

Department for Health and Wellbeing

# Stretch Reconciliation Action Plan

June 2022 – June 2025



RECONCILIATION  
ACTION PLAN

**STRETCH**



Government  
of South Australia

**Health**

Department for  
Health and Wellbeing

## Statement from the Reconciliation Australia CEO



On behalf of Reconciliation Australia, I congratulate the Department for Health and Wellbeing on its continued commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP), its third RAP overall.

Formed around the pillars of *relationships*, *respect*, and *opportunities*, the RAP program provides a framework for organisations to contribute to the reconciliation movement. With the creation of this Stretch RAP, the Department continues to be a member of the ever-growing community of RAP organisations that have taken goodwill and transformed it into action.

With a mandate to protect and improve the wellbeing of all South Australians, the Department is uniquely placed to increase health outcomes for Aboriginal and Torres Strait Islander peoples in its state.

It has built strong foundations to fulfill this mission in its previous RAPs, with successes including developing an Aboriginal Workforce Framework to help attract and retain First Nations staff; contracting over \$19 million with Aboriginal and Torres Strait Islander businesses through its procurement strategy; and creating the Excellence and Innovation in Aboriginal Health Award. These initiatives, among others, show the Department thinking critically about how best to leverage its sphere of influence to create sustainable opportunities for Aboriginal and Torres Strait Islander peoples through its work.

The Department continues to embed and expand on these successes in this Stretch RAP, increasing its impact through collaborative, meaningful relationships with Aboriginal and Torres Strait Islander communities and stakeholders. Initiatives include working alongside Aboriginal and Torres Strait Islander Elders to develop a 'Stop Elder Abuse' public awareness campaign; partnering with Aboriginal Health Services to improve pathways for end-of-life care for First Nations peoples; and building capability in Aboriginal Community Controlled Organisations so that they may vaccinate independently.

These commitments show the Department creating substantive change by developing genuine, two-way partnerships with First Nations peoples, and by investing in Aboriginal and Torres Strait Islander self-determination in the health industry.

On behalf of Reconciliation Australia, I commend the Department for Health and Wellbeing on this Stretch RAP and look forward to following its ongoing reconciliation journey.

### **Karen Mundine**

Chief Executive Officer  
Reconciliation Australia





## Foreword from the acting Chief Executive

I take great pleasure in presenting the Department for Health and Wellbeing, Stretch Reconciliation Action Plan 2022-2025.

As acting Chief Executive of the Department for Health and Wellbeing, I acknowledge the land we work on in the traditional lands of the Kurna people and we respect their spiritual relationship with their country and acknowledge their cultural and heritage beliefs are as important to the living Kurna people today.

Many Aboriginal and Torres Strait Islander Australians experience vast differences in health outcomes compared to the non-Aboriginal population. We acknowledge the ongoing impacts of our shared histories on Aboriginal and Torres Strait Islander people and their health outcomes.

The Department for Health and Wellbeing is committed to developing services and practices with Aboriginal people that are respectful of Aboriginal history, culture and futures. Together we will develop services and practices to be non-discriminatory and inclusive of Aboriginal people, respectful of Aboriginal beliefs and culture, fostering Aboriginal self-determination and producing equitable health outcomes for Aboriginal people of South Australia.

The Department's Stretch RAP reconfirms our vision for reconciliation and sets out our new targets that build on the achievements of the previous Innovate RAPs.

Our RAP outlines the continuing commitment to ensuring health equity for Aboriginal South Australians through strengthening our existing relationships and building new relationships with Aboriginal individuals, families and communities, and embedding actions that recognise and respect Aboriginal cultures and people, connection with country, and the impact of history.

It is important that a reconciliation approach is incorporated into all policies and strategic directions, and I look forward to working with our staff and stakeholders in progressing our reconciliation journey.

### **Lynne Cowan**

Acting Chief Executive  
Department for Health and Wellbeing

*NB: The term 'Aboriginal' is used in this document as inclusive of people who identify as Aboriginal, Torres Strait Islander, or both.*

*In alignment with the leadership of the South Australian Commissioner for Aboriginal Engagement, this RAP respectfully uses the term 'Aboriginal' to refer to people who identify as Aboriginal, Torres Strait Islander, or both. It recognises Aboriginal peoples and Torres Strait Islander peoples as two separate groups. However, this RAP refers to Aboriginal persons in recognition that Aboriginal peoples are the original and ongoing inhabitants of the state of South Australia.*

## Our vision for reconciliation

Our vision for reconciliation is strengthened partnerships between Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander individuals, families and communities of South Australia contributing to improved health outcomes.

The Department for Health and Wellbeing (the Department), through its strategic, leadership role, is committed to supporting our people and partners to actively work toward improving the health and wellbeing of all South Australians.

Consumers and communities are central to our decisions, informing the design and provision of health and wellbeing services.

The Department actively embraces reconciliation through:

- cultivating respectful and inclusive relationships with staff, health consumers, community and visitors
- recognising unity and celebrating cultural differences in the workplace
- ensuring equity in our work practices and planning.

The Department recognises Aboriginal peoples as the Traditional Custodians of the lands in which we work and live and we celebrate their cultures and heritage. We acknowledge the impact colonisation has had on the health and wellbeing of Aboriginal and Torres Strait Islander peoples and we encourage all Departmental staff to take positive steps towards reconciliation.

The Department's vision for reconciliation is underpinned by the **SA Health Statement of Reconciliation**.



SA Health  
**Statement of Reconciliation**

SA Health recognises Aboriginal and Torres Strait Islander peoples as the first Australians and we seek to engage Aboriginal people in decision making processes for matters that affect their lived experiences in the community and through the health system.

Together we will develop services and practices to be non-discriminatory and inclusive of Aboriginal people, respectful of Aboriginal beliefs and culture, fostering Aboriginal self-determination and producing equitable health outcomes for Aboriginal people of South Australia.

Artist: Heather Shewan

Original document signed by all parties.

 Government of South Australia  
SA Health

## Our Business

The Department is committed to protecting and improving the health of all South Australians by providing leadership in health reform, public health services, health and medical research, health and ageing well policy development and planning, with an increased focus on wellbeing, illness prevention, early intervention and quality care. To accommodate SA Health's dedicated COVID-19 response team and the South Australian Government's COVID-19 Command Centre; Departmental staff were dispersed across six metropolitan sites: five in the Adelaide Central Business District (11 Hindmarsh Square, 60 Hindmarsh Square, 22 King William Street, 25 Grenfell Street and 99 Gawler Place) and one in metropolitan Adelaide (Gepps Cross).

SA Health is the brand name for the health portfolio of services and agencies, which includes the Department, responsible to the South Australian Minister for Health and Wellbeing.

