

SA Ambulance Service

Innovate

Reconciliation Action Plan 2017– 2019



RECONCILIATION
ACTION PLAN

INNOVATE



Government
of South Australia

SA Health



Our vision for reconciliation

SA Ambulance Service's (SAAS's) vision for reconciliation is to remove barriers by taking a holistic approach to reconciliation through engagement with the wider SAAS community. Our organisation strives to not only meet, but to enhance the changing health needs of the communities we support. Developing good relationships with Aboriginal and Torres Strait Islander peoples will bring to our organisation, a greater awareness and understanding of the cultural connection Aboriginal and Torres Strait Islander peoples have with the land. In turn, SAAS will help to heal some of the wrongs of the past and work towards Closing the Gap in health equality between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. We're committed to welcoming, supporting and promoting equality and diversity in all that we do for our staff, our patients and our community.



Jason Killens
Chief Executive Officer
SA Ambulance Service

Our business

SAAS provides emergency medical assistance, treatment and transport, non-urgent patient transport and medical retrieval services throughout most of South Australia from 100 ambulance stations scattered across the metropolitan and country regions around South Australia.

Our organisation is comprised of both career and volunteer staff members including staff in remote locations and major urban centres. SAAS has approximately 2,500 operational staff, consisting of 1,000 career clinicians and 1,500 volunteers. In addition to this, SAAS also has approximately 200 non-operational staff who provide the educational and administration support services for SAAS.

As at May 2017, there were 10 career employees identifying as being of Aboriginal or Torres Strait Islander descent. Of these:

- > 50% male / 50% female
- > 90% operational / 10% non-operational
- > 20% casual / 10% part-time / 70% fulltime

As at the same time, there were 5 volunteer staff identifying as being of Aboriginal and Torres Strait Islander descent. Of these:

- > 40% male / 60% female

All in all, SAAS currently employs 15 staff that have identified as being of Aboriginal and Torres Strait Islander descent which represents just 0.55% of the total SAAS workforce. A number of initiatives are being driven by the Office for the Public Sector (OPS) to increase the participation of Aboriginal employees. The new targets set are:

- > 2% of Aboriginal employees in the workforce by 2018
- > 4% of Aboriginal employees in the workforce by 2020
- > 2% of Aboriginal employees in the SA Executive Services Level 1 and 2 workforce by 2020

SAAS will use the RAP to identify ways to engage with Aboriginal and Torres Strait Islander peoples in order to increase the current rate of employment to participate effectively in helping to achieve these new targets.



Our RAP

The SAAS Reconciliation Action Plan (RAP) was developed with the support of senior executive and the assistance of a committee which brought together input received through consultation of the wider SAAS workforce. The RAP Committee was drawn from a cross section of the organisation of people who were interested and driven to make the RAP a reality. Our RAP has been developed within the context of our organisations core business and in-line with SAAS's overarching strategic, corporate and business plans, existing Aboriginal and Torres Strait Islander Employment strategy, existing supplier diversity strategy and existing equity and diversity policies.

As this is the first RAP SAAS has developed, the RAP program is being delivered as a project within the SAAS strategic governance framework. The project sponsor is Keith Driscoll, Executive Director, Clinical Performance and Patient Safety. The RAP committee is comprised of 13 members, including the sponsor, the committee chair and 11 additional self-elected staff as follows:

Keith Driscoll – Executive Director, Clinical Performance and Patient Safety and RAP Sponsor

Sandy Mantell – Senior Coordinator, Clinical Service Improvements and the RAP committee chair

