



Reconciliation Action Plan

Reflect

March 2019 – March 2020

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Acknowledgement of Country

IPC Health recognises the Traditional Owners and Custodians of the land on which we work, the Wadawurrung People, Wurundjeri People and Bunurong People of the Kulin Nation. We pay respect to their Elders, past, present and emerging and pledge to value the diversity and strength of our people and communities.

IPC Health wishes to thank the Aboriginal and Torres Strait Islander clients and community members who gave up their time to co-design our Reflect Reconciliation Action Plan with us.

Message from IPC Health



I am honoured to present to you IPC Health's first Reflect Reconciliation Action Plan.

This is a strategic document that will support IPC Health to reflect, identify and drive our reconciliation contribution and journey. Our focus is on developing respectful relationships and creating meaningful opportunities with Aboriginal and Torres Strait Islander people within our organisation and in our community.

Being, Belonging, Becoming is the motto of our Reconciliation Action Plan. It reflects how far we have come in getting to know the Aboriginal and Torres Strait Islander people that live in Melbourne's West and our forward moving journey with them as partners to Close the Gap in health experience and life expectancy and progress National Reconciliation.

The local government areas that we work across have a rich and diverse Aboriginal history. The areas of Brimbank, Hobsons Bay and Wyndham were inhabited by the Peoples of the Kulin Nation and there is still a large and diverse population of Aboriginal and Torres Strait Islander people in our community (3,038 Census 2016). Since 2011, we have seen an increase of 800 Aboriginal and Torres Strait Islander people residing across the three municipalities and it is projected that this will continue to grow.

IPC Health is committed to providing Aboriginal and Torres Strait Islander people with a full spectrum of health and wellbeing services that account for the cultural and social overlays of an individual's and family's needs. It is for this reason that IPC Health opened the Elders Community Lounge, a culturally safe drop-in space at our Wyndham Vale campus. The Lounge was launched in March 2017, and we have since seen an average of 550 visits a year. It is very pleasing to see that we are reaching more and more Aboriginal and Torres Strait Islander people with our programs and events each year.

This Reconciliation Action Plan (RAP) is the result of staff and community working together and I would like to thank all the RAP working group members for their effort and input. I would especially like to thank our community members who have helped us to shape the future of IPC Health.

A handwritten signature in black ink, appearing to read 'Jayne', with a long, sweeping underline.

Jayne Nelson
Interim Chief Executive Officer
IPC Health

Message from Reconciliation Australia



Reconciliation Australia is delighted to welcome IPC Health to the Reconciliation Action Plan (RAP) program and to formally endorse its inaugural Reflect RAP.

As a member of the RAP community, IPC Health joins over 1,100 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Reflect RAP provides IPC Health a roadmap to begin its reconciliation journey. Through implementing a Reflect RAP, IPC Health will lay the foundations for future RAPs and reconciliation initiatives.

We wish IPC Health well as it takes these first critical steps in its reconciliation journey. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on the successes. As the Council for Aboriginal

Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend IPC Health on its first RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



1. Introduction to IPC Health and our local area

IPC Health is committed to providing a culturally safe and welcoming workplace and services to Aboriginal and Torres Strait Islander people. We are one of the earliest established community health services in Victoria; now we are a large organisation with 460 staff members (four staff members identify as Aboriginal and/or Torres Strait Islander).

IPC Health exists so that communities are healthy and well. Through a single point of contact, you can connect to a full spectrum of care and support that takes into account the cultural and social overlays of an individual's and family's health needs. We provide a range of medical, dental, allied health services (i.e. dietetics, counselling, physiotherapy, podiatry, occupational therapy, speech therapy, audiology, social work, sexual and reproductive health), health promotion and community strengthening initiatives, along with specific health clinics for Aboriginal and Torres Strait Islander people like care coordination, optometry, diabetes education, podiatry, speech therapy and paediatrics. As well as the Elders Community Lounge, a culturally-safe drop in space at our Wyndham Vale clinic. Our aim is to deliver quality primary health care to all in need.

Melbourne's West is one of the fastest growing areas in Victoria. IPC Health works across three Local Government Areas (LGAs): Brimbank; Hobsons Bay; and Wyndham, and we have six campuses. The custodians and traditional owners of the land on which we operate and provide services include the Wadawurrung People, Wurundjeri People and Bunurong People of the Kulin Nation.

