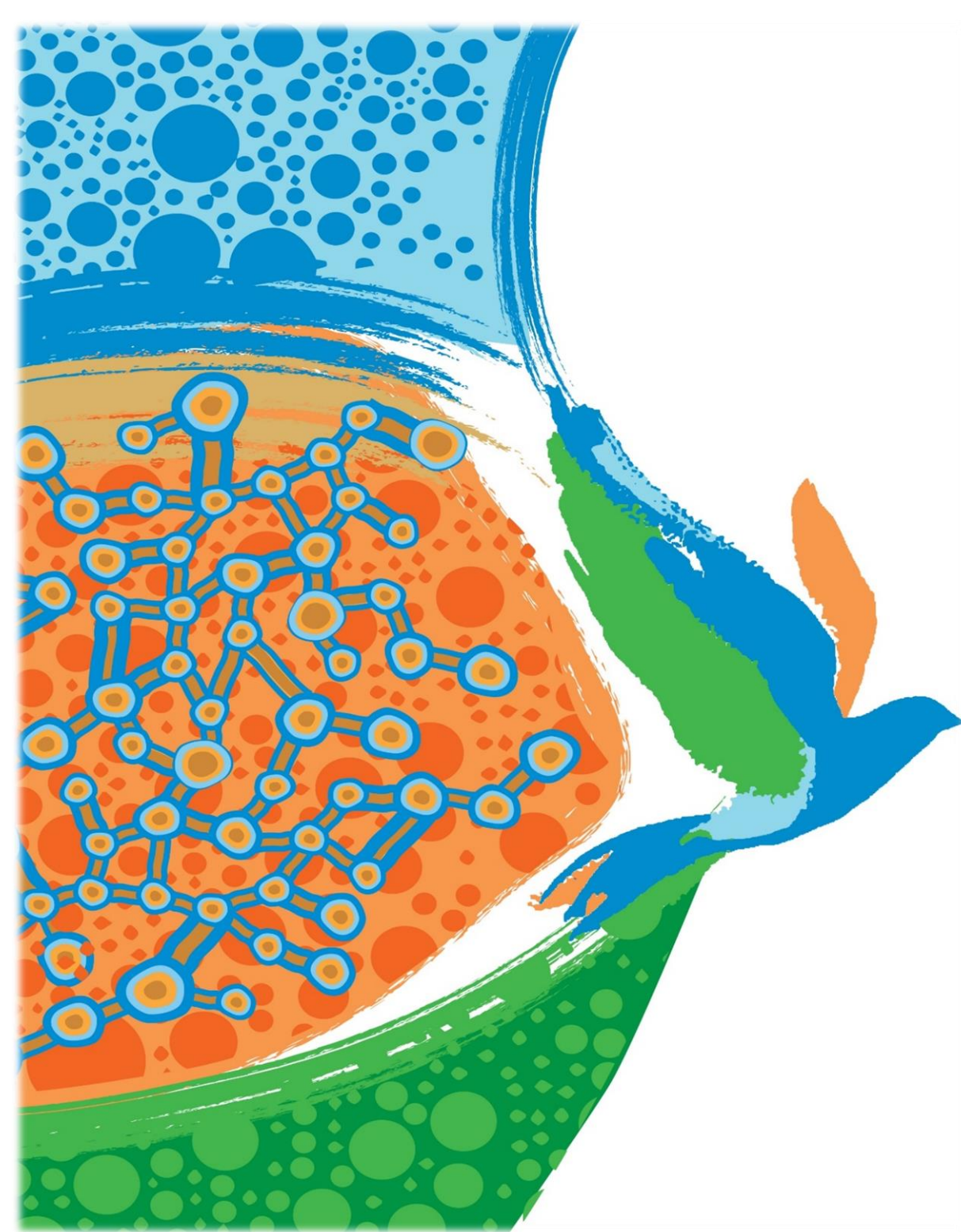


North Eastern Community  
Hospital & Aged Care

# Reconciliation Action Plan 2021



## Message from the CEO

I am proud to lead an organisation that is committed to health equity for all Australians, regardless of where they live or their Aboriginal and/or Torres Strait Islander descent.

I live and work on the traditional lands of the Kurna people who have nurtured the land for more than 40,000 years.

