



Dental Health Services Victoria

Reconciliation Action Plan

October 2019–October 2021





Acknowledgment and further information

Dental Health Services Victoria (DHSV) acknowledges the people of the Kulin Nations and pay respect to the Wurundjeri people as the traditional custodians of the land on which The Royal Dental Hospital of Melbourne (RDHM) and DHSV is situated.

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Illustrations courtesy of Sarah Fuss.

Sarah Fuss is a Kambuwal/Gamilaroi woman.

She was born on Kurna country in South Australia and grew up on Arrente country, Alice Springs. She has been living in Melbourne for the past two years. She has worked in remote communities in the Northern Territory including To Tree, Yuelamu, Yuendumu and Nyrripi.

She is currently undertaking the Human Resources Indigenous Traineeship at DHSV, where she is studying Certificate III in Business and working in the Corporate Office.

Artist's Description

The painting represents Indigenous and Non-Indigenous people coming together at DHSV. It also signifies my journey and role at DHSV. The yarnning circles represent how DHSV has been working towards reconciliation. Reconciliation is important because acknowledging the past, heals the present, and allows us to walk together in the future.

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Foreword

Five dimensions of reconciliation – race relations, equality and equity, unity, historical acceptance and institutional integrity – are directly related to the work of Dental Health Services Victoria (DHSV) in improving dental care outcomes for Aboriginal and Torres Strait Islander people in Victoria. This Reconciliation Action Plan addresses racism, both interpersonal and institutional, which produces poorer dental care outcomes for Aboriginal and Torres Strait Islander people in Victoria.

The Reconciliation Action Plan (RAP) will enable DHSV's non-Indigenous staff to develop their understanding of the true history of Australia, learn about their stereotypes, facilitate reflective practice and build trust with Aboriginal and Torres Strait Islander people. Finally, working in partnership with Aboriginal health organisations and employing more Aboriginal staff will create new opportunities for DHSV to realise its core values of collaboration, respect and transformation.

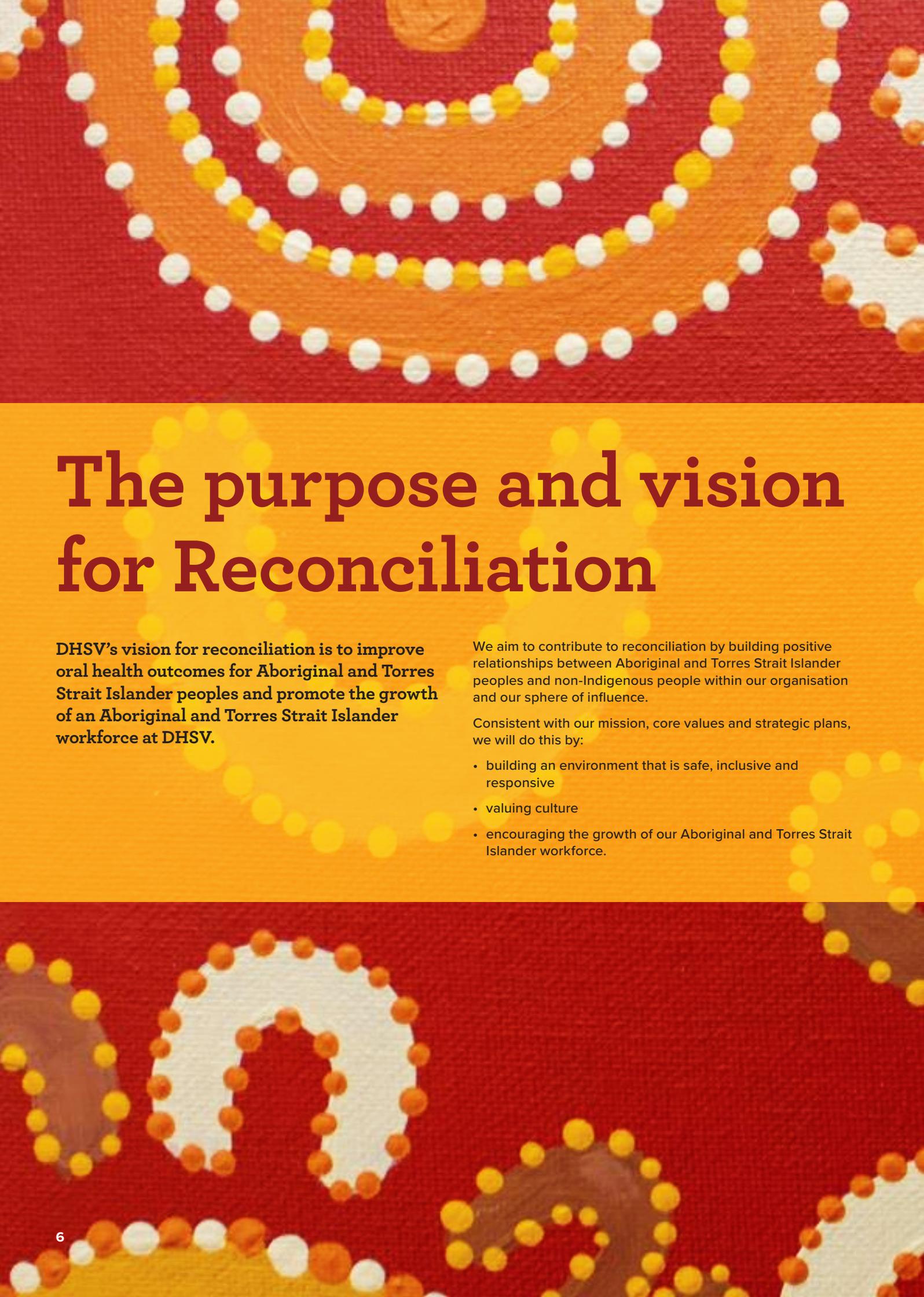
Reconciliation is about strengthening the relationships between Aboriginal and non-Indigenous people so we can create a sense of national unity in Australia. It is not a requirement we tick off, but an ongoing journey towards historical acceptance, genuine equality and meaningful change. While the wounds of the past may never fully heal, reconciliation is about making amends and saying, never again.

