

Eastern Victoria GP Training
Innovate Reconciliation Action Plan [July 2020 – December 2021]

CEO Message

On behalf of the organisation it is with enormous pride that I introduce our second Reconciliation Action Plan (RAP) for Eastern Victoria GP Training (EV). The development of the RAP is a collective process encompassing and embracing our partnership with Aboriginal and Torres Strait Islander leaders, stakeholders, Board and staff. It is an ongoing and progressive journey, which offers us a unique and rewarding experience and in turn, enables our ongoing progression and continuous support of Aboriginal and Torres Strait Islander communities.

The plan extends the significant achievements from our first RAP. We trust that this, the second RAP for our organisation, is similarly highlighted by meaningful change and achievement.

Unity and recognising the wrongs of the past is fundamental to healing and reconciliation. The actions in our RAP are consistent with and complementary to our work in Aboriginal Health Training, meaning that reconciliation and respect underpins our core business, governance and behaviour.

EV understands that improving the health status of Aboriginal and Torres Strait Islander peoples is a national priority. As a training organisation responsible for the delivery of the general practice education and training, we can positively influence the health outcomes and primary care service delivery for Aboriginal and Torres Strait Islander peoples.

We are in a privileged position to work with and shape the current and future GP workforce to ensure that they are well equipped to advocate for and practice in a culturally safe and competent manner. Our strategy is multi-pronged, evolving and informed by Aboriginal and Torres Strait Islander peoples.

My sincere appreciation is extended to Professor Marlene Drysdale, Ms Nicole Cassar and Mr Brian Stevens for their wise counsel, leadership and guidance in preparing our second RAP. Ms Jo Anne Rash has also been instrumental in coordinating the deliverables and outcomes of our first RAP and leading the development of this iteration.

The actions in our RAP are interlinked and I am confident that we address the five critical dimensions of reconciliation: race relations, equality and equity, institutional integrity, unity and historical acceptance. We extend an invitation to our GP training network to join us in advancing reconciliation.

The EV Board has demonstrated steadfast leadership and communicated their commitment to making a difference to the health and wellbeing of Australia's First Peoples through the EV organisation vision and our reconciliation program. They encourage EV staff to continue the reconciliation journey and to work together and with Community to make a positive difference to the lives and wellbeing of Aboriginal and Torres Strait Islander peoples.

As an organisation we are energised by what we strive to deliver in our next RAP journey.

Dr Mark Rowe

Senior Aboriginal Health Educator and Advisor Message

As the Senior Aboriginal Health Educator and Advisor, it is pleasing to see the progress achieved with our first Reconciliation Action Plan (RAP) and Eastern Victoria GP Training (EV) has enthusiastically embraced the development of our second RAP.

As EV continues to train its GP Workforce it is important to ensure our doctors are both clinically and culturally competent to deal with Aboriginal and Torres Strait Islander peoples and that the curriculum includes at all levels the teaching of Aboriginal health, histories and cultures that will set the foundations for understanding a different world-view. As part of this process, Medical Educators have taken up the responsibility to firstly educate themselves and then ensure the curriculum meets the requirements to provide registrars with the knowledge to assist them to interact confidently with Aboriginal and Torres Strait Islander patients.

EV provides opportunities for Supervisors, Medical Educators, Registrars, Practice Managers and practice staff to be engaged in activities that are educational and interactive and that provide the skills to enable successful interaction with Aboriginal and Torres Strait Islander people. It has been pleasing to see the positive response from past participants.

The importance our RAP plays in the organisation cannot be overstated. It is endorsed by our Board and CEO, and provides direction and focus for everyone – engaging all levels at EV.

As we continue our journey, the Aboriginal Health Team continues to engage with and hear the voice of our Communities. This allows greater opportunity for engagement and encouragement for those registrars who wish to work in Aboriginal Community Controlled Health clinics. By working together, we can create a culturally respectful workforce and positive working relationships that will make a difference in the lives of Aboriginal and Torres Strait Islander peoples.

Professor Marlene Drysdale.

