



**Art Work: Kieran Mounsey**



*Latrobe  
Regional Hospital*

**Aboriginal Employment Plan**

**2020 - 2025**

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## Background

The Victorian Government continues to work towards addressing disadvantage within Aboriginal communities. Aboriginal Australians experience a disproportionate level of disadvantage compared with every other group in Australia in areas including employment, life expectancy, health, education and housing.

In 2012 LRH (LRH0), developed its first Aboriginal Employment Plan for 2012 - 2015 which established the strategic framework outlining our approach to reaching the one per cent target.

**Barring Djinang** is a new 5-year strategy from the Victorian Government, to enhance Aboriginal employment outcomes across the Victorian public sector. The Victorian public sector has undertaken work in the past to increase representation of Aboriginal people in the sector. While some improvements have been made, further work and innovation is required to continue to improve not only representation, but also the quality of the workplace and career experiences of current and future Aboriginal staff. The Victorian Government is working in partnership with the Victorian Aboriginal community towards self-determination. This agenda will be supported by strengthening the Aboriginal leadership pipeline and providing more access to timely development opportunities and support. This Strategy recognises the need to build the cultural capability of the public sector so that it can more effectively support the government's work in this area.

**Barring Djinang** has adopted an Aboriginal employment target of 2% for the Victorian Public Service. No target has been set for the broader public sector. The VPSC has a role to play in outlining a set of strategic objectives that will work to collectively have a positive impact on the workplace. For the public sector (LRH), this means an ongoing commitment to meaningful careers for current and future Aboriginal staff. Throughout this document, the term Aboriginal is used to refer to both Aboriginal and Torres Strait Islander people.

## Objectives

Our strategy is to coincide our objectives with the **Barring Djinang**, which is the Victorian Government's new five (5) year strategy to address longstanding issues with respect to Aboriginal employment and make sustainable improvements across the sector. To achieve sustainable improvement in Aboriginal employment outcomes.

## ***Relationship with previous Aboriginal Employment Plan***

The plan will continue for the Aboriginal Employment Plan 2020-2025, to utilise the following implementation model to ensure it addressed the four critical areas outlined in the ***Barring Djinangs'*** five-year strategy.

Public sector leaders will:

- foster and grow careers
- invest in development
- support diversity
- enable a culturally capable workforce.

Underpinned by:

- strong partnerships with the Aboriginal community
- strong governance and reporting to inform progress and highlight opportunities.

Resulting in:

- a highly capable, diverse public sector that benefits from the unique skills and experience Aboriginal employees bring into the workplace.

The hospital shall adopt this model to achieve its target for its revised Aboriginal Employment Plan. A refined approach which takes into account past achievements, adopted strategies, strengths, weaknesses and areas which require further development. While some adjustments have been made, the revised Plan continues to adopt much of the framework of its predecessor.

LRH's Aboriginal Employment Plan – 2020-2025 continues to:

- foster an environment which embraces Aboriginal people in our workplace, thereby utilising the skills, knowledge, experiences and networks of Aboriginal people in the development of policies and programs and our delivery
- increase the capacity of our organisation to deliver services more effectively to Aboriginal people and the wider Victorian community because of the greater diversity in the workforce. This will allow a greater alignment of staff with community interests and needs

- assists LRH to meet the Victorian Government’s Aboriginal Employment Unit (AEU) and **Barring Djinang’s** reporting commitments and legislative and policy requirements.

LRH is committed to working towards achieving our target. With over 2300 employees LRH is required under **Barring Djinang** to develop a formal Aboriginal Employment Plan.

Throughout the Plan, the term “Aboriginal” or “ATSI” is used to refer to all Australian Aboriginal and Torres Strait Islander people. It is inclusive of people originally from Victoria as Indigenous Australian, Koori and Koorie.

