



cohealth
Stretch
Reconciliation
Action Plan
June 2020 – June 2023



Acknowledgement of Traditional Custodians

cohealth acknowledges the Traditional Custodians of the land on which our offices stand – the Boon Wurrung, Wurundjeri and Wathaurung people of the Kulin Nation – and pays respects to Elders past, present and emerging.

We acknowledge the Stolen Generations and the historical and ongoing impact of colonisation on Aboriginal and Torres Strait Islander peoples. We also recognise the resilience, strength and pride of Aboriginal and Torres Strait Islander communities.

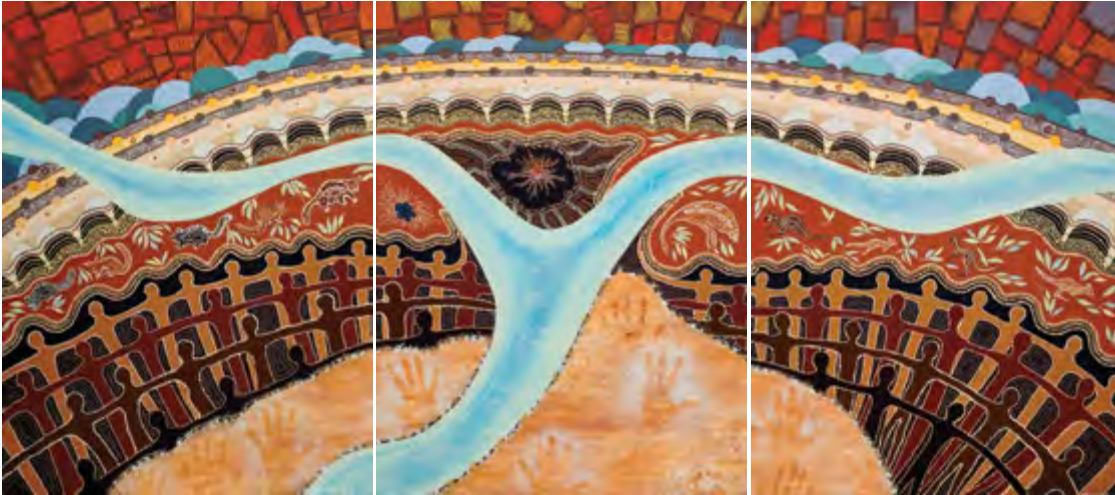
Aboriginal and Torres Strait Islander peoples' living culture is the oldest continuing culture in the world, and we acknowledge that the lands and waterways are a place of age-old ceremonies of celebration, initiation and renewal.



cohealth

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Artwork

The artwork displayed throughout cohealth's 2020–2023 Stretch Reconciliation Action Plan is a painting by Ngardarb Francine Riches titled *Wellness Dreaming*. The painting marks the historic moment that North Yarra Community Health, Doutta Gala Community Health and Western Region Health Centre came together to form cohealth. Central to the *Wellness Dreaming* story is the relationships of the people in harmony with the land, the rivers, the animals and fire. Just as the rivers flow and merge through the triptych, there is a connection between the autonomous services and the communal reliance on traditions, nature and one another to maintain balance in life.

Ngardarb Francine was born and raised in Derby, Sunday Island and One Arm Point on the West Kimberley Coast. Her people are the Arriyol clan of the Bardi/Jawi and Karajarri tribe.

We value the strong working relationship we have with Ngardarb and thank her for her ongoing support and contribution to cohealth.





Committed to reconciliation

I am proud to present cohealth's 2020–2023 Stretch Reconciliation Action Plan (RAP).

Being one of the largest community health centres in Australia, it is integral that we prioritise and respond to the social and health inequity that exists between Aboriginal and Torres Strait Islander and non-Indigenous people.

cohealth has maintained a strong commitment to reconciliation since we began in 2014. We have always strived to create culturally safe and inclusive work environments and services in partnership with First Nations coworkers, consumers and communities.

Whilst we have made many positive steps towards reconciliation, there is still much work to be done. Through a process of learning and listening, our 2020–2023 RAP provides a solid framework to deepen our impact, dismantle structures of power and privilege, improve opportunities and strengthen partnerships.

Our new RAP signifies our deep commitment to Australia's First Peoples. In order to achieve our RAP goals, we are dedicated to a whole-of-organisation approach. Every coworker within cohealth will engage in our reconciliation journey to create meaningful change.

I look forward to achieving the goals of our 2020–2023 RAP and the positive contribution it will make to cohealth and Aboriginal and Torres Strait Islander consumers, coworkers and community members.

A handwritten signature in black ink, appearing to read 'K. Thompson'.

Kerry Thompson
Board Chair, cohealth



Our vision for reconciliation

cohealth's vision for reconciliation is where Aboriginal and Torres Strait Islander peoples have social, health and wellbeing equity, achieved through an understanding of our shared history, deep listening, ongoing learning and reflection.

