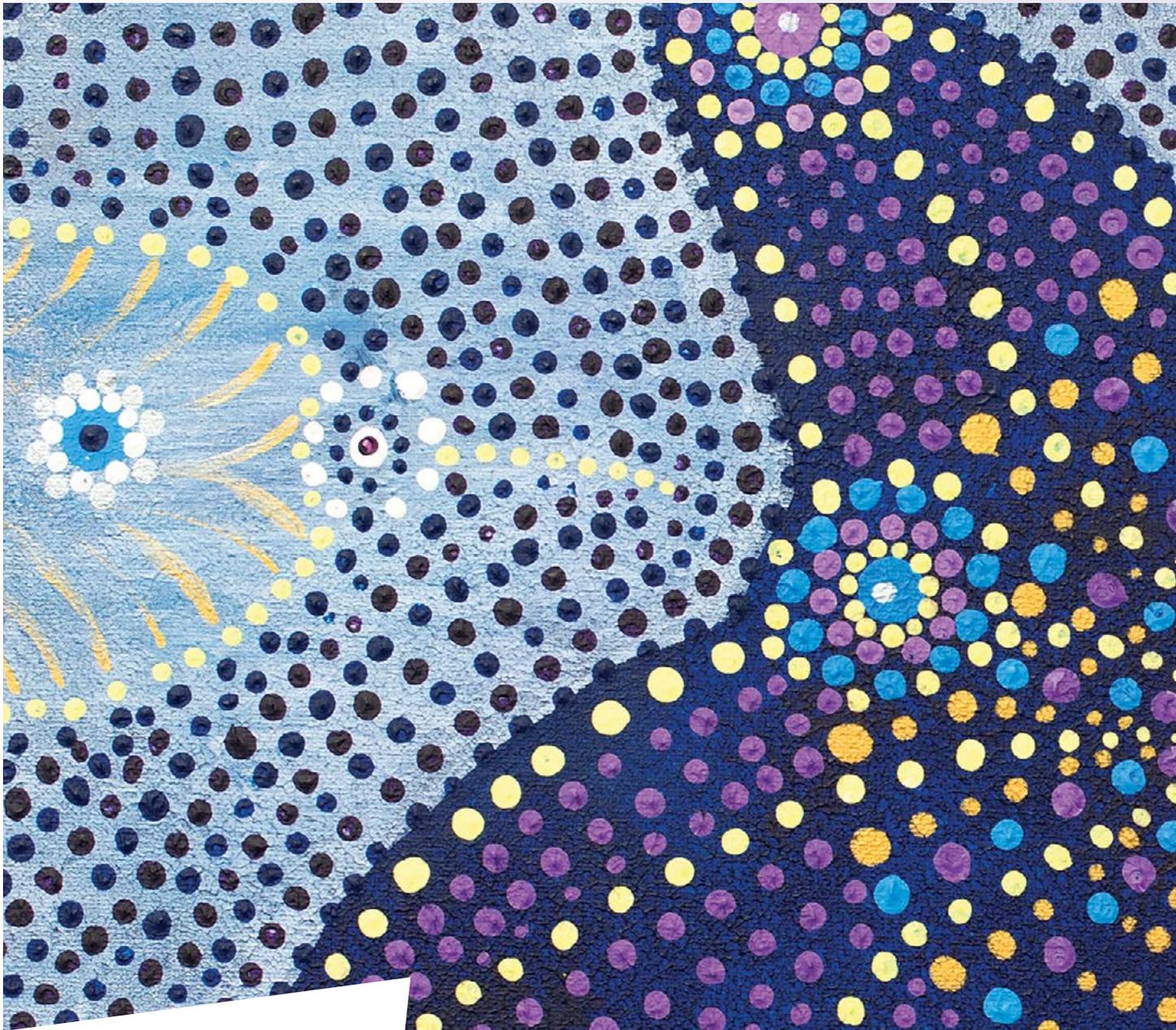


Aboriginal and Torres Strait Islander Health Plan 2017 – 2020



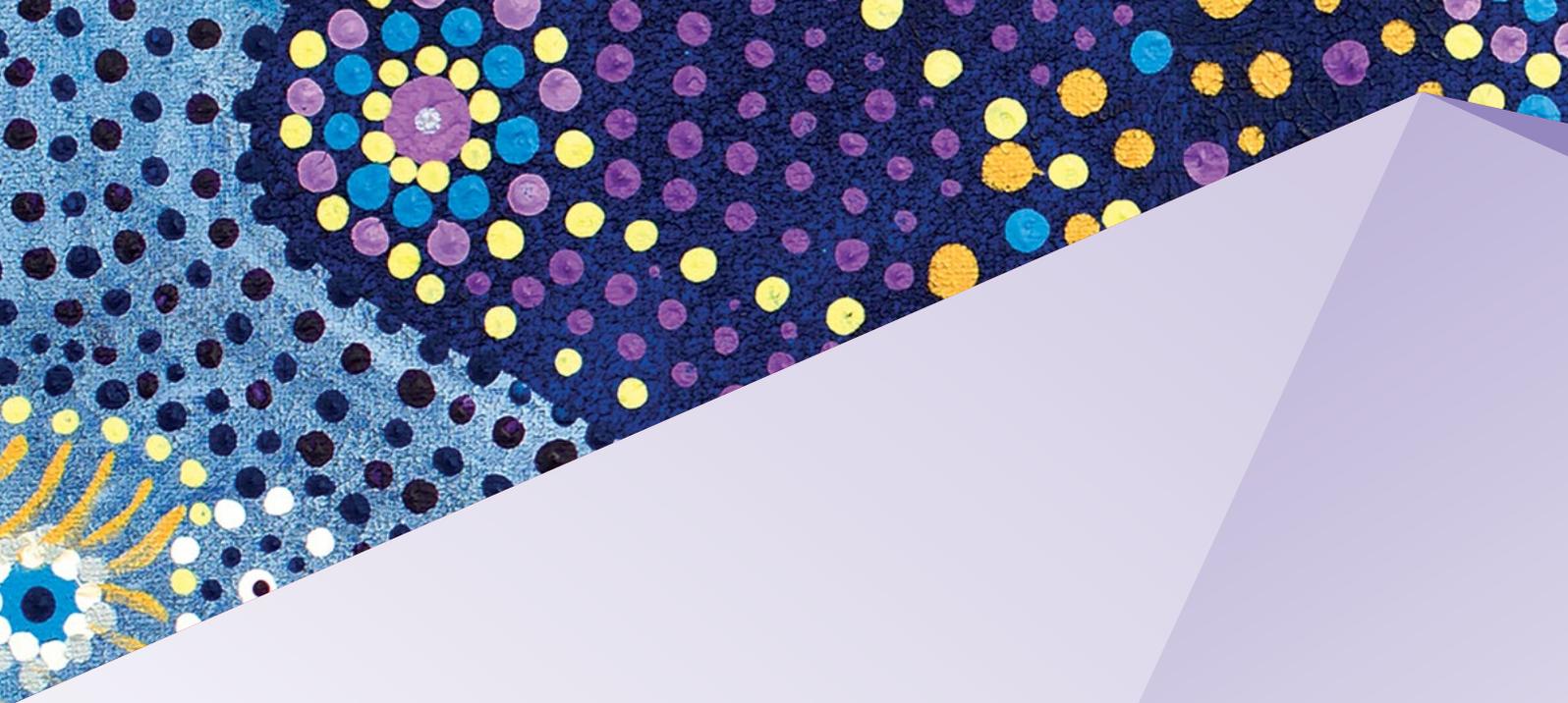


Artwork

The front cover art was created by Lani Balzan of the Wiradjuri mob.

The centre dot represents the hospital and the dots moving away are the healing and health. The individual dots around the outside represent different people and health professionals from all walks of life, working together to form a united front for Indigenous health. The dotted circles symbolise people gathering, whereas the dots around the painting represent networks of people. The five outer groups of dots represent the five Nuns that started the hospital in 1857 and from then the dots move towards the hospital symbolising its growth.





Acknowledgements

We would like to acknowledge the Traditional Owners of the land on which we live and work, the Gadigal People of the Eora Nation. We pay respects to Elders past and present and we walk and work together in the journey of improving Aboriginal and Torres Strait Islander health outcomes.

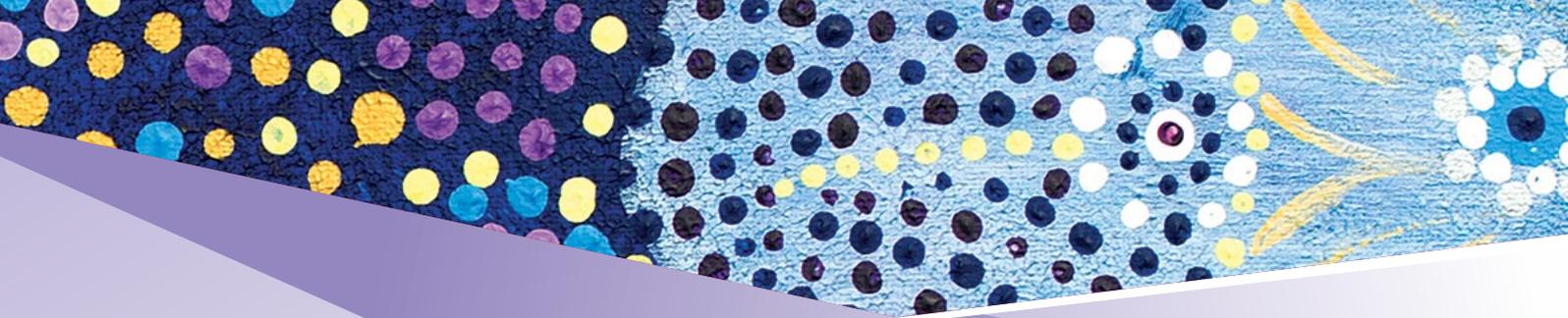
Contributors

St Vincent's Aboriginal Health Plan was led by St Vincent's Health Network Sydney CEO A/Professor Anthony Schembri and the Director of the Aboriginal Health Unit Ms Pauline Deweerdt with the assistance of Professor Tony Butler, Dr Paul Simpson and Dr Melanie Simpson of the Kirby Institute, UNSW Sydney.

Consultation interviews were conducted with key stakeholders of the St Vincent's Health Network Sydney, including Executive Committee members, Stream Managers and/or Directors and representatives from community partners and outreach services, including Murrumbidgee Local Health District Aboriginal Health Unit, Griffith Aboriginal Medical Service, South Eastern Sydney Local District Aboriginal Health Unit and Wyanga Aboriginal Aged Care.

