



Innovate Reconciliation Action Plan
February 2024 - February 2026

Innovate Reconciliation Action Plan February 2024 - February 2026
© Grampians Health 2024

All requests and enquiries regarding use and availability of this
publication should be directed to:

Aboriginal Health
Grampians Health
1 Drummond Street North
Ballarat VIC 3350

ahlodept@gh.org.au
03 5320 4000
grampianshealth.org.au

Grampians Health acknowledges the Traditional Custodians of the lands on which we operate, the Wadawurrung, Djab wurrung, Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk peoples, and their connections to land, waterways and community.

We pay our respects to their Elders past, present and emerging, and extend this to all First Nations peoples today. Grampians Health recognises and values the contributions that First Nations peoples make in our society. Sovereignty has never been ceded. It always was and always will be, Aboriginal land.

Throughout this document Grampians Health has used the language 'First Nations peoples' when referring to Aboriginal and Torres Strait Islander peoples.

First Nations peoples are advised that this document contains an image of a deceased person.



About the artwork



“Woven art” by Darlene Rumler

“Woven art” pays tribute to and acknowledges the Traditional Owners of South West Victoria, tied together and linked through history, kinship, Country, and connections, learning together and paying tribute to healing in modern, contemporary and traditional methods. The artwork acknowledges the spiritual belonging and belief of Bunjil, the creator watching over his lands. The coloured medicine leaves and seeds also visually symbolise inclusion.

“Woven art” was the winner of the region-wide Aboriginal art competition run by Grampians Health in 2022. With the theme ‘Respect for all at Grampians Health’, the competition was run to help contribute to a safe and inclusive space for First Nations peoples, bringing local culture to Grampians Health sites and showing respect for Traditional Custodians and First Nations community members.

Table of Contents

About the artwork.....	2
Introduction.....	5
Our business.....	6
Our vision for Reconciliation.....	7
Our Reconciliation Action Plan (RAP)	8
Statement on Family Violence.....	9
Relationships	10
Respect.....	14
Opportunities	19
Governance	24



Message from Reconciliation Australia



Reconciliation Australia commends Grampians Health on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Grampians Health to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Grampians Health will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Grampians Health is part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Grampians Health's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Grampians Health on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Introduction

At Grampians Health our purpose is to serve our communities at a deeper level – our commitment is such that we will become and remain a part of their very fabric. Grampians Health is aware that our communities face substantial health and wellbeing challenges – both in the accessibility of care, and the range of health care services. These challenges are not new, but by coming together as Grampians Health, we have acknowledged that a new approach is necessary.

Through our collective strengths, we aim to bring our focus to; growing and sustaining a workforce to meet the growing local healthcare needs; ensuring our services are both accessible and comprehensive; strong collaboration with our partners; and that our future is based around innovation and social sustainability.

Reconciliation is a shared responsibility for all Australians and must go over and above symbolic gestures to deliver meaningful and substantial change. Grampians Health is committed to addressing the needs of First Nations care recipients, families and staff. Our Reconciliation Action Plan (RAP) is working towards understanding and addressing key challenges along the reconciliation journey. Our vision is to be a trusted, progressive, and innovative leader of regional and rural healthcare. This will require a united approach, with shared

values that are understood and demonstrated by all who work at

Grampians Health. We will create more welcoming spaces and culturally safe environments on all sites, raising cultural awareness, improving communication and reforming our processes to ensure safe and sensitive care is woven throughout all services and documented throughout our Reconciliation Action Plan and Victorian Government Cultural Safety Plan.

Grampians Health acknowledges that First Nations peoples are the oldest continuing culture in the world. We know that colonisation and past practices of governments and institutions have resulted in intergenerational trauma for many First Nations peoples, who do not always feel welcome when accessing health services. This in turn has played a part in the significant gap between First Nations peoples and other Australians in life expectancy and health outcomes. Grampians Health is committed to reconciliation and instilling it as part of the core business of our health service. Reconciliation reminds us to look compassionately at the underlying social and emotional factors that impact on health. Consumer-centred care should always be trauma informed and approached with a culturally safe lens. Therefore, we will endeavour to engage our staff, consumers and key community stakeholders to work in partnership to improve the health and wellbeing of First Nations peoples in our care.

