

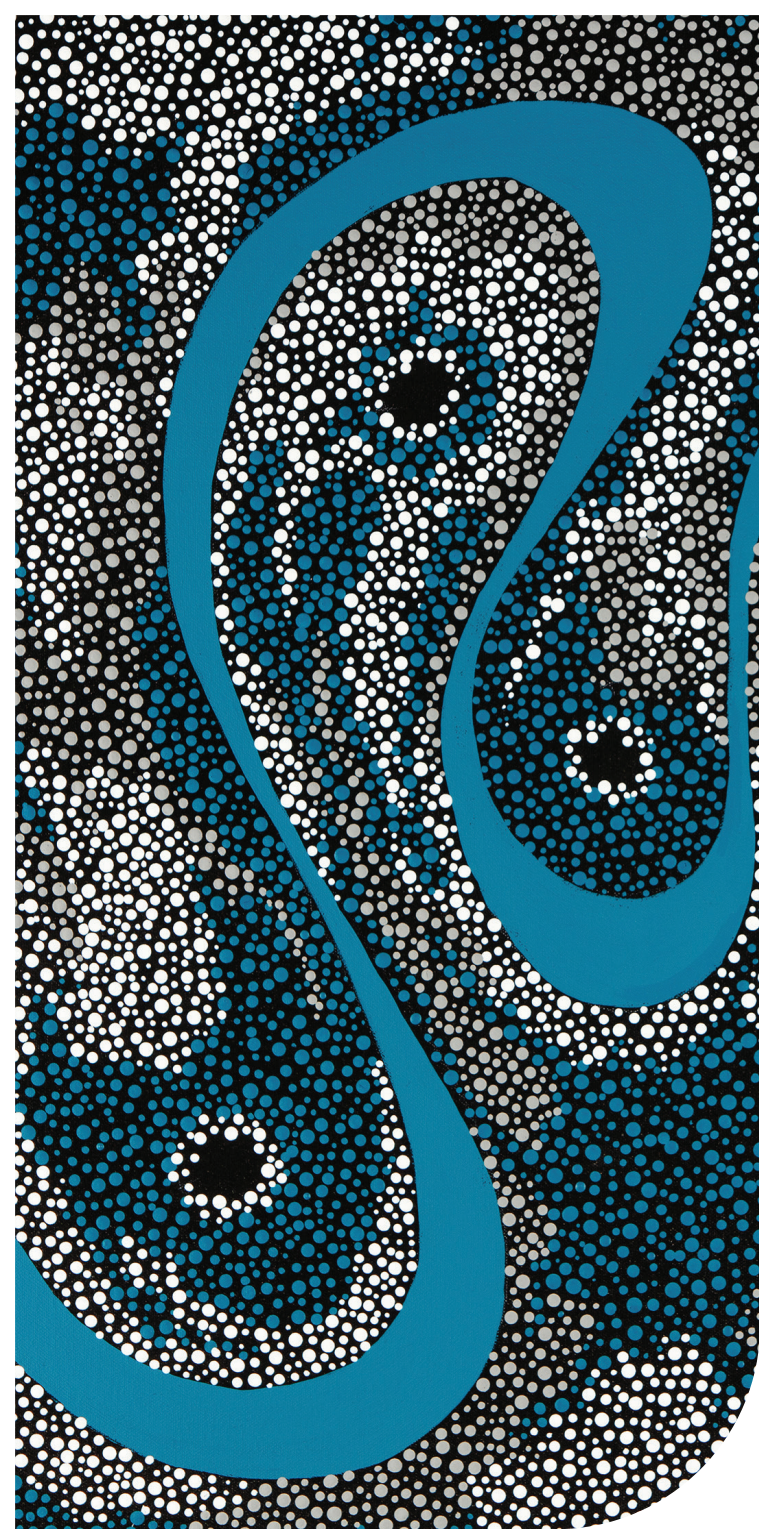
Calvary Mater Newcastle

# Innovate

## Reconciliation Action Plan

August 2022 – August 2024



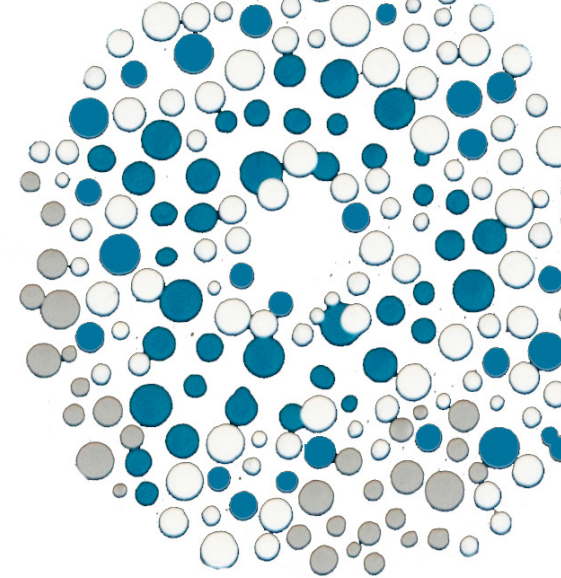


## Acknowledgement of Land and Traditional Owners

Calvary Mater Newcastle acknowledges the Traditional Custodians and Owners of the lands of the Awabakal Nation on which our service operates. We acknowledge that these Custodians have walked upon and cared for these lands for thousands of years.