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Foreword

I am delighted to present the St Vincent Health Network's Aboriginal Health Plan for 2017 – 2020. This is the first Aboriginal Health Plan established by the St Vincent's Health Network, Sydney.

Our efforts to Close the Gap on this Campus are closely aligned to our SVHA enVision 2025 priorities as well as the New South Wales' Aboriginal Health Plan 2013-2023. I want to make it clear that making this Plan a reality is one of our core priorities, and we are genuinely committed to doing all that we can to improve health outcomes for our Indigenous Communities. Accordingly, I am confident that this plan will provide practical leadership and clear pathways to improving outcomes for Aboriginal patients who we serve from across NSW and Australia.

When you read this Plan, you will see that we have focussed on building a respectful relationship with Aboriginal communities and showing specific respect for Aboriginal culture. To this end, we have looked at introducing changes to the way we deliver culturally appropriate Aboriginal Health Care. Another key aspect is the focus on consultation with our Aboriginal communities to inform our decisions in formulating this Plan.

I would like to acknowledge and thank all those who have contributed to the development of this Plan. May I acknowledge the Kirby Institute, UNSW for their assistance in the preparation of this Plan, and also acknowledgement to Pauline Deweerd, Director Aboriginal Health and the Media and Communications Department.



Associate Professor
ANTHONY SCHEMBRI
Chief Executive Officer
St Vincent's Health Network