GRAMPIANS HEALTH PURPOSE: *To deliver quality care for our community through safe, accessible and connected health services.*

GRAMPIANS HEALTH VISION: *Grampians Health will be a trusted, progressive and innovative leader of regional and rural healthcare.*

Our business

On 1 November 2021, Grampians Health was established, bringing together Edenhope and District Memorial Hospital, Stawell Regional Health, Wimmera Health Care Group and Ballarat Health Services. Together, we strive to deliver safe, sustainable, healthcare tailored to changing workforce and community needs, for the long term.

In regional and rural Victoria, health services deliver more than just hospital care. Strong local health services are an important part of the fabric of our local communities and are a central part of economic and community life. Regional and rural health services support our communities to stay healthy and to enjoy good development and wellbeing across their lives.

Grampians Health's four founding health services have a combined history of more than 580 years, and are amongst the largest employers in the region. The stability and opportunity this provides attracts people to the Grampians region where they contribute to the ongoing social, economic and community vitality.

Internally, Grampians Health brings together the combined expertise and resources of these services to deliver an improved focus on locally delivered person-centred care and provide an enhanced region-wide approach to health service delivery. Together we can deliver better healthcare, enhance services and advance careers, closer to home.

Grampians Health provides services in Emergency and Urgent Care, Maternity, Women and Children, Mental health, Ambulatory care, Dental, Subacute, Community based programs, Aged care, Clinical support services and Acute inpatient – medical, surgical and oncology across the region.

Grampians Health is committed to applying systemic changes that are culturally responsive to First Nations peoples. We want to influence other organisations across our region to embrace systemic change that will positively bring about reconciliation.

As the largest healthcare provider in the region, Grampians Health understands that we have an important role in influencing the strategic movement and service provision of other organisations in the provision of health care to First Nations peoples in region. We recognise the Wadawurrung, Djab wurrung, Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk peoples as the Traditional Custodians of the lands on which Grampians Health is located.

Externally we will continue to work closely with the three Aboriginal community-controlled health organisations and the community in which they serve as advisory stakeholders; their voices are valued. The provision of improved services and the health outcomes of First Nations peoples in our communities requires us to embrace the guidance of these Aboriginal organisations, so that we can improve our institutional knowledge and understanding of the traumatic impact of unjust policies, practices, structures and racism.

Grampians Health is committed to providing the leadership and influence to embrace First Nations peoples, cultures and wisdom, hear their voice and allow it to guide culturally safe and appropriate service provision.

The Grampians region is vast and our communities are diverse and unique. We aim to ensure that our patients receive comprehensive health care that meets

their individual needs, considers the impact of their health issues on their life and wellbeing, and brings care closer to home and Country.

Grampians Health provides a service to

7%

of the Victorian First Peoples population

We are an expanding regional health service with over

6,800 staff
350 volunteers

31 paid staff at Grampians Health identify as Aboriginal and/or Torres Strait Islander people. These staff work in a range of administration, management and clinical roles

We currently have **6** identified positions at Grampians Health:

1 Team leader of Aboriginal Health

5 Aboriginal Hospital Liaison Officers that cover acute, sub-acute, mental health and residential sites

Our vision for Reconciliation

Our vision is for Grampians Health to be a place where First Nations peoples know that they are valued individuals and that their rich and diverse heritage, culture and spirituality is respected and celebrated. Our organisation is committed to applying systemic changes that are culturally responsive to First Nations peoples in order to bring about positive change to achieve reconciliation.

