



Aboriginal Employment & Retention Strategy 2022-2026 and beyond

Shaping the future of health with
world-class care and world-class research



Health
Central Adelaide
Local Health Network



We are all part of the story
Ngadluku kuma pirrkutidli

Acknowledgement of Country

We acknowledge and respect the First Nations Kaurna people whose ancestral land the Central Adelaide Local Health Network (CALHN) provides services on.

We acknowledge the deep feelings of attachment and relationship of Aboriginal and Torres Strait Islander peoples to Country.

The network also acknowledges the Traditional Owners and Custodians of the many lands our Aboriginal and Torres Strait Islander consumers travel from to receive services.

In the spirit of reconciliation, we also acknowledge the non-Aboriginal people who contribute to our reconciliation journey of improving Aboriginal health outcomes.

Message from Uncle Frank Wanganeen

Kaurna Elder and CALHN Reconciliation Action Plan (RAP) Co-Chair



Niina marni

As a Kaurna Elder and Co-Chair of the CALHN Reconciliation Action Plan committee I can see that we are beginning to move in the right direction to achieve our RAP workforce deliverables. Our Aboriginal staff are greatly under-represented in the CALHN workforce, and we need to change this. The purpose of this strategy is to grow our Aboriginal workforce so we can make a difference for our people as they continue to face chronic disease and health challenges. Our health workforce is central to providing culturally appropriate care for our Aboriginal consumers and it is important that we work together with all of our CALHN services to improve Aboriginal health and wellbeing outcomes. CALHN has developed this strategy to create employment opportunities and facilitate new pathways for Aboriginal university students to begin their health career. There is a lot of work to be done in all aspects of Aboriginal health, and we want to create a culturally-strong and sustainable workforce and demonstrate our commitment to work together, share Aboriginal culture, knowledge and values. This way we can help shape the future of health for Aboriginal people.



Lauren Fawcett - Bachelor of Medicine and Bachelor of Surgery, The University of Adelaide
Proud Barkindji Woman - Malyangapa Woman, Rural Region, New South Wales

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Front cover image: Michael Cullen - Bachelor of Psychological Sciences, The University of Adelaide
Proud Ngarrindjeri, Boandik Man - Rural Region, South Australia

This strategy respectfully uses the term 'Aboriginal' to refer to people who identify as Aboriginal, Torres Strait Islander or both living in South Australia

A strategy of commitment



Niina Marni

We know that having skilled Aboriginal staff makes a difference to our Aboriginal patients and their families, and that cultural safety and clinical safety are both essential for the delivery of high-quality care. This strategy outlines our four priority areas and initiatives that will drive our approach to fostering an inclusive environment where our people can thrive and do their best.

We are committed to building our Aboriginal workforce by creating more opportunities and increasing the representation of Aboriginal staff across all program areas and classifications. Aligning with our People First Strategy, to attract and recruit the right people to critical roles within our organisation, includes having a workforce that is skilled to deliver better outcomes for Aboriginal people.

As leaders, it is our responsibility to promote and support the Aboriginal Employment and Retention Strategy to deliver

results and be consistent in our approach to increase and retain our Aboriginal workforce participation. We will achieve this through our targeted initiatives and by increasing our understanding and practice of cultural respect and sensitivity through our Tapa Purruna Tirkatirkanya Karrpa Cultural Learning model.

On behalf of our Wapi-api miyurna (executive colleagues), I am proud to share this strategy which will be implemented over the next five years and beyond. We look forward to CALHN strengthening its engagement and partnerships with Aboriginal peoples, communities and stakeholders and the positive impact that this will have on health outcomes for Aboriginal people.

Raymond Spencer

Chair Central Adelaide Local Health Network Governing Board

Lesley Dwyer

Chief Executive Officer

We are all part of the story
Ngadluku kuma pirrkutidli



In collaboration with my Wapi-api miyurna, I am pleased that the launch of the CALHN Aboriginal Employment and Retention Strategy will help us build our internal workforce capability to ensure we can adapt and deliver better outcomes for our Aboriginal patients and/or consumers.

As a major health service provider, we are aware of the responsibility to provide safe and quality health care to Aboriginal people in South Australia.

I am committed to growing our Aboriginal workforce, increasing our employee's cultural capability and ensuring a safe place to work for all staff.

This strategy will support our workforce to have the required skills and capabilities to ensure Aboriginal staff can respond to the needs of the community and that the environment they work in is culturally responsive and safe. We are working to increase our engagement with Aboriginal communities and continuing to build strong partnerships with our university sectors that will result in more employment and procurement opportunities for Aboriginal people.

As a workforce and individually, we all have a role in closing the health gap for Aboriginal people and communities.

Gabby Ramsay

Executive Director – Workforce Management and Reform

Our services



The Central Adelaide Local Health Network is committed to delivering quality and sustainable healthcare to ensure we provide integrated, respectful and safe patient centred service to our diverse communities.

We are a large, multi-site organisation with an annual budget of over \$2.7 billion. Our network brings together five hospitals; the Royal Adelaide Hospital (RAH) as a major quaternary facility, The Queen Elizabeth Hospital (TQEH) as a general hospital, and rehabilitation health services Hampstead Rehabilitation Centre (HRC) and Statewide Rehabilitation Services, Repat and Glenside Health Services for acute and community mental health rehabilitation, and a significant number of primary health care services.

The network also delivers a range of specialised community and clinical health services across the state.

Community health services include SA Dental Service, SA Cancer Service, SA Prison Health and DonateLifeSA, and additional statewide clinical support services include SA Pathology, SA Medical Imaging, SA Pharmacy and BreastScreen SA.

Since July 2019 the network has been under the governance of the Central Adelaide Local Health Network Governing Board. The Board has oversight of the network's strategy, risk management, governance and performance, and provides strategic direction in conjunction with the Chief Executive Officer (CEO).

While the geographic catchment area for the networks' hospitals covers the central, western and eastern suburbs of metropolitan Adelaide, a community of more than 466,000 people it also provides health care

for Aboriginal and/or Torres Strait Islander Peoples living in other parts of South Australia, Northern Territory, eastern Western Australia, western New South Wales and western Victoria.

