

Reflect Reconciliation Action Plan

July 2021 - June 2022



This document and other related resources may contain images of Aboriginal and Torres Strait Islander peoples who may be deceased.

Acknowledgement of Country

New South Wales Ambulance acknowledges Aboriginal and Torres Strait Islander peoples and the many traditional lands, waterways and languages where our facilities and team members are based. We acknowledge the wisdom of Elders past, present and emerging and pay our respect to all Aboriginal communities of today.

About the artwork and artist

NSW Ambulance is honoured to feature the painting 'Walcha' by Justin Payne in this publication.

Like many traditional Aboriginal artists, Justin found inspiration for his painting from his local environment and used a dot painting technique to capture his vision.

'Walcha' represents Apsley Falls at Walcha in New South Wales. The blue middle area that runs from left to right is the Apsley River, and down in the bottom-right corner is the falls. The small and big circles in the river are rocks. On each side of the river are paths that run down to the lookouts. A swing bridge crosses the river to connect the paths. The sun is featured in the top-right corner and the rest of the painting includes plants, grasses and rocks.



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Endorsement from the CEO of Reconciliation Australia

Reconciliation Australia welcomes New South Wales Ambulance to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

New South Wales Ambulance 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 over 2.3 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 New South Wales Ambulance 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 New South Wales Ambulance, 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

NSW Ambulance seeks to participate in the journey taking place between Aboriginal and Torres Strait Islander peoples and the wider Australian community to understand the impacts of dispossession, disadvantage and continued hardships faced today by many Aboriginal and Torres Strait Islander peoples as a result of Australia's colonial history and more recent past.



Chief Executive's Message

NSW Ambulance is an organisation proud of its heritage and the respect our highly skilled clinicians receive from the community. In 2020, NSW Ambulance celebrated 125 years of service to the community. For at least 125 years, our patients have been at the centre of our resolve to provide excellence in care.

However, many Aboriginal and Torres Strait Islander peoples continue to experience poorer living standards and health outcomes and much less prosperity than the general population. This disparity exists despite Australia being one of the world's healthiest and richest nations.

The disparity is widely recognised across Australia, and we wish to join other individuals and organisations that are playing their part to reconcile the inequality. So we could best participate, our Reconciliation Working Group has established the Reconciliation Action Plan (RAP) as our charter for action.

Our RAP outlines how we can extend our excellence in care to better encompass Aboriginal and Torres Strait Islander communities, families and patients. It outlines practical actions for us to

undertake to build strong relationships, enhanced respect in our workforce, and prosperity for Aboriginal and Torres Strait Islander peoples. In turn, these actions will strengthen our organisation and the services we provide.

NSW Ambulance extends the deepest gratitude to the members of the Reconciliation Working Group who have provided expertise, dedication and time to help us begin our 'journey'.

Dr Dominic Morgan ASM

Chief Executive,
NSW Ambulance





Paramedics Hanna and Jennifer Perry

Our Reconciliation Action Plan

About Us

NSW Ambulance provides medical and emergency patient care in out-of-hospital settings. This includes time sensitive emergency responses via ambulance vehicle under 'lights and siren' or ambulance helicopter despatch, and less urgent work like inter-hospital and health related transports. Triple Zero (000) phone calls and ambulance vehicle and aeromedical responses are managed by our control centres which work together with paramedics, operational managers, retrieval doctors and flight nurses to provide each patient with the right care at the right time.

We employ 5,971 people*, with ninety-one per cent of staff in frontline service delivery roles like paramedic and in our control centres. The

remaining nine per cent are corporate and support employees who assist in the delivery of services, including in finance, human resources, and mechanical workshops. Our workforce includes 140 Aboriginal and Torres Strait Islander employees, with 117 paramedics and paramedic specialists, 10 operational managers and eight control centre staff. A further five employees work as corporate or support staff.

There are 221* ambulance stations across the State and our other resources include 1,664 operational vehicles, 12 ambulance helicopters and seven fixed-wing aircraft.

**As at 30 June 2020.*



140 Aboriginal and Torres Strait Islander employees



117 paramedics and paramedic specialists



10 operational managers



8 control centre staff



5 corporate or support staff

Our reconciliation pledge

NSW Ambulance pledges to make a positive contribution to the health and wellbeing of Aboriginal and Torres Strait Islander peoples. We want to ensure Aboriginal and Torres Strait Islander peoples have complete access to patient care which they feel is culturally safe and responsive, and jobs that offer secure employment in a workforce that recognises and values diversity and inclusion.