Since 2012, the following actions were achieved as part of the Aboriginal Employment Plan:

- Established a unique Aboriginal Learning Space in which our Aboriginal employees, trainees and cadets can use to either study or for some quiet time. The space is furnished with local Aboriginal artwork from well recognised local artists and elders
- Developed strong associations and partnerships with Ramahyuck District Aboriginal Corporation, Latrobe City Council, Federation University, Chisholm, TAFE Gippsland and MEGT to provide support to our trainees and cadets
- Implemented a recruitment strategy to include Equal Employment Opportunity and Aboriginal Employment Special Measures clauses in all our job advertisements to encourage diversity and for Aboriginal applicants to apply
- Developed an orientation and induction program for new trainees and cadets
- Developed monitoring and evaluation processes for measuring trainee and cadet program effectiveness
- LRH have included wording in recruitment advertising for Aboriginal or Torres Strait Islander
- Created a beautiful Aboriginal Garden to provide Aboriginal staff, patients and their families with calming and supportive respite from the rigours of treatment and the workplace.
- Continued to create and encourage a safe, nurturing and welcoming environment for Aboriginal patients and their families.

# *Improve Attraction and Recruitment*

## *Key Initiatives*

### Traineeship Employment Program

LRH has established key stakeholders since the roll out of the previous plan and will continue to implement processes, monitor and assess the progress of the program.

### Expanding Traineeship Opportunities

LRH is committed to increase Aboriginal traineeship/employment over the next five (5) years and requires a solid framework that builds on current foundations and introduces a series of stages. The framework is underpinned by monitoring and reporting which is critical to the success of the program.

In Year 1, a Cert III in Business will be offered with trainees rotating through placement across four units - Human Resources, Clerical Services, Supply and the Consulting Suites.

Years 2 – 5 will see implementation of a growth strategy which will look to establish trainee placement within other units across the hospital, in accordance with workforce planning needs. This will include increasing opportunities at LRH, which will fundamentally support the hospital advancement (for example, Stage 2 and 3).

Stage 3A includes:

The \$217M Stage 3A redevelopment of Latrobe Regional Hospital is due for completion at the end of 2023 and will consist of:

- Fit out of a resuscitation bay in the Emergency Department
- Perioperative Suite
  - 7 operating theatres
  - Fit out of an existing recovery shell
  - New Central Surgical Sterilising Department (CSSD)
- Inpatient units
  - 64 new inpatient bed bays on level 2 of the new acute building
  - 64 new inpatient bed shell space on the ground floor of the new acute building (for future fit out)

- Women's and Children's Unit
  - 24 new ante/post-natal beds
  - 6 new birthing rooms
  - 12 cot new Special Care Nursery
  - 10 bed paediatric unit
- Intensive Care Unit consisting of 16 patient bays
- New inpatient medical imaging unit in the ground floor shell space of 2A
- New pathology unit in the ground floor shell space of 2A
- Early stage 3B works package to ensure adequate support/back of house services for the expansion.

## Organisational partnerships and training service delivery

- Maintain partnerships with local RTO's for the delivery of training required in each vocation
- Continue to monitor the performance of the training organisation and the potential of delivering high standards of competency training to LRH; and

Continually evaluate and implement continuous improvement strategies for better communication methods and frequency to enable effective monitoring of employee's training progress.



## Attraction and Recruitment

Since implementation of the previous Aboriginal Employment Plan, LRH has reviewed its recruitment processes and adopted a new marketing strategy (Appendix 1 of Operational Plan) which is designed to enhance employment opportunities and retention of Aboriginal employees.

Objective	Actions	What does success look like?
<b>Internal Recruitment Processes</b>	<ul style="list-style-type: none"> <li>• Revise and review current Recruitment Policy to incorporate strategies to retain cadets and trainees at LRH at the completion of their traineeship and cadetship;</li> <li>• Incorporate an interview technique program for trainees to advance confidence prior to course completion utilising Latrobe City Council, non-clinical trainer and KLO;</li> <li>• Consider employing trainees on a casual basis until an opportunity arises within appropriate department;</li> <li>• Policy includes assistance with applications for suitable internal positions;</li> <li>• Implement an orientation day for new trainees/cadets which includes meeting AEP Mentor Group and other support teams.</li> </ul>	<ul style="list-style-type: none"> <li>• Policy is in place and managers are aware, KLO to advise recruiting contact of an ATSI applicant.</li> <li>• Provide interview technique training with Latrobe City and Non-Clinical Trainer to assist</li> <li>• Trainees find meaningful employment.</li> <li>• Trainees develop employability skills.</li> <li>• Orientation program is held by AEP Mentor Group on first day of employment</li> </ul>