While our hospitals and the services within them operate on the traditional lands of the Kaurna people, our statewide services operate on or travel through the traditional lands of many other nations.

The network also engages with traditional healers at the request of patients and uses interpreters where needed to support patient communication.

As at 22 February 2022, CALHN employs 17,795 people, with 124 identifying as Aboriginal and/or Torres Strait Islander peoples, this is 0.7% of the workforce.

The Royal Adelaide Hospital emergency department have an average of 500 Aboriginal and Torres Strait Islander identified presentations per month.

We provided 176,793 Nursing consults and 3823 Medical Officer consults to prisoners in South Australia between 2020 and 2021.

SA Dental provided services to 8791 Aboriginal and/or Torres Strait Islander peoples in the 2020/2021 financial year.

This included 4591 eligible Aboriginal and Torres Strait Islander adults at SA Dental clinics and 4221 Aboriginal and Torres Strait Islander children (0-17years) at SA Dental clinics.

Aboriginal and Torres Strait Islander community snapshot

This snapshot is about CALHN's Aboriginal community. It acknowledges that CALHN's Aboriginal population comes from metropolitan Adelaide, as well as from communities in regional and remote areas within the South Australia and communities across the state borders and territories.

Over **10,000**, or **4%** of CALHN's population are Aboriginal and/or Torres Strait Islander Australians from metropolitan Adelaide, regional/remote South Australia and interstate areas.

Data from Sunrise, July 2021

1.1% 
of people in the Central Adelaide region identify as of Aboriginal and/or Torres Strait Islander origin, which is almost **5,000 people**.



Hospital admissions to CALHN Hospitals











	Aboriginal	Non-Aboriginal
Elective	9%	91%
Emergency	6%	94%

Emergency presentations

Aboriginal	Non-Aboriginal
6%	94%

In 2021

Principal diagnosis for the Aboriginal community using CALHN's services

	Separations
 Kidney dialysis	5,916
 Behaviours associated with drug and alcohol excess	177
 Termination of pregnancy – uncomplicated	107
 Pneumonia	104
 Mental health – schizophrenia	90
 End stage kidney disease	88
 Small heart attack	75
 Chest pain initially thought to be cardiac	73
 Foot ulcers complicating diabetes	67
 Fluid overload	69

87% of all Aboriginal consumer hospital separations include a principle diagnosis of kidney dialysis



Jacob Murray - Bachelor of Nursing, The University of Adelaide
Proud Noonuccal, Kombumerri Man - Queensland

WARDLI PURRUTINTHI

"Place to live or to be alive"

Designed by accomplished Aboriginal South Australian artist Allan Sumner, a descendant of the Ngarrindjeri, Kurna and Yankunytjatjara people Central Adelaide Local Health Network (CALHN) has an important role in improving the health and wellbeing of South Australians by delivering world-class integrated healthcare and hospital services. The circle in the middle of the artwork represents the 'Wardli Purrutinthi' or Central Adelaide Local Health Network.

CALHN is positioned centrally, and connects our hospitals, community health services and clinical services together.

The U shaped symbols throughout the artwork represent the people of CALHN. The main circle in the middle is surrounded by U shaped symbols representing staff, health professionals and community people, and the U shaped symbols on the outside of the artwork representing the many community people who utilise CALHN's services.

CALHN

The circle in the middle of the artwork represents the Central Adelaide Local Health Network. The U shaped symbols around it represent all staff of CALHN



Community Health Services

The green circle represents the community health services, including: SA Dental, BreastScreen SA, SA Cancer, SA Prison Health and Donate Life SA.



Hospitals

The purple circle represents one of the five hospitals which include: The Royal Adelaide Hospital, The Queen Elizabeth Hospital, The Hampstead Rehabilitation Centre (HRC), The St Statewide Rehabilitation Services, Repat and The Glenside Rehabilitation Hospital.



CALHN's Five Hospitals

CALHN brings together five hospitals including the Royal Adelaide Hospitals (RAH) as a major quaternary facility, The Queen Elizabeth Hospital (TQEH) as a general hospital, and our rehabilitation hospitals Hampstead Rehabilitation Centre (HRC) and Statewide Rehabilitation Services, Repat and Glenside Hospital for acute and community mental health rehabilitation.

Clinical Services

3 other clinical services include SA Pathology, SA Medical imaging and SA Pharmacy



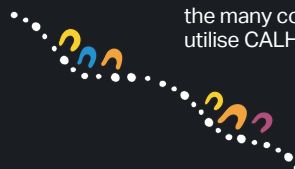
Community People

The U shaped symbols on the outside of the artwork represent the many community people who utilise CALHN's services



Connective lines between Community Health Services and Clinical Health Services

3 other clinical services include SA Pathology, SA Medical imaging and SA Pharmacy



One CALHN, Many Pathways

CALHN has an important role in improving the health and wellbeing of South Australians by delivering world-class integrated healthcare and hospital services. CALHN is the largest local health network in South Australia with 17,000+ staff covering five hospitals, four statewide clinical services and four community health services. Our goal is to be one of the top five performing health services in Australia and one of the top 50 performing health services in the world by 2025

In February 2022 over 124 staff have identified as Aboriginal and/or Torres Strait Islander within the CALHN workforce.

We will implement this strategy to build greater participation in our workforce and improve our consumer engagement with an ambitious plan that provides a clear roadmap aligned with our CALHN SPIRIT model to make the changes necessary to meet the changing needs of the people we serve. This will support our ambition of attracting and fostering world-class talent within our organisation.

This important strategy has been developed to demonstrate our commitment to attracting and retaining Aboriginal people as a vital part of our diverse and talented health workforce and to build our cultural capacity. By increasing our Aboriginal workforce, we believe that the cultural perspectives and experiences of our Aboriginal employees and our Aboriginal consumers will have a positive impact on the decisions we make in how our services are provided.