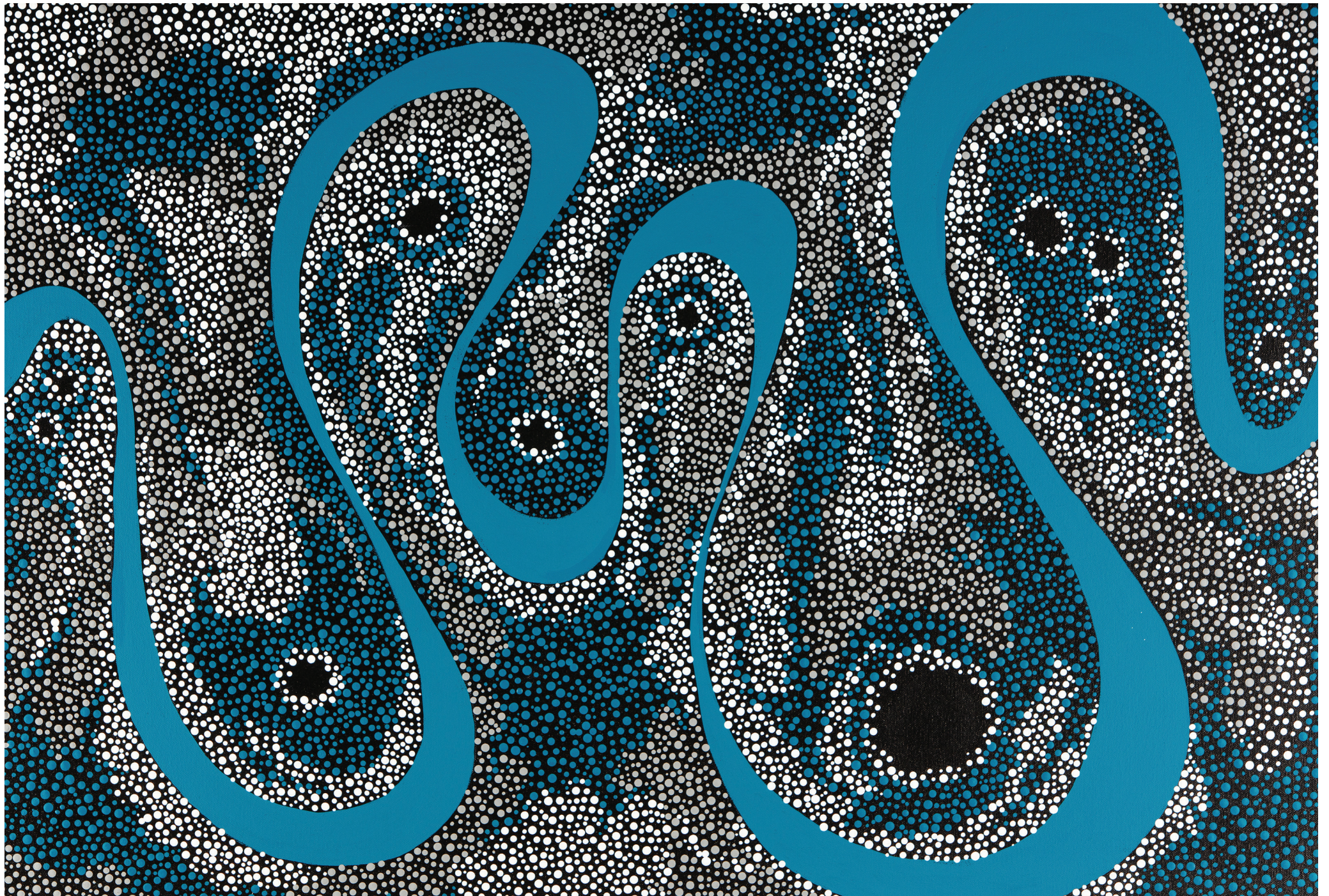
We acknowledge the continued deep spiritual attachment and relationship of Aboriginal and Torres Strait Islander peoples to this country and commit ourselves to the ongoing journey of Reconciliation.

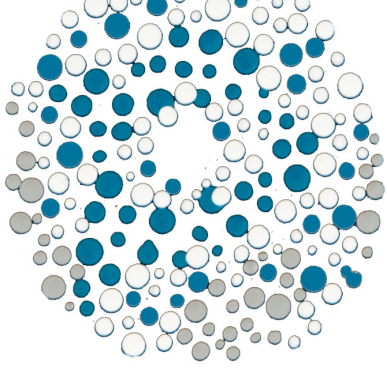




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## Our Story of Caring for Communities

This inspiring Aboriginal artwork was commissioned by Calvary to demonstrate our commitment to Closing the Gap both in health and community for Aboriginal and Torres Strait Islander Communities.

This artwork 'Caring for Communities' is used across Calvary Mater Newcastle including being featured on our Aboriginal Hospital Liaison Officer's shirt.

The artwork was created by Aboriginal artist, Thomas Croft, a proud Barngarla man, born in 1974 in Whyalla, South Australia.

Thomas explains the painting:

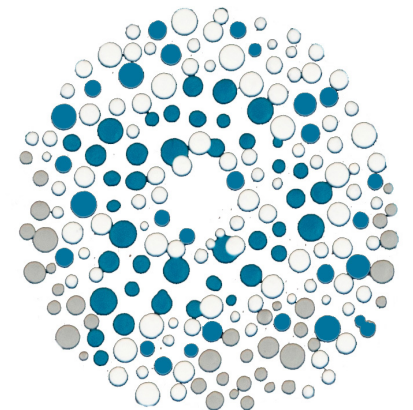
### **Caring for Communities**

Aboriginal communities have been known to have access to fresh water, this could be in the form of rivers, billabongs, waterholes

and/or underground water systems. The river that flows through the painting depicts the importance of what it offers to the community. Whether this be a source of food, drink or just used for recreational purposes.

The painting 'Caring for Communities' entails how we need to care for our families and support our communities through kindness, concern, and open communication through our patient's journeys.

Thomas comments, "Our stories are many including the Seven Sisters. Everything within our boundaries is of much significance and a love of country and all that exists, inspires me to release what I do onto canvas."



## A message from our General Manager

Calvary Mater Newcastle formally acknowledges the Awabakal Nation as the Traditional Custodians and Owners of the land on which our service operates. They have walked upon and cared for these lands for thousands of years. We acknowledge the continued deep spiritual attachment and relationship of Aboriginal and Torres Strait Islander peoples to this country and commit ourselves to the ongoing journey of reconciliation.

I am very honoured and proud to be able to present Calvary Mater Newcastle's Innovate Reconciliation Action Plan (RAP) 2022-2024. I would like to thank Reconciliation Australia for guiding and assisting us through this journey.

In order to work towards reconciliation, action is required. However, in order to work towards change we must begin this journey by acknowledging how history and the past practices and policies have affected the social and emotional wellbeing of Aboriginal and Torres Islander peoples.

Our RAP demonstrates an action for change which is our formal commitment to develop and build meaningful connections with our local Communities that access our hospital and the services it provides.

Our actions rather than words is our commitment to recognising institutional multigenerational discrimination and trauma upon Aboriginal and Torres Strait Islander Communities.

At the heart of our RAP is a willingness to embrace diversity and inclusion which is fundamental for the reconciliation journey. Inclusivity and diversity is captured within the spirit of Calvary through 'Being for Others':

- ▶ **Everyone is welcome.**
- ▶ You matter. We care about you.
- ▶ Your family, those who care for you, and the wider community we serve, matter.
- ▶ Your dignity guides and shapes the care we offer you.
- ▶ Your physical, emotional, spiritual, psychological and social needs are important to us.
- ▶ We will listen to you and to those who care for you. We will involve you in your care.
- ▶ We will deliver care tailored to your needs and goals.
- ▶ Your wellbeing inspires us to learn and improve.

Our Innovate RAP provides us with a framework which will guide and lead us



towards reconciliation through the Spirit of Calvary 'Being for Others.'

Calvary Mater Newcastle is taking affirmative action to Close the Gap. We recognise that this Innovate RAP is just the beginning of our journey. There is still much to do. We will continue to build connections and relationships. We will work tirelessly to make our work place culturally safe, inclusive and one which embraces diversity for all. Everyone is welcome.

I am committed to action and am looking forward to sustained systemic change at Calvary Mater Newcastle which will build on the work we have already commenced in improving Aboriginal health outcomes.

