



CENTRAL
GIPPSLAND
HEALTH

INNOVATE

Reconciliation Action Plan

July 2019 – June 2021

Acknowledgement of the Traditional Owners and Elders of the Land

Central Gippsland Health wishes to acknowledge the Traditional Owners of the Land – the Gunai/Kurnai people.

Central Gippsland Health would also like to pay respects to Elders past, present and emerging.

Our vision for reconciliation

Central Gippsland Health's Vision is for a safe and healthy community where everyone feels they are valued, supported and have the opportunity to participate.

Our Vision is the same for reconciliation and that we do this through “walking alongside” and in partnership with our Aboriginal and Torres Strait Islander community members to achieve this.

A core VALUE for Central Gippsland Health is that of Social Justice – equity of outcome. And to do this we will:

- Focus on achieving equality of outcome for individuals and groups;
- Understand the impact of poverty and disadvantage on behaviour and health status;
- Support affirmative action for the disadvantaged and marginalised amongst us;
- Ensure our fees policy takes into account ability to pay;
- Support harm minimisation and targeted community support programs; and
- Be compassionate, tolerant and embrace diversity.

Our business

Who we are:

Central Gippsland Health is the major provider of health and residential aged care services in the Wellington Shire. It serves an immediate population of around 42,000 in Central Gippsland, while acute specialist services reach a wider community in East Gippsland and parts of South Gippsland.

At your service:

Central Gippsland Health, being a sub-regional health service, works within the Victorian Health Priorities Framework 2012–2022 with a focus on implementing, at a local and area-wide level, the priorities and actions contained in the Rural and Regional Health Plan. Within the Gippsland region, there is one Regional Health Service, Latrobe Regional Hospital, which is the key specialist service resource for the region and the four sub-regional health services.

Central Gippsland Health is unusual, being both a sub-regional and an integrated health service, providing a broad range of primary, secondary and tertiary services, including a comprehensive range of Home and Community Care services, through to adult intensive, coronary care and level 2 neonatal care.

Acute services include a full time emergency department, critical care unit, neonatal critical care unit, operating theatres, day procedure unit, and oncology and dialysis services in addition to general medical and surgical services and sub-acute services including rehabilitation.

The Health Service has acute campuses at Sale, Maffra and Heyfield; community and home support services are provided throughout the Shire of Wellington (with the exception of Yarram and District) with centres in Maffra, Sale, Heyfield, Rosedale and Loch Sport. Residential aged care services are provided at Sale, Maffra and Heyfield.

The current focus of the Health Service is to use its integration and break down the traditional program barriers and service delivery silos that have flourished. We aim to develop a highly efficient system that responds to people's needs by placing them at the centre of a service delivery system focused on supporting them to achieve their goals and aspirations, consistent with the principles embedded in the 'active service model'. To achieve these ends a number of 're-designing' projects have been in progress for a number of years, supported by the establishment of a combined patient service and centralised intake and information area.

In 2012, Central Gippsland Health released a comprehensive 10 year Health Plan as a consultation document. The Central Gippsland Health Plan 2012–2022 represents a detailed response to Victorian Health Priorities Framework, 2012–2022, Rural and Regional Health Plan. The Plan describes how we will support an area-based planning approach to develop a system that is responsive to people's needs.

Central Gippsland Health employs 639 full time equivalent employees which is approximately 1,000 employees (as at June 2018). At June 2018, Central Gippsland Health employed 9 Aboriginal and/or Torres Strait Islander staff – 0.9%. In 2015/16 this was 13 staff and in January 2017 this was 11 staff.

Our Innovate RAP

Development of a Reconciliation Action Plan is a major organisational strategy as part of our Central Gippsland Health Health Plan 2012 – 2022. Central Gippsland Health believes in the importance of “taking action on reconciliation” as the evidence is clear on the importance of making sure that all people have equity of access and the best possible journey as a patient or client through our Health Service.

Our peak Aboriginal and Torres Strait Islander Advisory Committee strongly endorse this strategy and will oversee the development and implementation of the Reconciliation Action Plan.

The Central Gippsland Health Health Plan 2012 – 2022, was developed following a two and a half year process of reviewing health and related policy and evidence that related to our population, as well consultation with our community. One of the strategies identified in this process, was to develop a Reconciliation Action Plan.