As healthcare leaders, it is vital that we create culturally safe environments for our Aboriginal consumers. This can only be achieved if we have a solid foundation of mutual respect, understanding and compassion. Our RAP maps out how we can champion this ethos to improve health outcomes and reduce disadvantage among Aboriginal people.

This plan builds on the impressive work we have already done to improve the oral health of Aboriginal Victorians. We have significantly increased the number of Aboriginal people accessing public dental care and worked hard to create fulfilling job opportunities for Aboriginal trainees and employees. But there is more to do.

The RAP outlines how we will strive to reduce the burden of oral disease in Aboriginal communities. It demonstrates our ongoing commitment to create a more equitable and culturally affirming public dental sector where Aboriginal people feel welcomed, heard, respected and understood.

Dr Zoe Wainer, DHSV Board Chair
Dr Deborah Cole, DHSV CEO



The purpose and vision for Reconciliation

DHSV's vision for reconciliation is to improve oral health outcomes for Aboriginal and Torres Strait Islander peoples and promote the growth of an Aboriginal and Torres Strait Islander workforce at DHSV.

We aim to contribute to reconciliation by building positive relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous people within our organisation and our sphere of influence.

Consistent with our mission, core values and strategic plans, we will do this by:

- building an environment that is safe, inclusive and responsive
- valuing culture
- encouraging the growth of our Aboriginal and Torres Strait Islander workforce.

Why is DHSV developing a RAP?

The development of a RAP will provide a framework for DHSV to realise our vision for reconciliation. It will also formalise and consolidate our commitment and achievements in closing the gap and improving health outcomes for Aboriginal and Torres Strait Islander people in Victoria who access our services.

Our reconciliation journey:

- 2007: Appointed Aboriginal Community Development Officer
- 2008: Engaged with the Victorian Aboriginal Committee on Koori Health (VACKH) and were part of the oral health subcommittee
- 2009: Conducted ceremony to acknowledge Traditional Owners at RDHM
- 2010: Signed Statement of intent to Close the Gap, Appointed Aboriginal Health Liaison Officer at RDHM
- 2013: Launched DHSV's first Aboriginal Employment Plan
- 2015: DHSV signed a Memorandum of Understanding with the Victorian Aboriginal Community Controlled Health Organisation (VACCHO). DHSV and VACCHO boards met and agreed on joint actions – Aboriginal Oral Health Plan 2017–19
- 2016: DHSV second Aboriginal Employment Plan
- 2017: DHSV and VACCHO resigning of Memorandum of Understanding with no end date
- 2018: Development of DHSV Innovate Reconciliation Action Plan began.

