

2014-2015

EACH Reconciliation Action Plan



Cover Image: "Our journey" by Kerry Thompson, 2013

Chief Executive Officer's foreword

I am pleased to present the Reconciliation Action Plan for EACH. Through this plan we aim to deepen EACH's links with the Aboriginal and Torres Strait Islander community, creating long lasting partnerships for the benefit of future generations.

Our thanks go to our Aboriginal and Torres Strait Islander Health and Wellbeing Committee which has provided ongoing cultural advice and guidance to EACH in identifying the key actions of this plan. The collaboration between the Aboriginal and Torres Strait Islander Community and EACH in the development of this Reconciliation Action Plan models the way we wish to work together in the future.

As part of the plan, an Aboriginal and Torres Strait Islander Policy Framework will be developed. This will guide EACH's staff, management, volunteers and the Board in building strong and effective partnerships with Aboriginal and Torres Strait Islander communities wherever EACH provides services across Australia.

It is useful to reflect that this Reconciliation Action Plan builds on the foundations laid through the 'Sorry Statement' developed by EACH's Board of Management with the guidance and support of Aboriginal and Torres Strait Islander Elders in 2000.

As an organisation we are proud to join Reconciliation Australia and many other agencies in stating our commitment to work in partnership with the Aboriginal and Torres Strait Islander community to deliver culturally inclusive and culturally safe services which promote health and wellbeing for the Aboriginal and Torres Strait Islander community.




Peter Ruzyla
CEO

Image: Peter Ruzyla At the EACH Search Conference

About EACH - our business

EACH is a not-for-profit social & community health organisation delivering a wide range of primary healthcare, aged care, disability, mental health, counselling and community support services. We operate across metropolitan, rural and regional areas in NSW, Victoria, ACT, Tasmania, and Queensland. 'EACH' used to stand for Eastern Access Community Health, but now, as EACH has become a national organisation, the name is simply 'EACH Social and Community Health'. EACH currently employs 941 staff members, eight of whom identify as Aboriginal and/or Torres Strait Islander people.

The demographics of EACH clients is as follows:

3.6% Indigenous

60% female

40% Male

8.6% Refugees

21% Employed

4% Retired

18% Student

42% Unemployed

COUNTRY OF BIRTH

74% Australia

5% Burma

4% England

2% China

1% Iran

1% New Zealand

1% India

1% Malaysia

0.5% Italy

0.5% Netherlands

EACH operates from a social model of health which recognises that poverty and disadvantage are the underlying causes of poor health and wellbeing in our society. This approach is based on the clear evidence that people living with poverty and disadvantage are more likely to experience poorer health, mental illness, homelessness, violence and abuse, social isolation, poor education, unemployment and disconnection from community. These factors are referred to as the social determinants of health.

Consequently, EACH delivers a range of services which address the social determinants of health as well as the physical, emotional, spiritual and cultural needs of the communities it serves:

- General Practices
- Nursing
- Allied Health
- Home & Community Care (HACC)
- Dental
- Rehabilitation
- Sexual & Reproductive Health services
- General Counselling
- Family Support
- Alcohol and Other Drug services
- Problem Gambling services
- Financial Counselling
- Victims of Crime Support services
- Youth and Family services
- Early Child services
- Disability Day Programs
- Personal & Attendant Care services
- Acquired Brain Injury (ABI) support services
- Aged Care & Dementia services
- Respite services
- Community Mental Health Support services (CMHSS)
- Disability Employment services
- Health promotion

EACH Housing Ltd is also a registered provider of social housing for people with high needs.

While we can, and do, provide services to all in the community who are eligible for our services, we prioritise our services to those who are disadvantaged and to those populations at risk of the poorest health outcomes.

About EACH - our business

Our Vision

A healthy and inclusive community for everyone.

Our Values

Equality

- We recognise the equality of all people
- We promote justice and equity
- We support affirmative action and actively oppose all forms of discrimination

Respect

- We make mutual respect the basis of all our interactions
- We respect diversity and respect the dignity of each person
- We embrace differences in people and their perspectives

Integrity

- We act with honesty and accountability
- We keep our commitments and promises
- We behave ethically
- We take responsibility and are accountable for our actions

Care

- We care about the people and community within which we work and live
- We care about our colleagues and ourselves
- We support people to develop and build on their strengths

Responsiveness

- We take actions and opportunities to create results
- We provide services that are person-centered and focused on outcomes

These values underpin our relationships with individuals and the communities we work with.

