

South Western Sydney Local Health District

Aboriginal Workforce Plan 2022 – 2026





Artist:

Danielle Mate-Sullivan

Our continued thanks and credits for the artwork goes to Danielle Mate-Sullivan.

Danielle is a contemporary Aboriginal artist born in Fairfield NSW. Discussions between Danielle and the SWSLHD Aboriginal Workforce Team in 2017 lead to this piece being commissioned for use in the SWSLHD Aboriginal Workforce Plan.

The artwork reflects the ongoing commitment of South Western Sydney Local Health District through the Aboriginal Workforce Plan in supporting the Aboriginal community towards good health and great jobs.

The branches represent the many and varied pathways to a brighter future and employment which is represented by the sun.

The clear environment in the artwork represents the healthy and flourishing Aboriginal communities as well as the aim of the SWSLHD Aboriginal Workforce Plan which is a greater health workforce and better health outcomes for our Aboriginal people and community.

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Acknowledgement

South Western Sydney Local Health District (SWSLHD) would like to acknowledge the traditional custodians of the land that falls within the boundaries of SWSLHD – the families of the Cabrogal Clan of the Darug Nation, the families of the Dharawal Nation and the families of the Gundungurra Nation; and their continuing connection to these lands. We pay our respect to the Elders, past, present and emerging and to all First Nations Peoples within our community.

We acknowledge that all of the health facilities built across the District are built on traditional lands.

SWSLHD acknowledges our staff within the facilities/services and our partner organisations, Gandangara Local Aboriginal Land Council and Health Services, Indigenous Allied Health Australia, KARI, Tharawal Aboriginal Medical Service and Tharawal Local Aboriginal Land Council for their valuable contributions and ongoing support to and active participation in our key initiatives.

The SWSLHD Aboriginal Workforce Plan 2022-2026 is the second edition of the formal strategy. It continues to provide a structure to ensure good health and great jobs for the Aboriginal community of South West Sydney.



Foreword from the Chief Executive

The SWSLHD Aboriginal Workforce Plan 2022-2026 is evidence of our ongoing commitment to grow and support our Aboriginal workforce and to improve access to health services. This plan continues our focus on developing culturally safe workplaces and providing career opportunities for Aboriginal people.

The commitment to employ more Aboriginal people is not only an important step in improving the health and well-being of our Aboriginal communities, but to also Close the Gap.

In 2020, the Public Service Commission revised the workforce representation target from 2.6% to 3%. We continue towards our aspirational target of 3.5%, while also focusing on the commitments with Closing the Gap priorities, National Safety and Quality Health Service Standards targeting health outcomes for Aboriginal staff, patients and their families and community as well as employment equity and enhanced career potential for Aboriginal people.

Through the continuation of this plan, SWSLHD will become an employer of choice for Aboriginal people, providing access to training, education and career progression in a culturally safe and supportive workplace.

Amanda Larkin
Chief Executive
South Western Sydney Local Health District



Glossary of Terms and Definitions

Aboriginal people are the first people of Australia and have strong cultures and communities, this has been recognised in the State of NSW with an amendment in 2010 to the NSW Constitution Act 1902 preamble. The term Aboriginal does not necessarily include Australia's other Indigenous population – Torres Strait Islanders.

Torres Strait Islander is the term used to refer to the population of people who live on the islands in and around the strip of water that separates the tip of Queensland and the shoreline of Papua New Guinea, known as the Torres Strait. In NSW there is a resident population of 4,839 Torres Strait Islander people. Despite the presence of Torres Strait Islander people in NSW, there has been no development of recruitment programs specifically to meet their needs. There is an unstated expectation that Torres Strait Islander people will access mainstream programs or programs specifically labelled as Aboriginal or Indigenous.

Aboriginal Identified Roles are those in which Aboriginality is a genuine occupational qualification. Typically, such roles work directly with Aboriginal people and are involved in developing and/or delivering services and programs which have an impact on Aboriginal people and/or involve dealing with Aboriginal communities.

CEWD is the **SWSLHD Centre for Education and Workforce Development**, which is a delivery site for the NSW Registered Training Organisation. CEWD provides a suite of education and development opportunities that support individuals in their career pathway and ensure that care delivered is person-centred and evidence based.

Close The Gap is a strategy that aims to reduce Aboriginal disadvantage with respect to life expectancy, child mortality, access to early childhood education, educational achievement, and employment outcomes and was endorsed by the Australian Government in March 2008. The targets were refreshed in 2020 and now include child protection, the justice system, rates of domestic violence and rates of suicide.

Cultural Awareness is understanding that there are differences between cultures. Essential to patient-centred care and an essential first step on the pathway to cultural responsiveness.

Cultural Safety is reached when a recipient of care deems the care to be meeting their cultural needs. People feel safe and secure in the health environment due to shared respect, meaning knowledge and experience, ensuring dignity and truly listening. Cultural safety incorporates cultural sensitivity.

Cultural Sensitivity is knowing about the culture of the 'other'. Articulates the importance of respecting difference and tailoring approaches, but depends on stereotypical knowledge which tends to normalise the health professional's culture, totalise the 'other' culture, and is therefore ethnocentric.

Cultural Responsiveness involves continuous learning, self-exploration and reflection. It's being open to new ideas, beliefs and values of your own culture, and being able to see these differences as equal. It means healthcare services are respectful of and relevant to the health beliefs, practices and cultural needs of the communities they service. This is more than cultural awareness.

Facilities refers to all agencies, hospitals and business units within the SWSLHD.



The term **Lore** refers to the customs and stories the Aboriginal peoples learned from the Dreamtime. Aboriginal Lore was passed on through the generations through songs, stories and dance and it governed all aspects of traditional life. It is common to see the terms 'law' and 'lore' being used interchangeably.

School Based Apprenticeships and Traineeships (SBATs) are available to Year 11 and 12 high school students in NSW and allow students to complete a traineeship while at school. SBATs combine paid work, training and school. Some apprenticeships and traineeships can contribute towards the Australian Tertiary Admission Rank (ATAR).

SWSLHD refers to South Western Sydney Local Health District.

Targeted Roles are 'mainstream' roles that are filled using advertising and recruitment strategies that maximise applications from Aboriginal people. Agencies may reserve a targeted role for filling by a suitable Aboriginal applicant, with care development opportunities for Aboriginal people.

Transforming Your Experience (TYE) is SWSLHD's five year plan to deliver safe and quality care, and positively transform how our patients, consumers, staff and communities experience our organisation and services.

