

Benalla Health

# **Reflect** **Reconciliation** **Action Plan**

November 2022 – October 2023



*Benalla*  
HEALTH

## Our Vision

Healthy, thriving and resilient communities in and around Benalla.

## Our Purpose

To care for our community by providing safe, high-quality healthcare for everyone.

## Acknowledgement of Country

Benalla Health acknowledges the Traditional Owners of the lands from across our region, the Yorta Yorta People and the Taungurung People. We pay our respects to their Elders past, present and emerging, for they hold the memories, the traditions, the culture and hopes of Aboriginal and Torres Strait Islander peoples across the State.

## Our Values



**Respect**



**Empathy**



**Excellence**



**Compassion**



**Accountability**

# Reflect RAP CEO statement – Benalla Health

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

Benalla Health joins a network of more than 1,100 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 3 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 Benalla Health 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 Benalla Health, 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



Benalla Health is located in Benalla 212 Kilometres from Melbourne. As a rural health service Benalla Health are an important part of the fabric of the community. Our Services span across the continuum ranging from Acute, Maternity, health promotion, health education, social support, developing health literacy – to delivering direct preventative, curative and supportive services. Our focus is on promoting and maintaining strength, wellbeing, independence, individuality and dignity through offering services tailored to each person and their families.

Our vision is to be able to partner with the Department of Health, our networks, partners, consumers and community to grow and develop into an innovative service that meets the needs of not only the individual, but the community we serve. Our workforce adds to the diversity of services we provide to our community. We are well supported by our residents, families, volunteers and auxiliary members. Our ethos is to continue working with our community to create a positive enriched caring environment.

We have developed a comprehensive Consumer, Carer and Community Engagement Strategy, based on the foundation belief that engagement of consumers, carers and the community in the planning, design, delivery and evaluation of services delivers better outcomes. These outcomes occur across a range of measures including; quality, efficiency, effectiveness and the safety of services, as well as generating a sense of ownership, empowerment and responsibility for individual healthcare.

Benalla Health employs 360 staff who are all based at our Hospital in Benalla. We currently do not have any voluntary self-identification processes in place for First Nations employees at Benalla Health.

While the exact number of Aboriginal and Torres Strait Islander staff is currently not known, we will work within this RAP to determine culturally appropriate ways to understand this.

## *Our services consist of:* **Acute Hospital Care**

Acute 24 beds.

Maternity 4 beds, lactation consultancy.

Perioperative Services: 2 operating theatres and day procedure unit.

Urgent Care Centre.

## **Aged Care**

We provide 30 Aged Care Beds which provides permanent and respite care for our residents.

## **Community Health Services**

Benalla Health Community Health provides allied health, community nursing and support services in the following areas;

- Occupational Therapy
- Physiotherapy
- Audiology
- Diabetes Education
- Dietetics and Nutrition
- Drug and Alcohol counselling
- Social work
- Pathology
- Podiatry
- Radiology
- Speech Pathology
- District and Community Nursing
- Palliative Care
- Community Aged Care Packages
- We also provide additional services to community members to assist them in maintain their health and wellbeing

# Our Reconciliation Action Plan

Benalla Health is developing a Reconciliation Action Plan (RAP) to align the organisational strategic goals to advance reconciliation within Australia, for the benefit of all Australians. Compared with other Australians, Aboriginal and Torres Strait Islander peoples experience more chronic disease and are generally disadvantaged on various indicators relevant to the social determinants of health. As a health service it is important that our services are culturally competent and accessible to Aboriginal and Torres Strait Islander peoples.

Benalla Health will implement the RAP through identified actions and collaboration with local Aboriginal and Torres Strait Islander communities. Benalla Health will develop a Reconciliation Working Group (RWG) to oversee and co-ordinate the implementation of the RAP's actions.

Benalla Health's RAP champion is the Operational Director of Healthy Communities. The RAP champion will be responsible for driving internal engagement and awareness of the RAP.

Benalla Health currently participates in the Aboriginal and Torres Strait Islander Advisory Group in partnership with

local health and community services. Benalla Health has an Aboriginal patient and family support officer through an agreement with the Victorian Aboriginal Child Care Agency (VACCA).

In 2022 Benalla Health conducted an Aboriginal & Torres Strait Islander Cultural Safety & Environmental Scan. The Environmental Scan was conducted by a local Aboriginal Elder and Aboriginal Cultural Connections Advisor with VACCA. An action plan has been developed as a result of the scan and this is monitored through the Diversity committee.

Benalla Health is the recipient of an Aboriginal cultural safety grant and plan of which progress reports are provided to the Victorian Department of Health.

## Our partnerships/ current activities

Benalla Health partners with the Benalla Rural City Council to provide NAIDOC week events to the local community and as part of the Benalla Aboriginal and Torres Strait Islander Advisory Group.

Benalla Health Executive has reached out to begin establishing an ongoing relationship with the local Yorta Yorta community.

# Relationships

Action	Deliverable	Timeline	Responsibility
<b>1.</b> Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	Nov 2022	Aboriginal patient & family support Officer
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Dec 2022	Aboriginal patient & family support Officer
<b>2.</b> Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023	Marketing Officer
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2023	CEO
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2023	Aboriginal patient & family support Officer & Consumer & Volunteer Coordinator
<b>3.</b> Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	Nov 2022	CEO
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Nov 2022	Operational Director of Healthy Communities
	Publish RAP on BH website to communicate our commitment to reconciliation publicly.	Dec 2022	Marketing officer
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Jan 2023	Operational Director of Healthy Communities
<b>4.</b> Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	Feb 2023	Aboriginal patient & family support officer
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	Mar 2023	Aboriginal patient & family support Officer

# Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	July 2023	Operational Director of Healthy Communities
	Investigate cultural learning opportunities for staff and senior leaders.	June 2023	Operational Director Performance Improvement
	Conduct a review of cultural learning needs within our organisation.	July 2023	Operational Director of Performance Improvement
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	November 2022	Community Engagement and Volunteer Coordinator
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2023	Aboriginal patient and family support officer
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2023	Aboriginal patient and family support officer
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2023	Marketing Officer
	RAP Working Group to participate in an external NAIDOC Week event.	July 2023 (first week)	Operational Director of Healthy Communities

# Opportunities

Action	Deliverable	Timeline	Responsibility
<b>8.</b> Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	Feb 2023	People and Culture advisor
	Increase culturally safe policies within our organisation through implementation of the Aboriginal and Torres Strait Islander Cultural Safety and Environmental scan.	June 2023	Operational Director of Healthy Communities
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2023	Aboriginal patient and family support officer
<b>9.</b> Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	July 2023	Exec Director Finance and Corporate Services
	Investigate supply nation membership	June 2023	Exec Director Finance and Corporate Services

# Governance

Action	Deliverable	Timeline	Responsibility
<b>10.</b> Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	Dec 2022	CEO
	Draft a Terms of Reference for the RWG.	Dec 2022	CEO
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	Feb 2023	CEO
<b>11.</b> Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Dec 2022	Operational Director Healthy Communities
	Engage senior leaders in the delivery of RAP commitments.	Dec 2022	CEO
	Define appropriate systems and capability to track, measure and report on RAP commitments.	Dec 2022	Operational Director of Performance Improvement
<b>12.</b> 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 2023	CEO
<b>13.</b> Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	April 2023	CEO



Benalla Health  
PO Box 406  
Benalla VIC 3672

Jackie Kelly - CEO  
(03) 5761 4222  
[jackie.kelly@benallahealth.org.au](mailto:jackie.kelly@benallahealth.org.au)

[www.benallahealth.org.au](http://www.benallahealth.org.au)