



# Innovate Reconciliation Action Plan

July 2022 – July 2024

# Story behind the artwork



## ***Kaberring Yirramboi – Beyond Tomorrow*** **by Simone Thomson**

*Kaberring Yirramboi – Beyond Tomorrow* was painted by local Woiwurrung and Yorta Yorta artist, Simone Thomson. We are incredibly grateful for her contribution to our Reconciliation Action Plan.

*Bunjil* the Creator Spirit proudly perches on a branch overlooking country. His majestic presence reflects Eastern Health's organisational values – Kindness, Respect, Excellence, Agility and Humility. The breadth of his powerful wingspan signifies Eastern Health's far reaching presence in the community. His eyes capture the vast and diverse landscape of the mountain ranges, bushland, sacred waterways and the districts in Eastern Health's range.

The sturdy branch he sits atop represents the Aboriginal and Torres Strait Islander Community, and the earth deep strength and resilience of our people. Like the branch that is firmly embedded into the earth, so too are Aboriginal and Torres Strait Islander Communities connected to country like the roots of ancient trees. *Bunjil* firmly grips this branch as a representation of Eastern Health's continued commitment of connection to Community with the respectful reflection of their vision to provide 'great care, everywhere, every time'.

The sky is the window to the past; it is the acknowledgement of ancestral pain of both land and blood. These reminders ripple through from every corner of the sky to the land and the waters; that is where our spirit is. Eastern Health's recognition of these wrongs is signified by every point *Bunjil* is touched by our Ancestors' Sky Dreaming.

The *Birrarung* is a sacred healing river. It flows with spiritual freedom touching the soil of the past, moving forwards in tides of journey and trust beyond tomorrow – '*Kaberring Yirramboi*'.

## **Acknowledgement**

Eastern Health acknowledges the Wurundjeri people of the Kulin Nation as the Traditional Owners of the land on which Eastern Health operates and pays respect to all Aboriginal and Torres Strait Islander Peoples, cultures and to their Elders past, present and emerging. Eastern Health would also like to acknowledge the valuable contribution that Aboriginal and Torres Strait Islander Peoples have made during the consultation and development of our Reconciliation Action Plan.

# Statement from Reconciliation Australia Chief Executive Officer

Karen Mundine



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

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Eastern Health continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Eastern Health will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Eastern Health using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on *relationships*, *respect*, and *opportunities* gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander Peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Eastern Health to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Eastern Health will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Eastern Health's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

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

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



# Statement from Eastern Health Board Chair and Chief Executive

Tass Mousaferiadis



David Plunkett



**It is with great pride that Eastern Health presents its first Reconciliation Action Plan (RAP), Innovate. Eastern Health has chosen to align its goals with the reconciliation dimension of unity.**

Eastern Health is one of the largest health services in Victoria and provides in excess of 1.35 million episodes of care each year through our hospitals and dozens of health facilities embedded across the eastern region of Melbourne. We also provide substantial state-wide and national care through our Spectrum and Turning Point services.

We are dedicated to supporting the health and wellbeing of our community with a focus on physical and mental health, and social, spiritual and emotional wellbeing.

In the spirit of reconciliation and with a sense of anticipation, we strive to deliver meaningful and deliberate actions to improve the experience and outcomes for Aboriginal and Torres Strait Islander patients, families and their communities.

Our Innovate Reconciliation Action Plan has been developed with engagement of our Board Directors, Executive Leadership Team and Eastern Health staff, alongside community members from a range of Aboriginal and Torres Strait Islander Communities and organisations.

We are very proud of our achievement and partnership to develop our Innovate RAP and through implementing the agreed deliverables within the RAP, we seek to strengthen our community partnerships to deliver outcomes that focus on improving cultural safety and Closing the Health Gap between Aboriginal and Torres Strait Islander Peoples and non-Aboriginal and Torres Strait Islander Peoples.

We will keep our community informed of the progress we make and outcomes we achieve together.

While we realise we are on a journey, Our Promise is to our communities, patients, consumers and staff. Bolder than a vision for the future, our promise calls us to action. We know that working together is the only way we can achieve what is necessary for a healthier future. We also acknowledge our journey towards reconciliation.

A handwritten signature in black ink, appearing to read 'Tass Mousaferiadis'.

**Tass Mousaferiadis**  
Chair, Eastern Health Board

A handwritten signature in black ink, appearing to read 'David Plunkett'.

**David Plunkett**  
Chief Executive Officer



# Our vision for reconciliation

**Eastern Health's vision for reconciliation is to close the gap in health and wellbeing experienced by Aboriginal and Torres Strait Islander Peoples in our region and through enabling self-determination, partnerships and respect to ensure that all our community have equitable access to culturally safe and responsive health care.**

Eastern Health is committed to the empowerment of the Aboriginal and Torres Strait Islander Community through employment, career progression and encouraging the celebration of Aboriginal and Torres Strait Islander cultures and voices in our organisation.