Our vision for reconciliation is informed by our mission, to *improve health and wellbeing for all and tackle inequality, in partnership with people and the communities they live in*. We envisage a time where the rights, sovereignty, cultures and lands of Aboriginal and Torres Strait Islander peoples are recognised and respected by all Australians.

Being a large health service, we understand our responsibility to improve the health and wellbeing inequity that exists between Aboriginal and Torres Strait Islander and non-Indigenous people. To create meaningful impact and provide culturally safe services and workplaces, we will centre community voice and commit to deep listening. We will engage in truth telling to understand the historical and ongoing impact of dispossession, colonisation and genocide. Equally important, we will recognise and celebrate the achievements, strengths and resilience of Aboriginal and Torres Strait Islander peoples.

We believe true reconciliation can be achieved when all Australians understand and acknowledge our past and contribute to a united future where the culture and wisdom of Aboriginal and Torres Strait Islander peoples is valued and integral to Australia's identity.

Our business

Mission: Improve health and wellbeing for all and tackle inequality, in partnership with people and the communities they live in.

Values: *Inquiry and Innovation, Respect, Courage, Social Equity, Trust*

802 cohealth employees

11 identify as Aboriginal and/or Torres Strait Islander people



cohealth is a not-for-profit community health organisation operating from 30+ sites across northern and western metropolitan Melbourne. We provide integrated disability, mental health, medical, dental, allied health and community support services, and deliver programs to promote community health and wellbeing. cohealth started in 2014 with the merging of Dousta Galla Community Health, North Yarra Community Health and Western Region Health Centre. Each centre had a long and distinguished record of providing holistic health and wellbeing support in their local communities. cohealth is one of Victoria’s largest community health services, operating across the following local government areas:

- City of Brimbank
- City of Darebin
- City of Hobson’s Bay
- City of Hume
- City of Maribyrnong
- City of Melbourne
- City of Melton
- City of Moonee Valley
- City of Moreland
- City of Yarra
- City of Wyndham





Our reconciliation journey

Since cohealth's inception in 2014, Aboriginal and Torres Strait Islander health and wellbeing has been a priority. With the three founding organisations demonstrating a strong commitment to human rights and reconciliation, the development of our inaugural cohealth RAP was a priority at the time of merger. Drawing on the knowledge and learnings from the three organisations, an Innovate RAP was developed in 2014 and our reconciliation journey progressed through the implementation of our 2016-2018 Stretch RAP.

The Executive Lead of the Experience Network is cohealth's RAP champion and oversees cohealth's reconciliation commitments through three specific working groups:

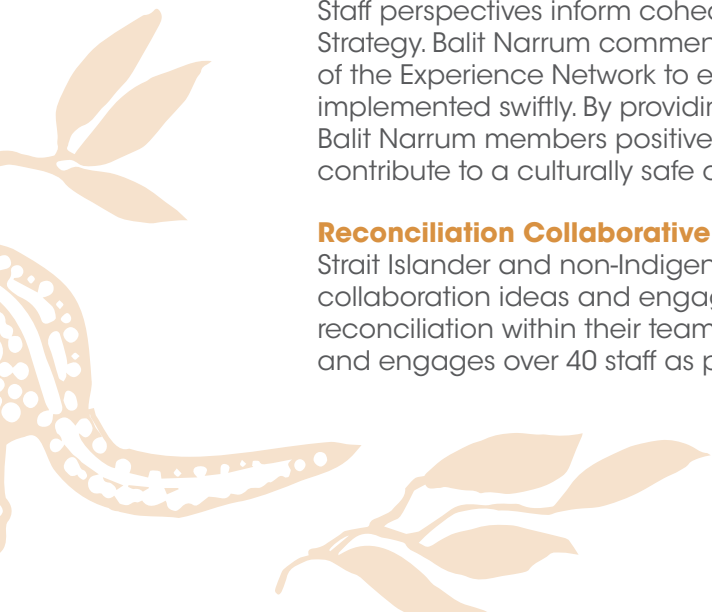




Reconciliation Engine Room a focused group of staff who are responsible for the development, implementation, evaluation, promotion and reporting of reconciliation initiatives on behalf of the organisation. Led by the Executive of the Experience Network, with representation from Aboriginal and Torres Strait Islander staff, the Reconciliation Engine Room reports directly to the Board.

Balit Narrum (Strong Spirit) is where Aboriginal and Torres Strait Islander staff connect and share their experiences and ideas on how cohealth can be a culturally safe, supportive and inclusive employer of Aboriginal and Torres Strait Islander peoples. Staff perspectives inform cohealth’s Aboriginal and Torres Strait Islander Employment Strategy. Balit Narrum commenced in October 2017 and is facilitated by the Executive of the Experience Network to ensure that staff feedback and suggestions can be implemented swiftly. By providing a space for conversation with cohealth’s Executive, Balit Narrum members positively influence the systems, processes and policies that contribute to a culturally safe organisation for Aboriginal and Torres Strait Islander staff.