Paramedic Laura Irwin and
Zone Manager Tim Collins

Our vision for reconciliation

With access to culturally safe and responsive health care and jobs that provide a level of security, our vision is for Aboriginal and Torres Strait Islander peoples to enjoy longer healthier lives, for their children to have improved education outcomes and their youth to have better access to employment opportunities. It is envisaged that these aspects will foster community prosperity and equality for current and future generations.



Steve Green and
Dane Goodwin,
Special Operations

Our Reconciliation Action Plan (RAP)

This is our first RAP, and is presented in the 'Reflect' theme and format from Reconciliation Australia which is designed to support the first year of an organisation's reconciliation journey.

Our RAP maps out the beginnings of our contribution to the reconciliation movement taking place between Aboriginal and Torres Strait Islander peoples and the wider Australian community. We will play our part by developing a culturally safe and responsive workforce, recognising more employment opportunities for Aboriginal and Torres Strait Islander peoples while expanding our workforce, and progressing with tailored clinical care programs in agreement with communities. The incorporation of these aspects into our daily business is consistent with the NSW Aboriginal Health Plan 2013-2023, to which NSW Ambulance is signatory along with other State health agencies. Our Chief Executive will undertake the role of Reconciliation Champion during our Reflect RAP, by leading us on our reconciliation journey and making sure our goals are achieved.



Intensive Care Paramedic Merinda Hill

Our Reconciliation Working Group

Our Reconciliation Working Group consists of workforce representatives including Aboriginal and Torres Strait Islander employees from around NSW and Aboriginal community members, who together have developed our RAP and will review our achievements as we progress:

- **Peter Blatch**, Director Talent & Capability, NSW Ambulance – chairperson
- **Darryl Wright**, CEO Tharawal Aboriginal Corporation
- **Jamie Newman**, CEO Orange Aboriginal Medical Service
- **Fran Liddle**, Manager Diversity & Inclusion, NSW Ambulance
- **Fiona McLean**, Project Manager, Transport for NSW
- **Liam Harte**, Director Indigenous External Relationship Development, University of Sydney
- **Tim Collins**, Zone Manager, New England, NSW Ambulance
- **Anthony McBride**, Station Officer, Tamworth, NSW Ambulance
- **Leanne Golledge**, Paramedic, Nambucca Heads, NSW Ambulance
- **Dean James**, A/Manager Deployments, Hunter New England, NSW Ambulance
- **Callista Bryan**, Aboriginal Workforce Engagement Coordinator, NSW Ambulance - secretariat

Our reconciliation priorities cover these key areas:
Relationships, Opportunities, Respect, and Governance



Paramedic Brad Wright, Delaraya Ryan,
Rondelle Ryan and Station Officer Shireen Doyle

Our journey so far

Health and wellbeing has a positive correlation with having a secure income and respectful work environment. By targeting positions for Aboriginal and Torres Strait Islander peoples, it is one way we contribute to positive Aboriginal and Torres Strait Islander health outcomes. Targeted recruitment* allows a portion of our multiple frontline vacancies like trainee paramedic, graduate paramedic, paramedic specialist and control centre roles to be allocated each year for suitable Aboriginal and Torres Strait Islander candidates. These opportunities provide on-the-job training, permanent employment and a sustainable income. Employment is available in urban, regional and remote locations throughout NSW, which allows employees to have the opportunity to work and live in their community or nearby if they choose to. All our staff can become role models for securing a job, making healthy lifestyle choices, contributing to the community, and promoting NSW Ambulance as an employer of choice.

Joining our workforce can lead to further job opportunities within our organisation into advanced clinical roles, and senior operational or management roles. Our Aboriginal Workforce Development Plan supports Aboriginal and Torres Strait Islander employees to fulfil their career aspirations. Through

targeted recruitment, Aboriginal and Torres Strait Islander paramedics are able to progress into specialist paramedic and managerial roles, leading to better access to advanced clinical care for Aboriginal and Torres Strait Islander peoples, and greater awareness and informed decisions about Aboriginal and Torres Strait Islander health care.