Eastern Health recognises the ongoing impacts of colonisation and the intergenerational trauma this has created for Aboriginal and Torres Strait Islander Communities. Eastern Health strives to be a high-performing organisation that recognises and unifies the diverse histories of its patients, staff, families and communities. Eastern Health's work focusses on patient care, providing a values-based safe workplace, leading in learning, leading in research and innovation to deliver healthcare excellence. Together Eastern Health is committed to care, learn, discover and innovate in progressing reconciliation.

## Principles for reconciliation

The Eastern Health RAP Steering Committee, in consultation with Aboriginal and Torres Strait Islander Community members and organisations, identified the following principles to guide our Innovate Reconciliation Action Plan:

- **Respect**

We acknowledge the rich and diverse histories and cultures of Aboriginal and Torres Strait Islander Peoples and have a commitment to our role in demonstrating respect and the practice of healing.

- **Self-determination**

Aboriginal and Torres Strait Islander Peoples and Communities should be central to decisions that affect them. We need to improve the way we listen to our Aboriginal and Torres Strait Islander communities.

- **Responsiveness**

Eastern Health strives to be a high-performing organisation that recognises and appropriately responds to the diverse histories, values and cultures of its patients, staff, families and communities. Reconciliation is about respect and healing and is everyone's responsibility. A whole-of-organisation approach to cultural diversity is required to respond to these challenges.

# Eastern Health – one service, many locations

**Eastern Health is one of Melbourne’s largest metropolitan health services. We provide a range of emergency, surgical, medical and general healthcare services, including maternity, palliative care, mental health, drug and alcohol, residential care, community health and statewide specialist services.**

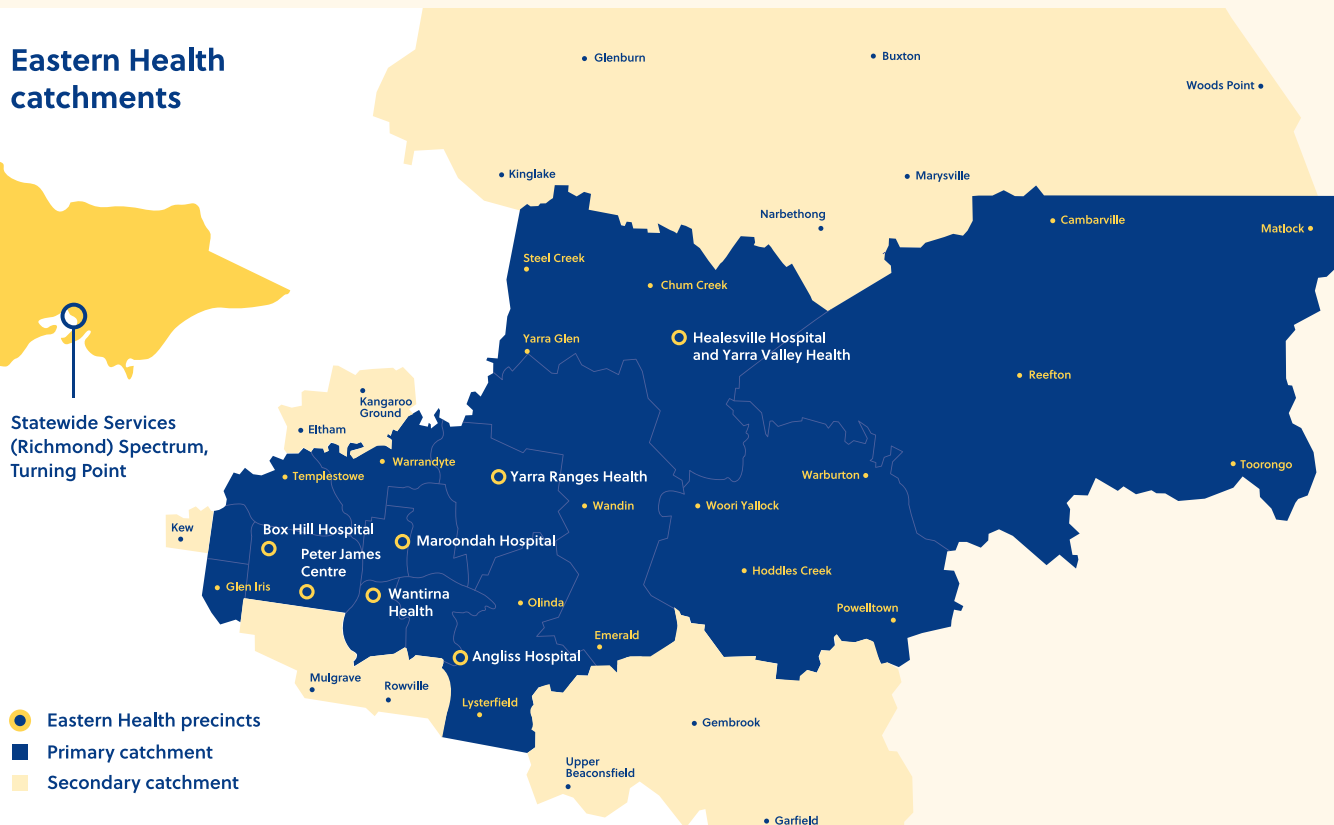
These services are provided to people and communities that are diverse in culture, age, socio-economic status, sexual orientation, gender identity and healthcare needs. Our mental health support network includes Spectrum (a statewide service that supports and works with local mental health services to provide treatment for people with personality disorders) and Turning Point (Australia’s leading national addiction treatment, education and research centre).

