

South Western Sydney PHN

Innovate Reconciliation Action Plan

July 2021 – July 2023





Keith McDonald accepting artwork from Aboriginal artist Danielle Mate

Cover artwork

Local artist, Danielle Mate, was commissioned to create an artwork that represented the role of South Western Sydney PHN. Here is the story:

The centre oval represents South Western Sydney GPs, practice nurses and other primary care providers.

The large U shape that wraps around the central oval represents the support that PHNs provide to local primary care providers.

The seven segments within this U shape represents the seven local government areas that South Western Sydney PHN supports.

The lines that lead from the centre oval to the community symbolise the role of these primary care providers to 'feed' information to their clients and the wider community. The connected shapes are people, each shape is represented differently, to symbolise their individual needs. The outer u-shaped layer around the people show the information building that strengthens them, allowing them to make well informed choices.

Seven background layers represent the national health priorities.

Foreword



Our Reconciliation Journey





On behalf of the South Western Sydney PHN Board of Directors, the Executive and our staff, we acknowledge the Dharawal and Gandangara people as the Traditional Custodians of the lands across our region that we gather and work upon. We pay our respects to all Elders past, present and future and to all Aboriginal and Torres Strait Islander peoples across our nation. We celebrate their continuing culture and acknowledge the memory of their ancestors.

It is with great pride that we present South Western Sydney PHN's latest Innovate Reconciliation Action Plan. This plan demonstrates our whole organisation's ongoing commitment to building respect and relationships with Aboriginal and Torres Strait Islander people, which underpins our contribution towards achieving meaningful gains in Aboriginal health.

Our reconciliation journey will allow us to continuously build on these relationships and, in doing so, improve our workplace for our staff, our visitors and the communities we serve.

Keith McDonald
PhD CEO
South Western Sydney PHN

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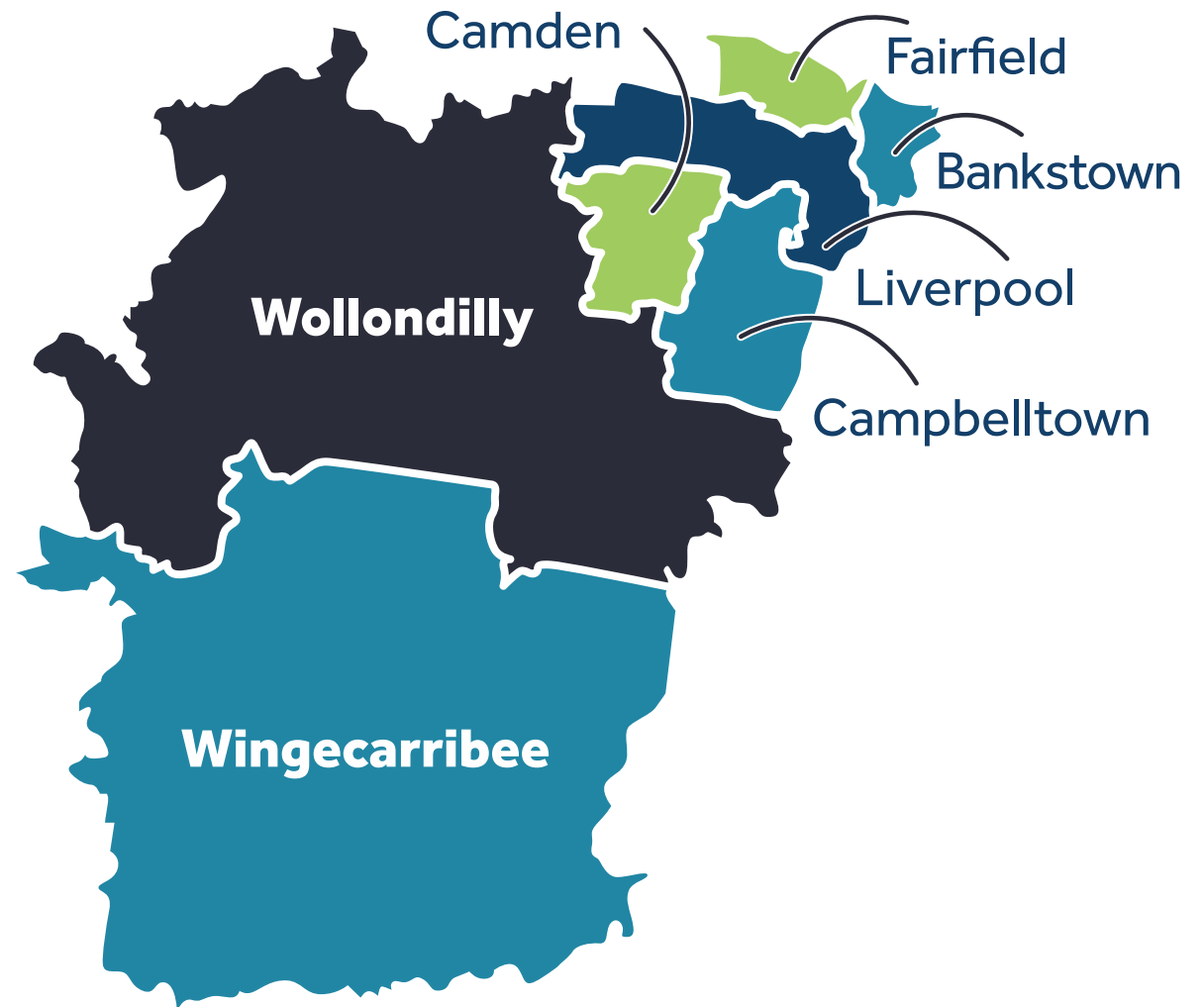
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Our Geographic Region