As part of DHSV's 2016–21 Aboriginal Employment Plan, we continue to increase our Indigenous workforce as we believe this plays a crucial role in providing inclusive and culturally appropriate services for Aboriginal and Torres Strait Islander people and their families at RDHM.

DHSV increased Aboriginal representation in our clinical workforce with our award winning Aboriginal Dental Assisting Traineeship Program. DHSV's Aboriginal dental assistants work closely with dental professionals to deliver oral healthcare and education to their fellow community members. DHSV continues to support one of our Aboriginal staff who is studying a Bachelor of Dentistry degree at La Trobe University. She was one of the first-ever Aboriginal students to be accepted into this course.

Two Aboriginal dental assistants employed at RDHM completed the RMIT University certificate IV training in Oral Health Promotion. We also created a Student Placement Program and in partnership with the Australian College of Health Centre Service provided a placement to an Aboriginal postgraduate student undertaking a Masters of Public Health.

As part of our Respectful Workplace and The DHSV Way, we launched Wominjeka, which means 'welcome' in Woi Wurrung language. Wominjeka is an online learning module that raises awareness of Aboriginal culture with a focus on respect, diversity and inclusiveness.

We celebrated Aboriginal and Torres Strait Islander days of significance and our employees participated in creating the reconciliation banner - painting their handprints to signify unification in 2016, weaving of Bunjils nest in 2017, reconciliation stones in 2018 and the construction of DHSV's own reconciliation possum skin cloak with Vicki Couzens in 2019. During NAIDOC week 2019 a number of staff come together for lunch and the screening of the Adam Goodes documentary 'The Final Quarter'.

To support the delivery of oral health services to the Aboriginal community in Gippsland, there was a significant Victorian Government funding increase to the Gippsland and East Gippsland Aboriginal Cooperative (GEGAC) and a relationship has been established between Bairnsdale Regional Health Service (BRHS) & GEGAC to utilise the "Closing the Gap" van in providing outreach to regional and rural Aboriginal communities in East Gippsland.

As part of the Indigenous Advancement Strategy, DHSV activities include:

- Advocating for policy change as part of the Victorian Auditor General Office (VAGO) recommendations, to provide priority access to public health services for all Aboriginal and Torres Strait Islander people
- Renewing the Memorandum of Understanding (MOU) with VACCHO in December 2017, as a commitment to continue to work together to achieve and sustain better oral health outcomes for Aboriginal people in Victoria
- Working with the Bendigo and District Aboriginal Cooperative to support the implementation of a fluoride varnish program.

Who is on the RAPWG?

The DHSV RAP working group was established in October 2018.

The RAP working group is considered the governing body of the RAP. It is responsible for the development, implementation and reporting phases of a RAP.

Aboriginal Community Controlled Health Organisations (ACCHOs) with and without dental services were invited to be members to ensure RAP development was guided by Aboriginal and Torres Strait Islander knowledge and

perspectives. The input of Aboriginal and Torres Strait Islander peoples was essential for the development of a culturally appropriate RAP, and guiding DHSV when working with complex and sensitive issues.

Executive representation was essential to promote a whole-of-organisation approach to support key decisions, implementation and leading by example in actioning the commitments of the RAP, reinforcing the message that reconciliation is everyone's responsibility.

Key Aboriginal and/or Torres Strait Islander staff members are also involved with the group to ensure representation from all levels of the organisation in the decision making process.

