

Reflect Reconciliation Action Plan

October 2022 - October 2023

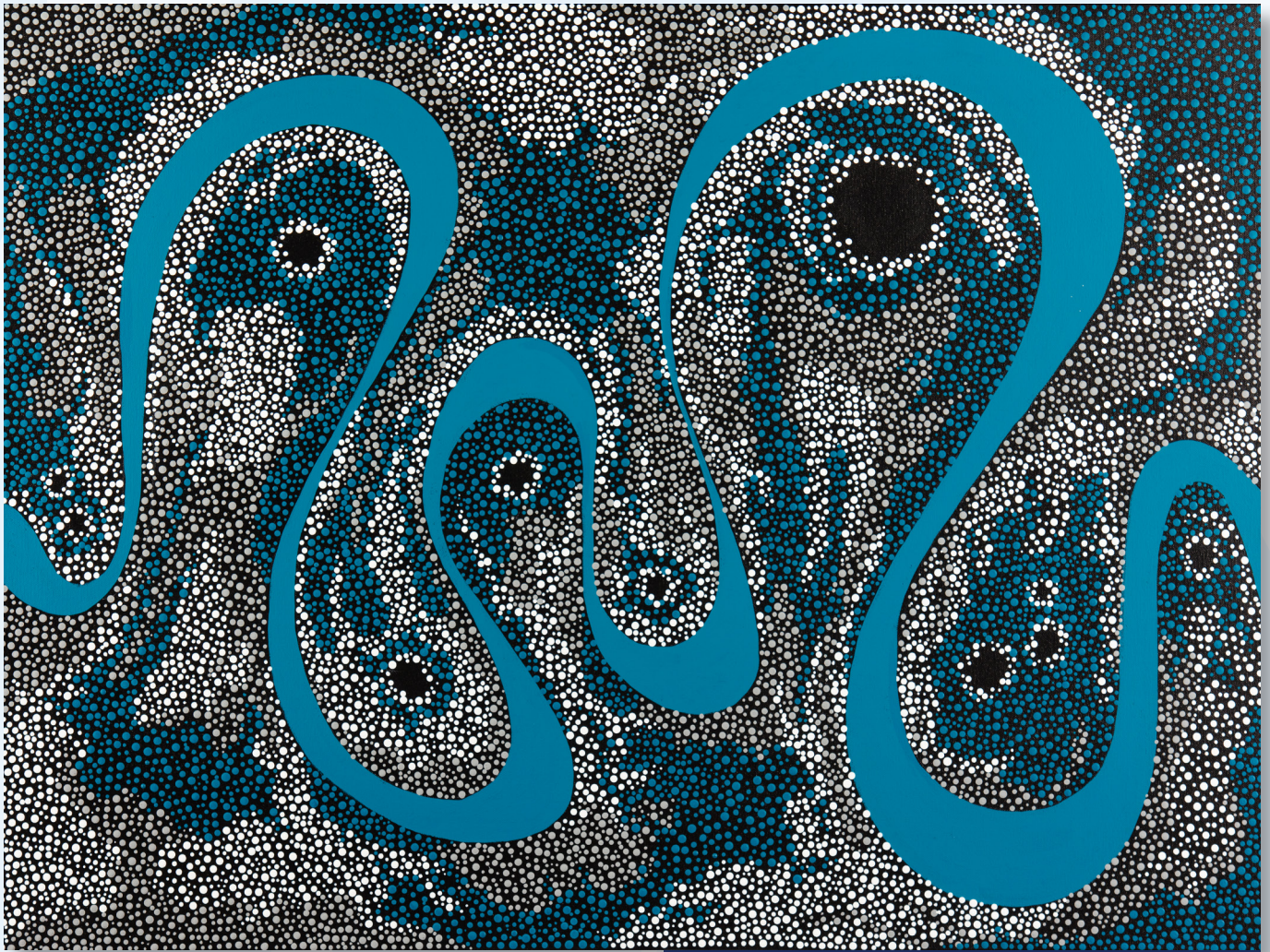


Continuing the Mission of the Sisters of the Little Company of Mary



Acknowledgement of Country

Calvary acknowledges the Traditional Custodians and Owners of the lands on which all our services operate. We recognise 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 First Nations peoples to this country and commit ourselves to the ongoing journey of Reconciliation.



Caring for Communities

The painting “Caring for Communities” by Thomas Croft depicts the importance of the river, and what this offers to the community, whether this be a source of food, drink or recreational purposes.