The Grampians Health Reconciliation Action Plan is an assurance that in partnership with our First Nations communities, staff and clinical leaders, we commit to providing access to a just, equitable and culturally safe healthcare. We also commit to continually working to improve our services to achieve better health outcomes for First Nations communities in our region and engage in our role to create a better future for First Nations peoples and give voice to enable self-determination.

Our Reconciliation Action Plan (RAP)

Our Innovate Reconciliation Action Plan (RAP) is our commitment to working together to develop advanced strategies that ensure the self-determination and inclusion of First Nations peoples in our workplaces and provision of healthcare. This RAP allows our organisation an opportunity to develop a deeper understanding of its sphere of influence, working with staff and stakeholders to establish, trial and test the best approaches to reconciliation through enthusiastic and innovative strategies. Grampians Health has a strong RAP champion and chairperson in the Chief Strategy and Regions Officer – Dr Robert Grenfell. Dr Grenfell is passionate in his support for First Nation peoples and communities and will be a strong champion to drive internal engagement and awareness of the RAP.

Grampians Health's Innovate RAP deliverables pay respect to the truth-telling process and stories of the oldest continuous cultures in the world. We acknowledge the shared histories of First Nations cultures, and the resilient and adaptive nature of its peoples who find themselves walking between two worlds.

The RAP Working Group will have stewardship in the monitoring of progress and assist in creating solutions to influence change, identify gaps in services and provide a strategic approach to First Nation's health improvements.

The RAP working group (RWG) is comprised of diverse representation from across Grampians Health:

- RAP Co-ordinator, First Nations Health Advisor
- The Aboriginal Health Liaison Team
- Medical
- Allied Health
- Mental Health Services
- Project management
- Food and Dietary Services

Grampians Health has devised this plan to create a focus on reconciliation. We acknowledge that we have much to learn and develop to ensure that First Nations peoples feel they can trust our service and the people within it. We want to provide healthcare that meets the needs and requirements of our First Nations peoples, and we want to work in partnership to guarantee their voices are heard. We need guidance from our First Nations peoples on how to enable self-determination and reduce the inequity that currently exists across our Country. We have a role to play in reconciliation and this plan illustrates our intentions.

What does reconciliation mean to our staff?

- Larger First Nations workforce
- Display of First Nations cultures across all campuses
- Making Aboriginal health everyone's business
- Ensuring service provision and employment is equitable
- Maintaining a culturally safe environment.

Statement on Family Violence

Grampians Health is committed to cultivating and continually improving organisational responsibility to respond to First Nations peoples experiencing and using family and domestic violence. We understand that the ongoing impact of colonisation and distrust in service systems are barriers to First Nations peoples seeking help.

We aim to remove these barriers by:

- Engaging Aboriginal Health Liaison Team members to provide culturally safe and community led, whole of family support for care recipients experiencing or using family violence
- Reduce barriers to accessing healthcare in order to address health issues caused by family and domestic violence
Work effectively alongside First Nations peoples, communities and organisations in promoting investment, systemic change, and workforce capacity to address the drivers of violence against First Nations peoples and their children.
- Align and embed the Multi-Agency Risk Assessment and Management (MARAM) framework to build capacity within our staff to provide a culturally safe and respectful response to family and domestic violence.

First Nations women are almost

11 times

more likely to die due to assault than other women

32 times

more likely to be hospitalised as a result of family violence

3 in 5

First Nations women have experienced physical or sexual violence by a male intimate partner

Out of home care for First Nations children is more than

10 times higher

than the rest of the population



Relationships

Grampians Health understands that building strong relationships with First Nations communities is the key to the strengthening of reconciliation within our organisation. The strength of such relationships assists our organisation to ensure that First Nations voices are embedded in our strategic goals and objectives of patient centred care, engagement with our diverse community to promote mental and physical health and wellbeing, promotion of a healthy, respectful and safe workplace with a skilled, engaged and compassionate workforce.