We are aiming to increase our Aboriginal workforce employment target to 4% through targeted recruitment processes, pathways, and entry points.

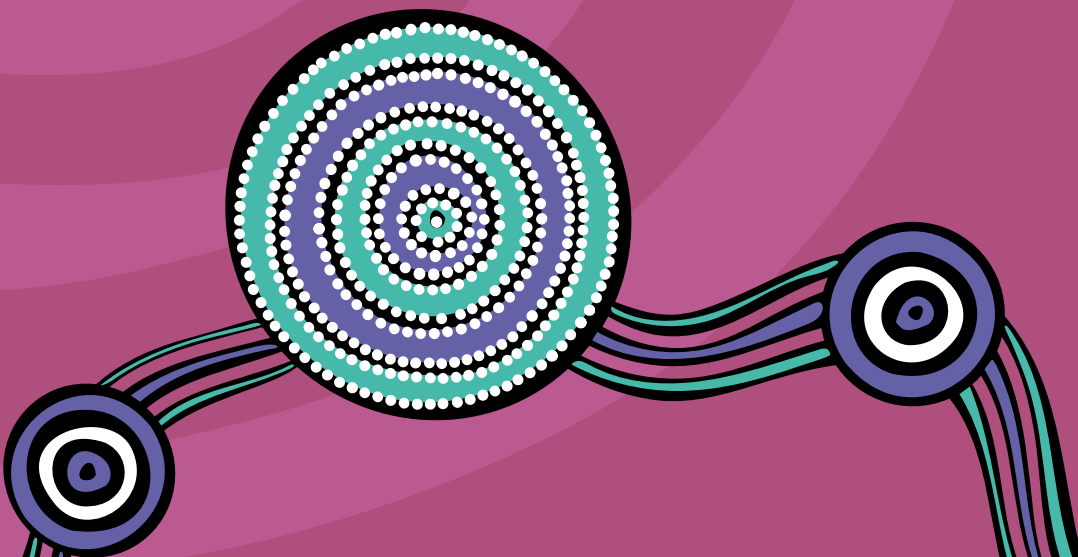
Our strong partnerships with the university sectors will assist CALHN to build and shape the future of our world-class workforce by providing employment opportunities for Aboriginal students studying health disciplines. Together with the education partners we will support the academic progression, retention, and graduation of Aboriginal students through our exclusive SEED program. Success = Education + Employment + Development. SEED will provide cadetship and graduate opportunities that are open to all program areas and will initially focus on the medical, nursing and allied health sector.

Our SEED Student Ambassador model will engage our current Aboriginal cadets and graduates to provide peer support to new cadets and graduates entering CALHN by offering cultural support, advocacy and peer care. Our SEED Student Ambassador model will create opportunities to develop leadership skills and connection with Aboriginal students from university to the workforce. Our flexible SEED model and our SEED Ambassadors are fundamental to the successful retention of every new Aboriginal student entering CALHN.

The engagement and collaboration with our university support networks will help students to have a positive experience learning on the job, and will enhance the student's pathway to graduate opportunities in CALHN.

Anticipating our future demand, the opportunities exist to join a workforce that is skilled to deliver better health outcomes for Aboriginal people as we strive to shape the future of health with Aboriginal world-class talent. Growing our values-based workforce, through initiatives that develop and grow our organisation in wellbeing, diversity and inclusivity.

People first, Ideas driven, Future Focussed, and Community minded.





"I enjoy working in the medical imaging department as every day is different with a variety of areas to work in and different patient presentations. I find it rewarding to know my work plays an important role in each patient's care "

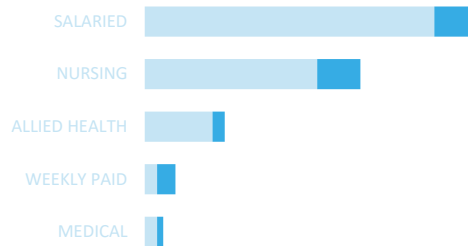
Ebony
Kokatha/Mirning
University of South Australia Graduate

Our workforce

GENDER



These figures are rounded to the nearest percentage
We acknowledge the portion of our workforce who are non binary

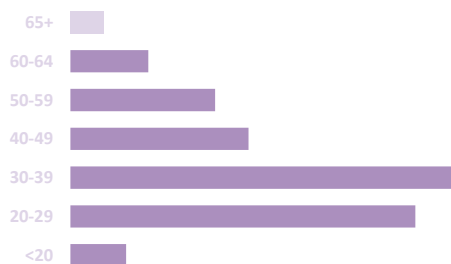
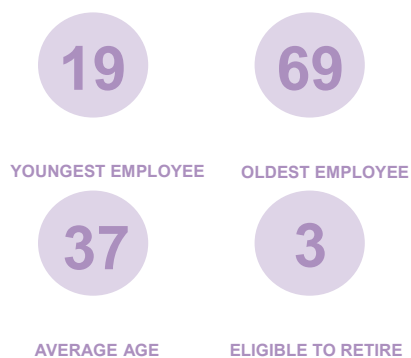


