



Reconciliation Action Plan

June 2022 – June 2023

HammondCare
Champion Life





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Acknowledgement of Country

HammondCare acknowledges and pays respect to the Traditional Owners of the lands on which we are located. We pay our respect to Elders past, present and emerging and extend that respect to all First Nations peoples today. HammondCare is committed to our reconciliation journey and acknowledges all First Nations staff, residents, clients, patients and families.



About our artist



Tanya Conlan

I am a proud Ngarrindjeri woman. My dad Darrell Sumner is an Elder and has long instilled in my sisters and I the importance of culture, country and the Ngartji (totems of the Ngarrindjeri people). Ngarrindjeri is an Aboriginal nation of 18 language groups from the Lower Murray, Coorong, and Lakes in South Australia, and I always feel that I am 'home' when I am at the Coorong.

I grew up surrounded by very strong Aboriginal women who were very creative, being drawn to painting through my aunty who showed me how to use brushes, twigs, and fauna to create our artwork. I have a special connection to each piece I create, and every piece tells a story.

About our artwork



Knowledge Tree

The tree represents growth in our organisation's knowledge of First Nations people and reconciliation.

The budding thoughts of reconciliation and our hopes are reflected in the sprouting of new leaves and as the tree grows it is blooming into an action plan, to be united in one place.



The Journey

The Journey represents that we are many cultures and nations, with multiple points of view but we all want to come together for a better tomorrow.

Reconciliation is a journey, it won't happen overnight, we are taking many different tracks and gathering the points of view of many, but we are all trying to get to the same place and become united.



Dreamtime

My belief is that all life is part of a network of relationships which can be traced to the great spirit ancestors of the Dreamtime.

The Dreamtime is the beginning of knowledge. This represents HammondCare at the start of our RAP where we are gathering knowledge.

As time passes more knowledge is gained, building stronger relationships and respect between non-Indigenous people and First Nations peoples.

Message from HammondCare CEO

As an entire organisation, HammondCare is sincerely engaging in the process of reflecting on our responsibilities towards reconciliation between First Nations peoples and non-Indigenous Australians.



Mike Baird
Chief Executive Officer
HammondCare

It's part of our Model of Care to really get to know people, learn about their strengths, passions, pain, challenges and experiences; tailoring our response to promote dignity, comfort and quality of life.

We can't lay claim to success in this relationship-based care approach if we ignore, or are careless with, the past and present realities of First Nations peoples – whether among the people we care for, our staff or more broadly in society. And so we feel privileged to take positive steps in developing our Reconciliation Action Plan and other activities that promote reconciliation.

At the same time, we recognise we have much to learn and much more to do. We are glad to be on this healing journey and look forward to further nourishing our partnerships with First Nations and non-Indigenous Australians in and around our organisation.

Message from Reconciliation Australia

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



Karen Mundine
Chief Executive Officer
Reconciliation Australia

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

Our business

As an independent Christian charity, HammondCare is a leading provider of health and aged care services and expertise across Australia. With internationally recognised leadership in dementia and palliative care, we also provide residential and in-home aged care, rehabilitation and restorative care, positive ageing support, older people's mental health services and pain management.

All our services are provided through a relationship-based approach and are available to those in need regardless of circumstances or background. In fact, our ambition is to increase our care for those that others can't or won't.

Specifically, in financial year 2021 we cared for and supported nearly 34,000 residents, patients and clients in residential aged care, home care, independent living, health and hospitals, community health care and clinics covering palliative care, rehabilitation and older people's mental health.

Our team of more than 4,900* and more than 600 volunteers provide care and support in almost every corner of Australia, including 87 physical locations nationwide. And our social dividend for FY21 was \$36 million.

We have identified the First Nations Country for many of our offices and service locations:

New South Wales

- Awabakal Country**
Cardiff, Waratah, Woy Woy
- Birpai Country**
Port Macquarie
- Bundjalung Country**
Kyogle, Tweed Heads
- Cammeraygal Country**
St. Leonards
- Darkinjung Country**
Narara
- Darug Country**
Hammondville, Prairiewood, St Marys, Wentworth Falls
- Dharawal Country**
Horsley, Miranda, Nowra, Picton
- Gadigal Country**
Darlinghurst
- Gadigal and Guringai Country**
Greenwich
- Gamilaraay Country**
Tamworth
- Wonaruah Country**
Scone
- Gumbaynggirr Country**
Coffs Harbour
- Gundungurra Country**
Goulburn
- Guringai Country**
Berowra, Erina, Manly, Mona Vale, North Gosford, North Turramurra, Wahroonga
- Wiljali Country**
Broken Hill

