

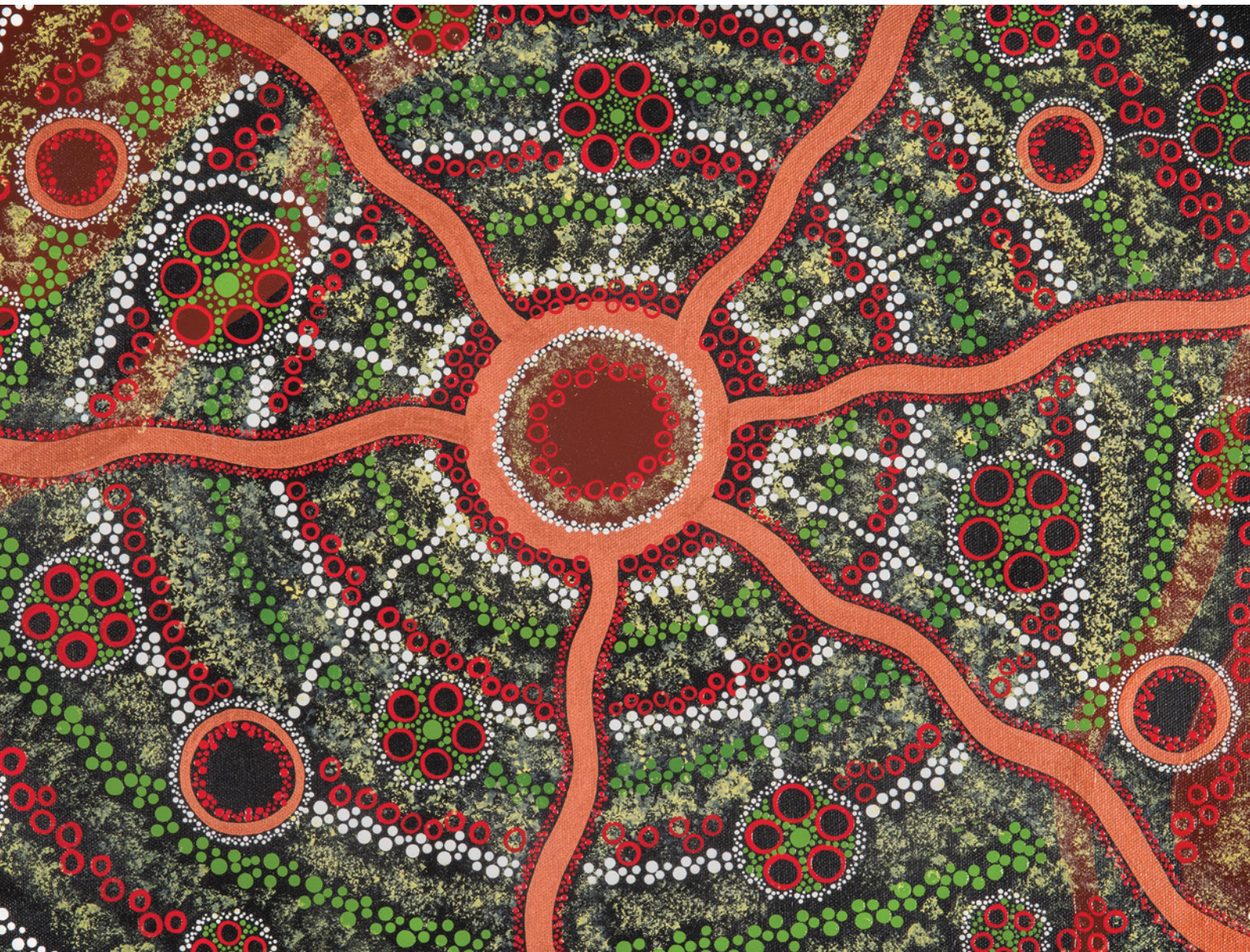


Sydney
Local Health District

Aboriginal Workforce Action Plan

2023–2028

Dyi Bulbuwul Ngia Djurali
In Strength We Grow





Acknowledgement of Country

Sydney Local Health District acknowledges that we are living and working on Aboriginal land. We recognise the strength, resilience and capacity of Aboriginal people on this land. We would like to acknowledge all of the traditional owners of the land and pay respect to Aboriginal Elders past and present.

Our District acknowledges *Gadigal*, *Wangal* and *Bediagal* as the three clans within the boundaries of the Sydney Local Health District. There are about 29 clan groups within the Sydney metropolitan area, referred to collectively as the great *Eora Nation*. *Always was and always will be Aboriginal Land*.

We want to build strong systems to have the healthiest Aboriginal community in Australia.

Together under the Sydney Metropolitan Partnership Agreement, including the Aboriginal Medical Service Redfern and in collaboration with the Metropolitan Local Aboriginal Land Council, Sydney Local Health District is committed to achieving equality to improve self-determination and lifestyle choices for our Aboriginal community.

Ngurang Dali Mana Burudi – A Place to Get Better

Ngurang Dali Mana Burudi — a place to get better, is a view of our whole community including health services, Aboriginal communities, families, individuals and organisations working in partnership.

Our story

Sydney Local Health District's Aboriginal Health story was created by the District's Aboriginal Health staff.

The map in the centre represents the boundaries of Sydney Local Health District. The blue lines on the map are the Parramatta River to the north and the Cooks River to the south which are two of the traditional boundaries.

The *Gadigal*, *Wangal* and *Bediagal* are the three clans within the boundaries of Sydney Local Health District. They are three of the twenty nine clans of the great *Eora Nation*. The centre circle represents a pathway from the meeting place for Aboriginal people to gain better access to healthcare.

The Goanna or *Wirriga*

One of Australia's largest lizards, the goanna is found in the bush surrounding Sydney.

The Whale or *Gawura*

From June to October pods of humpback whales migrate along the eastern coastline of Australia to warmer northern waters, stopping off at Watsons Bay the traditional home of the Gadigal people.

The Eel or *Burra*

Short-finned freshwater eels and grey Moray eels were once plentiful in the Parramatta River inland fresh water lagoons.

Source: Sydney Language Dictionary



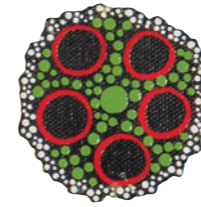
Artwork

Ngurang Dali Mana Burudi — a place to get better

The map was created by our Aboriginal Health staff telling the story of a cultural pathway for our community to gain better access to healthcare.

Artwork by Aboriginal artist Lee Hampton utilising our story.