FEMALE
MALE

APPOINTMENT TYPE

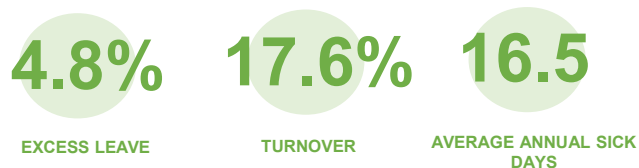


AGE



ELIGIBLE TO RETIRE

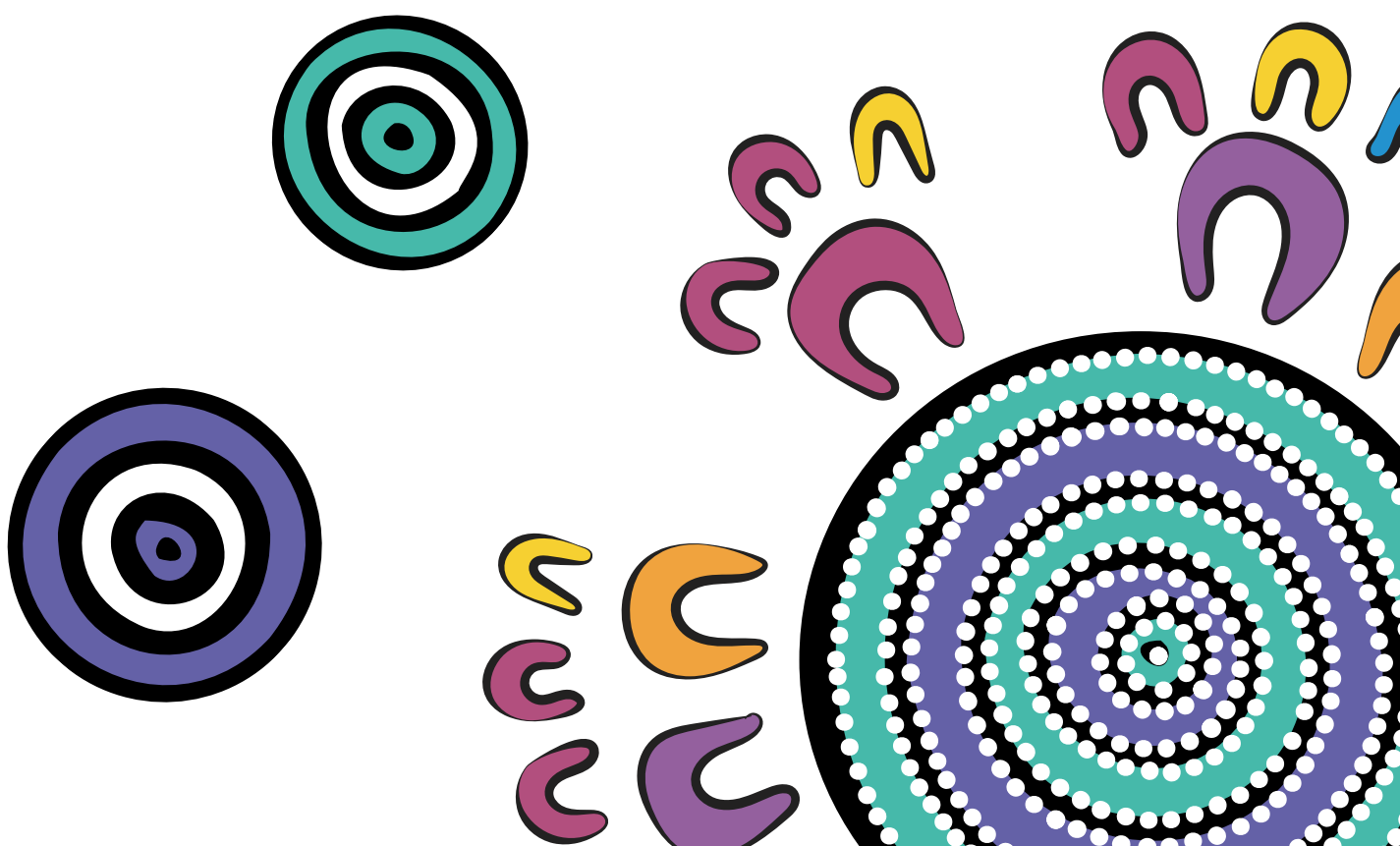
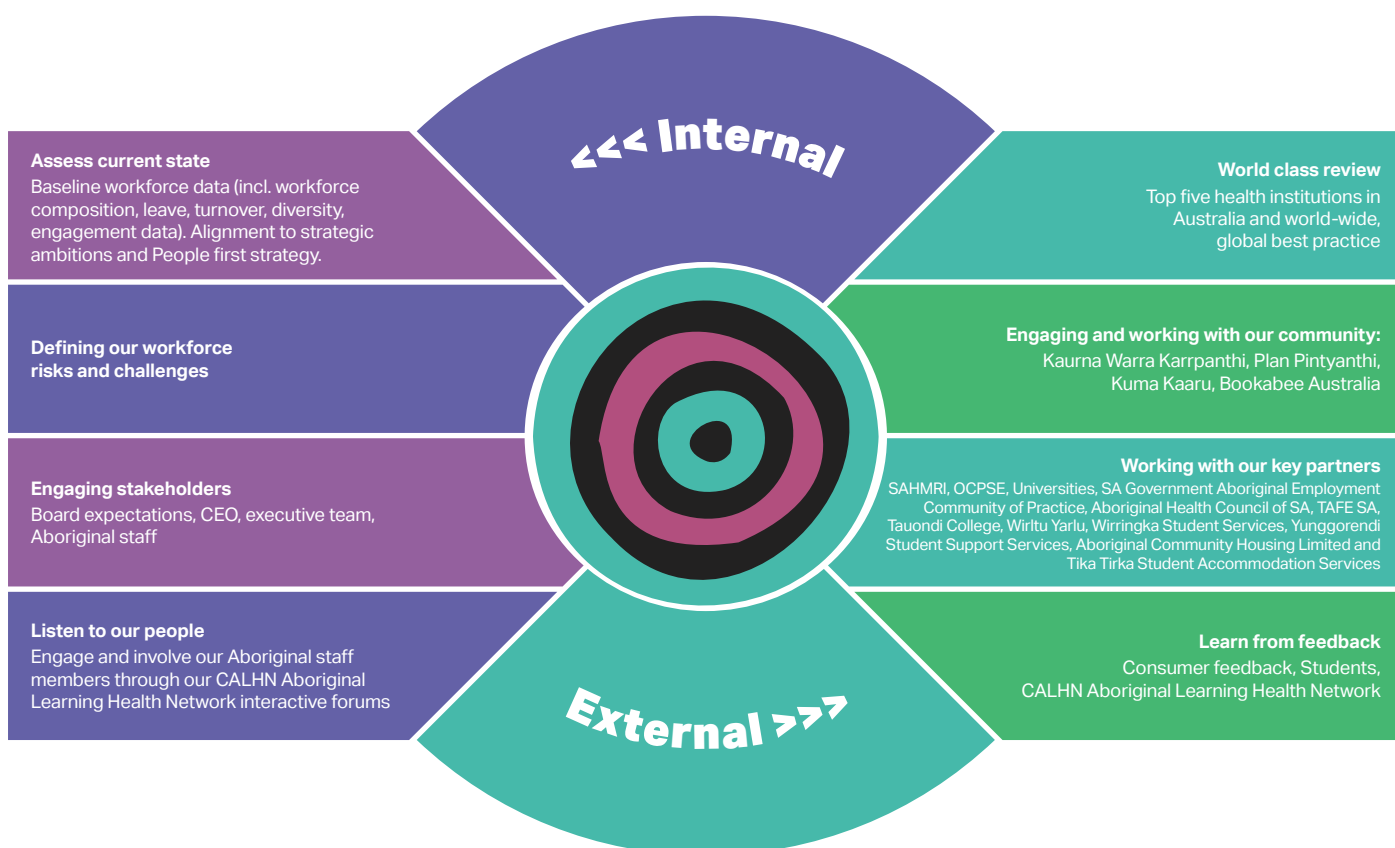
KEY METRICS



