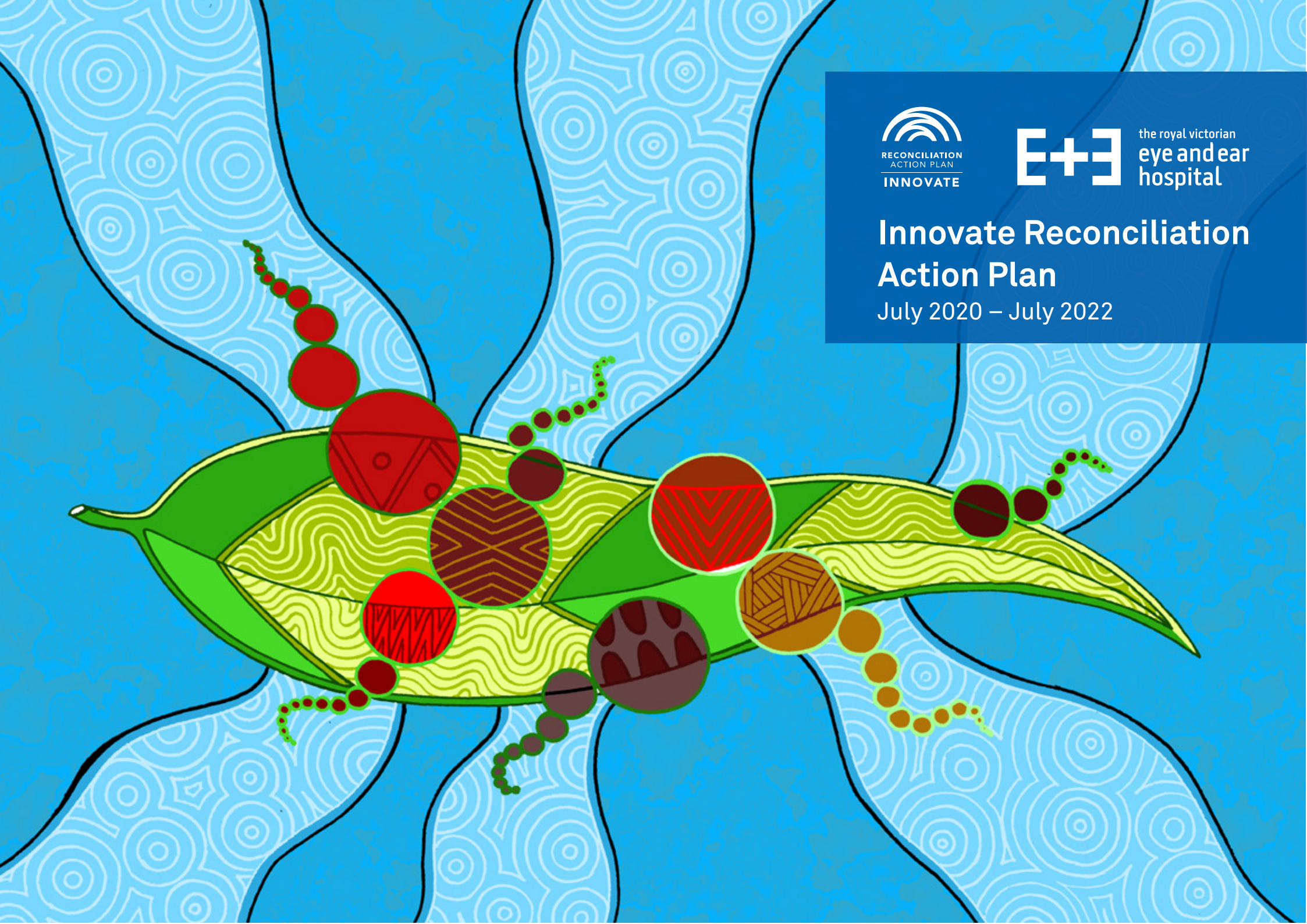




the royal victorian
eye and ear
hospital

Innovate Reconciliation Action Plan

July 2020 – July 2022



Our vision for reconciliation

02

INNOVATE RECONCILIATION ACTION PLAN
JULY 2020 – JULY 2022

“ The Royal Victorian Eye and Ear Hospital is committed to achieving equality in health status between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. We acknowledge that the land we meet and work upon is the traditional lands of the Kulin Nations and we pay our respects to Elders past, present and emerging. ”

Our vision for reconciliation is for Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander peoples to work together to close the healthcare gap for vision and hearing. By developing a stronger awareness and shared understanding of Aboriginal and Torres Strait Islander peoples' histories, cultures and practices, we believe we can achieve positive health outcomes for our Aboriginal and Torres Strait Islander patients.

We are committed to building respectful relationships, providing a culturally safe and welcoming environment, and working together with our patients, their carers, and our community partners to provide equitable and accessible eye, ear, nose and throat (ENT) healthcare for our patients.



Message from Reconciliation Australia

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INNOVATE RECONCILIATION ACTION PLAN
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On behalf of Reconciliation Australia, I am delighted to see The Royal Victorian Eye and Ear Hospital (the Eye and Ear) continue its reconciliation journey and to formally endorse its first Innovate RAP.

Through the development of an Innovate RAP the Eye and Ear 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 the Eye and Ear with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, the Eye and Ear 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 the Eye and Ear well as it embeds and expands its own unique approach to reconciliation. We encourage the Eye and Ear 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 the Eye and Ear on its second RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Message from our Board Chair

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INNOVATE RECONCILIATION ACTION PLAN
JULY 2020 – JULY 2022



It is with pride and a sense of positive momentum that I present our Innovate Reconciliation Action Plan (RAP). The Royal Victorian Eye and Ear Hospital (the Eye and Ear) has a strong commitment to reconciliation. In 2019 our actions towards reconciliation were formally documented in our Reflect RAP. This Innovate RAP details the practical approach that the Eye and Ear will continue to advance our reconciliation journey. Reconciliation is a living concept that involves ongoing negotiation and a commitment to learning from one another. Our journey towards reconciliation is a demonstration of our evolving and ongoing commitment to addressing health

inequities and improving health outcomes for Aboriginal and/or Torres Strait Islander peoples and to supporting them, as far as possible, to be in control of their own healthcare.