### The SA Health portfolio comprises:

- Department for Health and Wellbeing
- SA Ambulance Service
- Barossa Hills Fleurieu Local Health Network
- Central Adelaide Local Health Network which includes Statewide Services
- Eyre and Far North Local Health Network
- Flinders and Upper North Local Health Network
- Limestone Coast Local Health Network
- Northern Adelaide Local Health Network
- Riverland Mallee Coorong Local Health Network
- Southern Adelaide Local Health Network
- Women's and Children's Health Network
- Yorke and Northern Local Health Network

### Attached agencies:

- Commission on Excellence and Innovation in Health
- Wellbeing SA

Each area in the SA Health portfolio is responsible for developing their own Reconciliation Action Plans. The Department assists the Minister for Health and Wellbeing to set the policy framework and strategic directions for SA Health. The Department supports the delivery of public health services, formulates health and ageing policy, facilitates public and consumer consultation on health, ageing and wellbeing issues, and monitors the performance of South Australia's health and wellbeing system by providing timely advice, research and administrative support. The Department does not provide health services direct to the community (with the exception of some COVID-19 responsibilities).

### The Department provides important services to the South Australian community including:

- environmental health protection and regulation
- communicable disease control
- ageing well and seniors card program
- blood organ and tissue policy
- disaster preparedness and resilience
- statewide strategy and intergovernment relations

The Department also engages with some non-government and community service providers on a formal, contractual basis and more broadly, on policy and planning matters.

The Department houses the Clinical Collaborative which is made up of the Chief Medical Officer, Chief Nursing and Midwifery Officer, Chief Allied and Scientific Health Officer, Chief Pharmacist, Chief Public Health Officer, and the Chief Psychiatrist.

## Health Communications

The Department has central responsibility for the communication of information about health services, clinical resources and health campaigns to the general public and is the first point of contact for other Health agencies in the state and nationally.

## Workforce Services and personnel

The Department has ongoing efforts, led by Workforce Services to increase the number of Aboriginal and Torres Strait Islander staff employed within the Department and across SA Health. In 2016 Aboriginal and/or Torres Strait Islander people made up 2.0% of the South Australian population (34,184 people); 49.3% were male and 50.7% were female. At June 30 2021, there were 623 (1.43%) of 43,681 employees identifying as Aboriginal and/or Torres Strait Islander in SA Health. In the Department for Health and Wellbeing 2.08% of the 1,781 employees identified as Aboriginal or Torres Strait Islander or both.

## Aboriginal Health Unit

The Department is supported by the Aboriginal Health Unit and key Aboriginal and Torres Strait Islander personnel to provide cultural advice and strategic responses to Aboriginal and Torres Strait Islander population health needs, and to provide guidance to the Department's leadership on reconciliation approaches and improvements in Aboriginal and Torres Strait Islander health. The Director, Aboriginal Health, is the system leader for Aboriginal Health and Chair of the Senior Officer's Group on Aboriginal Health (SOGAH). This Group is comprised of Aboriginal leaders and has a strategic role within SA Health, to enhance the building of a culturally respectful, responsive and connected health system for Aboriginal and Torres Strait Islander South Australians.

## Framework reviews

The Department's Aboriginal Workforce Unit within Corporate and System Support Services includes the Principal Advisor Aboriginal Workforce and Project Officer. A strategic partnership has been established between Aboriginal Health and Corporate and System Support Services that have reshaped and will oversee the Aboriginal and Torres Strait Islander Workforce priorities for the 21/22 financial year. These priorities are the review of the existing Aboriginal Workforce Framework 2017-2022 (the Framework) and the review of the Aboriginal and Torres Strait Islander Health Practitioner profession in SA Health. Both reviews will run concurrently and interface through targeted focuses on Aboriginal and Torres Strait Islander employment in Health. This work will develop a renewed foundation to guide SA Health in reducing the disparities with workforce, determine equity in workforce distribution, promote culturally safe and responsive service delivery and contribute to improved health outcomes for Aboriginal and Torres Strait Islander peoples in South Australia.

## SA Health Aboriginal Workforce Network (SHAWN) initiative

The Unit provides ongoing support to SA Health's Aboriginal and Torres Strait Islander staff statewide via a voluntary SA Health Aboriginal Workforce Network (SHAWN) initiative which was launched in November 2020. SHAWN is sponsored by SA Health's Chief Executive and is additional to and complements existing Local Health Network Aboriginal and Torres Strait Islander support networks. SHAWN offers a range of benefits to attract, develop, represent and retain Aboriginal and Torres Strait Islander staff. Regular targeted communications to SHAWN members highlight SA Health job vacancies, offer networking and health and wellbeing opportunities, encourage professional development and leadership action; and also highlight a centralised confidential and culturally safe SHAWN member feedback mechanism. The SHAWN initiative includes an annual Aboriginal and Torres Strait Islander Staff Forum convened in Adelaide's Central Business District, with support in place for regional and rural Aboriginal and Torres Strait Islander staff to travel and attend.



## Aboriginal people in Aboriginal roles

Since 2002, the Department has supported an Exemption from the Equal Opportunity Act 1984 sections 52 (1) and 103 to enable SA Health and members of the Aboriginal Health Council of SA to advertise for and employ only Aboriginal and Torres Strait Islander people to Aboriginal Health Worker roles and positions. The 'identified' positions that are listed in the current exemption approval include:

- Aboriginal and/or Torres Strait Islander Health Worker roles and functions (including Aboriginal and/or Torres Strait Islander Health Practitioner, Aboriginal and/or Torres Strait Islander Health Worker (Clinical))
- Aboriginal Health Worker
- Aboriginal Cultural Consultant
- Aboriginal Mental Health Worker
- Aboriginal Mental Health Consultant
- Aboriginal Hospital Liaison Officer
- Aboriginal Social and Emotional Well-Being Worker
- Aboriginal Maternal and Infant Care worker
- Director and Manager of Aboriginal Health
- Aboriginal Patient Pathway Officer
- Aboriginal Project/Program Officer

In 2019, the renewal of the exemption was required. The renewal enabled SA Health to expand the scope of this exemption and allows SA Health to advertise for an Aboriginal and/or Torres Strait Islander Health Workers of a specific gender and to prefer Aboriginal and Torres Strait Islander applicants.

## SA Health Aboriginal Cultural Learning Framework

The [SA Health Aboriginal Cultural Learning Framework](#) (refer Respect section, item 9) has been developed to improve the cultural competency in the SA Health's workforce. It recognises the need to acquire new information and perspectives before they can be applied to practice and that this will take time to achieve.

The following five themes were identified as essential in any training developed in SA Health to support the implementation of this Framework:

1. Impact of Aboriginal and Torres Strait Islander History on Health Outcomes
2. Respect for Aboriginal and Torres Strait Islander Culture
3. Health of Aboriginal and Torres Strait Islander People
4. Communicating with Aboriginal and Torres Strait Islander People
5. Development of Cultural Self Awareness.

## Learning outcomes

Learning outcomes have been developed for each of these themes to ensure there are clear, consistent outcomes that can be evaluated. This is reflected in the three levels of training, with the expectation all SA Health staff achieve the learning outcomes defined for levels one and two. Additionally, managers and staff in leadership roles will be required to achieve the learning outcomes defined for level three. Staff in executive roles have an additional responsibility to support a whole of SA Health approach to the governance of the Framework.

