



RECONCILIATION ACTION PLAN

MARCH 2020 - MARCH 2021

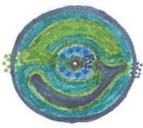
South West
Healthcare



RECONCILIATION
ACTION PLAN
REFLECT



'WAYAPA PINEITCH KIRNDA' TOGETHER POSITIVE CHANGE



The South West Healthcare logo is in the middle of the circle with the circle representing a meeting place



The black and white dots coming out from under the peoples arms represent Aboriginal people and non-Aboriginal people working together



The six blue people represent equality as they are all equal. They also represent the six South West Healthcare services in the region



The white circles in the green pathway between the people coming out to the edge of the main circle, represent paving the way forward into the future for positive change



The dots in the rope joining each persons hands represent the people being bound together by their beliefs and values



The wavy lines on the outside of the main circle represent the ripple effect these changes will have on the community



The waves in rows represents the people's thought. meaning they are all on the same wavelength, thinking alike, all working together to achieve the same outcome



The various sized circles coming out on stems from the main circle represent the different communities in the region and the programs and activities that will take place during reconciliation and into the future



The six paths coming out from the meeting place in the middle has dots within it representing stepping stones, taking one step at a time towards reconciliation



SHERRY JOHNSTONE
Artist / Educator / Author

Sherry Johnstone is a passionate and proud indigenous artist who shares stories through her artwork with a focus on environment, land, animals and people from the old knowledge to the new. She loves to create artworks that take you on a visual journey and reflect her connection to culture and spiritual experiences.

MESSAGE FROM THE CEO

I am extremely pleased to introduce the first South West Healthcare Reconciliation Action Plan (RAP). The Aboriginal Communities of South West Victoria have a very proud and long standing connection with the land on which we live and work. Our catchment covers the 59 Family Groups of the Gunditjmara, Eastern Marr and Wadawurrung peoples. The local Indigenous peoples have lived in this area for many thousands of years.

South West Healthcare (SWH) has been on a journey of reconciliation with local Aboriginal Communities for some time and is incredibly proud work done to date, but we can do more. The RAP allows us to formalise our approach and develop a deeper understanding and respect for Aboriginal and Torres Strait Islander cultures. Whilst we reflect on, and acknowledge the past, we have a firm commitment to strengthen our health service to be more responsive to the health needs of Aboriginal and Torres Strait Islander peoples living within our region. Our ultimate aim is to reduce the health inequalities that exist today, leading to a future of healthy and happy communities.

Thank you to our partner Aboriginal Community Controlled Health organisations and the respected community Elders who assisted and guided us in the development of the South West Healthcare Reconciliation Action Plan. We would like to particularly thank the:

- › Gunditjmara Aboriginal Cooperative
- › Kirrae Health Services
- › Dhauwurd Wurrung Elderly and Community Health Service (DWECH)
- › Winda-Mara Aboriginal Corporation

I look forward to working with the Community, Board, Executive and our staff, volunteers and visiting partners in implementing this plan resulting in meaningful change.



CRAIG FRASER
CHIEF EXECUTIVE OFFICER

MESSAGE FROM GUNDITJAMARA CHAIR UNCLE LOCKY ECCLES

The reconciliation movement is gathering momentum in the community and the message it brings is about positive relationships and trust. I am pleased that South West Healthcare is developing a Reconciliation Action Plan. I have had a long involvement with the Hospital in my various roles in the community. During my time as CEO at Gunditjamara I worked closely with SWH on a number of initiatives to improve the health of our Indigenous Community, and that relationship has continued to develop. There is a sense now that the community is moving forward and there is an eagerness for people to learn more about Aboriginal and Torres Strait Islander cultures and understand how the past has impacted on Indigenous persons.

Having the opportunity to work with South West Healthcare on developing this plan has been a great experience for me. I look forward to the actions from this plan and seeing the impact they have and the development and continuation of a strong connection and understanding of Indigenous persons in the South West of Victoria.'

UNCLE LOCKY ECCLES
CHAIR OF GUNDITJAMARA ABORIGINAL COOPERATIVE
PEEK WHURRONG ELDER

MESSAGE FROM THE KIRRAE HEALTH CHAIR TANYA MCDONALD

South West Healthcare understands the importance of building and maintaining meaningful, respectful relationships with Aboriginal and Torres Strait Islander peoples and organisations in order to achieve mutually beneficial outcomes. South West Healthcare is taking a significant step to supporting the national reconciliation movement. This has been greatly recognised within the local Aboriginal communities and organisations.