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Contact details

If you would like more copies of this Plan, please contact us or download a copy from our website: slhd.nsw.gov.au

Contact us:
Sydney Local Health District

Phone: 02 97675435

Email: SLHD-AboriginalWorkforce@health.nsw.gov.au

Write to us: Workforce Services
Sydney Local Health District

PO Box M30 Missenden Road
NSW 2050

Hearing impaired people may like to phone through the National Relay Service on 1300 850 115

Terminology

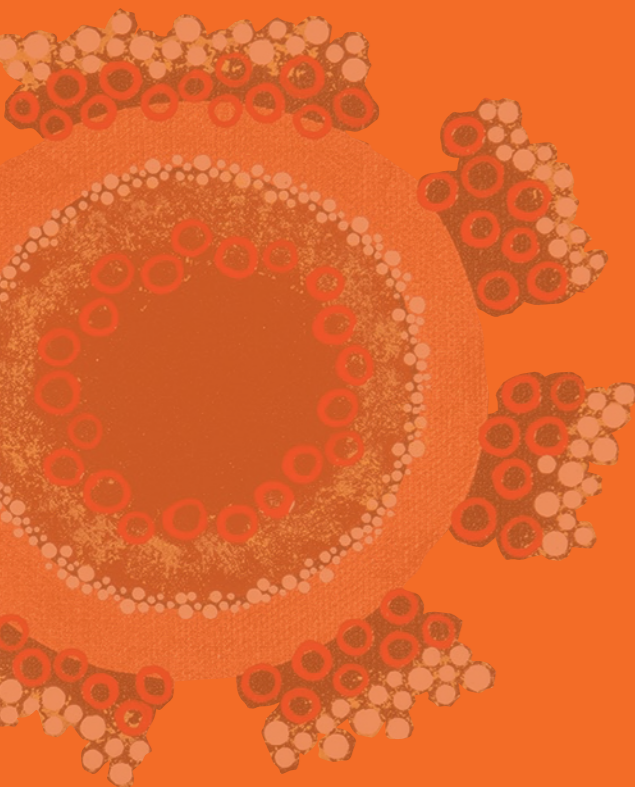
The term 'Aboriginal' rather than Aboriginal and Torres Strait Islander or Indigenous has been used within the content of this Plan to mean Aboriginal and Torres Strait Islander peoples in recognition the Aboriginal people are the original inhabitants of NSW.

Acknowledgement

Sydney Local Health District wishes to acknowledge and thank all who have been a part of the consultation process and have contributed to the development and design of our Aboriginal Workforce Action Plan 2023–2028.

Thank you to our staff who shared their stories and their journeys with us.

Thank you to our community – our mob, for trusting us to improve health outcomes and make sure Aboriginal people are represented.



Foreword

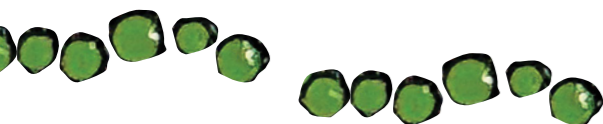
The culture in Sydney Local Health District (the District) is based on ensuring the needs of our patients, their families, carers and the community are at the heart of everything we do. Our vision is for our Aboriginal community to be the one of the healthiest in Australia, through our dedication and commitment to 'Closing the Gap' between Aboriginal and non-Aboriginal communities.

Growing and developing a highly skilled Aboriginal workforce is a tangible and powerful way of impacting the health and well-being of Aboriginal communities and of ensuring culturally-centred care is provided. The previous *Aboriginal Workforce Action Plan 2016–2018* showed progress and achievement by the District, especially in the areas of the expansion and empowerment of our Aboriginal workforce. Our District is committed to furthering this work and transforming our workforce to reflect our community.

Dyi Bulbuwul Ngia Djurali – In Strength We Grow is embodied throughout the development of the *Aboriginal Workforce Action Plan 2023–2028* (the Plan). The Plan articulates our ongoing commitment to working towards being an employer of choice for Aboriginal people.

The Plan builds upon the solid foundations of the previous planning period and includes four strategic priorities aimed at embedding our cultural competency as a District. It supports our strategy to provide culturally safe and inclusive workplaces that optimise culturally-centred care and building collaborative partnerships to attract, develop and retain a highly skilled and engaged Aboriginal workforce.

The Plan is Aboriginal-led and was developed through strong consultation and discussion with our key stakeholders to remove the disadvantages generally faced by Aboriginal people in job training and sustainable employment. It provides a clear pathway in working towards the *National Aboriginal and Torres Strait Islander Health Plan 2021–2031* target of 3.43 percent Aboriginal workforce participation, with 3 percent representation across all salary bands in line with the *NSW Public Sector Aboriginal Employment Strategy 2019–2025*.



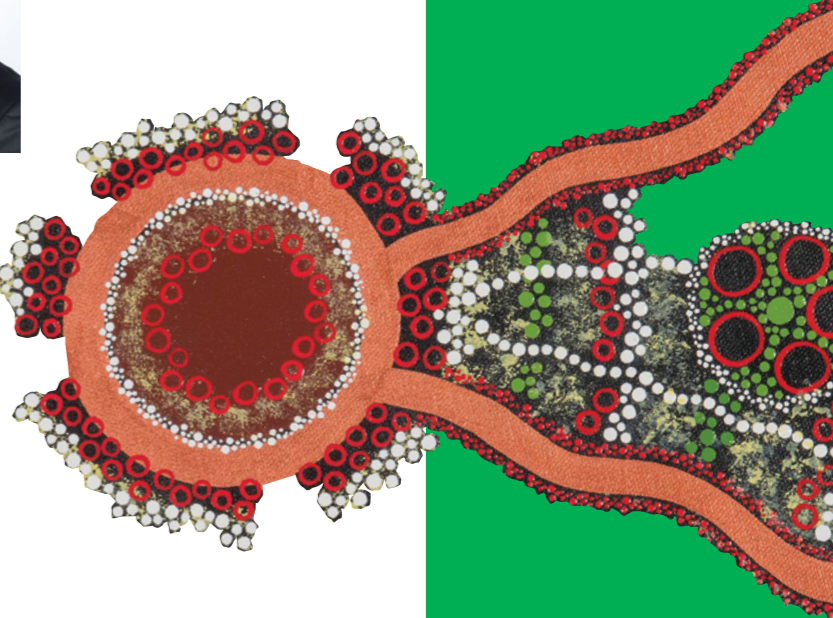
It is widely understood that improved health outcomes for Aboriginal people is strongly related to ensuring positive employment of Aboriginal people; a key element of the social determinants of health. Having a strong skilled Aboriginal workforce has a great many benefits for our District; namely, by influencing the health status, accessibility, cultural safety and equity of our District. The District employs an Aboriginal Workforce Consultant to further Aboriginal recruitment, support career development and improve the retention within our Aboriginal workforce.

This is an exciting time for the District as we create a vision for the future and developing partnerships to improve the growth of our Aboriginal workforce over the next four years to be self-determining, culturally strong and sustainable. We are pleased to launch the *Aboriginal Workforce Action Plan 2023–2028* and to see the continuing growth of our Aboriginal workforce.

Dr Teresa Anderson AM
Chief Executive



The Honourable John Ajaka
Chair of the Board



Artworks and elements



Dyi Bulbuwul Ngia Djurali – In Strength We Grow
Leona McGrath

The artwork depicts the Aboriginal Workforce in the District and connection to Community.

The bronze circle in the centre represents the District and the bronze pathways lead to the health facilities where Aboriginal people work.

Aboriginal communities are the smaller red circles, where you can see our services and our workforce

working together to make positive changes for our community. Being able to be engaged in meaningful work is a key element for the health and wellbeing of Aboriginal people.