The learning outcomes of the SA Health Aboriginal Cultural Framework are set out in three levels as summarised below:

- **Level 1 Individual level (Knowledge and Awareness):** aims to inform individual learners in order to have an increased understanding about the impacts of Aboriginal and Torres Strait Islander and Australian history on systemic and cultural issues that impact on Aboriginal and Torres Strait Islander people's health and wellbeing today.
- **Level 2 (Work practice or System level):** aims to engage individual learners so that they apply their knowledge from level 1 to their work when interacting with Aboriginal and Torres Strait Islander people, paying particular attention to the systemic barriers they face.
- **Level 3 (Organisational level):** aims to mobilise staff at an organisational level to develop systems and processes to support the delivery of care in a culturally sensitive manner, with the ultimate aim of improving the health outcomes for Aboriginal and Torres Strait Islander people. The level 3 learning outcomes build on the learning from Levels 1 and 2.

## Our RAP

The Department's Stretch Reconciliation Action Plan (RAP) is underpinned by SA Health's Statement of Reconciliation Policy Directive and supports our ongoing commitment to build awareness and understanding of reconciliation and Aboriginal and Torres Strait Islander cultures.

The Department of Health and Wellbeing has a strong commitment to building an inclusive workplace that supports interaction to positively impact the health of Aboriginal and Torres Strait Islander peoples in our state. The Directive acknowledges all employees share responsibility and have a role in promoting reconciliation activities that address the health inequities experienced by Aboriginal and Torres Strait Islander peoples.

The [SA Health Statement of Reconciliation](#) is a high level statement of intent that drives the architecture for reconciliation accountability, and this reconciliation commitment was renewed and re-launched as a priority by the Minister for Health and Wellbeing and the Chief Executive on 27 May 2020 to align with National Reconciliation Week. Digital online promotions were progressed internally as well as externally including on the SA Health website and via [social media](#).

### Reconciliation artwork

This re-commitment included the commissioning of new reconciliation artwork reflecting "Strengthened Partnerships – Reconciliation in SA Aboriginal Health" from South Australian Aboriginal artist Heather Kamarra Shearer. The artwork symbolises SA Health's commitment to providing Aboriginal and Torres Strait Islander peoples the right to culturally appropriate health services in their communities across South Australia. The new Statement's signatories are the Minister for Health and Wellbeing, the Chief Executive, the Chair of the Aboriginal Elders Council of SA and a Kurna Elder.

The Statement of Reconciliation is prominently displayed at all Department office sites and was provided to other SA Health areas for appropriate display. An [accompanying interpretative brochure "Strengthened Partnerships"](#) was also developed for SA Health staff and the general public to explain SA Health's reconciliation story and dedicated approach to reconciliation, as well as to help non-Indigenous staff to fully understand the complex cultural symbolism and deep meaning of the new artwork.

### Our reconciliation journey

This is the Department's third RAP, and first Stretch RAP, reflecting the achievements met under the previous RAPs with increased commitment from executive staff within the Department. Most notably, the number of partnerships with Aboriginal and Torres Strait Islander organisations have increased steadily over the last few years, and there have been a number of new strategies implemented as described elsewhere. Events organised by the Reconciliation Working Group are well attended with numbers of staff attending increasing. The Department for Health and Wellbeing was previously named the Department for Health and Ageing, and the previous RAPs were under that Departmental title.

Under the previous Innovate RAP, the Department established a Reconciliation Working Group and Executive sponsorship for the delivery of the RAP. Some of the achievements of note under the previous Innovate RAP include:

### Workforce

- The Aboriginal Workforce Framework 2017-2022 which provides a roadmap for SA Health to attract, retain and develop Aboriginal and Torres Strait Islander staff and increase the Aboriginal and Torres Strait Islander workforce across the public health sector in clinical, non-clinical and leadership roles.
- The above mentioned Aboriginal Cultural Learning Framework was designed to enable SA Health to provide a consistent approach to building cultural competency in its workforce in order to meet the needs of our Aboriginal and Torres Strait Islander employees and Aboriginal and Torres Strait Islander consumers. The Aboriginal Cultural Learning Framework enables a consistent approach to the improvement of cultural competency within our workforce in order to meet the needs of Aboriginal and Torres Strait Islander consumers.
- The above-mentioned Frameworks were developed to facilitate an increase in the representation of Aboriginal and Torres Strait Islander people across the SA Health workforce. They were endorsed by the then 'SA Health Portfolio Executive' in December 2017 and were communicated throughout SA Health.

- A concerted effort was made to achieve system wide change, as proposed in the above-mentioned Frameworks. This was met with a number of challenges, largely associated with the change in Government in 2018 and new governance arrangements for SA Health being formally implemented in July 2019.
- The SA Health governance changes meant the Local Health Networks (LHNs) largely have responsibility for implementing the actions and strategies across SA Health. These have been progressed in a staged manner and has been adapted in response to local priorities and requirements. While some local workforce action plans have been developed and launched, it should be noted that some LHNs have not made significant progress.

### Recognition of Country

- The Recognition of Aboriginal Country Policy Directive shared online via SA Health's policy distribution system. The Directive provides the suggested wording provided for an Acknowledgement of Country within Kurna land and for an Acknowledgement of Country outside of Kurna land. The protocol for a Welcome to Country is also provided, along with key contacts.
- A number of significant health, wellbeing, and ageing well events have been opened by a Traditional Owner providing a Welcome to Country during and following the previous RAP duration including the:
  - Statewide launch of the [SA Health Strategic Plan 2017-20](#) and associated [Early Actions Plan 2017-2020](#), which was informed by significant engagement, consultation and collaboration with SA Health staff, partners and other key stakeholders to set priorities and a framework for planning and decision-making across SA Health
  - Annual SA Health Awards which recognise and reward individuals, teams, programs or projects that have significantly improved the delivery of health services to the South Australian community. While SA Health Aboriginal and Torres Strait Islander staff may apply for any of the 10 Award categories, there is also a specific "Excellence and Innovation in Aboriginal Health Award" category which recognises excellence and innovation by individuals and/or teams in the delivery for support of Aboriginal and Torres Strait Islander healthcare services:
    - [2019 Winner and Finalists](#)
    - [2018 Winner and Finalists](#)
  - Annual SA Nursing and Midwifery Excellence Awards which recognise and acknowledge the significant contribution that nurses and midwives make to their professions and the wider community through their practice. These Awards are open to all nurses, midwives or nursing and midwifery teams in the public sector, private sector, primary health care, rural and remote, aged care, education, research or private practice. While all Aboriginal and Torres Strait Islander peoples in a nurse and/or midwife profession may apply for any of the 12 Award categories, there is also a specific "Excellence in Practice - Aboriginal and/or Torres Strait Islander Nurse/Midwife (Mary Buckskin Award)" category:
    - [2019 Award Winners](#)
    - [2018 Award Winners](#)
  - Setting the Bar Workshop for SA's Plan for Ageing Well 2020-2025 and other ageing well community engagements.
  - All portfolio areas and employees of SA Health who coordinate health and wellbeing events are encouraged to consider event protocol and who will conduct a Welcome to Country or Acknowledgement of Country - as per the SA Health Event Checklist and Recognition of Aboriginal Country Policy.

