

# phn

EASTERN MELBOURNE

An Australian Government Initiative



[www.emphn.org.au](http://www.emphn.org.au)

**phn**  
EASTERN MELBOURNE

An Australian Government Initiative



RECONCILIATION  
ACTION PLAN

**INNOVATE**

MARCH 2020 to MARCH 2022





# **EMPHN, INNOVATE RECONCILIATION ACTION PLAN**

---

**MARCH 2020 - MARCH 2022**

**EMPHN acknowledges the Traditional Owners of all lands on which we do business and we pay our respects to their Elders, past and present. We acknowledge the important contribution that Aboriginal and Torres Strait Islander peoples make in creating a strong and vibrant Australian society.**

# CONTENTS



	Message from EMPHN .....	3
	Message from Reconciliation Australia .....	4
	Our Vision for Reconciliation .....	5
	Our Values .....	6
	Our Business .....	7
	Our RAP .....	10
	Our Reconciliation Journey .....	11
	Relationships .....	12
	Respect .....	14
	Opportunities .....	16
	Governance .....	17
	Artist Bio .....	18

**Disclaimer:** Use of the terms Koori, Koorie, Indigenous, Aboriginal, Torres Strait Islander are retained in the names of programs and initiatives, and unless otherwise noted, are inclusive of both Aboriginal and Torres Strait Islander peoples in our RAP.



## MESSAGE FROM EMPHN

# CEO & CHAIR'S MESSAGE



**Janine Wilson**  
Chief Executive Officer  
EMPHN



**Prof. Stephen Duckett**  
Chair  
EMPHN

Eastern Melbourne Primary Health Network (EMPHN) conducts its business on the unceded lands of the Wurundjeri people of the Kulin nation. We know that Aboriginal Australians have a life-expectancy about a decade shorter than non-Aboriginal Australians. It is in that context that on behalf of the Board and staff of EMPHN, we are proud to present EMPHN's Innovate

Reconciliation Action Plan (RAP) 2020–2022. This plan, and the process we have gone through to prepare it, symbolises our move towards a deeper commitment to reconciliation and building relationships across our business with our Aboriginal organisations and communities.

Our purpose as an organisation is to commission primary health care services that deliver the right health care, in the right place, at the right time for our communities in eastern and north-eastern Melbourne. EMPHN also provides support to the primary health care workforce and supports integration across the acute and primary health care sectors.

**To ensure we are commissioning culturally safe and appropriate services that meet local needs, we are seeking to improve the way in which we engage with our Aboriginal and Torres Strait Islander communities.**

We are fortunate in our region to have good working relationships with our local Aboriginal organisations, and our willingness to customise and adapt the way we work with Aboriginal Community organisations is pivotal to this. Through developing the RAP, we have gained a greater appreciation that strong relationships, Aboriginal self-determination, and mutual understanding with Aboriginal and Torres Strait Islander peoples are vital to successfully achieving this purpose.

Through our RAP we have a great opportunity to continue developing our response to the self-determination needs of Aboriginal and Torres Strait Islander communities by recognising and acknowledging the strengths of those communities and the importance of their cultural context in the way that we commission services.

The development of EMPHN's Reconciliation Action Plan has been a 12-month process. The core development was undertaken by a dedicated Reconciliation Action Plan Working Group chaired by the CEO, with representation from the Executive and Senior Leadership teams.

We would especially like to thank Karen Milward for so capably guiding us on this journey, and to time to participate in many forums and meetings to develop the detail of our action plan. We would also like to recognise the contribution of Graham Custance as the EMPHN project lead for this RAP.



## CEO'S MESSAGE



**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

Reconciliation Australia is delighted to welcome Eastern Melbourne Primary Health Network (EMPHN) to the Reconciliation Action Plan (RAP) program by formally endorsing its inaugural Innovate RAP.

As a member of the RAP community, EMPHN joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides EMPHN with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, EMPHN will develop its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish EMPHN well as it explores and establishes its own unique approach to reconciliation. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

**“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”**

On behalf of Reconciliation Australia, I commend EMPHN on its first RAP, and look forward to following its ongoing reconciliation journey.