Focus area – Ensure that diverse and vulnerable population groups have equitable access to appropriate healthcare, and develop and implement the Grampians Health RAP to support this for our First Nations patients, families and staff.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations	Establish a First Nations Governance Committee to provide advice to and support for the Grampians Health Board and CEO with expertise in the health of First Nations peoples.	February 2024	Lead: Chief Strategy and Regions Officer Support: Grampians Health Board
	Develop and implement an engagement plan to work with First Nations stakeholders and organisations.	February 2024	RWG Co-ordinator
	Facilitate lunch events at each campus for members of the First Nations community with Grampians Health staff, to provide opportunities to build relationships between the community and staff.	March, June, September, December 2024 and 2025	Lead: Team Leader of Aboriginal Health Support: Aboriginal Health Team
	Meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement.	Review February 2025 and 2026	RWG Co-ordinator

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
	Support Grampians Health staff to attend women's and men's sessions at their local Aboriginal Community Controlled Co-operative to strengthen relationships, eg: Ballarat and District Aboriginal Co-operative, Budja Budja and Goolum Goolum.	Review February 2025 and 2026	RWG Co-ordinator
2. Build relationships through celebrating National Reconciliation Week	Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to staff.	April 2024, 2025	Director of Community Engagement
	RAP working group members to participate in an external National Reconciliation Week event.	27 May – 3 June 2024, 2025	RAP Chairperson
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate National Reconciliation Week.	27 May – 3 June 2024, 2025	RAP Chairperson
	Organise at least one National Reconciliation Week event each year across all campuses of Grampians Health.	May 2024, 2025	Lead: Director of Community Engagement Support: RWG
	Register all Grampians Health National Reconciliation Week events on Reconciliation Australia's National Reconciliation Week website.	May 2024, 2025	RWG Coordinator

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
	Encourage Grampians Health staff to visit Reconciliation Australia's website and promote local National Reconciliation Week events they can attend.	May 2024, 2025	Director of Community Engagement
	Engage the CEO Executive team in National Reconciliation Week activities to enable such things as internal messages to reflect on the meaning of the Week and promote internal and community activities.	May 2024, 2025	RAP Chairperson
3. Promote reconciliation through our sphere of influence	Communicate our commitment to reconciliation publicly.	February 2024	Director of Community Engagement
	Create a link to Reconciliation Australia's 'Share Our Pride' online resource, on the Aboriginal Health Team Intranet page and inform all staff and volunteers.	February 2024	Director of Community Engagement
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Review August 2024	RAP Chairperson
	Collaborate with Reconciliation Australia and Victorian hospitals, eg, Bendigo Health, Monash Health, St Vincent's hospital and The Royal Melbourne, to develop ways to advance reconciliation.	August 2024	RAP Chairperson

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
	Provide regular updates on RAP activities to stakeholders and clients through newsletters, Grampians Health and ACCHO social media and within the First Nations cultural spaces.	Review August 2024	Lead: Director of Community Engagement Support: RWG Coordinator
	Implement strategies to engage staff in reconciliation.	November 2024	Lead: RWG Coordinator
4. Promote positive race relations	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	May 2024	Lead: Chief People Officer Support: Team Leader of Aboriginal Health
	Engage with First Nations staff and/or First Nations advisors to consult on our anti-discrimination policy.	November 2024	Lead: Chief People Officer Support: Team Leader of Aboriginal Health
	Develop, implement and communicate an anti-discrimination policy for our organisation.	November 2025	Lead: Chief People Officer Support: Team Leader of Aboriginal Health
	Educate senior leaders on the effects of racism.	November 2025	Lead: Chief People Officer Support: Team Leader of Aboriginal Health



