

Reconciliation Action Plan June 2020-June 2022

Foreword

I am pleased to present the SA Ambulance Service's second Reconciliation Action Plan.

At SA Ambulance Service, we work across every community and culture in South Australia and we are proud to state our commitment to work in partnership with Aboriginal and Torres Strait Islander communities to provide care that meets their needs. Put simply our vision for reconciliation is to improve access to health care for those communities and to help close the gap in health care equality.

It is vital that we can support every single one of our patients physically, culturally and clinically, no matter how diverse they may be. To do that, we need people who can understand and enhance the changing health needs of those communities, in particular Aboriginal and Torres Strait Islander peoples, whose current health outcomes are not equitable with other South Australians. While we understand those needs well, there is certainly more we can do. Our Community Paramedic program in Ceduna is one of our successful strategies to come from our first RAP. The program is reaching the right people and breaking down perceptions of health care delivery in regional communities – one more step in closing the health care gap for Aboriginal and Torres Strait Islander peoples.

We are determined to be inclusive in our decision-making around health care delivery, and we aim to continually work with Aboriginal and Torres Strait Islander groups. We've already started significant engagement with broader community groups through our Community and Consumer Advisory Committee, and we can look forward to greater representation as we progress the journey.



Our RAP outlines how we can deliver culturally appropriate, accessible and responsive patient care. Every member of staff and our volunteers has a responsibility to know and understand what this document means and how they can each contribute to reconciliation.

Let me close by thanking the RAP Committee for creating another proactive reconciliation plan. I'm excited to deliver on the actions that will ensure SAAS is a leader in health care in South Australia for everyone, without exception.

David Place
Chief Executive Officer

Message from Reconciliation Australia

On behalf of Reconciliation Australia, I am delighted to see SA Ambulance Service continue its reconciliation journey and to formally endorse its second Innovate RAP.

Through the development of an Innovate RAP SA Ambulance Service continues to play an important part in a community of over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and pride in Aboriginal and Torres Strait Islander cultures.

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

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



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

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

On behalf of Reconciliation Australia, I commend SA Ambulance Service on its second RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our vision for reconciliation

SA Ambulance Service's (SAAS's) vision for reconciliation is to collaborate with Aboriginal and Torres Strait Islander peoples, communities and organisations to remove barriers and improve access to health care.

Our organisational vision is to be at the forefront of care for all South Australians – we strive to meet and enhance the changing health needs of the communities we support. Our goal is to develop trusting relationships with Aboriginal and Torres Strait Islander peoples and gain a greater awareness and understanding of the cultural connection Aboriginal and Torres Strait Islander peoples have with the land.

SAAS is committed to reconciliation and will strive to:

- improve health care outcomes by supporting Aboriginal and Torres Strait Islander peoples to seek help to manage their health
- ensure SAAS is a culturally safe workplace
- increase and maintain employment numbers and empower the workforce to develop professionally
- identify other opportunities to support communities and Supply Nation businesses.

In achieving this vision, SAAS aims to help heal some of the wrongs of the past and work towards closing the gap between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians, in terms of health inequality. We're committed to welcoming, supporting and promoting equality and diversity in all that we do for our staff, patients, and community.

More broadly, SAAS's 2030 strategic transition plan is framed around four core principles:

**Our patients –
safety and quality**

**Our people –
culture**

**Our partners –
relationships**

**Our enablers –
business
sustainability**

The strategic transition plan includes 49 strategic objectives that will drive SAAS to implement initiatives that meet the needs of its patients and communities. One of the key strategic objectives is the delivery of an Innovate Reconciliation Action Plan, continuing its reconciliation journey that began with its first RAP in 2017. As a provider of health care, we are aware that there is inequity in the health system for Aboriginal and Torres Strait Islander peoples. While Australia is considered one of the healthiest developed countries in the world, Aboriginal and Torres Strait Islander peoples are the least healthy of all Indigenous peoples around the world. As an ambulance service we have an opportunity to close the gap in the primary out-of-hospital health care sector and as such SAAS has developed a clear strategy committing to reconciliation and hopefully contributing to an equitable health service for all South Australians.