Our approach

Development of the Aboriginal employment and retention strategy

Development of the strategy is based on research, best practice and the needs of our people and stakeholders.





CALHN SPIRIT model

CALHN SPIRIT is a set of principles that provides the foundation for all staff to consider how we can develop good working relationships with each other and with our consumers.

By supporting our cultural connections and promoting wellbeing in the workplace, we can break down barriers and encourage mutual respect which in turn provides improved Aboriginal health outcomes and values our Aboriginal health workforce participation in all CALHN health workforce initiatives, settings, and strategies.

By creating a culturally safe environment for our consumers, families, and community and building good working relationships, our CALHN SPIRIT is building a continuous learning of the cultural knowledge, values and expectations in the workplace.

Our CALHN SPIRIT embodies our ambitions to embrace and share our culture with pride, nurture the development and progression of our Aboriginal workforce, provide holistic approaches to health outcomes for our community and create an environment that is continuously evolving to ensure our people thrive.

CALHN SPIRIT is aligned with our CALHN strategic ambitions and values of being: People first - Ideas driven - Future focused - Community minded

CALHN SPIRIT

Connect – connecting with community and working with our partners in health and education to support our community, our staff, our service and our cultural learning

Aspirational – encouraging our services to achieve and respond to our future workforce needs and strive to have a positive impact, to be curious, to be influential and to be the change

Leadership – our Wapi-api miyurna (executive group) are committed to the goals of this strategy and will have clear accountability to drive change that will increase CALHN's Aboriginal workforce participation and cultural learning through policy direction and advocacy

Holistic - improving Aboriginal health is inclusive of meeting the physical, social, emotional, spiritual and cultural wellbeing needs of our people, as our care is connected and revolves around the patient in their (and our) community to thrive

Network - our CALHN Aboriginal Learning Health Network brings together our Aboriginal workforce to connect and learn from each other in a culturally safe environment where Aboriginal staff have pride in their work and feel their contributions are valued

Story – we are all part of the story – *Ngadluku kuma pirrkutidli*

Pathways – we will facilitate pathways to careers in health through our targeted initiatives, professional development and support leadership pathway opportunities

Improve - Improving health outcomes for Aboriginal consumers is a priority for Central Adelaide that will ensure better access and equity and a more culturally appropriate service that is responsive to the needs of Aboriginal consumers

Respect – respecting Aboriginal culture and cultural knowledge translation in the delivery of culturally appropriate services and respecting the lived experience that our Aboriginal staff bring to our service

Involve and develop our Aboriginal workforce to achieve their career aspirations, provide improved career pathways and leadership opportunities that encourage retention in a supportive flexible environment.

Together – *Kumangka*





Aidan Barbo - Bachelor of Medicine and Bachelor of Surgery, The University of Adelaide
Proud Noongar Whadjuk Man - Rural Region, Western Australia

Workforce priorities

Our four priorities underpin our aspirations and initiatives

Working together
(partnerships, engagement and relationships)

Bringing our people in
(attraction and recruitment)

Growing our workforce
(retention, build and development)

Cultural knowledge and translation
(creating the right culturally safe environment for staff and consumers)

Priority 1: Working together (partnerships, engagement and relationships)

We will continue to engage with our Aboriginal representatives and communities to ensure our service is relevant and culturally sensitive. We will work and build strong relationships with our partners to support our community, our staff, our cadets, and our service to achieve parity in our workforce.

Our aspirations

- Connecting with community and acknowledging the traditional lands our services work on
- Creating strong, strategic partnerships that develop competence and respect for Aboriginal business
- Driving transformation with our CALHN services that create clear and equitable processes and systems
- Respect for cultural authority and Aboriginal engagement principles

Our initiatives

- Building and creating strong relationships with our Aboriginal community that provide positive consumer experiences and value consumer feedback through participation in our Aboriginal Priority Care Committee
- Authentic engagement with our university sectors to expand opportunities and pathways for Aboriginal students to participate and gain experience in our workforce
- Reviewing our processes and policies to increase and improve awareness of our services, and access to better care that will make a positive difference to the health experience of our community
- Embed our Aboriginal protocols document to address cultural principles when engaging with Aboriginal people and making decisions
- Continue to build our strong partnerships with SAHMRI, our key Aboriginal stakeholders, our universities, our Aboriginal students and Aboriginal health training organisations to deliver innovative career pathways, including traineeships and cadetships
- Work together with our leaders to drive and implement key initiatives that will elevate our performance to deliver results and be consistent in our approach to increase and retain Aboriginal workforce participation and retention

Priority 2: Bringing our people in (attraction & recruitment)

Setting the right context to attract the right people to CALHN; build meaningful and sustainable employment opportunities across all directorates and providing effective engagement with our Aboriginal communities and organisations in support of the attraction and recruitment of Aboriginal talent.