Our principles

Social justice – we promote the dignity of all people and work to realise their innate right to equitable access to resources and opportunities.

Holistic care – we seek to address the physical, mental, and social factors that impact on the health and wellbeing of individuals and communities.

Responsibility – we recognise that we hold a position of trust and responsibility within the community. We fulfil this responsibility through the delivery of quality services, behaving with integrity, striving to make a community contribution and through responsible and sustainable use of community resources.

Collaboration – we recognise the value of robust partnerships and the ability to deliver improved outcomes for individuals and the community through working together.

Accountability – we accept and fulfil our responsibilities and accountabilities to the people and communities we serve and to our funding bodies.

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Our Reconciliation Action Plan (the EACH RAP)

Our Reconciliation Journey

EACH is committed to the journey of Reconciliation, aimed at building the organisation's cultural competence in partnership with local Aboriginal and Torres Strait Islander communities, in all areas where EACH works. We see this as a long term journey and commitment which had its formal beginnings in 2000. At that time the Board and staff of EACH asked whether we, as an organisation, really knew or understood our Aboriginal and Torres Strait Islander community and how we could begin to work together. Out of that questioning we approached Wurundjeri Elders to assist us in this journey of understanding and, ultimately, reconciliation. From those early discussions the EACH Statement of Acknowledgement to the Aboriginal and Torres Strait Islander community was developed with the assistance of the Elders.



"We acknowledge with deep sorrow the past injustices, mistreatment and the failure to understand, respect and value the cultural beliefs of Aboriginal people. Respect and dignity are the rights of all people.

We also acknowledge the strength and richness that Aboriginal culture brings and the resilience of Aboriginal people in surviving the effects of dispossession and removal from traditional lands, which has threatened the survival of Aboriginal culture.

We seek the assistance of all Aboriginal Elders, Aboriginal controlled organisations and community members to work together to understand the cultural background, needs and aspirations of the Aboriginal Community."

Image: "My Family Dreaming" by Jacinta Hayes, 2000

Our Reconciliation Action Plan (The EACH RAP)

Other key milestones of the EACH Reconciliation Journey:

- In 2000 EACH employed its first Indigenous Liaison Worker and entered into a Memorandum of Understanding with Worowa College with the aim of supporting young Aboriginal and Torres Strait Islander students.
- In 2004 the local Aboriginal community in the Inner Eastern metropolitan region met with EACH and the Department of Human Services to obtain support to develop an Aboriginal community controlled organisation in the EMR. The EMR Indigenous Committee of Management was established and worked collaboratively together to establish the first Aboriginal Community Controlled Organisation in the Eastern Metropolitan Region outside of Healesville. EACH provided the legal and financial auspice for the establishment of the Mullum Mullum Indigenous Gathering Place (MMIGP) and worked with the MMIGP Committee to develop the current site at Croydon Way. In 2007, MMIGP became an independent incorporated Aboriginal Community Controlled organisation which continues to provide a focal point for programs, services and cultural strengthening activities for the Aboriginal Community in the EMR.
- In 2006 the relationship between EACH and MMIGP was strengthened through the development of the Aboriginal Health Promotion and Chronic Care Partnership program (AHPACC). MMIGP and EACH entered into a partnership agreement to provide the program through a formal MOU. The MOU documented a whole of region commitment to long-term collaborative relationships and shared responsibility for improving the health and well being of the EMR Aboriginal and Torres Strait Islander community. This program has enabled the joint delivery of allied health services and health promotion activities at MMIGP, and has facilitated Aboriginal and Torres Strait Islander community access to health and support services provided through EACH and MMIGP. Through this long term partnership the organisation has been able to develop culturally safe responses to its Aboriginal and Torres Strait Islander clients. As a result, there was a 200% increase in Aboriginal and Torres Strait Islander community members using services of EACH in the first 12 months of the program. Since then, service access has increased by more than 25% annually, with approximately 600 Aboriginal and Torres Strait Islander clients registered with EACH in 2014. The EACH/MMIGP AHPACC program continues today as a model of best practice partnership within the AHPACC program across Victoria.



