

Innovate Reconciliation Action Plan

July 2023

July 2025





Acknowledgement of Country

Alfred Health acknowledges the Boonwurrung/Bunurong and Wurundjeri Woi Wurrung peoples of the Eastern Kulin Nation as Traditional Owners and Custodians, as pays respect to their Elders past, present and emerging.

We acknowledge and uphold their continuing relationship to the lands and waterways and extend our respect to all Aboriginal and Torres Strait Islander peoples.

Through our Reconciliation Action Plan, we will continue to work towards improved outcomes for current and future generations of First Nations' peoples, and to ensure that Alfred Health is a culturally safe place for First Nations' patients and their families, visitors, businesses and our staff.

Bundjil, the 'creator' (right) and **Waang** (top) are Kulin Nation ancestor moieties. Bundjil created the landscape and travelled as a Wedge-tailed Eagle. Waang protected the people and travelled as a crow. A person's affinity with either Bundjil or Waang defines their kinship relationships, marriage partners and social responsibilities.

THE SOUL OF COUNTRY
(Bundjil Midst Creation, Healing from Creation)
by Jarra Karalinar Steel

CONTENTS

Message from Reconciliation Australia	2
Message from Chief Executive	3
Message from N’arweet Professor Carolyn Briggs AM	4
Our vision for reconciliation	5
Our business	7
Our RAP	8
Positive progress on our RAP journey	9
Relationships	10
Respect	12
Opportunities	14
Governance	17



We use recycled paper sourced from sustainable & responsibly managed sources. Our ink is de-inkable meaning that the paper we print on can be recycled after use. All the consumables in the printing process are recycled and our factory is powered by solar energy.



Message from Reconciliation Australia

Reconciliation Australia commends Alfred Health on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Alfred Health continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

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

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

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

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

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

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

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

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Message from Chief Executive

I am excited to present Alfred Health's second Innovate Reconciliation Action Plan (RAP). This plan represents the reconciliation journey Alfred Health has been on over the past five years and recognises ongoing and future actions.

This RAP lays the foundation for building reciprocal relationships and partnerships with Aboriginal and Torres Strait Islander communities, creating equitable access to employment and procurement opportunities. This is fundamental in building a safe, welcoming and inclusive environment for our staff, patients and families.

At Alfred Health we know that in order to deliver high-quality care to patients and their families, we must be a culturally appropriate and inclusive service that responds to the individual needs and preferences of the community we serve.

Our first Reconciliation Action Plan was an opportunity to examine our services and start to create initiatives that improve access and the equitable care of patients into the future. This Innovate RAP allows us to continue working towards our vision for reconciliation. One that strives to achieve equal health outcomes for Aboriginal and Torres Strait Islander patients and an inclusive and diverse workplace that champions cultural safety.

I would like to thank everyone who contributed to the development of this Innovate Reconciliation Action Plan, particularly, our Aboriginal Health Advisory Group. I encourage everyone to read through this document and join our call to action to be an ongoing part of the reconciliation journey.

Professor Andrew Way AM
Alfred Health Chief Executive



Message from N'arweet Professor Carolyn Briggs AM

I have been working very closely with Alfred Health for almost a decade to ensure healthcare is culturally appropriate, respectful and inclusive. I've seen how Alfred Health's previous Reconciliation Action Plans have formed the foundation of their work towards closing the health care gap.

Alfred Health's new Innovate RAP is a call to action for all staff and the broader community to be an ongoing part of the reconciliation journey. It includes actions that are brave, impactful and long lasting, actions that can generate change.

I believe that reconciliation starts with a meaningful relationship with First Nations' people. Everyone has the right to feel safe, included and respected, especially when accessing health care and services.

The creation of meaningful outcomes for First Nations' people must begin with this reciprocal relationship. Only then can we start to build trust and ultimately create culturally safe spaces and services for all patients and families across Alfred Health.

We have faced significant obstacles over the past two years with the COVID-19 Pandemic. It has shown us how important it is to meaningfully engage and communicate with each other and how necessary building and maintaining trust is in uncertain environments – particularly for those who experience vulnerability.

I look forward to seeing how Alfred Health's Innovate Reconciliation Action Plan forms the foundation for their continued work in building partnerships with community and creating a health service that is accessible, culturally safe and equitable.