Our aspirations

- Engage with our networks to promote our vacancies and opportunities
- Attract more Aboriginal people to choose CALHN for their health careers
- Implement culturally competent recruitment practices and selection processes that support higher rates of success for Aboriginal jobseekers
- Create flexible and innovative pathways for university students to access cadetships and graduate opportunities

Our initiatives

- Work in collaboration with the Office of the Commissioner for Public Sector Employment (OCPSE) to provide entry level opportunities through CALHN's Yaityamuna Tirkanthi traineeship program
- Embed and promote our SEED Cadetship and graduate model to increase employment opportunities for university students
- Identify and implement initiatives that create pathways, inclusive of annual cadetship campaigns for nursing and allied health through our innovative SEED program
- Streamline our recruitment processes to remove barriers and deliver more flexibility and inclusive opportunities that will support effective attraction, selection and induction into the workplace
- Support our program areas across all CALHN sites to increase opportunities across all disciplines and across all levels through 'One CALHN, Many Pathways' to achieve a higher Aboriginal workforce participation rate
- Promote the OCPSE Aboriginal Employment Register as a recruitment tool to our program areas

Priority 3: Growing our workforce (which is the retention, build and development) so we can grow, develop, value and retain our Aboriginal staff

Connecting our people to our purpose and provide a culturally safe workplace so they can thrive and deliver their best.

Our aspirations

- To enable future workforce development that will increase our level of participation into leadership opportunities
- Ensuring our workplace practices provide a supportive and flexible environment that is culturally safe and acknowledges the expertise of our Aboriginal health professionals
- Provide a workplace that enables Aboriginal staff to meet professional and cultural obligations and reflect CALHN's commitment to cultural safety for our staff and embed culture in our daily practices
- Improve career pathways for existing Aboriginal staff to explore and access professional development, leadership and shadowing opportunities
- Build a strong and resilient Aboriginal workforce and celebrate our achievements

Our initiatives

- Foster a culturally safe and respectful workplace that is free of racism
- Ensure the Employee Assistance Program (EAP) is accessible and provides opportunities for choices and healing
- Develop practical cultural supervision workshops for non-Aboriginal supervisors and line managers to support our Aboriginal workforce in the delivery of culturally safe and responsive health services
- Improve the workplace experience for new recruits and increase opportunities for mentoring
- Create tailored induction for new staff that is inclusive of our cultural protocols and our CALHN Aboriginal Learning Health Network
- Develop the CALHN Aboriginal Learning Health Network where we can create a culturally safe narrative for the organization and where our staff feel valued and supported
- Develop a recognition program to value and acknowledge our staff that celebrates our culture and achievements
- Promote cultural leave to encourage staff to celebrate and participate in significant Aboriginal events
- Support the professional leadership development of Aboriginal staff through the OCPSE Aboriginal Frontline Leadership Program
- Build and strengthen resilience that is centred on Aboriginal culture to ensure positive outcomes and strong teams

Priority 4: Cultural knowledge and translation (creating a culturally safe environment for staff and consumers)

Building a positive and culturally safe organisation where our culture is one of trust, collaboration and inclusion. Ensuring our workplace practices provide a supportive and flexible environment which enables Aboriginal staff to meet professional and cultural obligations.

Our aspirations

- Build CALHN's cultural learning, knowledge and translation through our Tapa Purrunna Tirkatirkanya Karrpa cultural learning program
- Ensuring workplace practices provide a supportive and flexible environment
- A workplace that enables Aboriginal staff to meet professional and cultural obligations
- Our RAP becomes business as usual and best practice in all CALHN's strategies

Our initiatives

- Embed the Tapa Purrunna Tirkatirkanya Karrpa cultural learning program and ensure access to the learning for all non-Aboriginal supervisors and managers of Aboriginal staff
- Promote awareness and action of CALHN's anti-racism policy
- Implement the cultural safety statement for our onboarding tool to provide an initial cultural learning perspective as they enter the CALHN workforce
- Provide a culturally safe and supportive environment for our Aboriginal staff and consumers where they can respond to evolving priority care issues and support CALHN in building a strong foundation of ideas and ways to embed Aboriginal knowledge in everything we do
- Promote the cultural knowledge and lived experience of Aboriginal health practitioners and support all CALHN staff to embrace a greater understanding of Aboriginal business
- Commitment to our RAP deliverables that builds long-term sustainability of our connection to culture and work and ensures Aboriginal business is embedded across all CALHN strategies
- Genuinely working towards Closing the Gap in Aboriginal and Torres Strait Islander health
- Connecting the CALHN Aboriginal Protocols document to our business and embed the Aboriginal narrative into our daily principles
- Addressing the Council of Australian Government's (COAG) to 'a health system free of racism' and our commitment to foster cultural safety and understanding throughout CALHN

SEED program

Success = education + employment + development

Our SEED program offers Aboriginal university students' access to cadetships and graduate opportunities. SEED is a dedicated program that supports the students education, provides employment and will continue to offer development opportunities in CALHN.

We have partnered with the university sectors to support the student's pathway to success so they can apply their learning on the job.

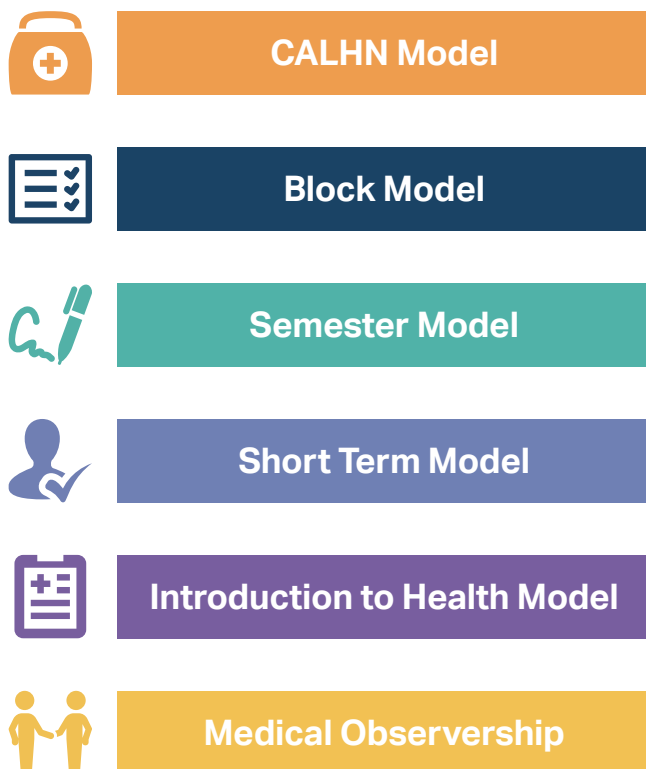
We work with the universities throughout their placement in CALHN and negotiate with the student the best placement model that will support the student, and respects study commitments and wellbeing.