Brimbank, Hobsons Bay and Wyndham have an estimated population of 527,221 (Census 2016), with a combined Aboriginal and Torres Strait Islander estimated population of 3,038. Since the 2011 Census these three LGAs have seen a combined increase of 800 Aboriginal and Torres Strait Islander people residing in the municipalities. The City of Wyndham's increase is statistically greater, with a record growth of 585 Aboriginal and Torres Strait Islander people. It is projected that our local Aboriginal and Torres Strait Islander population will continue to grow across our LGAs.



2. Our journey of providing culturally appropriate services to Aboriginal and Torres Strait Islander people.

IPC Health is committed to providing a culturally safe and welcoming health and wellbeing service and workplace. We have a long history of providing culturally appropriate services to Aboriginal and Torres Strait Islander people. In the lead up to considering a RAP, IPC Health established a range of initiatives that provided a foundation for developing a formalised plan.

These initiatives include:

- Providing annual workforce cultural awareness training to support cultural awareness, appreciation, and promote cultural safety (since 2013).
- Participation in events of significance such as National Reconciliation Week (since 2013) and NAIDOC (since 2016).
- Development of a 2016-2019 Aboriginal and Torres Strait Islander Plan, which outlines a range of activities to support our cultural inclusivity work and progress, taking into account the Koolin Balit recommendations.
- Prioritisation of the organisation's cultural continuum with focussed effort at internal governance committees along with community representation. The governance structure has evolved to include a RAP Working Group which became effective as of February 2017.
- On 30 March 2017, IPC Health launched the Elders Community Lounge initiative, for Aboriginal and Torres Strait Islander peoples, located at our Wyndham Vale GP Superclinic. This culturally dedicated safe 'drop-in' space was co-designed with members of the Aboriginal and Torres Strait Islander community and was the first of its kind for the Western suburbs of Melbourne.
- Taking proactive steps to better understand our workforce by starting to collect employees' Aboriginal and Torres Strait Islander status (April 2017). This data will help inform future workforce strategies to increase the number of staff who identify as Aboriginal and Torres Strait Islander, along with being able to invest in professional development opportunities and capacity building for existing staff that identify.
- The organisation launched an organisational commitment which was assigned and prominently placed on all client facing reception counters, as a way to signify our commitment and acknowledging why a client's Aboriginal and/or Torres Strait Islander identity is important to us. This initiative was rolled out in May 2017. This sign sits along side desk size Aboriginal and Torres Strait Islander flags which were introduced in 2013.
- In October 2017, our GP services located at Deer Park and Wyndham Vale successfully registered for Closing of the Gap. This was a great step forward in being able to provide more targeted services to our Aboriginal and Torres Strait Islander community.

- IPC Health is a formal partner with the Western Melbourne Family and Child First Alliance, and is partners in the Brimbank and Melton Family Alliance, which formally recognise agencies who are culturally competent, who meet Department of Health and Human Service cultural competency standards.
- IPC Health is a key agency for the ‘Footprints to Success’, a program for Aboriginal and/or Torres Strait Islander children and their families. The project is led by a consortium of key agencies that have formed a Steering Committee. The purpose of the Steering Committee is to guide the development and implementation of the project through consultation with Aboriginal families and children in the cities of Maribyrnong, Brimbank and Wyndham.
- In 2017 and 2018 IPC Health developed a clear Aboriginal and Torres Strait Islander client pathway to ensure staff understand their responsibilities, along with promoting the Elders Community Lounge in March 2018.
- In January 2018 the organisation implemented an efficient induction process for clients accessing the Lounge, to promote cultural safety and respect for all those visiting the Lounge.
- The Healthy Kinships on Wathaurong Country program is an Aboriginal health promotion and community strengthening initiative aimed at creating opportunities for Aboriginal and Torres Strait Islander people to explore their identity through a connection to culture, country and kinships.

The continuation of this work and the development of a formalised RAP will be the vehicle to drive IPC Health’s reconciliation journey forward. Our journey is being built and strengthened by our relationships with community, growing our organisation’s cultural knowledge, understanding, and practice, along with identifying and implementing key activities in partnership with community. This helps us shine a light on our organisation as being a culturally competent, welcoming, and culturally safe service for our Aboriginal and Torres Strait Islander community and staff.