The South Western Sydney PHN region covers the following areas which are recognised, and include but are not exclusive to the major traditional nations of **Dharawal (Tharawal)** and **Gundangarra (Gandangara)**.

South Western Sydney PHN covers seven Local Government areas (LGAs) of Bankstown, Camden, Campbelltown, Fairfield, Liverpool, Wingecarribee and Wollondilly - which span an area of 6243 square kilometres.

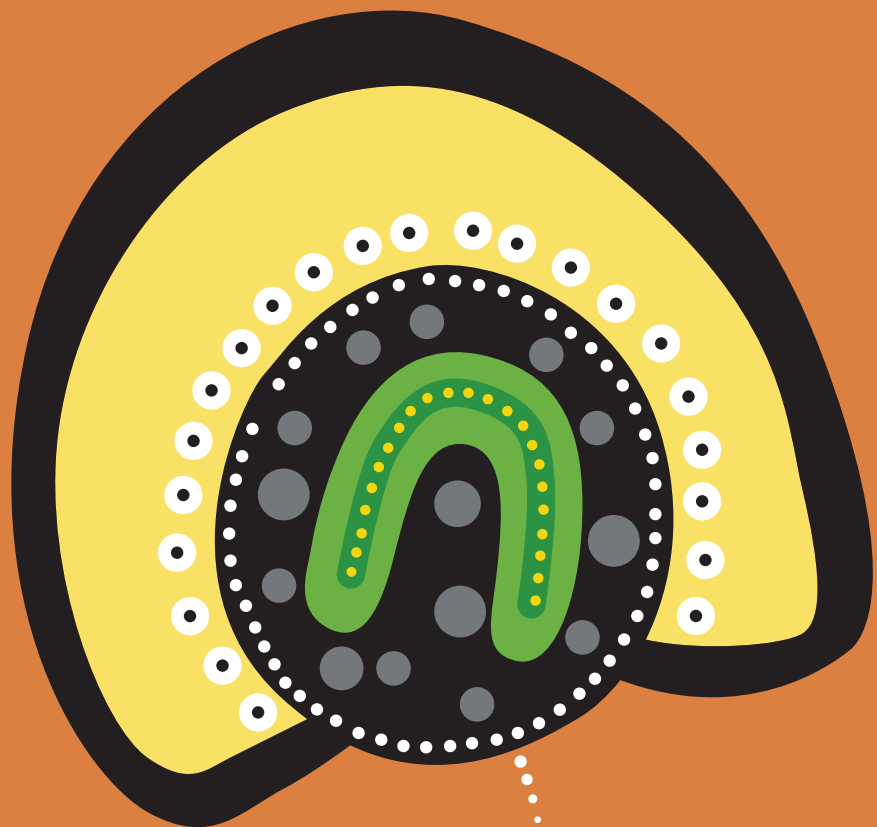
According to the 2016 census there were 16,317 people within the South Western Sydney region that identified as being either Aboriginal and/or Torres Strait Islander; this is equivalent to 1.8% of the population, the overall population is 966,450.