# OUR VISION FOR RECONCILIATION



**Our vision for reconciliation is to embark in genuine and empowering partnerships that foster and support wellbeing, self-determination and resilience in the Aboriginal and Torres Strait Islander community, using a multigenerational, equitable and a dignified approach.**

## **This includes:**

1. We recognise the impact of colonisation on the Aboriginal and Torres Strait Islander communities in Victoria.
2. We support the Aboriginal and Torres Strait Islander people, organisations and communities to be self-determining in their health and wellbeing.
3. Working in partnership with the Aboriginal and Torres Strait Islander communities, including Aboriginal Community Controlled Organisations (ACCO's) in eastern and north eastern Melbourne, through active and ongoing engagement.
4. Strong advocacy to allow for flexible approaches in service delivery models that is inclusive of the whole Aboriginal and Torres Strait Islander communities.
5. Our partnerships and consultations enable a strengths based approach for capacity building with local Aboriginal and Torres Strait Islander communities including ACCOs.
6. We recognise and support the need for local ACCOs including Gathering Places to have the necessary infrastructure to ensure culturally safe, secure and ongoing spaces are in place for the Aboriginal and Torres Strait Islander community to access, make connections to culture and community, and provide holistic approaches that support access to affordable and safe health care.



# OUR VALUES



- Autonomy – self-determination, supported, empowering and collaborative
- Respect, integrity and dignity
- Strong and effective leadership
- Identity, connection and honouring individuals
- Willingness to understand and have a shared understanding about the lived experience
- Commit to effective communication between groups, ACCOs, Aboriginal and Torres Strait Islander communities and non-Aboriginal services
- Unifying partnerships
- Lived experience – how do we move forward
- Support sustainability in funding and develop foundations for empowerment and further growth
- Closing the Gap and community control
- Holistic: health, wellbeing, social, emotional and culturally appropriate
- Enabling community to better access Aboriginal and non-Aboriginal services
- Foster, promote and highlight existing innovation
- Open to new ways of measuring and understanding the value of impact
- Language is powerful
- Appreciate the importance of connection to place, culture and community





The Australian Aboriginal Flag was designed in 1971 by Aboriginal artist Harold Thomas, who is descended from the Luritja people of Central Australia.



## OUR BUSINESS

Eastern Melbourne PHN is a Primary Health Network principally funded by the Australian Government to improve the care and support people receive from health services. We employ approximately 80 staff who all work out of a single site in Box Hill. We do not have any staff who identify as Aboriginal and/or Torres Strait Islander at present. We work in partnership to improve the way services are connected and to ensure they are easy to access when people need it the most. We fund services who employ Aboriginal and Torres Strait Islander people in identified and designed positions. We have Aboriginal and/or Torres Strait Islander representation on our Clinical and Community Advisory Councils. We work closely with health professionals, consumers and carers to scope the gaps, identify emerging community needs and purchase services that address these needs.

We invest in a range of initiatives to make a difference in our priority areas including chronic disease, mental health, alcohol and other drugs, digital health, Aboriginal and Torres Strait Islander health, immunisation and general practice support. We aim to improve the health of our community by ensuring people receive the right care, in the right place, at the right time.

Our approach is person-centred, because a 'one-size-fits-all' approach to health doesn't address the unique needs of individuals. Our community of 1.5 million people live in Melbourne's east and north east, from the inner-eastern suburbs of Melbourne, to the Yarra Valley in the east, and semi-rural communities as far north as Kinglake.