Image: EACH staff celebrating the launch of the RAP Working Groups

Our Reconciliation Action Plan (The EACH RAP)

- In 2007 EACH became auspice to the Boorndawan Willam Aboriginal Healing Service (BWAHS). Similar to the process for establishing MMIGP, EACH continues to work with the BAWHS Committee of Management and DHS to support the transition to independence of this service. This process has also included the search for a new home for Boorndawan Willam. At the time of writing, BWAHS is in the process of building its own facility which will become its new home by 2015.
- Between 2008 -2011 AHPACC staff and management worked with the Outer East Health and Community Services Alliance (also known as OE Primary Care Partnership) to develop and deliver an Aboriginal and Torres Strait Islander Cultural Respect Education program to staff from EACH and other agencies in the EMR.
- In 2011 EACH received Closing the Health Gap (CtHG) funding which provided for the development of an Aboriginal Cultural Services Manager position within EACH. This position provided cultural leadership and support to a number of new initiatives focussing on Aboriginal and Torres Strait Islander youth, older men and workforce development across the EMR. The Aboriginal Cultural Services Manager was instrumental in the establishment of the EACH RAP Working Groups and oversight of the Aboriginal and Torres Strait Islander Health & Wellbeing Committee. Aboriginal and Torres Strait Islander Cultural Awareness Training programs, tailored to specific areas such as mental health and AOD, were provided. A partnership between EACH and six EMR Councils offered training to EACH staff and local disability service providers in working with Aboriginal and Torres Strait Islander clients with disabilities.
- In 2011 Knox Social and Community Health (then Knox Community Health Service) developed the Knox CHS Reconciliation Action Plan, which set out a planned and coordinated approach to developing partnerships and addressing the health needs of Aboriginal and Torres Strait Islander people across the Knox community. The Knox RAP demonstrated leadership and continues as the documented plan for reconciliation within Knox, and forms an integral part of the EACH RAP.
- In 2013 EACH received funding from East Melbourne Medicare Local (EMML) to jointly deliver the Care Coordination and Supplementary Services (CCSS) program. This program provides care coordination, as well as brokerage funding for transport, equipment and access to private health practitioners, for Aboriginal and Torres Strait Islander community members experiencing chronic illness.



Image: Kwinanna Morgan and Ambrym at an EACH Health Check day

Our Reconciliation Action Plan (The EACH RAP)

- Across EACH's services in NSW staff and managers have been actively engaged with local Aboriginal and Torres Strait Islander communities across the New England and the Central North Coast Regions, developing services which reflect the priorities and needs of local communities. These include:
- EACH Youth Connections in Moree works closely with Elders and other agencies in Toomelah and Boggabilla to Aboriginal and Torres Strait Islander young people in this largely unserved area. The development of the Toomelah Community Shed, as well as the utilisation of the school community room to run courses through Moree Community College, are just two examples of this development
- Working with Armujan Aboriginal Health and New England Medicare Local in Inverell, NSW to deliver sexual health education at Glen Innes High School.
- Working with Tingha Community Elders and the Bundarra Central School (80 km from Armidale) to provide an alternative vocational training program for Aboriginal and Torres Strait Islander young men
- Delivering the Indigenous Community Links program in the Glen Innes, Guyra and Tenterfield areas.
- Working with communities across New England to support Aboriginal and Torres Strait Islander young people to remain connected to family, school / work and community through the Youth Connections program
- Working with young Aboriginal and Torres Strait Islander people and their families in Kempsey through EACH's Reconnect program to assist with health checks and communication skills, as well as addressing barriers to attending school.

Over this period, initiatives taken by managers and staff of EACH to enhance working relationships and to improve service access to Aboriginal and Torres Strait Islander people largely reflected the commitment and initiative of individuals. Jointly, these initiatives progressed the reconciliation journey.

The significance of the Knox RAP in 2011 and the overarching EACH RAP is that these individual initiatives are now part of a formal organisational commitment to be implemented through a planned and coordinated strategy.

EACH's reconciliation journey is now guided by a plan.