Chris Bourke*

*Australian Health & Hospitals Association
(Chairperson)*

Theresa McNally*

Victorian Aboriginal Health Service

Tracey Hearn*

Rumbalara District Aboriginal Cooperative

Amanda Otuonye

*Gippsland & East Gippsland Aboriginal
Cooperative*

Joshua Tuiono*

*Gippsland & East Gippsland Aboriginal
Cooperative*

Shellee Strickland*

Wathaurong Aboriginal Cooperative

Christine Ingram*

Consumer Representative

Melissa Stevens*

Dental Assistant/Patient Services

Harmony Miller*

Patient Liaison Officer

Carleen Miller*

Aboriginal Hospital Liaison

Louise Palmer

Chief Experience Officer

Deborah Cole

Chief Executive Officer

Mark Sullivan

Chief Operating Officer

Rachel Neale

Director, Safety & Quality

Amy Patterson

Director of Oral Health Relationships

Stephanie Thow Tapp*

*Aboriginal Community Development Officer
(Champion)*

Melanie Van Altena

*Executive Director, The Royal Dental Hospital
of Melbourne (attended October-April, role
changed)*

There is significant representation of Aboriginal and/or Torres Strait Islander staff on our RAPWG.

*Aboriginal and/or Torres Strait Islander person

A Community and Stakeholder RAP Consultation Workshop was held in May 2019. The following people attended and provided feedback and assistance in the development of DHSV's RAP:

Natalie Tieri

Eye & Ear Hospital

Rekha Devdas

Monash Health

Liz Phillips

Merri Health

George Robinson

Central Bayside Community Health Service

Chris Bourke

Australian Healthcare & Hospitals Association

Gina Bundle

Royal Melbourne Women's Hospital

John Vernon

IPC Health

Tom Moloney

Stonnington Reconciliation

Julie McCormack

Dental Health Services Victoria

Tina Kelb

DHSV Indigenous PLO trainee

Sarah Fuss

DHSV Indigenous HR trainee

Mark Sullivan, Melanie Van Altena, Amy Patterson, Carleen Miller, Stephanie Thow (RAPWG members)

We would like to acknowledge and thank Strengthening Cultural Partnerships who facilitated the workshop and assisted in the RAP curation and development process.



Our business

Our business

Dental Health Services Victoria was established in 1996 and is funded by the Victorian Government to purchase and provide clinical dental services to improve the planning, integration, coordination and management of Victoria's public dental services.

We lead improvement in oral health and ensure we prioritise those most in need. We commit to improve oral health for better health.

As the main public oral health agency in Victoria, we are responsible for:

- Providing sustainable and high quality services that will improve the oral health status of Victorians, particularly those who are vulnerable and in need of value based health care
- Efficiently purchasing oral health services from community agencies (more than 50 community agencies throughout Victoria)
- Implementing sound oral health promotion and prevention strategies that minimise the need for intervention
- Supporting education and training for Victoria's current and future oral health workforce including continuing professional development
- Research into oral health, including disease prevention and treatment.

Our vision:

Oral Health for Better Health

Our mission:

To lead improvement in Oral Health for all Victorians, particularly vulnerable groups and those most in need.

Our core values:

Respect – Act with respect towards every person or idea we encounter

Accountable – Be accountable to the people we care for and those we work with

Collaboration – Embrace collaboration with all partners that help us to achieve our goal

Transform – Transform ourselves and organisation to achieve better health outcomes.

Our strategic plan (2016–21) and Business Plan, focus on four strategic themes:

Improve health outcomes

- Embed preventative models of care within a population health framework throughout the public dental sector
- Deliver high quality and high value care
- Reduce health inequities by extending our reach to more of the eligible population especially priority groups.

Improve the experience

- Partner with consumers to design an experience that delights
- Our patients health outcomes will come first.

Be global leaders with our local partners

- Work in partnership to improve health outcomes
- Develop and implement key health outcome indicators and reporting frameworks
- Translate research and evaluation into practice within the models of care
- Be a great place to work and a great organisation to work with (within our corporate services and RDHM).
- Create and support a public dental workforce to provide high value care that delights
- Transform the way we work, engaging and empowering our staff to make each day better than the day before
- Use our collaborative relationship model with dental agencies to allow us to deliver on the strategic plan.

According to the DHSV 2017–18 Annual Report, we employed 677 people.

We currently have 10 identified Aboriginal and/or Torres Strait Islander staff members.

A closer look at the work we have been doing

Aboriginal Dental Assistant Traineeship Program

In 2012 we introduced a traineeship program to promote a career in Oral Health and pipeline Aboriginal and Torres Strait Islander Dental Assistants into our clinical workforce. Since this pilot, we have created an emerging talent pipeline where alumni are employed at RDHM and other public dental clinics across Victoria. These Aboriginal and Torres Strait Islander Dental Assistants work closely with dental professionals (e.g. dentists, oral health therapists and dental hygienists) to deliver oral health care and education to their fellow community members.