Reconciliation Collaborative a cross-organisational group for Aboriginal and Torres Strait Islander and non-Indigenous staff to come together to share resources, identify collaboration ideas and engage in cultural learning exercises. Members champion reconciliation within their teams. The Reconciliation Collaborative is an open forum and engages over 40 staff as part of cohealth’s larger RAP community.





Development of 2020-2023 Stretch RAP

The development of cohealth's 2020–2023 Stretch RAP commenced in May 2019 and has been informed by extensive consumer and staff consultation. Staff were invited to participate in an online survey and attend sessions to give feedback on cohealth's strengths and improvement areas in relation to reconciliation. Staff identified that future reconciliation efforts should focus on proactively connecting with community to strengthen our programs and reduce the health and life expectancy gap between Aboriginal and Torres Strait Islander and non-Indigenous peoples. Improved recruitment processes, support and professional opportunities of Aboriginal and Torres Strait Islander employees was another consistent theme.

Consumers and community members provided feedback on their experience of accessing cohealth services through individual and group interviews. Consumers and community members reported positive and respectful interactions with staff and identified they would like to see cohealth prioritise employment pathways for Aboriginal and Torres Strait Islander peoples, and to provide more opportunities for community members to connect with culture and country.

Informed by this consultation, Koorie Heritage Trust and Community Elders facilitated a workshop and supported the Executive Team and coworkers to clarify cohealth's vision for reconciliation and confirm future actions. This was also an opportunity to reflect on the achievements, challenges and learnings in our reconciliation journey. Key learnings have included the importance of clear and strong governance structures, engaging staff across all areas of the organisation, and the need to embed reconciliation as core business.



cohealth is thankful to the Elders, community members, consumers, partner organisations and staff that have supported our RAP journey. We would particularly like to thank the Billabong BBQ and Braybrook Foodshare community members, the Boon Wurrung Foundation and the Wurundjeri Council for their support in making cohealth a culturally safe and inclusive service and workplace for Aboriginal and Torres Strait Islander peoples.

The cohealth staff instrumental to the development and championing of the 2020–2023 Stretch RAP are representatives across the Reconciliation Engine Room, Reconciliation Collaborative, Balit Narrum and Executive Teams:

- Chief Executive
- Aboriginal Community Development Worker
- Aboriginal & Torres Strait Islander Community Health Nurse
- Community Mobilisation Lead *Prevention*
- Community Engager
- Aboriginal Liaison Officer *Victims Assistance*
- Executive Lead *Experience*
- Adult Day Program Facilitator
- Chronic Health Care Coordinator
- Aboriginal & Torres Strait Islander Health Program Facilitator
- Program Facilitator Family Services and Family Violence
- Diversity & Inclusion Manager
- Engagement & Inclusion *Leader*
- Executive Lead *Services*
- Prevention Coordinator
- Network Director Community Response and Impact
- Senior Manager *Community Engagement & Diversity*
- Aboriginal Support and Access Worker
- Aboriginal Health Promotion



cohealth's reconciliation achievements and activities

Uluru Statement from the Heart

In October 2019, cohealth joined thousands of individuals, communities and organisations across Australia who have committed to support the Uluru Statement from the Heart.

The Uluru Statement was released in May 2017, when more than 250 Aboriginal and Torres Strait Islander delegates from all over Australia gathered at the First Nations National Constitutional Convention at Uluru. It outlines the path forward for enshrining a First Nations voice in the nation's constitution.

The Uluru Statement is about acknowledging that Aboriginal people were the first sovereign nations of Australia, and that sovereignty was never ceded. cohealth stands with Aboriginal and Torres Strait Islander peoples in their calls for constitutional reform, where First Nations people manage their own affairs and have a voice in parliament. We also support the establishment of a Makarrata Commission that involves a process of agreement-making and truth-telling between governments and Aboriginal and Torres Strait Islander peoples.

The consensus reached at Uluru was a major milestone. The Uluru Statement represents a bridge between a shameful past and a hopeful future. By supporting the Uluru Statement from the Heart, cohealth is showing further commitment to genuine reconciliation.



Recruitment of First Nations Board Director

“It has been a priority for us to ensure a First Nations voice is heard in all matters of health and wellbeing.”

– Nicole Bartholomeusz, Chief Executive.

In January 2020, cohealth was thrilled to announce the appointment of Lorraine Parsons as Board Director. Having the voice of Aboriginal and Torres Strait Islander peoples in cohealth’s governance structure is an important step in our reconciliation journey. cohealth is committed to having a workforce that reflects the communities we serve, and this is equally important for our Board.