### RAP milestones

- Two separate traditional smoking ceremonies which were conducted outside the main Central Business District office of the Department and attended by over 100 staff on each occasion.
- Over \$19.5 million contracted to Aboriginal and Torres Strait Islander businesses following the implementation of the Aboriginal Procurement Strategy and subsequent SA Industry Participation Policy.
- Over \$390,000 provided in scholarship funding to Aboriginal and Torres Strait Islander individuals studying at degree level or higher in health-related courses.
- Guest speakers presented to Department staff on Aboriginal and Torres Strait Islander histories, personal accounts, Gladys Elphick and the Uluru Statement from the Heart during National Reconciliation Week and NAIDOC Week.



## Our RAP governance

A key learning the Department acknowledges from our previous Innovate RAP is that we have further to go on our reconciliation journey and in reconciliation being seen as everyone's business. There are several leaders and units who have shown themselves invested in the reconciliation journey through participation in activities and seeking Aboriginal Health Unit input on their projects, policies and programs. The Department's RAP seeks to capitalise on the existing reconciliation progress across the Department and further develop within those units needing assistance and guidance to incorporate into their everyday business.

The Department's RAP was developed by Divisional representatives across the Department nominated to the Reconciliation Working Group and is actively supported by the Chief Executive and Deputy Chief Executives. The Deputy Chief Executive, System Leadership and Design is the Executive sponsor for the Reconciliation Working Group and a champion of reconciliation for the whole Department from within the Executive team.

## Our reconciliation approach

The Department is seeking to build upon the many positives achieved under the previous Innovate RAP; and to increase awareness and support for our organisation's reconciliation approach. To do so, the Department Stretch RAP invites Executives to consider:

- How can Aboriginal and Torres Strait Islander employment be increased and improved in my Division?
- How can Aboriginal and Torres Strait Islander business engagement be increased in my Division?
- How can Aboriginal and Torres Strait Islander cultural knowledge be improved and embedded in the day-to-day activities of teams in my Division?

And Department staff to consider:

- How reconciliation applies to the organisation?
- What individual role can I play?
- How can I get involved to learn, to become more engaged, and help to make a difference?

The Department is committed to progressing ongoing improvements in building a culturally responsive organisation where reconciliation is embedded throughout all Department activity. The Department's RAP outlines our renewed commitment and is our system leadership plan for meaningful relationships and strategies towards achieving equitable health outcomes for Aboriginal and Torres Strait Islander South Australians.

## Reconciliation Working Group

The Reconciliation Working Group comprises Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander representatives from across the Department:

- Chief Allied Health and Scientific Officer, Clinical Collaborative, System Leadership and Design (Chair)
- Director, SA Biomedical Engineering Service, Corporate and System Support Services (Deputy Chair)
- Head of Supplier Relationship Management, Procurement and Supply Chain Management, Corporate and System Support Services
- Executive Director, Health Services Programs and Funding, Commissioning and Performance
- Manager, Divisional Support and Development, Digital Health SA
- Communications Adviser, Corporate Communications, Corporate and System Support Services
- Principal Policy Officer, Health Regulation and Protection
- Manager Workforce Strategy, Workforce Services, Corporate and System Support Services
- Manager, Sexually Transmissible Infections and Blood Borne Virus section, Communicable Disease Control Branch, Health Regulation and Protection
- Director, Office for Ageing Well, System Leadership and Design
- Director, Aboriginal Health, System Leadership and Design

The Reconciliation Working Group identifies, develops and manages initiatives in support of the Department's RAP. Under the leadership of the Chair and in line with the agreed Working Group Terms of Reference, the members support socialisation of the application of reconciliation within their respective business units (and more broadly where opportunities arise). The members of the Reconciliation Working Group are the local RAP champions within each of their respective units within the Department.

The Department is a member of the South Australian Government Reconciliation Network. The Network supports the development and implementation of reconciliation initiatives across SA Government agencies through information sharing and relationship building. It is an operational forum for sharing best practice and learnings between representatives who have responsibility for their agency's RAP planning and implementation.





## Relationships

Continuing to build strong, genuine and meaningful relationships between Aboriginal and Torres Strait Islander peoples and the Department is crucial to provide positive steps towards reconciliation. This will allow us to support the health system to achieve the best health and wellbeing outcomes for Aboriginal and Torres Strait Islander individuals, families and communities in South Australia.

Action		Deliverable	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with Aboriginal stakeholders and organisations</b>	<b>1.1</b>	> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	September 2023, 2024	Director, Clinical Governance Director, Aboriginal Health
	<b>1.2</b>	> Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	December 2024	Director, Clinical Governance Director, Aboriginal Health
	<b>1.3</b>	> Engage and maintain a formal two-way partnership with the Aboriginal Health Council of South Australia to ensure Aboriginal Community Controlled Health Services are the authoritative voice of their respective communities in terms of healthcare needs.	July 2023, 2024	Executive Director, Provider Commissioning and Performance
		> Jointly engage with Aboriginal community-controlled services and meet directly with at least two Aboriginal and Torres Strait Islander communities per year.	July 2023, 2024	Director, Aboriginal Health
	<b>1.4</b>	> Collaboratively design with Aboriginal and Torres Strait Islander Elders and older community members an Aboriginal and Torres Strait Islander specific Respect connect - "Stop Elder Abuse" public awareness campaign, to be rolled out in different Aboriginal and Torres Strait Islander communities over the next five years.	December 2022	Director, Office for Ageing Well
	<b>1.5</b>	> Collaborate with Aboriginal and Torres Strait Islander communities and metropolitan and regional Aboriginal and Torres Strait Islander Health Services to improve awareness and design pathways to access end of life care, including palliative care, advance care planning and voluntary assisted dying.	July 2023	Executive Director, Health Services Programs
<b>1.6</b>	> Develop and implement culturally appropriate models of care for Aboriginal and Torres Strait Islander people to facilitate timely access to elective surgery.	July 2023	Executive Director, Health Services Programs	