Vocational Education and Training in Schools (VET in Schools) are programs undertaken by high school students as part of the senior secondary certificate that provide credit towards a nationally recognised VET qualification within the Australian Qualifications Framework.

A list of the positions and the abbreviations used who have been allocated responsibility for implementing actions is included below.

Abbrev.	Position
AWM	Aboriginal Workforce Manager
AEC	Aboriginal Employment Coordinator
ASC	Aboriginal Staff Counsellor, Staff Wellbeing & Support Service
CE	Chief Executive
CEWDM	Manager, SWSCEWD
DAH	Director, Aboriginal Health
DAHCS	Director, Allied Health & Community Services
DAllied	Facility and Service Directors of Allied Health
DMs	Department and Cost Centre Managers
DNMS	Facility and Service Directors of Nursing & Midwifery Services
DCW	Director, Capital Works
DMH	Director, Mental Health
DPC	Director, People & Culture
DPH	Director, Population Health
DRWP	Director, Redevelopment Workforce Planning
EDNMP	Executive Director, Nursing, Midwifery & Performance
GMs	Facility and Service General Managers
HRMs	Facility and Service Human Resources/Workforce Managers
HRSSM	Manager, HR Support Services
ODM	Manager, Organisational Development
RM	Recruiting Managers (those persons responsible for convening a recruitment process)
RU	SWSLHD Recruitment Unit (and all staff within the Recruitment Team/s)
SDs	Service Directors
SCSM	Manager, Shared & Corporate Services
SWSSM	Manager, Staff Wellbeing & Support Service
WEA	Workforce Educator, Aboriginal Portfolio
WCBC	Workplace Culture and Behaviour Consultant, Organisational Development



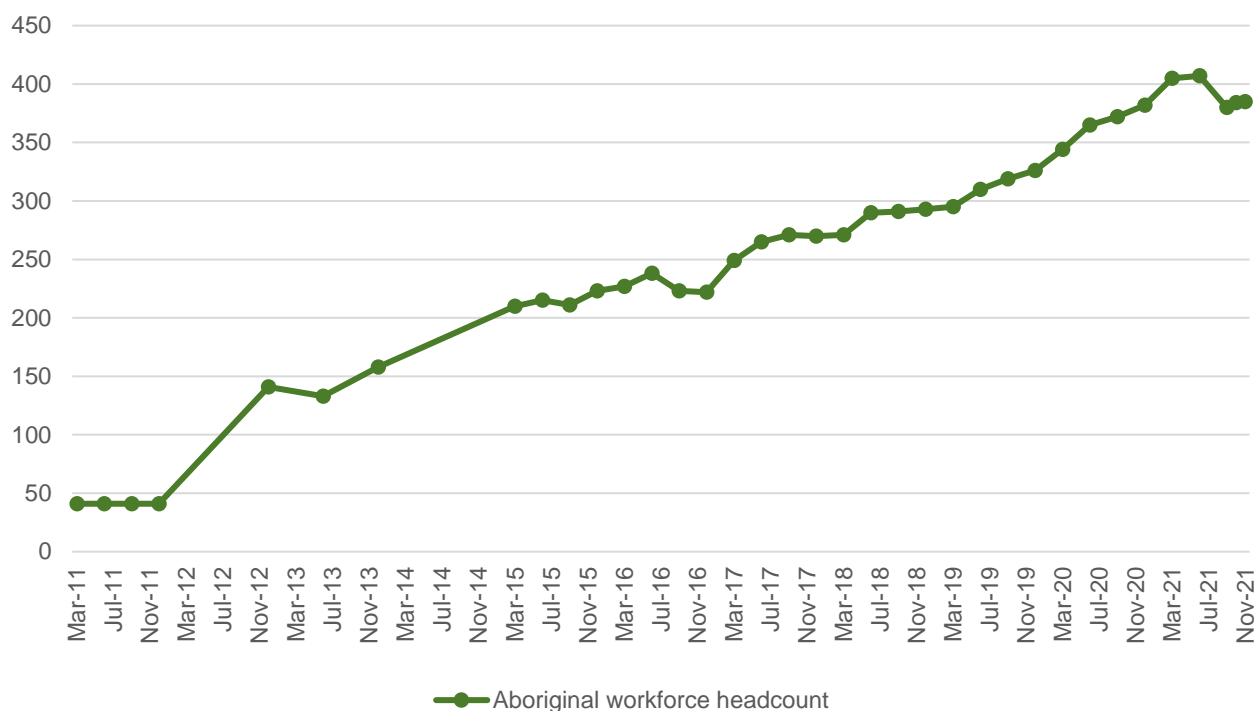
Our Achievements

Over the last 10 years, from 2011 to the current time, there has been significant growth in Aboriginal workforce representation across SWSLHD.

In our last strategy, we committed to growing our Aboriginal workforce representation across our organisation. Over the past 4 years we have seen almost the doubling of our Aboriginal staff.

Aboriginal staff work in targeted, mainstream and identified positions and perform a variety of clinical and non-clinical roles.

The below graphs represents our journey in the 10 years from 2011 to September 2021.



In September 2021, the impact of COVID-19 was largely felt in relation to an overall decrease in staff within Health. For SWSLHD, this has seen a decrease in the Aboriginal workforce representation.