Ms Parsons says a First Nations voice is crucial: “While many First Nations people enjoy good health, as a group, the health of First Nations people is compromised on all levels. On a positive note, First Nations people have a lot to offer in terms of an Aboriginal model of health and ways of looking at health that can be of benefit to all Australians.”



“First Nations people have a lot to offer in terms of an Aboriginal model of health... that can be of benefit to all Australians.”

Lorraine Parsons
Board Director

Aboriginal and Torres Strait Islander Staff Welcome Kit

A key achievement within the Balit Narrum group has been the development of the Aboriginal and Torres Strait Islander Staff Welcome Kit. Given to Aboriginal and Torres Strait Islander staff when they commence employment at cohealth, the kit provides a warm welcome and practical information, such as:

- Relevant leave policies that Aboriginal and Torres Strait Islander staff can access, such as 2 weeks additional study leave and cultural/ceremonial leave
- Where to find cohealth’s Reconciliation Action Plan
- Acknowledgement of Country protocols
- Support available, such as peer support through Balit Narrum and culturally safe Employee Assistance Providers
- cohealth’s commitment to reconciliation, cultural safety and cultural competence





Community Engagement

The Braybrook Foodshare program commenced in 2012 and seeks to improve the health and wellbeing of the Aboriginal and Torres Strait Islander community in the western suburbs of Melbourne through the provision of healthy food. Over time, the focus has expanded to include the promotion and delivery of health-related services and to encourage social connection. The Braybrook Foodshare program marks significant dates for Aboriginal and Torres Strait Islander communities, e.g. NAIDOC Week, National Reconciliation Week and Christmas. On the last Thursday of the month an activity with a cultural or health and wellbeing focus may be organised for participants. Recent highlights of the program include an Elders' lunch, Ibijerri Theatre show, awareness/education sessions on hepatitis and diabetes prevention, and eye check vans.

The Billabong BBQ is a long-standing program that provides an inclusive space for the Aboriginal and Torres Strait Islander community and associated members to gather in Harmsworth Hall & Park in Collingwood. Operating since 2000, the program is led by cohealth's Aboriginal Health Team and aims to overcome barriers to good health by providing services at no cost, with no appointment required, in a comfortable space including a healthy meal. Billabong BBQ is an integrated and multi-agency approach where health, housing, council, financial and social support services come together to build positive relationships and improve health and wellbeing outcomes for the community.





Wellness Dreaming

Wellness Dreaming is a strengths-based training program led by cohealth's Prevention Team, targeting people who work with Aboriginal and Torres Strait Islander communities. The training focuses on enabling community-led action for wellbeing that encourages self-determination and provides opportunities for Aboriginal and Torres Strait Islander peoples to learn and connect with culture and identity. In 2019 the Wellness Dreaming project lead presented key learnings at the Lowitja International Indigenous Health and Wellbeing Conference.

Yarn Bombing: NAIDOC Week celebrations

A 'yarn bomb' in the colours of the Aboriginal and Torres Strait Islander flags adorned the Braybrook Community Hub in a public display of support for the 2018 NAIDOC Week, and its theme recognising the important role of women – 'Because of her, we can!'.

The project was facilitated by cohealth in partnership with multiple local agencies, including Maribyrnong City Council. It featured educational NAIDOC workshops where participants contributed to the yarn bomb. The project brought together Aboriginal and Torres Strait Islander and non-Indigenous community members to stand up against racism and work on the installation. The yarn bomb, launched in July 2018, also demonstrated pride in the Aboriginal and Torres Strait Islander community living in Braybrook and nearby suburbs.

Our RAP commitments and performance indicators



Relationships

The development of strong, reciprocal and effective partnerships between cohealth and Aboriginal and Torres Strait Islander peoples, communities and organisations is essential to our vision for reconciliation. Opportunities for self-determination and community led action will help us to provide culturally safe and inclusive services and workplaces. We will strengthen relationships through respect, deep listening, learning and meaningful action.