Aboriginal Graduate Register

Once a student has graduated from their course of study, they will need to apply for registration as health professional. Students will be able access the Aboriginal Graduate Register to register an expression of interest for opportunities in CALHN.

Cadetships

Our flexible cadetship models have a pathway for every student studying a degree. As a Cadets will become a member of the CALHN workforce and the Aboriginal Learning Health Network so they can connect with other Aboriginal employees across our service. Our flexible options provides an opportunity for students to engage in a cadetship model that suits their needs throughout their course of study.



For further information please email
CALHNAboriginalRecruitment@sa.gov.au

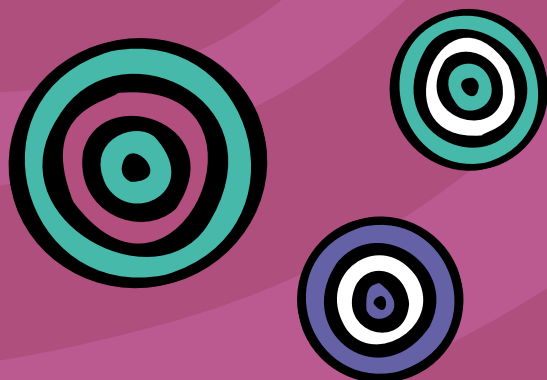


As a 2nd year Aboriginal nursing student, I was given an opportunity to participate in the RAH Nursing Cadetship program for Aboriginal & Torres Strait Islander nursing students.

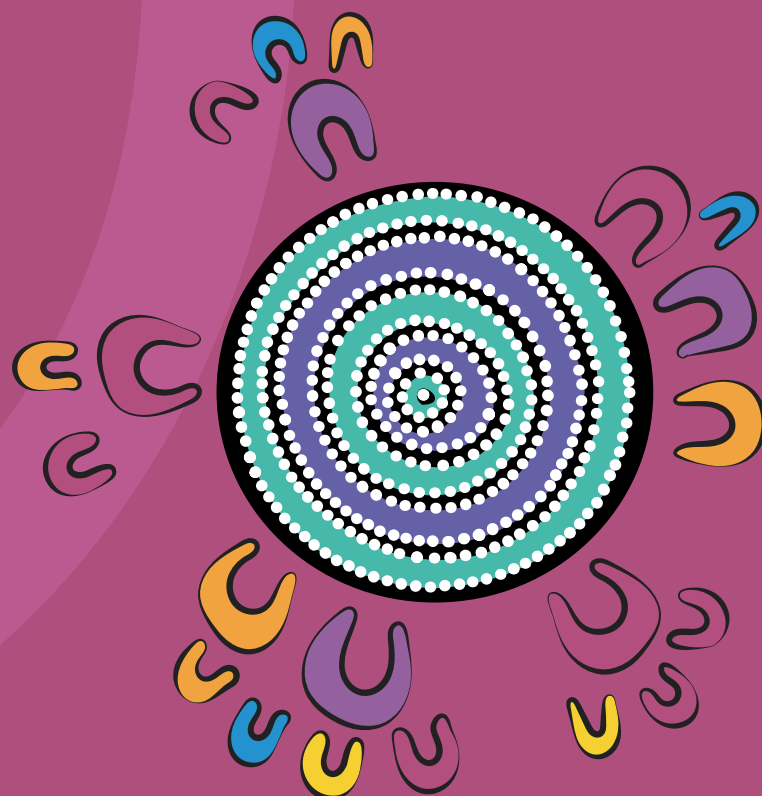
It has provided me a great hands on learning experience, giving me a sneak peak of behind the scenes of what responsibilities I will have when I've come to complete my degree.

The best thing about this program is the flexibility. I was able to arrange dates that I am able to work and select shift times that suited my current lifestyle. This is great for students, especially students who are mums/dads.

Chardanaye Waaka-Nicholson
RAH Aboriginal Nursing Cadet



Jacob Murray
Bachelor of Nursing, The University of Adelaide
Proud Noonuccal, Kombumerri Man - Queensland



Yaityamuna Tirkanthi

Traineeship program

Yaityamuna Tirkanthi is Kurna for Aboriginal First Learning and is a 'One CALHN, Many Pathways' initiative aimed at Aboriginal people seeking access to meaningful employment opportunities, often for people new to the workforce and those seeking re-entry to the workforce.

Through Yaityamuna Tirkanthi we offer an opportunity to combine on-the-job work skills with gaining a nationally recognised qualification. Depending on the traineeship, it can take up to two years to complete. Traineeships are full-time placements and can be across a broad range of vocational options such as business administration, allied health assistant, information technology, graphic design and dental assistant.

Our Yaityamuna Tirkanthi trainees will become part of the CALHN wide Aboriginal workforce and have an opportunity to connect with our Aboriginal Learning Health Network. Trainees will be supported throughout the traineeship program with mentoring and cultural support.

We also partner with the Office of the Commissioner for Public Sector Employment that brings together the South Australian Public Sector Aboriginal Employment Register with a pre-employment program and mentoring support program.

SA Dental traineeship

SA Dental is a health unit within the CALHN and provides dental services for children and eligible adults through clinics across South Australia in metropolitan and country areas.