## A message from Reconciliation Australia

Reconciliation Australia commends Calvary Mater Newcastle on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Calvary Mater Newcastle to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Calvary Mater Newcastle will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Calvary Mater Newcastle is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Calvary Mater Newcastle's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and



reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Calvary Mater Newcastle on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine  
Chief Executive Officer  
Reconciliation Australia

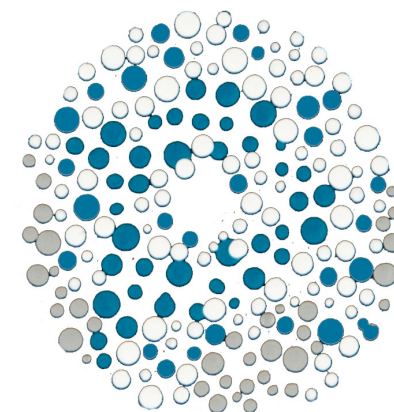


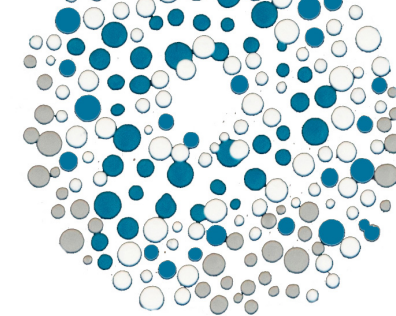
## Our vision for reconciliation

At Calvary Mater Newcastle our vision for reconciliation begins with the recognition of the strength, resilience and richness of Aboriginal and Torres Strait Islander peoples, the Custodians of the world's oldest living culture. Through relationships of mutual trust and respect, Aboriginal and Torres Strait Islander peoples will participate equally and equitably in all areas of life. This will result in a shared national identity and unity.

At the heart of our vision at Calvary Mater Newcastle is deep cultural respect, a commitment to true partnerships in care and a capacity to celebrate together the rich cultural life, heritage and achievements of Aboriginal and Torres Strait Islander peoples.

Calvary Mater Newcastle will realise this vision by improving access to care, the first and constant barrier for those in more rural and remote communities and even some locally. We are committed to ensuring high quality care, so improved patient outcomes will be evident and in turn, lead to greater wellbeing, and confidence in our systems of health. Organisational efficiency, gained through innovation and systems that work for Aboriginal and Torres Strait Islander peoples is also critical to realise our hopes for genuine reconciliation that is enduring and evident in our community.





## Our business

*Calvary's mission is to provide quality, compassionate health care to the most vulnerable, including those reaching the end of their life.*

Calvary Mater Newcastle is part of the Calvary Health Care network.

Calvary Mater Newcastle is an affiliated health organisation under the Health Services Act 1997. Calvary Health Care (Newcastle) Limited is a not for profit company. As an affiliated health organisation, it provides public hospital services through a Service Level Agreement with the Hunter New England Local Health District (HNELHD). Located in Waratah, Newcastle, NSW, Calvary Mater Newcastle is one of three tertiary referral hospitals in the HNELHD providing both local district hospital services to those within its catchment area, and tertiary referral services in oncology (medical and radiation), haematology, toxicology and palliative care.

Calvary Mater Newcastle, is fully accredited by the Australian Commission on Safety and Quality in Health Care.

Accreditation is one way we assure the community that Calvary Mater Newcastle meets the high standards of safety and quality set for health care providers and the level of care and service that consumers can expect from our services. The hospital last achieved accreditation in 2019, where we were assessed according to the second edition, which for the first time included a number of Aboriginal and Torres Strait Islander Health Standards. These standards were met with no recommendations or suggestions.

In the 2020-2021 financial year, Calvary Mater Newcastle delivered 460,238 occasions of outpatient services and in excess of 17,000 inpatient treatments per year.

Calvary Mater Newcastle provides an Emergency Department open 24 hours seven days a week, an Intensive Care Unit, extensive palliative care services including the Mercy Hospice. HNELHD's Mater Mental Health Centre and BreastScreen NSW, are also co-located on the Mater campus.

Calvary Mater Newcastle is a world renowned research facility. Staffed by leading researchers in oncology, toxicology, psychiatry and palliative care, we are affiliated with major universities and colleges and international research partners. Calvary Mater Newcastle is the main centre for cancer clinical trials in the Hunter region, with local, national and international research collaborations taking place.

Our range of medical and surgical services includes internal medicine, alcohol and drug services, and Hospital in the Home. Our surgery division provides services in a pre-procedures clinic, operating theatres, a day surgery unit and recovery room.

Calvary Mater Newcastle employs 1,375 employees as of March 2022. This accounts for staff providing clinical and corporate services. All non-clinical services including catering, hospitality, support services, facility management and maintenance are provided through a Public Private Partnership (PPP). Under the PPP we employ 13 staff, with the total number of PPP staff being 82 (including

those employed by Honeywell, Medirest and Hunter New England Local Health District).

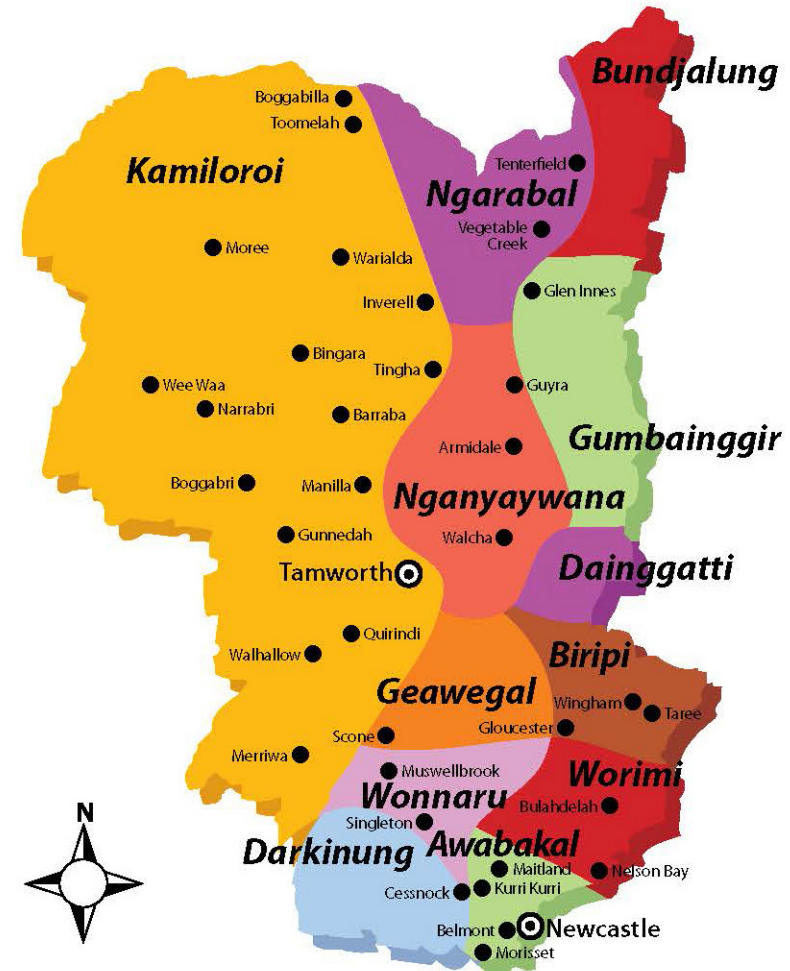
As of February 2022 Calvary Mater Newcastle has 11 employees who have identified as Aboriginal and/or Torres Strait Islander people. Additionally, two of our volunteers identify. It is important to note this does not include employees of our PPP or staff of HNELHD, who work on site at the Mater campus.