<p><b>Review External Recruitment Processes</b></p>	<ul style="list-style-type: none"> <li>• Include the following external recruitment strategy: <ul style="list-style-type: none"> <li>○ Equal Employment Opportunity clause in all LRH recruitment on our e-Recruitment website;</li> <li>○ Positions are distributed to AEP Mentor Group email; social media and word of mouth at committee meetings;</li> <li>○ Contact details for AEP Mentor Group, who ensures the linkages with Job Network agencies and Steps to the Future – Latrobe City Council are able to support and assist with application process;</li> <li>○ the possibility for all ATSI applicants who have identified as such and have contacted LRH’s AEP Mentor Group (firstly Koori Liaison team) to progress to interview stage in consultation with the hiring manager;</li> </ul> </li> <li>• Provide a copy of interview questions prior to interview, with at least 24 hours, advise KLO;</li> <li>• Have an Aboriginal panel member on the</li> </ul>	<ul style="list-style-type: none"> <li>• Policy is in place.</li> <li>• In place and included in all advertising.</li> <li>• In place and included in all advertising.</li> <li>• In place and both managers and Koori Liaison Officers are aware of the process and put in practice.</li> <li>• Process initiated.</li> <li>• Process initiated.</li> </ul>

	selection panel; <ul style="list-style-type: none"> <li>• Provide feedback on interview performance for unsuccessful candidates with practical tips on improvement, provide feedback to KLO who will advise employment support services/LCC for additional support and resources for candidates to be successful in gaining employment at LRH;</li> </ul>	<ul style="list-style-type: none"> <li>• Practical feedback is provided.</li> <li>• Suitable and varying advertising methods in use.</li> <li>• Networks are utilised.</li> </ul>
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## Create progressive Career Experiences

### Strategic Framework

Many of the career opportunities within the health sector are professional and require academic qualifications. Achieving outcomes in many professional roles within LRH would be unattainable within the time allocation of the **Barring Djinang** strategy. Therefore, to achieve the desired outcomes, we have reviewed the employment approach which will be achievable through enabling a range of both clinical and non-clinical traineeships dedicated to ATSI and other incentives, to improve the **Barring Djinang** strategy. The incentives for 2020-2025 includes the following:

- increase employment by including four (4) Traineeships for each year
- expand traineeship exposure within LRH by 'planting the seed' within other areas of LRH for example, ICT, Koori Liaison Team, Environmental Services, Human Resources, Payroll, Library, HIU and Catering
- look at a rotational traineeship that includes LRH and other external organisations for traineeships (for example, LRH and Latrobe City)
- offer flexible working arrangements and job share possibilities to improve traineeship sustainability
- provide three (3) to six (6) monthly rotational plan for traineeships
- provide an interview process to trainees during traineeship, to improve employability skills
- Attend Career Forums in Gippsland to increase traineeship interest

This strategy aligns with LRH's marketing strategy which is outlined in Appendix 1 of the Operational Plan. Which includes increasing communication with community networks to attract Aboriginal participants, and allows LRH to continue to utilise the traineeship pathway to target specific sectors of the organisation for Aboriginal employment while providing trainees with sustainable and transferable practical skills and qualifications.

## ***Targets***

Since commencement of the previous Aboriginal Employment Plan in 2012, LRH employed six (6) identified Aboriginal staff. During the course of implementing the plan in 2015, the hospital employed up to fourteen (14) Aboriginal people which included trainees, nursing cadets/graduates, environmental and food services, and theatre employees. LRH's objective is to reach a target of two (2) per cent over the next 5 years, with a view of reaching a target of employing 2 percent of total head count, which for LRH is (46) Aboriginal employees.

LRH is pleased a number of Aboriginal people who have completed their traineeships and cadetships have either secured and maintained ongoing work at the hospital or with other health service providers.

Between 2020-2025, LRH will implement a marketing strategy, to expand job/training opportunities within LRH (and externally), by focusing on other suitable departments and providers for traineeships/cadets, with a view of increasing staff retention within this program. LRH have also expanded the traineeship opportunities to four (4) Traineeships.

## ***Nursing and Allied Health Professionals Cadetship & Graduate Nursing Program***

Through State Funding initiatives from the Department of Health and Human Services, LRH was able to appoint a Non-Clinical Training Officer to manage and oversee the traineeship program initiatives. LRH appointed an experienced clinical nurse educator in this role whose nursing expertise assisted with the recruitment and supervision of nursing cadets which was introduced in the hospital between 2014-2016.