Our Reconciliation Action Plan (the EACH RAP)



EACH staff visited Corranderk to learn about local history from Uncle Bill Nicholson and respected Aboriginal Elders

relationships

Creating resilient and respectful relationships between Aboriginal and Torres Strait Islander communities and EACH is essential. Aboriginal and Torres Strait Islander peoples should be actively involved in all decision making that affects their lives and strong partnerships combine the resources and capacity of organisations to address the disadvantages that have led to a lack of equity in health and wellbeing.

Action	Responsibility	Timeline	Deliverable
1) Reconciliation committee Establish the Reconciliation Committee as a standing committee of EACH responsible for the ongoing development, implementation and governance of the RAP.	General Manager of Primary Health	October 2014	<ul style="list-style-type: none"> Determine terms of reference and membership Quarterly meetings to monitor and report on RAP outcomes against the Action Plan
2) Aboriginal and Torres Strait Islander Health and Wellbeing committee Reinstate the Aboriginal and Torres Strait Islander Health and Wellbeing committee to enable ongoing consultation with local Aboriginal and Torres Strait Islander communities.	General Manager of Primary Health	November 2014	<ul style="list-style-type: none"> Review terms of reference and membership, ensuring representation by respected Aboriginal and Torres Strait Islander people and relevant EACH staff Six-monthly meetings to monitor RAP outcomes Annual breakfast meeting between the Health and Wellbeing committee, the Reconciliation committee and the EACH Board to strengthen relationships between EACH and the community
3) Aboriginal and Torres Strait Islander Reconciliation group Establish an EACH-wide Aboriginal and Torres Strait Islander Reconciliation e-mail group to promote sharing of relevant information	General Manager of Primary Health	October 2014	<ul style="list-style-type: none"> Set up e-mail group and promote within EACH Send out news items, cultural events and other information on a regular basis to e-mail group

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Image: EACH nurse Jeanette Nortcliffe taking Colin Mitchell's blood pressure at a health check day at Mullum Mullum Indigenous Gathering Place

relationships

Action	Responsibility	Timeline	Deliverable
<p>4) National Reconciliation Week Celebrate National Reconciliation Week, NAIDOC Week and other significant dates in the Aboriginal and Torres Strait Islander calendar</p>	Chair of Reconciliation Committee	February 2015	<ul style="list-style-type: none"> • Advertise significant dates across EACH through EACHConnect, posters and the intranet • Liaise with managers across EACH to ensure planning takes place prior to commemorations of significant dates in collaboration with local Aboriginal and Torres Strait Islander communities, and staff are encouraged to attend • At least one internal event to be held annually to celebrate National Reconciliation Week at major EACH sites.
<p>5) Relationships with local ACCOs Identify employment and volunteer opportunities for EACH staff to be seconded and/or volunteer in ACCOs.</p>	General Manager of Primary Health	November 2014	<ul style="list-style-type: none"> • Identify at least one volunteering opportunity for EACH staff • Promote the opportunity internally to staff and liaise with the ACCOs to set up a roster
<p>6) Partnership agreements Review existing partnerships agreements and MOU's and develop new ones as needed</p>	CEO	February 2015	<ul style="list-style-type: none"> • Review existing partnership agreements and MOU's between EACH and Aboriginal and Torres Strait Islander organisations • Develop and document new partnership agreements as required
<p>7) Consultation and communication processes Ensure ongoing community consultation through appropriate communication strategies</p>	Chair of Reconciliation Committee	April 2015	<ul style="list-style-type: none"> • Develop local, site-specific consultation and communication strategies with Traditional Owners across all of EACH • Produce a culturally safe information handbook for community members outlining EACH services and its RAP • Produce a quarterly newsletter to inform community members, EACH staff and clients about relevant Aboriginal and Torres Strait Islander programs and activities

respect

EACH recognises and values Aboriginal and Torres Strait Islander communities and cultures, and the importance of providing a service which respects and empowers Aboriginal and Torres Strait Islander peoples. The organisational values of respect, equality, integrity, care and responsiveness underpin our relationships with individuals and the communities we work with.

