

# Aboriginal and Torres Strait Islander Employment Strategy

**2023-25**







## Acknowledgement of Country

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Alfred Health acknowledges the Boonwurrung/Bunurong and Wurundjeri Woi Wurrung peoples of the Eastern Kulin Nation as Traditional Owners and Custodians, and pays respect to their Elders past, present and emerging. We acknowledge and uphold their continuing relationship to the lands, waterways, and skies and extend our respect to all Aboriginal and Torres Strait Islander peoples.

> **Bundjil, the 'creator'**  
(left) according to the Kulin Nation's people, this country was created by a spiritual being – known as Bundjil, who travelled as an eagle.





I am very pleased to present Alfred Health's Aboriginal and Torres Strait Islander Employment Strategy 2023-25 (Strategy).

This Strategy will build on work commenced with our first Reconciliation Action Plan (RAP) and outlines key deliverables we are committed to achieving over the duration of our new Innovate RAP.

It also covers the important cultural awareness and cultural safety work demanded by the National Safety and Quality Health Service Standards.

We know that successfully attracting and recruiting First Nation's staff into roles within Alfred Health is only a part of the work. Induction and development of staff, retention, and cultural awareness/training are also essential for the Strategy to achieve all its objectives.

I look forward to seeing the positive impact of this work in the years to come, greater participation of First Nations' people in a variety of roles and different levels of seniority, and of course, the improved patient outcomes we anticipate to be a result of delivering on the Strategy's actions.

**Jarrad O'Brien**

CHIEF EXPERIENCE OFFICER



My team and I are really excited to support Alfred Health's Aboriginal and Torres Strait Islander Employment Strategy 2023- 2025.

Equitable access to opportunities like employment, professional development and leadership pathways are important to the success and wellbeing of all people, including Aboriginal and Torres Strait Islander peoples.

The main objective of the Strategy is to increase the participation of Aboriginal and Torres Strait Islander people in employment at Alfred Health.

Through greater cultural understanding, facilitated by actioning the deliverables in this Strategy and our current RAP, systems and culturally safe environments will be developed to enable First Nation's staff to continue their careers and thrive at Alfred Health.

Importantly too, culturally responsive and inclusive workforces drive organisational change that improve patient outcomes. Increased First Nation's representation in our workforce will enable the delivery of quality, culturally safe care to Aboriginal and Torres Strait Islander patients and their families.

**Louise Vecchi**

DIRECTOR,  
HR SERVICES & EMPLOYEE EXPERIENCE

## Context

Alfred Health has developed mutually respectful relationships with Aboriginal and Torres Strait Islander patients, community and staff over the years since our reconciliation journey began.

The *Aboriginal and Torres Strait Islander Employment Strategy 2023-25* (Strategy) sets the foundation to build a culturally safe workplace and health care environment for all Alfred Health staff, patients and families.

The Strategy has been endorsed by the Aboriginal Health Advisory Group, Alfred Health Board, CEO and the Chief Experience Officer.



### Our purpose

To improve the lives of our patients and their families, our communities and humanity.



### What we do

Alfred Health is one of Victoria's major metropolitan health services, caring for people living in southern and bayside Melbourne, through our three hospital campuses, clinics and community-based services.

We also offer state-wide services, with 13 programs delivering expert care to people throughout Victoria. Every day we work to provide the best possible health outcomes for our patients and community by bringing together clinical practice with research.

## Our beliefs

Our staff are expected to demonstrate and uphold the beliefs of Alfred Health:

01

Patients are the reason we are here – they are the focus of what we do.

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02

How we do things is as important as what we do.

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03

Respect, support and compassion go hand in hand with knowledge, skills and wisdom. Safety and care of patients and staff are fundamental.

04

Excellence is the measure we work to everyday. Through research and education, we set new standards for tomorrow.

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05

We work together. We all play vital roles in a team that achieves extraordinary results.

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06

We share ideas and demonstrates behaviours that inspire others to follow.



## Timeframe

The timeframe for achieving the Strategy's goals is two years - from 2023-25 and aligns with the duration of Alfred Health's current Innovate RAP.