| Commitment | Activities | Timeline | Responsibility |
|--|---|---|---|
| Develop and maintain mutually beneficial and purposeful partnerships with Aboriginal and Torres Strait Islander controlled organisations | Develop, implement and monitor a coordinated approach to partnership development with Aboriginal and Torres Strait Islander organisations | December 2020 | Executive Lead – Experience |
| | Establish and/or maintain at least 5 formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations | December 2020, 2021, 2022 | Executive Lead – Experience |
| | Maintain cohealth staff representation on at least 3 Local Aboriginal Networks, including City of Yarra, City of Maribyrnong and City of Moonee Valley | December 2022 | Program Facilitator - Aboriginal and Torres Strait Islander Health & Prevention Coordinator |
| Ensure Aboriginal and Torres Strait Islander community members are involved in the design, delivery and evaluation of services | Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement with Aboriginal and Torres Strait Islander communities | December 2020 | Network Director – Community Response and Impact |
| | Consult with community members to co-design cohealth’s Aboriginal and Torres Strait Islander consumer/community advisory mechanisms | June 2021 | Senior Manager Community Partnerships & Diversity |
| | Develop and implement cohealth’s Effective and Culturally Safe Consumer Participation guideline | December 2020 | Senior Manager Community Partnerships & Diversity |
| | Develop a guide/resource for use of cultural capital within the workplace, particularly regarding sharing cultural knowledge | December 2021 | Diversity Manager |
| | Executive Team attend 3 relationship-building activities per year to connect with Aboriginal and/or Torres Strait Islander consumers | December 2020, 2021, 2022 | Executive Lead – Experience |
| Implement strategies to engage all staff to drive reconciliation outcomes | All new staff to be introduced to cohealth’s commitment to reconciliation during orientation training by someone from the Executive Team | February, April, June, August, October, December 2021, 2022, 2023 | Chief Executive |
| | Promote the opportunity for staff to join cohealth’s reconciliation movement by joining the Reconciliation Collaborative | January, July 2021, 2022, 2023 | Diversity Manager |
| | Each cohealth team to incorporate reconciliation goals into annual plans | January 2021 | Executive Lead – Services |
| | Information regarding cohealth’s commitment to reconciliation and resources on culturally responsive and inclusive practice to be included on cohealth’s intranet | June 2020 | Diversity Manager |

| Commitment | Activities | Timeline | Responsibility |
|---|--|---|---|
| Promote reconciliation through our sphere of influence | Communicate our commitment to reconciliation publicly at least 5 times a year through cohealth's website or social media channels | December 2020, 2021, 2022 | Diversity Manager |
| | Collaborate with 5 RAP and other like-minded organisations to implement ways to advance reconciliation | December 2020, 2021, 2022 | Diversity Manager |
| | Identify and implement strategies to positively influence our external stakeholders to drive reconciliation outcomes | June 2020, 2021, 2022, 2023 | Executive Lead – Experience |
| | Implement, review and update RAP progress communication strategy (for internal and external stakeholders) | June 2020 | Executive Lead – Experience |
| Promote positive race relations through anti-discrimination strategies | Engage with Aboriginal and Torres Strait Islander staff, consumers and community members to develop our anti-discrimination policy | January 2021 | Diversity Manager |
| | Implement and communicate a cohealth anti-discrimination policy | June 2021 | Diversity Manager & Director of Quality and Client Experience |
| | Review all policies and procedures to ensure a strong position on human rights, anti-discrimination and cultural safety | December 2020 | Director Quality and Client Experience |
| | Develop and deliver bystander action training and resources to at least 100 of our staff | December 2020 | Diversity Manager |
| | All leaders attend inclusive leadership training that supports them to identify and address discrimination and racism in the workplace | June 2021 | Diversity Manager |
| | Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism | December 2020, 2021, 2022 | Network Directors |
| | Lead 2 community development initiatives that address race-based discrimination | December 2021 | Prevention Manager |
| | Build relationships through celebrating National Reconciliation Week (NRW) | Promote Reconciliation Australia's NRW resources and reconciliation materials to all staff via intranet and through Inclusion Champions | May 2021, 2022, 2023 |
| Host 5 organisation-wide NRW events each year for staff, consumers and community members | | June 2021, 2022, 2023 | Diversity Manager |
| RER members to participate in 2 NRW events each year | | June 2021, 2022, 2023 | Executive Lead – Experience |
| Encourage and support staff to participate in at least 1 external and 1 internal event to recognise and celebrate NRW | | May 2021, 2022, 2023 | Diversity Manager |
| Promote all our NRW events on social media and register all events on Reconciliation Australia's NRW website | | May 2021, 2022, 2023 | Diversity Manager |



Respect

Respect is one of cohealth's core values and is central to the way we engage with consumers, coworkers and stakeholders. To truly demonstrate respect in the context of reconciliation, we need to understand our shared history and the historical and ongoing impact of colonisation. The cultures and wisdom of Aboriginal and Torres Strait Islander peoples need to be valued and celebrated as integral to Australia's identity. Respect is the essential first step in achieving meaningful and authentic partnerships.