Our vision for reconciliation

EV delivers compulsory Aboriginal Health Workshops for registrars, meeting the requirements of both the Australian College of Rural and Remote Medicine (ACRRM) and Royal Australian College of General Practitioners (RACGP) curricula. In addition to these workshops, Aboriginal health and cultural awareness and competency are embedded within the broader training curriculum and workshop program for GP Supervisors, the general practice team and our staff. At all times, we seek advice, active involvement and leadership from our Cultural Advisors and Cultural Educators to ensure our educational program is appropriate, safe, meaningful and respectful.

Eastern Victoria GP Training's vision for reconciliation is to improve the health status of Aboriginal and Torres Strait Islander peoples, through excellence in general practice education and training, and contributing to the national priority of reducing health inequality between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.

We will build on what has already been achieved since the launch of our first Innovate RAP in August 2017 and further challenge ourselves individually and collectively to embrace and champion reconciliation at every level of the organisation and in our professional and personal lives.

EVs Vision is “*a healthier community through excellence in general practice education and training*”. In achieving this Vision, we work directly with Aboriginal Health Services and Communities to improve health and wellbeing of Aboriginal and Torres Strait Islander peoples through education, supervision and training of a general practice workforce that demonstrates:

- Knowledge of the health status and unique health needs of Aboriginal and Torres Strait Islander peoples;
- Respect for and acceptance of Aboriginal and Torres Strait Islander cultures, histories and the need for reconciliation;
- Acknowledgement and appreciation of the wrongs of the past and the impact of these wrongs, and
- Delivery of culturally safe and respectful primary care services that works with and empowers Aboriginal and Torres Strait Islander people to improve their health now and in the future.

By virtue of our role in developing and educating the general practice workforce of the future, we will influence and empower them to make a difference to the lives of Aboriginal and Torres Strait Islander peoples through their clinical practice and community life.

Our business

EV is one of nine Registered Training Organisations funded by the Commonwealth Department of Health to deliver the Australian General Practice Training Program (AGPT). EV offers quality GP education and training opportunities to equip registrars with the skills required to become a General Practitioner.

Supported by a network of accredited general practices, hospitals and supervisors; we help GP Registrars achieve Fellowship to the Royal Australian College of General Practice (RACGP) and/or the Australian College of Rural and Remote Medicine (ACRRM).

Broadly, our region covers eastern metropolitan Melbourne, the Mornington Peninsula and Gippsland. Given the large geographic area, EV has two offices - one in Hawthorn and the other in Churchill, Gippsland.

EV employs 103 staff or 41.68 FTE. Three members of staff identify as Aboriginal and/or Torres Strait Islander, and hold senior positions that have a strategic and operational role, working across the organisation and geographic footprint.

Internally, they advise, educate and mentor staff — and all cohorts across EV. Externally, they work directly with training practices, Aboriginal Community Controlled Health Services, Community, peak bodies, government and key stakeholders.

Our funding agreement with the Commonwealth Department of Health provides designated funding that aims to build capacity through sustainable approaches to the development and delivery of quality GP registrar training in Aboriginal and Torres Strait Islander health settings. An overarching strategic priority for the AGPT program is to contribute to 'Closing the Gap' in health inequality by improving access to primary health care.

Our RAP complements our work, and adds value to our role in educating, supervising, shaping and developing the GP workforce of the future.

Our RAP

EV commenced our RAP journey in August 2016, under the direction of, and with obvious passion, the Board and our Chief Executive Officer (CEO).

With assistance from a well-respected and proud senior Aboriginal leader, staff from all levels of the organisation, and Board Directors came together to discuss our commitment to, and ideas for, developing and implementing our first RAP. During these workshops we identified the CEO as our "RAP Champion" and we worked together to define reconciliation as it relates to our organisation's strategic directions and core business.

Throughout the implementation phase of our first RAP, we kept the conversation going through reflection, debate, review and reporting of our reconciliation vision, activities, deliverables and outcomes.