Action	Responsibility	Timeline	Deliverable
<p>1) Aboriginal and Torres Strait Islander cultural protocols</p> <p>Engage employees in understanding the protocols around Acknowledgement of Country and Welcome to Country ceremonies to ensure there is shared meaning behind the ceremonies.</p>	HR General Manager	February 2015	<ul style="list-style-type: none"> • Review Welcome to Country and Acknowledgement of Country procedures • Organise local information sessions for staff around the significance of Acknowledgement of Country and Welcome to Country ceremonies • Implement Welcome to Country and Acknowledgement of Country protocols
<p>2) Cultural awareness training and development for staff</p> <p>Provide cultural competency training opportunities for EACH staff and board members</p>	HR General Manager	June 2015	<ul style="list-style-type: none"> • Organise all team leaders and managers across EACH to undertake cultural safety training as part of their 2014-2015 annual work plans • Develop guidelines for staff to ensure culturally safe work practices when working with Aboriginal and Torres Strait Islander community members • Develop an annual training schedule allocating priority opportunities for targeted EACH employees to attend cultural competency training • Ensure Aboriginal and Torres Strait Islander cultural information and tools to support culturally competent practice are available via intranet and other resources

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respect

Action	Responsibility	Timeline	Deliverable
<p>3) Cultural artwork and artefacts</p> <p>Ensure appropriate display and acknowledgement of all Aboriginal and Torres Strait Islander artworks displayed at EACH sites.</p>	Chair of EACH Reconciliation committee	February 2015	<ul style="list-style-type: none"> • Review procedures relating to appropriate display of Aboriginal and Torres Strait Islander cultural art and artefacts • Conduct audit of all Aboriginal and Torres Strait Islander artworks and artefacts across EACH sites • Ensure all Aboriginal and Torres Strait Islander artwork is displayed with details of artist, region of origin or tribal connection, cultural meaning, and year of creation
<p>4) NAIDOC Week</p> <p>Provide opportunities for Aboriginal and Torres Strait Islander employees to engage with their culture and community through NAIDOC Week events.</p>	HR General Manager	February 2015	<ul style="list-style-type: none"> • Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC activities
<p>5) Acknowledgement of Traditional Owners</p> <p>Use visual symbols and plaques to acknowledge Traditional Owners</p>	Chair of EACH Reconciliation committee	March 2015	<ul style="list-style-type: none"> • In consultation with local Traditional Owners, develop site-specific Statements of Acknowledgment to be displayed on plaques and/or other visual statements across EACH facilities



Image: Kelly Winmar and Stevie-Lee Ryan, students on placement at EACH

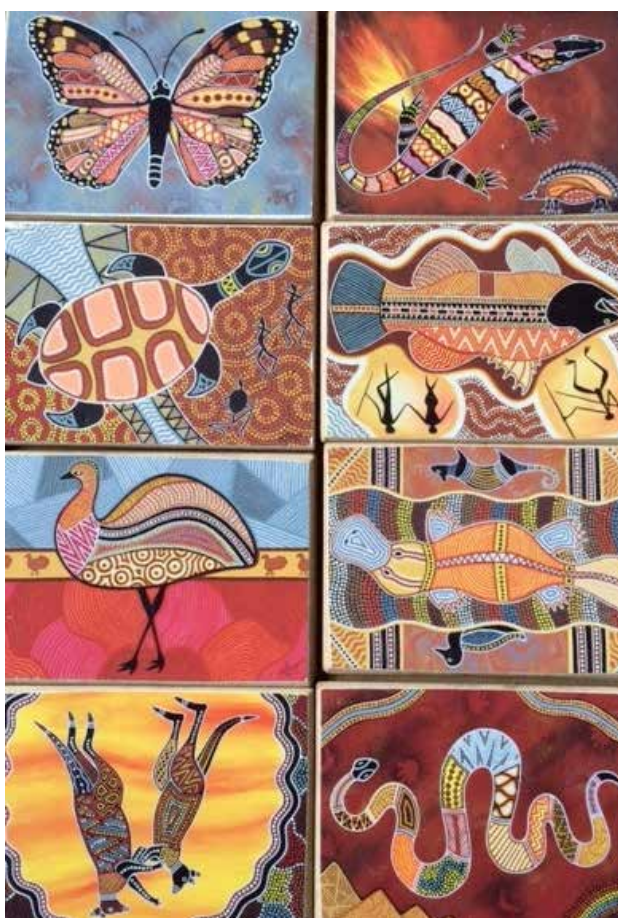
opportunities

Creating opportunities which result in improved long-term economic outcomes for Aboriginal and Torres Strait Islander community members.

