



Central Bayside  
Community Health Services

Innovate Reconciliation Action Plan  
May 2020 – May 2022



## About the Artist - Tammy Chatfield

My identity is not limited to but is inclusive of being a Kamilaroi woman, woman, daughter, aunt, health practitioner, Doctor of Traditional Chinese Medicine, artist, student and teacher. I am respectful, conscious and gracious of the fact that I was born on Boon Wurrung land and now live on Wurundjeri land. My mother's family have been in the Mordialloc area since the early 1900's and my three brothers and I were born at Mordialloc Hospital.

I have worked in the Aboriginal Sector for approximately 25 years in the areas of housing, health and education. During that time I have had some wonderful opportunities to hear stories from First Nations People from around Australia and the world and this is often reflected in my artworks.

I am drawn to the colours, shapes and textures that exist within nature and how each of these elements are impacted on by the environment in which they thrive but can also struggle to survive.

The land teaches and holds a knowledge that creates a connection between self, animals, plants and minerals we cohabitate with.



## About the Artwork

The artwork represents the coastline that is so familiar to maps that include Mordialloc. The sea dragons have the ability to blend into their environment but equally they stand out in their beauty.

Water hosts and provides life so it was important to not only include sea water but also fresh. The spotted pardalote is small, musical, colourful and they live high in the canopy of the eucalypt trees. The eucalypt leaves are used in smoking ceremonies to cleanse the place and people within it.

The plants mimic the symbolism from nature that is often seen in Aboriginal symbols and in this case a place of meeting. The plants are local to the area and are used for food, fibre and medicine. The circles are inclusive and provide a place to meet and gather without rank and with respect.



## **CEO's Foreword**

### **Innovate RAP 2020-2022**

I am proud to present Central Bayside Community Health Services' (CBCHS) Innovate Reconciliation Action Plan (RAP) 2020 - 2022.

This is an extension of our Reflect RAP 2018 – 2019 which has established a solid base to strengthen relationships, further build respect and create opportunities for local Aboriginal and Torres Strait Islander communities.

We believe that reconciliation is an ongoing journey and collaborative relationships with Aboriginal and Torres Strait Islander peoples, communities, and organisations form the foundation of any approach to repair inequality.

To this end, I am pleased we have been able to establish such a personal approach. By engaging directly with Aboriginal community members through advisory committees and community groups, we are starting to work together to identify and co-design solutions for local health needs.

Our Innovate RAP sets out our goals to contribute meaningfully to reconciliation. We will continue to drive the shared agenda to close the gap on Aboriginal health inequality and keep working with Aboriginal and Torres Strait Islander communities to guide our way.

While the COVID-19 pandemic has delayed the publication of this plan and impeded some scheduled events, it has not affected our commitment to improving Aboriginal health. In fact, it has served to heighten our awareness of the need for action.

Thank you to our RAP Working Group for their effort in developing this Innovate RAP and the commitment of our Board of Directors and all CBCHS staff in delivering it.

We look forward to achieving many positive outcomes that we can continue to build on in the future.

Deb Stuart, CEO

## Our vision for reconciliation

CBCHS recognises the history of dispossession and the profound grief inflicted on Aboriginal and Torres Strait Islander peoples nationally and specifically the Boon Wurrung people, acknowledging them as the Traditional Owners of the land on which CBCHS is located. CBCHS also recognises the diverse range of Aboriginal and Torres Strait Islander community members in the catchment. The Boon Wurrung people are the Traditional Custodians of the land from the Werribee river to Wilsons Promontory. They are part of the larger Kulin Nation of which there are five clans. The history of the Boon Wurrung dates back approximately 40,000 years during which time the people had an intimate relationship with the seasons and the land. The creator for the Boon Wurrung is Bunjil the eagle, he is the protector of the land. The descendants of the Boon Wurrung continue to live on what is now the site of Melbourne along with people from other Aboriginal and Torres Strait Islander groups.

CBCHS's vision is to provide primary health care services where Aboriginal and Torres Strait Islander peoples have equal and equitable access to services in a safe, welcoming environment. We aim to achieve this through innovative, responsive services delivered in partnership with our community. CBCHS will continue to work closely with local Aboriginal and Torres Strait Islander communities to co-design services to meet their needs in a safe and welcoming environment. Reconciliation is everyone's responsibility and we are committed to helping to close the gap on health inequality and working to build relationships, respect and opportunities for Aboriginal and Torres Strait Islander peoples.



Participants at the Chelsea Aboriginal Lunch Group.