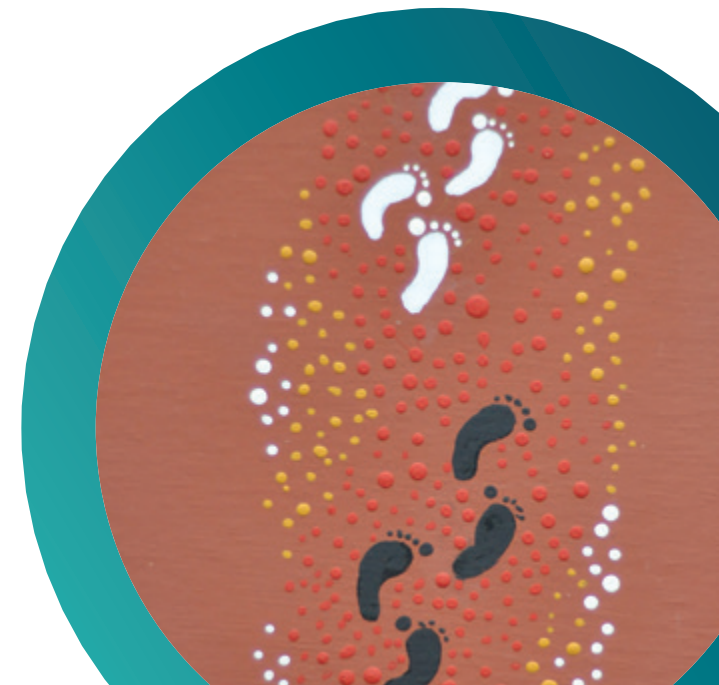
3.

Our RAP Working Group

Our internal RAP Working Group was formed in February 2017, chaired by the Chief Strategy, Business Development and Communications. The Chair is the delegated executive lead and project sponsor. In December 2017, the RAP Working Group expanded its membership to include three community members. The Chair provides a bi-monthly progress report to any authorising governance committees.

The RAP Working Group members are:

- Chair: Chief Strategy, Business Development and Communications (SBDC)
- Aboriginal Access Worker
- Minute taker: Executive assistant SBDC
- Manager Child and Family Services
- Health Promotion and Community Strengthening Manager
- Manager Quality and Risk
- People and Culture Manager
- Three Aboriginal community representatives



4. Our partners



Health
and Human
Services



HOBSONS
BAY CITY
COUNCIL



IPC Health would like to recognise and thank the Aboriginal and Torres Strait Islander clients, community members and workers who have supported us along the journey:

- Deadly Community Kitchen which operate from Iramoo Community Centre
- Wyndham Aboriginal Community Centre Committee and the
- Aboriginal Key Workers and agency partners of the Footprints to Success partnership

Being, Belonging, Becoming.

Our RAP motto is BEING, BELONGING, BECOMING; which acknowledges how far we have come in getting to know the Aboriginal and Torres Strait Islander people that live in Melbourne's West; and our forward moving journey with them as partners to Close the Gap in health experience and life expectancy and progress National Reconciliation.

This is IPC Health's first Reflect Reconciliation Action Plan endorsed by Reconciliation Australia. It was developed in consultation with Aboriginal and Torres Strait Islander clients, community members, and IPC Health staff and stakeholders.

This visual representation of the written plan, created by Aboriginal and Torres Strait Islander clients with the support of the Health Promotion and Community Strengthening Team, describes the essential elements behind the actions in our plan.