## About the Strategy

The successful attraction and recruitment of Aboriginal and Torres Strait Islander staff into roles within Alfred Health is only a part of the work. Induction and development of staff, retention, and cultural awareness/training are also vital for the Strategy to achieve all its objectives.

A First Nation's cultural lens will be essential to identify and if needed remediate existing practices and processes including but not limited to:

- **guidelines and policies to support ongoing cultural safety and inclusion**
- **sustainable cultural and inclusive training and development and career pathways.**

We look forward to the positive impact this work will have in the years to come and the improved patient outcomes we anticipate to be a result of Alfred Health's Aboriginal and Torres Strait Islander Employment Strategy.







# 01

## Attraction and Recruitment

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Alfred Health recognises the importance of creating a culturally diverse and supportive workplace, for the successful attraction and recruitment of Aboriginal and Torres Strait Islander employees.

We will continue to investigate new recruitment practices to attract candidates including to:

- participate in career expos across Victoria to promote opportunities for employment within the organisation.
- celebrate Aboriginal and Torres Strait Islander cultures through our digital assets and provide links to resources and upcoming cultural events.
- share stories from former Aboriginal and Torres Strait Islander patients and staff members and to utilise appropriate and accessible platforms to advertise current positions.
- continue to develop and embed a culturally safe and appropriate recruitment process. Alfred Health will provide Aboriginal and Torres Strait Islander candidates with pre-interview support and guidance. Relevant experience will also be considered when determining the qualifications of candidates for particular roles.



ACTION	TIMELINE	RESPONSIBILITY
1.1 Engage current Aboriginal and Torres Strait Islander staff to inform future employment and professional development opportunities.	November 2023	Director HR Services People and Culture Senior Aboriginal Advisor, Patient Experience Consumer Engagement
1.2 Engage Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	November 2023	Director HR Services Senior Aboriginal Advisor
1.3 Develop and implement an Aboriginal and Torres Strait Islander recruitment and professional development strategy.	February 2024	Director HR Services Director Patient Experience Consumer Engagement
1.4 Advertise vacancies on platforms to effectively promote and encourage potential Aboriginal and Torres Strait Islander applicants	November 2023 and 2024	Director HR Services Senior Aboriginal Advisor
1.5 Review HR and recruitment procedures and policies to identify barriers for Aboriginal and Torres Strait Islander participation in our workplace.	November 2023	Director HR Services Senior Aboriginal Advisor
1.6 Increase the representation of Aboriginal and Torres Strait Islander staff in our workforce.	March 2025	Chief People Officer People and Culture
1.7 Review HR policies and procedures to support Aboriginal and Torres Strait Islander staff participating in NAIDOC week i.e. leave etc.	October 2023	Director HR Services Senior Aboriginal Advisor

## 02

## Induction and Development

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Alfred Health will strive to create an environment where staff members feel safe and supported to identify as Aboriginal or Torres Strait Islander.

The induction process will be utilised to implement cultural awareness training for all new Alfred Health employees. Aboriginal and Torres Strait Islander employees will be provided with a welcome pack as a part of their induction which will contain information on local Aboriginal communities, Alfred Health's commitment to working with Aboriginal and Torres Strait Islander people, and information on services and support available for the duration of their employment.

Aboriginal and Torres Strait Islander staff members will be offered a mentor who can provide cultural support. This support can include providing cultural advice to managers and supervisors of Aboriginal and Torres Strait Islander staff if required.



> **Possum skin** - at the opening of the indigenous garden, Reconciliation Week.



ACTION	TIMELINE	RESPONSIBILITY
2.1 Consult with Aboriginal and Torres Strait Islander staff and/or advisors to review the content of the Staff Welcome Kit	October 2023	Director HR Services Senior Aboriginal Advisor
2.2 Introduce existing Aboriginal and Torres Strait Islander staff to new staff as per induction process	In first week of employment	Director HR Services
2.3 Offer ongoing opportunities for existing Aboriginal and Torres Strait Islander staff to become mentors for new employees	Quarterly review of list of mentors	Director HR Services Senior Aboriginal Advisor
2.4 Develop a cultural mentoring model to support Aboriginal and Torres Strait Islander staff.	Quarterly review of list of mentors and training needs	Director HR Services Senior Aboriginal Advisor



# 03

## Retention

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Retaining Aboriginal and Torres Strait Islander staff requires a holistic approach and ongoing support from both managers and other staff members.