South West Healthcare has a long involvement and partnership with Kirrae Health Service and the development of a Reconciliation Action Plan formalises and strengthens this arrangement. This is an opportunity to further the understanding and awareness for non-Indigenous people of the local Aboriginal and Torres Strait Islander cultures, their heritage and history.

Being involved in putting together the first Reconciliation Action Plan has been an enormous honour and a privilege. I look forward and hope that for many years to come that South West Healthcare will take the opportunity to build on this plan for improving health outcomes and closing the gap in the future.

TANYA MCDONALD
CHAIR OF KIRRAE HEALTH SERVICES



OUR VISION FOR RECONCILIATION

As a major provider of health services on the Great South West Coast South West Healthcare are committed to improving the health outcomes of all people in our catchment. We have a responsibility to ensure that Aboriginal and Torres Strait Islander peoples are able to easily access our health service. To achieve this, we need to have a culture of acknowledgement and understanding throughout our organisation. Working from this basis will enable us to develop stronger relationships with the community and a greater ability to improve the health and wellbeing outcomes of Aboriginal and Torres Strait Islander peoples.

South West Healthcare's vision for reconciliation is a healthcare service that embraces unity between Aboriginal and Torres Strait Islander peoples and other Australians, and a national and organisational culture that represents equality and equity, historical acceptance of our shared history and removal of negative race relations.

In the context of South West Healthcare, this represents equal health outcomes for the Aboriginal and Torres Strait Islander communities, and an inclusive and diverse workplace that is not just culturally safe, but culturally rich and proud.



OUR BUSINESS

South West Healthcare are the region's largest employer, consisting of over 1460 people working for SWH, whilst SWH does not know the exact number for Aboriginal and Torres Strait Islanders employment we do know that 2% of people who completed the 2019 People Matter Survey identified as Aboriginal and/or Torres Strait Islander people.

South West Healthcare (SWH) is the largest sub-regional health service in Victoria; providing acute, mental health, rehabilitation, and aged care together with an extensive range of primary and community health services across the south west catchment.

As the major specialist referral centre for the Barwon South West sub-region, SWH provides a comprehensive range of specialist services from the following locations including:

- › Acute Care Services Warrnambool & Camperdown
- › Aged Care Services Camperdown
- › Mental Health Services Warrnambool, Camperdown, Hamilton & Portland
- › Community Health Services Warrnambool, Camperdown, Macarthur & Lismore
- › Dental Services Warrnambool, Camperdown, Hamilton and Portland

With a total of 272 beds (216 acute, 36 aged care and 20 mental health), the organisation services a population in excess of 110,000. Warrnambool Campus (212 beds) provides acute, rehabilitation and mental health care, together with extensive outpatient and community services. Camperdown Campus is a district hospital serving the local community and outlying district with 60 beds providing acute, nursing home and hostel care.

SWH embraces the following values:

- › Care – We are compassionate and responsive to the needs of all users
- › Respect – We behave in a manner that demonstrates trust and mutual understanding
- › Leadership - We set clear direction that encourages team work, innovation and accountability.
- › Integrity – We are transparent and ethical in everything we do.
- › Excellence – We continually review and analyse performance to ensure best practice

South West Healthcare catchment area covers regional centres in South Western Victoria including Warrnambool, Hamilton, Portland, Camperdown and the surrounding small rural towns. The area encompasses 5 local Government Areas; Warrnambool City, Corangamite Shire, Moyne Shire, Glenelg Shire and the Southern Grampians Shire.

The land that we provide services from is under the Traditional Ownership of Eastern Maar, Gunditj Mirring and Gunditjmara peoples. To the North East of the catchment our Lismore Community Health Centre is on the land of the Traditional Owners the Wadawurrung Peoples.





OUR 'REFLECT' RAP

This Reflect RAP is the beginning of the reconciliation process and has enabled us to take the time to have a greater understanding of the importance of our relationship with the local Aboriginal and Torres Strait Islander community and understand how we can strengthen the relationships we have with the community. This will establish a strong basis to build on in the future as we continue on our reconciliation journey.