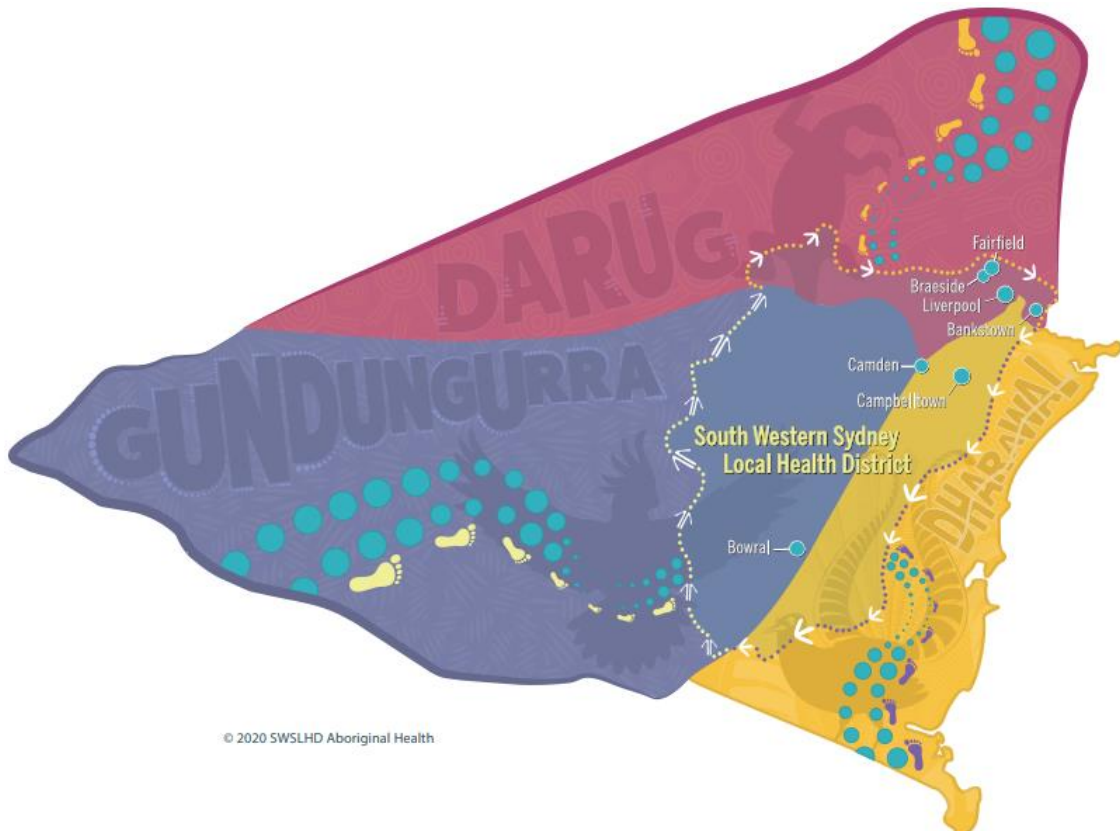
Our Local Health District

SWSLHD covers both rural and suburban communities and manages 6 acute public hospitals including Bankstown-Lidcombe Hospital, Bowral & District Hospital, Camden Hospital, Campbelltown Hospital, Fairfield Hospital and Liverpool Hospital. SWSLHD also operates 14 major community health centres.

SWSLHD is the largest and fastest growing health districts in metropolitan Sydney, covering 7 Local Government Areas (LGAs). Census data in 2016 recorded the population as being just under 1 million people, it is anticipated that the 2021 Census will show the population having exceeded 1 million people. The following table gives a breakdown of the population across LGAs that make up SWSLHD.

LGA	Aboriginal Population (2016)	Total LGA Population (2016)	Aboriginal Population by Percentage (2016)
Bankstown	1,962	203,660	1.0%
Camden	2,299	80,920	2.9%
Campbelltown	7,344	164,420	4.5%
Fairfield	1,782	206,270	0.9%
Liverpool	3,771	214,090	1.8%
Wingecarribee	1,148	47,740	2.3%
Wollondilly	1,875	49,350	3.8%
TOTAL	20,181	966,450	2.1%

Source: South Western Sydney PHN, *South West Sydney: Our Health – An in-depth study of the health of the population now and into the future*, 2018



Source: SWSLHD Aboriginal Health, *Didja Know? Aboriginal Health is Everyone's Business – A Shared Responsibility*, 2020



Our Commitment

SWSLHD is committed to achieving the key priorities of the NSW Ministry of Health 'Good Health, Great Jobs' Aboriginal Workforce Strategic Framework to increase our Aboriginal workforce representation to 3.0% and continuing towards our aspirational target of 3.5%.

SWSLHD is also committed to improving the health and well-being of our Aboriginal communities through strategies that support the employment of Aboriginal people in our organisation, as well as initiatives that enhance the engagement and education of Aboriginal people accessing and using public health services.

At the end of the 2020/2021 Financial Year, SWSLHD has approximately 400 Aboriginal employees across our facilities and services, representing 2.6% of our total workforce.

To assist SWSLHD in continuing our work in this important area, we have created the SWSLHD Aboriginal Workforce Plan 2022-2026 and updated our key priority areas. The following table presents the key priority areas and their respective objectives.

Key Priority Areas	Actions
1. Recruitment	To ensure that at least 3% of the workforce are Aboriginal staff and that there is representation across all grades and professions
2. Retention	To guide and support the retention of our Aboriginal workforce
3. Career Progression and Professional Development	To enhance career pathway opportunities for Aboriginal people
4. Community Engagement	To foster relationships with local Aboriginal communities, our Aboriginal workforce and our partner organisations that are meaningful and support our commitment to promoting growth in our Aboriginal workforce representation
5. Cultural Responsiveness	Continue to enhance knowledge and understanding of Aboriginal culture to create workplaces where Aboriginal culture and people are valued and respected

Key Priority Area 1: Recruitment

SWSLHD aims to increase our Aboriginal workforce to achieve the NSW public sector and NSW Ministry of Health Aboriginal employment target of 3% and the LHD's aspirational target of 3.5%.

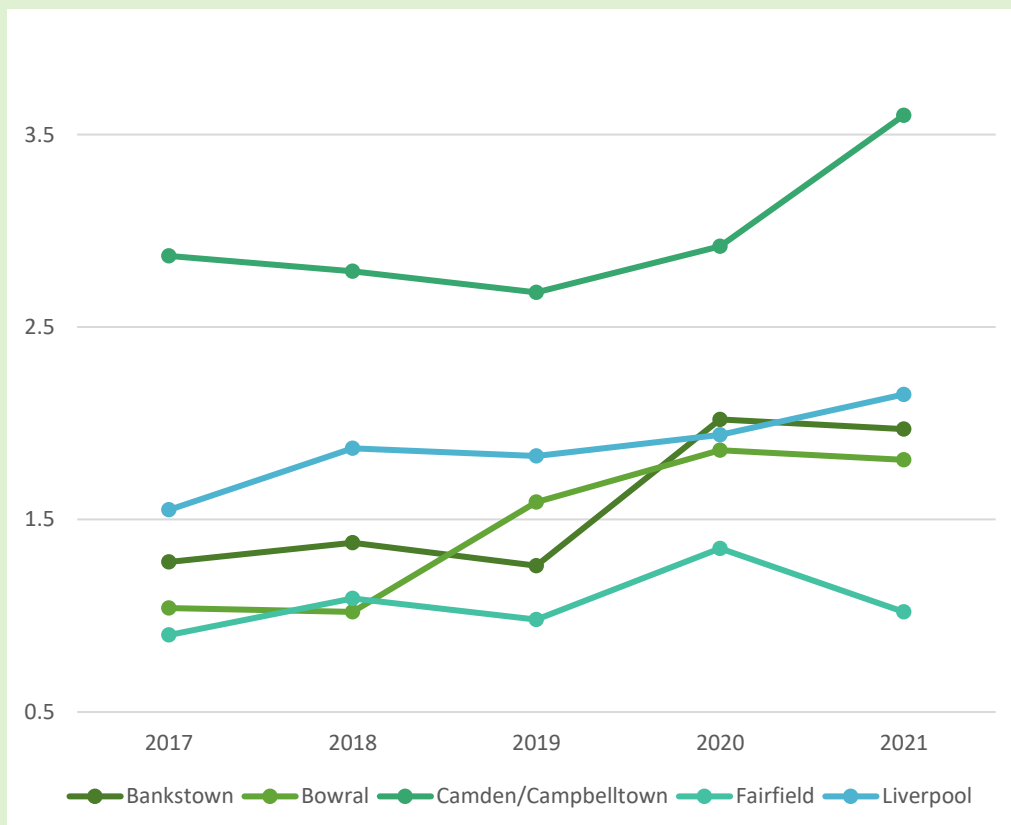
Our Aboriginal workforce representation is fundamental to improving the public health services delivered to our Aboriginal communities. The employment of Aboriginal people across all health professions supports us to achieve this.