Our RAP artwork



In 2017, SAAS commissioned an Aboriginal artist to design artwork that tells the story of SAAS's vision for reconciliation.

The artwork, by Jordan Lovegrove, Ngarrindjeri, Dreamtime Creative shows SAAS's reconciliation journey through learning about Aboriginal and Torres Strait Islander peoples' histories and cultures, and working with communities and health services to close the gap. SAAS is represented by the large meeting circle in the middle with the big yellow pathway showing the learning journey.

The smaller meeting places represent different communities, with SAAS going out to them to provide emergency medical assistance, treatment and transport. The green section represents all the individuals and groups that SAAS has responded to. The dots and symbols represent the lives saved or improved quality of life provided to patients, their families and friends. No two sections are the same, demonstrating the diversity of patients.

Our business

SA Health 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, policy development and planning, with an increased focus on wellbeing, illness prevention, early intervention and quality care.

Part of SA Health, SAAS is the provider of emergency ambulance services in South Australia. In the metropolitan and greater Adelaide region, services are provided by paid (career) employees, whereas most of the country region is staffed by a strong volunteer workforce supported by paid staff members. With a total workforce in excess of 3,500 people, 55% are career staff and 45% are volunteers. Together, we are dedicated to providing South Australians with the highest level of emergency medical care.

When SAAS developed its first RAP, there was a total of 15 staff who identified as Aboriginal and Torres Strait Islander peoples. In 2019 SAAS employs 31 staff who identify as Aboriginal and Torres Strait Islander peoples. Of these:

- 21 are career staff
- 10 are volunteer staff
- 52% female, 48% male
- 93% operational, 7% non-operational.

While this represents a 100% increase in employment numbers, Aboriginal and Torres Strait Islander staff represent 0.8% of the total SAAS workforce. SAAS is developing strategies to recruit and retain more Aboriginal and Torres Strait Islander employees in roles within its operational (career and volunteer) and non-operational workforce. SAAS is doing this by collaborating through its RAP, by engaging with other SA Health agencies and through its involvement with the SA Health Aboriginal Workforce Implementation Group.

Not only does SAAS provide statewide emergency patient care and transport, but it also provides non-emergency patient transport services across the state. SAAS also manages ambulance support at emergency and major public events and coordinates rescue operations in partnership with other health and emergency services.

Headquarters for SAAS are located in Eastwood, South Australia. Ambulance stations and offices are located throughout the state, with 25 stations in the metropolitan area and 76 spread across the outer metropolitan area and country regions.

Our RAP

SAAS's first Innovate RAP commenced in 2017.

The strategy at that time was to open up a conversation about the history of colonisation and challenging our staff to think about reconciliation. Over the last two years, we've made some progress but believe there is still a long way to go, and for this reason, we are continuing with the Innovate themed RAP. Through these RAPs, we aim to enact meaningful change that leads to greater equity and equality in the healthcare provided to Aboriginal and Torres Strait Islander patients.

In May 2018, SAAS officially launched its first RAP. Its launch commenced with a Welcome to Country, by Ngarrindjeri Elder, Major (Moogy) Sumner and his dance group (Tal-Kin-Jeri). To demonstrate both Aboriginal and non-Aboriginal peoples coming together, members of the audience were invited to participate. To conclude the ceremony, all staff listened to a presentation that included an overview of the RAP. The function was filmed and produced into a 20 minute video, capturing the cultural performance and RAP presentation. The video is available on SAAS's intranet for everyone to see.

As operational staff work on a roster and it is difficult to reach everyone, the video of the launch was combined with a one hour training session for all staff who could not attend the launch in person, and was designed to spark conversation about reconciliation and to challenge their understanding of Aboriginal people's cultures and their knowledge about Aboriginal community groups in their catchment area. Prior to attending the mandatory session, staff were required to complete an online Aboriginal Cultural Awareness package that includes truth telling about colonisation and the impact it has had on Aboriginal and Torres Strait Islander peoples.