At the highest levels of our governance, the Board's Primary Care & Population Health Advisory Committee (PCPHAC) has been given a mandate by the Board to work towards this goal and this focus will continue during the life of this RAP. We will also ensure that appropriate data collection measures are in place so that we can continue to successfully identify opportunities for improvement and monitor progress against the new and innovative work that we are undertaking, either at the Eye and Ear or in collaboration with our community partners.

This RAP is also an extension to our ongoing commitment to continue embedding cultural awareness amongst our staff and across the organisation. We strive to be a service that is inclusive and welcoming to all Aboriginal and/or Torres Strait Islander people regardless of their reason for accessing our services. By fostering an environment of inclusion and welcome, we aim to retain and nurture our Aboriginal and/or Torres Strait Islander patients, volunteers and staff and ultimately, improve our patients' health outcomes.

We have already made some significant progress towards closing the eye and ear, nose and throat (ENT) health gap for our Aboriginal and/or Torres Strait Islander patients. In particular, our work to reduce cataract surgery waiting times has seen an increased number of patients accessing our service to receive this care, and the establishment of the Ophthalmology Outreach Clinic at the Victorian Aboriginal Health Service (VAHS) in Fitzroy which is Victoria's first ophthalmology clinic to be run in an Aboriginal Community Controlled Health Organisation (ACCHO). This clinic exists because of the strong commitment, collaboration and dedication by the teams at VAHS and the Eye and Ear with support from the Australian College of Optometry (ACO) and the Victorian Aboriginal Community Controlled Health Organisation (VACCHO). Our Aboriginal Health Liaison Officer is pivotal to ensuring a streamlined process for patients referred from the clinic for surgery at the Eye and Ear. The key to our success has been collaboration and careful listening to our patients. In this spirit, I convey this Innovate Reconciliation Action Plan (RAP) for your consideration.

Dr Sherene Devanesen
Board Chair

Message from our CEO

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INNOVATE RECONCILIATION ACTION PLAN
JULY 2020 – JULY 2022



I am excited to present our Innovate Reconciliation Action Plan (RAP) to you. At the Eye and Ear our staff, patients and volunteers have been working collaboratively to provide an enhanced environment and care that will help us to contribute to closing the healthcare gap by improving health outcomes for Aboriginal and/or Torres Strait Islander peoples. We understand that nationally there is an inequity of access to care and levels of hearing loss and vision impairment experienced by Aboriginal and/or Torres Strait Islander peoples regardless of age. The impact of

this on personal wellbeing and achievement are unacceptable. To meet our vision as “A world leader providing exceptional care” we know there is much more to be done to improve the quality of life for Aboriginal and/or Torres Strait Islander peoples and we can play a crucial part in reducing this inequity.

The concept of cultural awareness and cultural safety is understood across the health sector but our aim is to ensure that it is well understood by our staff and meets the expectations of our patients. The first phase of our reconciliation journey through embedding the actions in our Reflect RAP has been one of learning and working in partnership. With the launch of our Innovate RAP, we identify more strategies to work with our staff and external partners to further improve healthcare outcomes for Aboriginal and Torres Strait Islander patients. This RAP is not the whole solution, but it charts our path in the Eye and Ear’s ongoing commitment to reconciliation. We commit to continuing on our journey as we work with our patients, staff, volunteers, Board Directors and community partners towards reconciliation.

Our Innovate RAP builds on the foundational work we’ve undertaken in our Reflect RAP. Some of the actions included in our new RAP will build on this work and others will set us challenges for the future. Examples of these deliverables include:

- expanding our activities to celebrate significant dates and events including National Reconciliation Week and NAIDOC Week and engaging more of our staff, Board Directors and volunteers to be involved in internal and external events
- reviewing our website and strengthening the information and updates provided to the community through this channel
- increasing staff, Board Director and volunteer awareness of cultural safety through the introduction of our new Cultural Awareness e-learning package and training program
- investigating opportunities to expand the Healthy Ears Outreach Clinic run at the Victorian Aboriginal Health Service (VAHS)

We value any opportunity to collaborate and in this spirit we are proud of our strong partnership with VAHS who we work with collaboratively to deliver care to Aboriginal and Torres Strait Islander patients in our successful Healthy Ears and Ophthalmology Outreach Clinics. The opportunity to build a community of likeminded organisations that are actively invested in helping us travel along a pathway toward reconciliation has been a true gift. We want to honour their faith in us by continuing to deliver a considered approach to creating a healthcare environment that is culturally safe and welcoming.

We thank our patients for their generosity in providing feedback on our Reflect RAP and we look forward to their guidance as we implement our Innovate RAP. This RAP is another step on the journey as we chart a positive and proactive path in the Eye and Ear’s ongoing commitment to reconciliation. It demonstrates our desire to provide a fairer, safer and healthier outcome for our Aboriginal and Torres Strait Islander patients. We share it with the support and endorsement of our Board, our staff, our volunteers and the community.

Brendon Gardner
Chief Executive Officer

Our business

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INNOVATE RECONCILIATION ACTION PLAN
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The Royal Victorian Eye and Ear Hospital (the Eye and Ear) is a world leading facility, and Australia's only specialist stand-alone eye, ear, nose and throat (ENT) hospital. The Eye and Ear is located across two sites in East Melbourne and is the largest public provider of ophthalmology and ENT services in Victoria and delivers more than half of Victoria's public eye surgery and all of Victoria's public cochlear implants. The organisation has a geographic reach which is statewide across Victoria however we do care for a small number of patients from outside of Victoria.

