



CABRINI HEALTH

# Reflect Reconciliation Action Plan

MAY 2023 – MAY 2024



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## ABOUT THE ART

We start with the meeting places – these meeting places, with people sitting around them, represent Cabrini and its workers interacting with the people you care for, as you come together on their healing journeys.

We then have the Birrarung (Yarra River) which is very important for us as indigenous people. We rely on this river for its resources and have many memories of our elders sitting alongside the banks of the river together as one. This is about our mental health and the importance our culture plays in this space.

Lastly, we have our manna gum leaves. These firstly represent us as Wurundjeri people, as we are also known as the manna gum people, but the gum leaves also hold special spiritual elements in them that, when used in smoking ceremonies, aid our physical, mental and spiritual wellbeing.’



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## ABOUT THE ARTIST

Alex Kerr is a young and talented artist who describes himself as ‘a Wurundjeri man that just loves his culture and I am just very lucky that I can express my culture through art and help spread our story through this platform to the wider community’.

**We acknowledge the Boon Wurrung and Wurundjeri Peoples of the Kulin Nation, who are the Traditional Custodians of the land and waters where Cabrini Health is situated, and pay our respects to Elders past and present and emerging.**

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## Our vision for reconciliation

Cabrini's vision of reconciliation is an equitable society that embraces unity between Aboriginal and Torres Strait Islander peoples and all Australians.

We believe that every person is worthy of the utmost respect and the best possible healthcare.

Our resources are entrusted to us to use for the benefit of others.

We are a community of care, reaching out with compassion, integrity, courage and respect to all we serve.

With this in mind, we aspire to create a diverse and inclusive workplace that is not just culturally safe, but culturally rich and proud.

# About us

**Founded in Malvern in 1948, Cabrini is a large, Catholic, not-for-profit, private healthcare service in Melbourne's south-east, inspired by the spirit and vision of Saint Frances Xavier Cabrini. Our owners and sponsors are the Missionary Sisters of the Sacred Heart of Jesus (the Cabrini Sisters).**

Cabrini provides a comprehensive range of high-quality acute, subacute, palliative care, primary care, diagnostic, women's mental health and community-based health services, and we are highly regarded for the high-quality, compassionate care we provide to our patients and their families. Our services span cancer care, chronic disease, emergency care, health promotion, heart services, homecare, maternity services, paediatric care, palliative care, rehabilitation, and women's mental health, as well as education, health promotion and research.

With more than 4300 staff and 1600 accredited medical practitioners, who work across several campuses, we offer a range of employment opportunities for people to start, continue or advance their career. Cabrini employs health professionals in medical, nursing, and allied health fields as well as in management, administration, finance, hotel services, logistics, engineering, communications, and other support services. Cabrini Health employs three people who identify as Aboriginal and/or Torres Strait Islander people.

**Cabrini's vision is to be the leading private hospital in Melbourne's south-east corridor, become an innovative hospital and community care provider of mental health services and to develop a nationally recognised private research institute for cancer, cardiovascular disease, and musculoskeletal health.**



# Message from the Chief Executive, Cabrini Australia

I am delighted to share Cabrini Australia's first Reconciliation Action Plan (RAP), *Reflect*, which outlines our commitment to playing our role in achieving reconciliation.

Our RAP is the supporting framework that Cabrini will use to ensure our patients are provided with culturally safe, respectful, individualised patient care.

It also guides our commitment to providing a culturally safe and inclusive environment and supports staff to work in a culturally informed way.

The actions outlined in this document – spanning the areas of respect, relationships, opportunities, and governance – lay the foundations for our ongoing reconciliation journey.

At Cabrini, our service is inspired by the mission of Saint Frances Xavier Cabrini, who founded the Missionary Sisters of the Sacred Heart of Jesus in 1880 to be a witness of God's love for people through compassionate action. At the time, Mother Cabrini's immense love of God empowered her to reach out to the poor, the needy and the immigrants.

Today, we are proud to be continuing our founder's legacy through the delivery of high-quality, compassionate care to all who access our services. Our commitment to the delivery of safe and culturally appropriate care to Aboriginal and Torres Strait Islander people is an important part of this.

I would like to thank Reconciliation Australia for their support and guidance during this important step in our reconciliation journey.

We look forward to continuing to strengthen our relationships with our Aboriginal and Torres Strait Islander community and to taking meaningful steps towards reconciliation.



**Sue Williams**  
Chief Executive  
Cabrini Australia

# Message from the Chief Executive Officer, Reconciliation Australia

**Reconciliation Australia welcomes Cabrini Health to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.**

Cabrini Health joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Cabrini Health to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Cabrini Health, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# Our business



## CABRINI MALVERN

Established in 1948, this 508-bed acute care hospital provides a wide range of services including cardiac care, day procedures, day oncology, emergency care, hospital-in-the-home, intensive care, maternity, palliative care, paediatric care, medical imaging, and pathology.