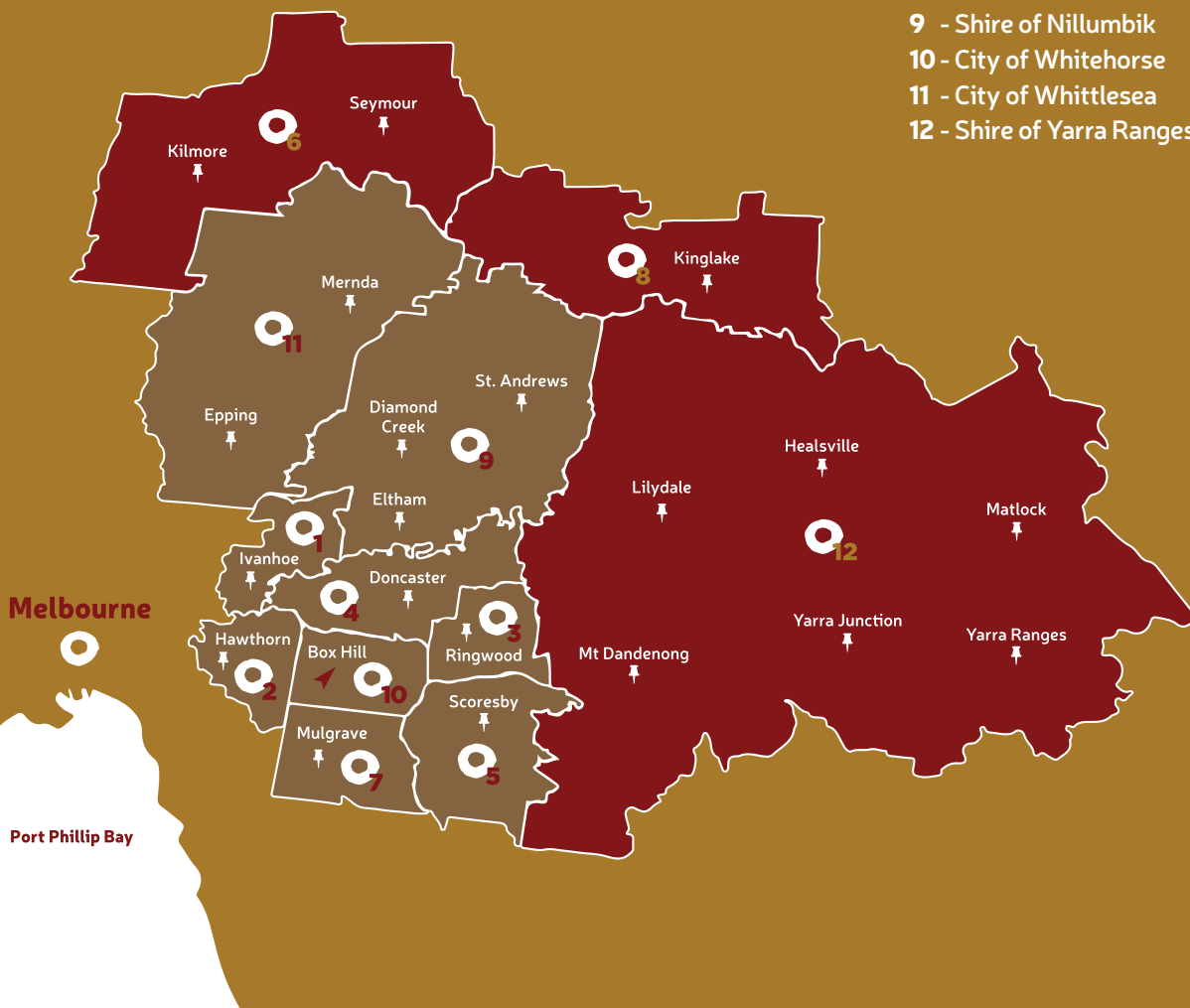
Our community is culturally diverse. One in three people were born overseas and just as many speak a language other than English at home. Our community also includes over 5,000 Aboriginal and Torres Strait Islander peoples. We work with Aboriginal health and community-controlled organisations to support self-determination in healthcare as part of national priorities to close the gap.

The Australian Government is the principal funder for PHNs.