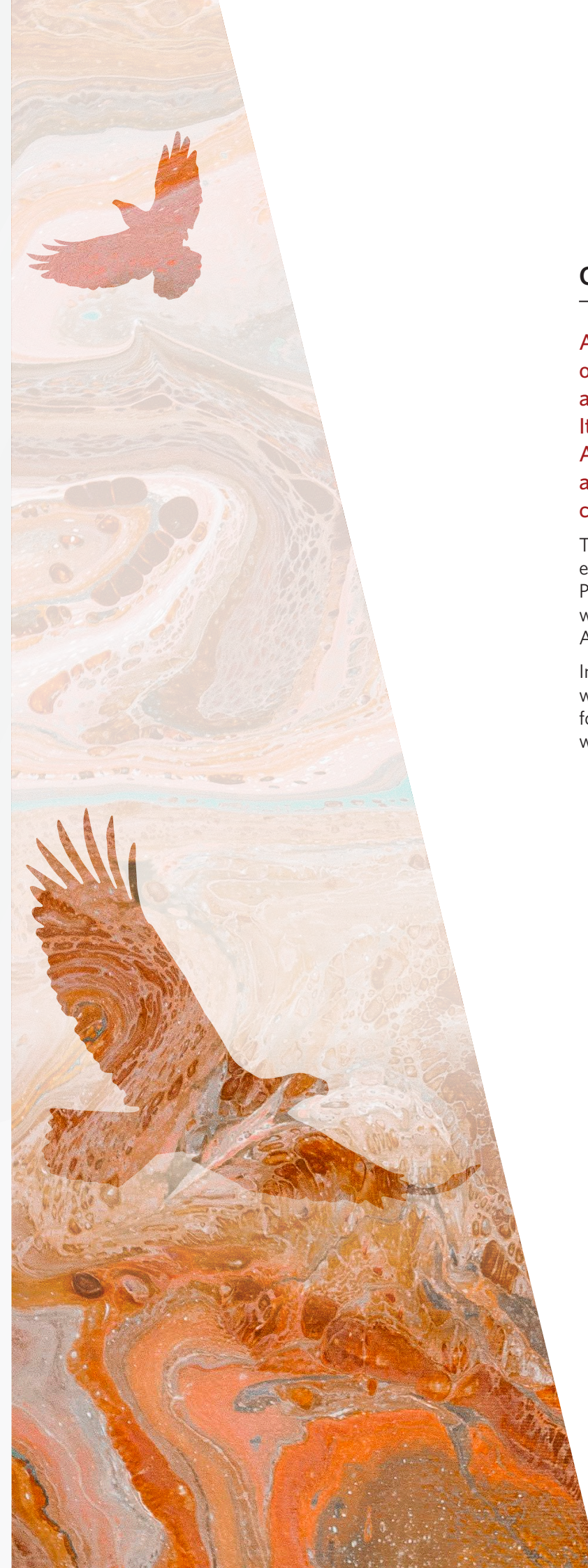
Womin Djeka
N'arweet Professor Carolyn Briggs AM
Senior Boonwurrung Elder

Our vision for reconciliation

Alfred Health's vision for reconciliation is one where all aspects of our health service are accessible, culturally safe and equitable. It represents equal health outcomes for Aboriginal and Torres Strait Islander patients and an inclusive and diverse workplace that champions cultural safety.

To achieve this and close the health care gap that exists between Aboriginal and Torres Strait Islander People and non-Indigenous Australians, Alfred Health will build and maintain relationships with the local Aboriginal and Torres Strait Islander community.

In collaboration with the community, Alfred Health will explore opportunities to improve health outcomes for Aboriginal and Torres Strait Islander patients both within our catchment and in regional areas.





Our service

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.

We have a strong focus on education, including undergraduate and post graduate training for medical, nursing, allied health, and support staff through partnerships with Monash, La Trobe and Deakin universities. Alfred Health also shares important research and development links through our membership of the Alfred Research Alliance such as Baker Institute and the Burnet Institute, a leading medical and research education precinct located on the site of The Alfred.

