



The Royal
Melbourne
Hospital

Aboriginal and Torres Strait Islander Employment Plan 2019-2022

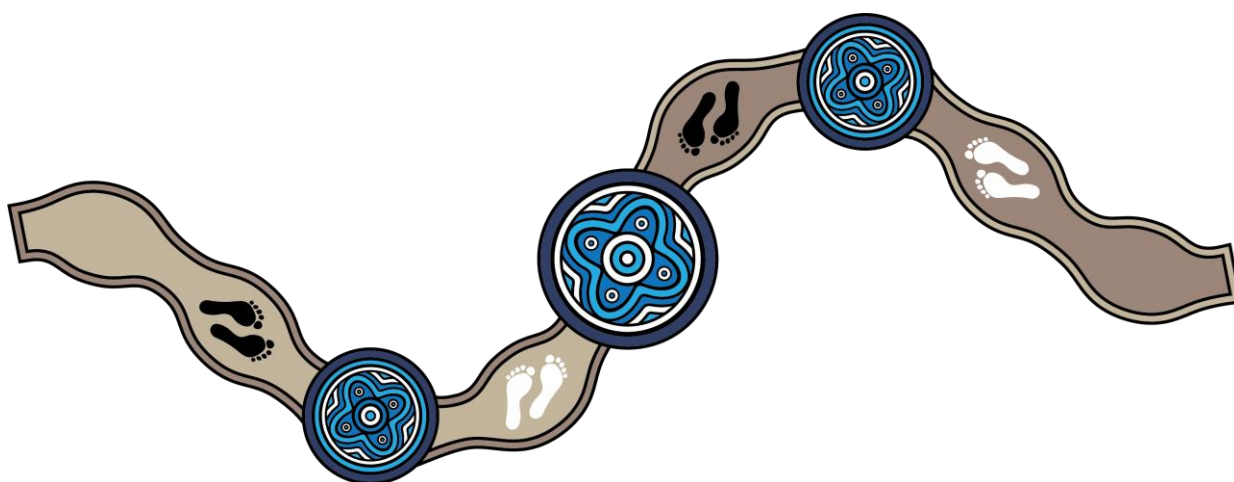


A workforce that is culturally strong and responsive to Aboriginal and Torres Strait Islander perspectives will help to create a health service which is better placed to respond to patient needs.

The Royal Melbourne Hospital (the RMH) is currently laying the foundation for a successful and sustainable workforce culture. The plan will assist the RMH in becoming an employer of choice.

The RMH acknowledges the Kulin nations as the Traditional Custodians of the land on which our services are located. We are committed to improving the health and wellbeing of Aboriginal and Torres Strait Islander peoples.

This document features artwork by Bayila Creative's Dixon Patten, Gunnai and Yorta Yorta



CEO Message

I'm proud to present the Royal Melbourne Hospital (RMH) Aboriginal and Torres Strait Islander Employment Plan 2019-2022.

As one of Victoria's largest health services, we aim to lead the way in building a culturally strong and responsive workforce – and become a great place to work for Aboriginal and Torres Strait Islander peoples.

This work sits hand-in-hand with our Reconciliation Action Plan and our desire to provide employment opportunities through recruitment, retention and professional development.

It also sets out how we can improve education for our non-Indigenous staff, which will help to not only provide a culturally safe workplace for all staff, but result in a higher standard of care and respect for our patients and consumers.

Professor Christine Kilpatrick AO
Chief Executive

Overview

The Royal Melbourne Hospital Aboriginal and Torres Strait Islander Employment Plan 2019-2022 (The Employment Plan) has been developed following an extensive consultation process with Aboriginal and Torres Strait Islander staff, non-Indigenous staff and Aboriginal partner organisations. It has been informed by the Victorian Public Service Commission's Barring Djinang employment strategy and it operates in conjunction with our Reconciliation Action Plan 2020-2021.

The Employment Plan aims to develop our strong, skilled and growing Aboriginal and Torres Strait Islander health workforce across RMH including clinical, non-clinical and leadership roles. It comprises of five key focus areas:

1. Improve candidate attraction and recruitment
2. Create progressive career experiences
3. Create a culturally-safe workplace
4. Enhance support for Aboriginal and Torres Strait Islander staff
5. Provide oversight and strong governance

Aboriginal and Torres Strait staff play an integral role in developing a strong workforce, which can assist in breaking down barriers to healthcare access and enhance the RMH's ability to provide culturally-responsive care to patients. Additionally, the RMH is aiming to be an employer of choice that is progressive, culturally-inclusive and socially responsible.