Cultural identities are extremely important for Aboriginal and Torres Strait Islander peoples. They represent different heritages, languages, cultural practices, spiritual beliefs and geographic areas.

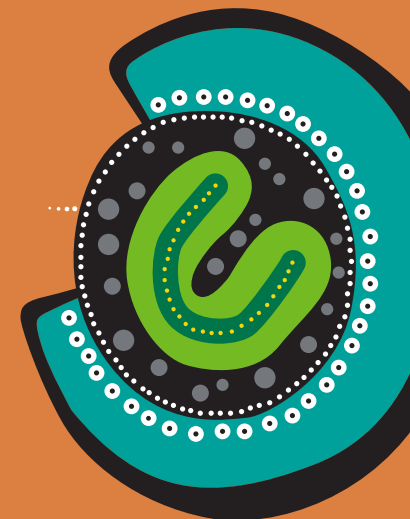
Our Vision for Reconciliation

SWSPHN believes reconciliation is where the broader Australian community understands, acknowledges and respects Aboriginal and Torres Strait Islander peoples, histories, cultures and achievements in moving forward together with a shared national identity.



Our Organisational Vision

A lead organisation enabling an effective, innovative and integrated health system for South Western Sydney.



Our Business

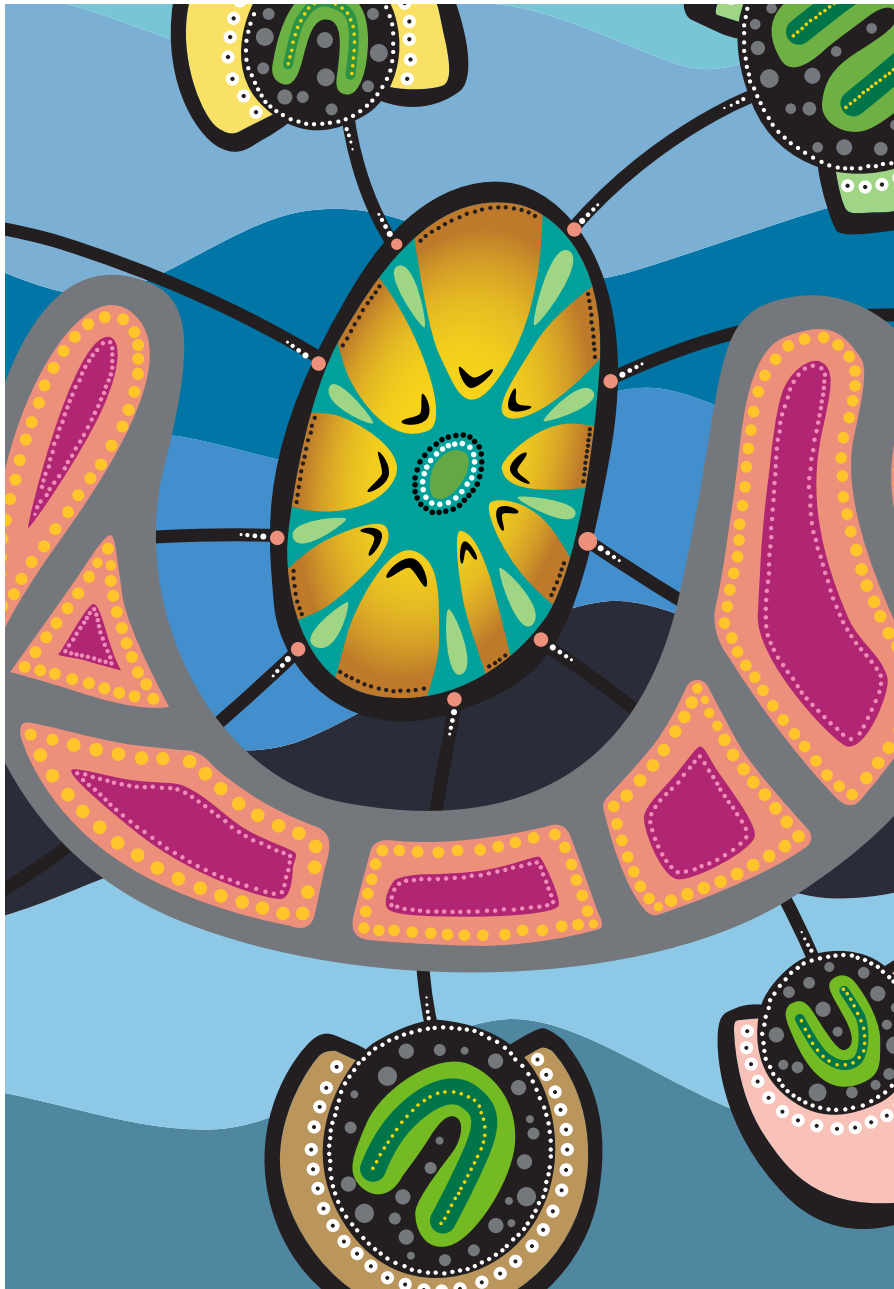
South Western Sydney Primary Health Network (SWSPHN) is a not-for-profit health organisation. Our core business is to support and shape primary care services so all residents in our region can access the right care, at the right time, at the right location. We commission services that enhance equitable access to care.