We have three hospital campuses and several community services:

The Alfred – a major tertiary referral hospital, is best known as having one of Australia's busiest emergency and trauma centres and the state's largest Intensive Care Unit (ICU). We are home to state-wide services including the Victorian Adult Burns Service and Victoria's only heart and lung transplant service. The Alfred site also includes the Alfred Centre a short-stay elective surgery service and medical day-service centre which provides a model of care separating elective short-stay surgery from emergency surgery.

Caulfield Hospital – specialises in community services, rehabilitation, geriatric medicine and aged mental health. Many services are delivered through outpatient and community-based programs. The hospital plays a state-wide role in rehabilitation services, which includes the Acquired Brain Injury (ABI) Rehabilitation Centre.

Sandringham Hospital – is community focussed, providing hospital healthcare needs for the local area through emergency, paediatrics, general medicine and outpatient services. Our partner, The Royal Women's Hospital, provide obstetric and gynaecological services and the hospital works closely with local community healthcare providers.

Community care – Alfred Health run a range of outpatient and community clinics to help people when they leave hospital as well as programs designed to prevent people from needing hospital care. For example, the Melbourne Sexual Health Centre, Hospital in the Home (HITH) at Home and a range of psychiatric care, including community care units, headspace services, homeless outreach and a number of other community pathways.

Alfred Health employs 10,519 staff and has over 325 volunteers. The number of staff who have identified as an Aboriginal person at Alfred Health is 30.

Our RAP

The Reconciliation Action Plan for Alfred Health is a way of engaging with the community to understand what they felt we could do better and how we can work to close the healthcare gap. It is also an opportunity to recognise and respond to the individual needs of our patients and community.

The Alfred Health Reconciliation Action Plan is championed by the Chief Experience Officer and is led by the Director Patient Experience and Consumer Engagement. Within Alfred Health we also have an Aboriginal Health Advisory Group, whose members are involved in the development of our RAP. This group is co-chaired by a Traditional Elder and its membership consists of the Chief Experience Officer, Director Patient Experience and Consumer Engagement, Aboriginal Hospital Liaison Officers, Aboriginal community and consumer representatives, Manager of Social Work.

Alfred Health's reconciliation journey started in 2017 with the launch of our first Innovate RAP. With the support of Reconciliation Australia, we have decided to launch our second Innovate RAP to ensure we meet our commitment to reconciliation. Since the launch of our first Innovate RAP, we are continuing to develop and monitor our employment strategy and procurement processes and policies.



Reko Rennie

Positive progress on our RAP journey

Achievements of our first Innovate RAP

Increased staff participation in attending significant cultural events

The re-development of the front entrance at The Alfred. This has been developed to contribute to a welcoming environment that promotes cultural safety and wellbeing

The launch of significant campaigns around have you “asked the question?”. Alfred Health promoted how to respectfully ask patients if they identify as Aboriginal and/or Torres Strait Islander. We respect it is an individual choice to share this information

Facilitation of face-to-face and online cultural training. Alfred Health staff were offered training to better enhance cultural knowledge and understanding

The creation of a KPI suite to monitor health outcomes for Aboriginal and Torres Strait Islander patients and investigate opportunities for service improvement and care delivery at Alfred Health

An Aboriginal Health Outcomes Working Group regularly meets to assess data and investigate alternative healthcare delivery methods with a focus on outreach and meeting the needs of the community



Womindjeka Welcome Wall - The Alfred

RELATIONSHIPS



Alfred Health is committed to building culturally respectful relationships with Aboriginal and Torres Strait Islander People and organisations to achieve positive health outcomes for our community. This is essential to provide a culturally safe environment where Aboriginal and Torres Strait Islander patients and families are equal partners in their care.