Robert Tolson – Operations Manager Country North

Andrew Thomas – Operations Manager Country South

Rebecca Norton – Volunteer Team Leader Wallaroo

Helen Cram – Volunteer Regional Response Team Limestone Coast

Campbell Forsyth – Regional Team Leader West Coast

Sarah Adamson – Intensive Care Paramedic

Stephen Brown – Paramedic

Bobbi Yiallourous – Fleet Coordinator Infrastructure Planning & Resourcing

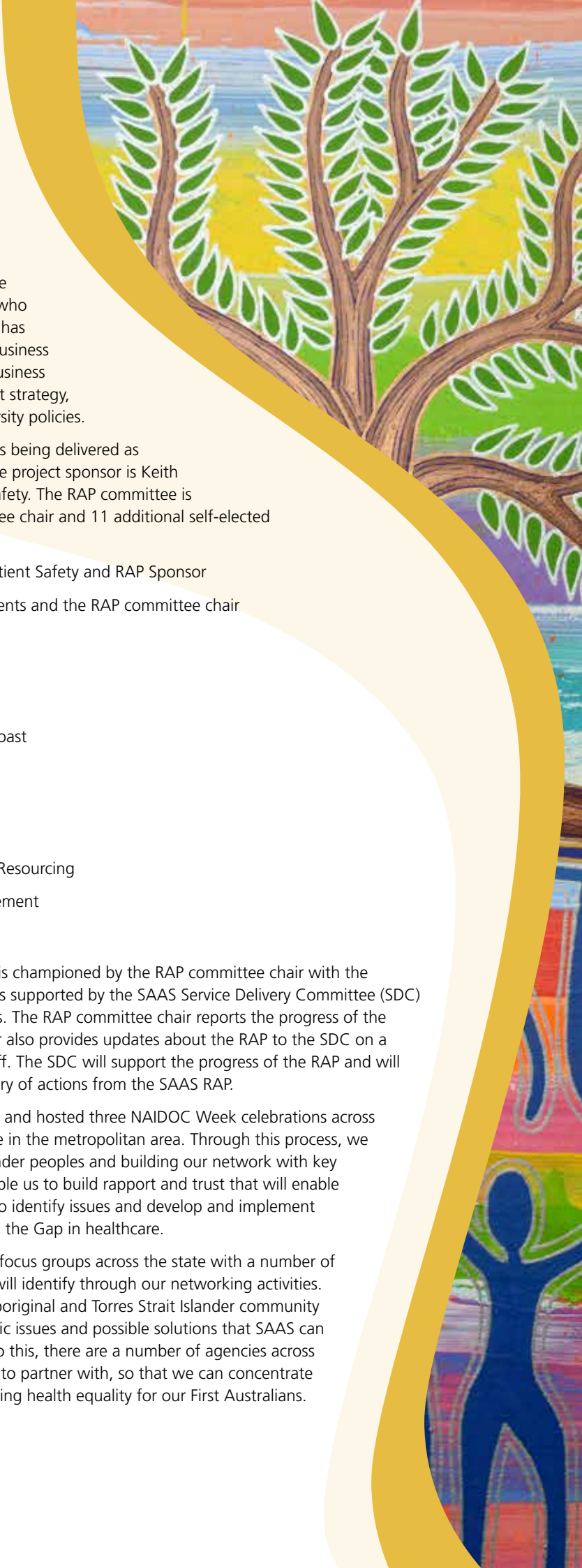
Amy Pratt – Administration Support Officer Emergency Engagement

Danielle Doubtfire – Principle Workforce Consultant

The day to day development and delivery of the RAP program is championed by the RAP committee chair with the assistance of the RAP committee members. The RAP program is supported by the SAAS Service Delivery Committee (SDC) which comprises all non-operational and operational managers. The RAP committee chair reports the progress of the RAP to the Sponsor on a fortnightly basis. The committee chair also provides updates about the RAP to the SDC on a monthly basis who then disseminate key messages to their staff. The SDC will support the progress of the RAP and will assist with ensuring SAAS staff participate actively in the delivery of actions from the SAAS RAP.

For the first time this year, SAAS participated in NAIDOC Week and hosted three NAIDOC Week celebrations across the state; one in Country South, one in Country North and one in the metropolitan area. Through this process, we are building relationships with Aboriginal and Torres Strait Islander peoples and building our network with key Aboriginal and Torres Strait Islander stakeholders. This will enable us to build rapport and trust that will enable us to work with Aboriginal and Torres Strait Islander peoples, to identify issues and develop and implement meaningful actions, which will help us to contribute to Closing the Gap in healthcare.

One of the key activities in our action plan is to run a series of focus groups across the state with a number of key Aboriginal and Torres Strait Islander stakeholders that we will identify through our networking activities. The purpose of these focus groups will be to work with our Aboriginal and Torres Strait Islander community members, to build trust and identify gaps in health care, specific issues and possible solutions that SAAS can implement to improve primary health care needs. In addition to this, there are a number of agencies across the SA Government and SA Health sector that SAAS will work to partner with, so that we can concentrate our efforts in priority areas, in order to meet the goal of achieving health equality for our First Australians.