This will be achieved by achieving our goals of:

- A healthier community
- An informed & empowered community
- A better health care system experienced by general practitioners and primary care providers
- An integrated health system that is fit-for-purpose
- Primary health care services that demonstrate value

SWSPHN employs more than 70 staff members. Governed by a Board of Directors, our staff consists of Executive Management, Senior Management, Coordinators and program and administrative staff. SWSPHN has one office location in Campbelltown.

As at 12/05/2021, SWSPHN has two out of 73 staff members (3%) who identified as Aboriginal and/or Torres Strait Islander people.



Our Reconciliation Action Plan

At SWSPHN, we aim to increase the support and services provided to Aboriginal and Torres Strait Islander peoples to access culturally appropriate services. This will involve building stronger relationships with Aboriginal and Torres Strait Islander peoples, stakeholders and organisations and increasing awareness with our employees of Aboriginal and Torres Strait Islander histories and cultures. We believe accessing culturally appropriate care supported by culturally aware staff is a key factor in enhancing the health and wellbeing of an individual, their family and community.

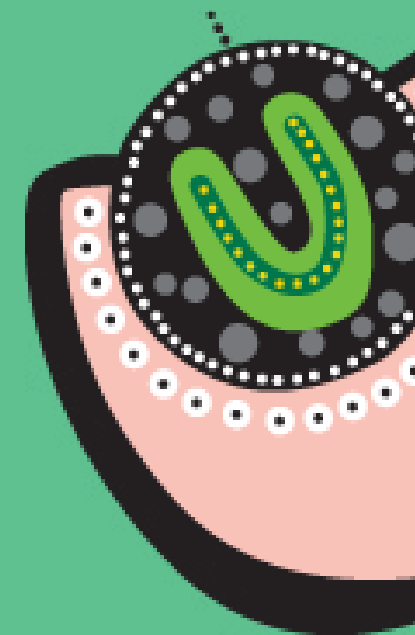
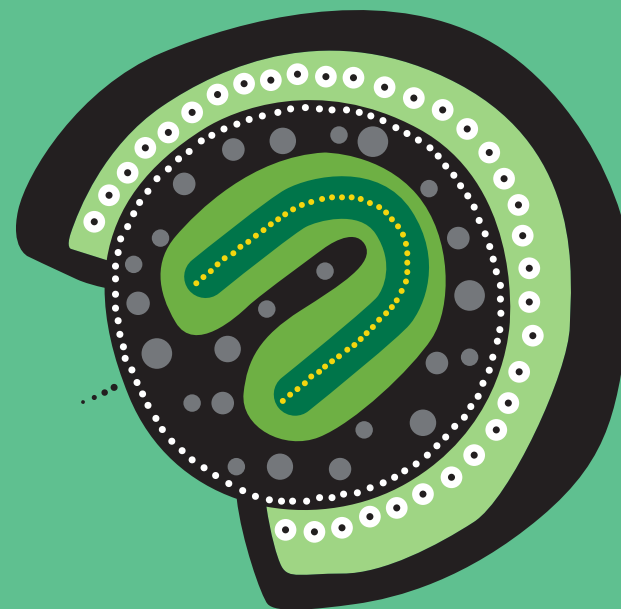
SWSPHN is developing our Innovate RAP to continue the work and steps made towards reconciliation in our Reflect RAP. Our Innovate RAP will enable us as an organisation and as individuals to contribute to reconciliation by:

Turning our good intentions into action by fostering and embedding respect for Aboriginal and Torres Strait Islander histories, cultures and our communities.

Enabling staff to develop greater cultural awareness and professional development practices that will strengthen relationships with Aboriginal and Torres Strait Islander stakeholders.

Building and encouraging relationships between Aboriginal and Torres Strait Islander peoples, communities, organisations, and the broader Australian community.

Working towards improved health and wellbeing outcomes for Aboriginal and Torres Strait Islander peoples in South Western Sydney.



Our CEO and Executive Manager

Corporate Services champion our Reconciliation Action Plan.

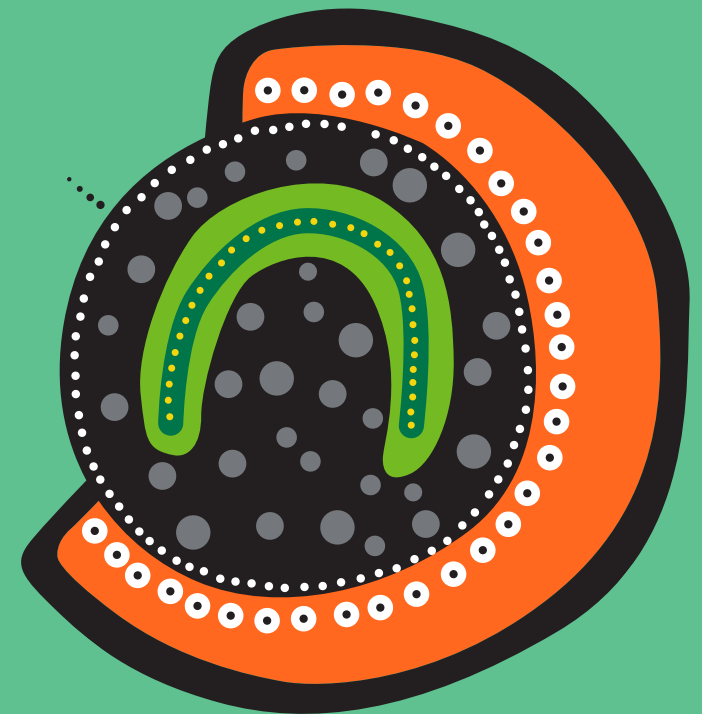
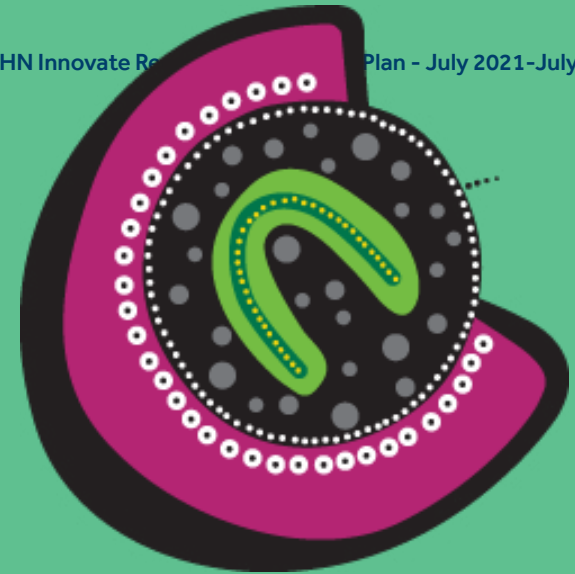
Our RAP Working Group, which meets monthly, consists of:

- Executive Manager – Corporate Services (Executive Sponsor)
- Integrated Health Manager
- Integrated Health Coordinators (2 positions)
- Data Governance and Analytics Manager
- Research and Evaluation Coordinator
- Mental Health Program Advisor
- Mental Health Program Support Officer
- Quality and HR Manager
- Quality and Safety Officer
- Media and Communications Officer
- External Training Consultant – McKenzie Dreaming

To ensure shared responsibility and buy-in across the organisation, our RAP Working Group features representatives from each of our teams.