We are proud of what we have achieved in our first plan, but acknowledge that this is just the beginning and there is more to do in our journey. This, our second RAP, has a lifespan of 18 months to align with our current funding agreement with the Commonwealth Department of Health.

The Aboriginal Health Training Advisory Group (AHTAG) has strategic oversight for Aboriginal Health matters at EV and performs the role of the RAP Working Group. .

Three staff who identify as Aboriginal or Torres Strait Islander people are members of AHTAG and all members of this Group are identified as “champions of reconciliation” at EV. There is an expectation that staff and stakeholders all accept their role in contributing to reconciliation and building trust between the wider Australian community and Aboriginal and Torres Strait Islander peoples.

AHTAG activity and progress against RAP deliverables is reported directly to the Board through the CEO. AHTAG is chaired by the CEO and consists of the following positions:

- Director of Training (DOT)
- Senior Aboriginal Health Liaison Officer (SAHLO)
- Senior Aboriginal Health Educator and Advisor (SAHEA)
- Senior Aboriginal Health Educator (SAHE)
- Community Representative
- Aboriginal Health Medical Educators (AHME)
- Aboriginal Health Training Program Coordinator (AHTPC)

The development and implementation of our first RAP provided essential learning, inspiration and motivation for staff. Our first RAP included 144 deliverables, resulting in 127 of these deliverables being achieved or partially achieved. Deliverables were meaningful and multifaceted; some for EV staff only and others that included our extensive general practice network.

“I think it is wonderful to hear stories and learn perspectives from Aboriginal colleagues, it can be used to improve our modern society for everyone.” EV staff member, 2018 Bunjilaka Exhibition Melbourne Museum

“The correlation between history and treatment of Aboriginal and Torres Strait Islander peoples and the impacts on their health issues and wellbeing today was a real eye opener for me.” Practice Nurse, 2018 Cultural Education Clinic Session

“I can’t stop talking about the Birrarung Marr Walk! Knowledge of our land, history and Aboriginal culture is so important, and I am thankful I attended. It was a truly positive and enlightening experience.” Practice Manager, 2019 Cultural immersion activity.

“I would say enjoy every minute of Aboriginal health as it is a unique [training] term and you are engaging with a community that welcomes you with an open heart.” GP Registrar 2018.

“The Aboriginal health session was particularly powerful in terms of thinking about privilege and potential power to support and advocate.” Medical Educator, 2019 Medical Educator Professional Development Workshop

Some activities partially or not achieved continue to be a work in progress as a combination of internal and external factors influence the outcome. Some actions included a completion date, yet are considered progressive and ongoing – these relate largely to stakeholder engagement and curriculum development. The Opportunities core pillar presented EV the greatest challenge over the two years and EV acknowledges that a greater focus is required over this next RAP period to improve our performance. We will do this through review of systems, setting targets, and improving our internal monitoring and reporting.

Key achievements August 2017 – August 2019

EV is proud to highlight a selection of achievements since the commencement of our RAP journey and those activities where the most transformative learning was evident to the Aboriginal Health Team, medical educators and the learners themselves.

- *Increase in registrar placements in Aboriginal Community Controlled Health Services training posts who delivered 32 full time equivalent weeks in 2017 and 65 FTE weeks in 2019. (figures rounded). Increasing access to primary health care for Aboriginal and Torres Strait Islander peoples aligns with EV Vision and our Vision for Reconciliation.*
- *Increase in the number of Aboriginal and Torres Strait Islander people on staff from one in 2017 to three in 2019 in the key roles of advisor, educator, mentor and liaison.*
- *Registrar Aboriginal Health Workshop content and format is developed in collaboration with Cultural Educators – EV staff and other specialists. EV Cultural Educators deliver much of the content at these workshops and other Aboriginal educators and community members invited to attend and contribute to workshop sessions wherever possible.*
- *Mapping of the EV Aboriginal and Torres Strait Islander Health curriculum against GP College curricula.*

