

SYDNEY LOCAL HEALTH DISTRICT

ABORIGINAL WORKFORCE ACTION PLAN 2016 - 2018



Health
Sydney
Local Health District

ACKNOWLEDGEMENTS

SLHD would like to acknowledge the Traditional Custodians of the land on which SLHD stands which are the Gadigal, Bediagal and Wangal people of the Eora Nation.

SLHD wishes to acknowledge and thank all who have been part of the consultation process for the development of our Aboriginal Workforce Action Plan.

Artwork by: **Gary Jagamarra Simon** - Based on an original story by Sharon Minniecon and adapted by the workers of the Aboriginal and Torres Strait Islanders Network of CSAHS.

// The District supports flexible employment practices to maximise the opportunities for Aboriginal candidates //

FOREWORD

Sydney Local Health District (herewith known as SLHD or The District) is identified as one of the leading Local Health Districts in New South Wales and has a vision: **'To achieve excellence in healthcare for all'.**

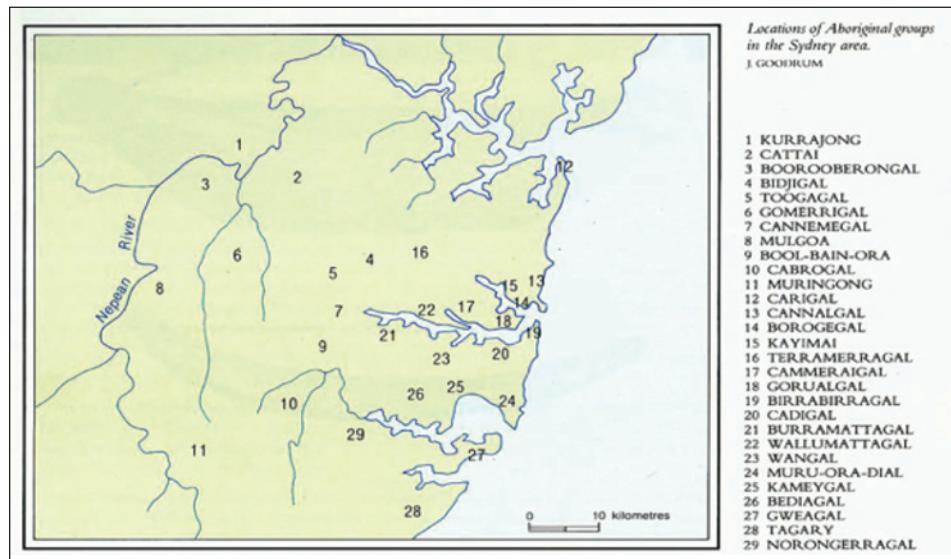
Cultural and socioeconomic diversity will continue to pose challenges for equitable service delivery in respect of both access and outcomes. A strong and collaborative engagement with local communities, community organisations, primary care and other health providers is vital to the District's Mission of "*Ensuring the community has equitable access to high quality patient and family centred care*". The Sydney Metropolitan Local Aboriginal Health Partnership consists of the Aboriginal Medical Service, Sydney Local Health District, South Eastern Sydney Local Health District, Northern Sydney Local Health District, Sydney Children's Hospital Network and St Vincent's Health Network and includes Aboriginal Workforce actions and outcomes such as sharing resources and lessons learned.

A responsibility to empower Aboriginal communities in addressing health inequity remains a prime focus for SLHD, helping to ensure culturally safe programs and services that meet the needs of Aboriginal people across clinical, non-clinical and support roles.

Since 2012 there has been significant growth in our employment levels within the Aboriginal workforce. The SLHD Strategic Plan 2012 - 2017 supports the growth of our Aboriginal workforce in order to foster a culturally sensitive work environment. The District supports flexible employment practices to maximise the opportunities for Aboriginal candidates to obtain employment within the District. This flexibility includes direct entry through via our Aboriginal Workforce Consultant and Human Resources Departments.

Targeted key initiatives in the SLHD Aboriginal Workforce Action Plan 2016–2018 provide a focused effort which is essential for sustainable employment to generate substantial personal and social benefits for individuals, families and communities. Our goal is for SLHD to be an employer of choice for Aboriginal people. This Action Plan provides strategies to enhance culturally safe and competent health services across the District and will assist in 'Closing the Gap' between Aboriginal and non-Aboriginal communities.