'Respecting the Difference' Aboriginal Cultural Awareness Training is provided to all staff to facilitate a supportive workplace for Aboriginal and Torres Strait Islander employees and culturally safe and responsive care for Aboriginal and Torres Strait Islander patients. Aboriginal Peer Support Officers and an Aboriginal Ambulance Chaplain are available to provide support to Aboriginal and Torres Strait Islander employees following a traumatic workplace incident.

Other programs we have established in selected Aboriginal communities include NSW Ambulance Authorised Care Plans, patient referral pathways for low acuity Aboriginal and Torres Strait Islander patients, and our acute rheumatic fever paramedic protocol for high risk groups provides improved clinical care for Aboriginal and Torres Strait Islander patients with this condition. For more about the work we are already undertaking, see pages 21 to 23.



Paramedics Taylor McLean and Alexandra Di Stefano

**Targeted recruitment is where a portion of mainstream vacancies are set aside to be filled by suitable Aboriginal or Torres Strait Islander applicants. The selection committee recommends appointment where an applicant satisfies the criteria for the position. Targeted Aboriginal roles differ from identified Aboriginal roles, where Aboriginality is an occupational requirement and the person works specifically with Aboriginal peoples and communities, including developing or delivering tailored programs and services.*



Zone Manager Brad Goodwin and Executive Director Clinical Operations David Dutton

Our employees have a special role to play

Our employees, who are encouraged and supported to embrace and incorporate reconciliation into their work, are vital to our organisation's reconciliation journey. Through measures in the RAP, we aim to create a safer workplace for Aboriginal and Torres Strait Islander peoples, their culture and health care needs. Frontline staff, like paramedics, control centre employees, flight nurses and operational managers have a high public profile and are the face of our reconciliation efforts. They are the vanguard in NSW Ambulance's work to deliver culturally safe

and responsive patient care, and to forging greater relationships with Aboriginal communities about using our services.

Our employees have started building on their understanding of reconciliation by participating in 'Respecting the Difference' Aboriginal Cultural Awareness Training. There is also opportunity for staff to participate in Reconciliation Australia's National Workplace Barometer Survey every two years, which will help inform NSW Ambulance about employee views and progress in building a reconciliation culture in the workplace.



Case studies

‘Heart Yarns’

An important focus of our efforts towards achieving improved health for Aboriginal and Torres Strait Islander peoples is our ‘Heart Yarns’ Aboriginal Cardiac Care Awareness program.

‘Heart Yarns’ aims to address the high mortality and morbidity resulting from cardiovascular disease for Aboriginal peoples by sharing health knowledge in a culturally appropriate way. To date, more than 156 Aboriginal communities and over 4,000 Aboriginal people throughout NSW have participated in ‘Heart Yarns’.

This award winning program continues to evolve with constant consultation and input from Aboriginal peoples particularly Aboriginal Elders and community members, Aboriginal health practitioners, and Aboriginal academics and educators. There is also collaboration with other organisations such as the National Heart Foundation of Australia, Stroke Foundation Australia, Rheumatic Heart Disease Australia and Literacy for Life Foundation. This has led to the development of nine individual adaptations of ‘Heart Yarns’, tailored to community needs and incorporating other key health areas like stroke, diabetes, methamphetamine use, asthma and rheumatic heart disease.

Mark Trebley, who runs Heart Yarns, describes how the program works. “There is always an attempt to share the health knowledge with Elders before engaging with

community. This respectfully allows the Elders to receive the knowledge first and for Elders to ‘edit’ the yarns to suit their communities. Permission is then sought from the Elders to share the knowledge with their communities.

The success of this program can be partly attributed to the inclusion of the ‘Both or Many Ways’ philosophy of diverse education and the utilisation of Indigenous learning principles. We often get feedback such as ‘you say it our way’ and ‘nobody has ever explained it like that for us before’.

The importance of developing long standing relationships with Aboriginal peoples and communities can be seen as the program evolves to become ‘circular’, meaning that we are often encouraged to return on a regular basis to reinforce the knowledge and to share any new knowledge with communities.

Another measure of the program’s success is how on return visits to communities we are told good news yarns, stories involving positive health outcomes based on knowledge shared during our previous engagements. As an Aboriginal health practitioner in Lake Cargelligo told us, ‘We remembered what you said, got him to the hospital, and now he has stents’.

As an educator and student it is beyond a privilege to be able to share knowledge with and to learn from the oldest continuous cultures in the world - always was, always will be.”