Calvary Mater Newcastle provides a range of public health services to the Hunter, New England and Mid North Coast regions of NSW. It is located in the Hunter New England Local Health District (HNELHD), which covers a large and diverse geographic area covering 131,785 square kilometres and spanning 25 Local Government Areas (LGAs).

The HNELHD has a resident population of 875,000 people including 52,000 Aboriginal and Torres Strait Islander people, which equates to 5.7% of the HNELHD population (the average across NSW health districts is 2.9%).

It is the only health district in New South Wales with a major metropolitan centre, Newcastle; regional communities, as varied as Taree, Port Stephens and Tamworth; many smaller rural communities and with a small percentage of people located in remote communities.

## Hunter New England Local Health District and Aboriginal Nations map



*This map indicates only the general location of larger groupings of people, which may include smaller groups such as clans or dialects or individual languages in a group. The boundaries are not intended to be exact. For more detailed information about the groups of people in a particular region, contact the relevant land councils.*

Calvary Mater Newcastle provides services within the HNELHD, in this particular context we follow the Local Health District Aboriginal Plan and have close links with the Aboriginal Health Unit. Our staff represent the hospital on key network committees, for example the Cancer Care Network, and various clinical streams.

Calvary Mater Newcastle is fortunate to have an active and engaged Community Advisory Council (CAC) which is our Calvary National appointed peak consumer body. This internal Council has seven consumer representatives from a broad cross section of the community, including two Aboriginal representatives, one of whom is the Chairperson of the Council. Our Chairperson is the National Reconciliation Manager, Life without Barriers. Our other representative is the Chief Executive Officer, Worimi Local Aboriginal Land Council.

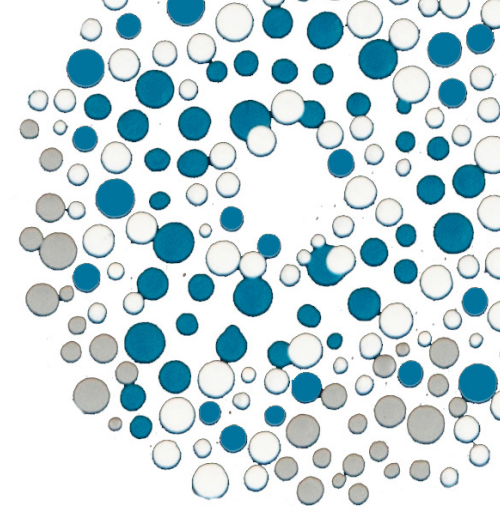
The members assist the General Manager with, and provide advice on, consumer and community engagement to ensure Calvary Mater Newcastle continues the mission of Calvary and achieves objectives that are relevant to the community it serves. Our CAC members participate on a number of hospital committees including the Closing the Gap Collaborative Committee.

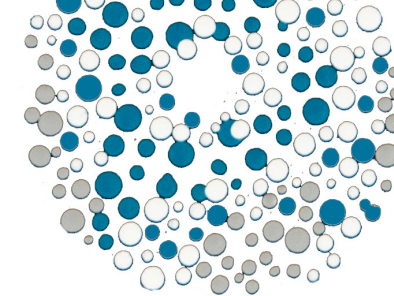
Members' wide ranging participation ensures that each committee recognises consumer concerns, hears the consumer perspective, provides information on issues affecting consumers, and

protects the interests of consumers, service users and potential service users. Members also have the opportunity to review and discuss de-identified patient feedback and complaints, and review performance data. In addition, the CAC plays an integral role in monitoring, providing advice on and evaluating the hospital's Consumer and Community Engagement Framework which encompasses the hospital's Aboriginal Health Plan. Updates are provided at every CAC meeting and informal consultation and collaboration occurs between meetings.

Our Aboriginal Hospital Liaison Officer is a member of HNELHD Aboriginal Hospital Liaison Officer District Network Meetings. She also has many connections to communities through her work and links with various established forums. This includes: the University of Newcastle Older Persons Legal Clinic which offers free legal advice and assistance to people aged 60 years and over and to Indigenous people aged 50 years and over; a Stolen Generation Committee based in Sydney; and an Aboriginal Hospital Liaison Officer Consultant HNELHD Emergency Department Patient Experience Project.

An Aboriginal Project Officer has been appointed in the Department of Palliative Care to work with local communities to understand their needs. This project will co-design a model of care to provide culturally appropriate specialist palliative care for those living with serious and life-limiting disease.





Whilst this project will be completed in 2023, the community stakeholders and the palliative care service will continue to work together to evaluate and adapt the service based on community needs and experiences.

Calvary Mater Newcastle is located in Waratah, Newcastle. As previously mentioned, the hospital is part of the Calvary Health Care network. Founded in 1885 by the Sisters of the Little Company of Mary, Calvary is a charitable, not-for-profit, Catholic health care organisation. It's responsible for over 18,000 staff and volunteers, 15 Public and Private Hospitals, 15 Retirement and Aged Care Facilities (RACFs) and a national network of Community Care Centres including Bathurst Island, Darwin and Alice Springs.

This profile of services significantly increased in 2021 when Calvary acquired the JAPARA Group of residential aged care facilities, adding another fifty RACFs to Calvary and extending the organisation's services into Queensland for the first time. "Serving a larger community has long been an objective for our expansion across Calvary's 135-year history in Australia. Growing our aged care portfolio will enable us to better serve the people for whom we already care, offer support to more people and be present with people in the times when they are most vulnerable." Martin Bowles, CEO Calvary.

## Why we are developing a RAP

This is Calvary Mater Newcastle's first RAP. It builds on a strong relationship with the HNELHD Aboriginal Health Unit and collaboration over recent years with local Aboriginal and Torres Strait Islander organisations.

Calvary Mater Newcastle sees the RAP as an opportunity to align the work completed so far in improving Aboriginal health outcomes with the national process of reconciliation, determined by First Peoples.