# EASTERN MELBOURNE PHN

- All of local government area
- Part of local government area

- 1 - City of Banyule
- 2 - City of Boroondara
- 3 - City of Knox
- 4 - City of Manningham
- 5 - City of Maroondah
- 6 - Shire of Mitchell
- 7 - City of Monash
- 8 - Shire of Murrindindi
- 9 - Shire of Nillumbik
- 10 - City of Whitehorse
- 11 - City of Whittlesea
- 12 - Shire of Yarra Ranges



EMPHN funds Bubup Wilam  
Aboriginal Child and Family Centre  
in Thomastown.



## WHAT WE DO FOR OUR STAKEHOLDERS AND PARTNERS:

- We support general practices with quality improvement, whether that be through professional development or helping practices become future-ready. General practitioners and the team they work with are the backbone of the healthcare system and provide a consistent and trusted first point of call for their patients.
- We use technology to make the broader health system work more efficiently. This includes implementing electronic referral systems and providing resources, such as HealthPathways Melbourne, for practitioners to use.
- We provide opportunities for health organisations to tender for projects and help fill healthcare gaps.

## HOW WE WORK:

- With our partners, we identify gaps and improve the health system using a combination of stakeholder engagement, and evidence-informed research and data.
- We provide opportunities for agencies to be involved in delivering high quality innovative healthcare. Our Commissioning Framework is a tool we use to map our decision making process for purchasing services with transparency.



## OUR RAP



Our Reconciliation Action Plan was developed by our RAP Working Group through a series of three workshops and input from across all EMPHN business areas including the Board, Chief Executive Officer, Project Officer and all staff from across EMPHN. Aboriginal and Torres Strait Islander communities we work with have provided creative ideas for inclusion in our RAP and are all committed to working towards positive reconciliation outcomes for Aboriginal and Torres Strait Islander peoples, families, young people, organisations and businesses.

The CEO will champion this RAP within EMPHN. The RAP Working Group is represented by the following staff, Aboriginal and Torres Strait Islander peoples and health professionals and representatives:

### **EMPHN representation:**

1. **Janine Wilson**, CEO
2. **Harry Patsamanis**, Executive Director, Integrated Care
3. **Lisa Paulin**, Lead Redesign and Integrated Care
4. **Adrienne Shaw**, Program Officer, Mental Health and AOD,
5. **Keli Ghosal**, Facilitator Redesign
6. **Megan McCreddie**, Human Resources Business Partner
7. **Barb Repcen**, Digital Health Officer
8. **Graham Custance**, Facilitator Redesign, Aboriginal Health

### **Aboriginal Community Representation:**

1. **Anne Jenkins**, Chief Executive officer – HICSA
2. **Michael Graham**, CEO – VAHS
3. **Aunty Janet Turpie-Johnstone**, Chairperson - Boorndawan Willam Aboriginal Healing Service
4. **Lisa Thorpe**, CEO - Bubup Wilam Aboriginal Child and Family Centre
5. **Les Chessells**, General Manager -Mullum Mullum Indigenous Gathering Place

We engaged Aboriginal consultant, Karen Milward, to lead the RAP Working Group discussions to ensure that we develop culturally appropriate mechanisms to support the needs, ideas and opportunities identified by Aboriginal and Torres Strait Islander peoples and their communities. The RAP Working Group will actively participate in and guide the development and implementation of actions in our Innovate Reconciliation Action Plan, March 2020 to March 2022.



# OUR RECONCILIATION JOURNEY

Eastern Melbourne Primary Health Network has been working with Aboriginal and Torres Strait Islander communities over the past two years to develop a better understanding of approaches that support effective, sustainable responses to the needs of Aboriginal and Torres Strait Islander communities. We are establishing relationships with the Aboriginal Community Controlled Organisations (ACCOs) in our region and other Aboriginal organisations that provide services and support across our region. Our growing awareness of the negative impact that funding guidelines, commissioning policies and commissioning practices can have when they don't take into account the experience of Aboriginal and Torres Strait Islander communities, has encouraged a review of our approach. We have embedded several practices to acknowledge Aboriginal and Torres Strait Islander communities and to encourage learning and understanding.