About the artist

Leona McGrath is a proud Aboriginal woman descending from the Kuku Yalanji and Woopaburra people of Queensland. Leona is a mother, grandmother, artist and registered midwife. Leona undertook her midwifery training to be able to care for women from her local community where she grew up – Gadigal Land.

Ngurang Dali Mana Burudi – A Place to Get Better
Lee Hampton

Ngurang Dali Mana Burudi is a view of our whole community including health services, Aboriginal communities, families, individuals and organisations working in partnership. We want to build a strong system to improve access to equitable living conditions and lifestyle choices and a healthier future for all.



About the artist

Lee Hampton is a contemporary Aboriginal Artist. Lee has grown up on Dharug land, in Penrith since the age of three, but his ancestry can be traced back to three clans, Wodi Wodi, Worimi and Yuin Nation.

Source: Sydney Language Dictionary



Our story

The services that Sydney Local Health District deliver to the community have been built on the lands of the Eora Nation. Rich in a diverse culture, the traditional custodians of the land embrace community, harmony and empowerment for all.

Since the Dreamtime, and for tens of thousands of years, Aboriginal people of the Eora Nation have worked to maintain, care for and manage the traditional land, support their families and communities, nurture strong relationships and ensure that the maintenance and respect for culture and traditions continue.

Since colonisation, the landscape changed for Aboriginal people. In Sydney, many Aboriginal people were forced to migrate from other clans to live, work and forge relationships with others. Some Aboriginal people were able to sustain their lifestyle by developing a trust with the colonisers, so families could continue to live on Country, but by the end of the 18th century and during the 19th century, this had changed drastically and Aboriginal people in Sydney suffered with dispossession from land being followed by dispossession from family.

During this period, and to continue their survival, some Aboriginal people in Sydney held employment working on the grounds of the first Government House by assisting the landscapers. Many years later, employment was available in the Alexandria Goods Yard, Eveleigh Railway Yards and the Federal Match Factory in Alexandria. Many of the jobs that Aboriginal people held were low paid and exploitative; people were treated very poorly, and racism and discrimination continued to be an enduring feature of Aboriginal engagement with employment.

In the 1900s, Aboriginal women gravitated towards positions in health such as nursing, environmental services or working in kitchens in hospitals. Our District understands the numerous enablers and barriers for Aboriginal participation in employment and how these are intertwined with social, cultural, geographic and economic factors. Acquiring skills, particularly literacy, numeracy and digital problem solving are associated with an improved labour market. Many Aboriginal people face a conflict between family responsibilities, which are seen as a primary obligation and the requirements associated

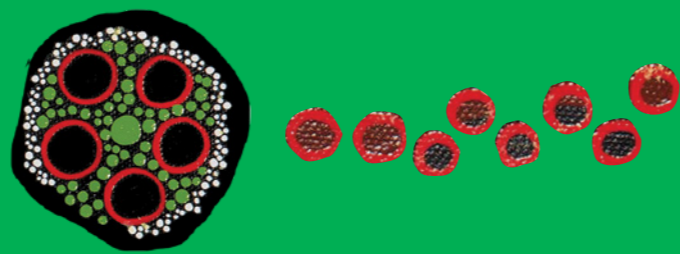
with finding and keeping a job. Chronic diseases and poor and fair self-assessed health status appears to have a negative influence on the relationship with participation in employment.

In our District, Aboriginal employment is a priority and is supported throughout the organisation, including through senior management and executive levels. The creation of structured career pathways are a vital element in leadership development and retention of our Aboriginal staff. Targeted key initiatives in this Plan provide a focused effort which is essential for sustainable employment and to help us to generate substantial personal and social benefits for Aboriginal individuals, families and communities.

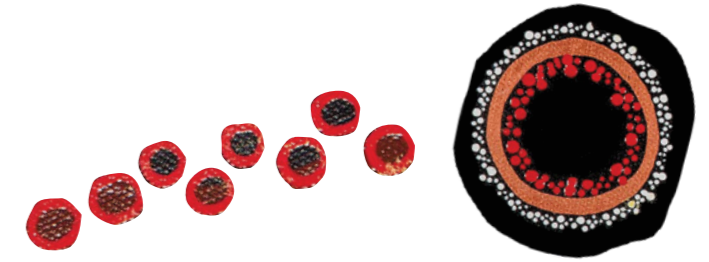
The District recognises the importance of the voices and experience of our Aboriginal workforce and seeks to continually and consistently consult, with input strongly valued as a part of the planning and development process for this Plan. A shared understanding of this work is that our services and programs need to be founded on addressing Aboriginal people within the context of their family, workplace, community and culture and that strategies must be Aboriginal-led.

Our Aboriginal workforce is strong and resilient and brings a wealth of knowledge and skills to contribute to decisions and practice in planning, leading best practice clinical care, incorporating allied and ancillary health services appropriately and the patient journey which relies on culturally safe pathways.

For further reading, please see References on page 26.



Our successes



Our achievements

- *Dyi Bulbuwul Ngia Djurali* – In Strength We Grow, by Leona McGrath. Developed Aboriginal Workforce branding and resources to promote Sydney Local Health District (the District) as an Employer of Choice.
- Engaged our Aboriginal workforce through the inaugural Aboriginal Workforce Forum in March 2019. The forum gave Aboriginal staff the opportunity to participate and provide feedback and ideas relating to employment, retention, professional development and self-care initiatives.
- Established and implemented the ‘Ready for Working in Health’ program in 2019. The program is a pathway to prepare potential trainees for a career in the District. The program’s success enabled the District to double the intake of the Aboriginal traineeship cohort in 2019 to 40 positions in Administration, Assistants in Nursing and Hospital Support.
- Expanded leadership opportunities for Aboriginal staff through the Sol Bellear scholarship with dedicated placements in the Graduate Health Management Program.
- Developed flexible recruitment processes, convener guides, fact sheets and intranet resources to assist managers in the recruitment of Aboriginal staff.
- Consultation and alignment of District Aboriginal Health Worker positions with NSW Health’s Good Health Great Jobs: Aboriginal Health Worker Guidelines and the NSW *Aboriginal Health Plan 2013–2023*.
- Established new roles in the Aboriginal Health Unit and expanded Aboriginal Health Worker capacity throughout the District. In the last 18 month period, nine Aboriginal-identified positions were established in Community Health, Population Health, Royal Prince Alfred Hospital Women and Babies, Oral Health, Mental Health, Sexual Health, Centre for Education and Workforce Development (CEWD) and Palliative Care Services.
- Nurtured an ongoing and successful partnership between Sydney Dental Hospital and the University of Sydney School of Dentistry undergraduate program with two Aboriginal trainees. Six traineeships for first-year dental assistants in 2018–19 continue to be successful.
- Established Aboriginal Mental Health traineeships (university qualified) and on-boarded four trainees since 2016. The incumbents have successfully completed their degrees and have entered into ongoing and sustainable employment.
- Hosted work experience programs in Allied Health disciplines for students at Alexandria Community School.
- Through the NSW Aboriginal Maternity Care Workforce partnership, supported pathways and enrolments for Aboriginal people into the Bachelor of Midwifery degree, leading to a retention of midwifery students and midwives within the workforce.
- Supported the Sydney Metropolitan Local Aboriginal Health Partnership Agreement through the implementation of workforce and employment strategies across the District.
- SLHD is one of four pilot sites to receive Cancer Institute NSW grant funding to implement the new Aboriginal cancer care Coordination Model of Care and position(s).

