



IHM
Institute of Health & Management

IHM
Proposed Reconciliation
(Connecting Together) Action Plan

Institute of Health and Management

Innovate Reconciliation (Connecting Together) Action Plan [July 2021 – July 2023]

Our vision for reconciliation (Connecting Together)

The Institute of Health & Management (IHM) wishes to work with and engage within our local Aboriginal and Torres Strait Islander communities to advocate with the Aboriginal and/or Torres Strait Islander peoples and their communities in a culturally sensitive and safe way. As IHM is a higher education provider, we will seek to build develop partnerships with our local Aboriginal and Torres Strait Islander people and their communities as well as organisations that would share our common goal to work collaboratively in response to being more culturally safe and aware which is part of APHRA’s health professionals roles and responsibilities to be culturally safe. Education, also has these same principles embedded in their charter in relation to Aboriginal and Torres Strait Islander knowledge being taught and acknowledged.

Our business

The core business of IHM is to provide state of the art health care education and wellness services and generate related research outcomes that inform health and wellness services globally. Currently, IHM offers the following courses

- Graduate Certificate in Nursing (GCN) (online) [accredited award course],
- Graduate Diploma of Nursing (GDN) (online) [accredited award course],
- Nursing Career Advancement Program (NCAP – OBA) [non-award course],
- Master of Nursing (online) [accredited award course],
- Master of Nursing (on campus) [accredited award course, to be introduced from July 2021]

Courses awaiting accreditation:

- Graduate Certificate in Advanced Nursing (GCAN) with 13 specialisations (online) and one specialization (face-to-face) [award course – pending accreditation]

IHM employs 101 staff in Australia, across 5 locations- in Parramatta, Perth, North Melbourne, VIC, and Heidelberg, VIC. IHM has its head office located in Rosanna Victoria. IHM is a global provider with additional campuses located outside of Australia. Currently IHM has no staff from the Aboriginal and Torres Strait Islander background. However, IHM aims to recruit Aboriginal and Torres Strait Islander people in different areas of IHM’s operations such as curriculum development, teaching and academic governance initiatives. More information on recruitment plans and processes can be found further in the document.

IHM Reconciliation Action Plan

• Why is your organisation developing a RAP?

IHM is developing a Reconciliation Action Plan (RAP) to *highlight the diversity of Aboriginal and Torres Strait Islander peoples, their communities in Australia*. Build relationships and communities that value Aboriginal and Torres Strait Islander peoples, histories, cultures, and futures.

Develop our awareness as an organization of the issues facing Aboriginal and Torres Strait Islanders peoples, their communities in Australia. Build relationships and communities to build partnerships in our organisation and our communities. The RAP will allow IHM to focus recruitment strategies that include Aboriginal and Torres Strait Islander people to promote an authentic voice in IHM and for our students and stakeholders. The RAP aims to promote an inclusive community at all IHM campuses and to promote the cultural safety of all students and staff.

- At IHM, (Research & Innovation Coordinator and Public Relations Coordinator) are the champions of the RAP. They will take the lead on IHM's focus for organising events and raising awareness through cultural events and online training and presentations. Below is a list of other key personnel who are involved in the RAP Working Group. They consist of both internal and external participants.
- **Who internally and externally is involved in your RAP Working Group (Job titles)?**
Prof Kogi Naidoo, Academic Dean
Navjot Chhina, Course Coordinator
Nayana Babu Sreelatha,
Bodhi Darshanee Rai, Public Relations Officer
Allison Heinritz, Educator
Dr Liesa Clague, Educator
Dr Shisir Manandhar, Research and Innovation Manager
- **Who from the Aboriginal and Torres Strait Islander community is part of your RAP Working Group?**
Allison Heinritz
Dr Liesa Clague
- **Optional: Does your organisation have an external Aboriginal and Torres Strait Islander Advisory Group?**
Yes, the Koori Support Committee organised by Dr Shisir Manadhar, Research and Innovation Manager through Melbourne Polytechnic.

If your organisation has progressed through a previous RAP, also include: First stage

- An outline of your reconciliation journey since developing your first RAP, including a summary of the key learnings or most significant changes.
Optional: Provide case studies or staff profiles which reflect the positive progress your organisation has made.