Major Sumner performing a Welcome to Country at a SAAS event in Rundle Mall

SAAS is the only ambulance service in Australia to have a RAP, and in August 2019 the 2017-2019 RAP was awarded the Excellence in Leadership Award by the Council of Ambulance Authorities, whose purpose is to provide leadership for the advancement of ambulance services in Australia, New Zealand and Papua New Guinea.

Experience had shown us that a one-size-fits all approach to engaging with the greater Aboriginal and Torres Strait Islander community, does not work, but supporting and attending local events during significant celebrations such as National Reconciliation Week and NAIDOC Week, are far more effective and valuable in building local relationships. As a result, engagement with event organisers and the Traditional Owners who perform a Welcome to Country at those events has increased and with it, has SAAS's acknowledgment of the connection Aboriginal and Torres Strait Islander peoples have with their land.

Our RAP Committee

Inclusiveness and diversity is demonstrated within the membership of SAAS's RAP Committee, which drives the organisation's reconciliation strategy. The committee includes Aboriginal and non-Aboriginal people, across the state in operational and corporate environments. The RAP Chair drives the strategy and reports to the RAP Sponsor, a member of the Executive Leadership Team who represents the RAP at the highest level within SAAS. The governance for the RAP committee is outlined in the RAP Committee Terms of Reference which are reviewed and updated annually.

Committee members are:

Keith Driscoll	RAP Sponsor and Executive Director, Clinical Performance and Patient Safety
Sandy Mantell	RAP Chair and Senior Coordinator, Clinical Service Improvements
Robert Tolson	Operations Manager, Country North
Nicola Medlycott	Operations Manager – Non Emergency
Helen Cram	Volunteer Ambulance Officer (Penola and Limestone Coast)
Campbell Forsyth	Regional Team Leader (West Coast)
Bobbi Yiallourous	Fleet Coordinator
Amy Pratt	Administration Support Officer
Stephen Brown	Paramedic
Naomi Thompson	Emergency Support Service Ambulance Officer
Sarah Adamson	Intensive Care Paramedic
Darryl Sparrow	SPRINT Intensive Care Paramedic and Ambulance Employees Association representative
Kathryn Gardiner	Records and Information Management Officer

The SAAS RAP includes an action to recruit local SAAS Ambassadors who will focus on developing relationships and respect with Elders and Aboriginal Corporations with the aim to identify opportunities where we, as an ambulance service and a key component of the health system, can collaborate to improve health outcomes for Aboriginal and Torres Strait Islander peoples. The Ambassadors will also play a key role in influencing peers to develop an understanding of Aboriginal and Torres Strait Islander people's histories and cultures.

SAAS knows that Aboriginal and Torres Strait Islander peoples may see hospital as a negative place – it's where people go when they are suffering and is potentially a place of death. We understand that their spiritual and cultural beliefs may conflict with western medicine and for some, distrust with the 'white' health system, may result in reluctance to use health services that are not culturally supportive for themselves or their families.

Unlike hospitals, ambulance services don't wait for patients to come to them – they go into communities, which creates the opportunity for our people to work towards breaking those barriers by engaging in respectful relationships to build trust and open up opportunities to improve access to much needed health care services.

The SAAS RAP is designed to engage and empower all staff across the organisation to contribute to reconciliation. While many of the Relationships, Respect and Opportunities actions outlined in the tables below show that responsibility is with the RAP Chair, actions will be delegated to RAP Committee members, other staff members, or business units across the organisation to implement.

Case study – Community Paramedic Program, Ceduna

SAAS has successfully introduced a Community Paramedic Program in Ceduna. The Community Paramedics Program is a hospital prevention strategy, to provide a holistic paramedicine program for the community, not just emergency response. The two Community Paramedics in Ceduna work closely with the local Aboriginal Drug and Alcohol Centre and other health services in the area, servicing communities in the surrounding areas of Yalata, Oak Valley and other APY Lands. The paramedics perform regular health checks and oversee the distribution of medications for Aboriginal clients in these communities.