The Chief Executive and the Chairman of the District Board have made a long-standing commitment to encourage and support the Aboriginal workforce and have made it 'Everybody's Business' in this District.



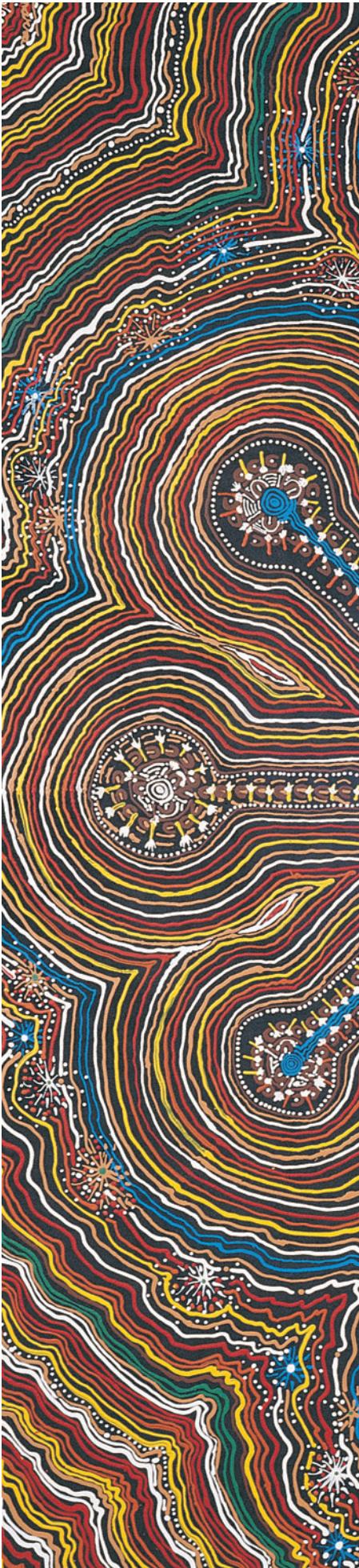
Note* The term 'Aboriginal' rather than Aboriginal and Torres Strait Islander or Indigenous has been used within the content of this Plan to mean Aboriginal and Torres Strait Islander peoples.

//SLHD is
striving to
increase
Aboriginal
workforce
participation//



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INTRODUCTION

The SLHD Aboriginal Workforce Action Plan 2016-2018 (the Action Plan) brings together and supports the continued development and enhancement of the Aboriginal workforce across the District. In the 2011 Census, it was reported that 4,875 people who identified as either Aboriginal and/or Torres Strait Islander lived in SLHD which represents 0.9% of the SLHD population.

SLHD continues to have a steady growth of Aboriginal employees due, in part, to the strong leadership and commitment of the SLHD Executive and Board. The Action Plan is a plan to meet the targets set out in the NSW Public Sector Aboriginal Employment Strategy 2014-2017 and the SLHD Workforce Strategic Plan.

This Action Plan provides the tools to assist facilities and services throughout SLHD to implement Aboriginal employment, recruitment and retention, and education strategies. In addition, the Action Plan aims to celebrate success and the positive contribution that Aboriginal employees make within SLHD.

METHODOLOGY

The Action Plan has been developed to identify the key priorities and strategies that will increase SLHD's Aboriginal workforce to meet the Good Health – Great Jobs, NSW Health Aboriginal Workforce Strategic Framework target of 2.6% Aboriginal workers against total SLHD workforce.

In 2015, the Good Health Great Jobs - Stepping Up Resource was launched by the NSW Ministry of Health. Stepping Up is an online recruitment resource supporting Aboriginal people to find jobs, provide tips and information on the application process, as well as being a resource for managers within NSW Health that provides guidance on employing and supporting Aboriginal employees. SLHD promotes the use of this resource to employees, managers and potential candidates.

Consultation with Aboriginal employees and senior representatives through the SLHD Aboriginal Workforce Steering Committee has been instrumental in developing the Action Plan.