- *Celebration of events of significance within EV and provision of financial support to Aboriginal Community Controlled Health Services and their Communities for NRW and NAIDOC events.*
- *Expanding cultural safety training to our practice manager cohort - participation in a short cultural immersion program and cultural awareness and information sessions at Practice Manager workshops.*
- *Acknowledgement and celebration of National Close the Gap day each year.*
- *Staff Aboriginal cultural orientation program in place, completed as part of new staff induction.*
- *Participation in the Workplace RAP Barometer survey (2018) with EV performing over and above National results.*
- *Annual Network meeting of Aboriginal Community Controlled Health Service Practice Managers/leaders (2018 & 2019)*
- *Annual reporting of RAP achievements to external stakeholders and regular updates provided to the Board and staff.*
- *Pursuit of best practice through conduct of formal evaluations of:*
 - *registrar placement in Aboriginal Community Controlled Health Service training posts (2017-2018);*
 - *a Pilot Project of an East Arnhem Land cultural immersion experience conducted in 2018;*
 - *clinic based cultural education program (2016-2018) - where EVs Senior Aboriginal Health Educator and Advisor presents on Aboriginal histories, cultures and health status. The results of this program were presented our annual GP conference in 2019.*
- *Annual review of the Acknowledgement of Country and Welcome to Country Procedure; Nomenclature Principles pertaining to Aboriginal and Torres Strait Islander peoples and the Aboriginal Health Training Advisory Group Terms of Reference.*



Participation in reconciliation activities has improved employee views and understanding of Aboriginal and Torres Strait Islander histories and cultures; this outcome was confirmed through the 2018 Workplace RAP Barometer where it was found that:

“96% of EV employees consider the relationship between Aboriginal peoples and other Australians as very important for Australia as a nation.”

Informing our new RAP

In developing our second Innovate RAP, we revisited our vision to confirm that it was still meaningful and relevant. Through an on-line survey distributed by the CEO to staff, Board Directors, our training network and key stakeholders we sought to capture broader, varied and more diverse input and guidance.

Using the key pillars of reconciliation, survey participants were encouraged to be bold and to identify actions that maintain our commitment to reconciliation and build on our achievements.

The response to the survey was overwhelmingly positive with 43 people participating.

The feedback from the survey was analysed, with input from the EV Research and Quality Improvement team, and results demonstrated willingness from staff and stakeholders to learn more and make a difference to reconciliation. Many said that EV must continue with the same activities listed in our first RAP though recommended greater effort in sharing stories and celebrating achievements to maintain momentum.

It was suggested by respondents that cultural awareness and education should be more interactive, led by Community and delivered in different formats to meet different learning needs. There was an appetite for volunteerism and on-Country experiences and cultural immersion excursions.

In terms of specific GP training of registrars, a Cultural Competency Framework, that includes a suite of cultural standards and a cultural capability assessment tool was recommended. This piece of work will be addressed over the next 18 months with results shared with other Regional Training Organisations across Australia.

Relationships			
<p>We will develop meaningful and respectful relationships with Aboriginal and Torres Strait Islander community health organisations, community groups and businesses to improve health outcomes for Aboriginal and Torres Strait Islander peoples. This is vital to assist EV in achieving its vision – <i>A healthier community through excellence in general practice education and training.</i></p>			
<p>Focus area: EV Strategic Objective: A collaborative and engaged organisation, proactive and responsible to stakeholder needs</p>			
Action	Deliverable	Timeline	Responsibility
<p>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</p>	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to update and review our guiding principles for engagement. 	October 2020	SAHLO
	<ul style="list-style-type: none"> Review and update our engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. 	December 2021	SAHLO
	<ul style="list-style-type: none"> Visit each active Aboriginal health service in the EV training footprint at least once per year. 	December 2021	AHTPC
	<ul style="list-style-type: none"> Host a network meeting with Aboriginal and Torres Strait Islander stakeholders and organisations once per year. 	December 2021	SAHLO
<p>2. Build relationships through celebrating National Reconciliation Week (NRW).</p>	<ul style="list-style-type: none"> Circulate Reconciliation Australia’s NRW resources and reconciliation materials to staff. 	May 2021	AHTPC
	<ul style="list-style-type: none"> Aboriginal Health Training Advisory Group members to participate in an external NRW event. 	June 2021	CEO
	<ul style="list-style-type: none"> Encourage and support staff to participate in at least one external event to recognise and celebrate NRW. 	June 2021	CEO
	<ul style="list-style-type: none"> Organise at least one internal NRW event each year for staff. 	June 2021	AHTPC
	<ul style="list-style-type: none"> Organise at least one NRW event each year for registrars. 	June 2021	DoT
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia’s NRW website. 	May 2021	AHTPC
<p>3. Promote reconciliation through our sphere of influence.</p>	<ul style="list-style-type: none"> Implement strategies to engage staff, training network, Board and Registrars in reconciliation. 	December 2021	CEO