With relationships and respect underpinning two of the main focus areas of Reconciliation Action Plans, the relationships, respect and trust that has been developed between SAAS and the local community in Ceduna has enabled our paramedics to provide early interventions, hospital avoidance and follow-up checks with the clients. The paramedics are empowering their clients to self-care, thus reducing the risk of early death and providing a link to equality in health care.

The work being carried out in Ceduna is an excellent example of a RAP action that is actively contributing to better health care outcomes. SAAS is committed to engaging with other health care providers to ensure this service is maintained, and would like to see more opportunities like this in the future.



In these pictures you can see Stepping Stones staff in Ceduna and with the Community Paramedic and vehicle, and the decked-out vehicle travelling to Kingoonya (SA).

The specially commissioned SAAS RAP artwork was applied to the community paramedic vehicle in Ceduna, as a gesture of friendship and source of discussion – to foster some trust in the community. Since its arrival, the vehicle has been a big hit in the community. Locals (Aboriginal and non-Aboriginal) are stopping the paramedic and asking about the story behind the artwork. There is great acceptance and they really love it.

Relationships



The primary objective is to save lives through the provision of accessible and responsive quality patient care and transport. SAAS engages on a daily basis with all South Australians. The relationship between SAAS and Aboriginal and Torres Strait Islander peoples and their communities is valued. SAAS contributes to good health outcomes for all communities and provides targeted and culturally sensitive health care by ensuring that we respond to needs in a timely fashion.

South Australia has a very diverse multicultural population and SAAS's staff interact with people from many cultures, in their homes and in their communities. On arrival at the scene of an incident, staff often enter an environment where loved ones are distressed and need comforting, as well as administering (often) lifesaving care to the patient.

Strong relationships and trust between Aboriginal and Torres Strait Islander peoples and SAAS staff is important to deliver the organisation's core business. SAAS staff will build relationships through engagement within their local communities.

Focus area:

SAAS Strategic Transition Plan has four core principles, with three of them aligning to relationships. They are:

1. **Our patients** – safety and quality
2. **Our people** – culture
3. **Our partners** – relationships.

In developing relationships, SAAS will continue to work towards:

- identifying SAAS employees to undertake the role of regionally based local SAAS ambassadors
- engaging with Aboriginal and Torres Strait Islander peoples and other health services
- promoting and encouraging staff to attend local Aboriginal and Torres Strait Islander cultural events.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement	Dec 2020	RAP chair and local RAP ambassadors
	1.2 Engagement Framework creation – in collaboration with Patient Safety department refer to NSQHS Version 2 – standard 1.2 and 2.13	Dec 2020	RAP Chair and NSQHS project lead

2. Build relationships through celebrating National Reconciliation Week (NRW) 27 May to 3 June	2.1 Organise at least one NRW event each year. Register all our NRW events on Reconciliation Australia's NRW website	May 2021 May 2022	RAP chair
	2.2 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our stations and staff	May 2021 May 2022	RAP chair
	2.3 RAP committee members to participate in an external NRW event	May 2021 May 2022	RAP chair
	2.4 Encourage SAAS staff to attend local NRW week events. Promote their attendance publicly through social media, including hash tags to use with photos	May 2021 May 2022	RAP chair
	2.5 Send out a CEO email memo to all staff to encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	May 2021 May 2022	RAP chair
	2.6 Identify opportunities to promote NRW to operational staff who are on shift	May 2021 May 2022	RAP chair
	2.7 Promote NRW through a CEO email memo to all staff and upload local community events we sponsor onto the SAAS RAP intranet page	May 2021 May 2022	RAP chair
3. Promote reconciliation through our sphere of influence	3.1 Through an expression of interest, identify SAAS employees to undertake the role of regionally based local ambassadors who will work with local stakeholders to implement action item 3.2 (review annually)	Jun 2020 Jun 2021 Jun 2022	RAP chair
	3.2 Local SAAS ambassador to identify local Aboriginal and Torres Strait Islander stakeholders, such as Elders, Aboriginal Corporations and Aboriginal Health Care providers and collaborate to develop and implement a local engagement plan to remove barriers and improve access to health care	Dec 2020	Local RAP ambassadors
	3.3 Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation	Dec 2020	RAP chair
	3.4 Explore opportunities to positively influence external stakeholders to drive reconciliation outcomes	Jun 2021	RAP chair
	3.5 Implement strategies to engage our staff in reconciliation (review annually): → Update Performance Review and Development templates with a section that encourages six monthly discussions between line managers and staff to ensure they have an understanding about reconciliation and to ensure they model anti-discrimination behaviour	Dec 2020 Dec 2021	RAP chair & Workforce services
	3.6 Local SAAS ambassadors to collaborate with local Aboriginal and Torres Strait Islander stakeholders and organisations and offer to assist by participating in or providing sponsorship for local community events	Dec 2020 Dec 2021	Local RAP ambassadors
	3.7 Promote the SAAS RAP artwork and story by adding it into the continuing education package program book and the Ambulance Employees Association (union) 2021 diary	Oct 2020	RAP chair
	3.8 Develop a SAAS RAP module to be included in the induction process for new staff (career and volunteer)	Jun 2020	RAP chair