Our vision of being a world leader providing exceptional care is underpinned by our four values: integrity, care, teamwork and excellence. We aspire to be the world's leading eye and ear health service through:

- **Outstanding patient experience**
- **Exemplary leadership**
- **Inspiring our people**
- **Building a platform for the future**

A Healthy Ears Clinic has been run very successfully, every four weeks, in conjunction with the Victorian Aboriginal Health Service (VAHS) for the past six years. This clinic provides ear, nose and throat (ENT) and Audiology assessment. Up to 16 Aboriginal and/or Torres Strait Islander children are seen in each ENT clinic and up to 12 in each Audiology clinic. Patients who require surgery are directly referred to the Eye and Ear. Waiting list numbers for both of these clinics has steadily increased over the past few years which demonstrates the high demand for this service.

An Ophthalmology Outreach Clinic has also been running very successfully each fortnight at VAHS since November 2018 which provides services to



Aboriginal and/or Torres Strait Islander adults and children. This clinic is the first Ophthalmology Clinic to be run in an Aboriginal Community Controlled Health Organisation (ACCHO) in Victoria and provides assessment and treatment services including injecting and laser therapies. Patient numbers are increasing and most clinics are now fully booked with a waiting list starting to accrue.

Our organisation employs approximately 900 staff. Six staff identify as Aboriginal and/or Torres Strait Islander people, including our two Aboriginal Health Liaison Officers (AHLOs).

Community partnerships

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INNOVATE RECONCILIATION ACTION PLAN
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The Eye and Ear has strong relationships with a number of external organisations and many of these groups are members on our Primary Care & Population Health Advisory Committee (PCPHAC). These groups include the organisations listed below who have contributed to our reconciliation journey and closing the eye and ear health care gap in the following ways:

- the Victorian Aboriginal Health Service (VAHS) – partner with us to run a Healthy Ears Outreach Clinic every four weeks and an Ophthalmology Outreach Clinic every two weeks at VAHS
- the Victorian Aboriginal Community Controlled Health Organisation (VACCHO) – member of the State Eye Health Committee which is chaired by VACCHO and attend the Improving Care for Aboriginal Patients (ICAP) forums twice a year
- the Aboriginal Health team at the Victorian Department of Health and Human Services (DHHS) – work collaboratively on projects and committees supporting Aboriginal and/or Torres Strait Islander peoples access to eye and ear healthcare
- the Indigenous Eye Health Unit (IEH) – attended and presented at the National Eye Health conference run by IEH
- the Australian College of Optometry (ACO) – partnered to celebrate NAIDOC Week 2018, work collaboratively to run the Ophthalmology Outreach Clinic at VAHS every two weeks
- Rural Workforce Agency Victoria (RWAV) – work collaboratively to provide funding to support the running of our Outreach programs
- Royal Australasian College of Surgeons – members of the College are staff at the Eye and Ear who provide clinical support to run the Outreach Clinics at VAHS



Our organisation is represented on external committees and steering groups with members from each of these organisations, including on the Statewide Aboriginal Eye Health Strategy Committee which oversees the work being done in the 12 Victorian regions to improve Aboriginal and/or Torres Strait Islander eye health. We are also a member of the North West Metropolitan Aboriginal Eye Health Committee, one of the 12 regional committees, which oversees the work being done in our region to improve Aboriginal and/or Torres Strait Islander eye health. A statewide Aboriginal Ear and Speech Health Committee is currently being established and the Eye and Ear has been approached to be a founding member of this committee.

Our RAP

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INNOVATE RECONCILIATION ACTION PLAN
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This RAP builds on the work we have done to meet the actions in our Reflect RAP as we continue on our reconciliation journey. A commitment has been made by our Primary Care & Population Health Advisory Committee (PCPHAC - a subcommittee of the Board) to focus all meetings on closing the gap for eye and ear health care for Aboriginal and/or Torres Strait Islander communities. Part of this commitment includes overseeing the progress on the actions in our Reflect RAP and developing our Innovate RAP.

Our RAP is championed in our health service by our CEO and Executive Director of Redevelopment, Planning and Infrastructure, who is the Executive leader for the Aboriginal Health Team. Our RAP and reconciliation journey are also strongly supported by our Board, PCPHAC, Executive team and RAP Working Group.

Our RAP Working Group membership consists of:

- **Executive Director Redevelopment, Planning and Infrastructure (Chair)**
- **Manager Planning & Patient Experience (Secretary)**
- **Aboriginal Health Liaison Officers (AHLOs) x 2**
- **People & Culture representative**
- **Marketing & Communications representative**
- **Clinical Managers x 3**
- **Contract & Procurement Manager**
- **Aboriginal and/or Torres Strait Islander Consumer Representatives x 3**

Our Reflect RAP Highlights 2019-2020

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INNOVATE RECONCILIATION ACTION PLAN
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The Eye and Ear's key priorities in our Reflect Reconciliation Action Plan (RAP) were: a commitment to closing the gap for eye and ear, nose and throat (ENT) healthcare for Aboriginal and/or Torres Strait Islander patients; to begin embedding cultural awareness amongst our staff, Board Directors and volunteers; and to strengthen and promote opportunities for Aboriginal and/or Torres Strait Islander employment. Our dedicated approach of continuous improvement to delivering high quality healthcare for Aboriginal and/or Torres Strait Islander peoples is strengthened by our mutually respectful relationships and ongoing partnerships with local and statewide Aboriginal and Torres Strait Islander organisations. The Eye and Ear's connection to Aboriginal and Torres Strait Islander communities, and engagement with Aboriginal Community Controlled Health Organisations (ACCHOs) means that our models of care are better informed and appropriate to meet the needs of community, with consideration of respect and self-determination for Aboriginal and/or Torres Strait Islander peoples.