	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publically. 	June 2021	CEO
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes through Supervisor workshops, Practice Managers meetings and practice cultural education visits. 	November 2021	APSC
	<ul style="list-style-type: none"> Scope the introduction of an annual RAP award for outstanding contribution to culturally safe, sensitive and effective practice in Aboriginal health for registrars and/or supervisors. 	November 2021	SAHEA
	<ul style="list-style-type: none"> Collaborate with RAP and other like-minded organisations to share learnings and develop ways to advance reconciliation. 	December 2021	SAHEA
	<ul style="list-style-type: none"> Cultural Educators and Cultural Advisors contribute to the content and delivery of information at the mandatory Aboriginal health workshops and the review of workshop evaluations by registrars and supervisors. 	December 2021	SAHEA
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of Human Resources policies and procedures to identify existing anti-discrimination provisions, and future needs. 	March 2021	HRM
	<ul style="list-style-type: none"> Review and communicate an anti-discrimination policy for our organisation including its inclusion in staff induction program. 	October 2020	HRM
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to review and consult on our anti-discrimination policy. 	July 2020	HRM
	<ul style="list-style-type: none"> Educate senior leaders and staff on the effects of racism. 	October 2020	AHTPC
5. Acknowledge and celebrate other Aboriginal and Torres Strait Islander dates of significance with staff and external stakeholders.	<ul style="list-style-type: none"> Celebrate National Close the Gap day and incorporate provision of information to staff and registrars about national targets and status reports. Advertise events with the relevant auspicing body post CtG Day and EV celebrations via social media channels. 	March 2021	SAHLO
	<ul style="list-style-type: none"> Create and communicate a calendar of Aboriginal and Torres Strait Islander dates of significance, make available on the staff intranet and include in EVs cultural protocols. 	July 2020 January 2021	AHTPC
Respect			
<p>We will engender an atmosphere of respect and deliver staff, registrar and stakeholder cultural learning programs that inform us about Aboriginal and Torres Strait Islander peoples: their cultures, beliefs, histories and achievements. This improved understanding will contribute to closing the gap in health disadvantage for Aboriginal and Torres Strait Islander peoples by improving access to culturally safe primary care services.</p>			

Focus area: EV Strategic Objective: A respected leader in the sector			
Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Update knowledge and formalise a plan to meet cultural learning needs across EV through the development of a cultural competency framework. 	July 2020	CEO
	<ul style="list-style-type: none"> Seek advice from local Traditional Custodians and/or Aboriginal and Torres Strait Islander advisors on the contents of a cultural competency framework. 	August 2020	SAHEA
	<ul style="list-style-type: none"> Communicate and implement the cultural competency framework across EV. 	November 2020	CEO
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. 	December 2021	SAHEA
	<ul style="list-style-type: none"> Invite members of Aboriginal and Torres Strait Islander Communities/ACCHS to EV reconciliation and staff, registrar, supervisor and medical educator educational events or workshops as guest speakers, participants and advisors. 	November 2021	DoT
	<ul style="list-style-type: none"> Review and re-launch the cultural orientation program for completion by all new staff as part of the EV induction process. ≥ 75% of new staff to complete. 	September 2020	AHTPC
	<ul style="list-style-type: none"> Deliver Cultural Awareness Training and/or cultural immersion experiences to staff, Board Directors, registrars and general practice staff, i.e., supervisors, practice managers/practice staff. The training program will be developed and delivered by EV Cultural Educators to ensure local context, and will meet the parameters of this Action plus health status, the need for reconciliation and impact of past wrongs. 	September 2021	SAHEA
	<ul style="list-style-type: none"> Evaluate Cultural Awareness Training and/or immersion experience to measure attitudinal and intended behavioural change. 	November 2021	Research Manager
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	September 2020 February 2021 August 2021	