4. Promote positive race relations through anti-discrimination strategies	4.1 Conduct an annual review of the anti-discrimination section and the Aboriginal cultural respect framework within the SA Health Respectful Behaviour Policy Directive. Communicate the Directive and engage team leaders to promote positive race relations to all staff on an annual basis at face to face meetings as follows: → Career staff at PDWs → Volunteer staff at training night → Non-operational staff at team meetings Incorporate into induction for new career and volunteer staff	Jun 2020 Jun 2021 Jun 2022	RAP chair
	4.2 Send out an expression of interest to engage with our staff (open to all staff with special encouragement given to Aboriginal and Torres Strait Islander staff) to attend a special meeting to discuss discrimination and identify gaps that could be considered to develop into a SAAS specific policy	Dec 2020	RAP chair
	4.3 Deliver an anti-racism session to senior leaders to educate them on the effects of racism at formal meetings as follows: → Metro leadership group → Metro Operations group → Country Operations Management group → Executive Leadership Group → Regional Team Leaders → Clinical Team Leaders → Volunteer CEP session → All Staff Engagement Forum	Sep 2020 Sep 2021	RAP chair

Respect



SAAS has eight core values which include service, professionalism, trust, collaboration and engagement, honesty and integrity, courage and tenacity, sustainability, and respect. The core value of respect is taken very seriously by the South Australian Public Sector and by SAAS. Respect is about valuing every individual and this includes respecting Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories and rights. SAAS will promote, encourage participation in, and celebrate Aboriginal and Torres Strait Islander people's activities that occur throughout the year to ensure a positive appreciation for Aboriginal and Torres Strait Islander people's histories and cultures is experienced by all staff.

SAAS has a diverse, multicultural workforce and provides emergency and non-emergency transport services to diverse, multicultural communities. SAAS will focus on naming and addressing racism and promoting an anti-discrimination culture to ensure its core values are achieved.

Continuing to learn to understand and respect Aboriginal and Torres Strait Islander people's history, spirituality and cultures will provide our staff with the skills they need to better manage the environment and situation they enter when arriving on scene, working to save loved ones to ensure treatment and transport is conducted in a culturally appropriate manner.

SAAS has a Cultural Leave Policy Directive which specifically addresses the cultural needs of Aboriginal and Torres Strait Islander employees by facilitating access to provisions designed to help these employees attend cultural obligations and activities outside the workplace.