Building on the Calvary Mater Newcastle Cultural Safety Audit that was completed in 2016, an Aboriginal Working Party was established to address the 10 recommendations. In 2019, the Working Party was dissolved and a hospital standing committee was established according to the Local Health District model with a focus of Closing the Gap through collaboration.

In 2019, the Calvary Mater Newcastle Aboriginal Health Plan (2019-2021) was developed. The initiatives contained in this plan promote specific improvements in quality of care, patient outcomes, organisational efficiency and

development of services for Aboriginal and Torres Strait Islander peoples. These initiatives are being implemented at a local level in order to contribute to attaining broader objectives outlined in the National Strategic Plan, the NSW Aboriginal Health Impact Statement and the HNELHD Closing the Gap Strategic Plan Towards 2020, thereby ensuring a tangible contribution by those at Calvary Mater Newcastle to upholding the mission of the organisation.

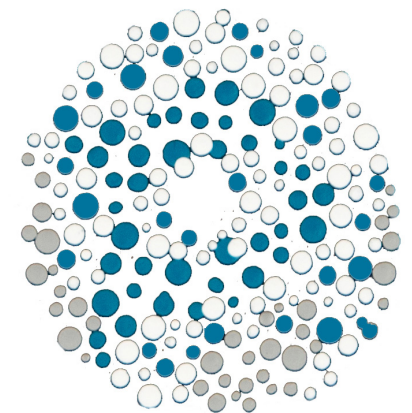
Our parent organisation, Calvary, in 2019 developed its Calvary Reconciliation Action Plan Policy which also informs the strategic direction of this Reconciliation Action Plan.

*"Calvary is committed to developing a culture which affirms life and healing, a culture which promotes the common good through just and compassionate health, aged, disability and community services for our First Australians."* Calvary Reconciliation Action Plan Policy.

Through our Cultural Safety Audit we learnt of some of the barriers for Aboriginal and Torres Strait Islander peoples feeling safe in our health

care facility. We have committed to understanding cultural safety and what it means in a complex health setting. We will continue to be responsive to the needs of Aboriginal and Torres Strait Islander people by adapting our environment and adopting practices where Aboriginal and Torres Strait Islander peoples have a genuine say in the design and delivery of services that affect them.

As an organisation, we acknowledge and commit to creating a workplace that supports cultural safety, career development and an overall sense of belonging and recognition.





## Our reconciliation governance

Our RAP is championed in Calvary Mater Newcastle by our General Manager and Director of Mission Integration, who is the Executive leader for Aboriginal and Torres Strait Islander cultural safety and improved health outcomes. Accountability for meeting the core commitments and targets of this RAP rests with the General Manager.

Our RAP and reconciliation journey is also strongly supported by:

- Calvary National Board and National Executive Leadership team
- Calvary Mater Newcastle Executive team:
  - ▶ General Manager
  - ▶ Director of Mission Integration
  - ▶ Director Finance and Corporate Services
  - ▶ Director Medical Services
  - ▶ Director of Critical Care and Surgical Services
  - ▶ Director of Medicine and Palliative Care Services
  - ▶ Director of Nursing and Cancer Services

- Calvary Mater Newcastle Community Advisory Council
- Calvary Mater Newcastle Closing the Gap Collaborative Committee
- The RAP Working Group: Director of Mission Integration, Aboriginal Hospital Liaison Officer, Public Affairs and Communications Manager and Human Resources Manager

Our RAP Working Group (RWG) functions under the authority of the hospital's Close the Gap Collaborative Committee, which has mandated equal Aboriginal and Torres Strait Islander membership. It includes our Aboriginal Hospital Liaison Officer, staff who identify, staff who have Aboriginal family members, Aboriginal members of the Community Advisory Council, and a senior member of the HNELHD Aboriginal Health Unit.

“At the heart of our RAP is a willingness to embrace diversity and inclusion which is fundamental for the reconciliation journey.”

Mark Jeffrey, General Manager,  
Calvary Mater Newcastle

# Our Reconciliation Action Plan



Relationships



Respect



Opportunities



Governance



# Our Reconciliation Action Plan



## Relationships

Calvary Mater Newcastle serves the communities of the Hunter New England Local Health District, which supports the largest Aboriginal population of all health districts in NSW. Strong collaborative relationships and partnerships, particularly in the area of cancer care services and palliative care, are essential to ensure care is timely, culturally sensitive, and in a location that is accessible for improved health outcomes for individuals and for confidence in us as an organisation. Central to our relationships is the patient experience, which we understand as;

*“The sum of all interactions, shaped by an organisation’s culture, that influence patient perceptions across the continuum of care”  
The Beryl Institute.*

For any health service organisation to move beyond tokenistic relationships and towards working in true partnership, what is required is meaningful engagement and understanding, with a commitment to building mutually beneficial relationships, founded on strong governance and in a spirit of goodwill.

**Focus area:** Aligns to ‘Partnering and planning for the present and the future’ of the *Calvary Strategic Intent 2020-2025*



Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> <li>Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. Of key significance is the HNELHD Aboriginal Health Unit, Awabakal Medical Service, Worimi Land Council and the Aboriginal Employment Strategy Group.</li> </ul>	August 2022	Lead: Director of Mission Integration (DoMI)
	<ul style="list-style-type: none"> <li>Develop and implement an engagement plan to continue our work with Aboriginal and Torres Strait Islander stakeholders and organisations.</li> </ul>	October 2022	Support: Calvary Mater Newcastle Community Advisory Council (CMN CAC)
	<ul style="list-style-type: none"> <li>Continue to welcome to our site community Elders, local Aboriginal health workers for orientation to the site and services.</li> </ul>	June 2024	Lead: Director of Mission Integration (DoMI)
	<ul style="list-style-type: none"> <li>Provide dedicated space and resources to host education and training days for external Aboriginal health services.</li> </ul>	June 2024	DoMI
	<ul style="list-style-type: none"> <li>Ensure Calvary Mater Newcastle is represented at significant events within local Aboriginal communities and services when invited.</li> </ul>	July 2024	DoMI
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> <li>Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.</li> </ul>	April 2023, April 2024	Public Affairs and Communications Manager (PACM)
	<ul style="list-style-type: none"> <li>Close the Gap Collaborative Committee members, including RAP Working Group members, to participate in an external NRW event.</li> </ul>	27 May- 3 June, 2023 and 2024	Lead: Director of Mission Integration (DoMI) Support: Close the Gap Collaborative Committee (CTGCC) and Aboriginal Hospital Liaison Officer (AHLO)
	<ul style="list-style-type: none"> <li>Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW, including internal promotions.</li> </ul>	27 May- 3 June, 2023 and 2024	PACM
	<ul style="list-style-type: none"> <li>Organise at least one NRW event each year.</li> </ul>	27 May- 3 June, 2023 and 2024	Lead: AHLO Support: CTGCC
	<ul style="list-style-type: none"> <li>Register all our NRW events on Reconciliation Australia’s NRW website.</li> </ul>	May 2023, May 2024	PACM