Our Aboriginal workforce at a glance

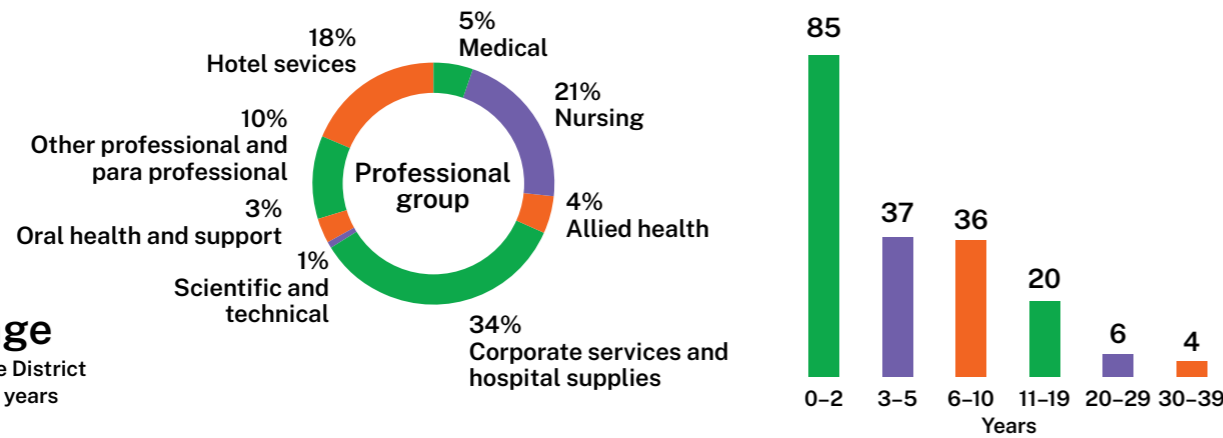
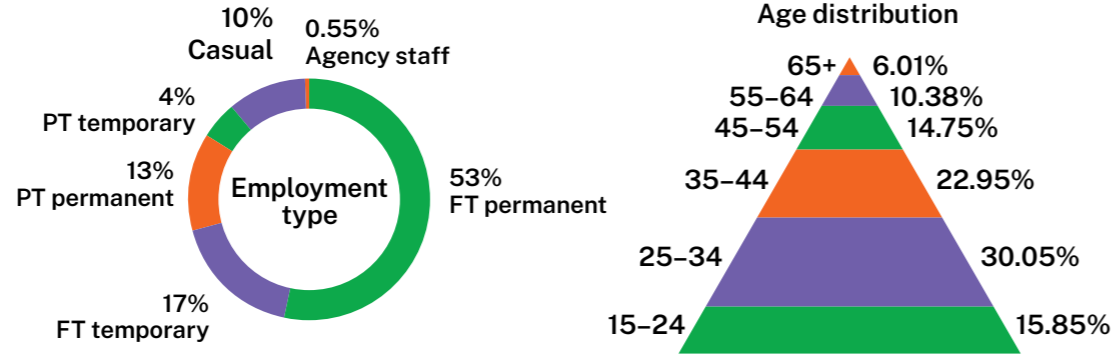


183 staff

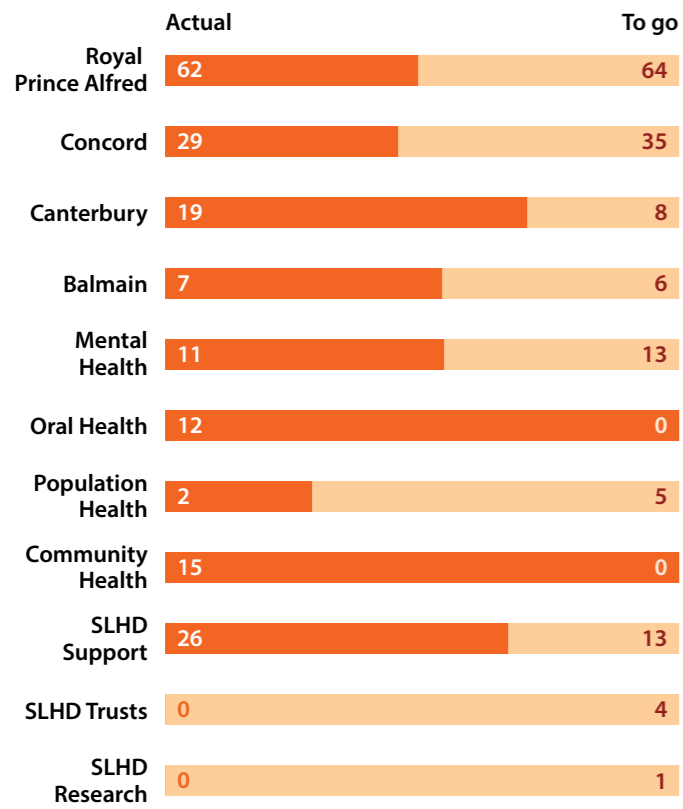
Representing 1.8% Aboriginal workforce participation

31 staff in identified roles

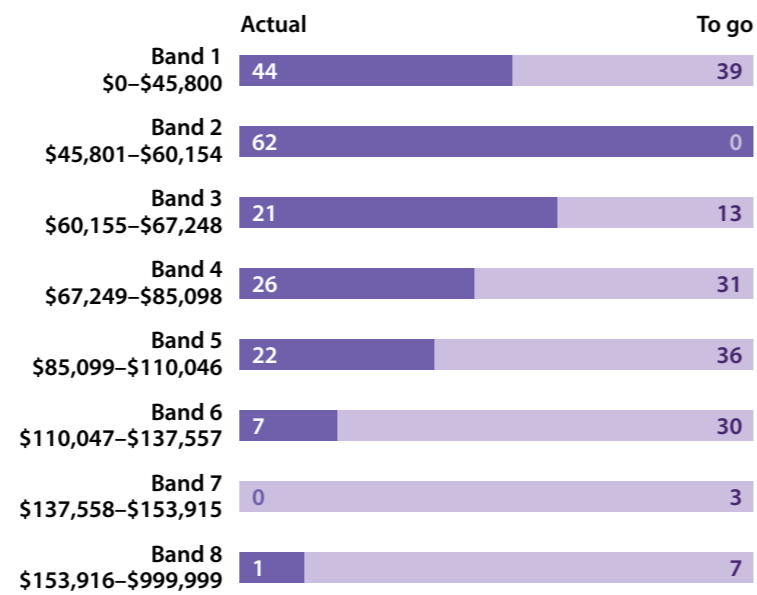
25 median age
compared with the District average age of 38 years



Distribution of the Aboriginal Workforce across District Facilities and Services against the 3.43% target by 2028



Distribution of the Aboriginal Workforce across all salary bands against the 3% target by 2028



Sources: Public Service Commission Workforce Profile Report, SLHD, June 2021. Stafflink, 30 June 2021.