Relationships			
<p><i>[Tell us why building strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians is important to your organisation and its core business activities—themes include connecting people, sharing experiences, governance, communication, engagement and partnerships.]</i></p>			
<p>Focus area: <i>Optional: What key strategic direction of your business does Relationships align to?</i></p>			
Action	Deliverable	Timeline	Responsibility
<p>1. RAP will be implemented by Reconciliation Working Group (RWG). The Committee will actively monitor RAP development and implementation of actions, tracking progress and reporting</p>	<p>Required:</p> <ul style="list-style-type: none"> Aboriginal and Torres Strait Islander Education and Support Committee oversees the development, endorsement and launch of the RAP. Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG. Meet at least twice per year to monitor and report on RAP implementation. Establish Terms of Reference for the Aboriginal and Torres Strait Islander Education and Support Committee <p>Optional:</p> <ul style="list-style-type: none"> <i>Develop and distribute an expression of interest to join the RWG for key Aboriginal and Torres Strait Islander peoples within our sphere of influence.</i> <i>Establish an external Aboriginal and Torres Strait Islander Advisory Group to provide cultural advice and guidance in the various sites of IHM.</i> 	July 2021	Academic Dean
		March 2021	Academic Dean

	<ul style="list-style-type: none"> Engage in community activities promoting awareness of the health issues faced by the Aboriginal and Torres Strait Islander people. <p><i>Optional:</i></p> <ul style="list-style-type: none"> Develop joint ventures, partnerships, pro bono support or secondment and community capacity opportunities. 		
4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	<p>Required:</p> <ul style="list-style-type: none"> Develop and implement a strategy to communicate our RAP to all internal and external stakeholders. Promote reconciliation through ongoing active engagement with all stakeholders. 	October & November 2021	Academic Dean Course Coordinators
5. Include other unique relationships actions and targets related to your core business and vision for reconciliation.	<p>Suggestions:</p> <ul style="list-style-type: none"> Explore opportunities to support the Recognise campaign. Support and awareness of Reconciliation Australia within state/territory-based reconciliation council. 	December 2021	Academic Dean
Respect			
A better understanding and respect for Aboriginal and Torres Strait Islander cultures develops an enriched appreciation of Australia's cultural heritage and can lead to reconciliation. IHM adopts this ethos.			
Focus area: <i>Optional: What key strategic direction of your business does Respect align to?</i>			
Action	Deliverable	Timeline	Responsibility

<p>6. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements</p>	<p>Required:</p> <ul style="list-style-type: none"> • Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for IHM staff which defines cultural learning needs of employees in all areas of IHM business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion). This will be extended to students to also participate in. • Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training. • Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural training. • Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to involve in cultural activities conducted by the <p>Optional:</p> <ul style="list-style-type: none"> • <i>Identify cultural learning requirements specific to our staff's training need.</i> • <i>Promote the Reconciliation Australia's Share Our Pride online tool to all staff</i> • <i>Investigate local cultural experiences and immersion opportunities.</i> 	<p>January-March 2022</p>	<p>Academic Dean</p>
<p>7. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared</p>	<p>Required:</p> <ul style="list-style-type: none"> • Develop, implement and communicate a cultural protocol document around understanding Welcome to Country and Acknowledgement of Country and guide staff to implement an Acknowledgement to Country on occasions that staff learn about the significant of the protocol and it is not a token gesture by doing different ways of performing and acknowledgement. • Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships with key stakeholder in the local Aboriginal communities where our campuses are situated . 	<p>April - June 2022</p>	<p>HR Department</p>

<p>meaning</p>	<ul style="list-style-type: none"> • Invite a Traditional Owner to provide a Welcome to Country at significant events, including Master of Nursing launch event, North Melbourne campus (17 April 2021) • Include an Acknowledgement of Country at the commencement of all important internal and external meetings. • Encourage staff to include an Acknowledgement of Country at the commencement of meetings and allow staff to learn how to do Acknowledgements to Country. <p>Optional:</p> <ul style="list-style-type: none"> • <i>Have on display the Map of Aboriginal and Torres Strait Islander language groups and invite Traditional Owners into our office to explain the significance of Welcome to Country and Acknowledgement of Country.</i> • <i>Organise and display an Acknowledgment of Country or language group of the place the campus is situated as a plaque in our office/s or on our office building. suggestion: or name conference room in the local language</i> 		
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<p>8. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their culture and communities by celebrating NAIDOC Week</p>	<p>Required:</p> <ul style="list-style-type: none"> Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week. Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week. <p>Optional:</p> <ul style="list-style-type: none"> Provide opportunities for all staff to participate in NAIDOC Week activities. Consult with Aboriginal and Torres Strait Islander peoples to hold an internal or external NAIDOC Week event. Support and advocate with external NAIDOC Week community event. Contact our local NAIDOC Week Committee or the local councils that hold NAIDOC week events in our different locations. 	<p>First week in July 2021</p>	<p>HR Department</p>
<p>9. Promote and celebrate significant dates</p>	<p>Suggestions:</p> <ul style="list-style-type: none"> Celebrate and recognise Aboriginal and Torres Strait Islander dates of significance. Connecting with local organisations where our campuses are situated to notify us of up-coming events that are significant to them or our local Council of up-coming events from their websites or local Aboriginal organisations websites. 	<p>August- September 2022</p>	<p>Research and Innovation Team</p>
<p>10. Engage Aboriginal and Torres Strait Islander people in Curriculum development activities.</p>	<ul style="list-style-type: none"> Aboriginal and Torres Strait Islander group to work with the curriculum team to improve the units related Aboriginal and Torres Strait Islander to cultural awareness, and other significant areas. <p>On-going validation of Aboriginal and Torres Strait Islander unit</p>	<p>October-November 2022</p>	<p>Academic Dean</p>