<b>2. Build relationships through celebrating National Reconciliation Week (NRW)</b>	<b>2.1</b>	> Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	27 May- 3 June 2023, 2024, 2025	RWG Chair
	<b>2.2</b>	> Reconciliation Working Group members to participate in at least two external NRW events annually.	27 May- 3 June 2023, 2024, 2025	RWG Chair
	<b>2.3</b>	> Encourage and support staff and senior leaders to participate in two external events to recognise and celebrate NRW, including the official SA NRW breakfast event.	27 May- 3 June 2023, 2024, 2025	RWG Chair
		> Organise two internal NRW events, including at least one Department-wide NRW event, each year, in compliance with COVID-19 pandemic requirements prior to and current at the time of the events being held, which may necessitate an online digital alternative.	27 May- 3 June 2023, 2024, 2025	RWG Chair, Deputy Chair
	<b>2.4</b>	> Register internal Departmental events on Reconciliation Australia's NRW website.	27 May- 3 June 2023, 2024, 2025	RWG Chair
	<b>2.5</b>	> Include information about NRW events in seniors card digital magazine, Weekend-Plus. Weekend Plus is a fortnightly digital magazine for Seniors Card Members. It features a range of information and lifestyle articles aimed at older South Australians. There are around 100,000 subscribed members, who are all 60+ working less than 20 hours a week.	27 May- 3 June 2023, 2024, 2025	Director, Office for Ageing Well
<b>3. Promote reconciliation through our sphere of influence</b>	<b>3.1</b>	> Communicate our commitment to reconciliation publicly via digital distribution of a staff wide announcement during National Reconciliation Week.	May 2023, 2024, 2025	Chief Executive
	<b>3.2</b>	> Develop and implement an annual communication plan for reconciliation, our RAP and its commitments.	February 2023, 2024, 2025	Communications Adviser, Corporate Communications
	<b>3.3</b>	> The Department's commitment to reconciliation will be represented via written and visual promotional tactics, including but not limited to public facing messages and promotional panels on the SA Health website and screensavers on staff PC screens and building foyer TV screens.	February 2023, 2024, 2025	Communications Adviser, Corporate Communications
	<b>3.4</b>	> Messages from the Chief Executive to all staff at SA Health promoting reconciliation and Aboriginal and Torres Strait Islander staff achievements at least twice per year.	May 2023, 2024	Chief Executive
	<b>3.5</b>	> Collaborate with RAP and other like-minded organisations to implement ways to advance reconciliation, including: <ul style="list-style-type: none"> <li>- Aboriginal Health Council of SA (AHCSA)</li> <li>- Council on the Ageing (COTA) SA Branch</li> <li>- Aged Rights Advocacy Service (ARAS)</li> <li>- Local Government Association of SA</li> <li>- Adelaide Primary Health Network</li> <li>- Country SA Primary Health Network</li> </ul>	July 2022, 2023, 2024	Deputy Chief Executive, System Leadership and Design
	<b>3.6</b>	> Formally launch the Department's Stretch RAP including announcement in an all-staff email from the Chief Executive.	June 2022	Chief Executive
	<b>3.7</b>	> Display 10 copies of the Statement of Reconciliation in our office/s.	July 2023	Deputy Chief Executive, System Leadership and Design
	<b>3.8</b>	> Maintain the currency of online SA Health reconciliation information and initiatives (internal intranet page and external website page and resources), which includes the Statement of Reconciliation and interpretative brochure, the Department's RAP, a reconciliation email signature block for staff use, and links to relevant information including the Recognition of Aboriginal Country Policy Directive.	July 2022, 2024	RWG Chair

	<b>3.9</b>	<ul style="list-style-type: none"> <li>&gt; Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.</li> </ul>	July 2023, 2024	Executive Director, Procurement
		<ul style="list-style-type: none"> <li>&gt; Include a statement about the Department's commitment to reconciliation in invitations to supply / other documents released to open market as part of tendering processes (*where approved by Executive Director, Procurement).</li> </ul>	July 2023, 2024	Executive Director, Procurement
		<ul style="list-style-type: none"> <li>&gt; Share success stories of the Department's reconciliation activities undertaken with suppliers and contractors at the annual supplier conference to promote and celebrate partnerships.</li> </ul>	November 2022, 2023, 2024	Executive Director, Procurement
	<b>3.10</b>	<ul style="list-style-type: none"> <li>&gt; Identify external Aboriginal and Torres Strait Islander stakeholders/ partners to leverage community expertise to support and collaborate on reconciliation and local health efforts, for inclusion in the Corporate Communications master stakeholder list for consideration as a Target Audience in all Communications Plans.</li> </ul>	February 2025	Director, Aboriginal Health Executive Director, Workforce Communications Adviser, Corporate Communications
	<b>3.11</b>	<ul style="list-style-type: none"> <li>&gt; Ensure a commitment to reconciliation is formally stated in all Divisional business plans; and promote the Statement of Reconciliation and RAP in Executive meetings.</li> </ul>	June 2024	Deputy Chief Executive, System Leadership and Design
	<b>3.12</b>	<ul style="list-style-type: none"> <li>&gt; Conduct come and learn sessions open to all Department staff focussed on reconciliation, at least twice a year, to share experiences.</li> </ul>	March, September 2023, 2024	Chair, RWG
	<b>3.13</b>	<ul style="list-style-type: none"> <li>&gt; Encourage greater Aboriginal and Torres Strait Islander employee participation in leadership networking groups by:               <ul style="list-style-type: none"> <li>- Increase Aboriginal employee engagement in the Directors Aboriginal Health Group.</li> <li>- New future opportunities through a developing Aboriginal Leadership Program.</li> </ul> </li> </ul>	May 2023, 2024	Executive Director, Workforce
<b>4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector</b>	<b>4.1</b>	<ul style="list-style-type: none"> <li>&gt; Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.</li> </ul>	April 2024	Executive Director, Workforce
	<b>4.2</b>	<ul style="list-style-type: none"> <li>&gt; Promote reconciliation through ongoing active engagement with all stakeholders.</li> </ul>	April 2024	Executive Director, Workforce
	<b>4.3</b>	<ul style="list-style-type: none"> <li>&gt; Implement and communicate an anti-discrimination policy for our organisation aligned with the expectations and policies of the Office of the Commissioner of Public Sector Employment.</li> </ul>	September 2024	Executive Director, Workforce
	<b>4.4</b>	<ul style="list-style-type: none"> <li>&gt; Provide education opportunities for senior leaders and managers on the effects of racism, such as educational videos (i.e. The Final Quarter) or through inviting guest speakers to present to Executive and Leadership forums.</li> </ul>	July 2023, 2024	Deputy Chief Executive, System Leadership and Design
	<b>4.5</b>	<ul style="list-style-type: none"> <li>&gt; Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism. e.g. Racism. It Stops With Me.</li> </ul>	July 2023, 2024	Chief Executive
<b>5. Foster visibility and acknowledgement of the Aboriginal and Torres Strait Islander workforce and Aboriginal and Torres Strait Islander communities and their guidance in communications</b>	<b>5.1</b>	<ul style="list-style-type: none"> <li>&gt; Divisional/statewide projects to include relevant images of current Aboriginal and Torres Strait Islander staff and Aboriginal and Torres Strait Islander peoples in promotions (not limited to publications aimed at the Aboriginal and Torres Strait Islander community).</li> </ul>	May 2023, 2025	RWG Chair Communications Adviser, Corporate Communications
		<ul style="list-style-type: none"> <li>&gt; Ensure appropriate placement of images of Aboriginal and Torres Strait Islander people over Department publications and online promotions.</li> </ul>	May 2023, 2025	Communications Adviser, Corporate Communications
	<b>5.2</b>	<ul style="list-style-type: none"> <li>&gt; Funded photoshoots to include Aboriginal and Torres Strait Islander staff and Aboriginal and Torres Strait Islander people.</li> </ul>	May 2024, 2025	RAP Champions