The painting entails how we need to care for our families, and support our communities through kindness, compassion, healing and respect.

Artist Info

I was born in 1974 Whyalla, South Australia

My Father is a Barngarla man that is my line, Barngarla. Our stories are many including the 7 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.

Thomas Croft

Contents

Message from Our National CEO	5
Message from Reconciliation Australia's CEO	6
Our Business	7
Our Reconciliation Action Plan	8
Our partnerships/current activities	8
Relationships	9
Respect	10
Opportunities	11
Governance	12



Message from our National CEO

I am pleased to share with you Calvary's 2022-2023 Reflect Reconciliation Action Plan (RAP), which provides our organisation with a framework and action plan, that allows us to make a significant contribution to the Australian reconciliation process. The development of our RAP speaks to our Strategic Intent in providing *safe, equitable workplaces that are welcoming and respectful of all*.

Calvary is committed to creating an organisational culture where everyone is welcome, and one where First Nations people feel respected, valued and culturally safe. As a national provider of hospital, home, aged and virtual care services to people throughout all stages of life, we aim to make a positive, lasting contribution to the health outcomes of First Nations people in our care. We actively support the participation of First Nations peoples in the Calvary workforce, and support improving economic outcomes for First Nations suppliers.

Through the implementation and localisation of our RAP, we will embed the principles and purpose of reconciliation across Calvary, to ensure equity and equality for First Nations staff, patients, residents, clients and communities we serve.

In the words of Warren Mundine AO, Australian Aboriginal Leader and former National President of the Australian Labor Party, *"Reconciliation will not work if it puts a higher value on symbolic gestures rather than the practical needs of Aboriginal and Torres Strait Islanders in areas like health, housing, education and employment"*. This has been a guiding principle for the development of our Calvary Reflect RAP.

With the release of our 2022-2023 Reflect RAP, I would like to affirm our commitment towards the ongoing journey of reconciliation, and I invite all staff, suppliers and those in our care, to join us as we play our part in bringing about reconciliation in Australia.

MARTIN BOWLES AO PSM
National Chief Executive Officer



Message from Reconciliation Australia's CEO

Reconciliation Australia welcomes Calvary to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Calvary joins a network of more than 2,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to three million people now working or studying in an organisation with a RAP.

The four RAP types, Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Calvary to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Calvary, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

KAREN MUNDINE

Chief Executive Officer, Reconciliation Australia

Our Business

Calvary is a charitable not-for-profit Catholic health care organisation that provides quality compassionate health care to the most vulnerable, including those reaching the end of their life.

We are responsible for over 19,000 staff and volunteers working across 14 Public and Private Hospitals, 79 Residential Care and Retirement Communities, 19 Home Care service centres and Virtual Care services. Calvary operates in ACT, NSW, Northern Territory, South Australia, Tasmania, Victoria and Queensland.

Calvary was established by six courageous Sisters of the Little Company of Mary, who sailed into Sydney on the SS Liguria on 4 November 1885. The Little Company of Mary pioneers had little knowledge of the health care legacy they would create. Theirs is a story of enduring care for the physical and spiritual health of so many Australians: firstly on the streets of Sydney and the rudimentary beginnings of home nursing; latterly and currently in the stewardship of some of Australia's best-known and much-loved hospitals, together with a national Calvary health, community and aged care ministry.

Calvary is committed to developing a culturally safe environment across our services in which First Nations patients, residents, clients and staff feel welcomed and supported. This will affirm life and healing, promoting the common good through just and compassionate health, aged, disability and community services that meet the needs of First Nations peoples, leading to improved experience, health and life outcomes. This work demonstrates the Spirit of Calvary and our Mission, Vision and Values.

At the time of our RAP submission, the number of Aboriginal and Torres Strait Islander staff employed by Calvary is unknown. However, we intend to investigate this in a culturally sensitive way.



RECONCILIATION
ACTION PLAN

REFLECT

Our Reconciliation Action Plan

Calvary's Reflect RAP outlines our commitment to building a culture where First Nations patients, residents, clients, local communities and staff are respected, valued and culturally safe.

The purpose of the RAP is to provide the organisation with a framework to encourage and enhance reconciliation through identified activities and practices that can be implemented locally. These actions will aim to foster positive and respectful relationships with First Nations communities and more broadly, the wider Australian community.