## CABRINI BRIGHTON

Established in 2002, this hospital has 138 beds across three wards including acute surgical, acute medical and rehabilitation. It has five operating theatres, a day oncology unit, high dependency unit, endoscopy, sleep centre, onsite medical imaging and pathology, specialist consulting suites and 24-hour medical coverage.







## CABRINI WOMEN'S MENTAL HEALTH

Established in 2021, this 30-bed inpatient unit, known as the Lisa Thurin Women's Health Centre, is home to Australia's first private, women's-only mental health hospital. At this short-stay facility, patients have access to an innovative, biopsychosocial package of care, which provides holistic treatments designed to optimise outcomes for women. This contemporary centre primarily focus' on treatment for mental health conditions including mood disorders, anxiety, complex trauma, and addiction.



## OUT OF HOSPITAL CARE

Our out of hospital care services include hospital-in-the-home, rehabilitation outpatients, rehabilitation and therapy in the home, chronic disease programs and private allied health sessions. Delivering care in our clinics and, where suitable, in patients' homes ensures we can continue to provide clinical care beyond the walls of our hospitals to keep our patients recovering and well.



# Our Reconciliation Action Plan (RAP)

In alignment with Cabrini 2021-25 strategy and the National Safety and Health Quality Standards, Cabrini's RAP will provide the supporting framework to ensure Cabrini is part of the solution to Close the Gap by promoting culturally safe practices to ensure equity in safe, high-quality person-centred care that is culturally appropriate for Aboriginal and Torres Strait Islander peoples.

In May 2021, a working group was established to begin working to understand how we can respond to the risks outlined by National Safety and Quality Health Services Standards and how we can respond and move forward with reconciliation with a commitment to Close the Gap. This working group was called Aboriginal and Torres Strait Islander working group. Membership included Group Director Medical Services and Clinical Governance, Group Director Nursing and Clinical Education, Group Director Mission and Identity, Project Officer Cabrini Outreach, and Quality Systems Manager. This working group began Cabrini's journey of reconciliation with work on the following items.

## PROMOTING A CULTURALLY SAFE CARE ENVIRONMENT

It is critical for Aboriginal and Torres Strait Islander peoples who access our services to be greeted with a culturally safe environment. We fly the Aboriginal and Torres Strait Islander flags to demonstrate our recognition of Aboriginal and Torres Strait Islander people and encourage access to our health services. Displaying flags, plaques and art across Cabrini's sites is a meaningful way to promote a sense of community and respect and honour the history of the oldest living culture.

Cultural awareness training was provided to staff to ensure all consumers who identify as Aboriginal or Torres Strait Islander at Cabrini Health are provided with culturally safe, respectful and appropriate care that meets their healthcare needs and supports best possible patient experience.



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## ACKNOWLEDGEMENT AND CELEBRATION OF CULTURALLY IMPORTANT DAYS

National NAIDOC Week is celebrated at Cabrini in different ways. NAIDOC mass is held on the Thursday of NAIDOC Week.

We take this week as an opportunity to learn more about Aboriginal and Torres Strait Islander cultures and share these learnings in the staff bulletin and on Cabrini's social media pages.

On National Sorry Day, we remember Aboriginal and Torres Strait Islander families who have endured the pain and loss of loved ones through the separation of children from their families. We take this day as an opportunity to learn about Aboriginal and Torres Strait Islander peoples' histories, so we are better placed to provide culturally safe healthcare with compassion and empathy.



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## ENGAGING WITH ABORIGINAL AND TORRES STRAIT ISLANDER GROUPS WITHIN OUR COMMUNITY

Cabrini consulted with the National Aboriginal and Torres Strait Islander Catholic Council about the display of plaques and Aboriginal and Torres Strait Islander flags at Cabrini site entrances, signifying that Cabrini is culturally safe environment for First Nations peoples.

Cabrini commissioned a message stick and painted Coolamon bowls which are used in our rituals and masses. The message stick symbolises Catholics' commitment to Reconciliation, as urged by Pope John Paul II in 1986, featuring symbols of Christ, the Pope's 1986 message, and Aboriginal and Torres Strait Islander peoples. The Coolamon bowls are used for Holy Water blessings and symbolise and acknowledge the absent First Nations peoples in our ceremonies.