For example, SAAS has an affiliation with the Country Health SA Local Health Network (CHSALHN) who have developed an Aboriginal Community & Consumer Engagement Strategy. The CHSALHN has offered SAAS high level guidance on the stakeholder engagement that SAAS is embarking on to build relationships, respect and opportunities with Aboriginal and Torres Strait Islander peoples, to meaningfully contribute to Reconciliation and Closing the Gap. SAAS will collaborate with CHSALHN to enhance existing health services at the patient facing level. We will expand our external network over the next 12 months and will provide details of the Aboriginal and Torres Strait Islander stakeholders that we have engaged with externally, as part of our RAP working group, and our achievements through this collaboration, in our RAP report in September 2018.

As an emergency health service, we believe we have the unique opportunity to contribute to improving the health, social and emotional well-being of Aboriginal and Torres Strait Islander peoples. SAAS has already commenced a new service in Ceduna through our Community Paramedic program that is working extremely well in providing additional health care, specifically for the Aboriginal and Torres Strait Islander community in that geographical area. Our Community Paramedics attend the Stepping Stones Drug and Alcohol Day Centre where they conduct general health checks, attend immediate urgent, chronic and life threatening health conditions, attend to wound infections, provide clients with an understanding of their health condition and medication and supervise and monitor client medication. As a result of this great work, more Aboriginal and Torres Strait Islander peoples are now coming to see our Community Paramedics at the clinic for help with their health issues and are managing their health better by attending to their own health needs, before their health becomes more serious and problematic.

Whilst SAAS already has a cultural awareness training program, our RAP committee will work with our Aboriginal and Torres Strait Islander stakeholders to learn about the culture, spirituality and history of Aboriginal and Torres Strait Islander peoples and design ways to promote greater awareness, understanding, recognition and respect that will help our staff provide a culturally appropriate emergency pre-hospital medical service.

Our aim is to maintain a collaborative consultative process for engaging staff across the organisation to bring greater awareness and understanding of the culture of Aboriginal and Torres Strait Islander peoples. We aim to increase awareness and understanding of the cultural connection Aboriginal and Torres Strait Islander peoples have with the land. We will do this by continually seeking ideas for the RAP and regularly liaising with business units and key stakeholders to review progress of the RAP and update our RAP actions on an annual basis.



Relationships

Our primary objective is to save lives through the provision of accessible and responsive quality patient care and transport. SAAS engages on a daily basis with people from all communities within South Australia. SAAS values the relationship between itself and Indigenous people and their communities. We contribute towards good health outcomes for all communities and contribute to targeted and culturally sensitive health care by ensuring that we respond to needs in a timely fashion.



Our operational staff are dispatched to respond to emergency and non-emergency situations, with each job often taking our staff into many different community settings and people's homes. South Australia has a very diverse multicultural population and our staff are continually interacting with people from many cultures in their homes and in their communities. On arrival at the scene of an incident, our staff often enter an environment where loved ones are distressed and need comforting, whilst they administer lifesaving first aid care to the patient.

For this reason, strong relationships and trust between Aboriginal and Torres Strait Islander peoples and our staff are important to SAAS and its core business activities. Learning about, understanding and respecting Aboriginal and Torres Strait Islander people's history, spirituality and culture will provide our staff with the skills they need to help manage the environment and situation they enter when arriving on scene, working to save loved ones to ensure treatment and transport is conducted in a culturally appropriate manner.

SAAS will achieve this through engagement and consultation at local levels which in turn will inform how SAAS targets its resources to achieve a holistic approach to health outcomes in all communities. We will do this using existing and emerging health care models that meet local needs.

Focus area:

SA Ambulance Service Strategic Plan 2017 – 2020 has four main strategic themes. Three of the four themes aligns to Relationships. They are:

1. **Our patients** who are at the centre of everything we do, and we will provide tailored safe evidence based clinical practice relevant to patient and community needs.
2. **Our people** who are our most important asset, and we will enhance the capability and capacity of our people.
3. **Our partners** whom we will work together with for better care. We will develop collaborative partnerships across the health system and build community relationships with patients and hard to reach patient groups.