The Kurna are the original people of Adelaide and the Adelaide Plains. The area now occupied by the city and parklands – called by the Kurna Tarntanya (red kangaroo place) – was the heart of Kurna country. Before 1836 it was an open grassy plain with patches of trees and shrubs, the result of hundreds of generations of skilful land management. Kurna country encompassed the plains which stretched north and south from Tarntanya and the wooded foothills of the range which borders them to the east.

The world of the Kurna was irrevocably altered with the arrival, first, of European explorers, then whalers and sealers along the coast from the early 1800s, and then, finally, the South Australian colonists of 1836.

While the Letters Patent which defined the British province of South Australia included a clause recognising the rights of the 'Aboriginal natives', those rights to land were not honoured in practice. It was the Kurna who first experienced the shock of colonisation.

Over the last half-century many steps towards reconciliation have been taken including the recognition of Aboriginal and Torres Strait Islander people in the passage of the Racial Discrimination Act and the upholding of Native Title.

Reconciliation is progressed by acts but must be measured by outcomes. Aboriginal people still have a lower life expectancy compared to other Australians, and child mortality rates remain too high.

In a just, equitable and reconciled Australia, Aboriginal and/or Torres Strait Islander children will have the same life chances and choices as non-Aboriginal and/or Torres Strait Islander children, and the length and quality of a person's life will not be determined by their racial background.

Reconciliation is not reparation, it is a journey to a shared future that must be built together through listening, hearing, sharing and understanding.

We at North Eastern Community Hospital and Aged Care commit through this Reconciliation Action Plan to a vision shared by all staff of a healthy community where everyone feels welcomed.

**Michele Smith**  
**Chief Executive Officer**

## REFLECT Reconciliation Action Plan (RAP) template

### Reflect RAP:

A Reflect RAP is used to lay the foundations and prepare your workplace for future RAPs and reconciliation initiatives. A Reflect RAP is a public commitment published on [Reconciliation Australia's website](#). It should take approximately 1 - 2 months to develop a Reflect RAP and 12 - 18 months to implement.

### Before you start:

Before you commit to developing a RAP, it is important that you read and understand the [RAP framework](#), consisting of the three core pillars (Relationships, Respect and Opportunities), [four RAP types](#) (Reflect, Innovate, Stretch and Elevate) and [mandatory actions and deliverables](#) that guide the development of RAPs. It is also important to read and understand the [RAP development, review and endorsement process](#), starting with assessing [whether a RAP is right for your organisation](#).

### How to use this RAP template:

The Reflect RAP template is designed to provide workplaces with a roadmap to begin their reconciliation journey. As such, the Reflect RAP template is pre-filled with all the mandatory actions and deliverables that workplaces are required to commit to in order to receive Reconciliation Australia's endorsement. Please complete the template by addressing the questions outlined in the 'Our Business', 'Our RAP' and 'Our partnerships/current activities' sections, and assigning a responsibility and timeline to each deliverable provided in the template. Additional actions and deliverables specific to your workplace's unique [sphere of influence](#) may also be added, but are not required for Reconciliation Australia's endorsement.

Throughout this template, all *italicised* font is instructional only, whilst regular font indicates fixed text you need to include in your RAP. In addition, please review the following resources for good practice guidance on completing RAP templates.

- [Developing a S.M.A.R.T. RAP](#)
- [Demonstrating inclusive and respectful language](#).

### RAP review and endorsement process:

Once you have completed your first draft RAP, please [submit for review](#) via Reconciliation Australia's website. A RAP team member will be in touch to provide feedback and tailored assistance within three weeks. Once Reconciliation Australia is satisfied your RAP meets requirements for endorsement, you will be provided endorsement in two stages.

1. **Conditional Endorsement** – Reconciliation Australia will provide in-principle endorsement of your RAP (content only) allowing you to seek internal sign-off from your senior leadership with confidence. Reconciliation Australia will also provide you with the RAP logo and branding to include in final design of your RAP.  
**NB:** RAP logos are trademarked through IP Australia, and must not be used publicly until you have received Reconciliation Australia's final endorsement.
2. **Final Endorsement** – Reconciliation Australia will check that your final designed document includes the conditionally endorsed content and the RAP logo and branding before providing final endorsement.