Our community is vast and spans 2,816 square kilometres and encompasses approximately 812,000 people across the following municipalities: Boroondara, Knox, Manningham, Maroondah, Whitehorse and Yarra Ranges.

Eastern Health has 65 sites and more than 10,300 employees, 63% of whom live in our primary catchment area. At the time of writing, there are 18 employees who self identify as Aboriginal and/or Torres Strait Islander Peoples.

As health care experts, Eastern Health connects with a range of external stakeholders including localised community support services, broader region primary health networks, and state government health departments. Further, Eastern Health publishes world-recognised research articles with the aspiration to become an organisation that is renowned for research, striving for performance excellence and that translates research evidence into the care we provide our community. This document has well-established values that are proudly displayed throughout our organisation. In addition, our performance against this RAP will proudly involve many areas of our health service.

## Eastern Health catchments



# Our Innovate Reconciliation Action Plan

**Eastern Health acknowledges the wrongs of the past, and through the work of this plan, seeks to move forward in healing, respect, and trust with Aboriginal and Torres Strait Islander Communities.**

Our Innovate RAP has been made possible through the leadership and engagement of Aboriginal and Torres Strait Islander staff and Community Elders, both past and present. It is through their commitment to educate Eastern Health staff that this Innovate RAP makes reconciliation everyone's business through solid commitment and actions across our organisation.

Eastern Health is a values-driven organisation and committed, through this Innovate RAP, to deliver values-based care for Aboriginal and Torres Strait Islander Communities. The integration of Closing the Health Gap priorities in the Innovate RAP will enable oversight of the delivery of culturally responsive services to Aboriginal and Torres Strait Islander patients and their families.

Our Innovate RAP has a whole-of-organisation approach towards respect and cultural responsiveness and is jointly led by the Executive Director Clinical Operations and the Aboriginal Cultural Advisor who will drive internal engagement with, awareness and implementation of, the Innovate RAP.

The Eastern Health RAP was developed by the Eastern Health RAP Steering Committee in partnership with the Eastern Health RAP Community Advisory Group and the Closing the Health Gap Steering Committee and Working Group.

## Eastern Health Reconciliation Action Plan Steering Committee

The Eastern Health RAP Steering Committee has Executive, Board Director and Senior Management representation. There are five Aboriginal members in the RAP Steering Committee. The RAP Steering Committee is responsible for the development, and launch of the RAP, members of which include:

### Eastern Health

Shannon Wight	Executive Director Clinical Operations, ASPPPA (Chair)
Merrlyn Auld	Closing the Gap Coordinator
Marilyn Duff	Manager, Integrated Aboriginal Services
Ben Davies	Director Communications
Anna Lee Cribb	Eastern Health Board Director
Bob Mitchell	Eastern Health Board Director

### Community organisations and members

Elke Smirl	CEO Mullum Mullum Indigenous Gathering Place
Aunty Lucia Baulch	Community Elder
Ralph Hume	Community Engagement Officer Yarra Ranges Council
Mark Thomson	RAP Consultant



## Eastern Health RAP Community Advisory Group

The Eastern Health RAP Community Advisory Group comprised of Aboriginal Community Leaders and representation from key Aboriginal Organisations including Mullum Mullum Indigenous Gathering Place and Worawa Aboriginal College. The RAP Community Advisory Group provided feedback to the RAP Steering Committee, particularly around creating a culturally safe health service that is inclusive and supportive for Aboriginal and Torres Strait Islander employees and members of Community to attend.