All departments and units of SWSLHD are encouraged to liaise with the SWSLHD Aboriginal Workforce Team to explore any ideas they have that could facilitate and enhance employment pathways for Aboriginal people into employment with us.

What's Working

SWSLHD recognises that the employment of Aboriginal people is fundamental to delivering the most culturally safe and appropriate service to the Aboriginal community. There has been continued investment in specific recruitment initiatives to support Aboriginal people to enter the District's workforce and progress in meaningful careers.

Since 2017, the SWSLHD Aboriginal workforce representation doubled from over 200 (1.96%) to around 400 (2.6%) in June 2021. The below graph shows the growth in the Aboriginal workforce representation percentages at the major hospital sites.





Recruitment Action: To ensure that at least 3% of the workforce are Aboriginal staff and that there is representation across all grades and professions				
1	Implementation Activity	Responsibility	Measure	Timeframe
1.1	Continuation of the structured Aboriginal employment programs and initiatives that support the attraction and employment of Aboriginal people. (For detail on the Aboriginal Workforce strategies and initiatives, see individual action items).	AWM, AEC GMs, SDs HRMs	Successful continuation of the programs and measures for the outlined Aboriginal Workforce strategies and initiatives are met For details on specific item KPI measures, please see individual action items Aboriginal workforce participation rate of at least 3.0% (aspiring to 3.5% and beyond)	By end 2026
1.2	SWSLHD facilities and services to advertise to (or above) the respective annual allocation under the SWSLHD Aboriginal Targeted Recruitment Program	AWM, AEC GMs, SDs HRMs, RU RMs	Annual advert KPI: Bankstown 25 Bowral 5 Camden/Campbelltown 30 Fairfield 15 Liverpool 50 District (Reporting Entity) 5 Drug Health 5 Mental Health 6 Population Health 3 Primary & Community 3 Oral Health 3 LHD TOTAL 150 Above 50% conversion rate for positions advertised under the program each annum	Annually
1.3	SWSLHD facilities and services to provide allocation for trainees in two annual intakes to the SWSLHD Aboriginal Traineeship Program	AWM, AEC GMs, SDs HRMs	Recruitment of two intakes annually of at least 30 trainees across the LHD per intake Trainee Intake KPI: Bankstown 5 Bowral 1 Camden/Campbelltown 5 Fairfield 3 Liverpool 10 District (Reporting Entity) 2 Primary & Community 2 Oral Health 2 LHD TOTAL 30 Above 75% completion rate and 90% retention rate of completed trainees	Annually



Recruitment Action:				
To ensure that at least 3% of the workforce are Aboriginal staff and that there is representation across all grades and professions				
1	Implementation Activity	Responsibility	Measure	Timeframe
1.4	SWSLHD facilities and services to accept allocation of Aboriginal Nursing & Midwifery cadets as coordinated through Aboriginal Workforce and Ministry of Health Nursing and Midwifery Office (NaMO)	AWM, AEC GMs, SDs EDNMP, DNMS	Recruitment of a minimum of 5 cadets per year through the Aboriginal Nursing & Midwifery Cadetship Program Above 75% completion rate and 90% retention rate of completed cadets	Annually
1.5	SWSLHD facilities and services to accept allocation of Aboriginal Allied Health cadets as coordinated through Aboriginal Workforce	AWM, AEC GMs, SDs, DAHCS, DAllied	Recruitment of a minimum of 5 cadets per year through the Aboriginal Allied Health Cadetship Program Above 75% completion rate and 90% retention rate of completed cadets	Annually
1.6	Establish an Aboriginal Medical Cadetship Program SWSLHD facilities and services to accept allocation of Aboriginal Medical cadets as coordinated through Aboriginal Workforce	AWM, AEC GMs, SDs, DMS	Recruitment of a minimum of 1 cadet per year through the Aboriginal Medical Cadetship Program Above 75% completion rate and 90% retention rate of completed cadets	Annually
1.7	Partner with Western Sydney University School of Medicine to encourage Aboriginal medical students to undertake their prevocational education training in SWSLHD	AWM, AEC	An increase in the Aboriginal medical workforce representation in prevocational education and training (eg PGY1)	Ongoing
1.8	Ensure all mass on-boarding programs of SWSLHD have a defined process to support the recruitment of Aboriginal candidates <ul style="list-style-type: none"> • GradStart and MidStart Program • Undergraduate Assistant In Nursing/Midwifery Cohorts • Diploma of Nursing & Enrolled Nurse Recruitment • JMO Annual Recruitment • Prevocational Medical Recruitment • Medical Specialist Recruitment • Physiotherapy New Graduate • Pharmacy New Graduate • Casual Pool Recruitment 	AWM/AEC GMs, SDs EDNMP DMS DAHCS, DAllied RMs	An increase in the Aboriginal workforce representation through these on-boarding programs	Annually



Recruitment Action:
To ensure that at least 3% of the workforce are Aboriginal staff and that there is representation across all grades and professions