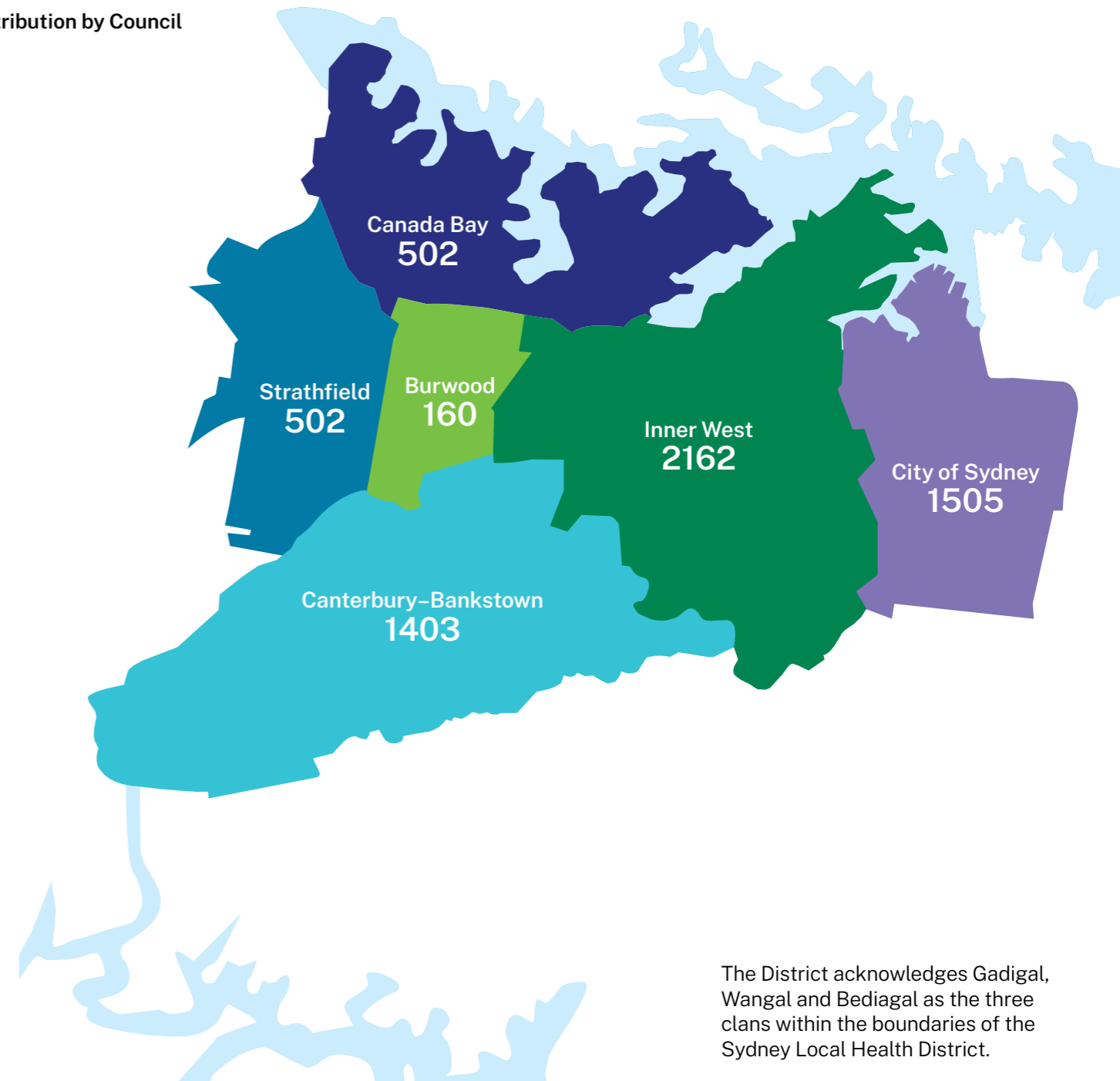
Our Aboriginal population

Aboriginal people make up 0.8 per cent of the District's population, compared with 2.5 per cent of the state's population.

The Inner West and City of Sydney councils have the highest number of Aboriginal residents in the District; with the lowest number of Aboriginal people residing in Strathfield LGA.

Consistent with state and national figures, the age profile of Aboriginal people in the District is younger than the non-Aboriginal population.

Distribution by Council



The District acknowledges Gadigal, Wangal and Bediagal as the three clans within the boundaries of the Sydney Local Health District.

Strategic alignment and context

Federal

Aboriginal and Torres Strait Islander Health Workforce Strategic Framework and Implementation Plan 2021–2031

The Framework aims to contribute to the achievement of equitable health outcomes for Aboriginal and Torres Strait Islander people through building a strong and supported health workforce that has appropriate clinical and non-clinical skills to provide culturally safe and responsive health care.

National Agreement on Closing the Gap

This agreement on Closing the Gap is to enable Aboriginal and Torres Strait Islander people and governments to work together to overcome the inequality experienced by Aboriginal and Torres Strait Islander people, and achieve life outcomes equal to all Australians.

State

NSW Public Sector Aboriginal Employment Strategy 2019–2025

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.

NSW Aboriginal Health Plan 2013–2023

This plan aims to address the health disparities between Aboriginal people and non-Aboriginal people in NSW.

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

Respecting the Difference training for employees assists in developing a greater knowledge of Aboriginal people and communities.

Good Health – Great Jobs: Stepping Up Resources Online Program

This resource has two pathways: the first for Aboriginal applicants and the second for recruitment managers.

For Aboriginal applicants, the resource provides clarity on the pathways into employment within NSW Health services, as well as tips and support structures that can be accessed and used along the way.

For recruitment 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.

Good Health-Great Jobs: Aboriginal Workforce Strategic Framework 2016–2020 (under review)

The Framework is intended to support Local Health Districts, Specialty Health Networks and other NSW Health Organisations to grow and develop their Aboriginal workforce. It is structured around six priority areas.

District

Sydney Local Health District Strategic Plan 2018–2023 (under review)

The Plan sets out the framework to support the District's vision of 'Excellence in health and healthcare for all' and includes seven strategic focus areas. 'Our staff' is Strategic Focus Area 5, under which there are three strategic goals:

- Empowered and resilient workforce
- Staff are supported to deliver the highest quality care
- A diverse workforce within a culturally safe and competent health system

Sydney Local Health District Workforce Strategic Plan 2023–2028

This Plan will be a key enabler to the District's Strategic Plan and vision, providing a new foundation and blueprint for developing a 'fit for purpose' healthcare workforce, now and in the future.