The RAP Community Advisory Group provided guidance and wise counsel to the RAP Steering Committee that enabled respectful discussions and a commitment to deliver on measurable actions through the Eastern Health Innovate RAP.

Elke Smirl	CEO Mullum Mullum Indigenous Gathering Place
Aunty Lucia Baulch	Community Elder
Ralph Hume	Community Engagement Officer Yarra Ranges Council
Merilyn Duff	Manager, Integrated Aboriginal Services
Mark Thomson	RAP Consultant

## Closing the Health Gap Steering Committee

Shannon Wight	Executive Director Clinical Operations ASPPPA (Chair)
Merryn Auldish	Closing the Health Gap Coordinator
Uncle Eddie Thomson	Consumer Representative
Cathy Keenan	Department of Health and Human Services, Population Health and Wellbeing, Outer Eastern Melbourne
Alicia Wheatley	Senior Advisor Aboriginal Engagement and Outcomes, Department of Health and Human Services
Michelle Fleming	Associate Program Director Aboriginal Health Team, Associate Program Director Community Rehabilitation, Sub Acute Specialist Clinics, Community Health
Brad Wynne	Associate Program Director Community and Rehabilitation Adult Mental Health Services
Michelle Rutherford	Director, Pre-registration and Transition to Practice Programs, Learning and Teaching
Merilyn Duff	Manager, Aboriginal Integrated Services
Jo Voce	Aboriginal Hospital Liaison Officer
Ben Davies	Director Communications
Thasha Naidoo	Director Organisational Development
Anita Wilton	Director Allied Health

## Eastern Health Closing the Health Gap Working Group

Merryn Auldish	Closing the Health Gap Coordinator
Anita Wilton	Director Allied Health
Brad Wynne	Associate Program Director Community and Rehabilitation Adult Mental Health Service
Michelle Rutherford	Director, Pre-registration and Transition to Practice Programs, Learning and Teaching
Jo Voce	Aboriginal Hospital Liaison Officer
Merilyn Duff	Manager, Aboriginal Integrated Services

Our approach moving forward will be to ensure active engagement from Eastern Health Aboriginal and Torres Strait Islander staff in every objective of our Innovate RAP – guided by the principles of co-design and self-determination.





In addition, the development of our Innovate RAP has been informed by a range of both State and Federal government policies including the:

- *Aboriginal Governance and Accountability Framework*, Department of Health and Human Services, State of Victoria, 2017.
- *Victorian Aboriginal Affairs Framework 2018–2023*, State of Victoria, 2018.
- *Korin Korin Balit-Djak Aboriginal Health, Wellbeing and Safety Strategic Plan 2017–2027*, Department of Health and Human Services, State of Victoria, 2017.
- *Balit Murrup – Aboriginal Social and Emotional Wellbeing Framework 2017–2027*, Department of Health and Human Services, State of Victoria, 2017.

# Eastern Health Innovate RAP – an overview of key themes and actions

Eastern Health’s RAP focuses on four key themes – Relationships, Respect, Opportunities and Governance.

The following table outlines the key Actions for our first Innovate RAP for each theme.

Theme	Actions
<b>Relationships</b> 	<ol style="list-style-type: none"> <li>1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations to improve health outcomes for Aboriginal and Torres Strait Islander Peoples.</li> <li>2 Build relationships through celebrating National Reconciliation Week (NRW).</li> <li>3 Promote reconciliation through our sphere of influence.</li> <li>4 Work towards supporting self-determination through increased Aboriginal involvement in decision-making processes (<i>Korin Korin Balit Djak – Aboriginal Health, Wellbeing and Safety Strategic Plan 2017–2027</i>).</li> <li>5 Promote inclusion and respect through anti-discrimination strategies.</li> </ol>
<b>Respect</b> 	<ol style="list-style-type: none"> <li>6 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</li> <li>7 Demonstrate respect to Aboriginal and Torres Strait Islander Peoples by observing cultural protocols.</li> <li>8 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</li> <li>9 Develop and deliver culturally responsive and safe services to Aboriginal and Torres Strait Islander patients and their families.</li> </ol>
<b>Opportunities</b> 	<ol style="list-style-type: none"> <li>10 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</li> <li>11 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</li> <li>12 Contribute to the growth and development of Aboriginal leadership within the Eastern region.</li> </ol>
<b>Governance</b> 	<ol style="list-style-type: none"> <li>13 Establish and maintain an effective Innovate RAP Steering Committee to drive governance of the Innovate RAP.</li> <li>14 Provide appropriate support for effective implementation of Innovate RAP commitments.</li> <li>15 Build accountability and transparency through reporting Innovate RAP achievements, challenges and learnings, both internally and externally.</li> <li>16 Continue our reconciliation journey by developing our next Innovate RAP.</li> </ol>



Aunty Joy Murphy

# Relationships



Eastern Health welcomes all people within our community. We are a values-driven organisation ensuring that at every interaction with our community we will be respectful and kind. We value our relationships with Aboriginal and Torres Strait Islander Peoples and feel this is an essential part of our commitment to ensuring we are an organisation that builds genuine, mutually beneficial, lasting relationships that embraces and celebrates Aboriginal and Torres Strait Islander cultures.