Our RAP Champions are:

Externally: The Central Gippsland Health Aboriginal and Torres Strait Islander Advisory Committee who oversee the plan. This Committee consists of 7 community members and is supported by a Central Gippsland Health Community Networks Facilitator. Committee members have varied backgrounds – as local Aboriginal community members and some working in a variety of fields such as education, community services, health and social services. Their roles and workplaces include:

- Indigenous Service Officer at the Gippsland Office of Indigenous Services with the Australian Government Department of Human Services
- Koori Engagement Support Officer, Department of Education
- Aboriginal Access and Support Officer, Bairnsdale Regional Health Service
- Access and Support Officer, Ramahyuck District Aboriginal Corporation
- East Gippsland Housing Officer, Aboriginal Housing Victoria

Internally: Aboriginal members of the RAP Working Group are the Koori Hospital Liaison Officer and an Aboriginal Allied Health Assistant. Non Aboriginal members are the Chief Executive Officer, the Director Community Services, the Community Networks Facilitator and the Director of Nursing.

Our RAP Journey and Achievements to date

Aboriginal Employment Plan:

Our first Aboriginal Employment Plan was developed for 2012 – 2015 then reviewed for the 2016 – 2019 period. This provided a platform for the engagement for local Aboriginal and Torres Strait Islander peoples over the last five years. This was built from the existing concept of providing opportunities through traineeships and apprenticeships introduced from 2010.

A total of 18 Aboriginal Traineeships through various departments have occurred in the last five years and supported through our organisation’s Learning Services Department in partnership with the relevant service area.

Our RAP Journey and Achievements to date (cont)

Attraction and Recruitment:

Central Gippsland Health implemented a specific system to attract and recruit Aboriginal and/or Torres Strait Islander Trainees. We have utilised our existing relationship with Ramahyuck Aboriginal Corporation and co-ordinator Indigenous Employment Program (IEP) to source candidates; we have reviewed and modified the interview and selection techniques so that they are sensitive to Aboriginal and Torres Strait Islander cultures in Australia.

There is clarity around the application and interview requirements for candidates including the need to complete literacy and numeracy assessments. Interview questions have been structured appropriately to enable a relaxing and engaging interview process. Training and advice has been provided to supervisors, managers and mentors who conduct the on the job training.

Pre - Employment Program:

An essential component of the Aboriginal Traineeship program is a comprehensive Pre - Employment program. This seven week program includes training for all potential traineeship departments; Employability skills development; Fast tracking Registered Training Organisation engagement; Providing clarity around Central Gippsland Health expectations; Staging work placement within all vacant traineeship departments; Organising work experience in all vacant traineeship departments; and Introducing the importance of health and wellbeing through diet and exercise - including gym memberships and access to Central Gippsland Health dieticians.

Partnerships:

We are strongly committed to supporting Aboriginal and/or Torres Strait Islander employees. This is embedded within the Senior Management team. Our partnership with Ramahyuck District Aboriginal Corporation is well established. We are engaged with local Registered Training Organisations who conduct tailor made training for staff. We have a strong relationship with the Indigenous Employment Program which assists us to support people in being job ready. There are alliances across departments aimed at supporting the induction, training and welfare outcomes for the Aboriginal and/or Torres Strait employees.

Funding:

Relevant sources are utilised so that the Aboriginal Employment Program is properly resourced. The program has been supported by various programs including the Australian Government Indigenous Employment Program funding, Federal traineeship funding; and Youth Employment Scheme (YES) funding. In addition, Central Gippsland Health has self-funded Aboriginal traineeships into now established positions.

Our RAP Journey and Achievements to date (cont)

Training:

Central Gippsland Health has well established partnerships with various Registered Training Organisations. We understand that training needs to be local, flexible and online and we work with Training Organisations to deliver that. This has been particularly important in our strategy to offer traineeships to local Aboriginal people which has been a key component of our organisation's vision.

We recognise the importance of supporting trainees and so we designate clinical educators as trainers and mentors. We also support participants with literacy and numeracy training if required.

We provide the required facilities and resources for learning. We have established procedures to assess the progress of the individual trainee and provide additional support if warranted. We provide clarity for managers and supervisors of trainees in terms of operational training expectations so that they can support the trainee in their learning.