Patient Liaison Traineeship Program

We expanded our traineeship opportunity to non-clinical roles in 2015. Wanting to make the hospital experience as culturally affirming as possible, we currently have two Aboriginal Patient Liaison Officers who initially started at RDHM in the Patient Liaison Traineeship. The role performs an important function by assisting Aboriginal and Torres Strait Islander patients with culturally supportive hospital access.

We also developed a partnership with MEGT Australia, endorsed by the Victorian government, to implement the Victorian Training and Employment Centre (VTEC). Through these partnerships, we were able to connect Aboriginal and Torres Strait Islander job seekers with our traineeship and bring together the support necessary to prepare the Aboriginal and Torres Strait Islander workforce for long term employment.

Bachelor of Dentistry

Two dental assistant traineeship graduates expanded their careers and were sponsored by our organisation to pursue a Bachelor of Dentistry. They changed the history of their Aboriginal and Torres Strait Islander communities by being the first Aboriginal male and female students accepted in this course at La Trobe University. Read more about this in our success story below.

Recruitment

We have developed a culturally appropriate talent attraction and acquisition toolkit that increased hiring managers' capability to recruit an Aboriginal and Torres Strait

Islander workforce. We also have a dedicated Aboriginal employment page called Deadly Dental Jobs that is an opportunity to attract, engage and develop the Aboriginal and Torres Strait Islander workforce.

Aboriginal HR Traineeship

With the expansion of traineeship opportunities and in partnership with MEGT Australia, we created an opportunity to support an Aboriginal HR Trainee. The trainee is currently studying Certificate III in Business and working in Recruitment.

Aboriginal Community Development Officer

We continue to strengthen our collaborative work with VACCHO. The role of 'Aboriginal Community Development Officer' was changed in 2016 with a more strategic focus on the Aboriginal Oral Health Plan 2017–2019. Co-located in VACCHO, this role is developing policy and health program development by maintaining close partnerships between Aboriginal and mainstream services in the area of oral health.

Success story

Michael Lawler, originally from the Torres Strait Islands in the Northern Territory and one of the first Indigenous Dental Assistant Trainees, first joined DHSV in 2012. He successfully completed the Certificate III in Dental Assisting and then went on to gain employment at RDHM.

In 2014, Michael was accepted into the Bachelor of Health Sciences in Dentistry La Trobe University. Since then, he has successfully graduated as a dentist, and is currently practicing dentistry back in the Northern Territory.



Relationships

At DHSV we understand the importance of strengthening relationships between staff, consumers, stakeholders and the wider community to enhance a stronger understanding of Aboriginal and Torres Strait Islander people's needs.

Through these conversations, this process will ensure our commitment through the implementation across the organisation.

Focus area

Sustain and build a positive culture and enhance our capability to support strategic partnerships.

Be respectful and responsive to the preferences, needs and values of consumers by placing the community at the centre of all we do.

Core value

Embrace collaboration with all the partners that help us to achieve our goals.

Engage better with Aboriginal and Torres Strait Islander people.

Action	Deliverable	Timeline	Responsibility
RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting	RWG to meet at least four times a year to monitor and report on the implementation of the Reconciliation Action Plan (RAP)	August, November, February, May 2019, 2020, 2021	Aboriginal Community Development Officer (ACDO)
	RWG will oversee the development, endorsement and launch of the RAP	Launch RAP in November 2019	ACDO
	Maintain Aboriginal and/or Torres Strait Islander representation on the RWG	Review July 2020, 2021	ACDO
	Maintain Terms of Reference	Review July 2020, 2021	ACDO

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations	March 2020	ACDO
	Increase Aboriginal and Torres Strait Islander consumer engagement and participation by promoting positions on DHSV consumer and advisory committees	March 2020	Consumer Experience & Co Design Consultant
	Support the expansion of the ACCHO network through partnership with VACCHO	March 2020	ACDO
	Meet with Victorian and local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement	March 2020	ACDO