Heart Yarns presenter
Mark Trebley and
Brewarrina Station
Paramedics



Aboriginal Hospital Liaison Officer Louise Brown and Paramedic Natasha Cole

‘Koori Connect’

Paramedic Natasha Cole (Tash) and Aboriginal Hospital Liaison Officer Louise Brown (Lou) received a standing ovation in 2019 after presenting about their “Koori Connect” program at the NSW Aboriginal Chronic Conditions Network Conference. This was powerful acknowledgment of their inspiring work together to improve patient care for Aboriginal peoples with chronic health conditions in remote NSW.

While working at Bourke Hospital in north-west NSW, Lou partnered up with Tash from NSW Ambulance who was also working in Bourke, to develop Koori Connect. Koori Connect is a health promotion and referral program which has built effective links between Aboriginal communities and paramedics, by working collaboratively with the local Aboriginal Hospital Liaison Officer (AHLO).

Tash and Lou produced a locally run health promotion presentation delivered to the Aboriginal community in and around the remote town of Bourke. The aim was to increase interaction and trust between Aboriginal communities and primary health care providers. An alternate referral destination pathway was also introduced to provide integrated care for Aboriginal and Torres Strait Islander patients who have initially been assessed by attending paramedics for health and/or socially related issues. Paramedics identify if patient referral to the AHLO, primary health care provider, community outreach services or clinics within the community would be more appropriate than transporting someone directly to the emergency department.

All referrals are sent to the AHLO and consideration of a referral to the AHLO includes:

- identified difficulty in managing activities of daily living or chronic health conditions
- frequent ambulance use
- evidence of caregiver stress
- positive Elder at Risk score, and
- patients who are apprehensive about following up with a GP or any other health care provider.

The AHLO follows up with each patient to obtain a thorough understating of their needs and identify any underlying conditions not immediately apparent, and to ensure the patient feels enabled, understood and aware of various health care options available to them. The AHLO and a local paramedic may visit the patient in some cases, to facilitate alternative care referrals. Paramedics are provided with feedback about the outcome of their referral, which gives them wider knowledge and an appreciation of the patients in their community.

In 2020 Tash and Lou commenced a Graduate Certificate in Clinical Redesign at the Centre for Healthcare Redesign, which partners with the University of Tasmania to deliver the course. Using proven redesign methodology, Tash and Lou will develop and implement sustainable change processes to improve Koori Connect and the way health care is delivered and experienced through the program. The results will bring further benefits for Aboriginal and Torres Strait Islander patients, families and communities in a model that could be adopted across NSW.

Content source: Koori Connect abstract, NSW Aboriginal Chronic Conditions Network Conference 2019.



Our Reconciliation Priorities



Relationships

We will build mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples to achieve reconciliation outcomes.

1. Promote reconciliation through our sphere of influence

Communicate our commitment to reconciliation to all staff through these measures:

- Brief the Executive Leadership Team about the need to lead by example and engender support among their teams for reconciliation.
Timeline: July 2021
Responsibility: Executive Director People & Culture
- Promote the RAP and our RAP commitments through various means to all staff.
Timeline: August 2021
Responsibility: Executive Director People & Culture, and Aboriginal Workforce Engagement Coordinator
- Provide our employees with updates about RAP progress.
Timeline: December 2021 plus March & June 2022
Responsibility: Aboriginal Workforce Engagement Coordinator

Identify external stakeholders that NSW Ambulance can engage with in our reconciliation journey.

Timeline: March 2022

Responsibility: Aboriginal Workforce Engagement Coordinator

Identify RAP and other organisations that NSW Ambulance could approach to collaborate with on our Reconciliation journey.

Timeline: March 2022

Responsibility: Aboriginal Workforce Engagement Coordinator

2. Build relationships by promoting National Reconciliation Week (NRW)

Continue to promote our support for NRW and National Sorry Day on our Facebook page and staff intranet.

Timeline: 26 May - 3 June 2022

Responsibility: Aboriginal Workforce Engagement Coordinator and Media & Communications

Continue to arrange for an Aboriginal or Torres Strait Islander paramedic to accompany the Chief Executive to the NSW Indigenous Veterans Commemoration Service on National Sorry Day.

Timeline: 26 May 2022

Responsibility: Aboriginal Workforce Engagement Officer

Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.