LRH will continue to support nursing and allied health undergraduates for cadetships which will continue to be offered in its revised plan.

## ***Training Support and Clinical Supervision***

Aside from delivering a course, LRH requires any Registered Training Organisation (RTO) to engage and support our ATSI trainees, and provide the following

- A wide range of courses which meet the needs of the hospital and deliver Certificate III courses in Health Services including Theatre Technician, Theatre Sterilisation, Personal Services Assistance, Allied Health Assistance, Business and Pharmacy Technicians. These courses will be strategically planned over the duration of the five-year period, by the AEP Mentor Group, once the departments have solid framework for employment/training across these departments
- Deliver courses in a flexible manner utilising a combination of face to face contact and on-line
- Be readily available and contactable by the trainee as needed
- Provide regular online contact, at least once a month, to ensure the trainee was adequately supported
- Provide appropriate material which is easily understood by the trainees.

The RTO previously, delivered on these requirements, whereby LRH has chosen a local RTO to deliver education to our trainees and cadets.

LRH continues to provide clinical support to our nursing cadets who have access to the hospital's clinical educators and preceptors while on shift as part of their cadetship program. The cadets are assigned to a unit in their area of interest and are continually monitored and provided with ongoing feedback during the program. The cadets are exposed to similar processes to graduate nurses and are given a unique first-hand experience of what to expect once they complete their undergraduate course.

## ***Training Facilities and Resources***

A shared Aboriginal Learning space is available to Trainees/Cadets, whereby trainees/cadets will utilise, while attending weekly educational sessions, and can also use this space outside of study times, for meetings, interviews or simply a place to enjoy. The Trainees/Cadets have access to a computer on request via ETU. The room is furnished with artwork from locally recognised and respect Aboriginal Elders and Artist who are ***Gunai Kurnai*** people.

## ***Internal Preparation***

Internal preparation of each business unit assigned to host new Aboriginal employees has been found to be invaluable in providing both the employee and the host department enough information to enable a smooth start to their new role. Once expectations and standards are established and understood, the trainees are provided with useful information to help them succeed.

The host department will be delivered Cultural Awareness training to ensure the trainees are well supported and feel culturally safe when starting their new role. Ideally all staff should undertake this, and particularly supervisors of the trainee or trainees.

A rotational supervisor will be appointed in each rotational unit, to provide support and guidance to the new trainee to help them settle into the role. This may include introducing them informally to other staff members, showing closest facilities to workplace and generally helping the trainee to settle into their position. The rotational supervisors will oversee the trainee’s roles and responsibilities, monitor educational and role attendance.

Objective	Actions	What does success look like?
<b>Policy and Procedure Review</b>	<ul style="list-style-type: none"> <li>Developed a culturally aware Orientation Program and induction for trainees/cadets.</li> </ul>	<ul style="list-style-type: none"> <li>Program is in place and effectiveness is measured.</li> </ul>
<b>Review Human Resources Information Systems (HRIS)</b>	<ul style="list-style-type: none"> <li>Investigate the ability for existing HRIS to record Aboriginal status in Mercury eRecruit Version 9 system;</li> <li>Ensure system is in place for recording ATSI status on payroll SAP system for reporting purposes;</li> <li>Include information on the benefits of identifying as part of on boarding process;</li> <li>Develop internal processes for the application and collection of government funding incentives.</li> </ul>	<ul style="list-style-type: none"> <li>System of flagging and recording employees who identify as ATSI is in place.</li> <li>More people identify upon commencement.</li> <li>Effective process is in place and funding collected.</li> </ul>
<b>Allocate specific positions in each directorate as ATSI positions</b>	<ul style="list-style-type: none"> <li>Each of the hospital’s four directorates to appoint two (2) specific EFT as a dedicated ATSI positions (review 6 and 12 months), and also 1-2 school-based traineeships which</li> </ul>	<ul style="list-style-type: none"> <li>The hospital has dedicated positions filled by Aboriginal people.</li> </ul>

	are part time with flexible hours	
<b>Establish a system to maximise engagement and participation</b>	<ul style="list-style-type: none"> <li>• Develop a process which outlines steps to be taken when trying to reengage with a trainee or cadet; and</li> <li>• Processes include various methods of communication and multiple attempts to contact the employee.</li> </ul>	<ul style="list-style-type: none"> <li>• Process is in place and supported by managers.</li> <li>• Employee is re-engaged.</li> </ul>

## *Invest in Workplace Cultural Capability*

### *Mentoring Program – AEP Mentor Group*

Mentoring continues to be a key component of the engagement process for Aboriginal employees. In our new operational plan, key professionals have been identified to oversee the AEP program, called **AEP Mentor Group**. These professionals, shall provide trainees/cadets, with personal, professional and educational support, for the duration of their employment.