Our Innovate RAP marks the next phase of the Eye and Ear's journey towards reconciliation. We recognise that reconciliation is an ongoing process and this RAP signifies our ongoing commitment to continue working with Aboriginal and Torres Strait Islander peoples to further build upon the achievements of our Reflect RAP. Some of these achievements are:

Aboriginal Cultural Awareness Online Learning Package

Over the past two years, one of our Aboriginal Health Liaison Officers (AHLOs) and two staff members from the Eye and Ear RAP Working Group joined a project team of hospital representatives from five Victorian health services to build an Aboriginal Cultural Awareness online learning package. This was developed on behalf of the Department of Health and Human Services' (DHHS) Wandeat Bangoongagat Committee. Representatives were from The Royal Children's Hospital, Monash Health, Western Health, Echuca Regional Health and The Royal Victorian Eye and Ear Hospital. The team were tasked with designing and delivering a customisable online learning package suitable for implementation in Victorian healthcare organisations. The strong collaboration between the team members, and valuable feedback from statewide consultations with Aboriginal and Torres Strait Islander health workers and AHLOs, has resulted in the development of a teaching tool that aims to improve the cultural awareness knowledge and practices of healthcare employees. Topics covered include information on: Aboriginal and Torres Strait Islander peoples' history, culture and traditions; respectful and appropriate ways of communicating with Aboriginal and/or Torres Strait Islander patients and their carers; supporting Aboriginal and/or Torres Strait Islander employees; respectful and supportive recruitment and orientation for Aboriginal and/or Torres Strait Islander employees.

Our Reflect RAP Highlights 2019-2020

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Ophthalmology Outreach Clinic

A new specialist eye clinic for Aboriginal and/or Torres Strait Islander patients was opened in November 2018 in Fitzroy as a partnership between the Eye and Ear and the Victorian Aboriginal Health Service (VAHS). This full service clinic is the first of its kind in a community controlled organisation in Victoria. This is a significant and practical step forward in closing the gap for Aboriginal and Torres Strait Islander patients who need specialist eye healthcare. The Eye and Ear and VAHS have collaborated closely to provide a model of care that suits the patients' needs. The clinic aims to address the existing and growing demand for specialist eye care among the community by providing a service for both paediatric and adult patients in a culturally safe environment. With state of the art equipment, it allows for gold standard ophthalmology care including injection and laser treatment for serious and ongoing eye conditions. Patients who are referred for surgery undergo this at the Eye and Ear and then return to VAHS for their follow up appointment. The clinic runs fortnightly and is staffed by Ophthalmologists, Orthoptists, and an AHLO who are supported by VAHS Aboriginal Health Workers. Together, the team work to care for, treat and support Aboriginal and/or Torres Strait Islander patients with eye disease.



Our Reflect RAP Highlights 2019-2020

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Healthy Ears Outreach Clinic

Since 2012 the Eye and Ear and VAHS have worked in partnership to deliver the monthly Healthy Ears Outreach Clinic at VAHS in Fitzroy. The clinic is coordinated by a VAHS Aboriginal Health Worker and sees Aboriginal and/or Torres Strait Islander children between the ages of 0-21 years of age who have hearing and ear, nose and throat issues. The clinic offers two services, Audiology testing and ear, nose and throat (ENT) consultations. These are staffed by ENT Surgeons and Audiologists from the Eye and Ear who provide clinical care to patients. The AHLO from the Eye and Ear, together with the VAHS Clinic Coordinator, form a critical part of the team as they support patients and their carers throughout their healthcare journey. Patients requiring surgery have this performed at the Eye and Ear and return to VAHS for their post-operative appointment. Through our ongoing partnership with VAHS, cultural consideration has ensured that all Aboriginal and/or Torres Strait Islander patients from VAHS receive specialised care with streamlined treatment pathways and cultural support within a culturally safe environment.

Primary Care and Population Health Advisory Committee (PCPHAC)

Our PCPHAC, an Eye and Ear Board Subcommittee, has been given the remit by the Eye and Ear Board to primarily focus on improving access to care and closing the vision and hearing healthcare gap for our Aboriginal and/or Torres Strait Islander patients. This committee has members representing many of our key partner organisations who work in the Aboriginal and Torres Strait Islander healthcare space, as well as key members of staff from within the Eye and Ear, including our two AHLOs. This attention at the highest level of governance in our organisation has led to better outcomes and streamlined access for Aboriginal and/or Torres Strait Islander patients to receive their care and treatment. This oversight has also guided the development of our RAP and measurement of progress against our RAP actions.

Key activities over the past year

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Welcome to Country and Acknowledgement of Country

At the launch of our Reflect RAP in February 2019, we were honoured to have Uncle Dave Murphy attend and provide a Welcome to Country. Uncle Dave's inspirational Welcome highlighted the importance of acknowledging the culture, history and ancestors of Aboriginal and Torres Strait Islander people and that through mutual respect, recognition and a shared unity, we can all continue on the journey toward reconciliation together.

Providing an Acknowledgement of Country at the beginning of all events and meetings held at the Board Sub-committee, Executive and Managers levels has been well received and supported throughout the organisation.

NAIDOC Week

NAIDOC week at the Eye and Ear was celebrated with an information and souvenir stall in the hospital foyer. Attended by many staff and patients, the stall raised awareness of the NAIDOC Week theme - VOICE, TREATY, TRUTH - and provided an opportunity for attendees to ask questions relating to Aboriginal and/or Torres Strait Islander cultures, beliefs and practices in a culturally safe space, and to show their support for reconciliation. Another highlight of NAIDOC week was when staff members from the Eye and Ear and from some of our external partner organisations united to attend the NAIDOC Week March.

Recruitment

Over the past year we have improved our systems and processes for Aboriginal and/or Torres Strait Islander people who are applying for employment at the Eye and Ear to identify. This has facilitated more culturally appropriate recruitment and on-boarding processes. Our ability to attract and increase our Aboriginal and Torres Strait Islander workforce has been strengthened



by the ongoing review and update of culturally appropriate recruitment and retention plans. Updating our 'Aboriginal Employment Plan', 'Cultural Considerations for Interviewing Aboriginal Candidates Procedure' and '100 day on-boarding plan' has increased the cultural knowledge and confidence of managers when attracting, engaging and developing our Aboriginal and/or Torres Strait Islander workforce.