The Employment Plan is dynamic and flexible. Additional opportunities and initiatives may be undertaken if they support the overall goal of building workforce participation and cultural safety. We strive to achieve an employment target of 2 per cent.

Critical to The Employment Plan's success is the shared responsibility for its implementation. To achieve measurable outcomes across all key focus areas, the RMH will collaborate with a diverse range of stakeholders, which include Aboriginal communities and health providers.

Built on a foundation of engagement and consultation, we thank our Aboriginal and Torres Strait Islander staff, RAP Working Group, Aboriginal and Torres Strait Islander Governance Committee and all those who contributed to the development of The Employment Plan. The Aboriginal and Torres Strait Islander Governance Committee will continue to guide decisions and oversee implementation of The Employment Plan.

Improve attraction and recruitment

Outcomes

- Increased pool of Aboriginal and Torres Strait Islander applicants
- Increased staff representation of Aboriginal and Torres Strait Islander staff in clinical and non-clinical roles. In line with the Victorian Public Service Commission Barring Djinang employment strategy our goal is to achieve 2 per cent representation.

Actions		Responsible	Due
Promote the RMH's commitment to Aboriginal and Torres Strait Islander peoples and closing the gap in employment	<ul style="list-style-type: none"> • In all vacancy advertisements communicate commitment to diversity and -inclusion, encourage Aboriginal and Torres Strait Islander people to apply and communicate additional support available • Ensure photographs and videos in advertisements reflect our commitment to a diverse workforce 	Recruitment Manager	Jun 2019 Dec 2020
Intentional advertising of all vacancies	<ul style="list-style-type: none"> • Partner with local Aboriginal employment agencies • Advertise vacancies on Aboriginal and Torres Strait Islander employment websites and relevant tertiary educational websites • Use informal networks to advertise positions (e.g. closed Facebook communities) 	Recruitment Manager	Jul 2019 Jul 2019 Jul 2019
Create an Aboriginal and Torres Strait Islander employment/careers web page	<ul style="list-style-type: none"> • Create an internet information page for applicants with tips on resume, interview and selection process • Identify and communicate multiple career pathways and opportunities available at RMH and the development and support available 	People and Culture OD Consultant	Jul 2020 Dec 2020
Manually review resumes from Aboriginal and Torres Strait Islander applicants for all employment and training positions	<ul style="list-style-type: none"> • Resumes received from people identifying as Aboriginal and Torres Strait Islander people will bypass the automated filtering process and be manually reviewed and considered • Provide unsuccessful applicants with the opportunity to receive individualised feedback on their application 	Recruitment Manager	Aug 2019 Aug 2019

Work experience program	<ul style="list-style-type: none"> • Invite schools with high Aboriginal and Torres Strait Islander participation rates to consider RMH for work experience placements 	Recruitment Manager	Nov 2020
Medical internship program	<ul style="list-style-type: none"> • Focused recruitment campaign to attract and develop Aboriginal and Torres Strait Islander medical interns • Focused recruitment campaign to increase the number of Aboriginal and Torres Strait Islander candidates applying for positions • A minimum of two Aboriginal and Torres Strait Islander internship positions offered annually 	Director Medical Workforce	Sep (annually)
Nurse graduate program	<ul style="list-style-type: none"> • Focused recruitment campaign to attract Aboriginal and Torres Strait Islander nurse graduates • Focused recruitment campaign to increase the number of Aboriginal and Torres Strait Islander candidates applying for positions • Design and develop a structured Aboriginal and Torres Strait Islander nurse graduate program 	Executive Director Nursing	May (annually)
Cadetship program	<ul style="list-style-type: none"> • Work with Allied Health and Facilities Management to establish the viability of establishing an entry level traineeship/cadetship program • Investigate opportunities for student placements with universities • Partner with Aboriginal and Torres Strait Islander apprenticeship and traineeship providers 	Diversity and Inclusion Advisor	Jun 2020 June 2020 Jun 2020
Participate in community of practice	<ul style="list-style-type: none"> • RMH participation in Aboriginal graduate cadet network 	Diversity and Inclusion Advisor	Sep 2019
Review and adapt interview and selection process to be culturally responsive	<ul style="list-style-type: none"> • Research best practice and seek input from St. Vincent's, Northern Health, Western Health and Victorian Public Sector Commission (VPSC) Aboriginal Employment Unit 	Diversity and Inclusion Advisor	Dec 2020