Action	Deliverables	Timeline	Responsibility
<b>1 Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations to improve health outcomes for Aboriginal and Torres Strait Islander Peoples.</b>	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. Where possible, external meetings will include an Aboriginal staff member from Eastern Health.	Aug 2022	Executive Director – Acute and Aged Medicine, Specialty Medicine and Ambulatory Care, Pathology, Pharmacy, Patient Access and Allied Health
	Develop and implement an engagement plan to work with external Aboriginal and Torres Strait Islander stakeholders and organisations including but not limited to: Mullum Mullum Indigenous Gathering Place, Boorndawan Willam Aboriginal Healing Service, Oonah Health and Community Services Aboriginal Corporation (OONAH), Worawa Aboriginal College, Ngwala Willumbong, Victorian Aboriginal Community Controlled Health Organisation (VACCHO) and Victorian Aboriginal Child Care Agency (VACCA).	Jul 2022 Feb 2023	Executive Director – Acute and Aged Medicine, Specialty Medicine and Ambulatory Care, Pathology, Pharmacy, Patient Access and Allied Health
<b>2 Build relationships through celebrating National Reconciliation Week (NRW).</b>	Develop and distribute communications specific to Eastern Health’s events and local Aboriginal and Torres Strait Islander Communities.	Aug 2022 Aug 2023	Clinical Risk Manager for Aboriginal Health
	Innovate RAP Steering Committee members to participate in an external NRW event.	May 2023 May 2024	Aboriginal Cultural Advisor
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2023 May 2024	Chief Executive Officer
	Organise at least one NRW event each year at a major office/hospital site.	May 2023 May 2024	Director Communications
	Register Eastern Health NRW events on Reconciliation Australia’s NRW website.	May 2023 May 2024	Clinical Risk Manager for Aboriginal Health
	Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	May 2023 May 2024	Clinical Risk Manager for Aboriginal Health
	Promote NRW through our social media platforms and networks.	May 2023 May 2024	Clinical Risk Manager for Aboriginal Health

Action	Deliverables	Timeline	Responsibility
<b>3 Promote reconciliation through our sphere of influence.</b>	Implement at least two strategies that engage our staff in discussions about reconciliation during days or weeks of significance during each year.	May 2023 May 2024	Aboriginal Cultural Advisor
	Communicate our commitment to reconciliation publicly through an official statement to launch the commencement of the Innovate RAP.	Aug 2022	Director Communications
	Celebrate the achievement of the Innovate RAP deliverables through events and media releases.	Aug 2022	Director Communications
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. This will include a review of our Procurement Strategy and Supply Chain policies and practices to encourage our suppliers to work towards understanding and promoting reconciliation. This will include active support for Aboriginal organisations to be added to the Eastern Health financial ordering system to support future supply access.	Nov 2022	Executive Director Finance, Procurement and Corporate Services
	In collaboration with Aboriginal Elders and Traditional Owner groups, explore options to rename hospital sites and services with language appropriate to the land and traditional language group in which it is situated.	Jul 2022 Feb 2023 May 2024	Director Communications
	Collaborate with other like-minded organisations progressing an Innovate RAP to develop ways to advance reconciliation together.	31 Dec 2022 30 Jun 2023 31 Dec 2023 30 Jun 2024	Aboriginal Cultural Advisor
<b>4 Work towards supporting self-determination through increased Aboriginal Involvement in decision-making processes (Korin Korin Balit-Djak-Aboriginal Health, Wellbeing and Safety Strategic Plan 2017-2027).</b>	Scope the best way to introduce Self-determination processes for Eastern Health's Aboriginal and Torres Strait Islander staff, patients, families and Communities.	Aug 2022	Executive Director – Acute and Aged Medicine, Specialty Medicine and Ambulatory Care, Pathology, Pharmacy, Patient Access and Allied Health
	Meet with Aboriginal Community Controlled Organisations in our region quarterly to actively listen to their feedback.	Jul/Nov 2022 Feb/Apr/Jun/Sep 2023 Feb/Apr/Jun 2024	Executive Director – Acute and Aged Medicine, Specialty Medicine and Ambulatory Care, Pathology, Pharmacy, Patient Access and Allied Health
	Agenda the feedback from the community to enable proactive discussion within the RAP Steering Committee to understand the barriers and seek an action to improve self-determination.	31 Dec 2022 30 Jun 2023 31 Dec 2023 30 Jun 2024	Executive Director – Acute and Aged Medicine, Specialty Medicine and Ambulatory Care, Pathology, Pharmacy, Patient Access and Allied Health