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Implement strategies to engage our staff in reconciliation.</li> </ul>	October 2023	DoMI
	<ul style="list-style-type: none"> <li>Communicate our commitment to reconciliation publicly.</li> </ul>	October 2023	PACM
	<ul style="list-style-type: none"> <li>Explore opportunities to positively influence our external stakeholders to drive reconciliation outcome.</li> </ul>	April 2023 and 2024	Lead: DoMI Support: CMN CAC and CTGCC
	<ul style="list-style-type: none"> <li>Collaborate with other RAP organisations to develop ways to advance reconciliation.</li> </ul>	May 2023	DoMI
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.</li> </ul>	March 2023	Human Resources Manager (HRM)
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to review and provide input into Anti-Discrimination Policy.</li> </ul>	April 2023	DoMI
	<ul style="list-style-type: none"> <li>Develop, implement and communicate an Anti-Discrimination Policy for Calvary Mater Newcastle.</li> </ul>	May 2023	HRM
	<ul style="list-style-type: none"> <li>Communicate the Calvary Inclusion and Diversity Policy as it relates to anti-discrimination.</li> </ul>	May 2023	HRM
	<ul style="list-style-type: none"> <li>Educate senior leaders on the effects of racism.</li> </ul>	December 2022	DoMI



# Our Reconciliation Action Plan



## Respect

As Aboriginal people are the original inhabitants of NSW the majority of First Peoples we encounter at Calvary Mater Newcastle are Aboriginal. We acknowledge that Aboriginal cultures and communities are diverse and there are many different nations, tribes and groups living in NSW and in our local health district, which defines the parameters of our delivery of health services.

Aboriginal and Torres Strait Islander cultures are very different, with their unique histories, beliefs and values. We wish to recognise their separate identities as First Nations of Australia. As an organisation we intentionally work towards cultivating a pride in sharing Aboriginal histories and cultures in the

knowledge that cultural respect is achieved when individuals feel safe and cultural differences are respected and valued. Cultural awareness and cultural competency are on a continuum which requires ongoing learning to which we are committed.

By having clear processes for the workforce to explore cultural needs it is our hope our workforce is enriched by what they have learnt and actively engage in celebrating our shared heritage.

**Focus area:** Aligns to ‘Care of our people and the working environments’ of the Calvary Strategic Intent 2020-2025



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> <li>Conduct a review of current cultural learning needs within our organisation.</li> </ul>	February 2023	HRM
	<ul style="list-style-type: none"> <li>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the review and implementation of a cultural learning strategy.</li> </ul>	April 2023	Lead: HRM Support: CMN CAC and CTGCC
	<ul style="list-style-type: none"> <li>Enhance, communicate and maintain a cultural learning strategy for our staff.</li> </ul>	August 2024	HRM
	<ul style="list-style-type: none"> <li>Evaluate the effectiveness of the cultural learning strategy.</li> </ul>	August 2024	HRM
	<ul style="list-style-type: none"> <li>Provide opportunities for RAP Working Group members, managers and other key leadership staff to participate in formal and structured cultural learning.</li> </ul>	August 2024	HRM
	<ul style="list-style-type: none"> <li>Ensure staff have access to cultural training, particularly face-to-face opportunities delivered by local Aboriginal people.</li> </ul>	August 2024	HRM
	<ul style="list-style-type: none"> <li>Purchase artwork from local Aboriginal artists to display in the hospital and in the grounds.</li> </ul>	August 2023	PACM

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	November 2022	PACM
	<ul style="list-style-type: none"> <li>Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</li> </ul>	September 2022	DoMI
	<ul style="list-style-type: none"> <li>Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</li> </ul>	July 2023, July 2024, May-June 2023/24	DoMI
	<ul style="list-style-type: none"> <li>Continue to encourage staff to include an Acknowledgement of Country or other appropriate protocols at the commencement of meetings and events.</li> </ul>	November 2022	AHLO
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>Close the Gap Collaborative Committee, including RAP Working Group, to participate in an external NAIDOC Week event.</li> </ul>	First week in July, 2023 and 2024	Lead: DoMI Support: CTGCC
	<ul style="list-style-type: none"> <li>Review HR procedures to remove barriers to staff participating in NAIDOC Week.</li> </ul>	April 2023	HRM
	<ul style="list-style-type: none"> <li>Enable all Aboriginal and Torres Strait Islander staff to engage with their culture and with their communities during NAIDOC Week.</li> </ul>	May 2023, May 2024	HRM
	<ul style="list-style-type: none"> <li>Promote and encourage participation in external NAIDOC events to all staff.</li> </ul>	June 2023, June 2024	DoMI
	<ul style="list-style-type: none"> <li>Celebrate NAIDOC with our local communities their cultures and heritages through our participation in local celebrations and hospital based activities.</li> </ul>	First week in July, 2023 and 2024	DoMI
	<ul style="list-style-type: none"> <li>Continue to raise awareness and share information among staff about the meaning of NAIDOC Week through the lens of the particular theme for the year.</li> </ul>	June 2023, June 2024	PACM



## Our Reconciliation Action Plan

### Opportunities

Calvary Mater Newcastle is committed to improving the health outcomes for our significant local Aboriginal population. We know health outcomes are determined by any number of social, cultural and in our case geographic factors. Our efforts must be multifaceted. Calvary Mater Newcastle will be trusted, when those coming for care see Aboriginal and Torres Strait Islander people providing that care and delivering services in our workforce. It is a priority to pursue innovative ways to attract, support and retain an Aboriginal and Torres Strait Islander workforce.

There is an opportunity for us to work closely with stakeholders to provide timely access to treatment and affordable accommodation for those who need to travel for our specialist services. Good health data is critical for us in identifying gaps in services and for planning future service provision. Alignment of data systems between key providers such as the HNELHD, the Cancer Institute, and the HNELHD Aboriginal Health Unit, although complex, is an opportunity.