## Our business

Central Bayside Community Health Services (CBCHS) was established in 1989 and provides vital local health and disability support services including medical, dental, allied health and counselling and many specialist health services across seven sites to people living South of Melbourne in the Kingston area in the State of Victoria. Our priority is to enhance the health and wellbeing of individuals through innovative, responsive services delivered in partnership with our community.

We create impact through excellence in service delivery and ensure the voice of our community shapes and influences our services through collaboration with consumers, community and other stakeholders. Aboriginal and Torres Strait Islander health and wellbeing is a key priority at CBCHS. Aboriginal and Torres Strait Islander people have priority of access to services, free of charge.

CBCHS is committed to improving and strengthening our services to meet the needs of Aboriginal and Torres Strait Islander community members in our work towards closing the gap in health disparity and life expectancy. CBCHS employs 250 members of staff and over 200 volunteers working across seven sites. There are two staff who identify as Aboriginal and/or Torres Strait Islander.



Members of the RAP Working Group with the Aboriginal flag that flies proudly at our Parkdale site.

# Our RAP

CBCHS acknowledges the Government policies of the past which have contributed to the disadvantage and health disparity experienced by the local Aboriginal and Torres Strait Islander community. As a Community Health organisation, CBCHS is committed to ensuring all members of the community can access health services, but in particular those most vulnerable. The gap in life expectancy between Aboriginal and Torres Strait Islander Australians and non-Indigenous Australians is unacceptable and CBCHS intends to do more to contribute to Closing the Gap. CBCHS believes formalising this commitment in a RAP will ensure an organisation wide planned approach to achieve this. CBCHS is encouraged by the progress made during the Reflect RAP journey.

The past 12 months has seen many changes and growth within CBCHS as an organisation and as a community. Actions implemented through the Reflect RAP Journey have had a transformative impact on staff as they increase their awareness of Aboriginal and Torres Strait Islander cultures and understanding of the importance of reconciliation. This is evident in the growing numbers of staff participating in celebrations of significant events such as National Reconciliation Week.

Achievements include:

- Acknowledgement of Country are now routine at meetings, a policy was developed to embed this across the organisation
- Acknowledgement of Country plaques in foyers of all sites
- A flagpole was installed at the entrance of our main site which flies the Aboriginal flag
- Introduction of on-line cultural awareness module
- Celebration of significant events – A Welcome to Country and Smoking Ceremony was conducted for National Reconciliation Week with more than 100 staff and community members in attendance
- Community lunches held monthly to engage with local Aboriginal and Torres Strait Islander communities. Service providers of health and social services are also invited, creating an information environment where matters of interest or concern can be discussed.

CBCHS's vision is to work towards providing primary health care services where Aboriginal and Torres Strait Islander peoples have equal and equitable access to services in a safe, welcoming environment.

This RAP is championed by Debra Starr the Integrated Service and Planning Manager, who is supported by the CEO, and committed individuals at every level of the organisation, particularly those who participate

in the RAP Working Group (RWG). The RWG members are:

- Integrated Services and Planning Manager - Debra Starr
- Senior Client Support Professional - Michelle Wharton
- Dental Practice Administrator - Patricia Pickett
- Community Development Coordinator - Gulay Cevik
- HR Representative - Isabel Thorborg
- Marketing and Communications Advisor - Lisa Woolard
- Receptionist - Leonie Stevens
- Health Promotion Officer - Perissa Amirinia

Aboriginal community members participating in the RWG:

- Des Chatfield - Aboriginal Community Member
- Sarah Medcraft - Aboriginal Community Member.



In addition to the Working Group, CBCHS has consulted broadly with Local Aboriginal Network (LAN), Boon Wurrung Foundation, Bunurong Land Council Aboriginal Corporation, Caroline Martin – Boon Wurrung Custodian and the Aboriginal and Torres Strait Islander Access Project Officer at Southern Melbourne Primary Care Partnership.

# Relationships



In line with CBCHS's core value of collaboration, we will continue to strengthen our relationship with Aboriginal and Torres Strait Islander peoples. This is important as it is fundamental in supporting our organisation's vision of 'Better Health, Wellbeing and Support for our Community'. Without a solid foundation for relationships, we would be unable to design, construct or implement meaningful health initiatives to assist in closing the gap in the disparities of care facing Aboriginal and Torres Strait Islander peoples. Over the past two years, CBCHS has been working diligently to establish relationships with local Aboriginal and Torres Strait Islander peoples and organisations to improve access and utilisation of our services. This includes holding activities such as a monthly community lunch. CBCHS is aware relationships take time and commitment to be established and we as an organisation take this seriously and value the progress that has been made so far.