# Relationships continued



Action	Deliverables	Timeline	Responsibility
<b>5 Promote inclusion and respect through anti-discrimination strategies.</b>	Conduct a review of relevant HR policies and procedures to identify existing anti-discrimination provisions and ensure compliance with legislation.	Dec 2022	Executive Director, People and Culture
	Review Eastern Health Equal Employment Opportunity (EEO) Policy and communicate and re-confirm Eastern Health commitment to anti-discrimination practices.	Dec 2022	Executive Director, People and Culture
	Communicate the Eastern Health EEO Policy with our organisation twice yearly.	Jul/Nov 2022 Feb/Jul 2023 Feb/Jun 2024	Executive Director, People and Culture
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on the review of Eastern Health EEO Policy.	Dec 2022	Executive Director, People and Culture
	Promote the completion of the Aboriginal and Torres Strait Islander cultural safety framework reflection tool (Department of Health and Human Services) by all Team Leaders and above across Eastern Health to promote individual reflection and accountability among our leaders as role models.	Dec 2022 Dec 2023	Executive Director Learning and Teaching/Chief Nursing and Midwifery Officer
	Educate senior leaders on the effects of racism through cultural safety workshops and education training.	Nov 2022 Mar 2023 May 2024	Executive Director Learning and Teaching/Chief Nursing and Midwifery Officer





# Respect



Eastern Health respects Aboriginal and Torres Strait Islander cultures and welcomes all people. We are grateful for the hospitality shown to us on the sacred grounds our health services are on. Eastern Health practices respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights. Eastern Health is committed to undertaking cultural learning and in some cases 'unlearning' to improve cultural safety of services and the provision of culturally appropriate health care.

Action	Deliverables	Timeline	Responsibility
<b>6</b> Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	Oct 2022	Executive Director Learning and Teaching/Chief Nursing and Midwifery Officer
	Investigate local cultural immersion opportunities for staff in each of our locations.	Aug 2022	Executive Director Learning and Teaching/Chief Nursing and Midwifery Officer
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	Nov 2022	Executive Director Learning and Teaching/Chief Nursing and Midwifery Officer
	Develop the Eastern Health cultural learning strategy for our staff. Including a focus on understanding 'Sorry Business' and Spirituality.	Mar 2023	Executive Director Learning and Teaching/Chief Nursing and Midwifery Officer
	Implement and communicate the newly developed cultural learning strategy for our staff.	Mar 2023	Executive Director Learning and Teaching/Chief Nursing and Midwifery Officer
	All Eastern Health interviews for new staff to include a question that informs of the organisational commitment to cultural safety.	Aug 2022	Executive Director People and Culture
	Provide opportunities for Innovate RAP Steering Committee members, managers and other key leadership staff to participate in formal and structured cultural learning, both in person and online.	Oct 2022 Oct 2023	Executive Director People and Culture