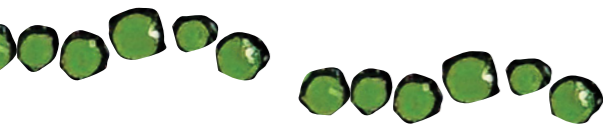
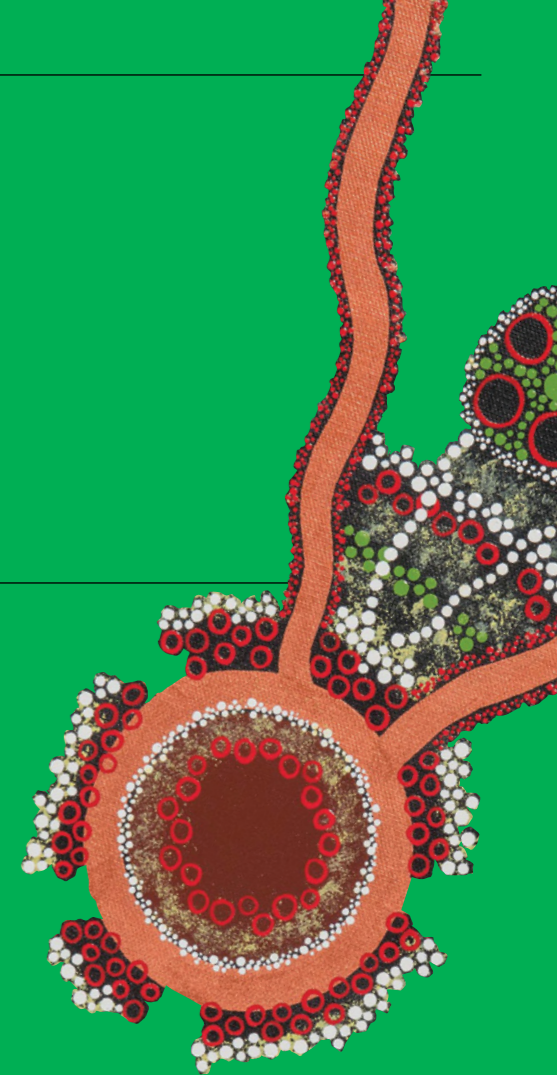
Sydney Local Health District Aboriginal Health Strategic Plan 2018–2022

This Plan aims to:

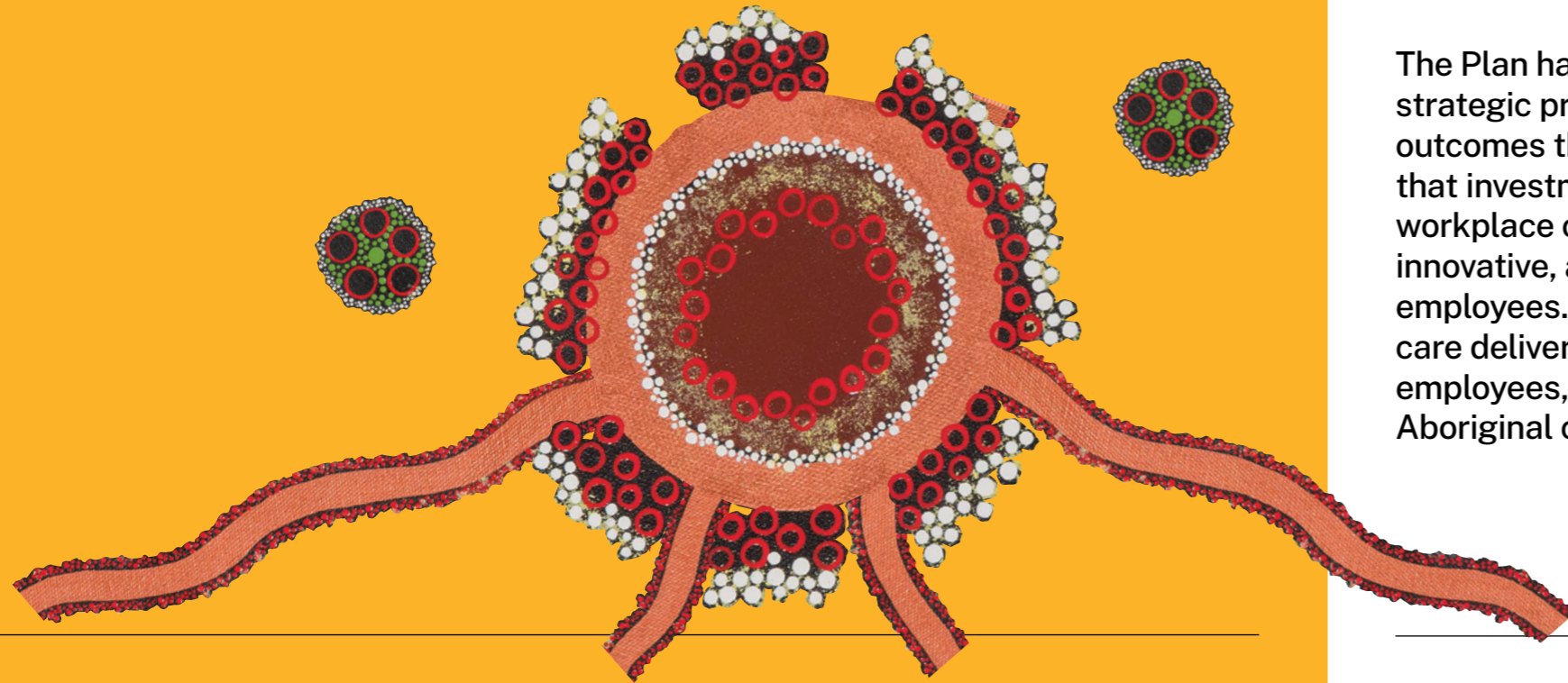
- Establish the key strategic priorities for Aboriginal Health in Sydney Local Health District for the next five years; and
- Identify key actions for Sydney Local Health District to implement the *NSW Aboriginal Health Plan 2013–2023*

Sydney Local Health District Education and Training Strategic Plan 2016–2020 (under review)

This plan supports and establishes the District's vision for education, learning and organisational development.



Strategic areas of focus



The Plan has been developed with a set of four key strategic priorities to drive and enable successful outcomes throughout the planning period. It is expected that investment in this Plan will result in a positive workplace culture with highly skilled, committed, innovative, accountable and valued Aboriginal employees. This will lead to improvements in health care delivery, increased attraction and retention of employees, and improved health outcomes for the Aboriginal community.

1 Growing our Aboriginal workforce

A refreshed and proactive focus on how the District attracts and engaged

Aboriginal people in meaningful employment across all roles and salary bands. In line with the *National Aboriginal and Torres Strait Islander Health Plan 2021–2031*, we aim to increase our Aboriginal workforce participation to a minimum of 3.43 per cent by the end of the planning period, with 3 per cent representation across all salary bands in line with the *NSW Public Sector Aboriginal Employment Strategy 2019–2025*.

Our District will also focus on building manager capability around Aboriginal recruitment. To do this, our District will use Stepping Up resources and raise our profile as an employer of choice for Aboriginal people through a range of partnership and engagement strategies.