RESPONSIBILITY

In order to achieve maximum results, the Action Plan must be integrated into the core responsibilities of General Managers and Service Directors, while overarching responsibility is aligned to the Chief Executive's Performance Agreement with the Secretary, NSW Ministry of Health.

GOVERNANCE

Implementation of the Action Plan will be provided by Workforce Services and will be strongly supported through the SLHD Aboriginal Workforce Steering Committee and underpinning Working Groups.

MONITORING & EVALUATION

The Action Plan will be monitored and evaluated quarterly with a report provided to the Chief Executive and the Board. Monitoring of the 2.6% target will be identified and reported monthly through the General and Service Managers performance agreements and to the SLHD Board via the monthly reporting packs.

// SLHD is striving to increase Aboriginal workforce participation to 1.8% across all salary bands by 2021 //

SLHD ABORIGINAL POPULATION

The Traditional Custodians of the land on which SLHD stands are the Gadigal, Bediagal and Wangal people of the Eora Nation. Within SLHD there are higher percentages of Aboriginal people in specific residential areas or pockets.

The 2011 Census identified that 4,875 Aboriginal people who identified as either Aboriginal or Torres Strait Islander reside in SLHD, compared to the overall percentage of 3% of Aboriginal people in NSW. SLHD has one of the smallest Aboriginal populations of 0.9%.

The Sydney (South and West Statistical Local Areas) and Marrickville Local Government Areas (LGAs) have the highest number of Aboriginal residents (1,714 and 1,111 respectively) (Picture of Health, Sydney Local Health Profile 2013; page 19).

ABORIGINAL WORKFORCE FRAMEWORK

SLHD is striving to increase Aboriginal workforce participation to 1.8% across all salary bands by 2021. SLHD has a large, diverse workforce with the main occupational groupings being allied health, dental, imaging, medical, nursing, midwifery, pharmacy as well as administration, child care, cleaners, educators, wardpersons and technicians.

The five key government strategies that have formed the basis for the Action Plan include:

1. NSW Public Sector Aboriginal Employment Strategy 2014-2017

The Strategy sets out the key initiatives to be implemented across the NSW Public Sector as a whole and within Departments and Agencies. These cross-sector activities will be driven by the NSW Public Service Commission in collaboration with Departments and individual agencies.

2. NSW Aboriginal Health Plan 2013-2023

This plan aims to address the health disparities between Aboriginal people and non-Aboriginal people in NSW. The strategic directions for this plan are:

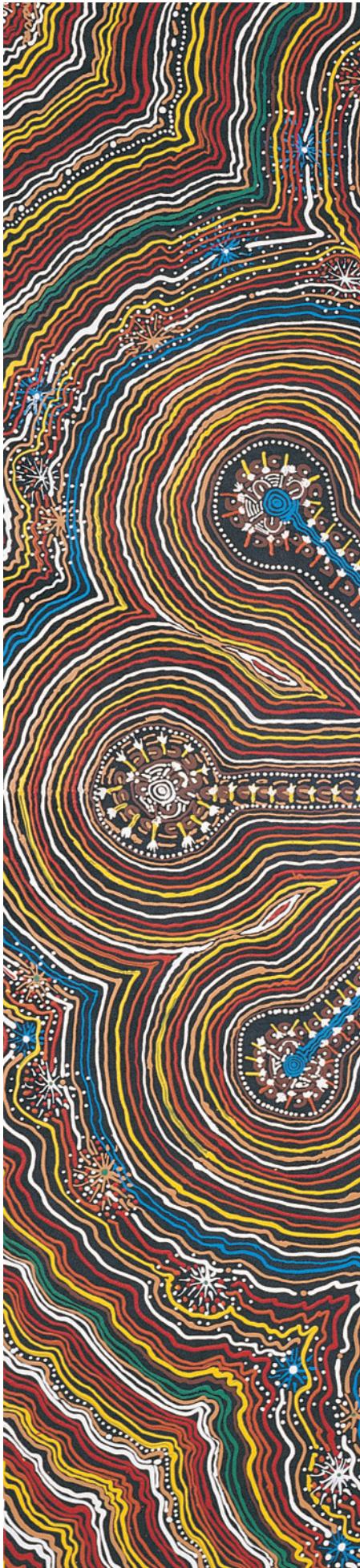
- Building trust through partnerships
- Implementing what works and building the evidence
- Ensuring integrated planning and service delivery
- Strengthening the Aboriginal Workforce
- Providing culturally safe work environments and health services
- Strengthening performance monitoring, management and accountability