Background

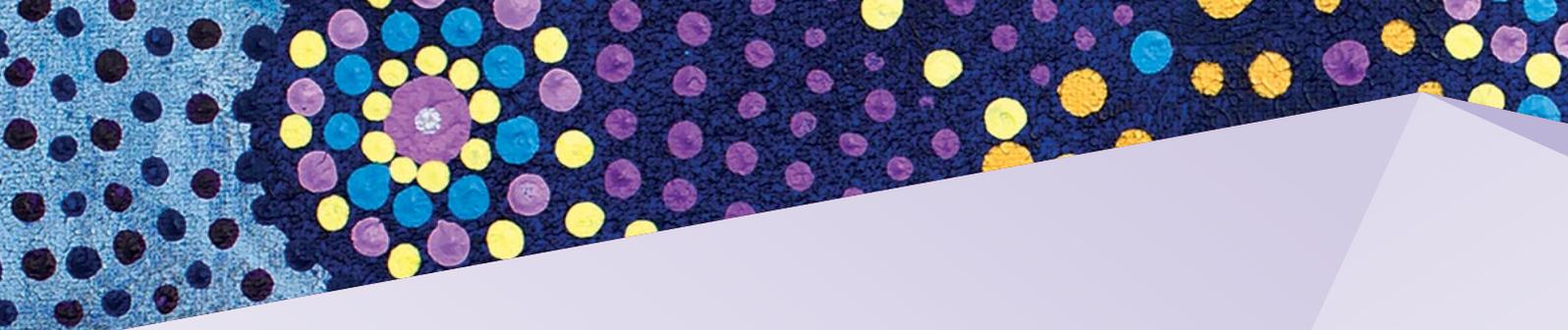
This is the first Aboriginal and Torres Strait Islander Health Plan (AHP) for St Vincent's Health Network Sydney (2017-2020). The plan has been developed to be consistent with the six strategic directions set out in the New South Wales Aboriginal Health Plan 2013-2023 in accordance with the national commitment to Closing the Gap. The plan establishes a framework to guide the Network on how to achieve better systems of care for Aboriginal and Torres Strait Islander people who come into contact with St Vincent's Health Network Sydney.

This plan builds on the strong commitment within St Vincent's Health Australia's Reconciliation Action Plan 2015-2018 to ensure that health services offered are developed in response to the needs of the local Aboriginal communities they serve and that new and continued community partnerships assist in informing culturally appropriate programs and services for Aboriginal and Torres Strait Islander peoples.

Aboriginal and Torres Strait Islander and health

New South Wales is home to the largest population of Aboriginal people in Australia.¹ Compared with the non-Aboriginal population, Aboriginal people are younger, with one in three under the age of 15 years. Aboriginal people suffer disproportionately from more ill health than non-Aboriginal people with the life expectancy gap estimated to be 10.6 and 9.5 years for males and females respectively, compared with the general population.² Chronic health conditions such as cardiovascular disease, mental illness, diabetes, cancer and injury are amongst the biggest contributors to higher mortality rates among Aboriginal people.³

Approximately 1% of St Vincent's Darlinghurst local catchment area identify as Aboriginal and Torres Strait Islander with an estimated 576 Aboriginal patients admitted to St Vincent's Hospital, Sydney during 2014/2015.⁴ During this period, three-quarters of Aboriginal and Torres Strait Islander people who presented to St Vincent's did so via the Emergency Department. Among Aboriginal and Torres Strait Islander patients, one-quarter of admissions were for drug and alcohol and mental health.



Policy context

National Policies

Closing the Gap

In 2008, the Council of Australian Governments (COAG) made a commitment to reduce the disproportionate level of disadvantage among Aboriginal and Torres Strait Islander peoples by “Closing the Gap” between Indigenous and non-Indigenous Australians.⁵

Targeting life expectancy, child mortality, education and employment, the Closing the Gap strategy aims to:

- Close the gap in life expectancy within a generation;
- Halve the gap in mortality rates for Indigenous children under five within a decade;
- Ensure all Indigenous four year olds in remote communities have access to early childhood education within five years;
- Halve the gap for Indigenous students in reading, writing and numeracy within a decade;
- Halve the gap for Indigenous people aged 20-24 in Year 12 attainment or equivalent attainment rates by 2020; and
- Halve the gap in employment outcomes between Indigenous and non-Indigenous Australians within a decade.

National Aboriginal and Torres Strait Islander Health Plan 2013-2023

The National Aboriginal and Torres Strait Islander Health Plan⁶ was developed in partnership with Aboriginal and Torres Strait Islander people and their representatives to provide an overarching “long-term, evidence-based policy framework” as part of the national Closing the Gap strategy.

Vision of the National Plan:

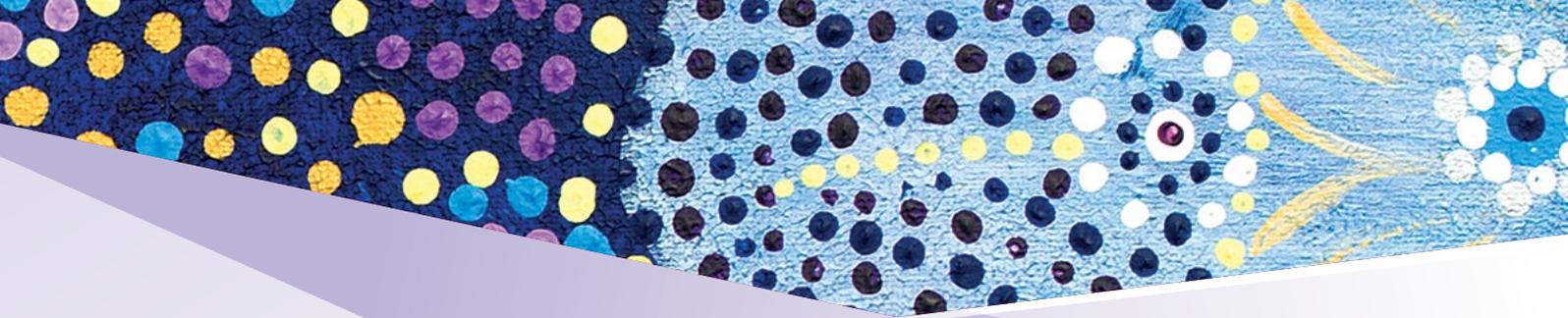
“The Australian health system is free of racism and inequality and all Aboriginal and Torres Strait Islander people have access to health services that are effective, high quality, appropriate and affordable. Together with strategies to address social inequalities and determinants of health, this provides the necessary platform to realise health equality by 2031.”

State Policies

NSW State Health Plan: Towards 2021

The NSW State Health Plan: Towards 2021⁷ provides a strategic framework bringing together existing plans, programs and policies and outlining future directions. Targets specific to Aboriginal people outlined within the Plan include:

- Reducing smoking by 4% for Aboriginal people by 2015;
- Reducing rate of smoking by pregnant Aboriginal women by 2% each year;
- Halving the gap between Aboriginal and non-Aboriginal infant mortality rates by 2018; and
- Reducing the age-standardised rate of potentially preventable hospitalisations by 2.5% for Aboriginal people by 2014-15.



NSW Aboriginal Health Plan 2013-2023

The NSW Aboriginal Health Plan 2013-2023⁸ represents the NSW Government's commitment to closing the health gap between Aboriginal and non-Aboriginal people in NSW. In order to be successful, the plan acknowledges the importance of a strong and continued partnership between the NSW Government and the Aboriginal Health and Medical Research Council, in addition to local partnerships between NSW Local Health Districts and Aboriginal Community Controlled Health Services.