| Commitment | Activities | Timeline | Responsibility |
|--|---|---------------------------|--|
| Increase staff knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements through the provision of meaningful learning opportunities | Conduct a review of cultural learning needs within our organisation | July 2020 | Diversity Manager |
| | Develop a cultural learning strategy, including a range of flexible learning modalities to cater for the diverse roles and programs within cohealth | July 2020 | Diversity Manager |
| | Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander consumers and staff on the implementation of a cultural learning strategy | July 2020 | Diversity Manager |
| | Implement and communicate a cultural learning strategy for our staff | December 2020 | Diversity Manager |
| | Develop a cultural awareness online training module and include in new staff mandatory training | December 2020 | Diversity Manager |
| | All staff required to participate in cultural awareness training: <ul style="list-style-type: none"> 80% of staff to complete online training (641 staff) 50% of staff to complete face to face training (401 staff), this includes 50 staff to attend cohealth's internally delivered Wellness Dreaming training 5% of staff to complete cultural immersion training (40 staff) 100% of leaders to complete cultural awareness leadership training (including Board Directors) (70 staff) 100% of Reconciliation Collaborative and Reconciliation Engine Room members to complete face-to-face cultural awareness training (34 staff) | June 2023 | Executive Lead - Experience |
| | Host 6 cultural learning activities throughout the year (outside of NAIDOC Week and National Reconciliation Week) | December 2020, 2021, 2022 | Diversity Manager |
| | All cohealth owned sites name a room to represent cultural significance (determined by Traditional Owners) | December 2021 | Executive Lead - Experience |
| Provide cultural connection opportunities for Aboriginal and Torres Strait Islander consumers and community | Host 5 events that give Aboriginal and Torres Strait Islander consumers and community members an opportunity to connect with culture | December 2020, 2021, 2023 | Program Facilitator - Aboriginal and Torres Strait Islander Health |

| Commitment | Activities | Timeline | Responsibility |
|--|--|-----------------------------|--|
| Ensure ongoing celebration of Aboriginal and Torres Strait Islander cultures, achievements and strengths | Produce and circulate a calendar of culturally significant dates and events relevant to Aboriginal and Torres Strait Islander peoples | January 2021, 2022, 2023 | Program Facilitator - Aboriginal and Torres Strait Islander Health |
| | Plan and coordinate cohealth's engagement and facilitation of 5 culturally significant events that celebrate Aboriginal and Torres Strait Islander peoples each year | January 2021, 2022, 2023 | Diversity Manager |
| | Encourage and support all staff to participate in NAIDOC Week events, including NAIDOC March, NAIDOC Ball and NAIDOC Flag Raising Ceremony | June 2020, 2021, 2022, 2023 | Chief Executive |
| | All members of cohealth's Reconciliation Engine Room and Executive Team to participate in an external NAIDOC Week event | June 2020, 2021, 2022, 2023 | Executive Lead - Experience |
| | Review cohealth's policies and procedures to remove barriers to staff participating in NAIDOC Week | April 2021, 2022, 2023 | Executive Lead - Experience |
| | In consultation with Aboriginal and Torres Strait Islander stakeholders, support 3 external NAIDOC week events each year | July 2021, 2022, 2023 | Diversity Manager |
| | At least 30 staff members represent cohealth at NAIDOC March each year | July 2021, 2022, 2023 | Diversity Manager |
| Increase the provision of culturally safe services by embedding culturally appropriate service delivery models | Investigate culturally sensitive, trauma-informed practice frameworks to inform Aboriginal and Torres Strait Islander service delivery | December 2021 | Diversity Manager, Network Director, Community Response and Impact |
| | Develop and implement cultural safety minimum standards for all staff to incorporate into their direct practice | December 2020 | Diversity Manager |
| | Attend National RAP or Closing the Gap conferences to learn about and integrate contemporary research and best-practice in culturally safe healthcare | December 2020, 2021, 2022 | Executive Lead - Experience |
| | Annual review of feedback, incidents and complaints regarding breaches to cultural safety captured on our risk management system | December 2020, 2021, 2022 | Diversity Manager |
| | Investigate engagement in the Primary Health Network Quality Improvement Project across our GP clinics | December 2022 | Diversity Manager |
| | Ensure all children's play areas have books and posters that are culturally inclusive | December 2021 | Program Facilitator - Family Services and Family Violence |
| | Embed 'Strengthening Aboriginal Cultural Safety Framework' into family and children service design | December 2021 | Program Facilitator - Family Services and Family Violence |