## **North Eastern Community Hospital**

### **Reflect Reconciliation Action Plan July 2021 – June 2022**

#### **Our business**

- North Eastern Community Hospital Inc. (NECH) is a stand-alone not-for-profit community owned organisation. As a not-for-profit organisation, we return all profits to the communities we serve by updating equipment, upgrading our facilities and technology, developing new services and investing in our staff.
- Established in 1973 on the initiative of a small number of medical practitioners and two local councils, located in Campbelltown, 10km north east of the city of Adelaide, the North Eastern Community Hospital is a not-for-profit community owned private hospital and nursing home facility that houses 60 acute bed licences, 8 Day beds and a nursing home of 84 high care licensed beds. Other facilities include private room accommodation, two operating theatres, Gastroenterology procedure room, the hospital specialises in General Surgery, Medical, Obstetrics, Orthopaedics, Laparoscopic Surgery, Gynaecology and Plastics.
- NECH employs approximately 350 people, none of whom identify as Aboriginal or Torres Strait Islander.

#### **Our RAP**

- We are developing a RAP because we want to build Indigenous networks including attracting Aboriginal consumers and staff, and partnering with Aboriginal suppliers and creators. We also want to make sure we are generally conscious and respectful of our Aboriginal heritage – for example through including an acknowledgement of country at events.
- We intend to establish a RAP Working Group. A Working Group ensures the responsibility of implementing reconciliation initiatives does not sit with one person. Our working group will be led by the CEO and include members of the Executive team, Board, Clinical leads and community.

#### **Our partnerships/current activities (if applicable)**

- We currently rely on the Campbelltown City Council reconciliation committee for high level advice on partnering with Aboriginal people.
- We have partnered with a traditional owner on a cultural art installation in our new consulting suite.

<b>Relationships</b>			
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.</li> </ul>	May 2021	CEO
	<ul style="list-style-type: none"> <li>Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	May 2021	CEO
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.</li> </ul>	May 2021	EA to CEO
	<ul style="list-style-type: none"> <li>RAP Working Group members to participate in an external NRW event.</li> </ul>	27 May-3 June, 2021	EA to CEO
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.</li> </ul>	27 May-3 June, 2021	CEO/Exec team
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation to all staff.</li> </ul>	April 2021	CEO
	<ul style="list-style-type: none"> <li>Identify external stakeholders that our organisation can engage with on our reconciliation journey.</li> </ul>	May 2021	CEO/Exec team
	<ul style="list-style-type: none"> <li>Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.</li> </ul>	May 2021	CEO/Exec team
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Research best practice and policies in areas of race relations and anti-discrimination.</li> </ul>	August 2021	HR Manager
	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	December 2021	HR Manager

<b>Respect</b>			
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
5. 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"> <li>Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.</li> </ul>	February 2022	DCO
	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>	February 2022	HR Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.</li> </ul>	December 2021	CEO/Exec
	<ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	June 2022	CEO/Exec
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.</li> </ul>	November 2021	CEO
	<ul style="list-style-type: none"> <li>Introduce our staff to NAIDOC Week by promoting external events in our local area.</li> </ul>	October 2021	CEO
	<ul style="list-style-type: none"> <li>RAP Working Group to participate in an external NAIDOC Week event.</li> </ul>	November 2021	CEO

**Opportunities**

<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	March 2022	HR Manager
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2022	HR Manager
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	March 2022	DCO
	• Investigate Supply Nation membership.	March 2022	DCO

<b>Governance</b>			
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> <li>Form a RWG to govern RAP implementation.</li> </ul>	June 2021	CEO
	<ul style="list-style-type: none"> <li>Draft a Terms of Reference for the RWG.</li> </ul>	June 2021	CEO
	<ul style="list-style-type: none"> <li>Establish Aboriginal and Torres Strait Islander representation on the RWG.</li> </ul>	June 2021	CEO
11. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	June 2021	DCO
	<ul style="list-style-type: none"> <li>Engage senior leaders in the delivery of RAP commitments.</li> </ul>	May 2021	CEO
	<ul style="list-style-type: none"> <li>Define appropriate systems and capability to track, measure and report on RAP commitments.</li> </ul>	May 2021	EA to CEO
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.</li> </ul>	30 September, 2021	EA to CEO
13. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.</li> </ul>	March 2022	EA to CEO

<p><b>Contact details</b> <i>Include contact details (job title, phone and email) for public enquiries about our RAP.</i></p>
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