**Focus area:** CBCHS's purpose is to enhance the health and wellbeing of individuals through innovative, responsive services delivered in partnership with our community. In the CBCHS Strategic Plan 2018-2021, the focus areas on relationships relate to the objectives as follows: Involving our clients in service planning, co-design and improvement, providing equitable access for all and building an inclusive culture for all.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	July, 2020	Integrated Services & Planning Manager
	Review CBCHS policy of engaging with Aboriginal and Torres Strait Islander community members and develop a policy check list.	December, 2020	Integrated Services & Planning Manager
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December, 2020	Integrated Services & Planning Manager
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May, 2020 & 2021	Community Development Officer
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2020 & 2021	Integrated Services & Planning Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2020 & 2021	Community Development Officer
	Organise at least one NRW event each year.	27 May- 3 June, 2020 & 2021	Integrated Services & Planning Manager
	Register all our NRW events on Reconciliation Australia's NRW website.	May, 2020 & 2021	Community Development Officer
3. Promote reconciliation through our sphere of influence.	Implement strategies to engage our staff in reconciliation.	May, 2020	Community Development Officer
	Communicate our commitment to reconciliation publically.	October, 2020	Marketing and Communications Advisor
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	May, 2021	Integrated Services & Planning Manager
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	May, 2021	Integrated Services & Planning Manager

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December, 2020	General Manager People & Culture
	Develop, implement and communicate an anti-discrimination policy for our organisation.	March, 2021	General Manager People & Culture
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	December, 2020	General Manager People & Culture
	Educate senior leaders on the effects of racism.	December, 2021	General Manager People & Culture
5. Build on relationships with the local Aboriginal and Torres Strait Islander community through formal and informal activities	Continue monthly community lunches at which Aboriginal and Torres Islander communities join with providers of health and social services in the area to make formal and informal connections and discuss issues relevant to them.	May, 2020	Community Development Officer
	Hold a community forum and event based on the topics that the Aboriginal and Torres Strait Islander community has requested such as health, social welfare and council services. This forum will be held at the Gathering Place.	March, 2021 & 2022	Community Development Officer

## Respect



We acknowledge the importance of creating a stronger awareness and an understanding of Aboriginal and Torres Strait Islander cultures. We seek to ensure that our employees are culturally aware, sensitive and confident to engage respectively with Aboriginal and Torres Strait Islander people. Further it demonstrates our appreciation for the diverse cultures, histories and achievements of Aboriginal and Torres Strait Islanders peoples.

**Focus area:** In the CBCHS Strategic Plan 2018-2021, the focus on respect relates to our aims of providing equitable access for all and building an inclusive culture for all.

Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	October, 2020	General Manager People & Culture
	Ensure all Board of Directors participate in face-to-face cultural awareness training	December, 2021	General Manager People & Culture
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	February, 2021	Integrated Services & Planning Manager
	Develop, implement and communicate a cultural learning strategy for our staff.	May, 2021	General Manager People & Culture
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June, 2021	General Manager People & Culture

Action	Deliverable	Timeline	Responsibility
	Raise CBCHS staff awareness of Aboriginal and Torres Strait Islander cultures through monthly information updates such as stories from local community members shared on the intranet.	February, 2021	Marketing and Communications Advisor
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	October, 2020	Integrated Services & Planning Manager
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	October, 2021	Integrated Services & Planning Manager
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May, 2021	Integrated Services & Planning Manager
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	February, 2020	Community Development Officer
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2020 and 2021	Community Development Officer
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	November, 2020	General Manager People & Culture
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2020 and 2021	Community Development Officer
9. Identify strategies to improve CBCHS's welcoming environment for Aboriginal and Torres Strait Islander communities.	Consult through focus groups with local Aboriginal and Torres Strait Islander communities on how we can improve our environment for Aboriginal and Torres Strait Islander communities and implement changes.	August, 2021	Community Development Officer
	Continue to consult the Aboriginal and Torres Strait Islander community to investigate opportunities to strengthen levels of cultural safety within service delivery.	Annually 2020,2021 2022	Integrated Services & Planning Manager

# Opportunities



CBCHS is committed to creating opportunities for Aboriginal and Torres Strait Islander peoples to redress the disadvantage they have experienced as a result of actions and policies of the past. By creating opportunities CBCHS aims to support self-determination and the aspirations of the local Aboriginal and Torres Strait Islander community.

**Focus area:** In the CBCHS Strategic Plan, the focus on 'Opportunities' relates to building opportunities through partnerships.