Action	Deliverables	Timeline	Responsibility
<b>7 Demonstrate respect to Aboriginal and Torres Strait Islander Peoples by observing cultural protocols.</b>	Increase staff's understanding of the purpose and significance behind cultural protocols, through providing twice yearly education opportunities to improve understanding of the Acknowledgement of Country and Welcome to Country protocols.	31 Dec 2022 30 Jun 2023 31 Dec 2023 30 Jun 2024	Aboriginal Cultural Advisor
	Develop a cultural protocol document inclusive of Welcome to Country and Acknowledgement of Country.	Sep 2022	Clinical Risk Manager – Aboriginal Health/ Aboriginal Cultural Advisor
	Implement and communicate the cultural protocol document throughout Eastern Health.	Dec 2022	Clinical Risk Manager – Aboriginal Health/ Aboriginal Cultural Advisor
	Invite local Traditional Owners to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	31 Dec 2022 30 Jun 2023 31 Dec 2023 30 Jun 2024	Director Communications
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of all meetings.	31 Dec 2022 31 Dec 2023	Director Communications
	A culturally appropriate card will sit on the centre of each meeting room table with the correct wording to provide an Acknowledgement of Country.	Dec 2022	Director Communications
<b>8 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	Eastern Health staff will be encouraged and supported to participate in an external NAIDOC Week event.	Jul 2022 Jul 2023 Jul 2024	Executive Director – Acute and Aged Medicine, Specialty Medicine and Ambulatory Care, Pathology, Pharmacy, Patient Access and Allied Health
	Engage our Aboriginal and Torres Strait Islander employees to actively participate in NAIDOC Week inside and outside of the organisation.	Jul 2022 Jul 2023 Jul 2024	Executive Director, People and Culture
	Review staff leave guidelines (with a particular focus on cultural leave Enterprise Agreement provisions) to support and encourage staff participation. Communicate with managers to support staff participation.	Dec 2022	Executive Director, People and Culture
<b>9 Develop and deliver culturally responsive and safe services to Aboriginal and Torres Strait Islander patients and their families.</b>	Using a broad range of data and information sources, identify and prioritise efforts to address specific health conditions where there is a significant health outcome gap in comparison with the general patient population.	Dec 2022	Executive Director – Acute and Aged Medicine, Specialty Medicine and Ambulatory Care, Pathology, Pharmacy, Patient Access and Allied Health
	Promote and encourage both internal and external services to appropriately refer patients to Aboriginal and Torres Strait Islander-specific health services within Eastern Health.	Jul 2022 Jun 2023 Jun 2024	Executive Director – Acute and Aged Medicine, Specialty Medicine and Ambulatory Care, Pathology, Pharmacy, Patient Access and Allied Health
	Build upon the Mental Health Program's capability to develop culturally safe, community-informed mental health services that meet the needs of the Aboriginal and Torres Strait Islander Communities within the Eastern Health catchment.	Jul 2022 Jun 2023 Jun 2024	Executive Director – Acute and Aged Medicine, Specialty Medicine and Ambulatory Care, Pathology, Pharmacy, Patient Access and Allied Health

# Opportunities



Eastern Health celebrates diversity and inclusion. Through our programs and services, we aim to provide opportunities for genuine engagement and interaction for both our staff and the broader community with Aboriginal and Torres Strait Islander Communities and cultures. This will be reflected in our employment practice and procurement services as key opportunities for Eastern Health to support reconciliation.

Action	Deliverables	Timeline	Responsibility
<b>10 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Review and determine appropriate resourcing to develop and implement a renewed Aboriginal and Torres Strait Islander Employment Plan for Eastern Health.	Aug 2022	Director People and Culture
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development experiences to identify areas for improvement.	Oct 2022	Director People and Culture
	Develop and implement an Aboriginal and Torres Strait Islander Recruitment Plan.	Dec 2022	Director People and Culture
	Appropriately source/advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	31 Dec 2022 31 Dec 2023 30 Jun 2024	Director People and Culture
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Dec 2022	Director People and Culture
	Review Position Description template to reflect cultural respect and safety.	Aug 2022	Director People and Culture
	Support the implementation of traineeships and work experience programs within the Aboriginal Health Team.	31 Dec 2022 31 Dec 2023 30 Jun 2024	Director People and Culture
	Support the completion of two degree-level Aboriginal Mental Health Clinician Traineeships in the Mental Health Program and transitioning clinicians into permanent roles.	31 Dec 2022 31 Dec 2023 30 Jun 2024	Associate Program Director Adult Mental Health Community
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	Jul 2022 Jun 2023 Jun 2024	Executive Director – Acute and Aged Medicine, Specialty Medicine and Ambulatory Care, Pathology, Pharmacy, Patient Access and Allied Health

Action	Deliverables	Timeline	Responsibility
<b>11 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Include a specific focus for Aboriginal and Torres Strait Islander supplier opportunity through a revised procurement strategy.	Dec 2022	Executive Director Finance, Procurement and Corporate Services
	Become a member of Supply Nation and attend Supply Connect conferences.	Jul 2023	Executive Director Finance, Procurement and Corporate Services
	Investigate support and/or membership of Kinaway.	Nov 2022	Executive Director Finance, Procurement and Corporate Services
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and/or Torres Strait Islander businesses to staff, and within the integrity framework to minimise any conflicts of interest.	31 Dec 2022 31 Dec 2023 30 Jun 2024	Executive Director Finance, Procurement and Corporate Services
	Arising from the reviewed procurement strategy, review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and/or Torres Strait Islander businesses.	31 Dec 2022 31 Dec 2023 30 Jun 2024	Executive Director Finance, Procurement and Corporate Services
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	31 Dec 2022 31 Dec 2023 30 Jun 2024	Executive Director Finance, Procurement and Corporate Services
<b>12 Contribute to the growth and development of Aboriginal leadership within the Eastern Region.</b>	Eastern Health Foundation to fully fund the 2022 Aboriginal and Torres Strait Islander Scholarship for the Williamson Community Leadership Program – Leadership Victoria.	Mar 2023	Executive Director – Acute and Aged Medicine, Specialty Medicine and Ambulatory Care, Pathology, Pharmacy, Patient Access and Allied Health
	Eastern Health will establish and support mentoring arrangements with senior staff for Aboriginal and Torres Strait Islander staff interested in leadership positions.	Jan 2023	Executive Director People and Culture
	Investigate barriers and opportunities to ensure Aboriginal and Torres Strait Islander staff feel culturally safe to seek leadership opportunities within Eastern Health.	Mar 2023	Executive Director People and Culture

# Governance



Establish and maintain an effective Innovate RAP Steering Committee to drive governance of the Innovate RAP.