Alfred Health will investigate the creation of an Aboriginal and Torres Strait Islander staff network to provide peer support and to discuss their experiences in a culturally safe environment. This network may also provide advice to management on issues that can impact Aboriginal and Torres Strait Islander staff or Aboriginal communities.

Developing career pathways within Alfred Health is a key part of improving Aboriginal and Torres Strait Islander employment and retention. These pathways will be forged through identifying and assisting employees with professional development plans

and opportunities to assist in job progression and job satisfaction for current Aboriginal and Torres Strait Islander staff.

The Aboriginal Health Advisory Group and Aboriginal Health Program staff will advise management on issues that may impact Aboriginal and Torres Strait Islander employees and their communities. In addition, we will actively support managers to participate in Aboriginal and Torres Strait Islander employment.

ACTION	TIMELINE	RESPONSIBILITY
3.1 Investigate establishing an annual Aboriginal and Torres Strait Islander staff network meeting calendar.	June 2024	Director HR Services Senior Aboriginal Advisor
3.2 Create opportunities for individual discussions on career goals as part of the mentoring program.	October 2024	Director HR Services
3.3 Provide information for managers on additional supports available for Aboriginal and Torres Strait Islander employees.	September 2023 for manager's pack to be available and ongoing review	Director HR Services Director Organisational Development People and Culture

## 04

## Cultural Awareness/Training

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As part of our commitment to both the RAP deliverables and the National Safety and Quality Health Service Standards, we will increase participation in cultural awareness training through:

- an online module to promote culturally safe behaviours and attitudes in the workplace to better meet our commitment to provide equitable healthcare for patients and our community will be mandatory for all new Alfred Health staff.
- a Managers version of the online module.
- an online and/or face to face training which will contribute to further establishing Alfred Health as a culturally safe and understanding environment.





ACTION	TIMELINE	RESPONSIBILITY
4.1 Review HR processes and procedures to identify existing anti-discrimination provisions, and future needs.	November 2023	Director HR Services Director Patient Experience Consumer Engagement
4.2 Engage with Aboriginal and Torres Strait Islander staff and/or advisors to review our anti-discrimination policy. Communicate the updated anti-discrimination policy to our organisation.	February 2024	Director HR Services Director Patient Experience Consumer Engagement
4.3 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	February 2024	Director Patient Experience Consumer Engagement
4.4 Engage with Aboriginal and Torres Strait Islander staff and/or advisors on learning needs.	February 2024	Senior Aboriginal Advisor
4.5 Review and update, implement and communicate a cultural learning strategy for our managers and staff.	November 2024	Director Patient Experience Consumer Engagement
4.6 Continue providing opportunities for non-Aboriginal Health Advisory Group members, HR managers, key leadership staff from all areas and locations across Alfred Health to participate in formal and informal learning.	July 2023-2025	Chief People Officer People and Culture

## CONTACT DETAILS

### Director Patient Experience and Consumer Engagement

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### Aboriginal community page

[www.alfredhealth.org.au/about/aboriginal-health](http://www.alfredhealth.org.au/about/aboriginal-health)  
aboriginalhealth@alfred.org.au

## CAMPUSES

### The Alfred

55 Commercial Road, Melbourne VIC 3004  
Telephone: (03) 9076 2000 Facsimile: (03) 9076 2222

### Caulfield Hospital

260 Kooyong Road, Caulfield VIC 3162  
Telephone: (03) 9076 6000 Facsimile: (03) 9076 6434

### Sandringham Hospital

193 Bluff Road, Sandringham VIC 3191  
Telephone: (03) 9076 1000 Facsimile: (03) 9598 1539

### Melbourne Sexual Health Centre

580 Swanston Street, Carlton VIC 3053  
Telephone: (03) 9341 6200 Facsimile: (03) 9341 6279

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

ABN 27 318 956 319