Consistent with Calvary's values of hospitality, healing, stewardship and respect, the Reflect RAP will support Calvary in contributing to the reconciliation journey of Australia.

Calvary's RAP journey started with the creation of our National RAP Working Group

in early 2021. The Working Group comprises of employees from across all regions, streams and corporate offices.

Calvary's Reflect RAP has been developed in consultation with our RAP Working Group. The plan will be monitored and maintained by the members of this Working Group, who report to the People, Values and Culture Committee. Our National Director of Mission is the Calvary RAP Champion, and is responsible for driving and championing internal engagement and awareness of the RAP as well as reporting progress to the National Executive Leadership Committee and the Little Company of Mary Health Care Board.

Our partnerships/current activities

Calvary has engaged with the following peak health bodies:

Congress of Aboriginal and Torres Strait Islander Nurses and Midwives; Indigenous Allied Health Australia; National Aboriginal and Torres Strait Islander Health Worker Association and the National Aboriginal Community Controlled Health

Organisation. In addition, Calvary has a close relationship with the National Aboriginal and Torres Strait Islander Catholic Council and the Chair of the Council, John Lochowiak.



Relationships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBLE
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify, establish and maintain relationships with First Nations stakeholders including national peak organisations within our sphere of influence. 	November, 2022	National Director of Mission
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with First Nations stakeholders including national peak organisations. 	November, 2022	National Director of Mission
	<ul style="list-style-type: none"> Develop engagement plans for key Calvary functions and services. 	July, 2023	National Director of Mission
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	27 May - 3 June, 2023	National Director Customer and Communication
	<ul style="list-style-type: none"> RAP Working Group members and service representatives to participate in an external NRW event. 	27 May - 3 June, 2023	RWG Co-Chairs
	<ul style="list-style-type: none"> Encourage and support senior leaders of services to host and register one external event to recognise and celebrate NRW. 	27 May - 3 June, 2023	Deputy NCEO
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. 	October, 2022	National Director of Mission
	<ul style="list-style-type: none"> Build partnerships with external stakeholders that our organisation can engage with on our reconciliation journey. 	May, 2023	National Director of Mission
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	November, 2022	National Director of Mission
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	January, 2023	National Director of Mission
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	January, 2023	National Director People and Corporate Services



Respect

ACTION	DELIVERABLE	TIMELINE	RESPONSIBLE
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"> Conduct a review of cultural awareness learning needs within our organisation. 	January, 2023	National Director People and Corporate Services
	<ul style="list-style-type: none"> Research, develop and implement practices for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, spirituality and spiritual practice knowledge and rights within our organisation. 	March, 2023	National Director of Mission
	<ul style="list-style-type: none"> Develop local/regional plans to understand and integrate the value of Aboriginal and Torres Strait Islander cultures and histories at a local level. 	January, 2023	Deputy NCEO
	<ul style="list-style-type: none"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. 	March, 2023	National Director People and Corporate Services
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. 	January, 2023	Deputy NCEO
	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	April, 2023	Deputy NCEO
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. 	July, 2023	National Director Customer and Communication
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local area. 	July, 2023	Deputy NCEO
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	July, 2023	RWG Co-Chairs