Challenges and Learnings from our Reflect RAP journey

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INNOVATE RECONCILIATION ACTION PLAN
JULY 2020 – JULY 2022



Now that our Reflect RAP has been completed, we have reflected on our challenges and learnings. Some of our key challenges which have become apparent during our Reflect RAP implementation and will continue into our Innovate RAP journey include:

- Catering to the various interpretations of reconciliation amongst our staff, Board Directors and volunteers and trying to unite them behind a single shared meaning
- Embedding cultural awareness in 'business as usual' activities
- Understanding the importance of patience as we progress through this journey and bring our staff, Board Directors and volunteers along with us
- Keeping the momentum which will rely on a strong communication strategy and continued relationship building

The Reflect RAP has enabled us to build the foundations for our reconciliation journey and to ensure that key steps have not been missed. During our Reflect RAP journey, we have implemented many key activities, as previously described, which have assisted our organisation to become more culturally safe and welcoming for Aboriginal and/ or Torres Strait Islander patients to receive care and treatment. Our Outreach Clinics provide an alternative way for Aboriginal and/or Torres Strait Islander patients to receive care resulting in improved attendance rates, streamlined access to care and compliance with treatment.

Our Innovate RAP will be informed by these insights and build on these foundations as we continue to refine and strengthen our processes to care for and treat Aboriginal and/or Torres Strait Islander patients. We will continue our journey towards reconciliation by further embedding our cultural awareness training program for staff, Board Directors and volunteers, improving recruitment and on-boarding processes, and building our support and development program for Aboriginal and/or Torres Strait Islander employees.



Relationships

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Ongoing engagement with community and key stakeholders, and building strong and respectful relationships with Aboriginal and Torres Strait Islander peoples, will enable the Eye and Ear to continue our reconciliation journey to close the eye and ear, nose and throat (ENT) healthcare gap. This will be achieved through providing services for Aboriginal and Torres Strait Islander patients to achieve positive health outcomes in a culturally safe environment.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	February, 2021	Manager Planning & Patient Experience (MPPE)
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	September, 2021	MPPE
	Continue to work with our external stakeholders by regularly meeting to share data, feedback and support, and to improve service accessibility through the Outreach model of care across Victoria.	July, 2022	MPPE
Celebrate and encourage participation in National Reconciliation Week by providing initiatives to maintain & strengthen relationships between the Aboriginal and Torres Strait Islander community and stakeholders.	Host at least one internal-facing National Reconciliation Week event at both sites each year and invite Aboriginal and Torres Strait Islander stakeholders and consumers to participate.	27 May - 3 June, 2021 and 2022	AHLO
	Promote and acknowledge internal & external National Reconciliation Week events via social media platforms to encourage staff, patient & community participation.	May, 2021 and 2022	Marketing & Communications Manager (M&C Manager)
	Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials to our staff.	May, 2021 and 2022	M&C Manager
	Encourage and support staff and senior leaders, including the Executive, to participate in at least one external event to recognise and celebrate National Reconciliation Week.	May, 2021 and 2022	M&C Manager



Relationships

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Action	Deliverable	Timeline	Responsibility
	Ensure RAP Working Group members participate in an external National Reconciliation Week event.	May, 2021 and 2022	AHLO
	Encourage the Executive team to support staff participation in significant cultural events, including National Reconciliation Week, through engagement in internal celebrations and active involvement in external partner organisations' activities.	May, 2021 and 2022	M&C Manager
	Register our National Reconciliation Week events on Reconciliation Australia's National Reconciliation Week website.	May, 2021 and 2022	M&C Manager
Raise internal & external awareness of our RAP to promote reconciliation through our sphere of influence.	Explore opportunities to collaborate with and positively influence RAP and other like-minded organisations to develop and promote strategies to advance positive reconciliation outcomes.	July, 2022	AHLO
	Implement strategies to engage our staff in reconciliation.	July, 2021	AHLO
	Build on current Eye and Ear Outreach programs in collaboration with key stakeholders to further promote reconciliation among our sphere of influence and continue our reconciliation journey.	July, 2021	AHLO
	Develop a strategy to further enhance the cultural education of staff about the organisation's continued commitment to reconciliation.	December, 2021	AHLO
	Communicate our commitment to reconciliation publically.	July, 2022	M&C Manager



Relationships

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INNOVATE RECONCILIATION ACTION PLAN
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Action	Deliverable	Timeline	Responsibility
	Establish a communication strategy and resources to raise awareness of the RAP and ensure the progress of reconciliation initiatives are accessible to all staff, external stakeholders and community.	July, 2022	M&C Manager
	Develop a dedicated Aboriginal and/or Torres Strait Islander peoples section on the Eye & Ear website that encompasses information and updates on the RAP, Aboriginal programs and support services including: Aboriginal Health Liaison Officers, patient stories, Aboriginal Employment Plan and links to associated external organisations.	December, 2020	M&C Manager
Promote positive race relations through anti-discrimination strategies.	Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to consult on our Equal Opportunity Procedure which includes our anti-discrimination policy.	October, 2020	People & Culture Officer (P&C Officer)
	Conduct a review of People and Culture policies and procedures to identify existing anti-discrimination provisions, and future needs.	October, 2020	P&C Officer
	Review our Equal Opportunity Procedure, which includes information about our organisation's policy on anti-discrimination, and communicate any changes to our staff and volunteers.	October, 2020	P&C Officer
	Ensure anti-discrimination provisions support our Aboriginal and Torres Strait Islander employees whenever our People and Culture related policies and procedures are reviewed.	July, 2022	P&C Officer
	Implement a mandatory Cultural Awareness online learning package for all Eye and Ear staff and Board Directors which includes information about the effects of racism.	July, 2020	MPPE