Additionally, following the trainee’s participation in the pre-employment program, the Aboriginal employees received ongoing support from Aboriginal staff at Latrobe City Council throughout their employment at LRH. This strategy will help the Aboriginal trainees and cadets feel supported and valued within the organisation.

The AEP Mentor Group consists of:

- HR Liaison
- Koori Liaison Team
- Non-Clinical Training Officer
- RTO Tudor\*
- Rotational Supervisors\*.

\*Both RTO Tudor and Rotational Supervisors, are only involved with AEP Mentor Group, to provide frequent feedback at monthly meetings, on the educational/role and responsibility support, to students and ATSI employees. Other members work on collectively, the operational aspect of the program, also including, frequent reporting.

The key mentorship support is outlined in our operational plan, which briefly includes AEP Mentor Group to help with the below (but not limited to):

- Aboriginal employees attend Induction/orientation day to learn about LRH and also meet their key support group, the AEP Mentor Group (outlined above)
- Educational mentoring - RTO Tudor and Non-Clinical Training Officer
- Strategic career mentoring – provided by P&C Liaison prior to educational finalisation, which includes resume preparation, support for interview techniques, internal/external application process techniques
- Roles and Responsibilities mentorship – rotational supervisors are there to support the students with learning their role and also supports them with attending weekly educational sessions
- Personal mentoring - Koori Liaison Team, coach the students with any personal support, to ensure educational and role stabilisation.

LRH continues to recognise the importance of a well-structured and accessible AEP Mentor Group and will continue to adopt strategies for the provision of ongoing support to Aboriginal employees of LRH in this plan.

The following table outlines this strategy.



Objective	Actions	What does success look like?
<b>Establish Key Stakeholders</b>	<ul style="list-style-type: none"> <li>• Continue to partner with Latrobe City’s Indigenous Employment Program (IEP) for coaching and mentoring of Aboriginal employees;</li> <li>• Identify suitability of Mentors including assessing the ability to meet role requirements, accessibility and availability;</li> <li>• Identify suitable refresher training course providers to deliver timely and relevant mentor training material; and</li> <li>• Further development of responsibilities within the Koori Liaison Team regarding a leadership role in personal mentoring for all Koori employees.</li> </ul>	<ul style="list-style-type: none"> <li>• Partnership with Latrobe City Council IEP is maintained.</li> <li>• AEP Mentor Group are strategically chosen to support students during their education and employment.</li> <li>• Training is relevant and techniques are adopted.</li> </ul>
<b>Implementation of AEP Mentor Group</b>	<ul style="list-style-type: none"> <li>• Establish and define the role of each mentor;</li> <li>• Review the attraction and selection process for mentors;</li> <li>• Provide ongoing training and support to nominated mentors;</li> <li>• Publish trainee/cadet handbook at orientation which outlines key responsibilities and support groups</li> <li>• Introduce all mentors to new trainees as part of the work experience process.</li> </ul>	<ul style="list-style-type: none"> <li>• Roles are clearly understood.</li> <li>• Process is in place.</li> <li>• Support program is in place.</li> <li>• Mentors are suitable.</li> <li>• Mentors can be easily identified throughout the Hospital.</li> <li>• Trainees/cadets and other Koori employees are comfortable to approach mentors.</li> </ul>

<b>Further develop the AEP Mentor Group</b>	<ul style="list-style-type: none"> <li>• Evaluate the success of the AEP Mentor Group annually via survey and feedback responses;</li> <li>• Include questions on education and support; effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Program is effective, well received and monitored for ongoing progress.</li> <li>• Trainees and cadets find the program useful.</li> </ul>
<b>Program Evaluation</b>	<ul style="list-style-type: none"> <li>• Develop measures to determine the effectiveness of the AEP Mentor Group, including surveying of group and employees to establish future improvements.</li> </ul>	<ul style="list-style-type: none"> <li>• Program success is measured by positive working relationships between mentor and student/employee.</li> </ul>

## Cultural Awareness Training

Cultural awareness training remains a critical element of organisation preparation for the engagement of Aboriginal people.

