018	Executive Director, Aboriginal Health



RESPECT

Action	Deliverables	Timeline		Responsibility
		Complete	Review	
2.1 Continue to develop and implement the Country Health SA Cultural Competency Learning and Development (CCLD) program.	Design and implement Phase 2 of the Country Health SA Cultural Competency Learning and Development program. This training is delivered face-to-face and designed with local cultural perspectives on major historical events in regions.	December 2019	February and July annually	Executive Director, Aboriginal Health Executive Director, People and Culture
	Track and report on the number of staff that have undertaken the mandatory online, face-to-face and cultural immersion training every six months.	Ongoing	February and July annually	Regional directors Executive directors Executive Director, People and Culture
	Ensure the following completion targets for online Aboriginal Cultural Learning training are met: > All Country Health SA staff to complete online Aboriginal Cultural Learning training > All new staff to complete online Aboriginal Cultural Learning training in the first four months of employment.	December 2018 Ongoing	February 2019 February and July annually	Regional directors Executive directors
	Partner with Reconciliation South Australia to improve cultural awareness of Country Health SA leadership and staff through the progression of the ActNow: Health themed focussed sessions.	June 2019	December 2019	Executive Director, Aboriginal Health
2.2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by embedding cultural protocols as part of Country Health SA business.	Develop and implement the Country Health SA 'Responding to racism in the workplace' protocol.	December 2019	February and July annually	Executive Director, Aboriginal Health Executive Director, People and Culture
	Develop a protocol for Acknowledgement of Country and Welcome to Country to be included in the Welcome to Country register.	December 2018	February and July annually	Executive Director, Aboriginal Health
	Develop an Acknowledgement of Country protocol card for use across Country Health SA.	December 2018	February 2019	Executive Director, Aboriginal Health
	Support the "Racism. It Stops with Me" campaign as part of the National Anti-Racism Partnership and Strategy (launched in August 2012).	December 2018	February 2019	Executive Director, Aboriginal Health

Country Health SA recognises that respect for Aboriginal and Torres Strait Islander communities promotes healthy relationships. We are committed to working in partnership with, and will continue to promote and celebrate, Aboriginal and Torres Strait Islander cultures.

Action	Deliverables	Timeline		Responsibility
		Complete	Review	
2.3 Encourage and support all staff to celebrate and attend reconciliation events, to provide Aboriginal and Torres Strait Islander and non-Aboriginal staff with opportunities to build relationships.	Inform Country Health SA staff about upcoming significant Aboriginal and Torres Strait Islander dates through Country Health SA communications channels.	Ongoing	January annually	Country Health SA Reconciliation Committee
	Hold at least one event in the corporate office and each region during National Reconciliation Week and report through the regional reconciliation committee.	Annually	July annually	Regional directors Executive directors
	Ensure all managers are familiar with the Country Health SA Cultural Leave Policy and encourage Aboriginal and Torres Strait Islander staff to utilise this to attend NAIDOC Week events.	June annually	July annually	Executive Director, Aboriginal Health
2.4 Respond to distinct Aboriginal health needs and interests when making important decisions. The Aboriginal Health Impact Statement (AHIS) procedure assists in this process.	Identify and train relevant staff on the AHIS procedure.	Quarterly	February and July annually	Executive Director, Aboriginal Health
	Report the number of AHIS assessed as meeting the requirements of the procedure against those submitted to the Country Health SA Performance Committee.	Quarterly	February and July annually	Executive Director, Aboriginal Health
2.5 Create safe and welcoming environments for Aboriginal consumers.	The Aboriginal Health Directorate, in partnership with Corporate Services, regional directors and the Country Health SA workforce, will explore traditional naming of meeting rooms at Country Health SA sites.	December 2018	February 2019	Executive Director, Aboriginal Health
	Utilise the RAP 2018-2020 artwork to develop a design appropriate for use on corporate uniforms to promote welcoming and inclusive health services.	December 2018	February 2019	Executive Director, Aboriginal Health Regional directors