Relationships

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Action	Deliverable	Timeline	Responsibility
Collaborate with our internal and external stakeholders to improve services provided to Aboriginal and Torres Strait Islander communities.	Continue quarterly meetings with Victorian Aboriginal Health Service (VAHS) staff to monitor and discuss improvements to the operations and activity of the Healthy Ears Outreach Clinic in collaboration with the VAHS and work collaboratively to implement those improvements.	December, 2021	MPPE
	Establish quarterly meetings with VAHS staff to monitor and discuss activity and improvement opportunities to maintain and strengthen the Ophthalmology Outreach Clinic run at VAHS.	December, 2021	MPPE
	Continue to work with VAHS, the Victorian Aboriginal Community Controlled Health Organisation (VACCHO) and other external stakeholders to promote access for patients from regional Victoria to the Ophthalmology Outreach Clinic run at VAHS.	May, 2021	MPPE
	Continue to work closely with our external partners to share our knowledge and learnings of implementing the Outreach clinics we run at VAHS to support other regional and rural Aboriginal Community Controlled Health Organisations (ACCHO'S) to implement this model of care as required.	July, 2020	AHLO
	Investigate opportunities to strengthen our relationship with Thorn Harbour Health - an organisation supporting people identifying as lesbian, gay, bisexual, transgender, queer, intersex and asexual (LGBTQIA) – by sharing our reconciliation journey learnings and knowledge to support them in their reconciliation journey.	December, 2020	AHLO
	Work closely with VACCHO and other external stakeholders to improve ear and speech health in Aboriginal and Torres Strait Islander peoples through developing patient information factsheets on common ear, nose and throat (ENT) conditions.	June, 2021	AHLO



Respect

By celebrating and demonstrating respect for Aboriginal and Torres Strait Islander peoples, cultures and histories, the Eye and Ear is acknowledging the importance of creating a deeper understanding to become a culturally competent organisation. Providing staff with an environment and opportunity to learn, we hope to create employees that are culturally aware, respectful and confident to deliver culturally appropriate health services to Aboriginal and Torres Strait Islander communities.

Action	Deliverable	Timeline	Responsibility
Engage employees, volunteers and Board Directors in cultural learning opportunities to increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Provide access to cultural training for all staff that best meets their needs, such as online, face-to-face and other formal and informal cultural learning opportunities.	July, 2022	AHLO
	Include key messages about cultural awareness at orientation for all staff and volunteers.	July, 2020	AHLO
	Assess current levels of cultural awareness knowledge amongst staff and volunteers.	July, 2020	AHLO
	Identify gaps and customise our Cultural Awareness online learning package to meet those learning requirements for internal staff.	July, 2020	AHLO
	Consult with Aboriginal and Torres Strait Islander consumer representatives, RAP Working Group, Aboriginal Health workers, Aboriginal and Torres Strait Islander patients and partnering health organisations to validate the culture content of the Eye and Ear customised Cultural Awareness e-learning package.	July, 2020	AHLO
	Launch our Cultural Awareness e-Learning package.	July, 2020	M&C Manager
	Ensure the Cultural Awareness online learning package is completed by 100% of our Board Directors, Executive Team, senior leaders, staff and volunteers within an allocated timeframe.	July, 2021	MPPE



Respect

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INNOVATE RECONCILIATION ACTION PLAN
JULY 2020 – JULY 2022

Action	Deliverable	Timeline	Responsibility
	Measure staff completion of the Cultural Awareness online learning package and report this data to the Executive.	July, 2020, 2021 and 2022	MPPE
	Develop, implement and communicate a cultural learning strategy for all staff in the organisation.	May, 2021	MPPE
	Develop an “Aboriginal and/or Torres Strait Islander languages and cultural traditions” fact sheet resource for staff to access via the Eye and Ear intranet.	December, 2020	AHLO
	Provide opportunities for RAP Working Group members, Board Directors, Executive, staff and volunteers to participate in formal and structured cultural learning.	July, 2020	AHLO
	Investigate and promote local cultural experiences, immersion opportunities and other educational resources for interested staff to access via Aboriginal Health Unit intranet page.	July, 2022	AHLO
Engage staff in understanding and observing the significance of Aboriginal and Torres Strait Islander cultural protocols.	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	July, 2020	AHLO
	Continue to communicate to staff the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July, 2022	AHLO
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events.	July, 2022	M&C Manager
	Continue to encourage staff to include an Acknowledgement of Country at the commencement of meetings and events.	July, 2022	MPPE



Action	Deliverable	Timeline	Responsibility
Provide opportunities for Aboriginal and Torres Strait Islander health employees, hospital staff, Board Directors and volunteers to engage with culture and communities by celebrating NAIDOC Week.	RAP Working Group members participate in an external NAIDOC Week community event.	July, 2020, 2021 and 2022	AHLO
	Ensure Executive Team support for staff to attend NAIDOC Week events.	July, 2020, 2021 and 2022	AHLO
	Review People and Culture policies and procedures to remove barriers to staff participating in NAIDOC Week.	July, 2020	P&C Officer
	Order NAIDOC Week posters to display at all sites.	May, 2021 and 2022	AHLO
	Conduct a NAIDOC Week activity across both sites which will be predominantly for internal staff, volunteers, patients and carers with invitations sent to our external Aboriginal health organisation partners.	July, 2020, 2021 and 2022	AHLO
	Invite Aboriginal and/or Torres Strait Islander Elders to our NAIDOC Week event.	May, 2021 and 2022	AHLO
	Communicate to staff an explanation of the NAIDOC Week theme and encourage participation to external NAIDOC Week events in community.	June, 2021 and 2022	AHLO
	Contact local NAIDOC Week Committees to identify external local NAIDOC Week events and promote these to our staff to encourage attendance.	June, 2021 and 2022	AHLO



Respect

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INNOVATE RECONCILIATION ACTION PLAN
JULY 2020 – JULY 2022

Action	Deliverable	Timeline	Responsibility
Continue creating a culturally safe and welcoming environment for our patients, their families, and our staff.	Engage an external consultant to complete a cultural safety assessment in each of our buildings.	July, 2021	AHLO
	Undertake a staff assessment upon completion of the cultural awareness online training to understand current levels of cultural safety knowledge within the workplace and use these results to inform further training.	July, 2021	MPPE
	Strengthen the process to encourage feedback discussions with Aboriginal and Torres Strait Islander employees to provide opportunity for them to express any cultural concerns.	December, 2020	P&C Officer
Promote cultural learning within our sphere of influence through sharing our resources and knowledge gained to support our external partners to develop their own cultural learning strategies.	Share our knowledge, learnings and resources gathered through developing our Cultural Awareness online learning package to support our partners to develop their own version of this learning package.	December, 2020	MPPE



Opportunities

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By providing support to Aboriginal and Torres Strait Islander peoples through employment and procurement partnerships, the Eye and Ear will provide a culturally inclusive workplace that encourages and supports Aboriginal and Torres Strait Islander employment, professional development and retention and develop mutually beneficial procurement opportunities.