FOCUS AREA: To maintain and strengthen relationships with Aboriginal and Torres Strait Islander People, stakeholders and organisations.			
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. 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 review guiding principles for engagement.	September 2023	Chief Experience Officer Director Patient Experience and Consumer Engagement (PECE)
	Review our engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2023	Chief Experience Officer Director PECE
	Continue to build relationships and work closely with rural and regional health services, Aboriginal Co-ops and community services.	November 2024	Director Allied Health Manager Acute Social Work and AHLOs
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to managers and staff.	27 May – 3 June, 2024 and 2025	Director PECE Director of Public Affairs
	Aboriginal Health Advisory Group members to participate in an external NRW event.	27 May – 3 June, 2024 and 2025	Chief Experience Officer Director PECE
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June, 2024 and 2025	Chief Experience Officer Director PECE
	Organise at least one NRW event each year.	27 May – 3 June, 2024 and 2025	Director PECE Director Public Affairs
	Register all our NRW events on Reconciliation Australia's NRW website.	16 May 2024 and 2025	Director PECE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff to participate in reconciliation.	May 2024	Director Public Affairs
	Continue communicating our achievements and commitment to reconciliation publicly.	November 2024	Director Public Affairs
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	February 2024	Chief Experience Officer Director PECE
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	November 2024	Director PECE
	Liaise with Traditional Owners to investigate the possibility of creating a healing space.	October 2024	Director PECE Capital Works and Infrastructure
4. Promote positive race relations through anti-discrimination strategies.	Investigate and promote the celebration of Aboriginal and Torres Strait Islander patient stories (record and display/promote patient stories of healing).	March 2024	Director PECE Director Public Affairs
	Review HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2023	Director HR Services and Employee Experience
	Develop, implement and communicate an anti-discrimination policy for our organisation.	June 2024	Director HR Services and Employee Experience Organisational Development representative
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on reviewing our anti-discrimination policy.	February 2024	Director HR Services and Employee Experience
	Continue educating senior leaders on the effects of racism.	November 2024 and 2025	Director PECE
	Encourage Aboriginal and Torres Strait Islander staff to be part of publicly celebrating their achievements as health professionals (encourage sharing stories).	March 2024	Director Public Affairs

RESPECT



Respect for Aboriginal and Torres Strait Islander People and culture is fundamental in providing the best possible health care experience for our patients and families. Alfred Health acknowledges the importance of cultural education in strengthening staff knowledge and service delivery.

FOCUS AREA: Create services that are culturally aware and respectful, where staff are supported and encouraged to develop their cultural knowledge.			
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Monitor the cultural learning needs within our organisation.	July 2023	Director PECE Organisational Development representative Clinical Governance representative
	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 PECE Organisational Development representative
	Review and update Develop, implement and communicate a cultural learning strategy for our managers and staff.	November 2024	Director HR Services and Employee Experience Director PECE Organisational Development representative
	Continue providing opportunities for Aboriginal Health Advisory Group members, HR managers, key leadership staff from all areas and locations across Alfred Health to participate in formal and structured cultural learning.	May 2024 and 2025	Chief Experience Officer Director HR Services and Staff Welfare Aboriginal Health Advisory Group members

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. 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.	November 2023	Chief Experience Officer Director PECE
	Review, update and communicate a cultural protocol document, including Welcome to Country and Acknowledgement of Country.	September 2023	Chief Experience Officer Director PECE Director Public Affairs
	Review, update and communicate Alfred Health policies such as sorry business and/or cultural and ceremonial leave.	November 2023	Chief Experience Officer
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May 2024 and 2025	Chief Experience Officer Director PECE
	Review Acknowledgement of Country or other appropriate protocols included at the commencement of important meetings.	September 2023	Chief Experience Officer Director PECE
7. 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, 2024 and 2025	Chief Experience Officer Aboriginal Health Advisory Group members
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	October 2023	Director HR Services and Employee Experience
	Promote and encourage participation in external NAIDOC events to all managers and staff.	First week in July, 2024 and 2025	Director PECE Director Public Affairs
8. Create culturally safe spaces.	Conduct cultural audits to identify opportunities to create welcoming and respectful physical spaces in wards, departments and areas for patients and families.	November 2024	Executive Director Strategy and Planning Capital Works and Infrastructure
	Engage Aboriginal and Torres Strait Islander stakeholders to advise on the development of culturally appropriate physical spaces.	December 2024	Executive Director Strategy and Planning Capital Works and Infrastructure

OPPORTUNITIES



Alfred Health values partnerships that support positive employment and procurement outcomes. We encourage opportunities to support Aboriginal and Torres Strait Islander employment, professional development, and retention. We seek to utilise procurement processes that support improved economic and social outcomes.