Timeline: Late May 2022

Responsibility: Aboriginal Workforce Engagement Officer



RAP Working Group members participate in an external NRW event.

Timeline: 26 May - 3 June 2022

Responsibility: RAP Working Group

Encourage and support staff and senior leaders to participate in at least one external event to recognise and promote NRW

Timeline: 26 May - 3 June 2022

Responsibility: Aboriginal Workforce Engagement Officer

3. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations

Continue to collaborate with various government agencies, Aboriginal community organisations and job support networks, to improve opportunities for Aboriginal and Torres Strait Islander health and employment.

Timeline: June 2022

Responsibility: Aboriginal Workforce Engagement Coordinator and Manager Models of Care

Continue to engage with Aboriginal communities and build on existing relationships, eg with Local Aboriginal Land Councils, Elders groups and Aboriginal Medical Services, to facilitate better service delivery.

Timeline: June 2022

Responsibility: Local operational managers and operational staff

4. Promote positive race relations through anti-discrimination strategies

Research best practice and policies in areas of race relations and anti-discrimination.

Timeline: March 2022

Responsibility: Aboriginal Workforce Engagement Coordinator

Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.

Timeline: March 2022

Responsibility: Aboriginal Workforce Engagement Coordinator





Opportunities

Aboriginal and Torres Strait Islander peoples will have greater opportunity to contribute to and participate in the community through employment and enterprise development, and better access to health care services.

Economic participation

5. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development

Build an understanding of our current Aboriginal and Torres Strait Islander workforce profile to inform future employment and professional development opportunities.

Timeline: July 2021

Responsibility: Aboriginal Workforce Engagement Coordinator and Manager Recruitment

Develop an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy that includes existing measures to:

- Meet the Public Service Commission's mandate of three per cent Aboriginal representation in all non-executive salary bands, and participate in the goal to double the number of Aboriginal people in senior executive roles, by December 2025, and
- Provide Aboriginal employment opportunities while honouring our agreement with the Ministry of Health to expand our workforce by 750 new frontline staff by December 2022.

Timeline: December 2021

Responsibility: Manager Diversity & Inclusion and Aboriginal Workforce Engagement Coordinator

Consult with our Aboriginal and Torres Strait Islander workforce on our recruitment, retention and professional development strategy.

Timeline: February 2022

Responsibility: Manager Diversity & Inclusion and Aboriginal Workforce Engagement Coordinator

Continue to maintain a contact list of Aboriginal and Torres Strait Islander employees to keep them informed about promotional opportunities and development activities within the organisation.

Timeline: June 2022

Responsibility: Aboriginal Workforce Engagement Coordinator

6. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes

Support procurement from Aboriginal and Torres Strait Islander owned businesses through these existing measures:

- The Aboriginal procurement champion will consult regularly with NSW Procurement to endorse the new Aboriginal Procurement Policy within NSW Ambulance and promote the importance of participation for all business units undertaking procurement.
Timeline: June 2022
Responsibility: Contracts & Procurement Advisory Unit
- Carry out supplier analysis with first consideration being given to Aboriginal businesses where value for money, fit for purpose and quality targets is met.
Timeline: June 2022
Responsibility: All NSW Ambulance business units undertaking procurement activity



- Require suppliers for procurement worth \$10 million or more to provide an Aboriginal Participation Plan in their tender response.
Timeline: June 2022
Responsibility: All NSW Ambulance business units undertaking procurement activity
 - For all procurement worth \$10 million or more, establish Aboriginal evaluation criteria and supplier contracts with requirements to report on Aboriginal participation.
Timeline: June 2022
Responsibility: All NSW Ambulance business units undertaking procurement activity
 - Report all contracts awarded to Aboriginal businesses that are worth \$50,000 or more to the NSW Procurement Board within 45 days of contract execution.
Timeline: June 2022
Responsibility: Contracts & Procurement Advisory Unit
-

Investigate Supply Nation membership as a government agency.

Timeline: March 2022

Responsibility: Contracts & Procurement Advisory Unit

Health care access

7. Expand the 'Heart Yarns' Aboriginal Cardiac Care Education Program to reach more Aboriginal communities

Hold additional education sessions in response to community demand in regional and rural Aboriginal communities.