In 2022, the working group was reformed and expanded to include the Group Director Strategy and Marketing, Director Clinical Education, qualified Pastoral Practitioner, Chief of Mental Health and Cabrini Outreach, Talent and Capability Manager and Patient Experience Officer. The working group was renamed the Reconciliation Action Plan Working Group and was tasked with developing and overseeing implementation of the Reconciliation Action Plan for 2022-23. The Cabrini RAP Champion is the Group Director Medical Services and Clinical Governance. Cabrini is very grateful to have Aunty Dianne Kerr as a member of the working group.

# Our Reconciliation Action Plan (RAP)



## Relationships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	• Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	June 2023	Patient Experience Manager
	• Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2023	Patient Experience Manager
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2023	Group Director Mission and Identity
	• Promote Awareness of NRW through staff bulletin.	May 2023	Patient Experience Manager
	• RAP Working Group members to participate in an external NRW event.	27 May-3 June 2023	Patient Experience Manager
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May-3 June 2023	Group Director Mission and Identity
<b>3. Promote reconciliation through our sphere of influence.</b>	• Communicate our commitment to reconciliation to all staff.	January 2023	Patient Experience Manager
	• Communicate our commitment to reconciliation externally via social media.	June 2023	Patient Experience Manager
	• Identify external stakeholders who our organisation can engage with on our reconciliation journey.	July 2023	Patient Experience Manager
	• Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	July 2023	Patient Experience Manager
	• Continue relationship with National Aboriginal and Torres Strait Islander Catholic Council.	July 2023	Group Director Mission and Identity
	• Identify external Aboriginal and Torres Strait Islander children, young people, family stakeholders and community leaders who our organisation can engage with on our reconciliation journey.	July 2023	Patient Experience Manager



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Promote positive race relations through anti-discrimination strategies	• Research best practice and policies in areas of race relations and anti-discrimination.	August 2023	Talent and Capability Manager
	• Conduct a review of people and culture policies and procedures to identify existing anti-discrimination provisions and future needs.	August 2023	Talent and Capability Manager
5. Review and update policies and processes to increase cultural safety for Aboriginal and Torres Strait Islander people.	• Conduct a review of policies, procedures, systems, and processes consider and ensure they meet the needs of Aboriginal and Torres Strait Islander children and families.	July 2023	Nurse Manager, Paediatric Services
	• Update child safe policies and procedures to provide specific safeguards for Aboriginal and Torres Strait Islander children and their families.	July 2023	Nurse Manager, Paediatric Services



# Our Reconciliation Action Plan (RAP)



## Respect

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	• Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within our organisation.	August 2023	Patient Experience Manager
	• Conduct a review of cultural learning needs within our organisation.	May 2023	Talent and Capability Manager
	• Develop or source and implement cultural awareness training and promote to all staff.	June 2023	Talent and Capability Manager
	• Develop or source and implement cultural awareness training focusing on Aboriginal and Torres Strait Islander children, young people and their families	May 2023	Talent and Capability Manager
	• Review further training cohorts to complete mandatory cultural awareness training, including considering mandating for all employees and/or inclusion in Cabrini orientation program for new staff.	May 2023	Talent and Capability Manager
<b>7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	• Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	May 2023	Group Director Mission and Identity
	• Increase staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2023	Group Director Mission and Identity
	• Encourage all staff to include Acknowledgement of Country at the commencement of important meetings.	May 2023	Group Director Medical Services and Clinical Governance
<b>8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	• Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2023	Group Director Mission and Identity
	• Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2023	Group Director Mission and Identity
	• RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2023	Patient Experience Manager



## Opportunities

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	November 2023	Talent and Capability Manager
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2023	Talent and Capability Manager
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	November 2023	Procurement Director
	• Investigate Supply Nation membership.	November 2023	Procurement Director

# Our Reconciliation Action Plan (RAP)



## Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>	• Form a RWG to govern RAP implementation.	May 2023	Patient Experience Manager
	• Draft Terms of Reference for the RWG.	May 2023	Patient Experience Manager
	• Establish Aboriginal and Torres Strait Islander representation on the RWG.	May 2023	Patient Experience Officer
<b>12. Provide appropriate support for effective implementation of RAP commitments.</b>	• Define resource needs for RAP implementation.	May 2023	Patient Experience Manager
	• Engage senior leaders in the delivery of RAP commitments.	May 2023	Group Director Nursing and Clinical Education
	• Appoint a senior leader to champion our RAP internally.	May 2023	Group Director Medical Services and Clinical Governance
	• Define appropriate systems and capability to track, measure and report on RAP commitments.	May 2023	Patient Experience Manager
<b>13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	• Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss important RAP correspondence.	June (annually)	Patient Experience Manager
	• Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August (annually)	Patient Experience Manager
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September (annually)	Patient Experience Manager
<b>14. Continue our reconciliation journey by developing our next RAP.</b>	• Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	September 2023	Patient Experience Manager



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