Mentoring:

Central Gippsland Health established an Aboriginal Mentor position that could work alongside trainees and be their main source of support throughout the traineeship. We then paired each new Aboriginal trainee with a mentor during the initial Aboriginal trainee intake. This strategy helps the trainee to feel supported and valued within the organisation.

Cultural Awareness Training:

Central Gippsland Health has an established process of onboarding which commences prior to the person's employment date. This includes an online Cultural Awareness training module that focuses on Aboriginal and Torres Strait Islander cultures. This is a mandatory competency for all staff.

Cultural protocols developed:

Central Gippsland Health now has well entrenched cultural protocol documentation which provides information about the importance and relevance of Welcome to Country and Acknowledgement of Country.

There is protocol of having the Australian and Aboriginal flags at front of main campus building and now at all Central Gippsland Health sites. This has occurred in partnership with the Aboriginal and Torres Strait Islander Advisory Committee who have participated in the Flag Ceremonies at each site during NAIDOC Week.

Our Organisational Leave protocol now includes a specific cultural leave section that sets out the guidance for supporting leave that relates to ceremonial activities and sorry business.

Our RAP Journey and Achievements to date (cont)

Welcoming Environment:

We hold *NAIDOC Week* celebrations routinely now and they include the Flag Raising Ceremony, Display Competition throughout the Health Service and is judged by a local Elder.

A *Cultural Garden* has been established, which is planted with plants indigenous to this area, as well as totem poles that depict the five local clans. The garden also has the Aboriginal flag depicted in the stones and bark of the garden bed.

The *Aboriginal Art Space* was established in December 2014 and is available for local Aboriginal artists to hang and sell their artwork. Our hospital Quiet room – was renamed the *Nulla Glugn Quiet Room*, which means “peace and tranquillity” in the local Gunai Kurnai language.

The Emergency Department now has a more private waiting area for families to wait for loved ones – away from the general waiting area. We hold regular service staff meetings with staff from Ramahyuck District Aboriginal Corporation. We have standardised Central Gippsland Health email template wording to recognise that Central Gippsland Health is located on the traditional land of the Gunai Kurnai people and we have a work experience program for Aboriginal and Torres Strait Islander secondary school students.

Our RAP



Relationships

STATEMENT OF RELATIONSHIPS: A strategic goal for Central Gippsland Health is to enhance Aboriginal and Torres Strait Islander people's health and wellbeing. It is evident that substantial improvements in the health and wellbeing of Aboriginal and Torres Strait Islander peoples is grounded in self-determination and Central Gippsland Health's aim is to "walk alongside" our community to enable this. It is very much a partnership approach.

Action	Deliverables	Timeline	Responsibility
1. RAP Working Group actively monitors RAP development and implementation.	<ul style="list-style-type: none"> Oversee the development, endorsement and launch of the RAP. Ensure there are Aboriginal and Torres Strait Islander peoples on the RAP Working Group. Meet at least four times per year to monitor and report on RAP implementation. Appoint an internal RAP Champion/s from senior management. Establish Terms of Reference for the RAP Working Group. Invite community to support the oversight of the RAP implementation. 	<p>July 30, 2019</p>	<p>Director of Nursing.</p>
2. Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between Aboriginal and Torres Strait Islander staff and other staff.	<ul style="list-style-type: none"> Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW. Organise one internal National Reconciliation Week event each year. Register our NRW events via Reconciliation Australia's National Reconciliation Week website. Promote National Reconciliation Week annually – promote via: <ul style="list-style-type: none"> Computer desktop and staff newsletter recognition Distribute National Reconciliation Week badges to staff Media release Staff and Senior Leadership shall participate in external events to recognise and celebrate NRW. Support and engage in the National Reconciliation Week events hosted by Ramahyuck District Aboriginal Corporation. 	<p>May 27 to June 3 annually</p>	<p>Community Networks Officer.</p>