Action	Deliverable	Timeline	Responsibility
Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace.	Engage with existing Aboriginal and Torres Strait Islander staff to ensure appropriate recruitment, retention and professional development activities for Aboriginal and Torres Strait Islander staff are delivered.	December, 2020	P&C Officer
	Increase the number of Aboriginal and/or Torres Strait Islander staff employed in our workforce.	July, 2022	P&C Officer
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December, 2021	P&C Officer
	Partner with external stakeholders on shared training and employment opportunities for Aboriginal and Torres Strait Islander health workers.	July, 2022	P&C Officer
	When People and Culture recruitment procedures and policies are reviewed ensure there are no barriers to Aboriginal and/or Torres Strait Islander employees and future applicants participating in our workplace.	December, 2020	P&C Officer
	Encourage Aboriginal and Torres Strait Islander representation on selection panels when recruiting Aboriginal and/or Torres Strait Islander employees for all positions.	July, 2022	P&C Officer
	Update the Aboriginal Employment Plan (which includes recruitment, retention and professional development strategies).	September, 2020	P&C Officer



Opportunities

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INNOVATE RECONCILIATION ACTION PLAN
JULY 2020 – JULY 2022

Action	Deliverable	Timeline	Responsibility
	Ensure all job advertisements are encouraging of Aboriginal and/or Torres Strait Islander people to apply and that Aboriginal and Torres Strait Islander media channels are used to advertise relevant positions.	July, 2022	P&C Officer
	Build relationships with key universities and other educational institutions to enable opportunities for work experience, scholarships, cadetships and recruitment of Aboriginal and Torres Strait Islander students, volunteers and staff.	July, 2022	P&C Officer
	Support equal and equitable internal and external professional development opportunities for Aboriginal and Torres Strait Islander staff through identifying their learning needs at discussions with their manager during their annual performance discussion.	July, 2022	P&C Officer
Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.	Encourage staff to utilise the Supply Nation, Kinaway and Vendor Panel websites which provides a service guide that lists Aboriginal and/or Torres Strait Islander businesses for procurement of goods and services.	July, 2022	Supply & Procurement Manager (SPM)
	Develop and implement a procurement strategy that encourages direct procurement from Aboriginal and Torres Strait Islander businesses and indirect procurement from businesses that purchase goods, services or construction from an Aboriginal and Torres Strait Islander supplier, including social enterprises.	July, 2021	SPM
	Investigate Supply Nation membership.	July, 2021	SPM
	Include details of Aboriginal and Torres Strait Islander businesses that can provide goods and services to the hospital via the Contracts and Procurement page on the Eye and Ear intranet site.	July, 2022	SPM



Opportunities

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INNOVATE RECONCILIATION ACTION PLAN
JULY 2020 – JULY 2022

Action	Deliverable	Timeline	Responsibility
	Review and update procurement policies and procedures to include the Social Procurement Framework to ensure there are no barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July, 2022	SPM
	Utilise Aboriginal and Torres Strait Islander services for catering at all Aboriginal and Torres Strait Islander culturally focused events including NAIDOC week and National Reconciliation Week.	July, 2022	AHLO
	Develop at least one commercial relationship with an Aboriginal and Torres Strait Islander owned business.	July, 2022	SPM
Investigate opportunities to use our sphere of influence to promote positive messages in our local Aboriginal and Torres Strait Islander community about eye and ear, nose and throat (ENT) health and wellbeing, and preventative care.	Identify opportunities to participate in community forums and events to promote healthy eyes and ears.	July, 2022	AHLO
	Utilise social media platforms to educate patients and carers about eye and ear, nose and throat (ENT) health and preventative care, and about new initiatives to improve eye and ENT health.	July, 2022	M&C Manager
	Educate Aboriginal and Torres Strait Islander patients to improve their health literacy around eye and ear, nose and throat (ENT) health through promotion of patient information factsheets about common conditions.	July, 2022	AHLO
	Analyse our Aboriginal and/or Torres Strait Islander patients' demographic data to identify gaps and to develop strategies to improve utilisation of our service.	July, 2022	AHLO



Governance

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INNOVATE RECONCILIATION ACTION PLAN
JULY 2020 – JULY 2022

Action	Deliverable	Timeline	Responsibility
Establish strong governance of the RAP, including oversight by the Board and Executive, to ensure effective and sustainable outcomes.	Continue RAP Working Group meetings quarterly to govern the development, endorsement and launch of the Innovate RAP.	July, 2022	MPPE
	Review and update the RAP Working Group Terms of Reference.	July, 2022	MPPE
	Ensure Aboriginal and Torres Strait Islander communities are represented on the RAP Working Group for the life of the RAP.	July, 2022	MPPE
	Distribute RAP Action Tracker to members of the RAP Working Group to track progress of deliverables and provide progress updates against RAP actions.	July, 2022	MPPE
Provide appropriate support for effective implementation of RAP commitments.	Develop and maintain a comprehensive RAP actions implementation plan to track, measure and report on key actions against our RAP commitments.	July, 2020	MPPE
	Define resource needs for RAP implementation.	July, 2020	MPPE
	Appoint and maintain an internal RAP Champion from senior management.	July, 2020	MPPE
	Engage our senior leaders and other staff in the delivery of our RAP commitments.	May, 2022	MPPE
Report RAP achievements, challenges and learnings both internally and externally to Reconciliation Australia.	Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia annually.	September, 2020, 2021 and 2022	MPPE
	Provide quarterly updates to the Executive team and senior leaders on the progress against the RAP actions to ensure active support and delivery of RAP implementation.	May, August, November, February, 2020, 2021 and February and May, 2022	MPPE