The NSW Aboriginal health plan is guided by six strategic directions:

- Building trust through local partnerships
- Building the evidence and implementing what works
- Ensuring integrated planning and service delivery
- Strengthening the Aboriginal workforce
- Ensuring culturally safe work environments and health services
- Strengthening performance monitoring, management and accountability.

Local Health District Policies

Sydney Metropolitan Local Aboriginal Health Partnership Agreement: Aboriginal Health Priorities 2014-2016

St Vincent's Hospital is part of an alliance between the Redfern Aboriginal Medical Service, Sydney Local Health District, Northern Sydney Local Health District, South Eastern Sydney Local Health District, and the Sydney Children's Hospital committed to improving health outcomes and service delivery for Aboriginal people living within the geographical regions covered by these local health districts.⁹

Additionally the partnership group works to improve the sharing of Aboriginal health information to enable timely and appropriate responses to local health priorities, and to enhance and support the principles underpinning the Aboriginal community controlled health service charter and enhance the local health districts and specialty networks in their role in health provision.

Six Aboriginal health priorities have been identified by the partnership:

- **Social determinants of health** Connectedness to family, culture, identity, country and land.
- **Chronic care** Connecting care and improving access to primary health care and health services for those presenting with greater health risks, poorer health and shorter life expectancies.
- **Cancer** Promoting an awareness for Aboriginal people to access regular screening and for early detection and put in place appropriate referral processes.
- **Drug health, alcohol, smoking and gambling** By providing referrals to confidential, culturally safe services for Aboriginal people.
- **Aboriginal workforce** To increase our Aboriginal workforce and ensure our Aboriginal staff are looked after in a safe work environment with the appropriate career pathways in place to enhance their skills and knowledge.
- **Research** Ensuring that the decision makers be guided by evidence and research when developing, implementing or evaluating health care programs that have an Aboriginal focus.

St Vincent's Health Australia

enVision 2025

Aboriginal and Torres Strait Islander peoples are identified in the St Vincent's Health Australia strategic plan (enVision 2025)¹⁰ as one of the five key groups the organisation is committed to improving the health of those experiencing poverty, marginalisation and social injustice. The other four priority groups are those with mental health conditions, those with drug and alcohol addictions, those who are homeless, and those in the justice system.

Reconciliation Action Plan 2015-2018

St Vincent's Health Australia Reconciliation Action Plan (RAP)¹¹ aims to work with Aboriginal and Torres Strait Islander peoples and communities to foster and support equity and access to health care by providing culturally safe environments, and developing capacity within their facilities and the broader Australian community.

The focus on the Reconciliation Action Plan is on:

- Build respectful relationships with Aboriginal and Torres Strait Islander communities and organisations;
- Provide cultural education opportunities for all St Vincent's Health Australia staff; and
- Develop, support and sustain employment opportunities at St Vincent's Health Australia for Aboriginal and Torres Strait Islander peoples.

Employment Parity Initiative 2020

At the end of 2016, St Vincent's Health Australia made a commitment to the Commonwealth Government's Employment Parity Initiative to increase the number of employees from 0.29% to 3%, reflecting parity with the number of Indigenous Australians in the national population. This will equate to 500 employees Australia wide by 2020. As part of this commitment and alongside the Reconciliation Plan, strategies will be developed to retain Indigenous staff through mentoring and the development of career pathways and through the creation of a culturally safe work environment.



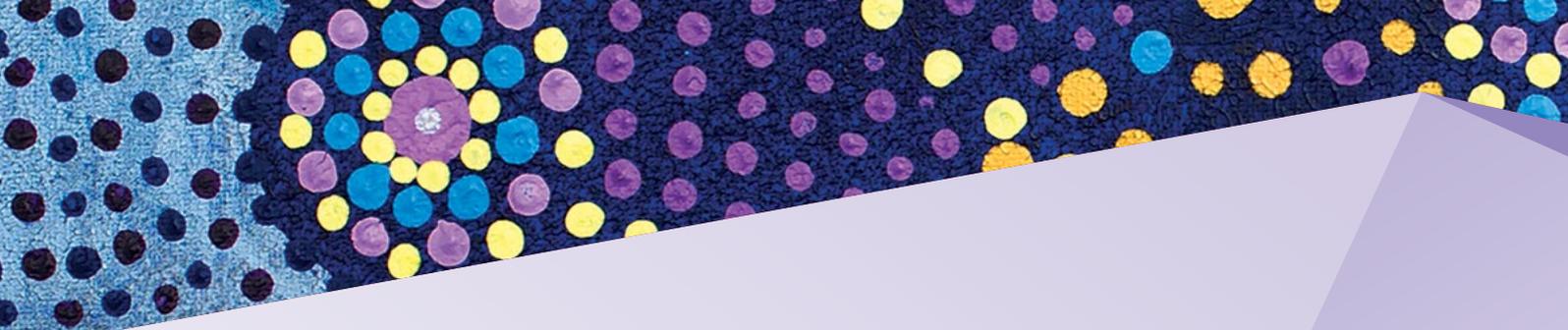
St Vincent's Health Network Sydney

St Vincent's Integrated Healthcare Campus Darlinghurst – Clinical Services Strategy

The vision of the Clinical Services Strategy for St Vincent's Health Network Sydney is to “continue to deliver innovative and compassionate care through an integrated healthcare campus at Darlinghurst, bringing together clinical care, education and research to benefit patients in NSW. Our core purpose is to deliver care that meets the needs of the individual patient and provides them with the best possible outcomes”.¹²

There are six key strategic commitments:

- 1 Our future is precision medicine. We will provide innovative and personalised care through minimally invasive, targeted interventions, leveraging genomics, advanced imaging, microbiome and metabolic analysis
- 2 We will introduce new ambulatory models of integrated care. Patients will have access to coordinated, specialist interdisciplinary teams that treat the whole person and are fully integrated with primary care
- 3 We will use telehealth and virtual care delivery to provide outreach services to patients and support to clinicians in remote and rural areas, ensuring all NSW patients can access specialist care
- 4 We will be a destination for world-class treatment, research and training, with a Centre of Research Excellence in Heart Lung Vascular and a number of other preeminent clinical services
- 5 We will continue to advocate for and deliver compassionate care and service of the poor and vulnerable in the spirit of Mary Aikenhead and the Sisters of Charity
- 6 We will develop more cost effective models of care for patients using precision medicine, integrated care and telehealth, and leverage the capabilities of our co-located public and private healthcare campus



Aboriginal-focused services, programs and initiatives

Several existing programs, services and initiatives specific to improving the health and well-being of Aboriginal and Torres Strait Islander people exist within the St Vincent's Health Network Sydney. In addition to the overarching policies, initiatives and partnerships outlined previously (*envision 2020*, *Reconciliation Action Plan 2015-2018*, *Employment Parity Initiative 2020*, and the *Sydney Metropolitan Local Aboriginal Health Partnership Agreement: Aboriginal Health Priorities 2014-2016*), the following section provides a brief outline of the programs, services and initiatives currently operating within St Vincent's Health Network Sydney.