| Commitment | Activities | Timeline | Responsibility |
|---|--|---------------------------|--|
| Embed Aboriginal and Torres Strait Islander cultural protocols across cohealth processes | Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols | December 2020 | Diversity Manager |
| | Develop and implement Aboriginal and Torres Strait Islander Cultural Protocol and Communication Guidelines, in consultation with Traditional Owner(s) | June 2020 | Diversity Manager |
| | Invite a local Traditional Owner to provide a Welcome to Country or other appropriate cultural protocol at 4 significant events each year | December 2020, 2021, 2022 | Executive Lead - Experience |
| | All staff provide an Acknowledgement of Country or other appropriate protocols at all public events | December 2020, 2021, 2022 | Diversity Manager |
| | Review and update cohealth's Acknowledgement of Country script on cohealth's administrative templates to ensure all meetings commence with the appropriate cultural protocol | December 2020, 2021, 2022 | Diversity Manager |
| | Review cohealth's environment audit process to ensure sites are culturally welcoming environments for Aboriginal and Torres Strait Islander peoples | December 2020, 2021, 2022 | Quality Manager |
| | Display 20 Acknowledgement of Country plaques in our offices/on our buildings | December 2021 | Diversity Manager |
| Engage in organisational truth-telling processes | Investigate a meaningful truth telling process that is unique to cohealth's context through consultation with Traditional Owners | December 2022 | Executive Lead - Experience |
| Advocate for Aboriginal and/or Torres Strait Islander health and wellbeing equity using sphere of influence | Facilitate an Uluru Statement from the Heart advocacy workshop for staff and partner agencies | June 2021 | Diversity Manager |
| | Support an advocacy campaign of at least one local Aboriginal Controlled Health Organisation | December 2022 | Executive Lead - Strategy and Partnerships |
| | Publicly oppose the January 26 th public holiday via our social media channels and website | January 2021, 2022, 2023 | Executive Lead - Strategy & Partnerships |
| | Investigate replacing the January 26 th public holiday with another date, through the guidance of 'changing it ourselves' movement | January 2022 | Executive Lead - Experience |
| | Use social media channels to provide statements of support and raise awareness around culturally significant dates for Aboriginal and Torres Strait Islander peoples | December 2020, 2021, 2022 | Executive Lead - Strategy & Partnerships |
| | Promote cohealth's public endorsement of the Uluru Statement from the Heart on our website and social media channels | December 2020 | Executive Lead - Strategy and Partnerships |



Standing strong
with community

Artwork detail 'Wellness Planning' by Nardarb Francine Riches.



Opportunities

We recognise that the knowledge, skills and experiences of Aboriginal and Torres Strait Islander staff make us a more innovative, creative and stronger organisation. We will proactively work together to improve the recruitment, support, and professional growth of Aboriginal and Torres Strait Islander staff. We are committed to creating sustainable economic growth for Aboriginal and Torres Strait Islander individuals, suppliers and businesses.

| Commitment | Activities | Timeline | Responsibility |
|--|--|---|---|
| Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development | Review and update an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy | June 2021 | Executive Lead – Experience |
| | Engage consultant from <i>Indigenous Employment Partners</i> to assist in updating Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy | December 2020 | Executive Lead – Experience |
| | Engage and consult with Aboriginal and Torres Strait Islander staff in updating the recruitment, retention and professional development strategy | March 2021 | Executive Lead – Experience |
| | Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander peoples | December 2020 | Executive Lead – Experience |
| | Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace | December 2020 | Executive Lead – Experience |
| | Develop and implement an Aboriginal and Torres Strait Islander internship program | December 2021 | Executive Lead – Experience |
| | Offer student placement and traineeship programs to 5 students over the course of 3 years through AFL SportsReady & VACCHO | June 2023 | Executive Lead – Experience |
| | Progressively increase Aboriginal and Torres Strait Islander employment each year to be: <ul style="list-style-type: none"> • 2% of total workforce • 3% of total workforce • 4% of total workforce | June 2021 June 2022 June 2023 | Executive Lead – Experience |
| Improve support for Aboriginal and Torres Strait Islander staff | Establish an Elders-in-Residence structure to provide cultural guidance and support to Aboriginal and Torres Strait Islander staff | December 2021 | Executive Lead – Experience |
| | Balit Narrum meets 6 times a year to enhance peer support and improve employment experience by providing feedback to the Executive Lead – Experience | February, April, June, August, October, December 2021, 2022, 2023 | Executive Lead – Experience |
| | cohealth leaders attend training in culturally safe leadership and supervision | December 2021 | Diversity Manager & Director of People Operations |
| | Develop and implement a guide on culturally safe leadership and supervision | December 2021 | Diversity Manager & Director of People Operations |
| | Investigate an external cultural supervision program for cohealth Aboriginal and Torres Strait Islander staff | December 2021 | Executive Lead – Experience |