OPPORTUNITIES

Action	Deliverables	Timeline		Responsibility
		Complete	Review	
3.1 Develop and implement a Country Health SA Aboriginal Workforce Priorities Plan.	<p>Develop an Aboriginal Workforce Priorities Plan, based on the previous Country Health SA Aboriginal Employment Strategy and Action Plan 2009-2011. This includes:</p> <ul style="list-style-type: none"> > completing an Aboriginal employment workshop on recruitment and retention > commencing implementation in 2019 > reaching a 4% Aboriginal employment target by 2020. 	Ongoing	February and July annually	Executive Director, Aboriginal Health Executive Director, People and Culture
3.2 Provide opportunities for the Aboriginal workforce to be informed and engaged in regional, directorate and community priorities.	Develop an Aboriginal Workforce Forum to focus on key topics developed in partnership with the Aboriginal workforce.	December 2018	February 2019	Executive Director, Aboriginal Health Executive Director, People and Culture
3.3 Explore partnerships that will contribute to the improvement of health outcomes for Aboriginal communities.	<p>Encourage Country Health SA staff to participate in Aboriginal research by:</p> <ul style="list-style-type: none"> > promoting Aboriginal research to regional Aboriginal Health teams and services > encouraging Country Health SA staff to participate in research programs located in their region. 	Ongoing	February and July annually	Regional directors Executive directors
	<p>Partner with research organisations to contribute to improvements in Aboriginal health outcomes through research, including:</p> <ul style="list-style-type: none"> > South Australian Health and Medical Research Institute (SAHMRI) Chronic Disease Consortium > Aboriginal Health Council of SA (AHCSA) Aboriginal Gender Study. 	Ongoing	February and July annually	Executive Director, Aboriginal Health
	<p>Work in partnership with the SAHMRI Chronic Disease Consortium to assist implementation of plan priorities.</p> <p>Implementation will address priorities specific to the South Australian Aboriginal Heart and Stroke Plan 2017-2020, the South Australian Aboriginal Diabetes Strategy 2017-2020 and the South Australian Cancer Control Plan 2016-2020.</p>	Ongoing	February and July annually	Executive Director, Aboriginal Health

Country Health SA seeks to provide opportunities for Aboriginal and Torres Strait Islander peoples through targeted recruitment and culturally inclusive practices. We value the unique skill set that our Aboriginal workforce contributes to the organisation, enriching and enhancing our ability to provide culturally safe and appropriate health services to the Aboriginal community in country South Australia.

Action	Deliverables	Timeline		Responsibility
		Complete	Review	
3.4 Increase Aboriginal consumer participation in service planning, design and delivery.	<p>Utilise the Aboriginal Health Expert by Experience register to record the number of:</p> <ul style="list-style-type: none"> > new experts recruited > experts orientated and inducted > requests for experts > experts that exited the register > consultations completed and an overview of outcomes. 	Bi-annually	February and July annually	Executive Director, Aboriginal Health Regional directors
3.5 Explore the development of resources to assist in the recruitment of culturally competent employees.	Develop selection panel interview questions that focus on Aboriginal health and community engagement relevant for the position level.	December 2018	February 2019	Executive Director, Aboriginal Health
3.6 Increase Aboriginal consumer representation on Country Health SA committees.	Increase Aboriginal representation on Country Health SA governance committees.	June 2018	February 2020	Executive Director, Aboriginal Health Regional directors
3.7 Develop internal processes to increase supplier diversity across the organisation.	<p>Develop an internal procurement procedure to include:</p> <ul style="list-style-type: none"> > an internal process for the utilisation of Supply Nation > an internal process for the direct approach of Aboriginal business > promotion of the Aboriginal Business Connect initiative throughout the organisation. 	December 2019	February and July annually	Executive Director, Corporate Services Executive Director, Aboriginal Health
	Use the bi-monthly <i>Cooee!</i> magazine to inform and educate staff about using Aboriginal and Torres Strait Islander businesses.	Annually	February annually	Executive Director, Aboriginal Health



GOVERNANCE, tracking progress and reporting

Action	Deliverables	Timeline		Responsibility
		Complete	Review	
4.1 Report achievements, challenges and learnings to Reconciliation Australia for inclusion in the Annual Impact Measurement Report.	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.	September annually	July annually	Executive Director, People and Culture
	Investigate participation in the RAP Barometer.	Annually	Annually	Executive Director, People and Culture
	Develop and implement systems to track, measure and report on RAP activities.	June 2018	June 2018	Executive Director, Aboriginal Health Regional directors Executive directors
	Update all staff about RAP progress and achievements.	Annually	February and July annually	Executive Director, Aboriginal Health Regional directors Executive directors

The Country Health SA RAP Executive Champion reports all RAP activity and progress to the Country Health SA Performance Committee, and externally to Reconciliation Australia.