We have collaborated with the community through the RAP process to create a blue print for positive change. Collaboration has included consultation with individuals in the communities they live and work in. This includes Elders, community leaders and representatives from local Aboriginal Community Controlled Health Organisations. The establishment of a RAP working group made up of representatives from people from various parts of the local Aboriginal and Torres Strait Islander communities and senior staff from South West Healthcare. We also have a role in developing and facilitating a group that meets monthly to share Aboriginal and Torres Strait Islander cultures with a range of service providers in Warrnambool. The group 'Wata Waetnanda' has contributed to the community's understanding of Aboriginal and Torres Strait Islander cultures. We will continue our collaboration through the RAP working group, the Wata Waetnanda group and key stakeholders to assist us to implement the plan. This plan has been endorsed and adopted by the SWH Board and the Executive Management will enable a whole of organisation strategic approach to developing a welcoming and inclusive environment.

The RAP working group consists of:

RESPECTED COMMUNITY MEMBERS

- › Adeline Thomas
- › Bernice Clarke
- › Charmaine Clarke
- › Jodie Rantall
- › Joey Chatfield
- › Lee Morgan
- › Libby Clarke

COMMUNITY ORGANISATIONS

- › Centre Care Family Services
- › Gunditjamarra Cooperative & Health Service, CEO
- › Gunditjamarra Cooperative & Health Service, Chair
- › Justice Department
- › Kirrae Health Services , Practice Manager
- › Kirrae Health Services Health Program Team Leader
- › South West TAFE Koori Liaison Officer

SOUTH WEST HEALTHCARE

- › Aboriginal Health Liaison Officer
- › Aboriginal Health Promotion Officer
- › Executive Director of Primary and Community Services
- › Executive Director of Mental Health Services
- › Manager of Adult Teams Mental Health Services
- › Manager of Community Health
- › Reconciliation Action Plan Coordinator

OUR RECONCILIATION JOURNEY

South West Healthcare staff have planned activities to create a more welcoming and inclusive health service for local Aboriginal and Torres Strait Islander community members.

Strategies in 2017-2019 included:

- › Inclusion of a Welcome to Country or an Acknowledgement of Country in all key community events - all meetings hosted or facilitated by SWH including internal organisational meetings and external meetings facilitated by SWH, community forums
- › A Yarning circle led by Peek Whurrong Elders at the Primary and Community Services Divisional Forum, June 2018 including Primary and Community Health Services staff. Elders talked about their experiences of dealing with the non-Indigenous community and the impact of prejudice and discrimination.
- › Aboriginal and Torres Strait Islander voice contributing to the SWH Master Planning process. The planning process for a major rebuild of the Hospital has been inclusive of local Aboriginal and Torres Strait Islander people.
- › Welcome to Country and Smoking Ceremony held at the Community Palliative Care Memorial Service, May 2018. This annual event commemorates clients who have been patients of the Palliative care program and have since passed away, it is an opportunity for families to come together annually and remember them.
- › Kalay and Clontarf Academy visits to SWH Community Health during Close the Gap month. This local academy specifically for Aboriginal and Torres Strait Islander secondary students participated in an educational visit to SWH.
- › Welcome to Country and Smoking Ceremony held at the opening of the Rehabilitation Therapy Garden. The courtyard garden central to the hospital was opened in March 2018
- › National Sorry Day, May 2019 was acknowledged at the start of National Reconciliation Week to acknowledge and recognise members of the Stolen Generation. Our Aboriginal Health Liaison Worker spoke to a group about the impact of the Stolen Generation on Aboriginal and Torres Strait Islander peoples.
- › Negotiated with Local Elders to conduct a cultural bus tour of local Indigenous sites of significance inviting local businesses to participate May 2019, over 40 people from various organisations participated where they learned about local sites and historic events.
- › National Aboriginal and Islander Day Observance Committee (NAIDOC) annual celebrations. In 2019 South West Healthcare celebrated NAIDOC Week on the 4th July with a lunchtime event inviting all staff, the local Aboriginal community and the wider community. These celebrations included a Smoking Ceremony performed by Elders Uncle Rob Lowe and Uncle Locky Eccles, Welcome to Country along with a dance from the local Traditional dance group, viewing of the Uluru Statement of the Heart, 'Let's Learn about Treaty' presentation, an interactive local Peek Whurrong Language session, live music from local Aboriginal musicians and a complimentary lunch.
- › National Reconciliation Week 2019 South West Healthcare provided sponsorship for the annual awards and was involved in the arranging of community activities for the week.
- › In February 2020 we implemented a cultural awareness E-Learning tool. The tool developed by the ANZ Bank and was amended to reflect local content was approved by the RAP Working Group and forms part of the organisations mandatory training. This is base line training for new and existing employees.