3. Good Health- Great Jobs, NSW Health Aboriginal Workforce Strategic Framework 2011-2015 PD2011_048 (currently under review December 2015)

The key priorities of the Framework are to increase employment and retention outcomes for Aboriginal people across NSW Health. SLHD recognises an effective strategy for improving Aboriginal people's access to health services is to employ Aboriginal people within all of the health facilities and across a wide range of occupations. The SLHD Aboriginal Workforce Action Plan will assist employees at all levels to identify how they can contribute to improving outcomes for the employment and retention of Aboriginal peoples.

4. Respecting the Difference: An Aboriginal Cultural Training Framework (NSW Health) PD2011_069

Respecting the Difference training for SLHD employees will assist in developing a greater knowledge of Aboriginal and Torres Strait Islander people and communities. Employees at all levels will be equipped with knowledge that can be translated into improved service delivery, employment participation and retention for Aboriginal communities and workers. The overarching goals of the training are the attainment of a more culturally safe and respectful workforce which supports both Aboriginal and / or Torres Strait Islander clients / carers / family / community and Aboriginal employees and volunteers.



In this context, the service seeks to provide more appropriate care to clients which aids in the achievement of SLHD's Aboriginal Health goals, as well as achieving improvements in retaining competent, skilled and talented Aboriginal people as members of the SLHD workforce.

5. Good Health – Great Jobs, Stepping Up Resources

The resource has two pathways, the first for Aboriginal applicants and the second for Hiring Managers. For Aboriginal applicants, the resource provides clarity on the pathways into employment within NSW Health services, as well as tips and support structures which can be accessed and used along the way. For Hiring Managers, the resource outlines methods for more appropriately undertaking recruitment of Aboriginal people, working in the context of developing Identified and Targeted positions and establishing safe employment frameworks. Ultimately, this work will influence the retention of Aboriginal people in the health workforce creating an environment where Aboriginal employees choose to stay and build on their careers.

ISSUES IMPACTING ON ABORIGINAL EMPLOYMENT

The SLHD Aboriginal Workforce Action Plan 2016-2018 focuses on providing sustainable employment opportunities for Aboriginal people. Identified challenges for SLHD in increasing its Aboriginal employment include but not limited to:

- Lower levels of education, training and skills
- Barriers to employment
- Cycle of poor health and education status contributing to limited employment opportunities
- Institutional and individual racism
- Lack of transport
- Lengthy application and recruitment processes
- Financial constraints
- Language
- Housing
- Work readiness

WORKFORCE PRIORITY AREAS FOR SLHD

Developing the SLHD Aboriginal Workforce Action Plan 2016-2018 provides clear strategies for implementation and positively contributes towards 'Closing the Gap' in health outcomes for Aboriginal people. Five key priorities and supporting strategic objectives are included. The key priority areas for the Action Plan align to the SLHD Workforce Strategic Plan 2016-2020 and include:

1. Meeting Health Service Delivery Needs
2. Developing and Managing for Performance
3. Strengthening Workforce Systems
4. Embedding Equity and CORE Values
5. Promoting Organisational Performance

Aboriginal Workforce Profile by Professional Grouping and Facility/Service as at June 2015 (headcount)