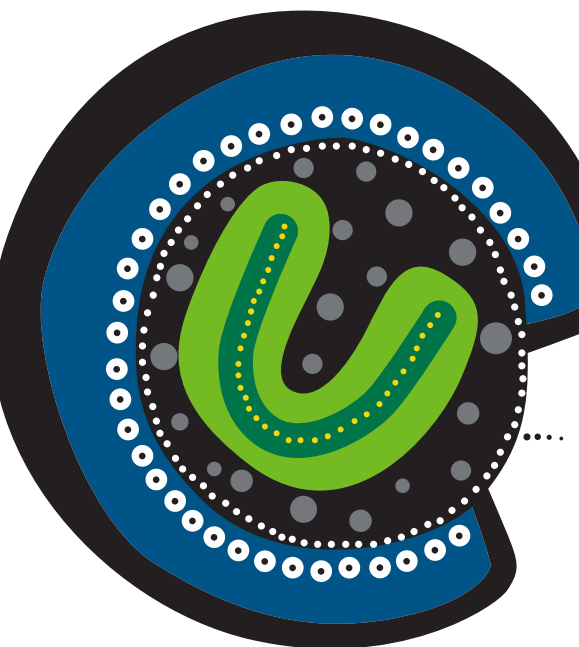
We have incorporated Aboriginal and Torres Strait Islander representation in our RAP Working Group. One of our Integrated Health Coordinators and our External Training Consultant both identify as Aboriginal people.

SWSPHN has long standing relationships with multiple providers of Aboriginal and Torres Strait Islander specific services including, but not limited to, South Western Sydney Local Health District (SWSLHD) Aboriginal Health Unit, Tharawal Aboriginal Medical Service and Gandangara Health Services (Marumali). SWSPHN also convenes and leads an Aboriginal Health Committee which provides feedback, input, and guidance. SWSPHN is very fortunate to have stakeholder representation from a variety of communities, including local Elders, NGOs & Government sectors to ensure Aboriginal and Torres Strait Islander health is viewed holistically, culturally and spiritually.



Our Reconciliation Action Plan

From January 2019 to January 2020, SWSPHN completed our Reflect RAP. The following activities were completed and below we reflect on progress from each of these activities:



Provide RACGP approved Cultural Awareness Training for General Practice staff including: General Practitioners, Nurses, Reception staff (CPD Friday update lists upcoming CPD events along with the CPD calendar on website) – this was implemented successfully and continues in 2021. We have had very positive feedback from our GPs, nurses, and reception staff since inception.

Assist & encourage mainstream general practices to register for the Practice Incentives Program Indigenous Health Incentive (PIP IHI) - benefits include: continuity of care of patients, compliance with medications & treatments, reduction of hospital presentations. We have assisted and encouraged general practices to register for PIP IHI during and after the cultural awareness training.

Encourage self-identification of Aboriginality in general practice and hospital - make your Practice culturally friendly and safe - speak to the Aboriginal health coordinator about resources. Our cultural awareness training provided and continues to provide important contextual information for our general practices about the importance and barriers to self-identification. Resources are made available for patients in general practices to encourage self-identification.

Review processes in how general practice staff “ASK” the identifying question via: Education, support, posters, brochures, other resources. Our cultural awareness training provides education and support for general practice staff, which is backed up with posters, brochures and other supporting resources.

Promote the Indigenous Chronic Disease package for General Practitioners - range of initiatives to support you in providing quality primary healthcare to Aboriginal and Torres Strait Islander people with chronic disease and for those at risk of developing chronic disease. Aboriginal health Capacity building Resource Booklet. Our cultural awareness training reinforces the Indigenous Chronic Disease package for GPs, alongside our continued commitment to education and support provided through an Integrated Health Coordinator position focused on Aboriginal Health.