In developing Relationships SAAS will work towards:

- > Improving and developing relationships by engaging and working collaboratively with Aboriginal and Torres Strait Islander peoples and other health services that currently exist and advocate for services that are required for the future (such as our Community Paramedic program)
- > Continue to develop and support staff awareness about Aboriginal and Torres Strait Islander peoples culture
- > Promote and encourage attendance by Aboriginal and Torres Strait Islander representatives at SAAS functions and station activities

Action	Deliverable	Timeline	Responsibility
1. RAP Committee Working Group actively monitors RAP development and implementation of actions, tracking progress and reporting	RAP committee governance <ul style="list-style-type: none"> > Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG (recruited through an Expression of Interest). > Meet at least twice per year to monitor and report on RAP implementation. > Establish Terms of Reference for the RWG. > RAP Committee Working Group oversees the development, endorsement and launch of the RAP through the SAAS RAP Corporate Communication plan. > Develop and distribute an expression of interest to join the RAP Committee Working Group to key Aboriginal and Torres Strait Islander peoples within our sphere of influence. > Establish an external Aboriginal and Torres Strait Islander Advisory Group to provide cultural advice and guidance. 	Completion by: December 2017 Review on: June 2018 December 2018 June 2019 Completion by: June 2018	RAP committee chair

<p>2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians</p>	<p>National Reconciliation Week</p> <ul style="list-style-type: none"> > Organise at least one internal event for NRW each year. > Host at least one NRW event across the areas in which we operate. > Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories at the event. > Register all NRW events via Reconciliation Australia's NRW website. > Support an external NRW event by promoting activities through the RAP Corporate Communication plan and encourage staff to participate in external events to recognise and celebrate NRW. > Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW. > Send a letter of acknowledgement to our Aboriginal and Torres Strait Islander stakeholders to show our support for reconciliation. > Download Reconciliation Australia's NRW resources and circulate to staff. 	<p>Annually on: May 2018 May 2019</p>	<p>RAP committee chair (assistance by the SAAS corporate communications)</p>
<p>3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes</p>	<p>Stakeholder engagement</p> <ul style="list-style-type: none"> > Develop and implement an engagement plan to bring together focus groups to work with our Aboriginal and Torres Strait Islander stakeholders. > Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement. > Develop joint ventures, partnerships, pro bono support or secondment and community capacity opportunities. 	<p>Completion by: December 2017</p> <p>Completion by: June 2018</p> <p>Completion by: December 2018</p>	<p>RAP committee chair</p>
<p>4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector</p>	<p>Reconciliation promotion</p> <ul style="list-style-type: none"> > Develop and implement a strategy to communicate our RAP to all internal and external stakeholders as part of the RAP Corporate Communication plan. > Promote reconciliation through ongoing active engagement with all stakeholders (i.e. through focus group sessions). Continue to investigate and implement ongoing promotion of reconciliation across SAAS. 	<p>Completion by: December 2017</p> <p>Review on: June 2018 December 2018 June 2019</p>	<p>RAP committee chair</p>

Respect

SAAS has eight core values which include; service, professionalism, trust, collaboration and engagement, honesty and integrity, courage and tenacity, sustainability and respect. The core value of respect is taken very seriously by the South Australian Public Sector and by SA Ambulance Service. Respect is about valuing every individual and this includes respecting Aboriginal and Torres Strait Islander peoples, cultures, lands, waters, histories and rights. SAAS will promote, encourage participation in and celebrate Aboriginal and Torres Strait Islander people's activities that occur throughout the year to ensure a positive appreciation for Aboriginal and Torres Strait Islander people's history and culture is experienced by all staff.



Focus area:

In ensuring the core value of Respect aligns to our key strategic direction, SAAS will:

- > Continue to develop and support staff awareness about Aboriginal and Torres Strait Islander peoples culture
- > Continue to educate new staff about the Aboriginal and Torres Strait Islander Cultural Awareness Training Program as part of the new staff induction process
- > Develop hands on educational awareness programs that highlight cultural protocols, histories and achievements

Action	Deliverable	Timeline	Responsibility
6. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	<p>Employee engagement</p> <ul style="list-style-type: none"> > Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for all operational and non-operational staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (utilising the SAAS in-service training department to develop online, face to face workshops or cultural immersion training). > Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training. > Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural training. > Identify cultural learning requirements specific to our operational staff's training need that have been learned through the Community Paramedic program in Ceduna. > Deliver competency based training for operational staff particularly in areas that are highly populated by Aboriginal and Torres Strait Islander peoples so they can interact safely and in a culturally appropriate manner. > Promote the Reconciliation Australia's Share Our Pride online tool to all staff. > Investigate local cultural experiences and immersion opportunities. > Identify specialist health training for SAAS staff such as glucose level checks to reduce the incidence of diabetes. 	<p>Launch on: December 2017</p> <p>Rollout between: January 2018 & December 2019</p> <p>Completion by: June 2018</p>	RAP committee chair