Professional Grouping	Facility/Service											
	RPAH	CRGH	Canterbury	Balmain	Sydney Dental	Mental Health	Community Health	Drug Health	Population Health	District Services	Total	Progress towards Target (2.6%)
Medical	4	-	-	-	-	1	-	-	-	-	5	0.3%
Nursing	15	6	2	4	-	4	-	1	-	3	35	0.7%
Admin and Corporate Services	18	32	3	1	5	2	3	2	2	7	74	4.3%
Allied Health Professionals	4	-	-	1	-	-	3	-	-	-	8	0.8%
Other Professionals, Para-Professional, Clinical Support	5	2	-	-	-	2	2	2	2	-	16	3.7%
Scientific and Technical	2	2	-	-	-	-	1	-	2	-	7	1.6%
Hotel Services	9	16	5	-	-	2	-	-	-	-	32	4.7%
Maintenance and Trades	-	-	-	-	-	-	-	-	-	4	4	4.3%
Oral Health Practitioners and Support	-	-	-	-	7	-	-	-	-	-	7	2.3%
Other	1	-	-	-	-	-	-	-	-	-	1	2.3%
SLHD Aboriginal Workforce Total	58	58	10	6	12	11	9	5	6	14	189	1.9%
Progress towards Target (2.6%)	1.3%	2.0%	1.3%	1.3%	3.1%	1.2%	1.7%	3.0%	9.3%	2.3%	1.9%	

Source: NSW Premier's Workforce Profile (PWP) Data Collection June 2015

OUTCOME MEASURES

Demonstrable and measurable improvement across SLHD in:

- Workforce targets, particularly Aboriginal employment and retention
- Employee engagement and workplace culture, including Aboriginal cultural competence
- Performance development
- Reduction in grievance, bullying and discrimination occurrences
- Workforce systems performance and services
- Interdisciplinary collaboration in the development and delivery of workforce strategies
- Flexibility to respond to and address emerging needs of the organisation

At the broader level, it is expected that investment in this Plan will result in a positive workplace culture with highly skilled, committed, innovative, accountable and valued employees that will lead to improvements in health care delivery; increased attraction and retention of employees; and improved health outcomes for the Aboriginal community.

1. Meeting Health Service Needs	Strategic Priority	Action	Outcome	Lead Responsibility	Time frame
Aboriginal Health Plan	Review identified issues from the Aboriginal Health Plan that affect the workforce and/or where actions are required to improve patient care by changes to the workforce roles.	Consult with AHWs and their managers in regards to the Guidelines for Aboriginal Health Workers (AHW) through a workshop to look at scopes of practice, review of roles and job descriptions to identify appropriate education opportunities The plan aims to address disparities between Aboriginal people and non-Aboriginal people in NSW strategic alliance that leads to building, implementing, ensuring partnerships, evidence, service delivery which strengthens workforce in a culturally safe environment that leads to improved performance and accountability.	Strengthen AHW capability	Director, Workforce Services	June 2017
Aboriginal Health Worker Award	Identify opportunities arising from introduction of the NSW Health Service Aboriginal Health Workers' Award 2015 including use of Aboriginal Health Practitioner and Principal Aboriginal Health Worker classifications. Review roles for staff in former Aboriginal Health Education Officer classifications to ensure appropriateness.	AHW Award is used to support the District and AHWs.	Director, Workforce Services	December 2016	
School, TAFE/RTO and University engagement	Increase promotion of health careers and traineeships at schools and more broadly through community settings. Develop a Schools Recruitment Strategy which would include: <ul style="list-style-type: none">• Engaging with the local Aboriginal Education Consultative Group• Identify and target schools with high percentages of Aboriginal kids• Enable current Aboriginal employees to talk to students/potential staff• Implement a yearly careers days for Aboriginal kids in the area in partnership with local universities, TAFE/RTOs and Aboriginal Health College, job network providers etc. Investigate opportunities for work experience program to specifically target Aboriginal kids in undertaking work experience within SLHD <ul style="list-style-type: none">• Look at opportunities of working with schools to implement the following vocational education in either:<ul style="list-style-type: none">- Certificate II – Health Preparation- Certificate III – Assistant in Nursing- Certificate III – Aboriginal Health Worker	Future workforce supply meets demand	Director, Workforce Services	June 2017	