Wiradjuri Country

- Bathurst, Dubbo
- Yuin Country**
Batehaven, Merimbula
- Australian Capital Territory**
Ngunnawal Country
Canberra

Victoria

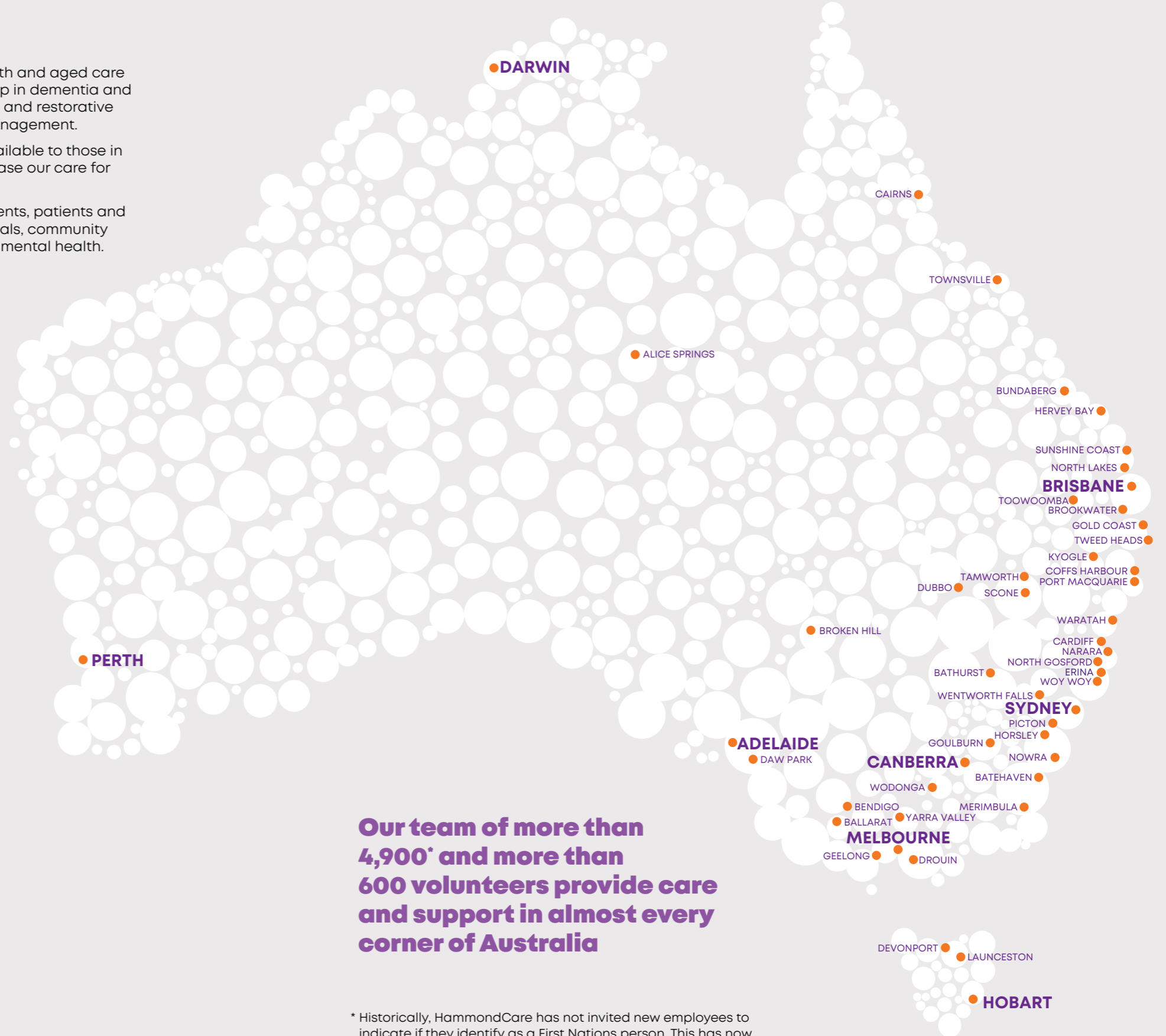
- Bunurong Country**
Caulfield, Malvern
- Dja Dja Wurrung Country**
Bendigo
- Gunaikurnai Country**
Drouin
- Wadawurrung Country**
Ballarat
- Wathaurong Country**
Newtown, Geelong
- Wiradjuri, Waveroo and Dhudhuroa Country**
Wodonga
- Wurundjeri, Woi Wurrung and Bunurong Country in the Kulin Nation**
Yarraville
- Tasmania**
Mumirimina Country
Hobart
- Paredarerne Country**
Rosny Park
- Pirinilaplu Country**
Devonport
- Tyerrernotepanner Country**
Launceston