LRH's 2020-2025 Aboriginal Employment Plan will continue with an internal Cultural Awareness Training initiative which is implemented throughout the hospital including refresher training, provided by the Koori Liaison Team. The training will be available to all employees across the hospital, including senior executive and Board as well as supervisors and managers who host an ATSI employee. Cultural awareness will be included as part of the hospital's orientation program.

Objective	Actions	What does success look like?
<b>Cultural Awareness Training in Orientation</b>	<ul style="list-style-type: none"> <li>Sustain a cultural awareness orientation program to induct trainees and cadets; and</li> <li>Sustain an ongoing evaluation process to ensure its effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Program is in place and effectiveness is measured and recorded.</li> </ul>
<b>Cultural Awareness Refresher Training</b>	<ul style="list-style-type: none"> <li>Provide appropriate and suitable cultural awareness refresher training content delivery; and</li> <li>Sustain the evaluation process to ensure its effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>Refresher training is available and delivered.</li> <li>Program feedback and evaluation is in place.</li> </ul>
<b>Cultural recognition</b>	<ul style="list-style-type: none"> <li>Implemented Ceremonial leave provisions in leave policy; review current policy to include: Ceremony leave – 1 day paid leave per calendar year to attend a cultural event – e.g. attend a cultural event in community NAIDOC week.</li> <li>Acknowledgement of Country is delivered as part of senior and staff meetings.</li> </ul>	<ul style="list-style-type: none"> <li>Managers to be aware of the provisions for this leave</li> <li>Staff understand and appreciate the significance of this action.</li> </ul>



# *Enhanced Support for Aboriginal Staff*

## *Aboriginal Community Engagement*

LRH acknowledges that there is an unacceptable gap between the average standard of health of the Aboriginal and Torres Strait Islander community and the wider Victorian community. By engaging with Aboriginal people through health service delivery, the hospital aims to build relationships with and respect for the Aboriginal community. In doing so, it aims to address the current health gap while identifying employment opportunities for Aboriginal people within LRH.

The 2020-2025 Aboriginal Employment Plan provides stronger ties and affiliations with the Aboriginal community.

The Koori Liaison team with generic responsibilities, assigned responsibilities for Leadership or Koori Trainee and Cadet Support, are integral to contributing to the hospital's strategic framework relating to culturally responsive services.

Our Koori Liaison Officers are well connected in the local Aboriginal community and represented in a number of significant local Aboriginal community groups. Their significance in representing LRH at these committees plays an integral role in opening up the hospital to the Aboriginal people and encourages the Aboriginal community to utilise the service for treatment as well as consider employment opportunities at the hospital.

The Koori Liaison Officers are members of key committees listed below:

- Ramahyuck District Aboriginal Corporation North/South/East/West Gippsland
- GEGAC (Morwell/ Bairnsdale)
- VACCA (Victorian Aboriginal Child Care Agency) Regional
- VACCHO (Victorian Aboriginal Community Controlled Health Organisation)
- VALS (Victorian Aboriginal Legal Service)
- LAN (Victorian Local Aboriginal Networks)
- VAEAI (Victorian Aboriginal Education Association Inc.)
- Braiakaulung Advisory Committee

As key members of the hospital's Koori Services Development Forum, the Koori Liaison Officers assist in the strategic planning and performance evaluation of progress towards increasing Aboriginal engagement and employment from the local community. As respected members of the local Aboriginal committees, they provide valuable insight and

feedback on how to best approach and engage the community. Their input has been included in the planning and implementation of the revised Aboriginal Employment Plan.

Koori Liaison Officer's social connections allow them to promote LRH's ongoing commitment towards improving Aboriginal employment outcomes via:

- formal discussions at Aboriginal committee meetings and with community networks; and
- through both in-patient and out-patient interactions.

## ***Public Accessibility and Promotion***

LRH's Aboriginal Employment Plan will be publically available on our organisation's website following the "About LRH" and "Diversity/Cultural Awareness" link. The Aboriginal Cultural Awareness eLearning package will be available and all staff will be encouraged to complete via ReHSeN.