Focus area:

In ensuring the core value of respect aligns to our Strategic Transition Plan, SAAS will:

- continue to develop and support staff awareness about Aboriginal and Torres Strait Islander peoples cultures
- continue to educate new staff about the Aboriginal and Torres Strait Islander Cultural Awareness Training Program as part of the new staff induction process
- develop hands-on educational awareness programs that highlight cultural protocols, histories and achievements
- ensure cultural acknowledgement protocols are embedded across the organisation.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	5.1 Develop, implement and communicate a face to face cultural learning strategy for our staff	Jun 2020	RAP sponsor and RAP chair
	5.2 Consult local Aboriginal Registered Training Organisations on the development and implementation of face to face cultural learning strategy (models that apply to metropolitan and country regions)	Nov 2020	RAP chair
	5.3 Implement and promote the rollout of face to face cultural awareness training to all staff	Jun 2021	RAP chair
	5.4 Arrange a half day face-to-face cultural learning session for SAAS RAP committee and SAAS executive team to attend	Dec 2020	RAP chair

6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	6.1 Implement the delivery of a new cultural protocol policy to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols and to ensure compliance is met	Jun 2020	RAP chair
	6.2 Event planners to ensure compliance of the cultural protocol policy and to budget for and invite a local Traditional Owner or Custodian to provide a Welcome to Country at significant SAAS events each year	Jun 2020	RAP chair
	6.3 Implement modification of the SAAS agenda template to include an Acknowledgement of Country as standing agenda item one to ensure the Acknowledgement of Country is verbally delivered at the commencement of all formal meetings and training sessions	Jun 2020	RAP chair
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	7.1 RAP committee to participate in an external NAIDOC Week event	Jul 2020 Jul 2021	RAP chair
	7.2 Circulate NAIDOC Week promotional resources and materials to our stations and staff	Jul 2020 Jul 2021	RAP chair
	7.3 Promote NAIDOC Week to all staff through a RAPID and load onto the SAAS RAP intranet page to encourage them to participate in external NAIDOC events (these can be found at www.naidoc.org.au/)	Jul 2020 Jul 2021	RAP chair
8. Build respectful norms between our Aboriginal and non-Aboriginal employees	8.1 Tap into existing resources within the SA Health Diversity Framework that will prompt conversations about people diversity within our organisation to enable the development of respectful norms between Aboriginal and non-Aboriginal employees	Jun 2021	RAP chair

Opportunities



Aboriginal and Torres Strait Islander peoples, organisations and communities are important to our organisation and our core business activities. SAAS will identify and action opportunities based on the implementation of new initiatives, procurement opportunities and increasing employment numbers to improve the safety and quality of our service that we provide to all communities.

When undertaking procurement initiatives, SAAS is required to follow the State Procurement Board's industry participation policy which states procurement opportunities must include consideration for small, start-up or Aboriginal businesses when developing procurement plans.

When implementing new initiatives, SAAS must consider whether there is a positive or negative effect on Aboriginal and Torres Strait Islander peoples. The following principles must be considered and undertaken for all new initiatives:

- early and respectful engagement leads for better outcomes
- tailoring proposals to meet the needs of disadvantaged groups to ensure they better meet the needs of all people
- Aboriginal people are the most knowledgeable about Aboriginal health
- equity of outcomes and opportunities are achieved.

SAAS is continuing to strive to increase representation of Aboriginal people in the SA Health workforce. This will be achieved by identifying barriers and opportunities to Aboriginal workforce with the development of an Aboriginal and Torres Strait Islander employment strategy.

Focus area

SAAS's fourth core principle in the Strategic Transition Plan is around our enablers for business sustainability. Within this theme SAAS will improve business sustainability through:

- community and consumer engagement
- enhancement of interface systems
- provision of a long term sustainable fiscal strategy.

In delivering opportunities, SAAS will:


- develop an Aboriginal and Torres Strait Islander employment strategy
- seek out Aboriginal and Torres Strait Islander business procurement opportunities
- support potential alternative health care services and pathways needed by communities that will improve the equity in health care.