South Australia

- Kurna Country**
Daw Park
- Western Australia**
Noongar Country
Osborne Park
- Northern Territory**
Arernte Country
Alice Springs
- Larrakia Country**
Darwin

Queensland

- Badjala Country**
Hervey Bay
- Barunggam Country**
Toowoomba
- Bindal and Wulgurukaba Country**
Townsville
- Gubbi Gubbi Country**
Birtinya, Sunshine Coast
- Gureng Gureng Country**
Bundaberg
- Yirrganydji Country**
Cairns
- Yugambeh Country**
Bundall
- Yuggera Country**
Brisbane, Brookwater, Chermshire, North Lakes



Our team of more than 4,900* and more than 600 volunteers provide care and support in almost every corner of Australia

* Historically, HammondCare has not invited new employees to indicate if they identify as a First Nations person. This has now been introduced but it is too soon for accurate figures.





Our Reconciliation Action Plan

Why is a RAP important to HammondCare?

Reconciliation is a commitment to seek healing, forgiveness and justice; to promote recognition, understanding and respectful conversation. It's not temporary or one-off, but better placed as an ongoing part of organisational culture and personal responsibility.

When people live (and work) in the context of reconciliation, especially those who have been wronged and afflicted, quality of life will improve.

This points directly to our longstanding Mission: **Our passion is improving quality of life for people in need.** Clearly, we cannot hold to that Mission unless we are passionate about reconciliation.

Our Reconciliation Vision

is to be an organisation that is inclusive, safe, culturally aware and champions equality for First Nations and non-Indigenous peoples. We want to listen, understand, learn, acknowledge and respect the histories and enduring cultures of the Traditional Owners of the lands on which we serve, to ensure every interaction we have with residents, patients and clients is individual, appropriate and informed.

Our Motivation

is inspired by the Christian values and principles exhibited in the words and deeds of Jesus Christ. We believe all people are made in the image of God, and are to be loved, included and accepted. When we as an organisation, community or nation don't live up to these words, we are motivated to seek forgiveness and reconciliation, to learn and improve, and find renewed relationship.

Our Mission

is to improve quality of life for people in need. This compels us to ensure that barriers are reduced and culturally sensitive and appropriate access to services is improved for First Nations peoples. Research shows these communities face higher than average complex health challenges and often reduced access to support.

First Nations peoples experience dementia at a rate up to five times higher than the general Australian population. They are also more likely to have multiple complex comorbidities such as respiratory disease, cardiovascular disease, diabetes and chronic kidney disease.

As a team dedicated to improving access for every Australian to quality care, we know it's important to emphasise helping those who face these issues more often – and are forced to navigate difficult hurdles to find help. Equally, our mission compels us to listen to those in need, ensure everyone receiving our care feels safe and comfortable, and partner with people from all groups, communities and walks of life.

Our Ambition

is to set the global standard of relationship-based care for people with complex needs and to increase our care for those that others can't or won't. To achieve this in relation to First Nations peoples will involve recognising and celebrating the strengths of First Australians, acknowledging and engaging meaningfully with reconciliation, and considering how our services can be effective in the context of geographical challenges and generational inequalities.

Our Impact

and strategic direction is heavily influenced by our ability to recruit and retain the best people and to highly value them. This requires a workforce of diverse backgrounds and cultures – including First Nations peoples – who feel valued and respected for who they are. We seek to shape the sector, and hope that our commitment to reconciliation can set a strong example for the health and aged care sectors.

Our Approach

to reconciliation will be based on listening to and learning from the experiences of First Nations peoples. As an organisation, we hope to have the humility to admit we don't have all the answers, though we know we have a small but meaningful role to play. We acknowledge our shared history, and we commit to doing better in the future

We believe that forging respectful and trusting partnerships between First Nations peoples and non-Indigenous Australians – including our staff, residents, clients, patients, local partners and other external parties – is essential to this process.