	<ul style="list-style-type: none"> Undertake an annual review of our cultural protocol documents, including for Welcome to Country and Acknowledgement of Country procedures and Nomenclature Principles. 	August August 2021	CEO
	<ul style="list-style-type: none"> Refresh our Aboriginal and Torres Strait Islander key documents and protocols and formulate into one protocols document available from a central point of access. 	September 2020	AHTPC
	<ul style="list-style-type: none"> Continue our practice of arranging a Welcome to Country or Acknowledgement of Country at the commencement of important meetings, significant EV events and key meetings as per our Acknowledgement of Country and Welcome to Country procedure. 	December 2021	AHTPC
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Aboriginal Health Training Advisory Group (AHTAG) (which acts as the RAP Working Group) to participate in an external NAIDOC Week event. 	July 2020 July 2021	CEO
	<ul style="list-style-type: none"> Review Human Resources policies and procedures to remove barriers to staff participating in NAIDOC Week. 	August 2020 August 2021	HRM
	<ul style="list-style-type: none"> Promote and celebrate NAIDOC Week internally and encourage participation in external NAIDOC events to all staff. 	June 2021	SAHLO
9. Examine our organisational cultural characteristics to determine if they hinder or support our RAP vision.	<ul style="list-style-type: none"> Conduct an organisation cultural audit of processes, practices and protocols by engaging an external auditor who will assess our cultural characteristics to achieve reconciliation and implement audit recommendations. 	October 2020	AHTPC
10. Embed Aboriginal and Torres Strait Islander symbols and words into our organisation's communication materials and buildings.	<ul style="list-style-type: none"> Continue our practice of displaying: Aboriginal and Torres Strait Islander flags and language group maps, acknowledgment of Traditional Owner plaques and artwork. Continue to acknowledge Traditional Owners in email blocks and continue to invest in branded merchandise and educational and library resources at each EV office. 	December 2020	AHTPC
	<ul style="list-style-type: none"> In consultation and collaboration with Traditional Custodians, develop EV branded signage to acknowledge Traditional Custodians of the lands on which EV offices are situated. 	November 2020	AHTPC
	<ul style="list-style-type: none"> Continue to subscribe to Koori Mail and other Aboriginal and Torres Strait Islander media publications and explore making other media available to staff such as culturally appropriate podcasts, Koori radio. 	December 2021	AHTPC

Opportunities			
We will build a workforce that supports economic empowerment of Aboriginal and Torres Strait Islander peoples, organisations and businesses through the provision of employment, training and mentoring opportunities and embed inclusive procurement practices as part of our core business.			
Focus area: EV Strategic Objective: Responsible governance and risk management			
Action	Deliverable	Timeline	Responsibility
11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	July 2020 July 2021	HRM
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. 	August 2020	HRM
	<ul style="list-style-type: none"> Review and formalise the Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	September 2020	HRM
	<ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders or work with Aboriginal or Torres Strait Islander owned or operated recruitment company. 	December 2020 December 2021	HRM
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	September 2020 September 2021	HRM
	<ul style="list-style-type: none"> Actively look for opportunities to increase the number of FTE Aboriginal and Torres Strait Islander staff employed in our workforce through formally establishing our commitment to Aboriginal and Torres Strait Islander employment and setting targets. 	December 2020 December 2021	HRM

12. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop and implement a formal Aboriginal and Torres Strait Islander procurement strategy. 	September 2020	DCS
	<ul style="list-style-type: none"> Maintain Supply National Membership or investigate alternate membership with similar organisations such as Kinaway Chamber of Commerce. 	July 2020	DCS
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	November 2020	DCS
	<ul style="list-style-type: none"> Review and update procurement procedures and practices to ensure there are no barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	July 2020	DCS
	<ul style="list-style-type: none"> Aim to spend > \$10,000 per annum Aboriginal and Torres Strait Islander owned and/or operated businesses. 	December 2020 December 2021	DCS
	<ul style="list-style-type: none"> Develop at least two new commercial relationships with Aboriginal and Torres Strait Islander owned businesses (benchmark ≥ 1 per year). 	December 2021	DCS
	<ul style="list-style-type: none"> Include information in our cultural protocols document of key local contacts for example Welcome to Country engagements (relevant land councils), musicians, dance troupes, to enable staff to engage directly. 	August 2020	AHTPC
	<ul style="list-style-type: none"> Ensure our 2020-2021 RAP is commercially printed by an Aboriginal and Torres Strait Islander owned or operated business. 	July 2020	CMM

Governance			
Action	Deliverable	Timeline	Responsibility
13. Maintain an effective Aboriginal Health Training Advisory Group (AHTAG) (which also acts as the RAP Working Group), to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the AHTAG. 	December 2020 December 2021	CEO
	<ul style="list-style-type: none"> Review the Terms of Reference for the AHTAG on an annual basis. 	August 2020 August 2021	AHTPC
	<ul style="list-style-type: none"> AHTAG meets at least four times per year (six times over the life of the RAP) to drive, review and monitor RAP implementation and outcomes. 	December 2021	CEO
	<ul style="list-style-type: none"> Endeavour to appoint at least one community representative to AHTAG. 	November 2021	CEO
14. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation and achievements. 	November 2020 November 2021	CEO
	<ul style="list-style-type: none"> Engage senior leaders and other staff in the delivery of RAP commitments. 	December 2021	CEO
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	December 2021	AHTPC
	<ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from senior management. 	August 2020	CEO
	<ul style="list-style-type: none"> Maintain the role of a Board RAP Champion, who has reporting responsibilities to the Board, and who is a member of the Senior Management Team and the Aboriginal Health Training Advisory Group. 	April 2020 April 2021	CEO
15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	September 2020 September 2021	AHTPC
	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly. 	December 2021	AHTPC

	<ul style="list-style-type: none"> • Report RAP progress to the Board of Directors twice yearly. 	<p>November 2020 May 2021 November 2021</p>	<p>CEO</p>
	<ul style="list-style-type: none"> • Publically report our RAP achievements, challenges and learnings, annually. 	<p>May 2021</p>	<p>AHTPC</p>
	<ul style="list-style-type: none"> • Investigate participating in Reconciliation Australia’s Workplace RAP Barometer. 	<p>December 2021</p>	<p>AHTPC</p>
<p>16. Continue our reconciliation journey by developing our next RAP.</p>	<ul style="list-style-type: none"> • Register via Reconciliation Australia’s website to begin developing our next RAP. 	<p>June 2021</p>	<p>AHTPC</p>

Abbreviations

ACCHS	Aboriginal Community Controlled Health Service
AHME	Aboriginal Health Medical Educator
AHTAG	Aboriginal Health Training Advisory Group
AHTPC	Aboriginal Health Training Program Coordinator
APSC	Accreditation and Practice Support Coordinator
CEO	Chief Executive Officer
CMM	Communications and Marketing Manager
DCS	Director Corporate Services
DoT	Director of Training
EV	Eastern Victoria GP Training
HRM	Human Resources Manager
NAIDOC	National Aboriginal and Islander Day of Observance Committee
NRW	National Reconciliation Week
RA	Reconciliation Australia
RAP	Reconciliation Action Plan
SAHE	Senior Aboriginal Health Educator
SAHEA	Senior Aboriginal Health Educator and Advisor
SAHLO	Senior Aboriginal Health Liaison Officer

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