Projects designed to target risk factors such as: Cancer Screening, Smoking Cessation, Overweight & Obesity, Social and Emotional wellbeing. Our commissioned projects/services in the Aboriginal Health portfolio includes cancer screening, smoking cessation and overweight/obesity. Our Aboriginal Health, Mental Health and Alcohol & Other Drugs portfolios also combine in a commissioned program of work for social and emotional wellbeing for Aboriginal and Torres Strait Islander peoples in south western Sydney.

Our Innovate RAP builds upon this strong foundation of programs, projects and initiatives to further embed and express our commitment to reconciliation as an organisation, detailed below in our various actions and deliverables for 2021-2023.



Relationships

Action	Deliverable	Timeline	Responsibility
<p>SWSPHN's core business is to support primary health to deliver the best possible care for their patients and improve access to quality local healthcare for the whole community. Building strong relationships between Aboriginal and Torres Strait Islander peoples and the wider community creates opportunities for the two-way sharing of knowledge and resources to achieve this outcome. These partnerships allow Aboriginal and Torres Strait Islander peoples and other Australians to connect, sharing experiences and expertise, to ensure the services commissioned and activities delivered by SWSPHN are relevant, culturally informed, accessible and driven by Aboriginal and Torres Strait Islander communities.</p>			
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	August 2021	Research and Evaluation Coordinator
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2021	Media and Communications Officer Research and Evaluation Coordinator
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources, local events and reconciliation materials to our staff.	May 2022, 2023	Mental Health Program Advisor Integrated Health Coordinators
	RAP Working Group members to participate in an external NRW event.	27 May - 3 Jun 2022/23	Integrated Health Coordinators
	Create processes/scope, encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 Jun 2022/23	Quality and HR Manager Executive Sponsor
	Organise at least one NRW event each year.	27 May - 3 Jun 2022/23	Media and Communications Officer Integrated Health Coordinators
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2022, 2023	Integrated Health Coordinator



Relationships

Action	Deliverable	Timeline	Responsibility	
Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation, including providing an overview of the RAP as part of staff induction processes	Review progress January 2022	Quality and HR Manager Executive Sponsor	
	Communicate our commitment to reconciliation publicly.	Review progress January 2022 (time prior to annual reports and internal marketing and comms plans)	Media and Communications Officer Executive Sponsor	
	Encourage other PHNs and local organisations to develop a RAP	Review progress June 2022	Integrated Health Coordinators	
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Review progress June 2022	Integrated Health Manager Media and Communications Officer	
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation as this intends to promote collaboration amongst the RAP network.		Review progress October 2021	Executive Sponsor
				Integrated Health Coordinators



Relationships

Action	Deliverable	Timeline	Responsibility	
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.	October 2021	Quality and HR Manager	
	Develop, implement and communicate an anti-discrimination policy for our organisation.	October 2021	Quality and HR Manager	
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.		October 2021	Quality and HR Manager
				Executive Sponsor
				Integrated Health Coordinator
	Host a screening of the Final Quarter for staff and facilitate a discussion following the film utilising the associated resources.		May 2022	Integrated Health Coordinators
Mental Health Program Advisor				
Educate senior leaders on the effects of racism.		Review progress October 2021	Quality and HR Manager	
			Integrated Health Manager	



Action	Deliverable	Timeline	Responsibility
Respect for Aboriginal and Torres Strait Islander, cultures, histories, knowledge and rights are important to SWSPHN. It supports building pride, understanding, appreciation and acknowledgement, as well as opportunities to learn as individuals and an organisation as a whole.			
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.	July 2021	Quality and HR Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	July 2021	Integrated Health Coordinators
			Integrated Health Manager
	Develop, implement and communicate a cultural learning strategy for our staff.	July 2021	Quality and HR Manager
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	From July 2021	Quality and HR Manager
Investigate local cultural immersion experiences for staff		November 2021	Quality and HR Manager
			Integrated Health Coordinators



Action	Deliverable	Timeline	Responsibility	
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff’s understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Review progress March 2022	Mental Health Program Advisor Integrated Health Coordinator	
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July 2021	Quality and HR Manager Media and Communications Officer	
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Review progress January 2022	Integrated Health Coordinators	
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of all SWSPHN meetings.		Review progress September 2021	Quality and HR Manager Integrated Health Coordinators
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2021 & 2022	Integrated Health Coordinators	
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2022	Quality and HR Manager Executive Sponsor	
			Integrated Health Coordinators Quality and HR Manager Executive Sponsor	