Action	Deliverable	Timeline	Responsibility
Raise internal and external awareness of our RAP to promote reconciliation	Survey DHSV staff on their understanding of reconciliation	November 2019	ACDO
	Officially launch DHSV Reconciliation Possum Skin Cloak to create conversations about the DHSV RAP development	November 2019	ACDO
	Explore opportunities to positively influence our external stakeholders and collaborate with other like-minded organisations to drive reconciliation outcomes	November 2019	ACDO
	Communicate our commitment to reconciliation publicly: <ul style="list-style-type: none"> Formally publishing RAP DHSV magazine DHSV website Town Hall information sessions 	November 2019	ACDO, Brand & Communication Manager
	Develop a communications and media strategy to reach the Victorian Aboriginal community with information about DHSV's work in Aboriginal and Torres Strait Islander oral health	February 2020	ACDO, Brand and Community Relations Coordinator
	Share information about the RAP, Aboriginal programs, Aboriginal employment and cultural events through DHSV Town Hall meetings and Word of Mouth newsletter in a way that is understood by a variety of audiences	November 2019, throughout 2020	ACDO, Event Coordinator

Action	Deliverable	Timeline	Responsibility
Promote positive race relations through anti-discrimination strategies	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs	December 2019	ACDO
	Educate senior leaders on the effects of racism	January 2020	Learning and Systems Team
	Ensure Aboriginal and Torres Strait Islander staff and/or advisors involvement in reviewing anti-discrimination policy	January 2020	ACDO
	Support: Racism, It Stops With Me campaign	January 2020	ACDO

Action	Deliverable	Timeline	Responsibility
Build relationships through celebrating National Reconciliation Week (NRW)	Organise NRW event each year	May 2020, 2021	Event Coordinator
	Promote reconciliation resources and materials to staff		ACDO
	RAPWG to participate in an external NRW event		ACDO, Event Coordinator
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW		ACDO, Event Coordinator
	Register all our NRW events on RA's website		ACDO, and Communication Manager
Modify DHSV logo to include Aboriginal and Torres Strait Islander flags during NRW and NAIDOC week			ACDO, and Communication Manager



Respect

Respect is one of DHSV's core values, and calls on us to treasure the unique dignity of every person.

We endeavour to ensure our employees are culturally aware, sensitive and confident to engage respectfully with Aboriginal and Torres Strait Islander peoples, particularly in relation to, but not exclusive to our commitment to improving Aboriginal and Torres Strait Islander oral health.

We will embed and acknowledge Aboriginal and Torres Strait Islander peoples, cultures and perspectives as part of our work and beyond.

Focus area

Facilitate cross cultural understanding communication & competence.

Acknowledge and create cultural awareness and appreciation.

We respect and acknowledge that Aboriginal and Torres Strait Islander people are Australia's First Peoples, and we value tens of thousands of years of Aboriginal and Torres Strait Islander histories and cultures that continue to this day. We recognise that Aboriginal and Torres Strait Islander communities and organisations offer insight, and connection to country, which commands respect, but also offers direction and solutions for our collective future.

Core values

Respect

Action	Deliverable	Timeline	Responsibility
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC week	RAPWG to participate in an external NAIDOC week event annually	July 2020, 2021	ACDO, Event Coordinator
	DHSV to host a NAIDOC lunch every year for staff and community members		
	Promote and encourage participation in external NAIDOC events to all staff		
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC week		ACDO

Action	Deliverable	Timeline	Responsibility
Investigate opportunities to address cultural safety in the workplace	Engage an external consultant to complete a cultural safety assessment within our organisation	January 2020	ACDO
	Conduct review of cultural learning needs within our organisation	November 2019	Learning and Systems Consultant
	Develop, implement and communicate a cultural learning strategy for our staff	June 2020	Learning and Systems Consultant
	Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training	June 2020	ACDO
	Source and implement Aboriginal and Torres Strait Islander cultural safety training program at DHSV	July 2020	Learning and Systems Consultant

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Review on-boarding to ensure it incorporates DHSV's commitment to Aboriginal outcomes	November 2019	Learning and Systems Consultant
	Promote the use of Reconciliation Australia's Share our Pride online tool for staff	November 2019	Learning and Systems Consultant
	Provide opportunities for RAPWG members and other key leadership staff to participate in structured cultural learning	February 2020	RAP Working Group Chair
	Include Aboriginal cultural days of significance in the annual calendar of key events—promote these activities through external and internal networks	January 2020	Event Coordinator