Action	Deliverables	Timeline		Responsibility
		Complete	Review	
4.2	Report progress, achievements and challenges to the Country Health SA Performance Committee.	Bi-annually	February and July annually	Executive Director, People and Culture

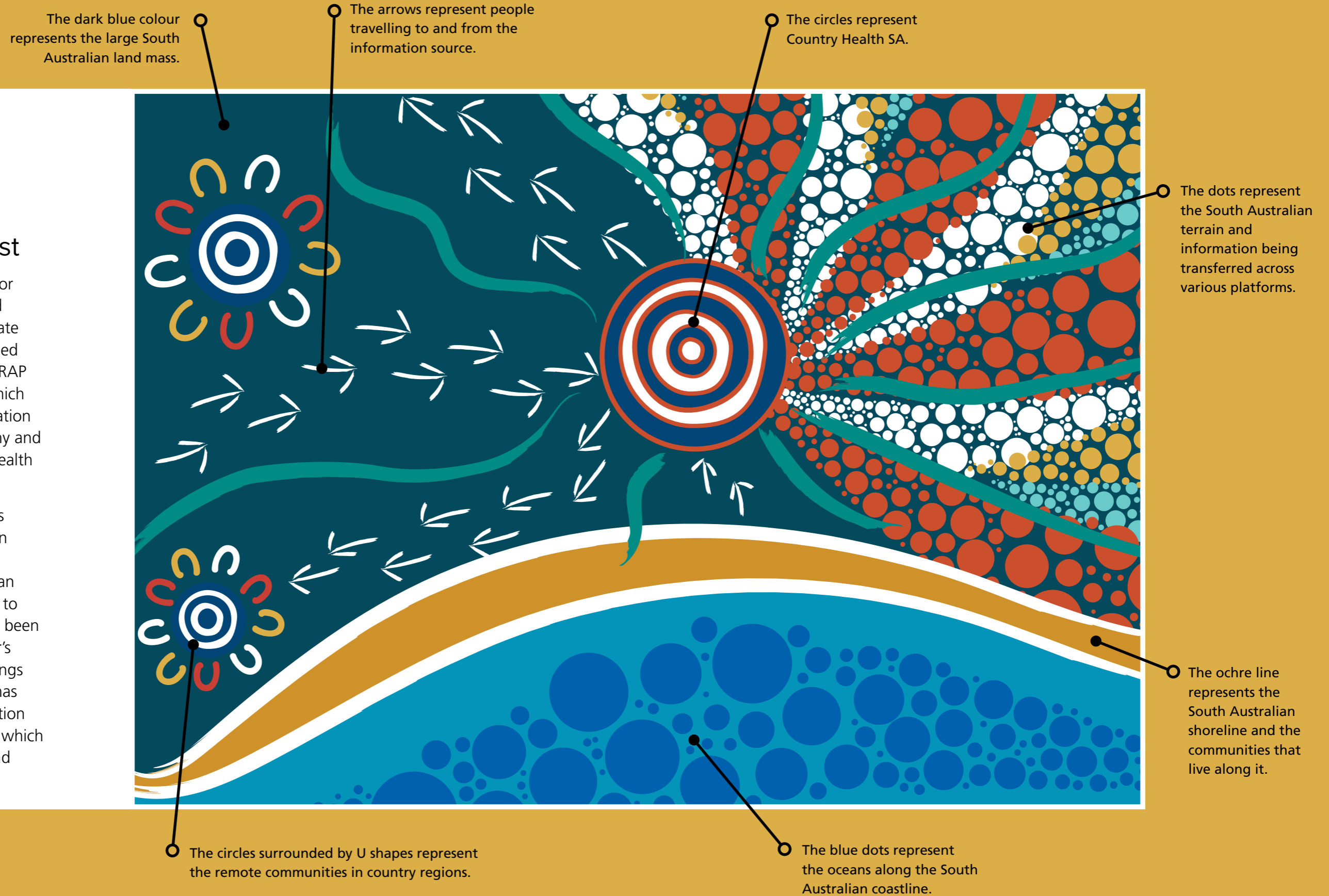
Artwork design

The artwork is a representation of South Australia, its terrain and the transfer of information between Country Health SA and communities.

About the artist

Pat Caruso is the Director of a creative design and print company, We Create Print Deliver and designed the Country Health SA RAP 2018-2020 artwork; which represents his interpretation of the unique geography and services that Country Health SA delivers.

Pat strongly identifies as an Eastern Arrernte man with South Australian connections to the Sultan family. Pat's connection to country/community has been disrupted by his mother's removal from Alice Springs in the mid-1950s, this has motivated his reconnection with family and culture which he actively promotes and participates in.



For more information

Patrick Smith
Executive Director, People and Culture
Country Health SA
Tel: (08) 8226 0928
Email: Patrick.Smith@sa.gov.au

Public - I1- A1



<https://creativecommons.org/licenses/>