Action	Deliverables	Timeline	Responsibility
<p>3. <i>Maintain and leverage mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes</i></p>	<ul style="list-style-type: none"> • Implement and review an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders. • Meet with the local Aboriginal and Torres Strait Islander health and community service providers to develop guiding principles for future engagement. • Commit to establishing a formal two-way partnership to build capacity with at least one Aboriginal and Torres Strait Islander organisation and/or community relevant to our sphere of influence. • Conduct networking meetings between Central Gippsland Health Community Services staff and the Ramahyuck District Aboriginal Corporation Practice and Aged Care staff. • Investigate opportunities to increase Aboriginal and/or Torres Strait Islander representation on our Board. 	<p>December 31, 2019</p> <p>November 30, 2019</p> <p>November 30, 2019</p> <p>Three times annually – March 30, July 30, November 30 annually</p> <p>June 30, 2020</p>	<p>Community Networks Officer.</p> <p>Community Networks Officer.</p> <p>Community Networks Officer.</p> <p>Director Aged and Ambulatory Care.</p> <p>Chief Executive Officer.</p>
<p>4. <i>Raise internal and external awareness of our Reconciliation Action Plan to promote reconciliation across our business and sector</i></p>	<ul style="list-style-type: none"> • Develop and implement a strategy to communicate our RAP to all internal and external stakeholders and then promote through active engagement with all stakeholders. 	<p>October 31, 2019</p>	<p>Director of Nursing.</p>

Our RAP (cont)



Respect

STATEMENT OF RESPECT: Central Gippsland Health will focus on achieving equality and equity of outcome for individuals and groups as this is a core value for our organisation. We understand the impact of poverty and disadvantage on behaviour and health status and we will support affirmative action for the disadvantaged and marginalised amongst us. We will be compassionate, tolerant and embrace diversity.

Action	Deliverables	Timeline	Responsibility
<p>5. Continue to engage employees in understanding and sharing meaning about the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country.</p>	<ul style="list-style-type: none"> Review the CGH cultural policy and procedure titled "Formal demonstration of Respect for Aboriginal and Torres Strait Islander People as Traditional Owners of the Land", so that this remains current and inclusive and defines both Welcome to Country and Acknowledgement of Country. 	July 30, 2020	Director of Nursing.
	<ul style="list-style-type: none"> Review the CGH procedure titled "Formal demonstration of Respect for Aboriginal and Torres Strait Islander People as Traditional Owners of the Land" so that this continues to require invitation of a Traditional Owner to provide a Welcome to Country at significant events, including NAIDOC Week Celebrations. 	July 30, 2020	Director of Nursing.
	<ul style="list-style-type: none"> Monitor and support compliance so that staff include an Acknowledgement of Country at the commencement of all meetings, as set out in the procedure titled "Formal demonstration of Respect for Aboriginal and Torres Strait Islander People as Traditional Owners of the Land". 	July 30, 2020	Director of Nursing.
<p>6. Engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.</p>	<ul style="list-style-type: none"> Review, implement and document an Aboriginal and Torres Strait Islander Cultural Awareness Training Strategy for our staff which defines continuous cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion). In this process, investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training, 	June 30, 2020	Director of Workforce Planning and Development.
	<ul style="list-style-type: none"> All staff shall undertake online cultural learning activities via the online Moodle learning platform. 50 staff (5%) staff undertake face to face cultural workshop learning activities. These shall include Senior Executive and RAP Working Group members. 	June 30, Annually	Director of Workforce Planning and Development.

Action	Deliverables	Timeline	Responsibility
	<ul style="list-style-type: none"> The Central Gippsland Health Koori Hospital Liaison Officer to provide twice yearly cultural orientation talks to the medical and nursing graduate groups. Cultural awareness presentation is provided annually by the Koori Hospital Liaison Officer to all staff. Promote and take learnings from Reconciliation Australia's Share Our Pride website to all staff. http://shareourpride.reconciliation.org.au/ 	<p>Review February 28 2020 and 2021</p> <p>Review February 28 2020 and 2021</p> <p>July 31 2019, 2020 and 2021</p>	<p>Koori Hospital Liaison Officer.</p> <p>Koori Hospital Liaison Officer.</p> <p>Community Networks Officer.</p>
<p>7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples and communities by embedding cultural protocols as part of the way our organisation functions.</p>	<ul style="list-style-type: none"> Maintain and review a list of key contacts for organising a Welcome to Country. Include Acknowledgement of Country at the commencement of important external and internal meetings, as per Central Gippsland Health policy and procedure titled "Formal demonstration of Respect for Aboriginal and Torres Strait Islander People as Traditional Owners of the Land." Create and display signs that acknowledge Aboriginal and Torres Strait Islander works/spaces -- including the Aboriginal Art Space, the Quiet Room, the Cultural Garden and the Cultural Totem Poles. Review the CGH procedure titled "Flag Flying" so that this continues to support raising and lowering the flag at request of local community members, for example at the time of the death of a community member. As relevant, align this with the regional public health services approach. 	<p>December 31, 2019</p> <p>Ongoing</p> <p>June 2021</p> <p>March 30. 2021</p>	<p>Community Networks Officer.</p> <p>Executive Team members.</p> <p>Community Networks Officer.</p> <p>Chief Executive Officer.</p>
<p>8. Celebrate NAIDOC Week and provide opportunities for Aboriginal and Torres Strait Islander staff to engage with culture and community during NAIDOC Week.</p>	<ul style="list-style-type: none"> Conduct an Annual NAIDOC Week Flag Raising Ceremony. Support and provide opportunities for all Aboriginal and Torres Strait Islander staff to participate in local NAIDOC Week events - as documented in the CGH Leave procedure. Promote NAIDOC week throughout the organisation in multiple ways - computer desk tops, promotion flyers emailed and posted on notice boards; media release. 	<p>July 2019, 2020, 2021</p> <p>July 2019, 2020, 2021</p> <p>May to July 2019, 2020, 2021</p>	<p>Director of Nursing.</p> <p>Director of Nursing.</p> <p>Director of Nursing.</p>