1	Implementation Activity	Responsibility	Measure	Timeframe
1.9	A dedicated placement is advertised for an Aboriginal person in the annual intake of the SWSLHD Graduate Health Management Trainee Program	CE DAH	Recruitment of a minimum of 1 Aboriginal candidate each intake and successful completion will result in ongoing retention	Annually
1.10	Ensure diversity within the Executive Leadership Team/s across the LHD by utilising a targeted approach to recruit to vacant Senior Leadership roles	CE	An increase in the Aboriginal workforce representation in the SWSLHD Executive Leadership Team/s	By end 2026
1.11	Establish an Aboriginal School Based Traineeship Program for Allied Health as part of the Greater Western Sydney Partnership. SWSLHD facilities and services to accept allocation of Aboriginal School Based Trainees in Allied Health as coordinated through Aboriginal Workforce	AWM, AEC DAH DAHCS, DAllied	SWSLHD is involved as a host employer each year for SBAT Program Recruitment of a minimum of 10 SBATs each year through the partnership with GWS/Indigenous Allied Health Australia Above 75% completion rate and 90% retention rate of completed SBATs	Annually
1.12	Increase utilisation of Aboriginal Talent Pool and eligibility lists for both internal and external opportunities and reverse marketing	AWM, AEC RMs RU	Increase in number of Aboriginal candidates appointed using this model	Ongoing
1.13	Promote and support Aboriginal staff to self-identify through Stafflink as a means of extending Aboriginal workforce development and support	AWM, HRSSM	An increase in the Aboriginal workforce representation across grades and professions	Quarterly
1.14	Ensure all redevelopment plans for SWSLHD facilities and services have a focus on increasing the Aboriginal workforce representation	DRWP, DCWI DPC	Growth of Aboriginal workforce is consistent with growth of the LHD	Annually
1.15	Undertake regular reporting and analysis of commencements of Aboriginal staff to identify trends	AWM, HRSSM	Specific strategies to address and support any identified trends	Quarterly
1.16	SWSLHD facilities and services to develop localised Aboriginal Workforce Action Plans based on the SWSLHD Aboriginal Workforce Plan 2022-2026	GMs, SDs	Localised actions are reported to SWSLHD Aboriginal Workforce Steering Committee on a quarterly basis	Quarterly

Key Priority Area 2: Retention

Retaining our Aboriginal staff is fundamental to the success of our plan and through the provision of supportive development and networking opportunities our Aboriginal staff will benefit from long term career engagements within our workforce.

What's Working

Aboriginal Staff Cluster Network meetings are held at the main hospital campuses across SWSLHD every quarter. These meetings provide Aboriginal staff with the opportunity to connect with one another and establish local support networks. The meetings also provide a venue to promote workforce development strategies and encourage engagement in a range of professional development activities.



Retention Action:

To guide and support the retention of our Aboriginal workforce

2	Implementation Activity	Responsibility	Measure	Timeframe
2.1	Provide support for Aboriginal employees via the establishment of an internal mentoring program Identify suitable mentors Engage Aboriginal employees requiring mentoring support	CEWDM, WEA AWM, AEC DAH	Mentoring program developed and implemented Number of mentors and mentees and engaged in program	Annually
2.2	Establish an Aboriginal Identified Counsellor within the Staff Wellbeing and Support Service which will specifically support Aboriginal staff Develop an engagement and promotional plan to ensure the position is well utilised	SWSSM, DPC SWSSM, ASC, DAH	Engagement and utilisation of service by staff who identify as Aboriginal	Annually



Retention Action: To guide and support the retention of our Aboriginal workforce				
2	Implementation Activity	Responsibility	Measure	Timeframe
2.3	<p>Improve exit interviews to gain insight into the success of initiatives and the reasons why staff leave</p> <p>Jan to Jun 2022 process to be developed and implemented and then completion of exit interviews be achieved as outlined in the KPI measure</p>	<p>DMs ODM/WCBC AWM/AEC</p>	<p>Exit interviews provided for separating staff and feedback is used to inform Aboriginal Workforce strategies and continuous improvement</p> <p>Exit Interview KPI: 2022..... 25% 2023..... 50% 2024..... 70% 2025..... Above 90% 2026..... Maintain above 90%</p>	Annually
2.4	<p>Undertake regular reporting and analysis of workforce data for Aboriginal staff to identify trends</p>	AWM, HRSSM	<p>Specific strategies to address and support any identified trends</p>	Quarterly
2.5	<p>Support the Aboriginal Staff Cluster Network Leaders at each Facility to provide undertake mentoring with trainees and other new staff, engage in Cluster Network Leader meetings, connecting with new staff to provide a welcome to the facility/service</p>	AWM, AEC DAH	<p>Increased visibility of Aboriginal Staff Cluster Network Leader roles</p>	Annually
2.6	<p>Continue to grow the SWSLHD Aboriginal Staff Networks with geographic clusters established that align with hospital locations</p> <p>Utilise the Aboriginal Staff Cluster Network meetings as a place for information sharing, cultural engagement, peer support</p>	AWM, AEC	<p>At least 3 meetings are held each year at each facility</p> <p>Number of staff participating in Aboriginal Staff Cluster Networks</p>	Annually
2.7	<p>Maintain the Cultural supervision model for Aboriginal Health Workers and Aboriginal clinicians attached to the Aboriginal Health Unit</p>	DAH	<p>Cultural Supervision Policy is embedded</p>	June 2022

Key Priority Area 3: Career Progression and Professional Development

SWSLHD recognises that Aboriginal people have historically been employed at base grade levels and in non-clinical roles, and for this reason we are committed to creating employment pathways and opportunities across all salary bands

SWSLHD supports the professional development of staff by providing opportunities to pursue further training and development. It is fundamental to develop our Aboriginal workforce to ensure career growth and long-term career opportunities.

What's Working

One of the most successful workforce development initiatives within SWSLHD is the Aboriginal Traineeship Program which commenced in 2007. It has resulted in the employment of over 170 Aboriginal people since that time. The program has been designed to provide sustainable career opportunities for Aboriginal people who may have limited skills and capabilities, or those who have been out of the workforce for long periods of time.

The program provides full time employment for Aboriginal people while they complete a Certificate III or Certificate IV qualification. Opportunities in a variety of professions are offered, including Administration Officers, Assistants In Nursing, Dental Assistants, Information Technology, Operating Theatre Assistants, Pharmacy Assistants/Technicians, Sterilising Services, Switchboard Operators and Wardspersons. On completion of the Aboriginal Traineeship Program, the vast majority of trainees transition into permanent employment due to their positive performance and growing skill sets.