Action	Responsibility	Timeline	Deliverable
<p>1) Aboriginal and Torres Strait Islander employment</p> <p>Develop workforce practices which attract, retain and develop Aboriginal and Torres Strait Islander employees</p>	HR General Manager	June 2015	<ul style="list-style-type: none"> Review HR recruitment and induction processes including employee forms, orientation, HRIS and job ads, for cultural safety and competence Collect Aboriginal and Torres Strait Islander status from staff on a voluntary self-identification basis Provide specific training to relevant EACH staff to effectively mentor and support Aboriginal and Torres Strait Islander staff members
<p>2) Aboriginal and Torres Strait Islander students</p> <p>Offer work experience and placement opportunities within EACH</p>	HR General Manager	May 2015	<ul style="list-style-type: none"> An EACH delegate to attend Eastern Region Local Indigenous (LAECG) network meetings Consult with local TAFEs, schools and LAECG to identify strategies for increasing work experience and placement opportunities within EACH for Aboriginal and Torres Strait Islander students
<p>3) Scholarships and Sponsorships</p> <p>Provide sponsorship for selected Aboriginal and Torres Strait Islander events and activities</p>	Chair of EACH Reconciliation committee	May 2015	<ul style="list-style-type: none"> Develop an annual budget to provide sponsorship for selected projects such as scholarships, mentoring, NAIDOC ball, awards and artwork
<p>4) Aboriginal and Torres Strait Islander supplier diversity</p> <p>Investigate opportunities to increase supplier diversity within your organisation.</p>	Chief Financial Officer	May 2015	<ul style="list-style-type: none"> Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC activities

tracking progress & reporting

Action	Responsibility	Timeline	Deliverable
1) Reconciliation Committee Measure and report regularly on progress of RAP	Chair of EACH Reconciliation committee	March 2015 September 2015	<ul style="list-style-type: none"> • Half-yearly reports by the Reconciliation Committee to the EACH Board • Annual report from the Reconciliation Committee included in the EACH Annual Report and/or the Quality of Care report tabled at the EACH AGM
2) Reconciliation Australia Submit an annual progress report to Reconciliation Australia	EACH Board	December 2015	<ul style="list-style-type: none"> • Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.
3) Review RAP six months before expiry of current RAP	EACH Board	April 2015	<ul style="list-style-type: none"> • Review RAP to ensure smooth transition to next RAP



Contact details

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Image: One of the puzzles used by children at EACHchild. On Mondays EACH offers an occasional care group for Aboriginal children.



our vision for reconciliation

EACH acknowledges the impact which past injustices have had on Aboriginal and Torres Strait Islander peoples, and recognises the diversity of their cultures, languages and histories. Guided by equal and respectful partnerships with Aboriginal and Torres Strait Islander communities, EACH will provide accessible, inclusive and culturally welcoming services which promote equity in health and wellbeing for Aboriginal and Torres Strait Islander peoples.

Our Journey

Artwork by Kerry Thompson (featured on the cover)

Image (top right): Marika Jackomos unveiled Kerry Thompson's painting at the Search Conference

This artwork describes EACH's journey in the provision of safe and inclusive services and programs for Aboriginal people within the EMR (Eastern Metropolitan Region of Melbourne).

The centre circle shows EACH and the meetings and community consultations that EACH have conducted over the years.

The lines with the footprints are the paths that each has walked with the community in developing specific Aboriginal programs and partnerships to achieve the best health outcomes for the Aboriginal community within the EMR.

The circles at the end of these lines represent how each has helped many of the community, especially our own ACCO's (Aboriginal Community Controlled Organisations), Aboriginal families and other programs in which Aboriginal people are employed in key positions.

The circles that stand alone represent community functions and gatherings that each has run to support the engagement of the community.

(The use of the word Aboriginal is generic and is inclusive of both Aboriginal and Torres Strait Islander peoples).



acknowledgment

EACH Social and Community Health would like to extend a warm thank you to the following Aboriginal and Torres Strait Islander staff and community members for their generous contribution to the development of the Reconciliation Action Plan (RAP):

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