<b>6. Recognise individual achievements by Aboriginal and Torres Strait Islander individuals and/or Aboriginal and Torres Strait Islander Services in the SA Health Awards</b>	<b>6.1</b>	> Continue with the inclusion of the specific category of “Excellence and Innovation in Aboriginal Health” in the SA Health Awards.	November 2022, 2023, 2024	SA Health Awards Coordinator, Corporate Communications
	<b>6.2</b>	> Develop networks within broader SA Health communications staff to support Aboriginal and Torres Strait Islander staff in completing the application process and encourage applications in all award categories.	November 2022, 2023, 2024	SA Health Awards Coordinator, Corporate Communications
<b>7. Improve Engagement of Aboriginal and Torres Strait Islander consumers in Departmental processes</b>	<b>7.1</b>	> Ensure Terms of Reference for existing consumer groups has the requirement for at least one Aboriginal and Torres Strait Islander representative.	December 2023, 2024	Director, Clinical Governance
		> Establish a specialist Aboriginal and Torres Strait Islander consumer review group from a range of language groups including regional and remote community representation embracing gender equity and diverse backgrounds.	January 2025	Director, Clinical Governance
	<b>7.2</b>	> Invite representatives from Aboriginal and Torres Strait Islander communities, non-government organisation and health services to participate in the implementation of end-of-life care programs, including palliative care, advance care planning and voluntary assisted dying.	December 2022	Executive Director, Health Services Programs
	<b>7.3</b>	> Invite an Aboriginal and Torres Strait Islander consumer representative to join the Outpatient Redesign Consumer Advisory Group.	December 2022	Executive Director, Health Services Programs
<b>8. Strengthen partnerships to reduce the burden of preventable communicable diseases</b>	<b>8.1</b>	> Develop the Aboriginal Environment Health Framework in collaboration with key partner agencies including SA Housing and the Local Government Association.	December 2022	Executive Director, Health Protection and Licensing Services Chief Public Health Officer
	<b>8.2</b>	> Work with Aboriginal and Torres Strait Islander Health Services, AHCSA and Aboriginal Community Controlled Organisations to enable Aboriginal and Torres Strait Islander Health Practitioners to vaccinate independently by being recognised as a class of health practitioner under the Vaccine Administration Code. This will contribute to building capacity of Aboriginal and Torres Strait Islander Health Practitioners to expand their scope of practice and leadership in critical areas.	June 2023	Nursing Director, Immunisation Section
	<b>8.3</b>	> Work in partnership with Aboriginal and Torres Strait Islander Health Services, AHCSA and Aboriginal Community Controlled Organisations in implementation of priority actions in the SA Syphilis Outbreak Plan and the SA Aboriginal STI and BBV Action Plan.	June 2024	Executive Director, Communicable Disease Control Branch
		> Employ a minimum of two staff who are Aboriginal and Torres Strait Islander to undertake sensitive partner notification officer roles.	June 2023	Executive Director, Communicable Disease Control Branch
<b>8.4</b>	> Work in partnership with Aboriginal and Torres Strait Islander Health Services, AHCSA and Aboriginal Community Controlled Organisations to seek to eliminate acute rheumatic fever and rheumatic heart disease including exploring options to permit independent administration of intramuscular antibiotic by Aboriginal and Torres Strait Islander health practitioners.	June 2023	Executive Director, Communicable Disease Control Branch	



## Respect

The Department recognises the importance of culturally appropriate health services, which respect the cultures and histories of Aboriginal peoples and acknowledge the impacts on the health status today, allowing better interaction with the health system and providing better health outcomes for the Aboriginal community.

Action		Deliverable	Timeline	Responsibility
<b>9. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning</b>	<b>9.1</b>	> Conduct a review of cultural learning needs within our organisation.	June 2023	Executive Director, Workforce
	<b>9.2</b>	> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander on the implementation of a cultural learning strategy.	June 2024	Executive Director, Workforce Director, Aboriginal Health
	<b>9.3</b>	> Implement and communicate a cultural learning strategy for our staff reviewing annually to identify barriers or areas of improvement.	June 2024	Executive Director, Workforce
	<b>9.4</b>	> Commit all Reconciliation Working Group members, HR managers, senior executive group and all new staff to undertake formal and structured cultural learning.	June 2024	Deputy Chief Executive, System Leadership and Design
	<b>9.5</b>	> 100% all new starters in the Department staff achieve individual level: knowledge and awareness (level one) Aboriginal Cultural Learning online course informed by a standard reporting/recording process within 6 months of their commencement date.	June 2024	Executive Director, Workforce
	<b>9.6</b>	> Advance the Department's staff cultural learning into work practices and system levels in alignment with level two and three of the SA Health Aboriginal Cultural Learning Framework through face-to-face training. These learning requirements will be embedded in role descriptions and form a part of the individual professional development reviews conducted at 6 and 12 month intervals.	Ongoing, June 2022, 2023, 2024	Executive Director, Workforce
	<b>9.7</b>	> Minimum 60% staff to attend level two training of the Aboriginal Cultural Learning Framework through face-to-face training, within 12-18 months of commencement.	Ongoing, June 2022, 2023, 2024	Executive Director, Workforce
	<b>9.8</b>	> Minimum 60% of Management/Leadership staff to attend level three training of the Aboriginal Cultural Learning Framework through face-to-face training, within 12-18 months commencement in a leadership role.	Ongoing, June 2022, 2023, 2024	Executive Director, Workforce
<b>10. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols</b>	<b>10.1</b>	> Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	May 2023, 2024, 2025	Director, Aboriginal Health
		> Implement the requirement for observance of Acknowledgement of Country and Welcome to Country protocols in relevant Communications Plans.	May 2023, 2024, 2025	Communications Adviser, Corporate Communications
	<b>10.2</b>	> Implement and communicate a cultural protocol document, which describes the different Traditional Owner language groups and Aboriginal place names across South Australia, including protocols for Welcome to Country and Acknowledgement of Country.	May 2023, 2024, 2025	Director, Aboriginal Health
	<b>10.3</b>	> Display two Acknowledgment of Country plaques in our office/s or on our buildings.	May 2024	Executive Director, Infrastructure