Respect

Grampians Health recognises that strong cultural identity is fundamental to the mental, social and emotion wellbeing of First Nations peoples. Respecting the importance of cultural identity, celebrating these and engaging in cultural insight training is imperative if we are to achieve our aim of supporting First Nations peoples to attain equitable health outcomes.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning	Conduct a review of cultural learning needs within our organisation.	February 2024	Lead: Director Education and Training Support: Team Leader of Aboriginal Health
	Consult local Traditional Custodians and/or First Nations advisors on the development and implementation of a cultural learning strategy.	February 2025	Lead: Director Education and Training Support: Team Leader of Aboriginal Health
	Develop, implement and communicate a cultural learning strategy for our staff.	November 2025	Lead: Director Education and Training Support: Team Leader of Aboriginal Health
	Provide opportunities for RAP working group members, HR managers, and other key leadership staff to participate in formal and structured cultural learning.	November 2025	Lead: Director Education and Training Support: Team Leader of Aboriginal Health

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
6. Demonstrate respect to First Nations peoples by observing cultural protocols	Embed Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	February 2024	Chief Executive Officers
	Update and circulate resources that outline where to access information regarding the Traditional Custodians of the lands and waters with which Grampians Health provides a service.	February 2024	Lead: RWG Coordinator Support: Aboriginal Health Team
	Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	November 2024	Lead: RWG Coordinator Support: Aboriginal Health Team
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	November 2024	Lead: RWG Coordinator Support: Aboriginal Health Team
	Invite a local Traditional Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year at each Grampians Health campus.	Review February 2025 and 2026	Lead: RWG Coordinator Support: Aboriginal Health Team

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
	Display an Acknowledgment to the Traditional Custodians of the land at entry points of all Grampians Health buildings in the region as a sign of respect.	November 2024	Chief Redevelopment and Infrastructure Officer and Grampians Health Engineering
	Provide mentoring and training to support reception and ward clerk staff to “Ask the Question” for identification of First Nations patients so that appropriate cultural support can be arranged if required.	November 2024	Director Education and Training
	Ensure all staff and volunteers are educated about the appropriate protocols for engaging with First Nations communities.	November 2024	Team Leader of Aboriginal Health
7. Build respect for First Nations cultures and histories by celebrating NAIDOC Week and other days of significance.	Develop a communication plan for increasing organisational awareness and sharing of significant dates around First Nations cultures, histories and achievements.	May 2024	Director of Community Engagement
	RAP working group to participate in an external NAIDOC event in their region.	First week in July 2024, 2025	Lead: RAP Chairperson Support: RWG
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2024	Lead: Chief People Officer Support: Team Leader of Aboriginal Health

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2024, 2025	Lead: RAP Chairperson Support: Director of Community Engagement
	Develop and implement a communication strategy to promote NAIDOC Week events to raise awareness and share information about the meaning of NAIDOC Week with our staff, volunteers, and patients, including information about the local First Nations peoples and communities.	First week in July 2024, 2025	Lead: Director of Community Engagement Support: RWG Coordinator and the Aboriginal Health Team
	Seek feedback about NAIDOC Week events and activities that members of our RAP working group participate in and report back through a weekly newsletter and social media platforms.	August 2024, 2025	Lead: RWG Coordinator Support: Aboriginal Health Team
8. Create an environment within all Grampians Health campuses that are culturally welcoming and friendly places for First Nations peoples.	Provide 7 day a week, Aboriginal Hospital Liaison Officers to assist patients and their families to navigate through the mainstream health service system, via the Improving Care for Aboriginal People (ICAP) program.	February 2024	Chief Strategy and Regions Officer