EMPHN ensures all meetings and webinars commence with an acknowledgement of Traditional Owners. We also acknowledge Traditional Owners in our email signature and on our website. In 2017 we provided Aboriginal cultural awareness training to all staff. We celebrated the consolidation of our offices on the Box Hill site with a Welcome to Country by a Wurundjeri Elder and a didgeridoo performance. We acknowledged National Reconciliation week with a staff gathering. Traditional food was supplied by Mullum Mullum Indigenous Gathering Place and we had activities to encourage staff to explore Aboriginal experiences of colonisation and the impact of past policies and treatment. Our staff have volunteered at the Food Bank provided to members of the Aboriginal and Torres Strait Islander community through Mullum Mullum Indigenous Gathering Place. Involvement from senior leaders in the Aboriginal community controlled sector in Health Promotion activities.

We organised a RAP workshop for all staff, board members and Aboriginal and Torres Strait Islander community representatives from the Aboriginal community controlled organisations who are in our region or who provide services across our region. Staff and board members heard from Aboriginal and Torres Strait Islander community leaders about their journeys engaging with their communities and how they have developed responses to their communities' needs and aspirations. They heard about the knowledge and history that Aboriginal and Torres Strait Islander people's hold and the strength that communities have, to overcome past and current inequities and how we might best support communities to keep regenerating, re-connecting, enculturating and growing. The workshop had a significant impact on staff awareness of issues that impact on the growth and empowerment of Aboriginal and Torres Strait Islander communities in their pursuit of self-determination.

Through our collaborative commissioning practice that supports programs that have been developed by Aboriginal and Torres Strait Islander communities in the outer east and outer north of our region we are developing more sensitive ways of understanding what works in Aboriginal and Torres Strait Islander communities and how we can best evaluate and improve our approach toward Aboriginal and Torres Strait Islander communities. This will aid in the continuing development of frameworks and models of commissioning that embody Aboriginal and Torres Strait Islander expectations and aspirations of program planning, design, implementation, governance, management and evaluation.