	<b>10.4</b>	<ul style="list-style-type: none"> <li>&gt; Stretch the current business as usual process to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at a minimum of four significant events each year (including the SA Health Awards and the Nursing and Midwifery Awards) as described in the Department's Event Planning Checklist/Protocol by: <ul style="list-style-type: none"> <li>- Preceding the Welcome to Country with an explanation of this protocol to increase staff understanding of the purpose and significance by the SA Health host and/or the Traditional Owner</li> <li>- Highlight process on the above mentioned Intranet page including surfacing the approved Register list outlined in the Recognition of Aboriginal Country Policy Directive.</li> </ul> </li> </ul>	November 2022, 2023, 2024	SA Health Awards Coordinator, Corporate Communications
	<b>10.5</b>	<ul style="list-style-type: none"> <li>&gt; Include the Acknowledgement of Country or other appropriate protocols at the commencement of meetings.</li> </ul>	May 2023	Deputy Chief Executive, System Leadership and Design
	<b>10.6</b>	<ul style="list-style-type: none"> <li>&gt; Staff and senior leaders provide the Acknowledgement of Country or other appropriate protocols at all public events.</li> </ul>	May 2023, 2024, 2025	Chief Executive
	<b>10.7</b>	<ul style="list-style-type: none"> <li>&gt; Add the Acknowledgement of Country to Meeting Agenda template(s) on the Intranet master templates page for all staff use.</li> </ul>	May 2023	Communications Adviser, Corporate Communications
	<b>10.8</b>	<ul style="list-style-type: none"> <li>&gt; Develop and promote a tailored Acknowledgement of Country email signature and encourage use on individual staff email signatures by: <ul style="list-style-type: none"> <li>- Including this requirement in the reconciliation strategy Communications Plan for development and delivery</li> <li>- Engaging with Traditional Owners to explore and identify various options and agree on a final concept</li> <li>- Procuring an identified Aboriginal and/or Torres Strait Islander illustrator supplier to develop and deliver the vector artwork</li> <li>- Budgeting for the external engagement and artwork development.</li> </ul> </li> </ul>	May 2024	Director, Aboriginal Health  Communications Adviser, Corporate Communications
<b>11. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week with the deliverables outlined in the respective annual Communications Plans</b>	<b>11.1</b>	<ul style="list-style-type: none"> <li>&gt; Reconciliation Working Group to participate in an external NAIDOC Week event.</li> </ul>	First week in July 2022, 2023, 2024	RWG Chair
	<b>11.2</b>	<ul style="list-style-type: none"> <li>&gt; Review HR policies and procedures to remove barriers for all staff to participate in NAIDOC Week.</li> </ul>	December 2022	Deputy Chief Executive, System Leadership and Design
	<b>11.3</b>	<ul style="list-style-type: none"> <li>&gt; Support all staff to participate in at least two NAIDOC Week events in our local area, including Adelaide NAIDOC march and family fun day; and the Premier's NAIDOC awards.</li> </ul>	First week in July, 2022, 2023, 2024	Deputy Chief Executive, System Leadership and Design
	<b>11.4</b>	<ul style="list-style-type: none"> <li>&gt; In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least one external NAIDOC Week events each year, including the Adelaide SA NAIDOC Youth Awards and the Adelaide NAIDOC SA Ball.</li> </ul>	First week in July 2022, 2023, 2024	Deputy Chief Executive, System Leadership and Design
	<b>11.5</b>	<ul style="list-style-type: none"> <li>&gt; Invite guest speakers, during NAIDOC Week (or as appropriate throughout the year), for staff to hear about Aboriginal and Torres Strait Islander histories and cultures and/ or impacts of racism.</li> </ul>	First week in July 2022, 2023, 2024	RWG Chair & Deputy Chair
<b>12. Increase visibility of Aboriginal and Torres Strait Islander cultures in Department offices / buildings</b>	<b>12.1</b>	<ul style="list-style-type: none"> <li>&gt; Display one Aboriginal and Torres Strait Islander artwork in the main SA Health building foyer. Main SA Health foyer refurbishment (in progress) to include major redesign elements featuring the existing Aboriginal and Torres Strait Islander artwork and its role in reconciliation.</li> </ul>	September 2022	Executive Director, Infrastructure
	<b>12.2</b>	<ul style="list-style-type: none"> <li>&gt; Use Aboriginal and Torres Strait Islander artwork and designs on textures wherever new fit outs / refurbishment of Department offices occurs.</li> </ul>	July 2024	Executive Director, Infrastructure



## Opportunities

Engage Aboriginal and Torres Strait Islander peoples, businesses, groups and communities to inform the Department's decision-making processes and influence Aboriginal and Torres Strait Islander health outcomes through social and economic investment. Our Department's reconciliation approach can be realised by improvement in those social determinant factors that influence Aboriginal and Torres Strait Islander health outcomes. Increasing Aboriginal and Torres Strait Islander employment opportunities provides direct economic benefit to individuals and families, including financial security, increased social mobility and access to higher standards of living. Beyond this, it is well established that working is associated with benefits to physical and mental health and wellbeing, social inclusion and improved developmental outcomes for the children of employed persons.

Action		Deliverable	Timeline	Responsibility
<b>13 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development</b>	<b>13.1</b>	> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	November 2023	Executive Director, Workforce
	<b>13.2</b>	> Review and update the current SA Health Aboriginal Workforce Framework to inform the next iteration of the Framework.	November 2023	Executive Director, Workforce
	<b>13.3</b>	> Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions through developing the SA Health Aboriginal Recruitment and Employment Path-way.	November 2023	Executive Director, Workforce
	<b>13.4</b>	> Continue to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander peoples, with the Stretch goals including: <ul style="list-style-type: none"> <li>- Evidence of bi-monthly job vacancy communications to statewide SA Health Aboriginal Workforce Network (SHAWN) Members</li> <li>- Attraction of new Aboriginal and Torres Strait Islander employees via social media (LinkedIn and Twitter) supported by tagging Aboriginal and Torres Strait Islander organisations)</li> </ul>	Review July 2023, 2024	Executive Director, Workforce
	<b>13.5</b>	> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace through the review of the Framework.	November 2023	Executive Director, Workforce
	<b>13.6</b>	> Participate in strategies and initiatives developed by the Office of the Commissioner for Public Sector Employment, such as the Aboriginal Employment Register.	Review December 2023	Executive Director, Workforce
	<b>13.7</b>	> Increase Aboriginal and Torres Strait Islander employment to 3%, through a revised framework, investment and improved implementation of Aboriginal and Torres Strait Islander Health Practitioners.	November 2024	Executive Director, Workforce
		> Establish the SA Health Aboriginal Recruitment and Employment Pathway.	November 2024	Executive Director, Workforce