Dalarinji Aboriginal Health Advisory Committee

Co-chaired by St Vincent's Health Network Sydney's CEO, Associate Professor Anthony Schembri and Aboriginal Elder, Aunty Fay Carroll, the Dalarinji Committee is comprised of representatives from across the hospital. The aim of the Committee is to promote access to services and promote staff engagement in improving the health of Aboriginal people.

Aboriginal Health Unit

The Aboriginal Health Unit was established in 2015 to provide support to Aboriginal and Torres Strait Islander patients, their families and carers. The unit provides practical, social and well-being support in addition to arranging accommodation, travel and assists with connection of care for patients and their families coming from rural, regional and remote areas. The Aboriginal Health Unit is led by the Director of the Aboriginal Health Unit.

Human Resources and Indigenous Programs Specialist position

In 2016, St Vincent's Health Network Sydney created a dedicated Indigenous Programs Specialist position to oversee Aboriginal workforce development and training for St Vincent's Hospital Darlinghurst, St Joseph's Hospital, Auburn and Sacred Heart Health Service.

Aboriginal Nurse Educator position

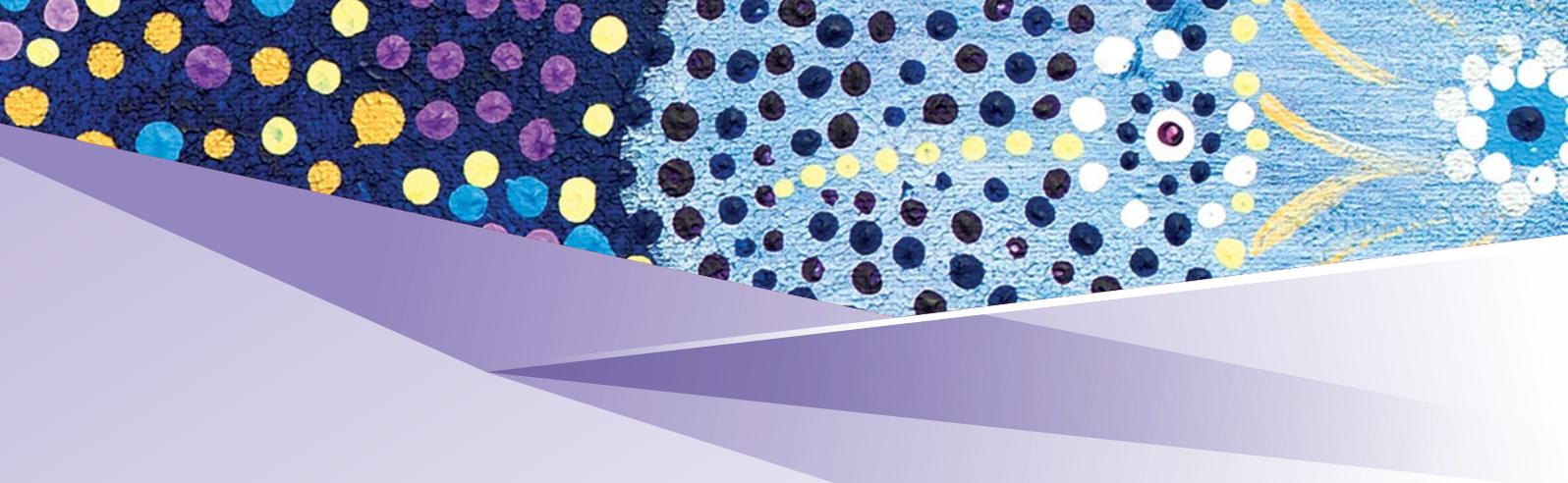
The Aboriginal Nurse Educator position provides education and support to both Aboriginal and Non-Aboriginal nursing staff, this position also co-ordinates the Aboriginal Nursing and Midwifery Cadetship program.

Aboriginal Health Workers

The Aboriginal health workers are employed by St Vincent's Health Network Sydney to provide social, cultural and emotional support to Aboriginal and Torres Strait Islander patients.

Cultural awareness training for staff

In line with NSW Health's Respecting the Difference Aboriginal Cultural Training Framework, St Vincent's Health Network Sydney has rolled out two cultural awareness training modules. The first is the NSW Health Aboriginal Culture – Respecting the Difference training e-learning program, with the second module being a one day face-to-face training delivered by Mirri Mirri, an Indigenous owned company specialising in Cultural Education Workshops. The aim of the training initiative is to increase staff cultural competencies by improving awareness and understanding of Aboriginal cultures, customs and protocols. All staff are expected to undertake cultural awareness training.



Aboriginal Nursing and Midwifery Cadetship

This cadetship is a NSW Health initiative that offers Aboriginal and Torres Strait Islander nursing students the opportunity to gain additional practical experience at St Vincent's Hospital. The cadetship program is co-ordinated by the Aboriginal Nurse Educator, who supports the cadets in addition to being assigned an Aboriginal mentor. The first cadet commenced in 2016.

Culturally safe spaces

The Gadigal Place is a dedicated culturally safe space for Aboriginal patients and their families to use during their stay at St Vincent's Hospital in Sydney.

Visible, electronic identification of Aboriginal and Torres Strait Islander patients

To improve the identification and assist in the provision of culturally targeted education, support and access to resources including medicine information, an image of the Aboriginal flag now appears next to each Aboriginal and Torres Strait Islander patient's name on the patient information system used by all clinicians in the hospital.

Health promotion resources

St Vincent's Health Network Sydney has tailored a number of resources to their Aboriginal client population, in addition to working with external organisations to promote health and wellbeing.

- A dedicated Heart Health website for Aboriginal people (svhearthealth.com.au/aboriginal)
- The provision of a 48 hour follow-up brochure for Aboriginal patients (Heart/Lung stream)
- The development of a Heart promotion video in partnership with the National Rugby League, All Stars Event

Outreach services and referral pathways

St Vincent's Health Network Sydney operates a number of outreach services throughout NSW to improve the health and wellbeing of Aboriginal people by improving access to clinical services.