Strategic Priority	Action	Outcome	Lead Responsibility	Time frame
Aboriginal Dental Assistants Scholarship, Traineeships & Cadetship Opportunities	<p>Engage formally with local TAFE/RTOs and universities, particularly the Aboriginal Education Centres to set up smooth transitional employment, particularly into SLHD graduate entry programs.</p> <p>Develop an Aboriginal specific traineeships and career pathway resource for distribution to internal employees, communities and schools.</p> <p>Promote SLHD as health employer of choice to Aboriginal students at Universities, TAFE and Schools by coordinating the distribution of information resources and utilising available technology</p>	<p>Continue the successful Aboriginal Dental Assistant Scholarship program and look for additional opportunities</p> <p>Investigate the option of providing a yearly scholarship for Aboriginal staff to apply for, which would contribute towards career development and learning.</p> <p>Develop a coordinated cadetship program to target undergraduate nursing & midwifery, allied health and medicine students into cadetships placements within SLHD. Cadetship implementation will form a part of a Working Group that reports to the Steering Committee.</p>	<p>Increased skilled Aboriginal workforce</p> <p>Increase skilled Aboriginal workforce</p>	<p>GM, Oral Health Services</p> <p>Director, Workforce Services</p> <p>Director, CEWD</p> <p>Director, Nursing & Midwifery</p> <p>Director, Medical Services</p> <p>Director, Allied Health</p> <p>Director, Nursing & Midwifery</p> <p>Director, CEWD</p> <p>Director, Workforce Services</p> <p>On-going</p>

2. Developing and Managing for Performance		Outcome	Lead Responsibility	Time frame
Strategic Priority	Action			
Managing for Performance	<p>Support training for managers that includes specific education in relation to the Aboriginal Workforce.</p> <p>Implement and support performance development and management training for managers, including coaching, interpersonal skills, managing change and unsatisfactory performance</p> <p>Support Aboriginal employees to pursue opportunities to develop to their full potential through improved performance development programs</p>	<p>Improved line management capability</p> <p>Improved retention, employee engagement, workplace culture and organisation performance</p> <p>Improved employee engagement, performance and retention</p>	<p>Director, CEWD Director Workforce Services</p> <p>Director, Workforce Services, Director, CEWD</p> <p>Director, Workforce Services Director, Strategic Relations and Engagement</p>	<p>March 2017</p>
Research Opportunities	<p>Improve opportunities to recognise, provide positive feedback and promote achievements of employees that support the District's strategies and CORE values.</p> <p>Enhance employee recognition programs, identify and award workplace champions.</p> <p>Target potential Aboriginal leaders through mentoring and coaching programs.</p>	<p>Improved leadership and management capacity</p> <p>Improved succession planning</p>	<p>Director CEWD</p>	<p>Ongoing</p>
Education and Leadership	<p>Develop an Aboriginal specific research plan which can contribute towards planning for future Aboriginal Workforce strategies.</p> <p>This plan needs to be developed in consultation with the Aboriginal Health & Medical Research Council (AH&MRC) and must meet AH&MRC Ethics approval.</p> <p>Support could also be provided via the Sydney Metropolitan Aboriginal Health Partnership Agreement to implement some of these research suggestions. There is an opportunity for SLHD to lead the research agenda in regards to a number of Aboriginal Workforce initiatives including recruitment and retention, job readiness, professional development pathways and analysing the results of the YourSay survey 2015 and People Matter Survey 2016 as they pertain to Aboriginal staff.</p> <p>SLHD to identify at least one position annually in the Graduate Management Trainee Program for Aboriginal people and current Aboriginal staff are to be encouraged and supported to apply.</p> <p>SLHD to develop an Aboriginal Leadership Group to support up and coming Aboriginal leaders through career and education coaching.</p>	<p>Research governance and leadership established and promulgated</p> <p>Research Strategic Plan implemented</p>	<p>Director, Research</p>	<p>June 2018</p>
			<p>Chief Executive Director, CEWD</p>	<p>On-going</p>