<b>14. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	<b>14.1</b>	> Review and update the Aboriginal and Torres Strait Islander procurement strategy.	August 2022, 2024	Executive Director, Procurement
	<b>14.2</b>	> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	February 2023, 2024	Executive Director, Procurement
	<b>14.3</b>	> Implement and communicate a cultural protocol document, which describes the different Traditional Owner language groups and Aboriginal place names across South Australia, including protocols for Welcome to Country and Acknowledgement of Country.	February 2023, 2024	Executive Director, Procurement
	<b>14.4</b>	> Investigate Supply Nation membership.	May 2024	Executive Director, Procurement
	<b>14.5</b>	> Maintain commercial relationships with at least 15 Aboriginal and Torres Strait Islander businesses.	July 2023	Executive Director, Procurement
	<b>14.6</b>	> An annual procurement target of 0.5% of total Department procurements sourced, to be from Aboriginal and Torres Strait Islander businesses.	September 2022, 2023, 2024	Executive Director, Procurement
	<b>14.7</b>	> Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	November 2022, 2023, 2024	Executive Director, Procurement
	<b>14.8</b>	> Invite Supply Nation certified businesses to the annual SA Health Supplier Conference.	November 2022, 2023, 2024	Executive Director, Procurement
	<b>14.9</b>	> Expand the Corporate Communications contact list of specialist external service providers to specifically establish and maintain relationships with Aboriginal and Torres Strait Islander specialist service providers for provision of vector-based illustrations, video production including animation, photography and printing.	May 2024	Communications Adviser, Corporate Communications
		> Procure from identified Aboriginal and Torres Strait Islander specialist service providers for reconciliation-oriented communications services.	May 2024	Communications Adviser, Corporate Communications
<b>15. Invest in opportunities to support Aboriginal and Torres Strait Islander people into health careers</b>	<b>15.1</b>	> Provide a minimum of ten scholarships per year for Aboriginal and Torres Strait Islander students studying health-related courses at university.	May 2023, May 2024, May 2025	Director, Aboriginal Health
	<b>15.2</b>	> Provide a minimum of two scholarships per year for Aboriginal Health Scholarship Program recipients to attend professional conferences such as Indigenous Allied Health Australia (IAHA).	September 2022, 2023, 2024	Director, Aboriginal Health
	<b>15.3</b>	> Provide a minimum of three conference scholarships per year for the Congress of Aboriginal and Torres Strait Islander Nurses and Midwives (CATSINaM) for Aboriginal and Torres Strait Islander nurses and midwives to attend the CATSINaM conference, wherever it is being held in Australia.	September 2022, 2023, 2024	Chief Nurse and Midwifery Officer



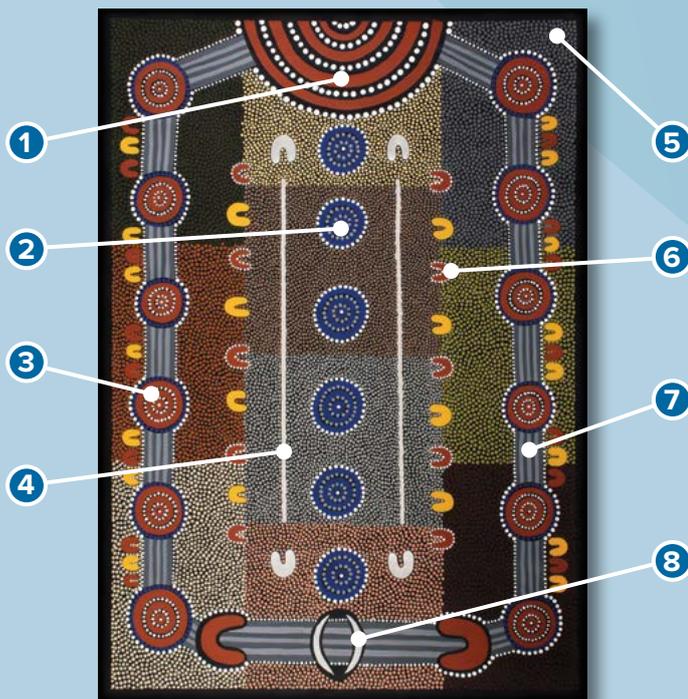
## Governance

Action		Deliverable	Timeline	Responsibility
<b>16. Establish and maintain an effective Reconciliation Working Group (RWG) to drive governance of the RAP</b>	<b>16.1</b>	> Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Review August 2023, 2024	RWG Chair
	<b>16.2</b>	> Review and update the Terms of Reference for the RWG.	December 2022	RWG Chair
	<b>16.3</b>	> Meet at least four times per year to drive and monitor RAP implementation.	July, September, January, April 2023, 2024	RWG Chair
<b>17. Provide appropriate support for effective implementation of RAP commitments</b>	<b>17.1</b>	> Embed resource needs for RAP implementation.	July 2023, 2024	Deputy Chief Executive, System Leadership and Design
	<b>17.2</b>	> Embed key RAP actions in performance expectations of senior management and all staff.	July 2023, 2024	Deputy Chief Executive, System Leadership and Design
	<b>17.3</b>	> Embed the capability to track, measure and report on RAP commitments within existing Department performance monitoring and surveillance systems.	July 2023, 2024	Deputy Chief Executive, System Leadership and Design
	<b>17.4</b>	> Maintain an internal RAP Champion from senior management.	December 2022, 2023, 2024	Deputy Chief Executive, System Leadership and Design
	<b>17.5</b>	> Include our RAP as a standing agenda item at senior management meetings.	July 2022, 2023, 2024	Deputy Chief Executive, System Leadership and Design
<b>18. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally</b>	<b>18.1</b>	> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2022, 2023, 2024	RWG Chair
	<b>18.2</b>	> Report RAP progress to all staff and senior leaders.	31 January, 30 April, 31 July, 31 December 2022, 2023, 2024	RWG Chair
	<b>18.3</b>	> Publicly report against RAP commitments annually, outlining achievements, challenges and learnings.	30 November 2022, 2023, 2024	RWG Chair
	<b>18.4</b>	> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	RWG Chair
<b>19. Continue our reconciliation journey by developing our next RAP</b>	<b>19.1</b>	> Register via Reconciliation Australia's website to begin developing the next RAP.	December 2024	RWG Chair
<b>20. Build upon governance networks in support of reconciliation actions</b>	<b>20.1</b>	> Represent the Department on the State Government Reconciliation Network.	July 2022, 2023, 2024	Deputy Chief Executive, System Leadership and Design
	<b>20.2</b>	> Support the Chief Executive in the delivery of reconciliation activities and outcomes endorsed by the SA Government Senior Management Council by providing regular communication and advice on behalf of the RWG.	July 2022, 2023, 2024	RWG Chair

## Understanding the artwork: Reconciliation in SA Aboriginal Health

Painted by Aboriginal artist Heather Kamarra Shearer, Reconciliation in SA Aboriginal Health, celebrates the partnerships in South Australia between Aboriginal and non-Aboriginal people who work closely together to improve health outcomes.

This artwork also symbolises our commitment to providing Aboriginal people the right to culturally appropriate health services in their communities across the state.



### Understanding the artwork

- 1 Aboriginal Health Council.
- 2 SA Health's six major hospitals (incorporating Ngangkari traditional healers). Concentric circles have many meanings and in this context mean a specific site or meeting place.
- 3 The twelve South Australian Aboriginal Community Controlled Health Organisations. Concentric circles have many meanings and in this context mean a specific site or meeting place.
- 4 Ngangkari (traditional healer) spirit lines either side of major hospitals stand tall with pride and dignity and raise our spirit to good health.
- 5 The four metropolitan local health networks and the six regional local health networks are represented by the ten different background colours.
- 6 Aboriginal people who have experienced health situations contribute to the local health network services. The crescent or 'u' shape represents people of both genders. The yellow represents non-Aboriginal people and the red represents Aboriginal people, working together.
- 7 Straight lines represent strong partnerships and journey.
- 8 Foundation of the Australian Government pledge to Close the Gap.



For more information

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