Asking the Question – Link is on the LRH intranet site for asking the question  
[http://intranet/home/CMS/Education/Education.html/785244113/AskingtheQuestionNov201822.pptx/ 148164 E1 /AskingtheQuestionNov201822.pptx](http://intranet/home/CMS/Education/Education.html/785244113/AskingtheQuestionNov201822.pptx/148164_E1_/AskingtheQuestionNov201822.pptx)

Copies of the Aboriginal Employment Plan will be provided to our local Aboriginal community groups such as DHHS, Latrobe City Council, Ramahyuck District Aboriginal Corporation, Victorian Aboriginal Community Controlled Health Organisation (ACCHO), and Department of Education and, Braiakaulung Advisory Committee, Gippsland KHLO's in the region as we share experiences, knowledge and a mutual goal in achieving our Aboriginal employment target.

## ***Recognised Achievements***

### **Expanding Traineeship Opportunities**

Since our previous plan, LRH has established a program for the engagement of local Aboriginal people which included the provision of training opportunities through traineeships programs and nursing cadetships. Both these programs will continue to be offered in our 2020 to 2025 Aboriginal Employment Plan. In 2020, LRH shall be offering a Certificate III in Business Administration, in the below areas:

- Human Resources
- Supply

- Clerical Services
- Consulting Suites.

The strategic Operational Plan, outlines key responsibilities to increase educational growth and traineeship opportunities, during the five-year period.

Maintaining partnerships with Aboriginal community committees, Registered Training Organisations (RTOs), TAFE Gippsland, Federation University and Latrobe City established from the previous plan remain paramount to the success of the program.

Achievements to date have been outlined in this section of the plan, though LRH recognises the need to continually strive to improve the program and ensure the timing is suitably managed to reach the two (2) per cent Aboriginal employment goal under ***Barring Djinang***.

## Wurreker Awards 2019

Under the prestigious Wurreker Awards, LRH won the Public Sector Employee Award for the first time in 2019. The 2019 Wurreker Awards occurred at the Aborigines Advancement League, providing an opportunity to recognise the contributions of everyone in VET, higher education, training and employment. Eleven categories of awards were acknowledged as a diverse range of professionals, organisations and employers came together in a night of celebration." VAEAI President | Geraldine Atkinson said "VAEAI's Annual Wurreker Awards are an important part of our approach to growing success in Koorie education and training. The awards are a celebration of how high-quality training can open up new directions for Koorie people, "Under the Wurreker Strategy, VAEAI recognises students, trainers, training providers and employers who have achieved outstanding results in their areas of knowledge and expertise. These individual and collective efforts provide an inspiring example of the potential within our communities".

In 2016, LRH was represented at the awards with an Individual Awards nomination for a current employee of the hospital who completed his traineeship in our Operating Theatre.

The recognition by VAEAI demonstrates that LRH is establishing a name and positive reputation among Aboriginal Communities.

## Trainee Named Chisholm TAFE's 2015 Student of the Year

LRH established a mutually beneficial alliance with Chisholm TAFE Frankston Campus to deliver course modules to our Closing the Gap trainees.

With the dedication and commitment of both the teaching staff from Chisholm, together with the remarkable persistence, professionalism and dedication of one of our trainees undertaking a Certificate IV in Allied Health Assistance, our trainee was awarded Chisholm TAFE's Aboriginal Student of the Year for 2015. The award ceremony was held in Melbourne and in accepting the award, our trainee took the opportunity to reflect and motivate his peers into seeing that anything is possible.

## *Partnerships and Working Groups*

Implementing the Aboriginal Employment Plan has enabled LRH to establish essential partnerships and clearly defined roles within the organisation to ensure a successful program. The revised plan continues to rely on these partnerships for its continued success as well as leveraging from new alliances formed over the past years. The hospital's senior management continues to take ownership in conjunction with the entire workforce to ensure the introduction of Aboriginal employees are successful via the:

- established Memorandum of Understanding (MOU) relationship with Ramahyuck District Aboriginal Corporation as a referral network for the provision of support for all Aboriginal people in the community;
- engagement of Latrobe City to engage potential trainees in pre-employment training initiatives;
- engagement of training providers to conduct the theoretical aspect of the training; and
- established internal management and staff platform to ensure the induction, training and welfare outcomes for the students/employees are achieved.
- Ongoing support from KSDF to ensure key messages of our AEP is filtered through to all levels of staff, including the process of recruitment, retention and culturally appropriate workplace