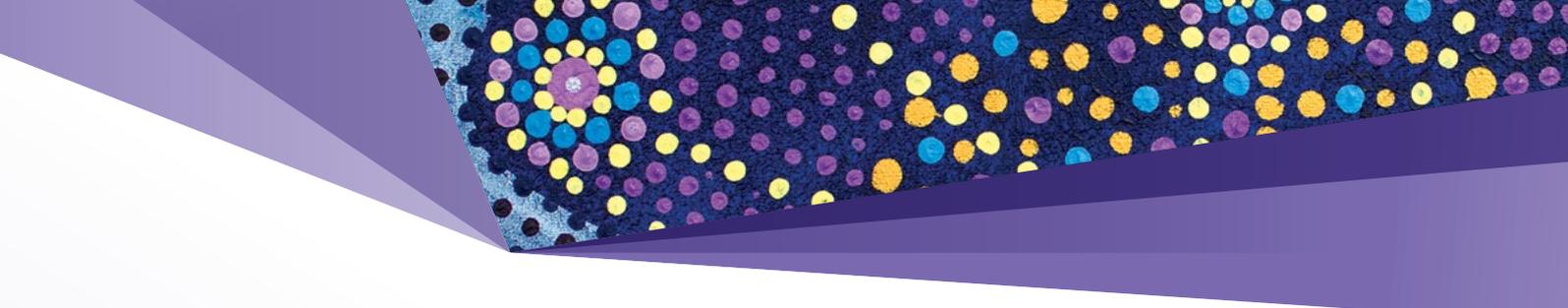
- Orthopaedic and Physiotherapy Clinic, Redfern Aboriginal Medical Service
- Cardiac outreach service, Condobolin Aboriginal Medical Service
- Ear, Nose and Throat, Moree Aboriginal Medical Service
- Gorman Unit, referral pathway from Redfern Aboriginal Medical Service and alcohol and other drug use counsellors

Deadly Yarn'n

The first edition of Deadly Yarn'n, an internal Aboriginal health newsletter, was produced in 2016 and provides an overview of the achievements, programs and initiatives within Aboriginal health at St Vincent's Health Network Sydney.

Events

Each year St Vincent's Health Network participates in a range of cultural events and national days of recognition, such as, National Close the Gap Day, National Sorry Day and Reconciliation Week, and NAIDOC week.



Consultation Process

The development of the St Vincent's Health Network Sydney Aboriginal Health Plan was led by the St Vincent's Health Network's CEO, Associate Professor Anthony Schembri and the Director of Aboriginal Health, Ms Pauline Deweerd with the assistance of Professor Tony Butler, Dr Paul Simpson and Dr Melanie Simpson of the Kirby Institute, UNSW Sydney. Initial discussions were held to establish the aims of the health plan, to determine the consultation methodology to be employed and to identify key stakeholders both within and external to St Vincent's.

Consultation interviews were conducted with members of the St Vincent's Health Network Sydney's Executive team, stream directors and managers, the Aboriginal Health Unit, and key representatives from community partnerships and outreach services, including the Murrumbidgee Local Health District Aboriginal Health Unit, Griffith Aboriginal Medical Service, South Eastern Sydney Local District Aboriginal Health Unit and Wyanga Aboriginal Aged Care.

Interview topics for both staff and community groups were guided by the six strategic directions of the National Aboriginal and Torres Strait Islander Health Plan:

- Ensuring integrated planning and service delivery
- Building trust through local partnerships
- Strengthening the Aboriginal workforce
- Ensuring culturally safe work environments and health services
- Building the evidence and implementing what works
- Strengthening performance monitoring, management and accountability

Consultation interviews were conducted with eleven members of the St Vincent's Health Network Sydney and six community representatives from five organisations between December 2016 and February 2017.

Draft findings of the consultation meetings were discussed with both the St Vincent's Health Network Sydney CEO and the Director of the Aboriginal Health Unit prior to submitting the final draft.

Recurring issues and themes that emerged during the consultations, included:

- Consolidating and building trust and relationships between St Vincent's and Aboriginal Communities and organisations requires a long-term, committed and consultative approach
- Improve communication channels and staff awareness of Aboriginal issues within St Vincent's Health Network Sydney and awareness of, and engagement with, external services/community partners
- Review existing follow-up care planning to ensure strategic approach is integrated, inclusive and systemically undertaken across all units and in partnership with community partners
- Develop an integrated intake and referral protocol across all streams and units that identifies and plans for Aboriginal inpatient care
- Improving recruitment reach and retention of Aboriginal workers
- Look at building on the good work Respecting the Difference training provides in terms of improving on cultural safety – the next steps
- Improve the integration of data systems within St Vincent's Health Network Sydney and move beyond 'snapshot' data reporting to develop action-orientated processes within St Vincent's Health Network Sydney
- Data quality issues
- Lack of Aboriginal focused measures to monitor performance and accountability

Key and recurring issues raised at consultation meetings were presented to St Vincent's Health Network Sydney and where possible, responses to key issues have been incorporated into the Strategic directions and actions section of the Plan. Additionally, key reports were considered and where relevant inform the Strategic directions and actions section of the Plan. Key reports include the NSW Aboriginal Health Plan, Sydney Metropolitan Local Aboriginal Health Partnership – key health priorities, Aboriginal Workforce Strategic Framework 2016 – 2020, Respecting the Difference: An Aboriginal Cultural Training Framework for NSW Health, St Vincent's Health Australia Reconciliation Action Plan, St Vincent's Integrated Healthcare Campus Darlinghurst – Clinical Services Strategy 2026/7, and the enVision 2025 Strategy.