2 Developing a highly-recognised and resilient workforce

This priority is aimed at enabling our Aboriginal workforce to perform at their best and achieve their career potential in whatever area is chosen. The Performance and Talent (PAT) system will be a key driver in supporting the career planning and development needs of Aboriginal staff at every level of the organisation and further investing in our current and emerging Aboriginal leaders through a range of formal and informal programs and initiatives.

Celebrating the successes and contribution of our Aboriginal workforce will continue to have a strong and predominant focus throughout the planning period as will the ability for Aboriginal staff to connect and engage with each other through District networks and forums.

3 Embedding cultural understanding, inclusion and respect

We will continue to celebrate and promote Aboriginal culture throughout the District and strengthen our cultural capability that will enable us to provide culturally appropriate workspaces where Aboriginal staff feel safe and secure, draw strength from their identity, culture and community.

In doing so, our workforce will be in the best position to deliver on our vision of 'Excellence in health and healthcare for all' in providing patient and family centred care that is culturally appropriate and Closing the Gap on Aboriginal health outcomes.

4 Developing collaborative partnerships

We will continue to foster positive and productive partnerships with our existing internal and external partners and will explore opportunities to develop new partnerships that support our priority areas.

Governance

The Plan will be enabled throughout the District with responsibilities for driving key priorities outlined in the responsibility section of the Plan.

Each facility/service will be required to establish their local planning initiatives aligned with their designated accountabilities in the Plan.

Implementation of the District's *Aboriginal Workforce Action Plan 2023–2028* will be strongly supported and reviewed at regular intervals via the District's Aboriginal Health and Workforce Steering Committee.

Monitoring and evaluation

The District's *Aboriginal Workforce Action Plan 2023–2028* will be monitored and evaluated on an annual basis with a progress report provided to the Chief Executive and Board. All facilities and services will be required to provide annual progress reports with support from Aboriginal workforce to facilitate the reporting arrangements.

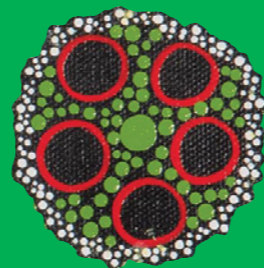
Monitoring of workforce participation targets will be identified and reported monthly through the General and Service Managers performance agreements, the District's Aboriginal workforce dashboard and to the District's Board via monthly reports.

1 Strategic priority 1

Growing our Aboriginal workforce

We will:

- Exceed the target of 3.43 per cent workforce participation and 3 per cent representation across all salary bands by 2028.
- Continue to expand traineeships, cadetships and scholarship programs that lead to ongoing permanent and sustainable employment for Aboriginal people.
- Develop culturally safe workplaces and spaces for Aboriginal staff and utilise recruitment practices that are appropriate for Aboriginal people.
- Regularly explore and maximise funding opportunities.



Objectives/strategic action	Responsibility	Timeframe
<p>Plan for our future Aboriginal workforce, aligned with health service needs</p> <ul style="list-style-type: none"> • Embed Aboriginal workforce participation targets of 3.43 per cent Aboriginal workforce participation and a further 3 per cent representation across all salary bands by 2028, in all workforce strategic, tactical and operational planning processes across the District facilities/ services. This will enable local initiatives to be developed in line with service requirements and drive performance against targets. • Explore opportunities to grow and strengthen our Aboriginal Health Worker and Aboriginal Health Practitioner workforce to develop the District’s cultural competency in providing culturally centred care for Aboriginal people and their family. Integrating these roles into new and existing models of care and ensuring these roles are well supported and valued. • Identify opportunities to increase Aboriginal-identified positions for employment in Aboriginal Health clinical and non-clinical roles across all professional groups. • Plan for ongoing and sustainable employment of Aboriginal staff, nurturing career pathways for successful traineeship and cadetship placements and transitioning qualified staff to permanent employment. • Develop a pool of accredited Aboriginal convenors to support the recruitment to targeted and identified positions. 	<p>CE GM/SDs WF AW CEWD AHU Line Manager</p>	<p>Monthly</p>
<p>Engage with Aboriginal people, education providers and employment partners to raise awareness of career opportunities and pathways in our District</p> <ul style="list-style-type: none"> • Cultivate targeted initiatives to engage Aboriginal high school students in meaningful ways that will enable them to make decisions about their career paths and a greater understanding of careers in health, both on the frontline and behind the scenes. Some initiatives may include and not limited to school-based traineeship programs and work experience programs. • Continue to invest in the District Ready for Working in Health program that is designed as a pathway in preparing potential trainees for a career in the District. • Engage and partner with local TAFE/RTOs and universities, particularly the Aboriginal education centres, to set up smooth transitional employment for graduates. • Promote Aboriginal employment, branding and resources through a refreshed Aboriginal Workforce website, ensuring resources and content remains current, user friendly and engaging. • Implement promotional events to support Aboriginal employment, such as an annual careers day for Aboriginal students in the District in partnership with local universities, TAFE/RTOs and the Aboriginal Health College. 	<p>AW CEWD</p>	<p>Annually</p>
<p>Develop recruitment opportunities, career pathways and hiring manager capabilities</p> <ul style="list-style-type: none"> • Promote the NSW Health ‘Stepping Up’ online recruitment resource to support applicants and hiring managers to engage in Aboriginal employment. • Establish flexible and innovative recruitment strategies to drive enhanced workforce participation in identified and targeted positions across all salary bands. This includes establishing talent pools and job-ready candidates for upcoming roles. • Create employment opportunities for Aboriginal people living with disability, from diverse backgrounds, LGBTQI+, carers and veterans. • Explore, expand and continue successful pathways to employment and career development program opportunities through: <ul style="list-style-type: none"> – traineeships/cadetships offered in administration, nursing, and health support in areas such as allied health, respiratory and population health – Aboriginal Dental Assistant training program – Sol Bellair Scholarship for the Graduate Health Management Program – other scholarship programs, ie, Bachelor of Dentistry, Bachelor of Oral Health Therapy. • Explore and utilise opportunities for external funding for Aboriginal positions, programs and resources, such as the Elsa Dixon Employment Program. 	<p>GM/SDs AW CEWD WF Line Manager</p>	<p>Annually</p>

2 Strategic priority 2

Developing a highly-recognised and resilient workforce

We will:

- Increase opportunities for Aboriginal staff to develop leadership capabilities through informal and formal learning and development modalities.
- Double the number of Aboriginal staff in senior leadership roles throughout the District.
- See that all Aboriginal staff have current career and development plans in place that are reviewed annually (at a minimum).
- See that education and development programs are implemented and tailored to meet the current and emerging needs of the Aboriginal workforce and health service.
- Reinforce that career pathways and talent pipelines are well-established from entry level to senior roles across a range of professions.
- Endorse a District-wide mentoring framework and programs, developed and embedded into day to day practice. All staff are aware and have access.
- Encourage staff forums and networks to be held on a regular basis to facilitate staff connection, feedback and engagement with the District on important 'Aboriginal specific' workforce related topics.
- Review staff engagement and retention regularly.