**Focus area:** Aligns to ‘Caring for our resources’ of the *Calvary Strategic Intent 2020-2025*



Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> <li>Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	October 2022	HRM
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.</li> </ul>	April 2023	HRM
	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy that aligns with Calvary National strategic intent.</li> </ul>	July 2023	DoMII
	<ul style="list-style-type: none"> <li>Continue to advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.</li> </ul>	February 2024	HRM
	<ul style="list-style-type: none"> <li>Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander employees and future applicants’ participation in our workplace.</li> </ul>	October 2023	HRM
	<ul style="list-style-type: none"> <li>Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.</li> </ul>	August 2024	DoMII

Action	Deliverable	Timeline	Responsibility
9. Provide culturally sensitive services for local Aboriginal and Torres Strait Islander communities.	<ul style="list-style-type: none"> <li>Calvary Mater Newcastle to collaborate with local Aboriginal Health services and the Local Health District in the development of culturally sensitive and specific services that improve access for Aboriginal and Torres Strait Islander people.</li> </ul>	July 2024	DoMII
	<ul style="list-style-type: none"> <li>Monitor and investigate the CMN key indicators of Aboriginal and Torres Strait Islander peoples access to care, such as Emergency Department statistics on 'Did Not Waits', 'Discharged Against Medical Advice' and 'Readmissions within 48 hours', with the aim of improving treatment completion.</li> </ul>	July 2024	DoMII
	<ul style="list-style-type: none"> <li>Collaborate with local Aboriginal Health services and the Local Health District in the development of culturally sensitive and specific services that improve access for Aboriginal and Torres Strait Islander people.</li> </ul>	July 2024	DoMII
	<ul style="list-style-type: none"> <li>Implement the Aboriginal and Torres Strait Islander Community Palliative Care Model of Care.</li> </ul>	July 2024	DoMII
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Implement and contribute to the Calvary National Aboriginal and Torres Strait Islander procurement strategy.</li> </ul>	February 2024	Director of Finance and Corporate Services
	<ul style="list-style-type: none"> <li>Investigate Supply Nation membership.</li> </ul>	February 2023	Director of Finance and Corporate Services
	<ul style="list-style-type: none"> <li>Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</li> </ul>	November 2023	DoMII
	<ul style="list-style-type: none"> <li>Review procurement practices to identify barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>	August 2023	Director of Finance and Corporate Services
	<ul style="list-style-type: none"> <li>Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.</li> </ul>	August 2023	Director of Finance and Corporate Services



# Our Reconciliation Action Plan



## Governance

*“Strong governance is vital to turning good intentions into action to support the national reconciliation movement.” 2019 RAP Impact Measurement Report, Reconciliation Australia*

Governance at Calvary Mater Newcastle is guided by the Mission and Values of the organisation.

Our governance framework aligns with the National Safety and Quality Health Service Standards that specifically focus on meeting the needs of Aboriginal and Torres Strait Islander people through:

- priorities that address specific health needs,
- implementing and monitoring strategies to meet these priorities,

- strategies in place to improve cultural awareness and competency,
- demonstrating a welcoming environment that recognises the beliefs and practices of Aboriginal and Torres Strait Islander people.

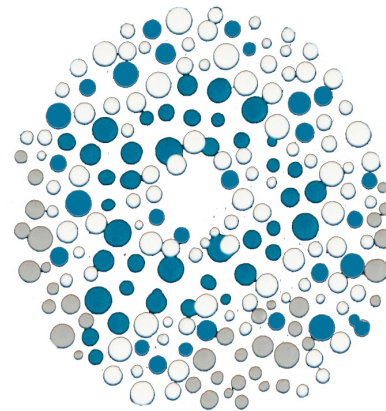
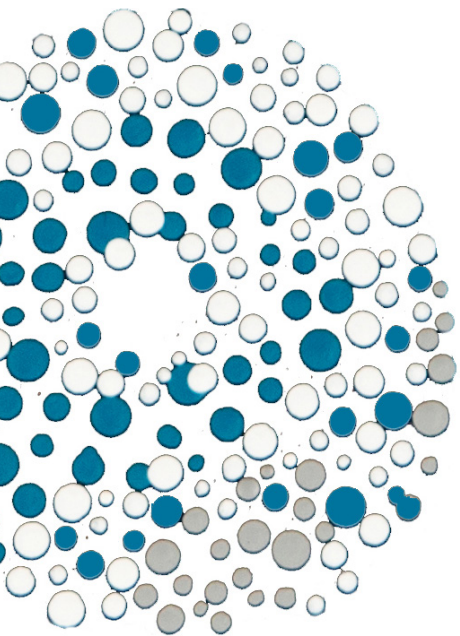
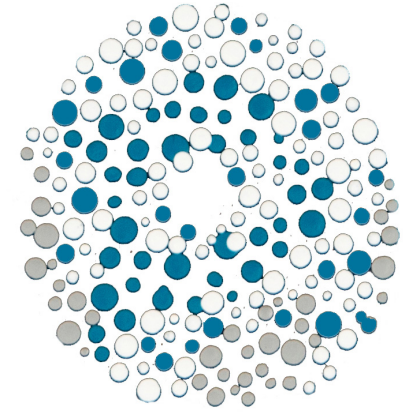
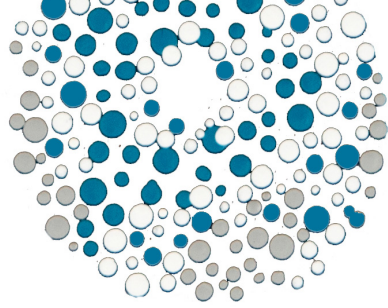
Aboriginal and Torres Strait Islander peoples have, for too long, experienced health disparities. In committing ourselves to the reconciliation process we are responsible for providing equitable care and are accountable for the safety and quality of that care. This is our commitment as the governing body.

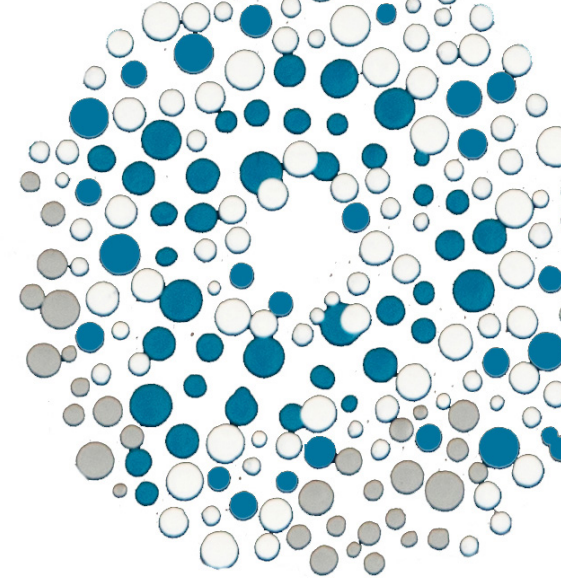
**Focus area:** Aligns to ‘A focus on quality and safety’ of the *Calvary Strategic Intent 2020-2025*