Train recruiting managers and team members on culturally-supportive interview/selection processes and how to create a culturally-safe working environment	<ul style="list-style-type: none"> • Reference unconscious bias in selection process/resources 	Recruitment Manager	Jul 2020 (as required)
Ensure an Aboriginal and Torres Strait Islander staff or a community member is present on the interview panel for graduate and cadet programs		Hiring manager	Jun 2020
Increase RMH profile within the local community	<ul style="list-style-type: none"> • Participate in local events and career expos, identify and diarise events • Strengthen connection to University of Melbourne and Murrup Barak and use conference scholarship opportunities to connect with young talent • Participate in Aboriginal health research initiatives and communicate involvement internally and externally • Invite visiting Aboriginal and Torres Strait Islander scholars/leaders to present to Executive • Connect with North Melbourne, Richmond and Carlton football clubs to arrange patient and consumer visits, and to participate in P.A.R.T.Y. 	Recruitment Manager and Diversity and Inclusion Advisor	Dec 2019 Jun 2020 Jul 2020 Jul 2020 Mar 2021

Create a culturally-safe workplace

Outcomes

- Increased cultural capability and confidence
- Staff and managers demonstrate culturally-respectful behaviour
- People feel safe identifying as Aboriginal or Torres Strait Islander
- New staff retained for a minimum of 12 months
- Aboriginal and Torres Strait Islander staff report a positive culture with respect to diversity and inclusion (People Matters)

Actions		Responsible	Due
Improve cultural awareness	<ul style="list-style-type: none"> • Work with local Aboriginal and Torres Strait Islander consultants and community groups to develop cultural awareness training • Cultural awareness training to form part of induction and will be a standard quarterly inclusion in the RMH training calendar • Promote and make available to all staff, e-learning cultural awareness resources • Build cultural awareness and competence of managers and Heads of Department by providing access to information, support and resources on managing and supporting Aboriginal and Torres Strait Islander staff • Host Grand Round during NAIDOC week 	Diversity and Inclusion Advisor	Oct 2019 Nov 2020 Nov 2020 Dec 2020 Jul (annually)
Promote Acknowledgement of Country in staff meetings	<ul style="list-style-type: none"> • Encourage managers to start meetings with Acknowledgement of Country 	Diversity and Inclusion Advisor	Jul 2019
Celebrate and promote significant events/dates	<ul style="list-style-type: none"> • Celebrate and participate in NAIDOC Week, Reconciliation Week, National Sorry Day (26 May), National Close the Gap Day • Raise internal and external awareness of our RAP to promote reconciliation • Encourage staff to access cultural and ceremonial leave as per relevant Enterprise Agreement (1 month prior to celebrations) 	Diversity and Inclusion Advisor	Annually as per dates November 2020 As per dates

Provide positive induction experience	<ul style="list-style-type: none"> • Provide positive induction experience 	Diversity and Inclusion Advisor	As required
	<ul style="list-style-type: none"> • Invite EOI from current Aboriginal and Torres Strait Islander staff to become buddies for future staff 		Jul (annually)
	<ul style="list-style-type: none"> • Assisted by P&C, buddies will connect with new starters prior to commencement and help them feel safe and supported in their new workplace. 		As required
	<ul style="list-style-type: none"> • P&C will offer check-ins and conduct entry interviews with new starters and their managers within three months of commencement. Lessons learnt will be captured and processes updated, as required. 		As required
Provide staff with access to information and training on cultural safety protocols	<ul style="list-style-type: none"> • Provide links to resources and community support agencies via the RMH intranet 	Diversity and Inclusion Advisor	Jul 2020
	<ul style="list-style-type: none"> • Build confidence and capability to ask patients questions and check understanding without the need for an Aboriginal Hospital Liaison Officer (AHLO) 		Jul 2020
	<ul style="list-style-type: none"> • Expand support network by recruiting AHLOs 		Apr 2019
	<ul style="list-style-type: none"> • Expand support network by establishing and recruiting RAP Champions 		Sep 2020
	<ul style="list-style-type: none"> • Investigate secondment opportunities for staff to learn from other community/health providers 		Aug 2020