<p>7. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning</p>	<p>Cultural acknowledgement</p> <ul style="list-style-type: none"> > Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country (that recognises and acknowledges the correct language group). > Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships. > Invite a Traditional Owner to provide a Welcome to Country at the annual SAAS Graduation Ceremony. > Invite a Traditional Owner to provide a Welcome to Country at the combined SAAS Volunteer Conference in Adelaide (note: future conferences may be region specific and held in the north and south region over alternating years). > Include an Acknowledgement of Country at the commencement of all important internal and external meetings (included on all agenda templates). > Encourage staff to include an Acknowledgement of Country at the commencement of all meetings (included on all agenda templates). > Invite Traditional Owners into our office to explain the significance of Welcome to Country and Acknowledgement of Country. > Organise and display an Acknowledgment of Country such as a plaque, logo or artwork in our offices and on our ambulance stations. Extend this to include a logo or artwork on the livery of all SAAS operational vehicles. 	<p>Completion by: October 2017</p> <p>Completion by: December 2017</p> <p>Completion by: October 2017 October 2018 October 2019</p> <p>Completion by: August 2017</p> <p>Completion by: August 2017</p> <p>Completion by: September 2017</p> <p>Completion by: December 2017</p> <p>Completion by: December 2018</p>	<p>RAP committee chair</p>
<p>8. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week</p>	<p>NAIDOC week</p> <ul style="list-style-type: none"> > Review HR policies and procedures to ensure there are no barriers to Aboriginal or Torres Strait Islander staff participating in NAIDOC Week. > Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week. > Provide opportunities for all staff to participate in NAIDOC Week activities. > Consult with Aboriginal and Torres Strait Islander peoples to hold an internal or external NAIDOC Week event across the state at our local ambulance stations. > Support external NAIDOC Week community events through the SAAS RAP Corporate Communication plan. 	<p>Completion by: July 2017</p> <p>Repeat on: July 2018 July 2019</p>	<p>RAP committee chair</p>
<p>9. Celebrate and recognise Aboriginal and Torres Strait Islander dates of significance</p>	<p>Cultural activity promotion</p> <ul style="list-style-type: none"> > Advertise significant dates in the SAAS Volunteer diary and any other SAAS publications. 	<p>Completion by: September 2017</p> <p>Review on: September 2018 September 2019</p>	<p>RAP committee chair (assistance by the SAAS Volunteer support unit and the SAAS corporate communication team)</p>

Opportunities

The SA Health Aboriginal Workforce Framework 2017 – 2022 is in the final stages of development. The framework is being developed to support SA Health to Close the Gap in health outcomes between Aboriginal and non-Aboriginal people by providing culturally safe and competent health services. Aboriginal and Torres Strait Islander peoples, organisations and communities are important to our organisation and our core business activities. SAAS will identify and action opportunities to improve the safety and quality of our service that we provide to all communities.



In addition, the purpose of the framework will be to increase representation of Aboriginal people in the SA Health Workforce. This will be achieved by identifying barriers and opportunities to Aboriginal workforce development and to create understanding of and engagement with the development and implementation of the framework.

Focus area:

The fourth main strategic theme in the SA Ambulance Service Strategic Plan 2017 – 2020 is 'Our enablers' for a sustainable future for our business. Within this theme we will:

- > Improve technology and infrastructure
- > Enhance the role of SAAS as a state wide service and system provider
- > Provide greater access to information and
- > Provide a long term sustainable fiscal strategy

In delivering Opportunities, SAAS will:

- > Involve Indigenous staff in the design or change of service delivery expectations to ensure it is culturally appropriate
- > Involve Indigenous staff in the design and implementation of training for Aboriginal and Torres Strait Islander volunteers to improve volunteering recruitment and retention rates
- > Remove the barriers that are identified through the delivery of the framework