## ***Funding***

The AEP Mentor Group, with LRH Executive, with forward planning, will investigate and apply for any relevant funding through local and state governmental associations, which supports the AEP. For example, (but not limited to):

- DHHS Aboriginal Cultural Grant
- Self-funded traineeship positions
- Local/State Government new funding initiatives
- Nursing and Allied Health Cadetship funding;
- Federal traineeship funding; and
- Youth Employment Scheme (Y.E.S.) funding.

## ***Ongoing Support***

The revised Aboriginal Employment Plan provides for ongoing monitoring and support of all Aboriginal trainees, cadets and Aboriginal employees of LRH. To support them on their journey, the Koori Liaison Officers continue to guide, mentor and connect the Aboriginal employees to services and networks. This holistic approach is crucial when the employee faces difficulties in situations at times which are beyond the workplace environment.

This strategy will be supported and coordinated by the AEP Mentor Group, and affiliations, with other Aboriginal communities, who play an important role in linking the employee to other services to support their welfare.

Objective	Actions	What does success look like?
<b>Support Networks</b>	<ul style="list-style-type: none"> <li>• Ensure new Aboriginal employees have regular contact with either the Koori Liaison Officer, Mentor, line manager or external network contacts, such as Latrobe City;</li> <li>• Provide material for the employees to use which will help them to connect to external service providers outside of the hospital;</li> <li>• Establish networks with other health services providers hosting trainees and get them together to share experiences and network.</li> </ul>	<ul style="list-style-type: none"> <li>• Aboriginal employee is re-engaged.</li> <li>• Material is relevant, useful and informative.</li> <li>• Networks are useful and the employee feels connected and engaged.</li> </ul>
<b>Evaluation</b>	<ul style="list-style-type: none"> <li>• Design a performance-measurement tool for each Aboriginal trainee and method of communication; and</li> <li>• Monitor linkages between mentors, supervisors, trainees and project managers.</li> </ul>	<ul style="list-style-type: none"> <li>• Risk management and program coordination by the AEP Mentor Group</li> </ul>

## ***Central Oversight and Strong Governance***

### ***Governance & Monitoring***

LRH recognises increasing Aboriginal employment as part of our Statement of Priorities. The Board of Directors and Chief Executive have appointed the Executive Director, People & Culture who is responsible for overseeing all activities and programs related to Aboriginal Employment services in the hospital. This includes program compliance, governance and ongoing monitoring, which will be overseen by the AEP Mentor Group.

The Executive Director, People & Culture has appointed the AEP Mentor Group to oversee the operational responsibilities of the program by frequently overseeing program risk

management, planning, marketing strategy and provides the Executive with monthly reports assessing the operational quality framework.

On an Executive level, there has been the establishment of a Koori Services Development Forum to improve governance regarding Koori Services. Its membership consists of:

- Executive Director, People & Culture,
- Executive Director, Mental Health,
- General Manager, Critical Services,
- General Manager, Inpatient Services,
- General Manager, People & Culture
- General Manager, Community Mental Health,
- Koori Liaison Officers; and
- People & Culture Manager

The Forums meets every three (3) months. Its activities include review and update to the hospital's Koori Continuous Quality Improvement Plan, Koori Employment Plan and review of activities and/or initiatives arising through an extensive network of engagement with the Koori Community in Gippsland.

## ***Program Evaluation***

In reviewing outcomes from previous years, LRH has developed new induction and orientation programs as well as evaluation and feedback systems which were aimed to help understand the benefits and challenges of our Aboriginal employment strategies.

LRH has learned over the past years of employing Aboriginal trainees and cadets and developed a more robust system to support new Aboriginal employees to our programs.

This includes, but are not limited to:

- A clear list of resources (people and places) ATSI employees can refer to at any time to seek assistance while undertaking a traineeship or cadetship program
- A more structured Mentoring program
- More strengthened communication and support for trainees during their studies
- And a structured program framework which is overseen by the AEP Mentor Group, with key initiatives to ensure LRH provides a high quality program as structured under an operational plan.