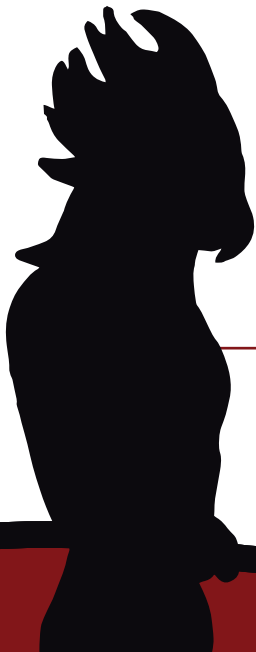
# RELATIONSHIPS

## FOCUS AREA



Building connections between the EMPHN, Aboriginal community controlled organisations and other partners and non-Aboriginal networks to build trust, better understanding, respect, collaboration and unifying partnerships and relationships.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>1. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.</p>	<p>EMPHN will host at least one internal event for National Reconciliation Week each year.</p>	<p>27 May to 3 June, 2020, 2021</p>	<p>Facilitator, Redesign Aboriginal Health</p>
	<p>Register all NRW events via Reconciliation Australia's NRW website.</p>	<p>27 May to 3 June, 2020, 2021</p>	<p>Facilitator, Redesign Aboriginal Health</p>
	<p>We will support one external NRW event.</p>	<p>27 May to 3 June, 2020, 2021</p>	<p>Facilitator, Redesign Aboriginal Health</p>
	<p>EMPHN will support RAP Working Group members to participate in one external NRW event to recognise and celebrate NRW.</p>	<p>27 May to 3 June, 2020, 2021</p>	<p>Facilitator, Redesign Aboriginal Health</p>
	<p>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</p>	<p>27 May to 3 June, 2020, 2021</p>	<p>Facilitator, Redesign Aboriginal Health</p>
	<p>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</p>	<p>27 May to 3 June, 2020, 2021</p>	<p>Chief Executive Officer</p>
<p>2. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.</p>	<p>Develop and implement an Engagement Plan to work with EMPHN to:</p>		
	<ul style="list-style-type: none"> <li>Identify who the local Aboriginal Community Controlled Organisations and sporting groups are in Victoria.</li> </ul>	<p>March 2020</p>	
	<ul style="list-style-type: none"> <li>Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.</li> </ul>	<p>April 2020</p>	<p>Chief Executive Officer / Manager Marketing &amp; Communications</p>
	<ul style="list-style-type: none"> <li>Support our overall stakeholder engagement framework</li> </ul>	<p>April 2020</p>	
	<ul style="list-style-type: none"> <li>Ensure data collection mechanisms are embedded across EMPHN.</li> </ul>	<p>May 2020</p>	
	<p>Develop a recruitment process to encourage and invite Aboriginal and/or Torres Strait Islander people's participation on the EMPHN board, the Clinical Council, Community Advisory Committee and tender panels.</p>	<p>January 2021, 2022</p>	<p>Chief Executive Officer / Board Secretariat</p>
	<p>The EMPHN commissioning work and tenders will include criteria that enable tenderers to demonstrate their capacity to deliver culturally appropriate services.</p>	<p>April 2020, 2021</p>	<p>Executive team</p>
	<p>In partnership with the RAP Working Group, implement a cultural audit of EMPHN to ensure culturally appropriate and safe partnerships are in place with the Aboriginal Community Controlled Organisations in our service area.</p>	<p>December 2020</p>	<p>Facilitator, Redesign Aboriginal Health</p>
	<p>Improve our understanding about where the greatest opportunity is for Aboriginal and Torres Strait Islander community participation.</p>	<p>April 2020</p>	<p>Chief Executive Officer</p>





# RELATIONSHIPS

CONTINUED



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.	Address the barriers to ACCOs and Aboriginal and Torres Strait Islander communities from actively participating in our initiatives.	April 2020	Chief Executive Officer
3. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	We will develop and implement a strategy to communicate our RAP to all internal and external stakeholders.	March 2020, 2021, 2022	Facilitator, Redesign Aboriginal Health
	We will promote reconciliation through ongoing active engagement with all stakeholders.	July 2020, 2021	Facilitator, Redesign Aboriginal Health
	We will promote the RAP and its progress internally and externally.	April 2020	Facilitator, Redesign Aboriginal Health
	Implement strategies to engage our staff in reconciliation.	27 May to 3 June, 2020, 2021	Chief Executive Officer
	Collaborate with organisations who have implemented reconciliation action plans and other like-minded organisations, to develop ways to advance reconciliation.	August 2020	Chief Executive Facilitator, Redesign Aboriginal Health
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	July 2020, 2021	People and Culture
	Develop, implement and communicate an anti-discrimination policy for our organisation.	September 2020	People and Culture
	Engage with Aboriginal and Torres Strait Islander staff and /or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	September 2020, 2021	People and Culture
	Educate senior leaders on the effects of racism.	September 2020, 2021	Executive Team