Strategic Action Plan

Strategic Direction

Building trust through local partnerships

Building the evidence and implementing what works

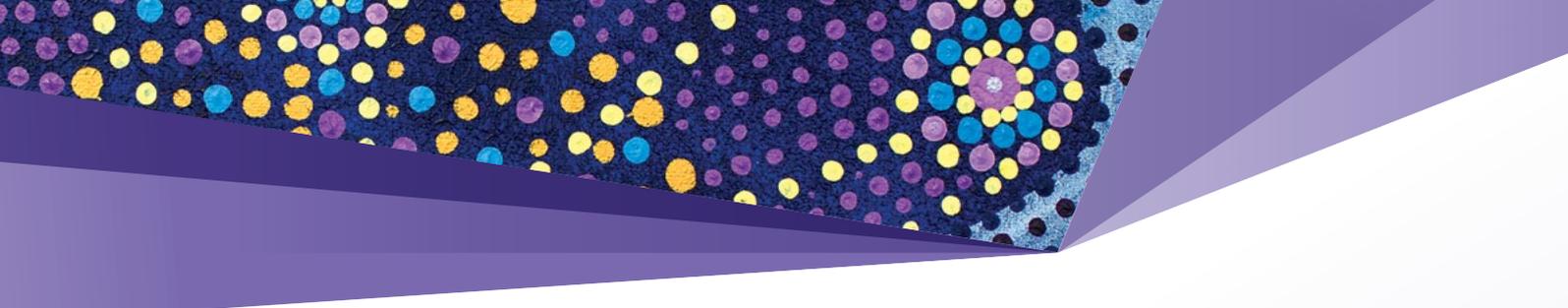
Strategic Actions

Establish new and strengthen existing partnerships with Aboriginal Medical Services (AMSs), Non-Government Organisations (NGOs), Local Health Districts (LHDs), Public Health Networks (PHNs) and other government agencies

- 01 Establish a formal process to identify key strategic partnerships for the 2017-2020 period
- 02 Review existing partner consultation and engagement strategies to identify and implement best-practice models
- 03 Continue to work towards targets of Action 3 - 'Partnerships' of the SVH Reconciliation Action Plan (RAP) 2015-2018
- 04 Assess outreach services delivered under existing partnerships and identify, with potential partners, new outreach service opportunities including those that incorporate telehealth and virtual care delivery
- 05 Continue to support and resource the Sydney Metropolitan Local Aboriginal Health Partnership (SMLAHP)
- 06 Develop and implement strategies to build capacity for SVH and community-based partners to participate meaningfully in partnerships
- 07 Develop performance indicators to evaluate the effectiveness of partnerships

Ensure programs and services, whether mainstream or specific to Aboriginal people, are informed by analysis of need and evidence of what works for Aboriginal people

- 08 Continue to implement and evaluate all Aboriginal health services, programs and health promotion resources (e.g. chronic care program and 48 hour follow-up; and Heart health micro site)
- 09 Support evaluations of mainstream services and programs to ensure their impact on Aboriginal people is measured, with a focus on cancer, mental health and alcohol and other drug use services
- 10 Review research programs supported by SVH to identify opportunities to strengthen their focus on Aboriginal health
- 11 Continue to work towards targets of RAP Action 4 – 'Governance'
- 12 Identify areas for ethical research into Aboriginal health that align to the Health Priorities identified by the SMLAHP (i.e. chronic care, medical, social determinants of health, and alcohol and other drug use), and target Aboriginal people who fall within other SVH priority groups (mental health, drug and alcohol dependent, homeless, and prisoners and former prisoners)
- 13 Increase Aboriginal representation in SVH governance systems and ensure deliberation over Aboriginal issues and data-monitoring at governance committees translate into actionable outcomes



Performance Indicator

- Increase in the number of partnerships (from 2017 partnership numbers)
- Formal MOUs are in place with key partners
- Partners have taken steps to establish and/or strengthen SVH partnerships operations
- RAP targets for Action 3 'Partnerships' (Relationships) are met
- Outreach services are evaluated; new outreach service opportunities identified; and partners have taken steps to establish and/or strengthen outreach service operations
- 100% attendance at SMLAHP meetings
- Performance Indicators are developed and partnerships evaluated
- Aboriginal services, programs and health promotion resources are evaluated and recommendations implemented
- Establish a formal process to identify and implement strategies to support evaluations of mainstream services and programs to ensure their impact on Aboriginal people is measured, with a focus on cancer, mental health and alcohol and other drug use services
- Reconciliation Action Plan targets for Action 4 – Governance are met
- Establish a research review committee to develop a research strategy that identifies opportunities to strengthen the focus of existing SVH supported research on Aboriginal health, and identify new areas of Aboriginal health research
- At least one member with knowledge of Aboriginal health on key governance committees
- Actionable outcomes in relation to Aboriginal issues and data-monitoring are minuted at SVH governance committees

Strategic Action Plan

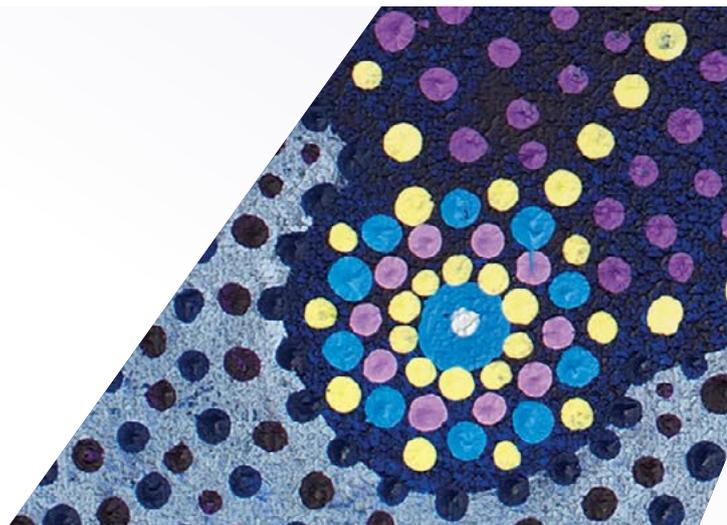
Strategic Direction

Ensuring integrated planning and service delivery

Strategic Actions

Enhance SVH's integrated planning and service approach at both the strategic level and local service delivery level in partnership with Aboriginal Medical Services, Non-Government Organisations, Local Health Districts, Public Health Networks, and other government agencies

- 14 Continue to monitor inpatient admissions where Aboriginal identity is flagged and connect patient to an Aboriginal Health Worker
- 15 Develop a one-point-of-access Aboriginal directory to increase SVH staff awareness and engagement of SVH policies, programs and services for Aboriginal people, and external services and programs provided by AMSs, NGOs, LHDs and other government agencies
- 16 Continue to support and resource SMLAHP to advance service coordination planning, and program integration across providers in relation to the six SMLAHP Health Priorities, and identify funding opportunities
- 17 SVH Aboriginal Health Unit director and other senior SVH leaders to meet annually with a consortium of key regional AMSs, NGOs, LHDs and other government agencies to assess service coordination planning and integration of programs
- 18 Assess capacity of SVH Aboriginal Health Unit staff to meet their roles and responsibilities and identify any further resources and staff support required to enable this
- 19 Ensure future developments in integrated healthcare for Aboriginal patients reflect the strategic commitments of the "St Vincent's Integrated Healthcare Campus Darlinghurst – Clinical Services Strategy 2026/7"
- 20 Review all follow-up care planning and practices to work towards a whole-of-organisation approach that is strategic, integrated, inclusive and undertaken across all units
- 21 Develop an integrated intake and referral protocol that flags and plans for Aboriginal inpatient care to reduce number of referrals which are unknown to the SVH Aboriginal Health Unit
- 22 Develop with relevant partners culturally safe Emergency Department avoidance strategies and enhance ambulatory services to reduce the rate of avoidable admissions and 'did not waits', with a focus on the elderly and cancer care