Action	Deliverables	Timeline	Responsibility
	<ul style="list-style-type: none"> Support and encourage Aboriginal and Torres Strait Islander staff to take a lead role in these celebrations. Support all staff to participate in NAIDOC Week events in the local community. Senior staff and managers to support their staff's participation in the Central Gippsland Health flag raising ceremony, the display competition and other events. Executive Members participate in the NAIDOC Week celebrations both at CGH and at Ramahyuck District Aboriginal Corporation. 	<p>July 2019, 2020, 2021</p> <p>July 2019, 2020, 2021</p> <p>July 2019, 2020, 2021</p> <p>July 2019, 2020, 2021</p>	<p>Director of Nursing.</p> <p>Director of Nursing.</p> <p>Department Heads.</p> <p>Director of Nursing.</p>
9. Recognise National Sorry Day.	<ul style="list-style-type: none"> Conduct a CGH wide awareness by way of notification to all staff and public announcement on the day. 	<p>May 26 2020, 2021</p>	<p>Community Networks Officer.</p>
10. Recognise National Aboriginal and Torres Strait Islander Children's Day.	<ul style="list-style-type: none"> Conduct a CGH wide awareness by way of notification to all staff and promotion on the day. The Nurse Managers of Women's and Children's Unit and Maternal and Child Health shall engage in this day by way of displaying and promoting relevant information in those service areas. 	<p>August 31 2019, 2020, 2021</p> <p>August 31 2019, 2020, 2021</p>	<p>Community Networks Officer.</p> <p>Nurse Unit Manager – Women's and Children's Unit.</p>
11. Recognise MABO Day.	<ul style="list-style-type: none"> Conduct a CGH wide awareness by way of notification to all staff and promotion during the week. 	<p>June 30 2020, 2021</p>	<p>Community Networks Officer.</p>
12. Recognise and determine our role in the Final Report of the Referendum Council June 2017.	<ul style="list-style-type: none"> Explore opportunities to support the recommendations outlined in the Referendum Councils Report titled the "Final Report of the Referendum Council 30 June 2017" – also known as the "Uluru Statement from the Heart": https://www.referendumcouncil.org.au/final-report 	<p>December 31 2019</p>	<p>Director of Nursing.</p>

Our RAP (cont)



Opportunities

STATEMENT OF OPPORTUNITY: Central Gippsland Health will develop a workplace where people are enabled to develop their learning and career in a manner consistent with their strengths and interests and one that encourages people to come and work at our organisation. We will work within an intersectoral and collaborative framework to maximise benefits for our community and appreciate the positive impact on organisational and community capacity that comes from diversity. We will support affirmative action for the disadvantaged and marginalised in our community.