Action	Deliverable	Timeline	Responsibility
10. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	Employment opportunities <ul style="list-style-type: none"> > Collect information on our Aboriginal and Torres Strait Islander staff to seek their input to inform future employment opportunities. > Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment and retention strategies, including professional development. > Advertise all vacancies in Aboriginal and Torres Strait Islander media. > Review HR and recruitment procedures and policies to identify and address barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace. > Engage with external Aboriginal and Torres Strait Islander peoples and/or consultants to advise on recruitment, employment and retention strategies, including professional development. > Develop and implement an Aboriginal and Torres Strait Islander Recruitment and Retention strategy through the SA Health Aboriginal Workforce Framework 2017 – 2022. > Develop a cultural mentoring network for existing Indigenous staff. > Develop and implement Aboriginal and Torres Strait Islander employment pathways (e.g. traineeships or internships). <p><i>Note: SAAS already has an Aboriginal and Torres Strait Islander traineeship program. The RAP committee will continue to support traineeships for Aboriginal and Torres Strait Islander students / youth.</i></p>	<p>Completion by: June 2018</p> <p>Completion by: December 2018</p> <p>Completion by: December 2019</p> <p>Already in place but review by: December 2019</p>	RAP committee chair (assistance by SAAS Workforce services)

<p>11. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation</p>	<p>Supply chain opportunities</p> <ul style="list-style-type: none"> > Review and update procurement policies and procedures to identify how we ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses. <p><i>Note: SA Health procurement guidelines are in place that state procurements between the value of \$33K and \$220K must have obtained a quote from a South Australian supplier or eligible Aboriginal business where possible.</i></p> <ul style="list-style-type: none"> > Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services. > Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business. > Investigate Supply Nation membership. 	<p>Completion by: December 2019</p>	<p>RAP committee chair (assistance by SA Health Procurement)</p>
<p>12. Support local communities through our business activities</p>	<p>Community support</p> <ul style="list-style-type: none"> > Offer to provide operational crews (as sporting standbys) at Indigenous sporting events. > Investigate opportunities to increase pro bono activities. 	<p>Completion by: December 2019</p>	<p>RAP committee chair</p>
<p>13. Promote the uptake of ambulance cover for Aboriginal and Torres Strait Islander peoples</p>	<p>Ambulance service promotion</p> <ul style="list-style-type: none"> > Review and promote Ambulance Cover options to increase the likelihood of Aboriginal and Torres Strait Islander peoples calling triple zero (000) at times of need. 	<p>Completion by: December 2018</p>	<p>RAP committee chair (assistance by the SAAS customer service team)</p>

Our purpose

To save lives, reduce suffering and enhance quality of life, through the provision of accessible and responsive quality patient care.

Our vision

At the forefront of care for South Australians.



Governance tracking progress, quality control and reporting

Action	Deliverable	Timeline	Responsibility
14. Report RAP achievements, challenges and learnings to Reconciliation Australia	<ul style="list-style-type: none"> > Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually. > Investigate participating in the RAP Barometer. > Develop and implement systems and capability needs to track, measure and report on RAP activities. <i>Note: The RAP program has been added to the SAAS strategic register and will be monitored and reported to the SAAS Executive Management Team (EMT) on a monthly basis.</i> 	<p>Due by: 30 September 2018 & 2019</p> <p>Due by: May 2018</p> <p>Reported on a monthly basis to the SAAS EMT</p>	RAP committee chair
15. Report RAP achievements, challenges and learnings internally and externally	<ul style="list-style-type: none"> > Publically report our RAP achievements, challenges and learnings through our current media channels (including social media). 	<p>Due bi-annually: January 2018 July 2018 January 2019 July 2019</p>	RAP committee chair (assistance by the SAAS corporate communication team)
16. Review, refresh and update RAP	<ul style="list-style-type: none"> > Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements. > Send draft RAP to Reconciliation Australia for review and feedback. > Submit draft RAP to Reconciliation Australia for formal endorsement. 	<p>Commence around June 2019 for delivery of an updated RAP by January 2020</p>	RAP committee chair



For more information

Sandy Mantell
Senior Coordinator,
Clinical Service Improvements
Tel: 08 8274 0374
Email: sandy.mantell@sa.gov.au

Public - I1- A1



www.ausgoal.gov.au/creative-commons

© Department for Health and Ageing, Government of South Australia.
All rights reserved. FIS: 17005.16 Printed October 2017.



Government
of South Australia

SA Health