FOCUS AREA: We recognise that Aboriginal and Torres Strait Islander employment and procurement are key components for equitable outcomes and positive social change.			
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Review understanding of current Aboriginal and Torres Strait Islander staff to inform future employment and professional development opportunities.	October 2023	Director HR Services and Employee Experience
	Engage our Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	October 2023	Director HR Services and Employee Experience
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	December 2023	Director HR Services and Employee Experience
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander potential employees.	December 2023 and 2024	Director HR Services and Employee Experience
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	September 2023	Director HR Services and Employee Experience
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	March 2025	Director HR Services and Employee Experience

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. 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.	March 2024	Director Supply Chain
	Investigate Supply Nation membership.	June 2024	Director Supply Chain
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff and managers.	March 2024	Director Supply Chain
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	March 2024	Director Supply Chain
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	March 2024	Director Supply Chain
11. Improve accessibility of current Aboriginal and Torres Strait Islander hospital processes and support services.	Review hospital processes and support services to remove barriers to Aboriginal and Torres Strait Islander patient participation.	September 2023	Director Allied Health Manager Acute Social Work and AHLOs Operational Leads
	Engage Aboriginal and Torres Strait Islander stakeholders to advise on the development of culturally specific processes and support services.	November 2023	Director Allied Health Manager Acute Social Work and AHLOs Operational Leads
	Continue to review patient information as required to ensure it is culturally appropriate for Aboriginal and Torres Strait Islander patients and families.	November 2023 and 2024	PECE Program Director Public Affairs Manager Acute Social Work and AHLOs
	Continue to review processes to ensure staff understand the importance of asking all patients if they identify as Aboriginal and/or Torres Strait Islander.	August 2023 and 2024	Director Allied Health Manager Acute Social Work and AHLOs

OPPORTUNITIES continued



Alfred Health values partnerships that support positive employment and procurement outcomes. We encourage opportunities to support Aboriginal and Torres Strait Islander employment, professional development, and retention. We seek to utilise procurement processes that support improved economic and social outcomes.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
12. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the Aboriginal Health Advisory Group.	July 2023 and 2024	Chief Experience Officer
	Review the Terms of Reference for the Aboriginal Health Advisory Group.	July 2023 and 2024	Chief Experience Officer Director PECE
	Meet at least four times per year to drive and monitor RAP implementation.	Held quarterly during 2023 and 2024	Aboriginal Health Advisory Group members and chairs
13. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	August 2023	Chief Experience Officer
	Monitor engagement of senior leaders and managers and staff in the delivery of RAP commitments.	July 2024 and 2025	Chief Experience Officer
	Maintain appropriate systems to track, measure and report on RAP commitments.	July 2024 and 2025	PECE Program
	Maintain an internal RAP Champion from senior management.	July 2023	Chief Experience Officer

GOVERNANCE



Alfred Health values the importance of accountability and transparency. We are committed to continuing our reconciliation journey, and to improving health outcomes for Aboriginal and Torres Strait Islander peoples.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
14. 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 2023 and 2024	Director PECE
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire.	August 2023 and 2024	Director PECE
	Report RAP progress to all staff, managers and senior leaders quarterly.	July, October, January, April 2023 and 2025	Director PECE
	Publicly report our RAP achievements, challenges and learnings, annually in the Alfred Health Annual Report.	August 2023 and 2024	Director Public Affairs
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Chief Experience Officer
15. Continue our reconciliation journey by developing our next RAP.	Regular reporting to the Department of Health of our Cultural Safety Plan.	June and December 2023, 2024 and 2025	Director Allied Health Manager Acute Social Work Director PECE Director HR Services and Employee Experience
	Register via Reconciliation Australia's website to begin developing our Stretch RAP.	December 2024	Director PECE
16. Meet the National Safety and Quality Health Service Standards (NSQHS) for Aboriginal and Torres Strait Islander Health.	Report annually on NSQHS Standards and undergo survey accreditation as required.	July 2023 and 2025	Chief Experience Officer Director PECE

CONTACT DETAILS

Director Patient Experience and Consumer Engagement

Katrina Lewis

k.lewis2@alfred.org.au

Aboriginal community page

www.alfredhealth.org.au/about/aboriginal-health

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

ABN 27 318 956 319