Career Progression and Professional Development Action: To enhance career pathway opportunities for Aboriginal people				
3	Implementation Activity	Responsibility	Measure	Timeframe
3.1	<p>SWSLHD facilities and services to increase Aboriginal staff representation across all salary bands and fields. Strategies to achieve this include, but are not limited to:</p> <ul style="list-style-type: none"> • SWSLHD Administration Staff Professional Development Pathway • Clinical Pathways (Allied Health, Nursing, Medical including Cadetships, Mental Health Trainees etc) • Executive Pathways (SWSLHD Graduate Health Management Trainee Program and NSW Aboriginal Population Health Training Initiative) • Management Pathways for mid-tier staff to progress into Team Leader, Supervisor, Leading Hand roles 	AWM, AEC GMs, SDs HRMs, RU RMs	<p>1.8% Aboriginal workforce representation across all Treasury salary bands</p> <p>Number of staff that progress into higher positions after completion of the various pathways and initiatives</p>	December 2026
3.2	Support Aboriginal staff to participate in leadership and development programs including the establishment of a dedicated leadership and development program for Aboriginal staff that support transition into mid-tier and management roles.	HRMs, DMs AWM, AEC	Number of staff that progress into leadership positions after completion of a leadership and development program.	December 2026
3.3	Undertake regular reporting and analysis of workforce data for Aboriginal staff to identify trends	AWM, HRSSM	Specific strategies to address and support any identified trends	Quarterly
3.4	<p>Designate places for Aboriginal staff in training and development programs offered via CEWD and other programs sponsored by SWSLHD, including but not limited to:</p> <ul style="list-style-type: none"> • Diploma of Nursing • VET in Schools • Masters Scholarship Program • Diploma of Leadership & Management • TYE Foundational Leadership Program • Line Manager Capability Professional Development Pathway • Administration Staff Professional Development Pathway 	CEWDM	<p>Increase in number of Aboriginal employees engaged in programs</p> <p>A minimum of 15% of places available are designated for Aboriginal employees and participants</p>	Annually



Career Progression and Professional Development Action: To enhance career pathway opportunities for Aboriginal people				
3	Implementation Activity	Responsibility	Measure	Timeframe
3.5	Provide guidance and support to Managers to ensure the performance development goals and performance documents of the Aboriginal employees within their departments align with development opportunities across SWSLHD	HRMs, DMs AWM, AEC	Managers of Aboriginal staff to partner with Human Resources and Aboriginal Workforce each annum to review development goals and opportunities of Aboriginal staff	Annually
3.6	Support Aboriginal staff to pursue opportunities to develop to their full potential through improved performance development goal setting with their respective managers	HRMs, DMs AWM, AEC	80% of agreed goals in Aboriginal staff members Professional Development Review plans are achieved each year	Annually
3.7	Support access to and distribution of Expression of Interest opportunities for Aboriginal staff to act in higher grade positions through the Aboriginal Employment Coordinator distributing EOIs and supporting interested staff to apply	HRMs RMs AWM, AEC	Number of Aboriginal staff in higher grade roles	Annually
3.8	Provide a comprehensive orientation, ongoing guidance and support to Managers of Trainees to ensure the performance development goals and performance documents of the Aboriginal Trainees within the respective departments are completed in a timely manner	AWM, AEC HRMs	Seek feedback via Manager Orientation Session Evaluation	Annually
3.9	Support trainees undertaking the Aboriginal Traineeship as Assistants In Nursing to continue their studies into the Diploma of Nursing course offered by SWSCEWD	AWM, AEC CEWDM	Number of AIN trainees that progress into the Diploma of Nursing course	Annually
3.10	Maintain and grow partnerships with tertiary education providers through CEWD and with involvement of SWSLHD Aboriginal Workforce (eg Earn While You Learn/Navitas, TAFE)	CEWDM AWM, AEC	Formal partnerships are established and support the commitment and initiatives of SWSLHD in relation to Aboriginal workforce	Ongoing
3.11	Employment of at least two trainees at any one time in the NSW Aboriginal Population Health Training Initiative within SWSLHD Population Health and in partnership with the NSW Ministry of Health	DPH, DAH	Consistent engagement in the NSW Aboriginal Population Health Training Initiative	Ongoing



Career Progression and Professional Development Action: To enhance career pathway opportunities for Aboriginal people				
3	Implementation Activity	Responsibility	Measure	Timeframe
3.12	Grow the SWSLHD Aboriginal Health Practitioner workforce both within Aboriginal Health and mainstream services. In addition to growing the workforce, establish pathways that support staff to transition into other clinical qualifications (eg Nursing)	DAH GMs, SDs	Increase in the number of Aboriginal Health Practitioner roles within the staff establishment	December 2026
3.13	Grow the Aboriginal Mental Health Clinical Workforce utilising the NSW Health Aboriginal Mental Health Worker Training Program within SWSLHD Mental Health and in partnership with the NSW Ministry of Health	DMH DAH	Consistent engagement in the NSW Health Aboriginal Mental Health Worker Training Program	Ongoing
3.14	Establish a pathway for Aboriginal Health Workers employed in the Violence and Neglect (VAN) Services to undertake clinical qualifications that will support transition into clinician roles	GM Primary & Community Health DAH	Increase in the number of Aboriginal staff engaged in clinician roles within the VAN Service	December 2022
3.15	Partner with Medical Administration to identify Aboriginal Junior Medical Officers to facilitate linkages with Aboriginal Workforce and support the Junior Medical Officers to pursue their prevocational education training and further training pathways	AWM, AEC	An increase in the Aboriginal medical workforce representation across medical classifications	Ongoing
3.16	Partner with Aboriginal Medical Services and Aboriginal training and education providers to identify suitable placements to support capacity building within Aboriginal workforce	AWM, AEC	An increase in the Aboriginal workforce representation in clinical classifications	Ongoing

Key Priority Area 4: Community Engagement

Respectful, effective and ongoing inter-professional partnerships, collaboration, education and support are essential to building a strong and sustainable Aboriginal workforce representation.

Collaborative partnerships will strengthen career pathways and opportunities for the current and future Aboriginal workforce.

What's Working

A number of professional relationships with organisations across south western Sydney assist the SWSLHD Aboriginal Workforce Team to engage with job seekers and to encourage school leavers to engage in a career in Health.