# RESPECT

## FOCUS AREA



In everything we do we support the acknowledgement and recognition of Aboriginal histories, knowledge and cultures we provide the environment for staff and board members to continue to learn and understand how to respectfully and authentically engage and work with Aboriginal and Torres Strait Islander communities.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>1. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.</p>	<p>Develop and implement an EMPHN Aboriginal and Torres Strait Islander Cultural Awareness Training Strategy for our staff and members who define cultural learning needs of employees in all areas of our business and consider various ways cultural learning can be provided (online, face to face workshops, local story telling or cultural immersion).</p>	<p>July 2020, 2021</p>	<p>People and Culture</p>
	<p>Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop Aboriginal cultural awareness training.</p>	<p>May 2020, 2021, 2022</p>	<p>People and Culture</p>
	<p>Develop a list of current Aboriginal Cultural Awareness Training Program providers.</p>	<p>May 2020</p>	<p>Facilitator, Redesign Aboriginal Health</p>
	<p>Set a target of staff numbers to participate in the Aboriginal Cultural Awareness Training Program each year.</p>	<p>May 2020, 2021, 2022</p>	<p>People and Culture</p>
	<p>Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural awareness training.</p>	<p>May 2020, August 2020, January 2021, 2022</p>	<p>People and Culture</p>
	<p>Include significant Aboriginal and Torres Strait Islander events in EMPHN calendar.</p>	<p>April 2020, 2021, 2022</p>	<p>Facilitator, Redesign Aboriginal Health</p>
<p>2. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country to ensure there is a shared meaning.</p>	<p>Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country that supports staff awareness and understanding of the significance of Acknowledgement of Country and the use of culturally safe language.</p>	<p>April 2020</p>	<p>Facilitator, Redesign Aboriginal Health</p>
	<p>Invite a local Traditional Owner to provide a Welcome to Country at significant events each year.</p>	<p>March 2020, 2021, 2022</p>	<p>Facilitator, Redesign Aboriginal Health</p>
	<p>Staff are supported to include acknowledgement of Traditional Owners and Custodians on staff email signatures.</p>	<p>April 2020</p>	<p>Executive Team</p>
	<p>Develop a key list of contacts for organising a Welcome to Country and maintaining respectful partnerships.</p>	<p>April 2020</p>	<p>Facilitator, Redesign Aboriginal Health</p>
	<p>Include an Acknowledgement of Country at the commencement of all important internal and external meetings.</p>	<p>April 2020</p>	<p>Chief Executive Officer</p>







# RESPECT

## CONTINUED



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<p>2. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country to ensure there is a shared meaning.</p>	<p>Encourage staff to include an Acknowledgement of Country at the commencement of all meetings.</p>	<p>April 2020, 2021, March 2022</p>	<p>Chief Executive Officer</p>
	<p>Promote the importance of the display of the Aboriginal flag and Torres Strait Islander flag to our staff and the health care community.</p>	<p>June 2020, October 2020, January 2022</p>	<p>Chief Executive Officer</p>
	<p>Display items that recognise and reflect cultural sensitivity and welcome Aboriginal and Torres Strait Islander peoples at all EMPHN sites, including:</p>		
	<ul style="list-style-type: none"> <li>• Flying and/or display of the Aboriginal flag and Torres Strait Islander flag.</li> </ul>	<p>April 2020</p>	
	<ul style="list-style-type: none"> <li>• Acknowledgement Plaques identifying the Traditional Owners/Custodians of the local area.</li> </ul>	<p>April 2020</p>	<p>Manager Marketing &amp; Communications</p>
	<ul style="list-style-type: none"> <li>• The display of locally sourced Aboriginal and Torres Strait Islander artwork.</li> </ul>	<p>April 2020</p>	
<p>3. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultures and communities by celebrating NAIDOC Week.</p>	<p>Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.</p>	<p>May 2020, 2021</p>	<p>People and Culture</p>
	<p>Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.</p>	<p>July 2020, 2021</p>	<p>Chief Executive Officer</p>
	<p>RAP Working Group to participate in an external NAIDOC Week event.</p>	<p>July 2020, 2021</p>	<p>Chief Executive Officer</p>
	<p>Promote and encourage participation in external NAIDOC Week events to all staff.</p>	<p>July 2020, 2021</p>	<p>Manager Marketing &amp; Communications</p>
	<p>Consult with Aboriginal and Torres Strait Islander peoples to hold an internal or external NAIDOC Week event.</p>	<p>July 2020, 2021</p>	<p>Manager Marketing &amp; Communications</p>