Action	Deliverable	Timeline	Responsibility
Celebrate Aboriginal and Torres Strait Islander culture through exhibiting artwork and cultural symbols and artefacts	Source Aboriginal and Torres Strait Islander artwork to display at Royal Dental Hospital Melbourne	January 2020	ACDO
	Source new Aboriginal and Torres Strait Islander digital artwork to use for publications and DHSV website	March 2020	ACDO
	Source Aboriginal and Torres Strait Islander flag pins for all DHSV staff to wear	March 2020	ACDO
	Display Aboriginal and Torres Strait Islander flags in the boardroom	February 2020	ACDO

Action	Deliverable	Timeline	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country	April 2020	ACDO, Human Resources
	Increase staff understanding of the purpose and significance behind cultural protocols, including Welcome to Country and Acknowledgement of Country protocols	April 2020	ACDO, Human Resources
	Encourage staff to have Acknowledgement of Country in email signature blocks	January 2020	
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings	January 2020	
	Provide an Acknowledgement to Country at all organisational events and occasions	January 2020	
	Ensure HR processes reflect the RAP actions/activities allowing/enabling all staff to participate in cultural activities (inclusive) time release, sorry business/cultural business	January 2020	ACDO

Action	Deliverable	Timeline	Responsibility
Create a welcoming environment that recognises the importance of cultural beliefs and practices of Aboriginal and Torres Strait Islander people	Conducting an audit of site/s to understand what symbolic images exist (artwork/posters, literature etc.) and develop a strategy to make improvements	January 2020	Safety and Quality Advisor
	Review the design, layout and appearance of the RDHM foyer to make improvements		
	Provide support to Aboriginal and Torres Strait Islander people by responding to the cultural needs, obligations and responsibilities of Aboriginal and Torres Strait Islander employees, consumers and community.		
	Explore opportunities to create a cultural space for Aboriginal and Torres Strait Islander consumers and employees.		

Action	Deliverable	Timeline	Responsibility
Provide culturally appropriate health services for Aboriginal and Torres Strait Islander people	Ensure DHSV hospital staff appropriately identify Aboriginal and/ or Torres Strait Islander people to ensure improvements can be made and safe, culturally appropriate care can be delivered by providing Asking The Question Training Package to RDHM Patient Liaison and Patient Support Officers.	January 2020	Safety and Quality Advisor, Learning and Systems Consultant

Action	Deliverable	Timeline	Responsibility
Advocate and communicate information about Aboriginal and Torres Strait Islander health	Investigate current co-payments for all Aboriginal and Torres Strait Islander patients accessing public dental services in Victoria	June 2020	Chief Operations Officer
	Update list of community/public oral health agencies that Aboriginal and Torres Strait Islander people can access other than RDHM. Make available publicly on website and public health agencies	January 2020	ACDO
	Share Aboriginal and Torres Strait Islander consumer experience stories	November 2019, 2020	Media and Community Relations Officer
	Update Aboriginal and Torres Strait Islander communities section of DHSV website	January 2020	Online Communications Officer



Opportunities

Providing employment and development opportunities for Aboriginal and Torres Strait Islander people strengthens our workplace and supports a culture where staff are valued for their diverse backgrounds and experiences.

Creating opportunities is important to DHSV in realising our core values and strategic direction. To achieve this we must ensure that services are accessible, culturally sensitive, and to be truly inclusive, we must demonstrate that our workplace includes and empowers Aboriginal and Torres Strait Islander employees.

Focus area

Providing high quality, culturally appropriate services to Aboriginal and Torres Strait Islander communities, by attracting Aboriginal and Torres Strait Islander employees, supporting communities to build capability and self-determination and providing opportunities through training, support and partnerships.

Core values

Transform ourselves and our organisation to achieve better health outcomes.

Be a great place to work and a great organisation to work with.

Improve health outcomes.