Timeline: June 2022

Responsibility: Manager Cardiac Care and 'Heart Yarns' coordinator

8. Redesign the Koori Connect Program to better link Aboriginal communities with services they need

Use knowledge gained from undertaking a targeted Graduate Certificate in Clinical Redesign to improve the Koori Connect Program for health education and patient care for Aboriginal communities in Bourke and surrounding areas.

Timeline: December 2021

Responsibility: Acting Health Relationship Manager, Hunter New England, in collaboration with the local Aboriginal Hospital Liaison Officer

9. Investigate sources of information about Aboriginal and Torres Strait Islander patient satisfaction to help improve our services

Liaise with the Australian Council of Ambulance Authorities to determine the capacity to collate NSW Aboriginal and Torres Strait Islander patient data from their annual National Patient Experience Survey.

Timeline: December 2021

Responsibility: Associate Director Clinical Programs and Manager Models of Care



Respect

We will build a culturally informed workforce that can provide Aboriginal and Torres Strait Islander peoples with access to care which they feel safe to use.

10. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning

Ensure new employees attend our established 'Respecting the Difference' Aboriginal Cultural Awareness Training, through these measures:

- All student paramedics, graduate paramedics and trainee control centre employees undertake online and face-to-face training modules before starting work.
Timeline: July 2021
Responsibility: Manager Learning & Development and Director Education
- Our facilitator makes reference to ways in which paramedics and other staff can connect with their local Aboriginal community.
Timeline: July 2021
Responsibility: Manager Learning & Development
- All new corporate employees undertake online and face-to-face training modules.
Timeline: July 2021
Responsibility: Manager Learning & Development

Continue rollout of our 'Respecting the Difference' Training for existing employees in workplaces across NSW through these measures:

- Monitor staff uptake of online and face-to-face training.
Timeline: June 2022
Responsibility: Manager Learning & Development
- Continue face-to-face training so that more than 90 per cent of staff complete the training in 2021.
Timeline: December 2021
Responsibility: Manager Learning & Development

11. 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 areas.

Timeline: June 2022
Responsibility: Local operational managers and operational staff

Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, including these measures:

- Utilise the Ministry of Health's 'Welcome to Country Protocols' when holding formal events.
Timeline: June 2022
Responsibility: Executive Directors and Media & Communications
- Add the following acknowledgment written by our Reconciliation Working Group to our intranet, webpage, Facebook and external publications: 'NSW Ambulance acknowledges the Aboriginal and Torres Strait Islander peoples and the many traditional lands, waterways and languages where our facilities and team members are based. We acknowledge the wisdom of Elders past, present and emerging and pay our respects to all Aboriginal communities of today.'
Timeline: September 2021
Responsibility: Aboriginal Workforce Engagement Officer, and Media & Communications

12. 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 including these existing measures:

- Promote the eligibility of Aboriginal and Torres Strait Islander staff to apply for Special Leave, to attend NAIDOC events in their community.
Timeline: Early June 2022
Responsibility: Aboriginal Workforce Engagement Coordinator and delegated managers
- Issue an annual NAIDOC Week notice to all staff, to promote NAIDOC Week.
Timeline: Late June 2022
Responsibility: Executive Director People & Culture
- Promote our support and involvement in NAIDOC Week on our Facebook page and staff intranet.
Timeline: Late June 2022
Responsibility: Aboriginal Workforce Engagement Coordinator and Media & Communications
- Encourage paramedics to attend local NAIDOC Week events, to provide services on a stand-by basis.
Timeline: Early June 2022
Responsibility: Local operational managers
- Invite Aboriginal and Torres Strait Islander paramedics to attend the Inner City NAIDOC Family & Sports Day.
Timeline: Early June 2022
Responsibility: Aboriginal Workforce Engagement Coordinator

Familiarise our staff with NAIDOC Week by promoting external events in local areas.

Timeline: Late June 2022

Responsibility: Aboriginal Workforce Engagement Coordinator

RAP Working Group to participate in an external NAIDOC Week event.

Timeline: Early June 2022

Responsibility: RAP Working Group

13. Promote National Close the Gap Day, to raise awareness about improvements needed in Aboriginal and Torres Strait Islander health

Promote our support for Close the Gap Day on our Facebook page and staff intranet.

Timeline: On the third Thursday March 2022

Responsibility: Aboriginal Workforce Engagement Coordinator, and Media & Communications



Governance & Tracking Our Progress

We will resource and review our reconciliation activities to ensure their viability and integrity.