Action	Deliverable	Timeline	Responsibility
11. Establish a governance structure for the RAP Working Group (RWG).	<ul style="list-style-type: none"> <li>Review the Close the Gap Collaborative Committee Terms of Reference (the hospital’s standing committee responsible for the RWG) to ensure it aligns with the National Closing the Gap Agreement 2020.</li> </ul>	August 2022	DoMI
	<ul style="list-style-type: none"> <li>Ensure accountability and visibility of the RWG is supported by a clear governance structure in place.</li> </ul>	August 2022	DoMI
12. Establish and maintain an effective RAP Working Group (RWG).	<ul style="list-style-type: none"> <li>Maintain Aboriginal and Torres Strait Islander representation on the Close the Gap Collaborative Committee including the RWG.</li> </ul>	August, November, February, May 2022-24	DoMI
	<ul style="list-style-type: none"> <li>Develop a RWG Working Group Standing Order (as per CMN committee governance structure) outlining the roles and responsibilities of the RWG.</li> </ul>	August 2022	DoMI
	<ul style="list-style-type: none"> <li>Meet quarterly to drive and monitor RAP implementation.</li> </ul>	August, November, February, May 2022-24	DoMI
	<ul style="list-style-type: none"> <li>The Close the Gap Collaborative Committee, Community Advisory Council and Executive, to drive governance of the RAP through oversight of the RWG.</li> </ul>	August 2024	DoMI
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	August 2022	DoMI
	<ul style="list-style-type: none"> <li>Engage our senior leaders and other staff in the delivery of RAP commitments.</li> </ul>	November 2022	DoMI
	<ul style="list-style-type: none"> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> </ul>	August 2023, 2024	DoMI
	<ul style="list-style-type: none"> <li>Appoint and maintain an internal RAP Champion from senior management.</li> </ul>	August 2022	DoMI

Action	Deliverable	Timeline	Responsibility
14. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.</li> </ul>	1 August annually	DoMI
	<ul style="list-style-type: none"> <li>Report RAP progress to all staff and senior leaders quarterly – November, February, May and August 2023-24.</li> </ul>	30 September annually	DoMI
	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.</li> </ul>	June 2023, June 2024	DoMI
	<ul style="list-style-type: none"> <li>Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</li> </ul>	August 2024	DoMI
	<ul style="list-style-type: none"> <li>Publicly report our RAP achievements, challenges and learnings, annually.</li> </ul>	August 2023 and 2024	DoMI
	<ul style="list-style-type: none"> <li>Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer.</li> </ul>	May 2024	DoMI
15. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia’s website to begin developing our next RAP.</li> </ul>	February 2024	DoMI





## Artwork

Created for Calvary by Aboriginal artist, Thomas Croft, a proud Barngarla man, born in 1974 Whyalla, South Australia.

Artwork elements used throughout the RAP document.

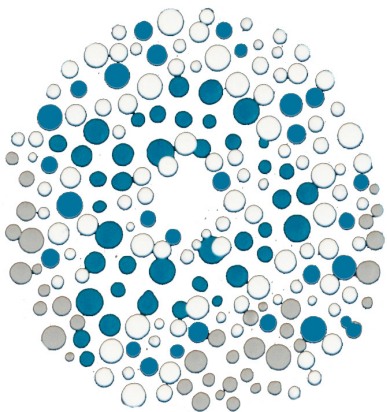
### For more information

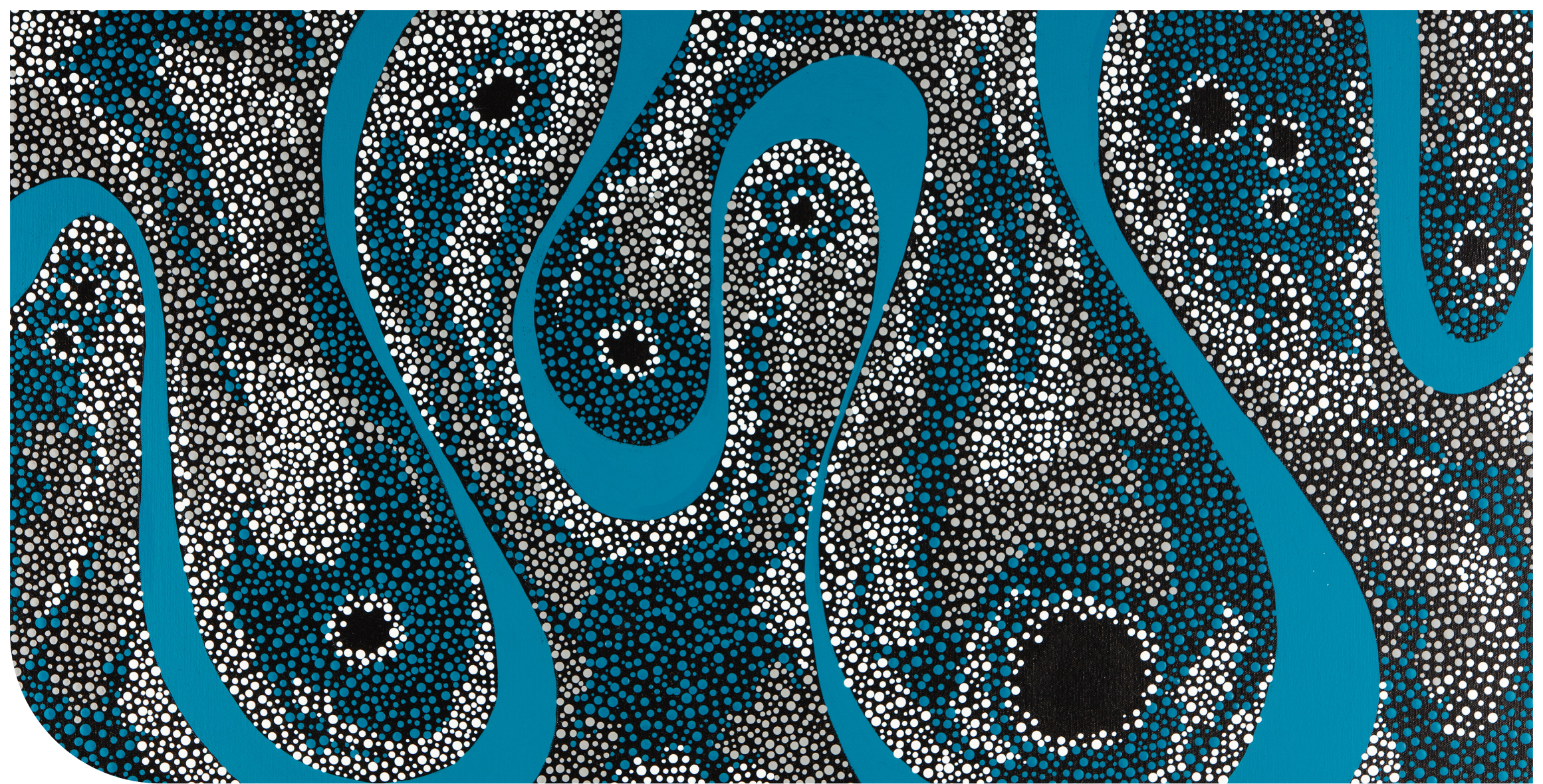
Please contact our Director of Mission Integration, Kellie Goldsworthy:

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Kellie works as part of the Executive team at Calvary Mater Newcastle, with Aboriginal and Torres Strait Islander health included in her portfolio.





 **Calvary**  
Mater Newcastle

  
RECONCILIATION  
ACTION PLAN  
**INNOVATE**

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