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Implement, review and update DHSV Aboriginal Employment Plan to include: <ul style="list-style-type: none"> ongoing employment opportunities, career pathway advancements cultural coaching and mentoring program scholarships and funding arrangements. 	November 2019	Aboriginal HR trainee & ACDO
	Actively involve Aboriginal and Torres Strait Islander staff in the consultation and reviewing process		
	Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities	January 2020	Aboriginal HR trainee & ACDO
	Advertise all DHSV jobs through Aboriginal and Torres Strait Islander networks and media	November 2019	Aboriginal HR trainee & ACDO
	Review HR and recruitment processes to identify any barriers to Aboriginal and Torres Strait Islander participation in our workplace	January 2020	Aboriginal HR & ACDO
	Review HR and retention strategies to identify any barriers Aboriginal and Torres Strait Islander people face when employed in our workplace	January 2020	Aboriginal HR trainee & ACDO
	Provide information sharing opportunities (such as lunchtime seminars/yarning circles) inviting Aboriginal and Torres Strait Islander people who work in the public sector to present and share stories on key topics	September 2020	Event Coordinator, ACDO
Provide employment support and mentoring to Aboriginal and Torres Strait Islander employees	January 2020	ACDO	

Action	Deliverable	Timeline	Responsibility
Extend professional development for Aboriginal & Torres Strait Islander employees	Explore opportunities for secondments, higher duties, job rotation and participation in “on the job” training for Aboriginal and Torres Strait Islander staff within DHSV	January 2020	Culture and Experience Director
	Explore leadership opportunities for Aboriginal and Torres Strait Islander staff within DHSV – to take on senior leadership positions including the Executive and Board of Directors	January 2020	Culture and Experience Director
	Explore possibilities for DHSV employees to have ‘work experience’ at Victorian ACCHOs where there is a DHSV purchased dental service	January 2020	Business and Development Manager

Action	Deliverable	Timeline	Responsibility
Develop networking opportunities with like-minded organisations to promote oral health within Aboriginal and Torres Strait Islander communities	Visit public oral health agencies to identify gaps in service delivery and determine models that improve access	March 2020	ACDO
	Support the implementation of Oral Health Promotion programs in Victorian Aboriginal communities; including Smiles 4 Miles, Bigger Better Smiles, and Healthy Families, Healthy Smiles	August 2020	ACDO, Health Promotion
	Plan an Indigenous Oral Health Symposium	January 2020	Business and Development, ACDO
	Explore further oral health outreach programs for Victorian Aboriginal communities	January 2020	ACDO

Action	Deliverable	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy	March 2020	ACDO, Senior Purchasing Officer
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses	March 2020	ACDO
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses	March 2020	Senior Purchasing Officer
	Develop commercial relationships with Aboriginal and Torres Strait Islander businesses by investigating Supply Nation Membership	March 2020	ACDO



Governance

Action	Deliverables	Timeline	Responsibility	
Provide appropriate support for effective implementation of RAP commitments	Engage our senior leaders and other staff in the delivery of RAP commitments	November 2019	ACDO	
	Define resource needs for RAP implementation and secure commitment from the COO within agreed budget parameters	November 2019	ACDO	
	Define and maintain appropriate systems to track and measure RAP commitments	November 2019	RAPWG Chair	
	Appoint and maintain an internal RAP Champion from senior management	November 2019		
Build accountability and transparency through reporting RAP achievements, challenges and learning's both internally and externally	Publicly report our RAP achievements, challenges and learnings, annually through our DHSV website and Annual Report including: <ul style="list-style-type: none"> • Specific section on Aboriginal oral health • Aboriginal staff numbers • Aboriginal service delivery data • Financial reporting on any Federal or State Close the Gap funding • Reporting on ACCHO service agreements • Reference to Aboriginal workforce planning and recruitment • Reference to the RAP • Acknowledgement of Traditional Custodians. 	November 2019, 2020, 2021	RAPWG Chair Brand and Communications Manager	
	Report RAP progress to all staff and senior leaders quarterly at Town Hall and Executive meetings	Every 3 months 2020 – 2021	ACDO	
	Participate in Reconciliation Australia's biennial Workplace RAP Barometer	May 2020, 2021	ACDO	
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	30 September 2020,2021	ACDO	
	Continue our reconciliation journey by developing our next RAP.	Send draft RAP to Reconciliation Australia for formal feedback and endorsement	January 2021	ACDO
		Work with Reconciliation Australia to develop a new RAP based on challenges and achievements	January 2021	ACDO





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Contact details

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RECONCILIATION
ACTION PLAN

INNOVATE