Performance Indicator

- 100% attendance at SMLAHP meetings
- Annual regional service coordination plans developed
- Establish a formal process to assess the SVH Aboriginal Health Unit's capacity and resource and staff needs over the course of this plan, and respond accordingly
- Establish a formal process to review existing SVH follow-up care planning and to assess feasibility of a more systemic approach across all units
- An integrated intake and referral protocol is implemented and evaluated
- Strategies for culturally safe Emergency Department avoidance and ambulatory services developed, implemented and evaluated
Performance Indicators are developed and partnerships evaluated

Strategic Action Plan

Strategic Direction

Strengthening the Aboriginal workforce

Strategic Actions

Strengthen the Aboriginal workforce by attracting, developing and sustaining more Aboriginal people to work with SVH

- 23 Develop an Aboriginal Workforce Strategy Implementation Plan (in line with key priorities of the Aboriginal Workforce Strategic Framework 2016-2020)
- 24 Appoint and provide ongoing support to an Aboriginal Employment Coordinator/Specialist
- 25 Meet targets of Reconciliation Action Plan, Action 1 – ‘Employment’

- 26 Provide incentives for, and education on, Aboriginal employment programs to managers and other leaders to enhance understanding of, and commitment to, Aboriginal workforce planning and development
- 27 Develop and implement media and community engagement strategies to enhance recruitment reach to Aboriginal people, with a focus on developing relationships with Aboriginal employment service providers, organisations and communities, and education institutions
- 28 Support Aboriginal job applicants and link to relevant resources (e.g. the “Help Me Apply” Stepping Up resource)
- 29 Develop a plan that ensures a flexible, inclusive and preventative approach to retention, with a focus on mentoring and leadership and career development
- 30 Ensure accuracy of, and access to, Aboriginal workforce monitoring data



Performance Indicator

- Aboriginal Employment Coordinator/Specialist appointed
- Reconciliation Action Plan targets for Employment (Action 1) are met
- Establish an annual formal consultation process or forum with managers and other leaders to discuss roles, responsibilities, incentives and benefits of Aboriginal employment programs
- A media and community engagement strategy for recruitment developed and implemented
- All Aboriginal job applicants sent the “Help Me Apply” Stepping Up resource
- ‘Dashboard’ data monitoring software implemented

Strategic Action Plan

Strategic Direction

Ensuring culturally safe work environments and health services

Strengthening performance monitoring management and accountability

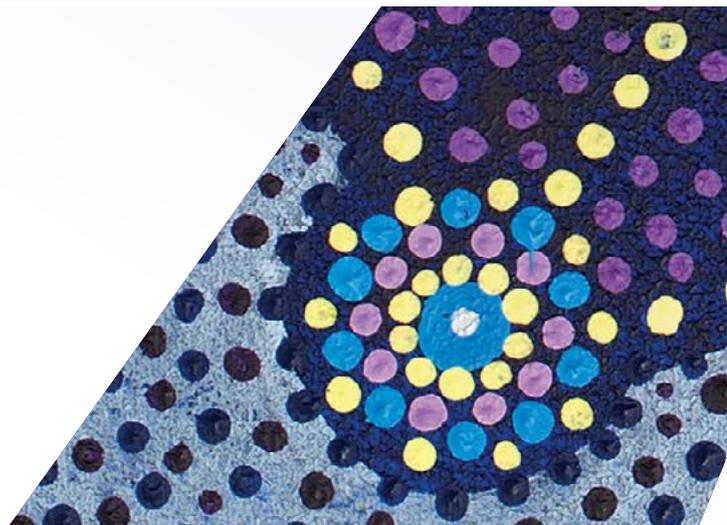
Strategic Actions

Develop and implement structures, policies and procedures that promote culturally safe and respectful work environments and health services

- 31 Continue to implement and monitor uptake of E-Learning and Face to Face Respecting the Difference Training across SVH for all staff (new and longer-term)
- 32 Review Respecting the Difference Training to identify further strategies to build on existing staff cultural awareness and competency gains
- 33 Ensure governance and management committees have membership that includes at least one member with knowledge of Aboriginal health
- 34 Develop plan and cultural audit tools to assess and improve on existing cultural safety characteristics of services and employment programs and environments
- 35 Continue to work towards targets under Reconciliation Action Plan strategic focus 'Social Justice'

Develop and implement structures, policies and procedures that strengthen performance monitoring, management and accountability

- 36 Implement an identification training package for staff to reduce the number of patients whose Aboriginal status is not identified in all official activity reporting
- 37 Implement 'dashboard' software to improve staff accessibility to performance monitoring data in relation to Aboriginal health
- 38 Review performance evaluation frameworks to determine opportunities and feasibility to increase and include Aboriginal related KPIs in Executive Member and Stream leaders' performance agreements
- 39 Identify and implement evidence-based strategies for the reduction of unplanned re-admissions of Aboriginal patients
- 40 Assess data collection practices and validity of performance measurements such as 'unplanned re-admission', 'did not waits', follow-up care and other Aboriginal KPI data to ensure quality improvement strategies in data collection are implemented
- 41 Develop annual implementation and monitoring plan to ensure Aboriginal Health Plan strategic actions are met



Performance Indicator

- E-Learning Respecting the Difference Training undertaken by 100% of staff
- Face to Face Respecting the Difference Training undertaken by 80% of staff
- Report on the review of Respecting the Difference Training completed and recommendations on strategies to build on training gains implemented
- Reconciliation Action Plan targets for Action 4 'Governance' (Relationships) are met
- At least one member with knowledge of Aboriginal health on key governance committees
- Recommendations of the Cultural safety audit plan tools report implemented and evaluated
- Reconciliation Action Plan targets for strategic focus 'Social Justice' are met
- Aboriginal identification training package implemented and evaluated
- Dashboard data monitoring software implemented
- Relevant KPIs are included in Executive Member and Stream leaders' performance agreements
- Data collection practices and validity of performance measurements reviewed and recommendations implemented
- Ongoing reductions of unplanned re-admissions of Aboriginal patients
- Annual monitoring of Aboriginal Health Plan strategic actions

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