Opportunities

Action	Deliverable	Timeline	Responsibility
<p>SWSPHN has the largest Aboriginal and Torres Strait Islander population than all other Sydney metro PHNs. We understand there are significant health and service needs for the community which needs innovative and collaborative solutions to improve health outcomes of our Aboriginal and Torres Strait Islander community.</p> <p>To design and commission services to support the community, we need to sustain flourishing partnerships with existing organisations and community groups. This includes having skilled staff employed and professionally developed to help SWSPHN ensure community needs are front of mind when designing services. These services also need to be co-designed with relevant stakeholders.</p> <p>For procurement and service delivery, we need to support market capacity and capability. This includes supporting Aboriginal and Torres Strait Islander organisations in market approach activities and professional development of staff in these organisations to better meet the needs of the community.</p>			
Ensure commissioned services are designed and supportive of Aboriginal and Torres Strait Islander communities.	Establish an engagement protocol for co-design activities to ensure Aboriginal and Torres Strait Islander peoples are represented.	Review progress September 2021	Mental Health Program Advisor
			Integrated Health Coordinators
			Executive Sponsor
	Ensure Aboriginal and Torres Strait Islander partnership organisations are included as part of co-design and reviews.	Review progress September 2021	Mental Health Program Advisor
			Integrated Health Coordinators
			Executive Sponsor
Support capacity building of Aboriginal and Torres Strait Islander staff in services we commission for Aboriginal and Torres Strait Islander peoples, e.g, TAFE courses for staff.	Review progress September 2021	Mental Health Program Advisor	
		Integrated Health Coordinators	



Opportunities

Action	Deliverable	Timeline	Responsibility	
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2021	Quality and HR Manager	
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	September 2021	Quality and HR Manager	
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	November 2021	Quality and HR Manager	
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.		From July 2021	Quality and HR Manager
				Media and Communications Officer
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2021	Quality and HR Manager	
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.		Review progress November 2021	Quality and HR Manager
Executive Sponsor				



Action	Deliverable	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	February 2022	Integrated Health Coordinators Executive Sponsor
	Investigate Supply Nation membership.	July 2021	Mental Health Program Advisor Executive Sponsor
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	From July 2021	Integrated Health Coordinators Executive Sponsor
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Review progress August 2021	Integrated Health Coordinators Executive Sponsor
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Review progress November 2021	Integrated Health Coordinators Executive Sponsor



Governance

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Review progress at each monthly meeting (already established) as per dates below	Executive Sponsor
	Establish and apply a Terms of Reference for the RWG and review this annually.	Annually, July 2021 & 2022	Executive Sponsor
	Meet at least four times per year to drive and monitor RAP implementation – monthly meetings have been in place since our Reflect RAP.	<ul style="list-style-type: none"> • June 2021 • July 2021 • August 2021 • September 2021 • October 2021 • November 2021 • December 2021 • February 2022 • March 2022 • April 2022 • June 2022 • July 2022 • August 2022 • September 2022 • October 2022 • November 2022 • December 2022 • February 2023 • March 2023 • April 2023 • June 2023 	Executive Sponsor



Governance

Action	Deliverable	Timeline	Responsibility
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Review progress July 2021	Executive Sponsor
	Engage our senior leaders and other staff in the delivery of RAP commitments.	Review progress July 2021	Executive Sponsor
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Review progress July 2021	Executive Sponsor
	Appoint and maintain an internal RAP Champion from senior management.	Review progress July 2021	Executive Sponsor
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2021, 2022	Integrated Health Coordinators
	Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December 2021, 2022, 2023	Executive Sponsor
	Publicly report our RAP achievements, challenges and learnings, annually.	October 2021, 2022	Media and Communications Officer
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	Integrated Health Coordinators
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2023	Integrated Health Coordinators

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South Western Sydney PHN

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Artwork By Danielle Mate. Read the story at www.swsphn.com.au/aboriginal-artwork-danielle-mate