SAAS Workforce Services division has developed an Aboriginal Employment Attraction and Retention Strategy which aims to increase the representation of Aboriginal and Torres Strait Islander employees across all levels of our organisation, by removing barriers, to create an equal playing field. This strategy includes actions that are outlined in this section and will be delivered between 2020 and 2022.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	9.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	Dec 2021	Director Workforce
	9.2 Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy	Dec 2021	Director Workforce
	9.3 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace	Dec 2021	Director Workforce
	9.4 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy	Dec 2021	Director Workforce
	9.5 Conduct a review to ensure job vacancies are advertised to effectively reach Aboriginal and Torres Strait Islander stakeholders using the Aboriginal Employment Register	Sep 2020 Sep 2021	Director Workforce
	9.6 Develop a strategy to increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce	Dec 2021	Director Workforce
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	10.1 Develop an organisational Aboriginal and Torres Strait Islander procurement strategy	Dec 2021	General Manager, Infrastructure Planning & Business Services
	10.2 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff	Dec 2021	General Manager, Infrastructure Planning & Business Services
	10.3 Review and update procurement practices and identify opportunities to procuring goods and services from Aboriginal and Torres Strait Islander businesses	Dec 2021	General Manager, Infrastructure Planning & Business Services
	10.4 In line with State Procurement Board guidelines, develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses	Dec 2021	General Manager, Infrastructure Planning & Business Services
	10.5 Investigate Supply Nation membership	Dec 2021	General Manager, Infrastructure Planning & Business Services

11. Explore opportunities to provide alternative pathways for Aboriginal and Torres Strait Islander patients	11.1 Explore opportunities to expand Priority Care Centre program and alternative pathway centres that specialise in care for Aboriginal and Torres Strait Islander patients	Dec 2020	RAP chair
12. Build opportunities to identify Aboriginal and Torres Strait Islander patients at point of care	12.1 Design a process that helps our crews identify Aboriginal and Torres Strait Islander patients so they can take care of the patient in a culturally appropriate manner	Oct 2020	RAP chair

Governance

Action	Deliverable	Timeline	Responsibility
 <p>13. Establish and maintain an effective RAP committee to drive governance of the RAP</p>	13.1 Review RAP committee membership to maintain Aboriginal and Torres Strait Islander representation on the committee	Dec 2020 Dec 2021	RAP chair
	13.2 Conduct an annual review of the committees Terms of Reference	Dec 2020 Dec 2021	RAP chair
	13.3 Meet monthly (or at least four times per year) to drive the implementation of the RAP and monitor its progress	Jun 2020 Sep 2020 Dec 2020 Mar 2021 Jun 2021 Sep 2021 Dec 2021 Mar 2022 Jun 2022	RAP chair
	13.4 Conduct a review to ensure committee members are supported by their line managers to attend meetings and actively participate in implementing and developing RAP actions	Dec 2020 Dec 2021	RAP chair
14. Provide appropriate support for effective implementation of RAP commitments	14.1 Secure funding for resources needed to implement RAP actions	Sep 2020 Sep 2021	Director Workforce
	14.2 Maintain database to record RAP activity and information for reporting on RAP achievements	Jun 2020	RAP sponsor and RAP chair
	14.3 Appoint and maintain an internal RAP Champion from senior management (review annually)	Jun 2020 Sep 2020 Dec 2020 Mar 2021 Jun 2021	RAP chair

15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	15.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	Sep 2020 Sep 2021	RAP chair
	15.2 Present a RAP update to leaders across the organisation and promote NRW and NAIDOC week so they have an understanding about the importance of supporting staff so they can attend NRW and NAIDOC week events	May 2021 May 2022	RAP chair
	15.3 Report RAP progress to all staff and senior leaders quarterly via: → SAAScene (SAAS quarterly magazine) → list of key talking points shared with team leaders to share with their staff (key points compiled at the end of RAP committee meetings) → RAP committee members to share same list of key talking points with colleagues and at meetings	Sep 2020 Dec 2020 Mar 2021 Jun 2021 Sep 2021 Dec 2021 Mar 2022 Jun 2022	RAP chair
	15.4 Engage corporate communications to develop a public facing set of social media posts to promote RAP achievements, challenges and learnings	Jun 2020 Jun 2021 Jun 2022	RAP chair
	15.5 Consider participating in Reconciliation Australia's biennial Workplace RAP Barometer	Apr 2022	RAP sponsor and RAP chair
16. Continue our reconciliation journey by developing our next RAP	16.1 Commence development of our next RAP and register via Reconciliation Australia's website to begin developing our next RAP	Dec 2021	RAP chair

For more information

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