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March, 2021	General Manager People & Culture
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	April, 2021	General Manager People & Culture
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	May, 2021	General Manager People & Culture
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	November, 2020	General Manager People & Culture
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November, 2020	General Manager People & Culture
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	Dec 2021, Feb 2022	General Manager People & Culture
	Develop a policy which provides Aboriginal and Torres Strait Islander employees with extended time off for all cultural leave such as Sorry Business.	May, 2021	General Manager People & Culture
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	May, 2022	Integrated Services & Planning Manager
	Investigate Supply Nation membership.	December, 2021	Integrated Services & Planning Manager
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	May, 2022	Community Development Officer
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	November, 2021	Integrated Services & Planning Manager
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	May, 2022	Integrated Services & Planning Manager
12. Provide educational opportunities for Aboriginal and Torres Strait Islander students.	Explore opportunities to develop and implement Aboriginal and Torres Strait Islander educational opportunities within CBCHS, such as traineeships, internships or new graduate positions.	December, 2020 & 2021	Integrated Services & Planning Manager
	Establish a rotation cycle with other organisations for Aboriginal and Torres Strait Islander cadetships and student placements.	December, 2020 & 2021	Integrated Services & Planning Manager



Action	Deliverable	Timeline	Responsibility
13. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	May, 2020 & 2021	Integrated Services & Planning Manager
	Establish and apply a Terms of Reference for the RWG.	May, 2020	Integrated Services & Planning Manager
	Meet at least four times per year to drive and monitor RAP implementation.	February, May, August, November, 2020 & 2021	Integrated Services & Planning Manager
14. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	May, 2020	Integrated Services & Planning Manager
	Engage our senior leaders and other staff in the delivery of RAP commitments.	May, 2020	Integrated Services & Planning Manager
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	May, 2020	Integrated Services & Planning Manager
	Appoint and maintain an internal RAP Champion from senior management.	May, 2020	CEO
	Seek Aboriginal and Torres Strait Islander representation on Consumer Advisory Committee (CAC).	May, 2020	Integrated Services & Planning Manager
15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 Sept, 2020 & 2021	Integrated Services & Planning Manager
	Report RAP progress to all staff and senior leaders quarterly.	October, 2020 & 2021	Community Development Officer
	RWG report provided quarterly to CEO and Executive Leadership Team.	May, 2020 2021 & 2022	Integrated Services & Planning Manager
	Publicly report our RAP achievements, challenges and learnings, annually.	October, 2020 & 2021	Integrated Services & Planning Manager
	Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	April, 2022	Community Development Officer
16. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	August, 2021	Community Development Officer

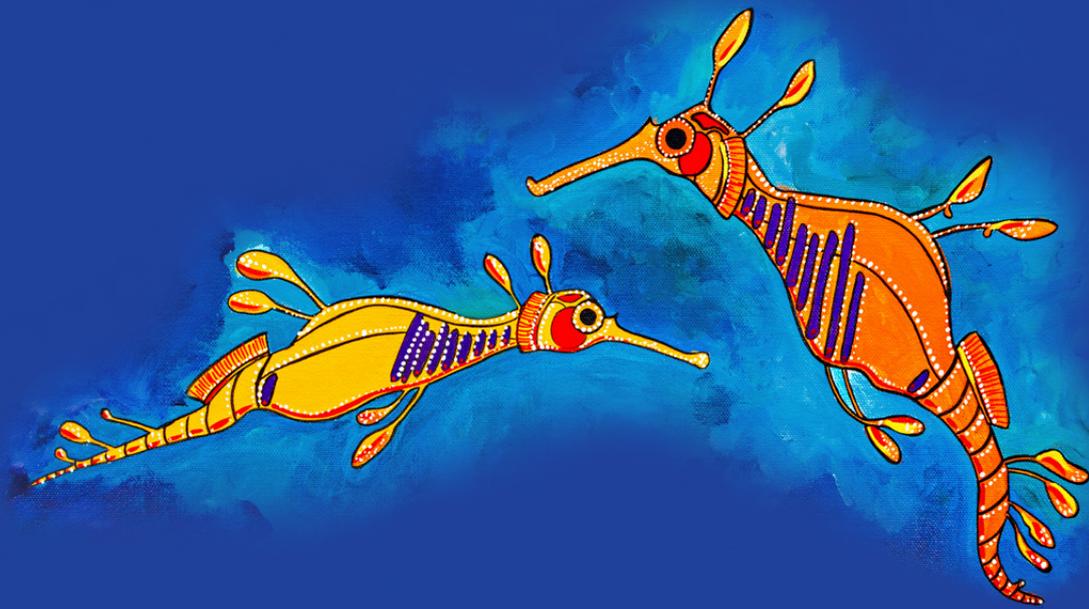
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