Community Engagement Action:

To foster relationships with local Aboriginal communities, our Aboriginal workforce and our partner organisations that are meaningful and support our commitment to promoting growth in our Aboriginal workforce representation

4	Implementation Activity	Responsibility	Measure	Timeframe
4.1	Support SWSLHD efforts to engage more Aboriginal owned businesses as contractors for a range of services	DCW SCSM	Number of Aboriginal owned businesses listed as preferred suppliers/vendors for SWSLHD	Ongoing
4.2	Increase promotion of health careers and opportunities at schools and more broadly through community settings such as engagement with high schools, attending Careers Expos throughout South West Sydney	AWM, AEC	Number of careers expos (and similar) attended each year	December 2022
4.3	Host SWSLHD HealthWise Aboriginal Career Expo at least once per year	AEC	Number of referrals received into recruitment processes by Expos	Annually



Community Engagement Action: To foster relationships with local Aboriginal communities, our Aboriginal workforce and our partner organisations that are meaningful and support our commitment to promoting growth in our Aboriginal workforce representation				
4	Implementation Activity	Responsibility	Measure	Timeframe
4.4	Maintain and grow partnerships/professional relationships with Aboriginal focused employment service providers and other community organisations to host information sessions, engage in community events, advertise employment opportunities and source potential candidates.	AWM, AEC	Increase in the number and percentage of applications received from Aboriginal people	Annually
4.5	Host regular information sessions with Aboriginal focused employment service providers when large intake recruitment opportunities are advertised. The information sessions may take place either at the employment service provider offices or virtually and cover the role, application processes, hints and tips on completing the application	AWM/AEC	Number of referrals received into recruitment processes by Aboriginal focused employment service providers	Annually

Key Priority Area 5: Cultural Responsiveness

Traditionally, and including current times, Aboriginal cultures were and are many and diverse. There is no one homogenous Aboriginal culture. Aboriginal cultures have evolved over time. Contemporary Aboriginal cultures have been influenced by many external and historical factors. Aboriginal culture is based on a strong foundation of traditional connections to Country, place and family.

Creating a workplace which embeds cultural connection to Country and place, incorporates local history and stories of Aboriginal peoples in all aspects of the organisation is fundamental to the cultural responsiveness of the health service and it requires acceptance and respect of cultural and individual differences.

What's Working

At a number of SWSLHD facilities, the use of arts and culture is a robust and accessible element of healing programs and the plan to incorporate these aspects into our physical spaces is outlined in the South Western Sydney Health and Arts Strategic Plan 2018-2023.

During NAIDOC Week 2019, Fairfield Hospital opened an Aboriginal garden on the hospital grounds. The garden contains a variety of bush tucker and bush medicine plants and offers a quiet space for rest and relaxation as well as a space to connect with and celebrate Aboriginal culture. As part of the opening of the garden, a number of art works were also presented for display in the hospital.