Governance

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INNOVATE RECONCILIATION ACTION PLAN
JULY 2020 – JULY 2022

Action	Deliverable	Timeline	Responsibility
	Publically report our RAP achievements, challenges and learnings annually.	October, 2020, 2021 and 2022	M&C Manager
	Bi-annually report our RAP progress to the Eye and Ear Board Primary Care and Population Health Advisory Committee.	May and November, 2020, 2021	MPPE
	Investigate opportunities to participate in the RAP Barometer.	May, 2022	MPPE
	Update hospital staff of our RAP achievements, challenges and learnings via our internal communication platforms.	July and February, 2020, 2021 and 2022	M&C Manager
Review, refresh and update RAP.	Liaise with Reconciliation Australia to develop a new RAP, based on our learnings, challenges and achievements.	December, 2021	MPPE
	Submit a draft RAP to Reconciliation Australia for feedback and formal endorsement.	December, 2021	MPPE

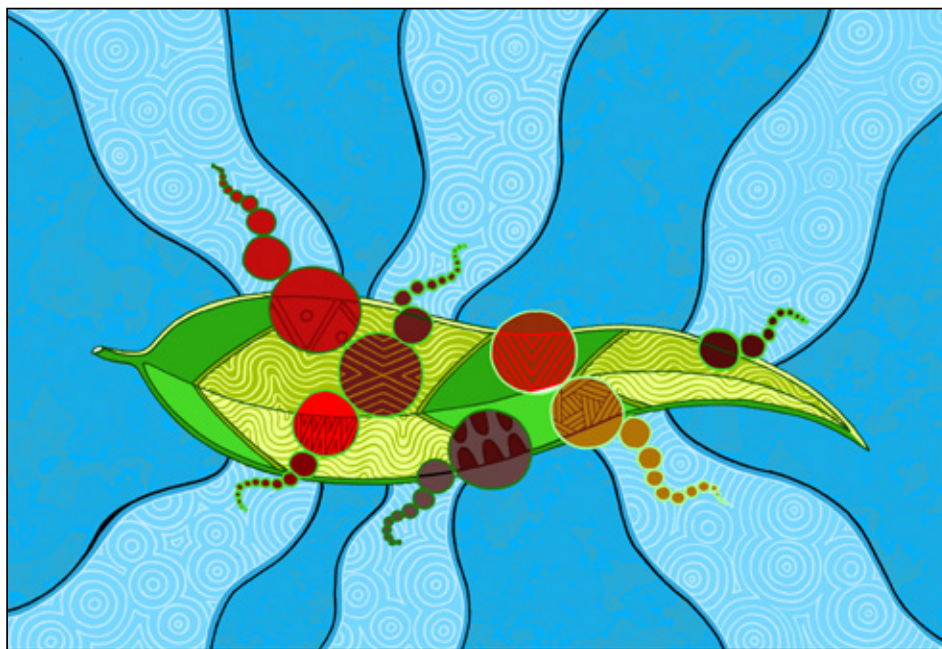
About the artwork

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Artist: Mandy Nicholson, Wurundjeri

The meaning:

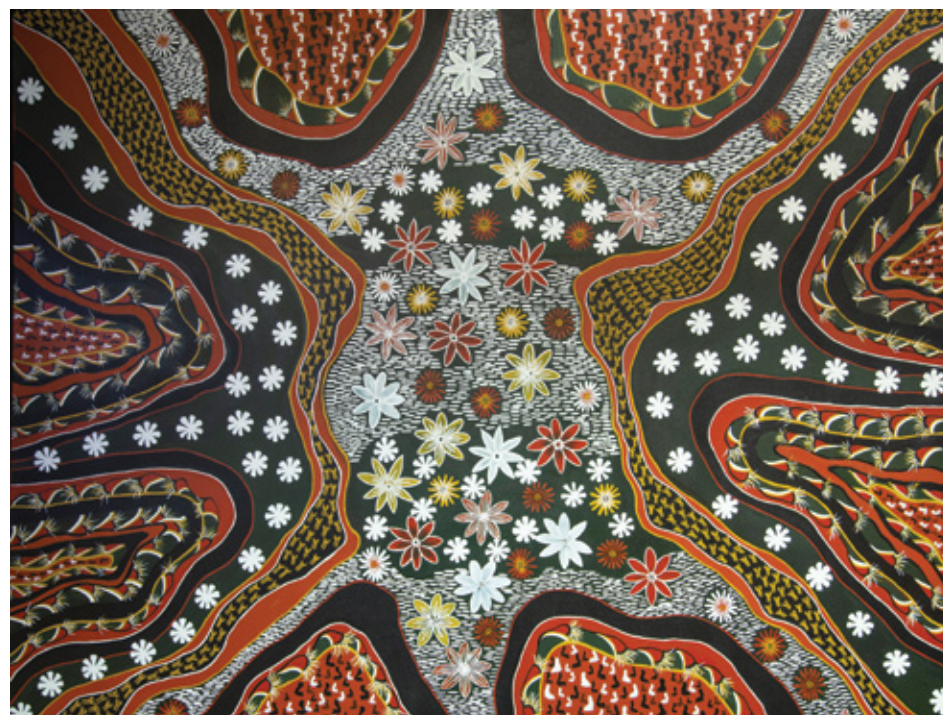
Mannagum leaf- welcoming of visitors, used in smoking ceremony. Embedded in the leaf are circles depicting continuation of cultural practices and ceremony today and the sharing of our cultures with others. The waterways symbolise the waterways that run into the Birrarung (Yarra) and become one, so we begin our shared history of Melbourne.



Artist: Eileen Harrison, Kurnai- Gippsland

The meaning:

The painting represents the artist's health journey. The flowers blossom representing new life and healing.



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