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
	Re-establish the First Nations medicinal garden on the Ballarat campus for cultural ceremonies and wellbeing benefits and establish similar gardens across all Grampians Health sites.	August 2024	<p>Lead: Chief Redevelopment and Infrastructure Officer</p> <p>Support: Grampians Health Grounds and Gardening Team</p>
	Provide a culturally safe and appropriate community space to allow First Nations people to come and meet, relax and wait for appointments and yarn to the AHLO staff. Ensure this space is created in consultation with First Nations staff and community.	November 2024	Chief Redevelopment and Infrastructure Officer
	Plan and cost action required to establish a welcoming environment at each hospital site by reference to the guidelines of the National Safety and Quality Health Services (NSQHS) Standards.	November 2024	Chief Redevelopment and Infrastructure Officer
	Display artwork by local First Nations artists through all Grampians Health sites.	November 2025	Chief Redevelopment and Infrastructure Officer
	Display the Aboriginal and Torres Strait Islander flags and Acknowledgment plaques throughout Grampians Health on all campus site entry points.	November 2025	Chief Redevelopment and Infrastructure Officer



Community celebrations at the first traditional smoking ceremony for First Nations babies since Grampians Health's formation. More than 90 babies born at the Ballarat hospital between 2019-21 participated in the ceremony in November 2022.

Opportunities

Opportunities for First Nations peoples, organisations and communities are important to Grampians Health. We understand that we must play a part to improve the lives of our patients and their families and our communities. Creating opportunities for First Nations business operators to engage with Grampians Health will assist in enabling economic growth and prosperity for First Nations peoples. We want to provide opportunities to enable more First Nations health care professionals to become qualified and a part of the existing health care system to broaden perspectives and be a part of enabling an equitable approach to health care.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
9. Improve health and wellbeing services for First Nations peoples	Host the annual “Welcome Baby to Country” for all First Nation babies born at Grampians Health at Ballarat and Horsham campuses.	November annually	Lead: Aboriginal Health Team Support: Director of Community Engagement

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
	<p>Improve health and wellbeing services for First Nations peoples through the formation of a Cultural Advisory Group at each campus, reporting directly to the Grampians Health Board. This group will comprise of Traditional Custodians and Elders to advise on matters concerning First Nation cultural requirements related to the health service settings at each Grampians Health.</p>	April 2025	<p>Lead: Chief Strategy and Regions Officer</p> <p>Support: RWG Coordinator</p>
<p>10. Improve employment outcomes by increasing First Nations recruitment, retention and professional development</p>	<p>Include 'First Nations peoples are encouraged to apply' in all job advertisements.</p>	February 2024	<p>Director of Workforce Development</p>
	<p>Encourage and support First Nations staff to take up leadership opportunities within Grampians Health through mentoring, training and 'acting up' when colleagues are on leave.</p>	February 2024	<p>Director of Workforce Development</p>
	<p>Engage with First Nations staff to consult on improving recruitment, retention and professional development strategy.</p>	April 2024	<p>Lead: Chief People Officer</p> <p>Support: Team Leader of Aboriginal Health</p>
	<p>Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.</p>	April 2024	<p>Director of Workforce Development</p>

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
	Develop and implement a First Nations recruitment, retention and professional development strategy.	May 2024	Director of Workforce Development
	Advertise job vacancies to First Nations stakeholders and networks.	May 2024	Director of Workforce Development
	Grampians Health to establish a First Nations Health Department that supports the organisation's commitment to self-determination, promotion of leadership and career pathways and ensures First Nation voices drive decisions around the health, wellbeing and safety of First Nations patients, staff and community through strategic planning, governance and clinical areas.	July 2024	Grampians Health Board, Chief Executive Officer and Executive
	Organise and facilitate a Grampians Health First Nations staff and volunteer mentoring network.	November 2024	Lead: RWG Coordinator Support: Aboriginal Health Team
	Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	April 2025	Lead: Chief People Officer Support: Team Leader of Aboriginal Health
	Investigate First Nations employment pathways (e.g. traineeships, cadetship, internship, and volunteering) and build relationships with local schools in each campus location of Grampians Health.	May 2025	Chief People Officer