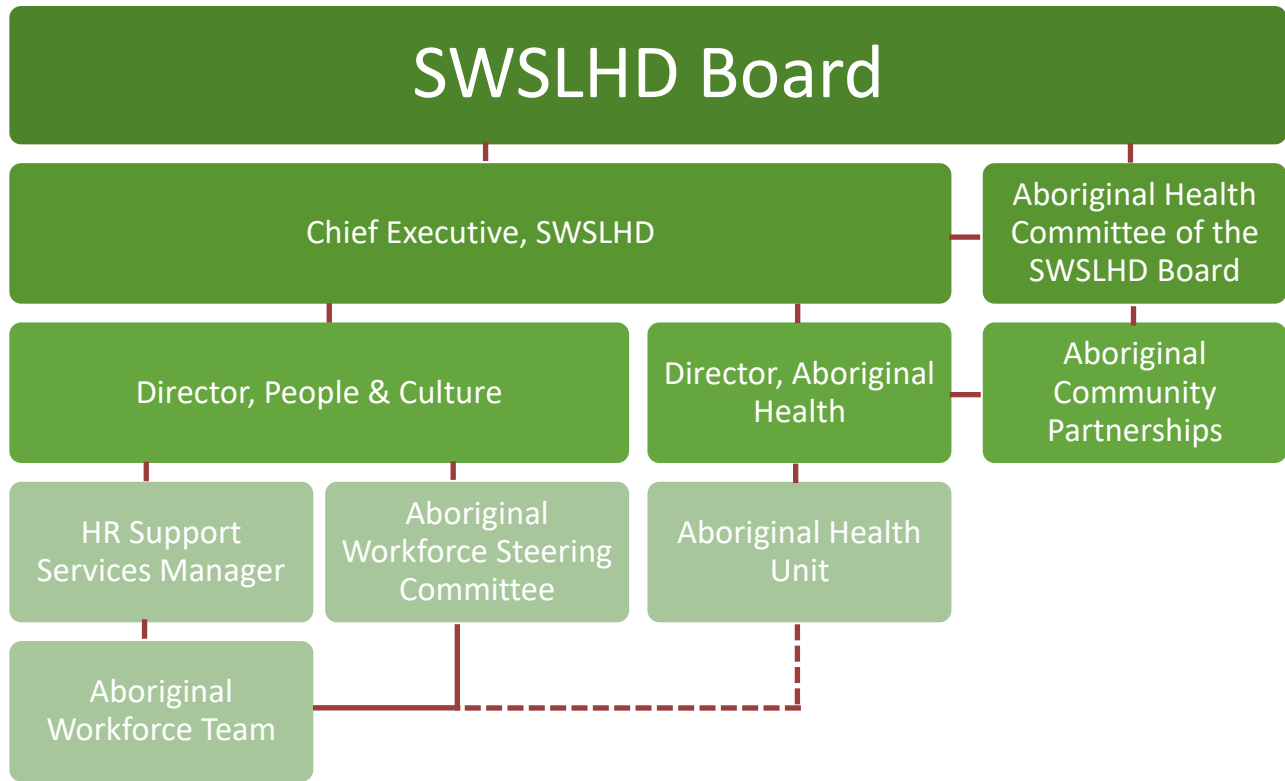


Cultural Responsiveness Action: Continue to enhance knowledge and understanding of Aboriginal culture to create workplaces where Aboriginal culture and people are valued and respected				
5	Implementation Activity	Responsibility	Measure	Timeframe
5.1	All staff complete the 'Respecting the Difference' program	CEWDM WEA GMs, SDs RMs, DMs	Compliance rates for 'Respecting the Difference (Online)' and "Respecting the Difference (Face to Face)" are at 90% or above at each SWSLHD entity and across the LHD and increased from the preceding year	Annually
5.2	<p>Targeted staff complete the 'Respecting the Difference: Providing Culturally Responsive Care' module</p> <p>Targeted areas include parts of the Health service where there are high numbers of engagement with Aboriginal patients including Emergency Departments, Child and Family, Social Work, Mental Health, Drug Health, Violence and Neglect (VAN) Services</p>	WEA, DAH GMs, SDs RMs, DMs	<p>Number of staff in targeted areas who have completed 'Respecting the Difference: Providing Culturally Responsive Care' and shows an increase from the preceding year</p> <p>An increase in the cultural responsiveness of services provided by SWSLHD measured via the "My Experience" survey responses</p>	Annually
5.3	<p>Aboriginal Workforce and Recruitment Unit to deliver workshops on Aboriginal Targeted Recruitment and the principles that underpin the program</p> <p>The content is tailored to the needs of the delivery site and considers Recruitment KPIs, Aboriginal Targeted Recruitment KPIs, experiences and knowledge of attendees, feedback gathered from attendees, common misconceptions and the processes supporting the Program</p>	AEC, RU	At least 1 workshop delivered at each hospital site per year	Annually
5.4	<p>Aboriginal Workforce and CEWD to deliver 'Good Health, Great Jobs' workshop</p> <p>The content focusses on the overarching principles driving Aboriginal workforce strategies in SWSLHD and enables culturally safe and responsive recruitment practices</p>	AWM, WEA	At least 1 workshop delivered at each hospital site per year	Annually
5.5	Celebrate, participate and promote key Aboriginal events and significant dates	Cultural Events Committee	Number of events acknowledging significant dates for Aboriginal people	Annually



Cultural Responsiveness Action: Continue to enhance knowledge and understanding of Aboriginal culture to create workplaces where Aboriginal culture and people are valued and respected				
5	Implementation Activity	Responsibility	Measure	Timeframe
5.6	Actively participate on the SWSLHD Anti-Racism Steering Committee to ensure the perspectives of Aboriginal staff are represented and that strategies are developed to improve the responsiveness and safety of the workplace for staff and patients	HRMs, GMs AWM, AEC	Reduction in staff and patient experiences of racism and discrimination from the previous years "People Matter" and "My Experience" survey responses	Annually
5.7	SWSLHD are committed to ensuring all redevelopment plans and large scale projects for SWSLHD facilities acknowledge the traditional and contemporary history of Aboriginal communities in South Western Sydney throughout their design as well as provide dedicated spaces that meet the specific needs of Aboriginal patients and their families	DCWI	Each SWSLHD Redevelopment Project incorporates culturally appropriate spaces and engagement with the local Aboriginal communities	Annually

Governance and Reporting



Each of the action items outlined in the 5 Key Priority Areas has a measurable outcome which forms the key performance indicators of this plan and will be reported against on a regular basis to ensure we are on track to meet our objectives.

Facility/Service Workforce and/or Aboriginal Health Committees

- The progress of local Aboriginal workforce initiatives to be tabled at the relevant Facility and Services Committee/s on a monthly basis. Quarterly updates from the relevant Facility and Services Committee/s to be submitted to the Aboriginal Workforce Steering Committee for feedback.

Aboriginal Workforce Steering Committee

- The progress of the Aboriginal Workforce Plan will be tabled monthly at the Aboriginal Workforce Steering Committee meeting.

Aboriginal Health Committee of the Board

- The Aboriginal Health Committee of the Board is SWSLHD's peak committee for Aboriginal Health. The committee is responsible for setting the strategic directions for Aboriginal Health, oversight of the Aboriginal Health governance structure, monitoring performance and risk management.
- The Aboriginal Health Committee of the Board also monitor and review relevant Aboriginal workforce strategies and escalate relevant matters to the LHD Board as necessary.

Chief Executive and LHD Board

- The Chief Executive and the Chair, Aboriginal Health Committee of the Board will update the LHD Board at each meeting on the progress against the Aboriginal Workforce Plan.



Aboriginal Workforce Team

The SWSLHD Aboriginal Workforce Team is situated within the People & Culture Directorate. The Team provides expertise, support, and strategic advice in the development, establishment and implementation of Aboriginal workforce initiatives.

The Aboriginal Workforce Team consists of the Aboriginal Workforce Manager and the Aboriginal Workforce Development Coordinator. The Manager and Coordinator possess extensive experience and skills in Aboriginal workforce development.

The Aboriginal Workforce Team is also available to support our current Aboriginal employees and their Managers to ensure a culturally safe and appropriate working environment.

Aboriginal Workforce Team

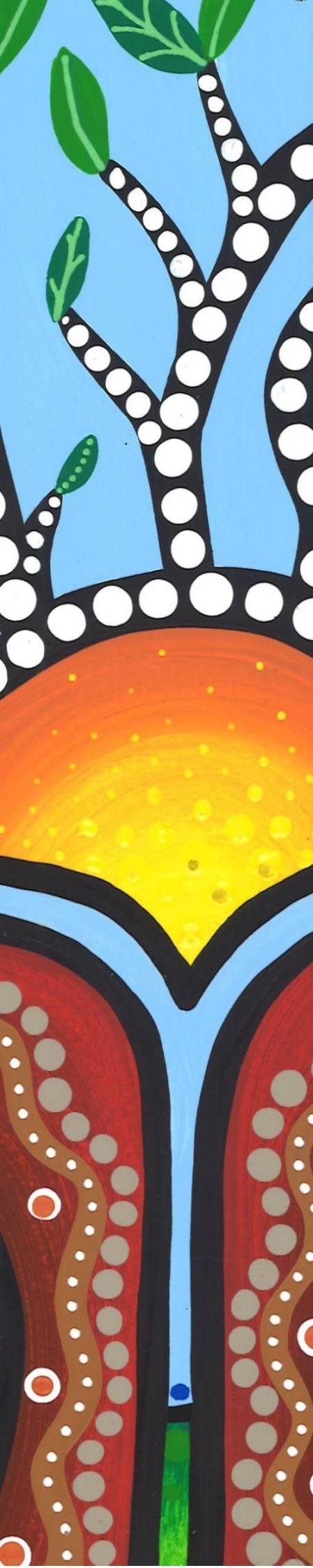
Email: SWSLHD-AboriginalWorkforce@health.nsw.gov.au
Facebook: <https://www.facebook.com/swslhdaboriginalworkforce>
Website: https://www.swslhd.health.nsw.gov.au/services/Aboriginal_swslhd/

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Health
South Western Sydney
Local Health District