14. Maintain an effective Reconciliation Working Group to drive governance of the RAP

Reconvene the Reconciliation Working Group to monitor reconciliation actions and outcomes, and provide a progress report to the Chief Executive.

Timeline: December 2021

Responsibility: Aboriginal Workforce Engagement Coordinator

Provide report to NSW Ambulance Advisory Board and the Executive Leadership Team on actions and outcomes at end of year 1 of the RAP.

Timeline: June 2022

Responsibility: Aboriginal Workforce Engagement Coordinator

15. Provide appropriate support for effective implementation of RAP commitments

Define resource needs for RAP implementation.

Timeline: July 2021

Responsibility: Aboriginal Workforce Engagement Coordinator

Engage senior leaders in the delivery of RAP commitments.

Timeline: July 2021

Responsibility: Chief Executive and Executive Director People & Culture

Define appropriate systems and capability to track, measure and report on RAP commitments.

Timeline: July 2021

Responsibility: Aboriginal Workforce Engagement Coordinator

16. 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.

Timeline: 30 September 2021

Responsibility: Aboriginal Workforce Engagement Coordinator

17. Continue our reconciliation journey by developing our next RAP

Reconvene the Reconciliation Working Group to review reconciliation actions and outcomes, and to produce a new RAP for the 'Innovate' stage.

Timeline: June 2022

Responsibility: Aboriginal Workforce Engagement Coordinator

Register via Reconciliation Australia's website to begin developing our next RAP.

Timeline: June 2022

Responsibility: Aboriginal Workforce Engagement Coordinator



Members of Hannah's Bridge Wiradjuri Family Indigenous Corporation with Paramedics from Liverpool superstation

What we have already been undertaking

Relationships

1. Participation in Reconciliation Australia's 2020 Workplace RAP Barometer Survey.

Baseline data collected about our employees' attitudes towards reconciliation, which we can use to measure long-term RAP outcomes.

2. Collaborating with our Aboriginal Workforce Reference Group.

The Aboriginal Workforce Reference Group is utilised to review and contribute to strategic activities and publications for Aboriginal and Torres Strait Islander health, employment and career development.

3. Show-casing our Aboriginal and Torres Strait Islander paramedics as role models to Aboriginal and Torres Strait Islander peoples and the wider community.

Aboriginal and Torres Strait Islander paramedics and other uniformed employees attend annual signature community events, including:

- The Aboriginal & Torres Strait Islander Commemorative Anzac Day Ceremony at the War Memorial in Canberra
- NSW Indigenous Veterans Commemoration Service on National Sorry Day, and
- Inner City NAIDOC Family & Sports Day in July.

4. Celebrating 40 years of Women as Paramedics.

Three Aboriginal female paramedics were included among the staff profiles in our 2019 publication '40 years of Women as Paramedics'.

5. Celebrating the 125th anniversary of NSW Ambulance

Photos of Aboriginal paramedics plus an employee profile appear in our 125th year anniversary book, published in 2020.



Opportunities

6. Maintaining a full-time Aboriginal Workforce Engagement Coordinator role

Our Aboriginal Workforce Engagement Coordinator develops and carries out Aboriginal employment and workforce development activities, and provides support and advice to Aboriginal and Torres Strait Islander job applicants about selection processes. Other responsibilities include:

- Coordinating the Aboriginal Workforce Reference Group, and the Reconciliation Working Group
- Rolling out RAP activities across the organisation
- Implementing the Aboriginal Workforce Development Plan
- Supporting managers who wish to undertake targeted Aboriginal recruitment, and
- Building and maintaining strategic relationships within and outside the organisation.

7. Undertaking culturally-informed recruitment processes for our targeted Aboriginal frontline positions and other roles like Aboriginal Peer Support Officer

Targeted Aboriginal recruitment includes having an Aboriginal Selection Committee Member to provide cultural advice to other committee members, ensure a culturally supportive environment during interview and be a role model for job applicants. Applicants also receive support and advice during the selection process from the Aboriginal Workforce Engagement Officer. Successful candidates may be able to attend the same induction course together.

The Ministry of Health's policy for 'Recruitment & Selection of Staff to the NSW Health Service' is used by managers and selection committees for guidance on culturally appropriate processes.