<p>Ensure there are no existing barriers to Aboriginal and Torres Strait Islander staff and future applicants participating in our workplace</p>	<ul style="list-style-type: none"> Engage with agencies and experts such as Reconciliation Australia, Department of Aboriginal Affairs, VPSC Aboriginal Employment Unit and Equal Opportunity Commission to better understand the barriers to attraction and retention and opportunities to increase participation at RMH 	<p>Diversity and Inclusion Advisor</p>	<p>Dec 2019 (ongoing)</p>
	<ul style="list-style-type: none"> Review and update P&C recruitment procedures and policies based on best practice, seek input and advice from, Melbourne Academic Centre for Health (MACH) and Melbourne Biomedical Precinct (MBP) committee, the Royal Women's Hospital, St Vincent's Western Health, Barring Djinang (the Victorian Public Sector Commission (VPSC) five-year Aboriginal Employment Strategy) 		<p>Jul 2019 (ongoing)</p>

Enhance support for Aboriginal and Torres Strait Islander staff

Outcomes

- Increased connections and support for Aboriginal and Torres Strait Islander staff
- Emerging issues relating to employment arrangements are identified and addressed
- Increased attraction and retention of Aboriginal and Torres Strait Islander staff

Actions		Responsible	Due
Establish an Aboriginal and Torres Strait Islander staff support network	<ul style="list-style-type: none"> • Using communication platform Workplace, create a forum for Aboriginal and Torres Strait Islander staff to connect • In consultation with local communities, identify and provide links to Aboriginal and Torres Strait Islander staff support networks • Promote public sector staff support networks established as part of Barring Djinang (the Victorian Public Sector Commission's five-year Aboriginal Employment Strategy) • Share initiatives, success stories and profiles • Identify and secure a space suitable for Aboriginal and Torres Strait Islander staff to regularly meet and connect • Create opportunities for staff to connect with Indigenous staff within the Parkville precinct via MACH and MBP 	Diversity and Inclusion Advisor	Dec 2019 Dec 2020 Jun 2020 Dec 2019 Aug 2020 Dec (annually)
Establish a dedicated team that supports patients and staff	<ul style="list-style-type: none"> • Support team to be made up of AHLOs and staff with an interest and/or experience in Aboriginal health care (RAP Champions). Comprehensive training will be provided to RAP Champions • Clearly define AHLO role and responsibilities. Communicate what services and support is within scope and out of scope to all staff 	Diversity and Inclusion Advisor	Mar 2021 Jun 2020
Ensure culturally appropriate Staff Assistance Program (EAP) provision	<ul style="list-style-type: none"> • Ensure EAP meets the needs of Aboriginal and Torres Strait Islander staff 	Diversity and Inclusion Advisor	Aug (review annually)
Partner with local community support networks	<ul style="list-style-type: none"> • Offer staff access to Victorian Aboriginal Community Controlled Health Organisation (VACCHO) 	Diversity and Inclusion Advisor	Dec 2019

	cultural supervision services		
	<ul style="list-style-type: none"> Expand community support network, including establishing relationships with Leaders in Indigenous Medical Education (LIME), Lowitja Institute, Victorian Aboriginal Health Service (VAHS) and AHLOs from Northern Health and Western Health 		Dec 2020
Undertake a review of support services	<ul style="list-style-type: none"> Seek input from Aboriginal and Torres Strait Islander staff on what RMH can do better to proactively support them Conduct annual survey 	Diversity and Inclusion Advisor	Jul 2019 (annually)

Provide oversight and strong governance

Outcomes

- Ongoing tracking and review of performance against plan

Actions		Responsible	Due
Review employment policies and practices	<ul style="list-style-type: none"> • Ensure alignment with RAP commitments and Barring Djinang (the Victorian Public Sector Commission's five-year Aboriginal Employment Strategy) 	Diversity and Inclusion Advisor	Dec (annually)
Executive sponsorship and leadership	<ul style="list-style-type: none"> • Visible leadership • Communication strategy • Leader-to-leader engagement (RMH leaders to Aboriginal and Torres Strait Islander leaders) 	Executive Director Nursing	Ongoing
Aboriginal and Torres Strait Islander Governance Committee	<ul style="list-style-type: none"> • Ensure diverse representation from across all divisions, craft groups and levels • Include representation of at least two Aboriginal and Torres Strait Islander staff • Group to provide consultation, advise and support to implement plan 	Director Allied Health	Ongoing Ongoing Ongoing
Reporting	<ul style="list-style-type: none"> • Biannual updates provided to the Safety Culture Committee, Executive Board Committee and People 	Diversity and Inclusion Advisor	Jun, Dec (annually)