This RAP represents the beginning of our genuine, long-term commitment to reconciliation.

Our partnerships and current activities

Aboriginal and Torres Strait Islander Champions Group

Established in 2020, this working group from within our dementia support arm (Dementia Support Australia) has undertaken professional development and can be consulted to support First Nations clients when dementia impacts their care. Other aspects of the champions' role include:

- building networks with local First Nations organisations
- developing new resources alongside a First Nations expert review panel so staff are better equipped to provide support that's relevant and respectful
- identifying gaps and opportunities to improve service performance for First Nations clients.

Supporting partnerships for First Nations community and remote regional clients

We are developing connections and partnerships with First Nations health providers and health networks to provide dementia support and expertise in remote care homes, communities, art centres and clinics across the NT, Far North Queensland and regional NSW.

First Nations Communication Cards

These image-based cue cards were developed to facilitate communication and engagement for people living with dementia, care staff and family carers from First Nations communities. The cards can be used to provide opportunities for reminiscence or to start conversations. They can also assist with prompts to help a person to participate in activities such as showering or going for a walk.

HammondCare First Nations Language Guide

This guide for all staff addresses the use of respectful, inclusive and positive language when working with and for First Nations residents, clients, patients, staff and partners.

Dementia Support Australia (DSA) Behaviour Support and Help sheets

Three help sheets have been developed for family carers and care staff to provide culturally appropriate support and advice to better meet the needs of First Nations clients on topics such as pain and moving into residential aged care.

Dementia Centre internal guidelines on triage, assessment and planning a visit to a remote community

Internal guidelines for DSA staff are developed with cultural considerations when they triage and plan a visit to a First Nations client. This includes additional questions to ask or things to arrange or think about when they are visiting a First Nations client (e.g. arranging support from an Aboriginal and Torres Strait Islander Health Worker or thinking about the way to dress and communicate).

Artwork Spring Journey by Balarinji

This artwork was commissioned in 2020 and appears on all our resources tailored to support First Nations peoples living with dementia.

DSA service brochure and poster

A brochure and poster about the DSA service has been developed specifically for First Nations people. It includes the Balarinji artwork designed for HammondCare.

Professional development

Two sessions with Prof Dawn Bessarab and Dr Kate Smith from UWA for DSA staff are available on our professional development platform. They cover the description and impact of policies, barriers to accessing and receiving services faced by older First Nations peoples, trauma-informed service delivery, dementia-specific case studies and wellbeing strategies for First Nations Elders.

'Talking First Nations' podcast

An episode of the Dementia Podcast produced by HammondCare discusses the current environment of care of First Nations peoples, what quality of life and care means for First Nations peoples and how this can be different from the general Australian population. It is presented by A/Prof Colm Cunningham and Professor Dawn Bessarab, a Bard/Yindjibarndi woman, Director of the Centre for Aboriginal Medical and Dental Health at the University of Western Australia.

Local awareness posters

A3 posters featuring Country and Language have been developed for the reception areas of more than 30 HammondCare Dementia Centre offices.



Our RAP Working Group

Our RAP implementation will be monitored and governed by our RAP Working Group (RWG). The RWG aims to represent each of our services and cover our entire geographical spread, across all levels of seniority.

The members of the RWG include:

Aroha Sakaria	Nurse Unit Manager, Health
Cherryl Bautista	Service Manager RTO, HammondCare At Home
Elizabeth Bottomley	Policy Officer, Strategic Delivery Office
Kirsty Burkinshaw	Service Manager, Dementia Centre
Lisa Hickson	Dementia Consultant, Dementia Centre
Nienke Ballast	Project Officer, Dementia Centre
Rebecca Mazzone	Team Leader, Dementia Centre
Sharon Sutton	Respite Care Manager, HammondCare At Home
Tanya Conlan	Bequests Manager, HammondCare Foundation

The RWG is chaired by Mark Peacock, the General Manager of Strategy, Transformation and Impact, who will also champion our RAP as a member of the HammondCare Leadership Team. The RWG has designed and led staff engagement activities to instil our RAP approach, ambitions and actions across our entire organisation. Through our RAP journey, the group will track progress, lead further internal and external engagement, and identify opportunities to strengthen our relationships with First Nations peoples, communities and businesses.