3. Strengthening Workforce Systems		Action	Outcome	Lead Responsibility	Time frame
Strategic Priority	Action				
Calendar of Events	A detailed annual calendar of events and opportunities to be developed and planned for at the Aboriginal Workforce Steering Committee and Working Groups, especially in relation to the following opportunities: - VET traineeships (planned Assistant in Nursing, administration and Aboriginal Health Worker traineeships) - cadetships (allied health, nursing and midwifery, medicine) - Graduate traineeships (health management, mental health, drug and alcohol, other MoH opportunities) - Important Aboriginal celebrations such as NAIDOC, Close the Gap Day and Sorry Business	Calendar will assist GM's/Service Managers, HR Manager, Service Providers and Aboriginal people (future and current employees) to be informed and provide opportunities to plan ahead	Relationships build capacity of SLHD for Aboriginal workforce	Director, Workforce Services Director, CEWD	Ongoing
External Relationships	Relationships with Job Networks to be supported through individualized meetings with Aboriginal Workforce Consultant, facility General Managers and Human Resources Managers where appropriate.	Relationship with MoH to be maintained through the Managers of Aboriginal Workforce Meetings implemented by MoH and ad hoc as required. Support the Sydney Metropolitan Local Aboriginal Health Partnership Agreement with particular reference to workforce strategies. Develop further relationships with the Department of Education & Training and the Aboriginal Education Consultative Group. Build capacity within the Aboriginal workforce by participating and contributing to the Aboriginal Health Partnership Agreement.		Director Aboriginal Health	
Internal Relationships	Establish a quarterly meeting with the Aboriginal Workforce Consultant and the Director Aboriginal Health to ensure workforce strategies accord with planned Aboriginal health outcomes.	Establish a quarterly meeting between CEWD and Workforce Services		Director, Workforce Services	September 2016
Orientation Program for Aboriginal Staff	Development of an Aboriginal specific Orientation Package which would include: • Identification of support personnel (including their roles) for the new employee including – Manager, Buddy, Aboriginal Cultural Mentor, HR Manager, EAP Manager • Detailed resources and templates for appropriate implementation such as: orientation checklists, process for identifying barriers to learning, attendance and performance requirements, a mentoring agreement pro-forma, information sheets and goal setting	Increased Aboriginal retention	Director, Workforce Services Director, CEWD	December 2016	

Strategic Priority	Action	Outcome	Lead Responsibility	Time frame
Improving Recruitment Processes & Timelines	<p>SLHD to write an Aboriginal Targeted Position procedure which includes:</p> <ul style="list-style-type: none"> • Information about what targeting Aboriginal people means • Structured recruitment process for targeting Aboriginal people into mainstream positions • GMs and HR Managers responsibilities in relation to leading and implementing targeted recruitment and employment processes • Process for AWC and workforce to provide advice and support as required • Process for walk-ins at facility level • Process for walk-ins to AWC and job network providers <p>SLHD to set up a procedure for managing resumes for Aboriginal people that have been received which can be easily accessed by GMs/Service Managers and HR Managers.</p> <p>SLHD to write up a procedure whereby Aboriginal candidates who 'walk-in' undertake an assessment that determines their suitability and job readiness.</p> <p>Criminal Record Checks are to be submitted for suitable Aboriginal candidates to assist in expediting employment opportunities as they arise.</p> <p>Consideration, on a case by case basis, for Aboriginal candidates to be given support to access SLHD Staff Health for vaccinations.</p>		Director, Workforce Services	December 2016
Strengthening WF systems Review the SLHD Aboriginal Workforce internet site and associated links	<ul style="list-style-type: none"> • Provide an easily accessible link on the SLHD home page that directs to the Aboriginal Workforce site. • In consultation with the Aboriginal community, job networks, HR Managers and other key stakeholders, review information and links on the Aboriginal workforce site • Ensure information provided is relevant and easily understandable and accessible such as the Stepping-Up resource. • Review the process of contacting SLHD in regards to Aboriginal recruitment and training opportunities, including providing information for Facility HR Managers to adequately respond to Aboriginal community requests for information 	Website is easily negotiated and information in relevant Aboriginal community and groups has input into information provided	Director, Workforce Services	October 2016