Objectives/strategic action	Responsibility	Timeframe
<p>Develop and grow the leadership capabilities of our Aboriginal staff</p> <ul style="list-style-type: none"> • Establish a talent pipeline of future leaders: <ul style="list-style-type: none"> – provide opportunities for development of leadership capability, at all levels from entry to leadership positions. This includes access to ongoing training, coaching and work-based experience. – target secondment opportunities for Aboriginal leadership across the District. – provide opportunities for Aboriginal staff to shadow leaders, to enhance their experience and understanding of leadership qualities. – provide formal leadership development opportunities. – explore opportunities for an annual cohort of staff to undertake Aboriginal-specific leadership development, such as through the Australian Public Service Commission or the Australian Indigenous Leadership Program. • Support Aboriginal staff to participate in leadership and development programs. 	CE GM/SDs WF AW CEWD Line Manager AHU	Annually
<p>Enable our Aboriginal staff to perform at their best and achieve their career potential</p> <ul style="list-style-type: none"> • Engage all Aboriginal staff in career development and planning sessions, identifying their strengths and aspirations that is captured and supported through the use of the Performance and Talent system (PAT) annually • Conduct a training needs analysis for the Aboriginal Health workforce. • Explore future educational needs and opportunities for upskilling staff in line with health services requirements, new roles and models of care. For example, the Certificate IV Aboriginal Primary Health Care Practice Training Program for entry into Aboriginal Health Worker and Practitioner Roles. • Continue working in partnership with the District's Centre for Workforce Development (CEWD) and establish partnerships with external education providers to strengthen capabilities and enhance the potential of clinical and non-clinical staff. • Explore opportunities for students who have successfully completed their traineeships to continue their studies with financial support during their continued education in the health field for the District. • Target development opportunities for Aboriginal staff that will facilitate career progression and create an inclusive culture for the growth of the individual. • Develop systems for succession planning and academic promotion processes are identified for Aboriginal staff. 	GM/SDs WF AW CEWD Line Manager	Annually
<p>Mentoring</p> <ul style="list-style-type: none"> • Develop successful mentoring and coaching programs for all Aboriginal staff. • Engage non-Aboriginal leaders across the District to show support and mentorship for increasing and furthering Aboriginal leadership. 	CE GM/SDs AW CEWD AHU	Annually
<p>Recognition</p> <ul style="list-style-type: none"> • Celebrate the achievements of the Aboriginal workforce through the sharing of success stories via internal and external communication activities. • Develop reward and recognition initiatives that highlight and value the contribution of the District's Aboriginal workforce. 	WF AW SRC	Annually
<p>Research</p> <ul style="list-style-type: none"> • Conduct Aboriginal workforce-specific research on career experiences, aspirations and intentions to enable planning for future Aboriginal workforce strategies. Research to be developed in consultation with the Aboriginal Health and Medical Research Council (AH&MRC) and must meet AH&MRC Ethics approval. 	CE WF AW AHU SLHD Ethics	Ongoing

3 Strategic priority 3

Embedding cultural understanding, inclusion and respect

We will:

- Understand, respect, honour and celebrate Aboriginal culture, heritage and identity.
- Increase the percentage of Aboriginal cultural training compliance that will be sustained over the period of the Plan.
- Improve employee engagement and workplace culture for Aboriginal staff, as well as indicators representing cultural safety and racism.
- Reduce workplace grievances and/or concerns arising from bullying, racism or lateral violence behaviours.
- Reduce regrettable staff turnover.



Objectives/strategic action	Responsibility	Timeframe
<p>Celebrate and promote Aboriginal culture</p> <ul style="list-style-type: none"> • Conduct, promote and celebrate events and activities associated with significant dates in the Aboriginal calendar, such as NAIDOC Week. • Raise awareness to support the release of staff to attend culturally significant events. • Lead, promote and support cultural change and safety to enhance the wellbeing of our Aboriginal staff. • To continue to celebrate our Aboriginal staff and the contributions they bring. 	AW CEWD AHU Strategic Relations	Annually
<p>Strengthen our cultural competency across the District</p> <ul style="list-style-type: none"> • Evaluate and enhance our Aboriginal cultural training (online and face-to-face) to ensure it continues to meet its objectives. Continue to meet aspirational target of 85 per cent of staff trained. • Review and monitor Aboriginal patient journey feedback to guide staffing requirements and professional development needs. • Acknowledge the effects that past and ongoing trauma may have on Aboriginal employees, and investigate the steps required to become a trauma-informed workplace. • Provide cultural support and mentoring to non-Aboriginal staff to develop a stronger understanding of cultural integrity and inclusion. • Enable cultural competency through executive leadership to ensure that all health professionals acquire the skills and knowledge essential for the successful and systematic implementation of cultural safety principles and practice. • Embed cultural competency and capability as a core essential element in workforce systems, education and day-to-day practice. Cultural competency to become a mandatory component in all District position descriptions and Performance and Talent (PAT) system. 	CE GM/SDs WF AW AHU CEWD Clinical Governance Mentors designated as part of the Mentorship program	Annually
<p>Provide culturally appropriate and safe work spaces where Aboriginal staff feel safe and secure, draw strength from their identity, culture and community</p> <ul style="list-style-type: none"> • In partnership with the Aboriginal Health Unit, perform a workplace audit which looks at structures, policies and practices for impact on and inclusion of Aboriginal employees. • Adopt a zero tolerance to bullying and harassment, racism and lateral violence in the workplace. All facilities and services are responsible for utilising the online Aboriginal Cultural Engagement Assessment Tool to assist in building a culturally-respectful workplace. • Review culture survey data and exit interview data for Aboriginal employees to determine staff experiences, and identify patterns and potential solutions to support further planning for the Aboriginal Workforce. • Ensure all health service plans and redevelopment plans include the development of cultural spaces. • Explore the opportunity for the District Employee Assistance Program to offer Aboriginal specific cultural inclusion in their framework. • Develop an information resource that incorporates cultural definitions of family for the purpose of bereavement leave for Aboriginal staff (sorry business). 	CE AW WF CEWD GM/SDs EAP AHU	Annually

4 Strategic priority 4

Developing collaborative partnerships

We will:

- Increase Aboriginal employment participation and distribution across all salary bands, arising from employment programs and initiatives.
- Measure skillsets and competencies of the Aboriginal workforce.



Objectives/strategic action	Responsibility	Timeframe
<p>Collaboration</p> <ul style="list-style-type: none"> • Develop and maintain positive and proactive partnerships with the NSW Health Aboriginal Workforce Unit, Centre for Workforce Development and Aboriginal Health Unit to drive and implement workforce strategies aligned with Aboriginal Health priorities. • Continue to develop inter-professional collaboration, education and support with internal partners to build a strong and sustainable Aboriginal health workforce. • Cultivate ongoing engagement with other education and training providers to influence program enrolments to reflect the health needs of skilled and qualified Aboriginal staff. • Develop and maintain relationships with employment service providers with expertise in Aboriginal employment to source, prepare and provide post-placement support and mentoring to new Aboriginal recruits. • Continue engagement with the Poche Centre to increase Aboriginal midwifery traineeships 	<p>AW CEWD AHU District and Facility Nursing</p>	<p>Annually</p>



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