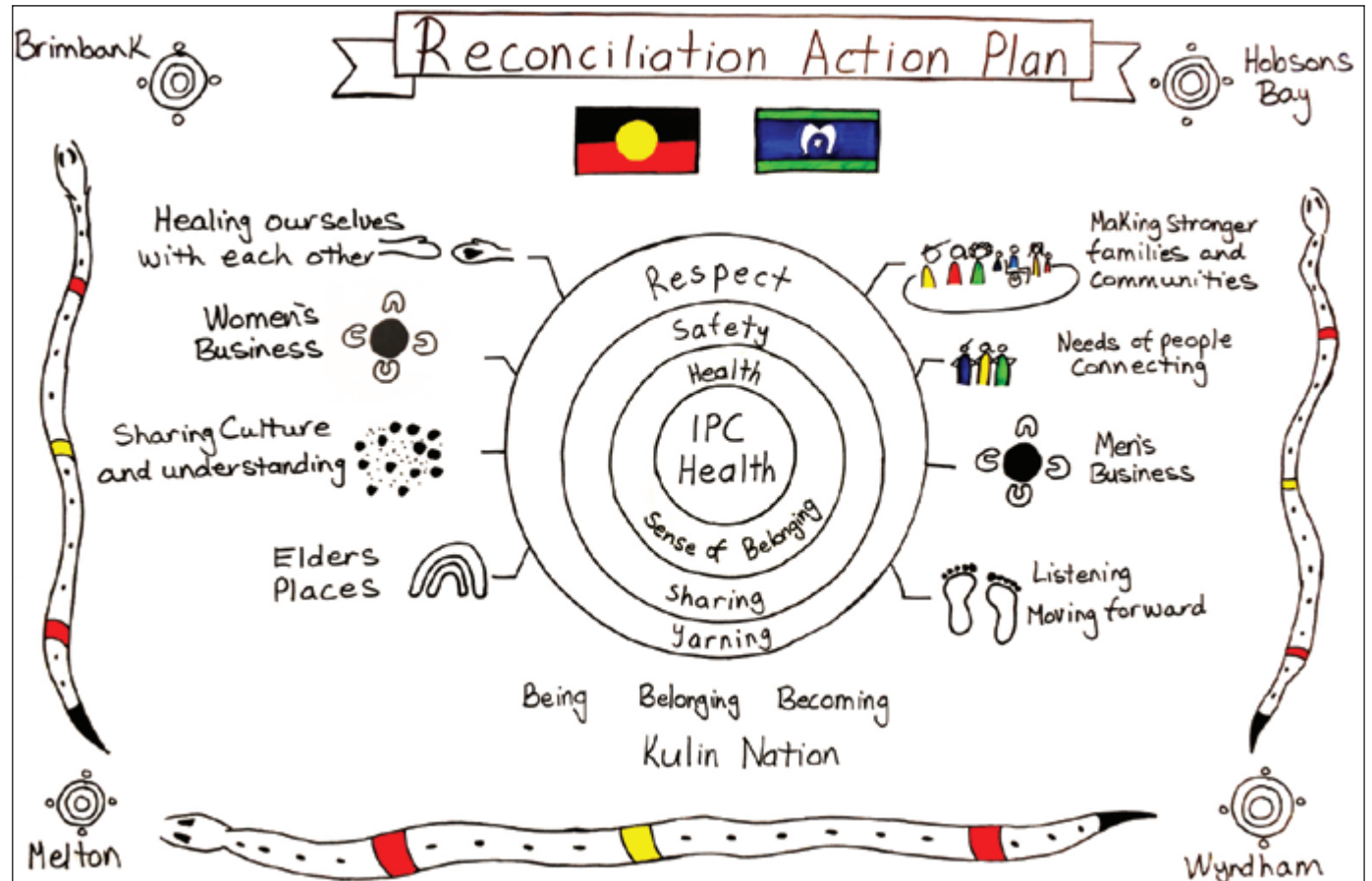


Figure 1. Aboriginal and Torres Strait Islander communities' vision map of IPC Health's Reconciliation Action Plan