Relationships

Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with First Nations stakeholders and organisations.	Research best practice for forming supportive partnerships with First Nations stakeholders and organisations.	Feb 2023	GM Strategy Transformation and Impact
	Share resources and support to encourage and empower local leaders to identify and meet with First Nations stakeholders, organisations and communities where our services operate. This includes conversations with local land councils and Traditional Custodians of the Land on which we operate, about how we can improve our support and relationships.	May 2023	GM Strategy Transformation and Impact
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff through email, intranet, printed assets and in meetings.	July 2022	GM Marketing
	Host an all-staff livestream event to recognise NRW.	May 2023	GM Marketing
	RAP Working Group members to participate in an external NRW event.	May 2023	GM Strategy Transformation and Impact
	Encourage and support staff and senior leaders to participate in at least one external NRW event.	May 2023	CEO
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to our whole team and create a centralised information and communication hub for our RAP journey through our interactive internal connection platform, Workplace.	July 2022	GM Marketing
	Identify external stakeholders such as First Nations health and aged care advocacy groups, community and cultural groups and church or religious associations that we can engage with to strengthen and deepen our commitment to reconciliation.	May 2023	Head of Public Affairs
	Identify other like-minded organisations, both in the sector and across our nationwide footprint, whom we can approach and then collaborate with on our reconciliation journey.	May 2023	CEO
Promote positive race relations through anti-discrimination strategies.	Research best practice guidelines and policies in the areas of race relations and anti-discrimination.	Dec 2022	Chief People Officer
	Conduct a review of People policies and procedures to identify existing anti-discrimination provisions, for both new hires and existing team members, and future needs.	Mar 2023	Chief People Officer



Respect

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.	Expand the HammondCare First Nations Champions group to complement the work of the dementia centre group, with a particular reference to operational areas.	Nov 2022	Service Manager – Palliative and Dementia
	Create a central hub with links to all current and future First Nations resources for ease of access and implementation.	Nov 2022	Head of Learning
	Include First Nations cultural awareness training as part of the mandatory training suite.	April 2023	Head of Learning
Demonstrate respect to First Nations peoples by observing cultural protocols.	Conduct a review of cultural learning needs within our organisation.	April 2023	Head of Learning
	Increase our team's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country.	Oct 2022	Head of Learning, GM Marketing
	Finalise and distribute First Nations Country and Language posters to HammondCare offices yet to receive them.	Jan 2023	Head of Content, Corporate Editor
Build respect for First Nations cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information among our staff about the meaning of NAIDOC Week, including through internal events celebrating First Nations culture.	July 2022, June 2023	Head of Content
	RAP Working Group to participate in an external NAIDOC Week event and encourage other team members to join.	July 2022	GM Strategy Transformation and Impact
	Further introduce our staff to NAIDOC Week by promoting external events in local areas.	July 2022	Head of Content



Opportunities

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing First Nations recruitment, retention and professional development.	Analyse and draw insight from current First Nations staffing to inform future employment and professional development opportunities.	Oct 2022	GM Org Development
	Develop a business case for First Nations employment within our organisation.	Feb 2023	GM Org Development
Increase First Nations supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from First Nations owned businesses.	Feb 2023	Head of Procurement
	Investigate Supply Nation membership.	Feb 2023	Head of Procurement



Governance

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Review and update Terms of Reference for the RWG.	Jan 2023	Service Manager – Palliative and Dementia
	Maintain a RWG to govern RAP implementation.	May 2023	Head of Learning
	Maintain First Nations representation on the RWG and ensure representation across the organisation, including by department, location and seniority.	May 2023	GM Strategy Transformation and Impact
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Jun 2022	GM Strategy Transformation and Impact
	Define how to track, measure and report on RAP commitments at regular intervals.	June 2022	GM Strategy Transformation and Impact
	Engage and direct senior leaders in the delivery of RAP commitments.	May 2023	GM Strategy Transformation and Impact
Build accountability and transparency through reporting RAP achievements, challenges and learnings, internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Sept 2022	GM Strategy Transformation and Impact
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Mar 2023	GM Strategy Transformation and Impact

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To find out more about HammondCare's
Reconciliation Action Plan visit
hammond.com.au/reconciliation

As an independent Christian charity,
HammondCare champions life.