	assessments		
Opportunities			
[Tell us why opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities are important to your organisation and its core business activities—themes include employment, procurement, professional development, retention, enabling access to systems and processes.]			
Focus area: Optional: What key strategic direction of your business does Opportunities align to?			
Action	Deliverable	Timeline	Responsibility
11. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our Institute and workplace	<p>Required:</p> <ul style="list-style-type: none"> Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities. Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy. Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development. Advertise all vacancies in Aboriginal and Torres Strait Islander media. Review HR and recruitment procedures and policies to ensure there are no barriers for Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace in the various locations of our campuses. Engage with the local Aboriginal communities to do in-kind for special events they may have to strengthen participation and sustainable relationships. <p>Optional:</p>	December-January 2022	HR Department

	<ul style="list-style-type: none"> • <i>Develop an Aboriginal and Torres Strait Islander professional development strategy.</i> • <i>Include Aboriginal and/or Torres Strait Islander representation on recruitment and selection panels.</i> • <i>Include in all job advertisements, 'Aboriginal and Torres Strait Islander people are encouraged to apply.'</i> • <i>Engage with external Aboriginal and Torres Strait Islander peoples and/or consultants to advise on recruitment, employment and retention strategies, including professional development.</i> <p><i>Develop and implement Aboriginal and Torres Strait Islander employment pathways (e.g. traineeships or internships).</i></p>		
<p>12. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation</p>	<p>Required:</p> <ul style="list-style-type: none"> • Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses. • Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services. • Develop at least one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business. • Investigate Supply Nation membership. <p>Optional:</p> <ul style="list-style-type: none"> • <i>Develop and pilot an Aboriginal and Torres Strait Islander procurement strategy.</i> • <i>Investigate opportunities to partner with your local Indigenous Chamber of Commerce.</i> 	<p>February - March 2022</p>	<p>Academic Board</p>

<p>13. Include other unique opportunities actions related to your core business and vision for reconciliation.</p>	<p><i>Suggestions:</i></p> <ul style="list-style-type: none"> • Recruit an Aboriginal and Torres Strait Islander RAP Manager • Recruit an Aboriginal and Torres Strait Islander HR advisor • Develop an Aboriginal and Torres Strait Islander professional mentoring network. • Develop a cultural mentoring network for existing staff and managers. • Investigate opportunities to increase pro bono activities. • Support scholarships for Aboriginal and Torres Strait Islander students. • Support Aboriginal and Torres Strait Islander staff to be able to development on areas that staff want to build skills and training to further their career. 	<p>April - July 2022</p>	<p>HR Department</p>
<p>Governance, tracking progress and reporting</p>			
Action	Deliverable	Timeline	Responsibility
<p>14. Report RAP achievements, challenges and learnings to Reconciliation Australia</p>	<p>Required:</p> <ul style="list-style-type: none"> • Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually as well as get feedback from any local organisations of supportive letter of participation and MOU which may be developed over time. • Investigate participating in the RAP Barometer. <p>Optional:</p> <ul style="list-style-type: none"> • Develop and implement systems and capability needs to track, measure and report on RAP activities. 	<p>30 September, [Biennially]</p>	<p>Academic Dean</p>

15. Report RAP achievements, challenges and learnings internally and externally	Required: <ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings. 	Yearly	Reconciliation Working Group
16. Review, refresh and update RAP	Required: <ul style="list-style-type: none"> Liaise with the Aboriginal working party as well as Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements. Send draft RAP to Reconciliation Australia for review and feedback. Submit draft RAP to Reconciliation Australia for formal endorsement. 	[six months prior to RAP expiry date]	Academic Dean

Contact details *Include contact details (job title, phone and email) for public enquiries about your RAP*

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