Relationships

Action	Deliverable	Timeline	Responsibility
1. RAP Working Group actively monitors the implementation of the Reflect RAP, tracks progress and undertakes reporting requirements	1.1. Oversee the development, endorsement and launch of the RAP.	30 March 2019	Manager Health Promotion and Community Strengthening
	1.2. Ensure Aboriginal and Torres Strait Islander peoples are represented and feel respected and valued members of the RAP Working Group.	April 2019	Manager Health Promotion and Community Strengthening
	1.3. Meet at least four times per year to monitor and report on the implementation of the RAP.	April, June, September, November 2019	Manager Health Promotion and Community Strengthening
	1.4. Establish a Terms of Reference for the RAP Working Group.	March 2019	Manager Health Promotion and Community Strengthening
2. Develop community engagement initiatives to strengthen relationships with Aboriginal and Torres Strait Islander community and stakeholders	2.1. Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that could be approached to connect with us on our reconciliation journey.	May 2019	Manager Health Promotion and Community Strengthening
	2.2. Develop a list of other like-minded organisations currently planning or implementing their RAP that could connect with us on our reconciliation journey.	May 2019	Aboriginal Access Worker
	2.3. Seek to increase engagement and connection with community through their participation in co-designed, culturally appropriate activities and events via the Elders Community Lounge and Healthy Kinships programs.	December 2019	Manager Health Promotion and Community Strengthening
3. Participate in and celebrate National Reconciliation Week (NRW)	3.1. Annually promote National Reconciliation Week (NRW) events across our LGAs, along with circulating Reconciliation Australia's NRW resources and reconciliation materials on our social media platforms, website and intranet.	27 May - 3 June Annually	Business Development and Communications Project Officer
	3.2. Encourage IPC Health staff to attend a NRW event.	June 2019	Manager People and Culture
	3.3. Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW.	June 2019	Chair of RAP Working Group
	3.4. Co-design NRW events with Aboriginal and Torres Strait Islander community who participate in the Elders Community Lounge and our Healthy Kinship program at IPC Health.	June 2019	Manager Health Promotion and Community Strengthening
4. Raise internal awareness of our RAP	4.1. Develop and implement a communication plan to raise awareness amongst all staff across the organisation about our RAP commitments, responsibilities and progress.	May 2019, December 2019	Chief Strategy, Business Development and Communications
	4.2. Develop and implement a plan to engage and inform the Senior Managers Group of their responsibilities within the RAP.	May 2019, December 2019	Manager Health Promotion and Community Strengthening
	4.3. Develop a dedicated resource depository on IPC Health's intranet to assist raising awareness among staff across the organisation about our RAP commitments.	May 2019, December 2019	Aboriginal Access Worker



Respect

Action	Deliverable	Timeline	Responsibility
1 Embed cultural awareness and responsiveness across IPC Health	1.1. Conduct a review of cultural awareness training needs within our organisation.	June 2019	Manager People and Culture
	1.2. Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for staff which defines cultural learning needs of employees in all areas of our business and considers various methods of cultural learning (online, face to face workshops or cultural immersion).	September 2019	Manager People and Culture
	1.3. Develop a communication plan to increase awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements using Reconciliation Australia's Share Our Pride online cultural awareness tool.	May 2019	Communications and Engagement Coordinator
	1.4. Provide cultural awareness training to all staff. Use pre and post training surveys to capture data and measure staff's knowledge and understanding of Aboriginal and Torres Strait Islander cultural competencies.	October 2019	Manager People and Culture
	1.5. Managers and Executive teams actively participate and promote cultural awareness training and the organisation's commitment to providing culturally safe and inclusive services for Aboriginal and Torres Strait people.	December 2019	Chief Strategy, Business Development and Communications
2 Participate in and celebrate NAIDOC Week	2.1 Raise awareness and share information amongst staff about the meaning of NAIDOC Week, which includes information about the local Aboriginal and Torres Strait Islander peoples and communities.	July 2019	Business Development and Communications Project Officer
	2.2 Introduce staff to NAIDOC Week by promoting community events in our local area.	July 2019	Business Development and Communications Project Officer
	2.3 Ensure our RAP Working Group participates in an external NAIDOC Week event.	July 2019	Chair - RAP Working Group
3 Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols	3.1. Explore who the Traditional Owners are of the lands and waters in our local area.	April 2019	Aboriginal Access Worker
	3.2 Scope and develop a list of local Traditional Owners of the lands and waters within our organisation's sphere of influence.	May 2019	Aboriginal Access Worker
	3.3 Develop and implement a plan to raise awareness and understanding of the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols (including any local cultural protocols).	October 2019	Communications and Engagement Coordinator
4 Develop and deliver culturally safe services to Aboriginal and Torres Strait Islander clients and their families	4.1. Expand services with a priority of access on set block booking days at Wyndham Vale campus for Aboriginal and Torres Strait Islander clients (specifically around podiatry, diabetes education), working in partnership with Regional Workforce Agency Victoria, building on the success of the visiting optometry service.	April 2019	General Manager Operations
	4.2. Actively promote Closing of the GAP at our GP clinics (Deer Park and Wyndham Vale). Monitor the take up and growth of identified clients registering for 'Closing of the Gap'.	December 2019	Manager Clinical Operations
	4.3. Investigate how Aboriginal and Torres Strait Islander identity is recorded on various IPC Health patient management systems, to inform a quality improvement project to increase client sense of safety to identify.	December 2019	Manager Quality and Risk