Action	Deliverables	Timeline	Responsibility
13 Establish and maintain an effective Innovate RAP Steering Committee to drive governance of the Innovate RAP.	Annually review and update Terms of Reference for the Innovate RAP Steering Committee.	Aug 2022 Feb 2023 Feb 2024	Executive Director – Acute and Aged Medicine, Specialty Medicine and Ambulatory Care, Pathology, Pharmacy, Patient Access and Allied Health
	Maintain Aboriginal and Torres Strait Islander representation on the Innovate RAP Steering Committee.	Aug 2022 Feb 2023 Feb 2024	Executive Director – Acute and Aged Medicine, Specialty Medicine and Ambulatory Care, Pathology, Pharmacy, Patient Access and Allied Health
	Meet bi-monthly to drive and monitor Innovate RAP implementation.	31 Dec 2022 30 Jun 2023 31 Dec 2023 30 Jun 2024	Executive Director – Acute and Aged Medicine, Specialty Medicine and Ambulatory Care, Pathology, Pharmacy, Patient Access and Allied Health
14 Provide appropriate support for effective implementation of Innovate RAP commitments.	Define resource needs for Innovate RAP implementation.	Jul 2022	Executive Director – Acute and Aged Medicine, Specialty Medicine and Ambulatory Care, Pathology, Pharmacy, Patient Access and Allied Health
	Investigate resourcing a dedicated position of Innovate RAP Program Manager to assist in the implementation and tracking of the Eastern Health Innovate RAP.	Jul 2022	Executive Director – Acute and Aged Medicine, Specialty Medicine and Ambulatory Care, Pathology, Pharmacy, Patient Access and Allied Health
	Engage our senior leaders and other staff in the delivery of Innovate RAP commitments.	Jul 2022	Executive Director – Acute and Aged Medicine, Specialty Medicine and Ambulatory Care, Pathology, Pharmacy, Patient Access and Allied Health
	Define and maintain appropriate systems to track, measure and report on Innovate RAP commitments.	Aug 2022	Clinical Risk Manager – Aboriginal Health
	Appoint and maintain internal Innovate RAP Champions from senior management.	Aug 2022	Clinical Risk Manager – Aboriginal Health

Action	Deliverables	Timeline	Responsibility
<b>15</b> Build accountability and transparency through reporting Innovate RAP achievements, challenges and learnings, both internally and externally.	Complete and submit the annual Innovate RAP Impact Measurement Questionnaire to Reconciliation Australia.	Sep 2022 Sep 2023	Aboriginal Cultural Advisor
	Report to the Eastern Health Board Annually on Innovate RAP progress.	Dec 2022 Dec 2023 Jun 2024	Executive Director – Acute and Aged Medicine, Specialty Medicine and Ambulatory Care, Pathology, Pharmacy, Patient Access and Allied Health
	Extend the Annual Board Innovate RAP Meeting invite to our Aboriginal and Torres Strait Islander Peoples in community, Elders and Aboriginal Community Controlled Organisations and RAP partners to engage and provide feedback against our Innovate RAP achievements, challenges and learnings.	Nov 2022 Nov 2023	Executive Director – Acute and Aged Medicine, Specialty Medicine and Ambulatory Care, Pathology, Pharmacy, Patient Access and Allied Health
	Report Innovate RAP progress to all staff and senior leaders quarterly.	Sep 2022 Dec 2022 Mar 2023 June 2023 Sep 2023 Dec 2023 Mar 2024 Jun 2024	Aboriginal Cultural Advisor
	Publicly report our Innovate RAP achievements, challenges and learnings, annually.	Jul 2022 Jun 2023 Jun 2024	Director of Communications
	Participate in Reconciliation Australia’s biennial Workplace Innovate RAP Barometer.	Jul 2022 May 2024	Aboriginal Cultural Advisor
<b>16</b> Continue our reconciliation journey by developing our next Innovate RAP.	Register via Reconciliation Australia’s website to begin developing our next Innovate RAP.	Mar 2024	Aboriginal Cultural Advisor

# Contact details

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