# OPPORTUNITIES

## FOCUS AREA



EMPHN recognises and values the knowledge, skills and lived experiences of Aboriginal and Torres Strait Islander peoples in the health sector and will continue to ensure that opportunities are available to support the employment and retention of Aboriginal and Torres Strait Islander peoples and the valued contribution to the Victorian economy.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Investigate opportunities to increase Aboriginal and Torres Strait Islander employment outcomes within our workplace.	Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities.	May 2021, February 2022	People and Culture
	Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention Strategy.	May 2021	People and Culture
	Engage with Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.	October 2020, 2021	People and Culture
	Advertise all vacancies in Aboriginal and Torres Strait Islander media.	October 2020, 2021	People and Culture
	Employ an Aboriginal and/or Torres Strait Islander person in an identified position to support the RAP development and implementation with the EMPHN and the Aboriginal and Torres Strait Islander communities.	December 2020	People and Culture
	Support and offer student placements and work experience opportunities for Aboriginal and Torres Strait Islander community members.	December 2020, 2021	People and Culture
	Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	May 2020, 2021	People and Culture
2. Investigate volunteering and paid work opportunities for EMPHN staff in ACCOs.	Support volunteering, work and development opportunities for our staff in Aboriginal community controlled organisations and at community events and activities: <ul style="list-style-type: none"> <li>● Volunteering work</li> <li>● Secondments</li> <li>● Short term contracts</li> </ul>	March 2020, 2021, 2022	Chief Executive Officer
	Work with the Aboriginal and/or Torres Strait Islander community to identify the health priorities for families, peoples, communities and ACCOs.	April 2020	Executive Team
3. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.	Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and/or Torres Strait Islander businesses.	November 2020, January 2022	Procurement
	Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	November 2020	Procurement
	Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.	November, December 2020, 2021	Chief Executive Officer
	Support and promote local ACCOs social enterprises for catering at EMPHN and Health Care services functions.	October, November 2020, 2021	Chief Executive Officer
	Explore opportunities with Supply Nation and Kinaway Chamber of Commerce Victoria.	November 2020	Chief Executive Officer
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	July 2020	Finance Team Chief Executive Officer





# GOVERNANCE



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. RAP Working Group actively monitors RAP development and implementation of actions, tracking progress and reporting.	Establish Terms of Reference for the EMPHN RAP Working Group.	March 2020	Facilitator Redesign Aboriginal Health
	EMPHN RAP Working Group to meet quarterly to monitor and report on RAP implementation.	March, July, October 2020, January, April, July, October 2021, January, April 2022	Facilitator Redesign Aboriginal Health
	The EMPHN RAP Working Group oversees the development, endorsement and launch of the RAP.	March 2020	Chief Executive Officer
	Establish an external Aboriginal and Torres Strait Islander Advisory Group to help implement the RAP actions across membership and communities in Victoria.	March 2020	Chief Executive Officer
2. Report RAP achievements, challenges and learnings to Reconciliation Australia.	Complete and submit the Reconciliation Action Plan Impact Measurement Questionnaire to Reconciliation Australia annually.	30 September 2020, 2021	Chief Executive Officer
	Investigate participating in the Reconciliation Action Plan Barometer.	March 2022	Chief Executive Officer
3. Report RAP achievements, challenges and learnings internally and externally.	Publicly report our RAP achievements, challenges and learnings.	April 2020, 2021	Manager Marketing and Communications
	Report RAP progress to all staff and senior leaders quarterly.	March, July, October 2020, January, April, July, October 2021, January, April 2022	Chief Executive Officer
4. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	April 2020	Chief Executive Officer
	Engage our senior leaders and other staff in the delivery of RAP commitments.	March 2020	Facilitator Redesign
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	April 2020	Aboriginal Health
	Appoint and maintain an internal RAP Champion from senior management.	March 2020	Executive Team
5. Review, refresh and update RAP.	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	September 2021	Chief Executive Officer
	Send draft RAP to Reconciliation Australia for review and feedback.	January 2022	Chief Executive Officer
	Submit draft RAP to Reconciliation Australia for formal endorsement.	April 2022	Chief Executive Officer



# ARTIST BIO



## Amanda Wright

Amanda Wright is a mother of four children. She has graduated from RMIT University in fine arts and has a degree as an art teacher. Art runs through her veins as it does her whole family.

Amanda has had many solo and group exhibitions and has completed many murals for child care centres, kindergartens and schools.

Her ancestors are the Palawa people from Tasmania and she draws her inspiration for her artwork through her heritage. She thinks of her grandparents' spirit as she paints and there is not a day that goes by that a paint brush is not in her hand.



EMPHN commissioned Amanda Wright to create this artwork in celebration of its Innovate Reconciliation Action Plan March 2020 - March 2022.