Opportunities

Action	Deliverable	Timeline	Responsibility
5 Investigate Aboriginal and Torres Strait Islander procurement opportunities	5.1 Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses.	October 2019	Chair of RAP Working Group
	5.2 Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	December 2019	Chair of RAP Working Group
6 Investigate Aboriginal and Torres Strait Islander employment pathways	6.1. Investigate Aboriginal and Torres Strait Islander specific employment pathways (e.g. opportunities for volunteering, trainee or internships).	August 2019	Manager People and Culture
	6.2. Investigate opportunities to better support the professional development of Aboriginal and Torres Strait Islander staff (e.g. Training, scholarships, and mentoring opportunities).	August 2019	Manager People and Culture
	6.3. Develop an employment strategy for recruitment and retention of Aboriginal and Torres Strait Islander people.	December 2019	Manager People and Culture



Monitoring and Evaluation

Action	Deliverable	Timeline	Responsibility
7 Measure and report RAP achievements, challenges and learnings internally and externally	7.1 The RAP Working Groups membership is functioning well and making progress – survey completed annually to review the functionality of the group.	Every 6 months	Chair of RAP Working Group
	7.2 RAP progress report to be delivered to the Executive Management Group and any other authorising governance committees on a quarterly basis to monitor implementation.	April, June, September, November 2019	Chair of RAP Working Group
	7.3 Define resource needs for RAP development and implementation.	March 2019	Chair of RAP Working Group
	7.4 Define systems and capability needs to track, measure and report on RAP activities.	March 2019	Chair of RAP Working Group
	7.5 Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.	September 2019, 2020	Chair of RAP Working Group
8 Review and Refresh RAP, for the 'Innovate' phase.	8.1 Review and refresh RAP based on learnings, challenges and achievements.	January 2019	Chair of RAP Working Group
	8.2 Submit draft RAP to Reconciliation Australia for review and endorsement.	March 2020	Chair of RAP Working Group

About the Artwork

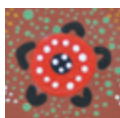


The artwork for IPC Health's Reconciliation Action Plan (RAP) 2019-2020 is called "Working Together Towards Reconciliation". It was chosen as the winning submission to IPC Health's Reconciliation Art Competition and with the artist's permission has been photographed for the front cover of our RAP.

"Working Together Towards Reconciliation" aspires to explain the RAP theme: Being, Becoming, Belonging through the following symbols and pictures.



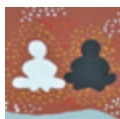
Centrally it identifies Aboriginal and non-Indigenous people working together towards reconciliation.



The red circles represent six IPC Health campuses.



The eggs represent new beginnings in the journey towards reconciliation.



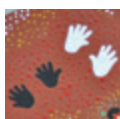
The people sitting are discussing 'Being' - that we all exist and have dreams.



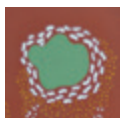
The footsteps represent Aboriginal and non-Indigenous people walking in each others foot steps and therefore have an understanding of 'Belonging' to culture; as people should have the opportunity to live and share culture to understand it.



The people bowing are showing a sign of mutual respect for each other along the journey for reconciliation.



The hands are facing up, in celebration of our achievements as we are 'Becoming' people who work and play together on our reconciliation journey.



The islands are the lands on which we are achieving reconciliation.



About the artist - Kerry Deverell (Palawa woman from Tasmania)

Art and craft are passions of mine. Aboriginal Art allows for story telling and creating new designs. I have lived and worked in Melbourne's West for three years supporting the local Aboriginal community to improve their health and wellbeing. My role also includes raising Aboriginal cultural awareness and safety with staff.

I enjoy sharing knowledge of culture.



IPC Health Contact details

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