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
	Facilitate and support First Nations peoples to volunteer at Grampians Health.	November 2025	Manager Volunteer Services
11. Increase First Nations supplier diversity to support improved economic and social outcomes	Develop and implement a First Nations procurement strategy.	May 2024	Director Procurement and Supply Chain Supply
	Investigate Supply Nation membership.	May 2024	Director Procurement and Supply Chain Supply
	Develop and communicate opportunities for procurement of goods and services from First Nation businesses to staff.	May 2024	Director Procurement and Supply Chain Supply
	Develop an understanding of the mutual benefits of procurement from First Nation businesses.	May 2024	Director Procurement and Supply Chain Supply
	Review and update procurement practices to remove barriers to procuring goods and services from First Nation businesses.	May 2025	Director Procurement and Supply Chain Supply
	Develop commercial relationships with First Nation businesses.	May 2025	Director Procurement and Supply Chain Supply

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
12. Support equal and equitable educational opportunities and outcomes for First Nations students	Develop more defined pathways with external stakeholders for entry into careers at Grampians Health through the provision of scholarship and mentoring programs, incentives, trainee and cadetship programs, and volunteer pathways.	May 2025	Director of Workforce Development
	Develop scholarships in partnership with educational institutions and foundations for First Nations students in health-related areas of tertiary study.	May 2025	Director of Workforce Development
	Advertise more extensively the opportunities and pathways to employment for First Nations students into Grampians Health.	May 2025	Director of Workforce Development

NAIDOC Week 2023 afternoon tea at Grampians Health Ballarat. Executive staff connected with Elders and community leaders to foster a deeper understanding of how we can enhance our services to better support and bridge the gap in health care for First Nations peoples.





Governance

It is important to create ownership of this plan at multiple levels of our organisation. Through regular reporting and consultation, we can celebrate our achievements and identify gaps.

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
13. Establish and maintain an effective RAP working group (RWG) to drive governance of the RAP	Review and update Terms of Reference for the RWG as required.	November 2024	Lead: RAP Chairperson Support: RWG
	Facilitate quarterly meetings of a RAP working group.	November 2024	Lead: RWG Chairperson Support: RWG
	Maintain First Nations representation on the RWG.	November 2025	Lead: RAP Chairperson Support: Grampians Health Board
14. Provide appropriate support for effective implementation of RAP commitments	Define resource needs for Innovate RAP development and implementation.	February 2024	Lead: RAP Chairperson Support: RWG
	Engage our senior leaders and other staff in the delivery of RAP commitments.	May 2024	Lead: RAP Chairperson Support: RWG
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	February 2025 and 2026	Lead: RAP Chairperson Support: RWG

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
	Maintain an internal RAP Champion from senior management	May 2024	Lead: RAP Chairperson Support: RWG
15. Build accountability and transparency through reporting RAP achievements, challenges and learning both internally and externally	Report RAP progress to all staff and senior leaders quarterly.	February, May, August and November 2024, 2025	RAP Chairperson
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	RAP Chairperson
	Contact Reconciliation Australia to ensure that our primary and secondary contacts are up-to-date to ensure we are receiving important correspondence.	June annually	RWG Coordinator
	Follow up with Reconciliation Australia if we have not yet received our unique reporting link to participate in the RAP Impact Measurement Questionnaire.	1 August annually	RWG Coordinator
	Submit annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Submission deadline: 30 September annually	Lead: RAP Chairperson Support: RWG Coordinator
	Publicly report our RAP achievements, challenges and learnings, annually.	November 2024, 2025	RAP Chairperson

ACTION	DELIVERABLES	TIMELINE	RESPONSIBILITY
	Provide a traffic light report to Reconciliation Australia to help inform the development of our next RAP.	November 2025	Lead: RAP Chairperson Support: RWG Coordinator
16. Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP.	April 2025	RAP Chairperson

Baarlinjan Dance Group performing as part of the traditional smoking ceremony held for First Nations babies born at the Ballarat hospital, to celebrate their entry from the dreaming



grampianshealth.org.au
ahlodept@gh.org.au 03 5320 4000