RELATIONSHIPS



Building and maintaining respectful relationships with Aboriginal and Torres Strait Islander peoples within our communities is important to SWH.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Maintain a RAP Working Group (RWG) with representation of Aboriginal and Torres Strait Islander peoples	RAP membership established, review and maintain, inclusive of SWH staff and members of the Aboriginal Community.	Dec 2020	RAP Project worker
	Terms of Reference established and Working Group commenced. Review and maintain.	Dec 2020	Executive Director Primary and Community Services
	Monitor and report on the progress of the RAP through the RAP working group.	June, Oct 2020	Manager Warrnambool Community Health
Raise awareness of our RAP	Identify external stakeholders that our organisation can engage with on our reconciliation journey Plan a formal launch of the RAP that includes all sites and all communities.	March 2020	Executive Director Primary and Community Services
	Identify RAP and other like-minded organisations and external stakeholders that we could approach to collaborate and engage with on our reconciliation journey.	Dec 2020	RAP Project Worker
	Incorporate promotion of the RAP into existing communications such as SWH newsletters, CEO communications, intranet, internet and social media to promote internally and externally to employees, consumers and key stakeholders.	March 2020	Executive Director Primary and Community Services
Promote Positive Race Relations	Research best practice and policies in areas of race relations and anti-discrimination.	April 2020	Executive Director of People and Culture
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	April 2020	Executive Director of People and Culture

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Participate in and celebrate National Reconciliation Week (NRW)	Encourage and support staff and senior leaders in at least one external event to recognise and celebrate NRW to recognise the importance of reconciliation between Aboriginal and Torres Strait Islander people and the wider Australian population.	May 2020	Aboriginal Health Promotion Officer
	RAP Working Group members to participate in an external NRW event	May 2020	Aboriginal Health Promotion Officer
	Organise at least one internal event annually for National Reconciliation Week	Dec 2020	Manager Warrnambool Community Health
Develop and maintain mutually beneficial relationships with Aboriginal communities and organisations to support positive change	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	March 2020	RAP Project Worker
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	April 2020	RAP Project Worker
	As part of the review of the SWH consumer engagement framework, develop and implement a component specific to the Aboriginal and Torres Strait Islander community. This will incorporate strategies to ask our Aboriginal and Torres Strait Islander patients and families about their care and how it can be improved	Dec 2020	Executive Director Mental Health Services
	Develop a dedicated section on the SWH website, essentially creating a one stop shop for information regarding the RAP, Aboriginal and Torres Strait Islander programs and linkage to other organisations	Dec 2020	Manager Warrnambool Community Health



RESPECT



SWH has a high level of respect for our local Aboriginal and Torres Strait Islander Communities and is committed to creating a greater understanding and appreciation of their histories and cultures.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Provide opportunities for all staff to undertake the e-learning tool	March 2021	Manager Education, Research and Workforce Development
	Review and update the e-learning tool	Dec 2020	Manager Education, Research and Workforce Development
	Completion of E learning tool targets met as follows; Year 1 – 50% Target	Sept 2020	Manager Education, Research and Workforce Development
	Receive feedback from VACCHO through the cultural safety audit and internal mechanisms to clearly articulate the level of cultural understanding of the organisation	March 2021	Manager of Community Health
	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation	March 2021	Manager of Community Health
Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	Oct 2020	RAP Project Worker
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Dec 2020	RAP Project Worker
	Develop and implement policies linked to a cultural protocol reference guide which cover Welcome to Country and Acknowledgement of Country policy	Oct 2020	RAP Project Worker
	Flag policy	July 2020	RAP Project Worker
	Recognition of Traditional Ownership groups	Oct 2020	RAP Project Worker
	SWH mission statements	March 2021	Manager of Community Health
	Any other cultural protocols identified as significant by the RAP working group	March 2021	Manager of Community Health