| Commitment | Activities | Timeline | Responsibility |
|--|--|---------------------------|---|
| | Aboriginal and Torres Strait Islander staff offered face-to-face exit interview to gain feedback on how we can be a better employer for Aboriginal and Torres Strait Islander staff | December 2020 | Executive Lead – Experience |
| | Support Aboriginal and Torres Strait Islander staff in their career aspirations by regularly promoting professional development opportunities | December 2020, 2021, 2022 | Executive Lead – Experience |
| | Design and implement a leadership and mentoring program for Aboriginal and Torres Strait Islander employees | December 2021 | Diversity Manager |
| | At least one position within cohealth’s intensive leadership training (Victoria University) to be offered to an Aboriginal and/or Torres Strait Islander employee (in a non-management position) | December 2020 | Senior Manager Organisational Development |
| | Provide 3 secondment opportunities for Aboriginal and Torres Strait Islander staff, advertised through the Balit Narrum group | December 2023 | Executive Lead – Experience |
| Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes | Develop and implement procurement strategy to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses | June 2021 | Director of Corporate Services & Finance |
| | Maintain commercial relationships with 3 Aboriginal and/or Torres Strait Islander businesses | December 2020, 2021, 2022 | Director of Corporate Services & Finance |
| | Subscribe to become a member of Supply Nation | December 2020 | Diversity Manager |
| | Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation | June 2021 | Diversity Manager |
| | Provide cohealth sites with a list of goods and services provided by Aboriginal and Torres Strait Islander peoples/businesses | June 2021 | Director of Corporate Services & Finance |
| | Assess current % of goods and services procured from Aboriginal and Torres Strait Islander individuals/businesses | December 2021 | Director of Corporate Services & Finance |
| | Increase goods and services procured by Aboriginal and Torres Strait Islander individuals/businesses by 2.5% each year | December 2022 | Director of Corporate Services & Finance |
| | Review and update procurement policy to embed commitment to procuring Aboriginal and Torres Strait Islander businesses. | June 2021 | Director of Corporate Services & Finance |
| Contribute to Closing the Gap through a range of initiatives that improve health and wellbeing outcomes for Aboriginal and Torres Strait Islander peoples | Present information on Aboriginal and Torres Strait Islander health and wellbeing to 4 cohealth teams/sites per year, as part of the national Close the Gap campaign | March 2021, 2022, 2023 | Diversity Manager |
| | Co-design and launch an Aboriginal and Torres Strait Islander GP clinic at an existing cohealth site | December 2021 | Director – Clinical Excellence |
| | Annually review data to monitor Aboriginal and Torres Strait Islander consumer access and feedback, and registrations for Closing the Gap scheme | December 2020, 2021, 2022 | Diversity Manager |
| | Review and update priority of access protocols across all programs | June 2021 | Executive Lead - Services |

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Governance and monitoring

| Commitment | Activities | Timeline | Responsibility |
|---|---|--|-----------------------------|
| Ensure the voices of Traditional Owners and Elders are central in decision making and governance | Maintain Aboriginal and Torres Strait Islander voice on cohealth's Board | January 2021, 2022, 2023 | Chair of cohealth Board |
| Provide appropriate support for effective implementation of RAP commitments | Embed the financial resources and adequate staff time for effective RAP implementation | June 2020, 2021, 2022, 2023 | Executive Lead – Experience |
| | Include our RAP as a standing agenda item at Director meetings | December 2020 | Diversity Manager |
| | Embed key RAP actions in the workplans and performance expectations of senior leadership and all staff | December 2021 | Executive Lead – Experience |
| | Embed appropriate systems and capability to track, measure and report on RAP commitments | December 2020, 2021, 2022 | Executive Lead – Experience |
| Reconciliation Engine Room (RER) actively monitors RAP development, including implementation of actions, progress and reporting | Reconvene RER and ensure representation from Aboriginal and Torres Strait Islander peoples, Traditional Owners and Executive Leadership | June 2020 | Executive Lead – Experience |
| | Maintain Aboriginal and Torres Strait Islander representation on the RER | December 2020, 2021, 2022 | Executive Lead – Experience |
| | Apply Terms of Reference for the RER | June 2020 | Diversity Manager |
| | RER meets 4 times a year | February, May, August, November 2021, 2022, 2023 | Diversity Manager |
| Board is actively engaged and ultimately responsible for our RAP | Board monitors RAP performance through the analysis of annual progress report provided by the RER | December 2020, 2021, 2022 | Chair of cohealth Board |
| Numerous people at cohealth champion Reconciliation | Maintain an internal RAP Champion from the Executive Team | December 2020, 2021, 2022 | Chief Executive |
| | Reconciliation Collaborative meets 4 times a year | February, May, August, November 2021, 2022, 2023 | Diversity Manager |
| | Each team to appoint an Inclusion Champion to build capacity to provide culturally safe and inclusive services and workplaces | January 2021, 2022, 2023 | Diversity Manager |
| Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally | Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia | 30 th September 2020, 2021, 2022 | Diversity Manager |
| | Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer | May 2022 | Diversity Manager |
| | Report RAP progress to all cohealth coworkers quarterly | February, May, August, November 2020, 2021, 2022, 2023 | Executive Lead - Experience |
| | Report RAP progress to external stakeholders annually, outlining achievements, challenges and learnings | July 2020, 2021, 2022 | Executive Lead - Experience |
| Continue Reconciliation journey by developing cohealth's next RAP | Register via Reconciliation Australia's website to begin developing next RAP | January 2023 | Diversity Manager |



**For enquiries about cohealth's Stretch
Reconciliation Action Plan (RAP),
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cohealth
care for all



everyone is welcome at **cohealth**