Action	Deliverables	Timeline	Responsibility
13. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace.	<ul style="list-style-type: none"> Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities. Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace. Review and update Aboriginal and Torres Strait Islander employment and retention strategy, which includes professional development. Update the percentage of Aboriginal and Torres Strait Islander employees on an annual basis, compared with the total CGH employees. 	<p>December 31 2019</p> <p>June 30 2020</p> <p>June 30 2020</p> <p>August 30 2019, 2020 and ongoing</p>	<p>General Manager Human Resources.</p> <p>General Manager Human Resources.</p> <p>General Manager Human Resources.</p> <p>General Manager Human Resources.</p>
14. Maintain Aboriginal and Torres Strait Islander recruitment and retention.	<ul style="list-style-type: none"> Advertise all vacancies in Aboriginal and Torres Strait Islander media. Maintain Aboriginal and Torres Strait Islander employment to at least 10 employees which is 1%. Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development. Implement an Aboriginal and Torres Strait Islander professional mentoring network. Develop a cultural mentoring network for existing staff and managers. Investigate Aboriginal and Torres Strait Islander employment pathways in line with the existing CGH Aboriginal and Torres Strait Islander Employment Plan, in order to build on the work to date. 	<p>June 30 2020</p> <p>August 30 2019, 2020 and ongoing</p> <p>June 30 2020 and ongoing</p> <p>June 30 2020</p> <p>June 30 2020</p> <p>June 30 2020</p>	<p>General Manager Human Resources.</p> <p>General Manager Human Resources.</p> <p>General Manager Human Resources.</p> <p>Director of Workforce Planning and Development.</p> <p>Director of Workforce Planning and Development.</p> <p>Director of Workforce Planning and Development.</p>

Action	Deliverables	Timeline	Responsibility
<p>15. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.</p>	<ul style="list-style-type: none"> • Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses. • Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services. • Investigate Supply Nation membership. • Develop at least two commercial relationships with Aboriginal and/or Torres Strait Islander businesses. • Promote procurement opportunities to Aboriginal and Torres Strait Islander businesses. 	<p>June 30 2020</p>	<p>Director Corporate Services.</p>
<p>16. Provide educational and leadership development opportunities for secondary students.</p>	<ul style="list-style-type: none"> • Provide annual school group tours for Aboriginal and Torres Strait Islander secondary school students. • Explore the potential for a subsidised employment plan for Aboriginal and/or Torres Strait Islander people on long term Centrelink. • Develop and implement an Annual Scholarship program valued at \$5,000 to support local young Aboriginal or Torres Strait Islander people to undertake further studies. 	<p>November 30 2019 and annually</p> <p>November 2019</p> <p>October 31 2019</p>	<p>Director of Workforce Planning and Development.</p> <p>Director of Workforce Planning and Development.</p> <p>Director of Workforce Planning and Development.</p>

Our RAP (cont)



Tracking Progress and Reporting

Action	Deliverables	Timeline	Responsibility
17. Report RAP achievements, challenges and learnings to Reconciliation Australia.	<ul style="list-style-type: none"> • Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia. • Investigate participation in the RAP Barometer. • Investigate opportunities to measure the impact of RAP activities. • Develop and implement systems and capability needs to track, measure and report on RAP activities. 	<p>September 30 2019 and 2020</p> <p>May 2020</p> <p>December 2019</p> <p>December 2019</p>	<p>Director of Nursing.</p> <p>Director of Nursing.</p> <p>Director of Nursing.</p> <p>Director of Nursing.</p>
18. Report RAP achievements, challenges and learnings internally and externally.	<ul style="list-style-type: none"> • Develop and implement a procedure that ensures reporting of the RAP achievements, challenges and learnings which includes: <ul style="list-style-type: none"> ■ Publically report our RAP achievements, challenges and learnings. ■ Report quarterly to the Aboriginal and Torres Strait Islander Advisory Committee. ■ Report to the RAP Working Group. ■ Report to CGH staff. ■ Report to the CGH Board of Management. 	February 2020	Director of Nursing.
19. Review, refresh and update RAP.	<ul style="list-style-type: none"> • Liaise with Reconciliation Australia to develop a new Reconciliation Action Plan based on learnings, challenges and achievements. • Send draft RAP to Reconciliation Australia for formal feedback and endorsement. Public inquiries about our RAP can be made by contacting Central Gippsland Health at: Address: 55 Guthridge Parade SALE VICTORIA, 3850 Website: ww.cghs.com.au Telephone: 03 5143 8319 Email: ceoexecsecretary@cghs.com.au 	<p>December 2020</p> <p>December 2020 to June 2021</p>	<p>Director of Nursing.</p> <p>Director of Nursing.</p>



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