4. Embedding Equity and CORE Values					
Strategic Priority	Action	Outcome	Lead Responsibility	Time frame	
People and Culture	Ensure all employees complete Respecting-the-Difference training. Promote the use of the NSW Health Aboriginal Health Impact Statement Policy to assist in the identification of priority roles, and to ensure the appropriateness of the workforce to meet client's needs	Organisation is culturally competent to meet the needs of Aboriginal clients and employees	Director, Workforce Services Director, CEWD	On-going	
Aboriginal Workforce Priorities	Consider ways of assessing potential employees job-readiness be they referred from Job Agencies, referrals or "walk-ins".	Improved Aboriginal workforce retention and performance	Director, CEWD Director Workforce Services	December 2016	
	Review Aboriginal feedback in the 'YourSay' survey to determine what actions are required to improve the working experience for SLHD Aboriginal staff	Improved Aboriginal workforce retention and performance	Director, Workforce Services	December 2016	
	Develop and distribute an Aboriginal staff survey to assess education levels, training and development requirements, interpersonal experiences and support needs.	Improved Aboriginal workforce retention and performance	Director, CEWD	December 2016	
	Increase Aboriginal workforce through improved recruitment, performance and retention strategies which are embedded in guidelines and supported by managers at all levels	Increased Aboriginal recruitment, development and retention of Aboriginal workforce	Director Workforce Services	June 2017	
	Promote SLHD as an employer of choice for Aboriginal people	Employee satisfaction and retention	Director, Workforce Services	On-going	
	Support and mentor Aboriginal employees and improve career progression opportunities	Culturally safe work environments and health services	Director, Workforce Services	On-going	
Aboriginal Discussion Groups	Each facility to implement their own Aboriginal Workforce discussion group and to be supported by AWC as required. Through the Aboriginal Health/Aboriginal Workforce partnership, SLHD to hold two Aboriginal network meetings for all SLHD. The aims of the Discussion Group meetings are to: <ul style="list-style-type: none">- Get together all Aboriginal staff from across the District- Provide an opportunity for cross facility networking- Provide an opportunity for further education and professional development- Provide opportunities for Aboriginal staff to formally input into SLHD business				

Strategic Priority	Action	Outcome	Lead Responsibility	Time frame
Community Engagement and Communication	<p>Develop a communication plan that identifies major stakeholders and what actions are to be taken in relation to those stakeholders. Stakeholders may include but not limited to:</p> <ul style="list-style-type: none"> • General Aboriginal community • Schools • VET training organisations (which complement CEWD) • Job Network Providers • Universities • NSW Ministry of Health • Aboriginal Peak Bodies • Non-Aboriginal Peak Bodies <p>Identify Aboriginal specific key messages which promote SLHD as an employer of choice. Examples include:</p> <ul style="list-style-type: none"> • Aboriginal employee experiences • Specific SLHD Aboriginal Workforce artwork • Fact Sheets • Brochures 	<p>All stakeholders are informed of opportunities at SLHD</p> <p>Recruitment strategies target the Aboriginal community</p>	<p>Director, Workforce Services Director, CEWD Director, Aboriginal Health Director, Strategic Relations and Communications</p>	<p>On-going</p>

5. Promoting Organisational Performance					
Strategic Priority	Action	Outcome	Lead Responsibility	Time frame	
Workforce reporting	Refine Aboriginal workforce reporting to improve flexibility, usability and value	Improved reporting that is timely, accurate and relevant to facilitate effective decision making.	Director, Workforce Services	December 2016	
Acknowledge achievements in Aboriginal Workforce	SLHD celebrates achievements in Aboriginal workforce initiatives whereby facility/ service leadership and particular Managers of Aboriginal staff are identified and successes shared via internal communication mechanisms. Share the success and the stories of Aboriginal trainee/cadet of the year, so that SLHD has the opportunity to hear the Aboriginal successful stories of employment within SLHD and how people reached their goals.	Increased retention of Aboriginal staff	Director Strategic Relations and Communication Director, Workforce Services	On-going	
Reporting of Aboriginal Workforce Targets	SLHD to utilize the NSW Public Sector target of 1.8% across all salary bands to provide a more informative KPI on progress and therefore more direction in the strategies that need to be implemented. SLHD to incorporate these targets into Facility Reporting Pack that is presented to the SLHD Board every month.	Increased monitoring and accountability of Aboriginal workforce targets	Director, Workforce Services	2016	

¹ NSW Department of Health, 2004. Communicating positively: A guide to appropriate Aboriginal terminology. Accessed 23.12.2015 at: <http://www.health.nsw.gov.au/aboriginal/Publications/pub-terminology.pdf>







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