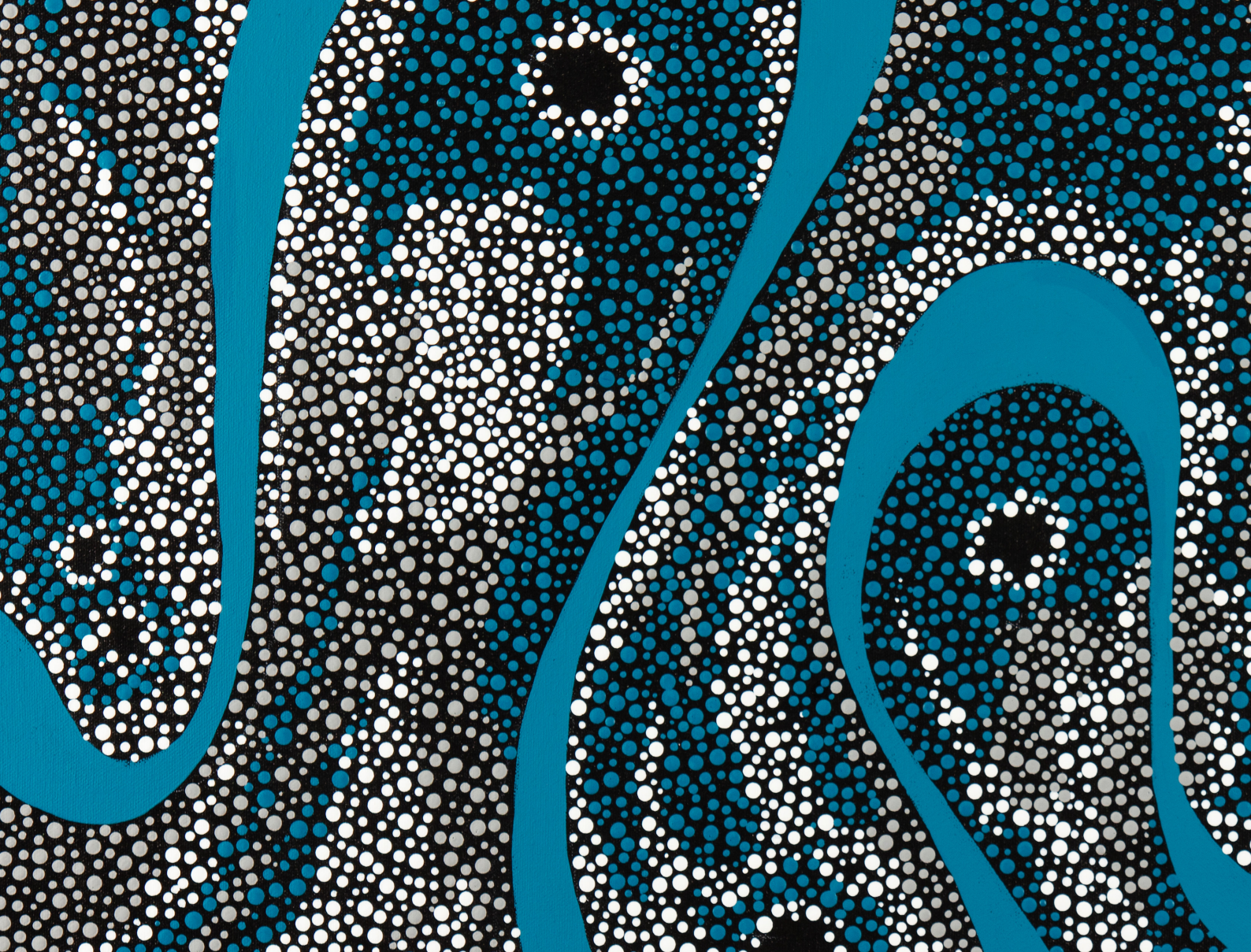
Opportunities

ACTION	DELIVERABLE	TIMELINE	RESPONSIBLE
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Identify the current numbers of Aboriginal and Torres Strait Islander employees to inform future employment and professional development opportunities. 	November, 2022	National Director People and Corporate Services
	<ul style="list-style-type: none"> Develop an implementation plan to assist in reaching the target of having three percent First Nations representation across our workforce within five years. 	August, 2023	National Director People and Corporate Services
	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation. 	April, 2023	National Director People and Corporate Services
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Investigate Supply Nation membership 	November, 2022	National CFO
	<ul style="list-style-type: none"> Develop a strategy and implementation plan for procurement from Aboriginal and Torres Strait Islander owned businesses. 	April, 2023	National CFO
	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	April, 2023	National CFO



Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBLE
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain a RWG to govern RAP implementation. 	April, 2023	RWG Co-Chairs
	<ul style="list-style-type: none"> Review and update Terms of Reference for RWG. 	April, 2023	RWG Co-Chairs
	<ul style="list-style-type: none"> Maintain Aboriginal and/or Torres Strait Islander representation on the RWG. 	April, 2023	RWG Co-Chairs
11. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	January, 2023	Deputy NCEO
	<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments. 	January, 2023	National Director of Mission
	<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure and report on RAP commitments. 	January, 2023	National Director of Mission
	<ul style="list-style-type: none"> Appoint a senior leader to champion our RAP internally. 	October, 2023	National CEO
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> 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. 	June, annually	National Director of Mission
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. 	1 August, annually	National Director of Mission
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 September, annually	National Director of Mission
13. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	July, 2023	National Director of Mission



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Calvary

Continuing the Mission of the Sisters of the Little Company of Mary

Hospitality
Healing
Stewardship
Respect