Respect

Culturally appropriate services

8. Making culturally sensitive support available for Aboriginal and Torres Strait Islander employees in the case of traumatic workplace incidents.

Aboriginal Peer Support Officers are available to provide psychological first aid to Aboriginal and Torres Strait Islander paramedics, control centre staff, and other employees.

An Aboriginal Ambulance Chaplain is available to provide spiritual support to Aboriginal and Torres Strait Islander employees.

Aboriginal Peer Support Officers and Ambulance Chaplain are easily identified on the staff support contact lists and weekly rosters.

The Employee Assistance and Psychological Services (EAPS), Grievance Contact Officers (GCO) and staff psychologists are available for all staff.

Managers can refer any employee to a Peer Support Officer, Ambulance Chaplain; EAPS, GCO or in-house psychologist and any employee can self-refer to support.

9. Raising respect and understanding of Aboriginal culture.

Artwork by our Aboriginal and Torres Strait Islander paramedics is reproduced in relevant publications, strategic documents and all-staff notices, and includes acknowledgment of the artist and story about the artwork. From November 2020, NSW Ambulance pays a reproduction fee to the employee each time their artwork is used.

Original artwork by one of our Aboriginal paramedics is on permanent display at the Ambulance Education Centre in Sydney.

The Aboriginal flag is flown at NSW Ambulance state headquarters for national events like Close the Gap Day, Sorry Day, NAIDOC Week, and the Anniversary of the Apology to the Stolen Generations.

The Aboriginal flag is flown every day at the Ambulance Education Centre.

All-staff notices about targeted Aboriginal vacancies and other opportunities have the Aboriginal and Torres Strait Islander flags included in the graphic design.

Customised health care

10. Promoting NSW Ambulance's Authorised Palliative Care Plans for Aboriginal and Torres Strait Islander peoples.

Patients in consultation with their doctor are able to record their care needs and palliative wishes in a plan that NSW paramedics are authorised to follow. A culturally appropriate information booklet is available to refer to. Current project locations are Western NSW and the Hunter region.

11. Employing an Alternate Referral Destination pathway for Aboriginal and Torres Strait Islander patients.

Low acuity Aboriginal and Torres Strait Islander patients who present to our paramedics are referred to an Aboriginal Community Controlled Health Service where this is safe and the service is their current provider. Current project locations are Bourke and Orange.

12. Employing the new paramedic protocol for acute rheumatic fever for high risk groups, including Aboriginal and Torres Strait Islander peoples.

NSW paramedics use this protocol to treat affected Aboriginal and Torres Strait Islander patients.

13. Building on our relationship with 'Waminda' South Coast Women's Health and Welfare Aboriginal Corporation.

Liaison is continued with Waminda regarding their plans to establish a Birthing on Country Centre in Nowra. NSW Ambulance will be participating on Waminda's Clinical Governance Committee for the birthing centre. NSW Ambulance project lead is the Duty Operations Manager, Illawarra Shoalhaven Zone.

14. Contributing to the mental health and wellbeing of Aboriginal communities.

Input provided by us to the Ministry of Health on the draft NSW Aboriginal Mental Health & Wellbeing Policy, 2020-2025.

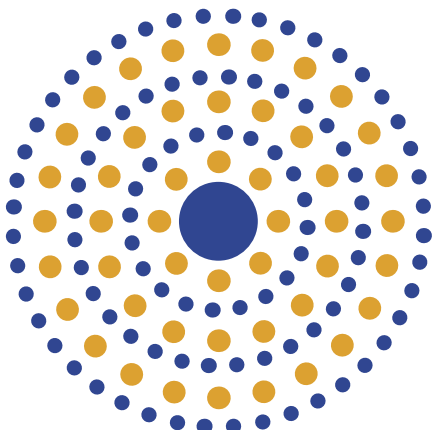
Governance

15. Monitoring our progress against the Ministry of Health's and Public Service Commission's KPIs for Aboriginal health and employment.

The Ministry of Health's Aboriginal employment dashboard and the Public Service Commission's Workforce Diversity Report are used each year to gauge the success of our initiatives.

Reports are provided on request to the Ministry of Health about our implementation of their NSW Aboriginal Health Plan 2013-2023.

Annual reports are provided to the Ministry of Health about our work under their 'Good Health Great Jobs' Aboriginal Workforce Strategic Framework.



Paramedic Jake La Ferla



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