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Develop and implement a guide for clinical staff to delivering care respectfully in terms of cultural needs.	Develop an organisation wide culturally appropriate care policy to guide South West Healthcare employees in providing care to Aboriginal and Torres Strait Islander consumers	Dec 2020	RAP Project Worker
Create accessible avenues for feedback for Aboriginal & Torres Strait Islander Consumers	RAP working group to review complaints/feedback/ compliments received specific to cultural experience and make recommendations in response to these	Established & Review in July 2020	Executive Director Primary and Community Services
Explore opportunities to create a culturally safe environment	Maintain Aboriginal and Torres Strait Islander community consultation regarding any site redevelopment	Established & ongoing Feb 2021	Executive Director Service Development
	Cultural education videos played in waiting rooms throughout South West Healthcare sites	June 2020	Rap Project Worker
	Make improvements to SWH Aboriginal family room for Aboriginal and Torres Strait Islander consumers in response to feedback received.	July 2020	Aboriginal Liaison Worker
	Investigate opportunities to purchase and display Aboriginal and Torres Strait Islander artwork through all campuses.	Dec 2020	RAP Project Worker
Ensure Aboriginal and Torres Strait Islander peoples have access to cultural support at South West Healthcare	Develop a resource pack for Aboriginal and Torres Strait Islander consumers inclusive of information regarding <ul style="list-style-type: none"> • The Aboriginal Liaison Officer Service • The Aboriginal Family room • Maternity support (if relevant) • Community Health Services • Compliments/ Complaints Processes • Discharge processes 	March 2020	Aboriginal Health Promotion Officer
	Continue to monitor admissions of people identifying as Aboriginal and/or Torres Strait Islander and offer support proactively	Established & Ongoing Feb 2021	Aboriginal Liaison Officer
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2020	Manager Warrnambool Community Health
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2020	Aboriginal Health Promotion Officer
	RAP Working Group to participate in an external NAIDOC Week event	July 2020	Director of Primary & Community Services



OPPORTUNITIES



SWH recognises its role in being able to increase opportunities for Aboriginal & Torres Strait Islander Communities, both within and beyond provision of direct healthcare. Including improvement to access healthcare and education, employment, training and business opportunities.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Review and update the Aboriginal & Torres Strait Islander Employment Strategy and related policies inclusive of; Create opportunities to develop relationships with local training providers and consider traineeship, graduate and student placement opportunities	Feb 2021	Executive Director People and Culture
	Provide education for managers in how best to culturally support employees identifying as Aboriginal & Torres Strait Islander peoples, including access to ceremonial leave	Feb 2021	Executive Director People and Culture
	Provide mentoring and coaching opportunities to advance career opportunities for our Aboriginal & Torres Strait Islander employees	Feb 2021	Executive Director People and Culture
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Feb 2021	Executive Director People and Culture
Investigate opportunities to incorporate Aboriginal and Torres Strait Islander Supplier diversity within SWH	SWH to engage with local Aboriginal and Torres Strait Islander organisations with seeking supplier opportunities and local Aboriginal and Torres Strait Islander artists.	Feb 2021	Chief Operating Officer
	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	Feb 2021	Manager of Community Health
	Investigate Supply Nation membership	Feb 2021	Manager of Community Health
Explore opportunities to continue to grow health services through local Aboriginal and Torres Strait Islander organisations.	Explore opportunities to deliver health services in partnership with Aboriginal and Torres Strait Islander communities.	Dec 2020	Executive Director Primary and Community Services

TRACKING AND PROGRESS

SWH are committed to deliver against this plan to ensure positive outcomes whilst working collaboratively with our Aboriginal and Torres Strait Islander communities. We will be transparent regarding our progress



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Provide appropriate support for effective implementation of RAP commitments	Engage senior leaders in the delivery of RAP commitments	Dec 2020	Manager of Community Health
	Define resource needs for RAP implementation.	Dec 2020	Manager of Community Health
	Define appropriate systems and capability mechanisms to track, measure and report on commitments	Dec 2020	Manager of Community Health
Continue our Reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP.	Sept 2020	Aboriginal Programs Staff/ Manager Warrnambool Community Health
	Review, refresh and update RAP through the RAP working group in response to learnings	Dec 2020	Executive Director Primary and Community Services
Report RAP achievements, challenges and learnings internally and externally	RAP impact Measurement Questionnaire communicated internally and shared publicly via the RAP working group	Dec 2020	Aboriginal Programs Staff/ Manager Warrnambool Community
	Complete and submit the RAP impact measurement questionnaire to Reconciliation Australia annually.	Sept 2020	Aboriginal Programs Staff/ Manager Warrnambool Community Health





Contact Details for the Reflect RAP

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David Keilar - Manager of Community Health Warrnambool and Macarthur

Tanya McDonald - RAP Project Worker

All Enquiries

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