SA Dental offers multiple Dental Assistant Traineeship positions at clinics across the state each year.

A Dental Assistant Traineeship is a 12- month program incorporating on the job training under supervision to develop the competency and skills required of a qualified Dental Assistant in addition to undertaking the Certificate 3 in Dental Assisting at TAFE SA.

Eligibility Criteria

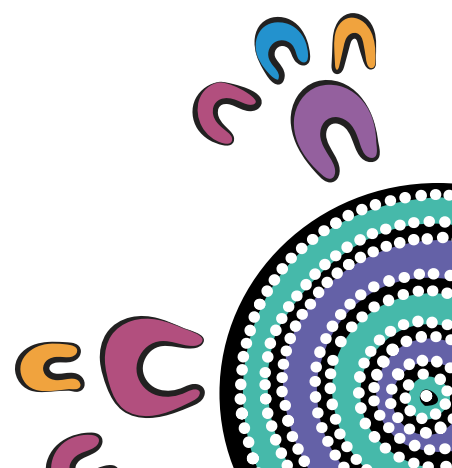
- A resident of South Australia.
- Aged between 17 and 30 years and of Aboriginal or Torres Strait Islander descent.
- Have completed Year 11 as a minimum.

Recruitment for the DA Traineeship program begins in September each year and commences the following year in February.



I am currently completing a Dental Assistant Traineeship within SA Dental. I enjoy working in SA Dental as I have the opportunity to meet and work with various people, and I am constantly learning something new each day. It's rewarding to be able to make patients feel more comfortable before, during and after dental treatment.

Portia Bond
Dental Assistant Trainee



Tapa Purruna Tirkatirkanya Karrpa

CALHN cultural knowledge and translation

Ngadluku Kuma Pirrkutidli - We are all part of the story

①

INFORM

Mandatory: all staff
30 minutes online

Course description:

This level offers a basic introduction to the first step in the learning journey towards cultural awareness. Building awareness and providing knowledge and appreciation of Aboriginal values, culture, beliefs and practices focusing on a shared understanding of Australia's Aboriginal history.

Learning outcomes:

Fundamental ability to understand Aboriginal history and the impact on Aboriginal people's health and cultural issues.

SA Health Cultural awareness
online learning

In order to create a culturally safe environment, CALHN aims to embed continuous learning of the cultural knowledge, values and expectations of Aboriginal people and that these are respected in the delivery of culturally-safe and responsive health services.

②

ENGAGE

Recommended: all staff
2 days face to face
**non consecutive days*

Course description:

The second step in the cultural learning process involves developing an understanding of what it means to create cultural respect and safety for Aboriginal peoples. The two day face to face course engages the individual learner to reflect on themselves and grow their skills, knowledge and understanding of the concepts such as racism, white privilege, dominant culture values and systems, and how they impact Aboriginal peoples. It will help expand their knowledge of Australia's true history and develop an understanding of the ongoing trauma experienced by First Nations people in Australia. This will support learners to recognise what is required to design and deliver empathic health care that is culturally respectful and safe for Aboriginal peoples.

Learning outcomes:

Build cultural safety and respect by empowering staff with the knowledge and skills to deliver culturally safe services to Aboriginal consumers and work respectfully with Aboriginal staff.

Respect & cultural safety

③

EXPERIENCE

Mandatory: all managers & Supervisors of Aboriginal Staff
2-3 hours per workshop

Course description:

A series of short 2-hour practical workshops equipping managers & supervisors of Aboriginal staff with the necessary tools and experience through the following topics: Role play, mentoring of Aboriginal employees, reverse mentoring for managers & supervisors, supervisor toolkit and orientation/ induction for Aboriginal employees.

Learning outcomes:

These sessions underpin improved retention of Aboriginal staff and improved ability to understand and meet the needs of consumers in the delivery of culturally safe and responsive health services. Understanding and respecting the cultural knowledge, skills and expertise of our Aboriginal health workforce; committing to ongoing inter-professional collaboration, education and support is essential to building a strong, sustainable and culturally safe Aboriginal workforce.

Cultural supervision

④

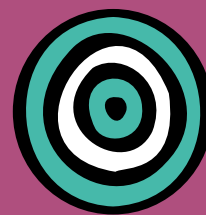
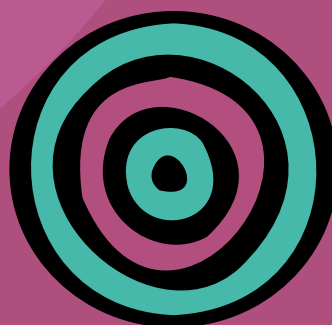
ACT

Embedded practice

Our Step 4 is being developed to align with our RAP and our Aboriginal Employment & Retention Strategy to embed our practice that supports the delivery of outcomes through individual self-reflection and organisational cultural safety engagement.

Tailored engagement strategies

Our Aboriginal health workforce participation is an essential element within all health workforce initiatives, settings and strategies. CALHN strongly encourages open, honest discussion in order to educate and empower ALL of our staff to reflect on their cultural learning journey.





"To us, health is about so much more than simply not being sick. It's about getting a balance between physical, mental, emotional, cultural and spiritual health. Health and healing are interwoven, which means that one can't be separated from the other."

Dr Tamara Mackean

Associate Professor Aboriginal and Torres Strait Islander Public Health, Flinders University

How we will do this



Aboriginal Employment and Retention Strategy accountability structure

PEOPLE

Programs and
Directorate
CALHN Workforce
RAP Implementation
Committee
CALHN Aboriginal
Learning Health Network
Aboriginal Priority Care
Committee

ACTION PLANS
**EVALUATION OF
OUTCOMES**

EXECUTIVE SPONSOR

Executive Director,
Workforce Management
and Reform

QUARTERLY REVIEW
**PEOPLE FIRST
DASHBOARD**
**KEY PERFORMANCE
INDICATORS**

CALHN GOVERNING BOARD

People and Culture
Committee

BIANNUAL REPORTS

2026 and beyond

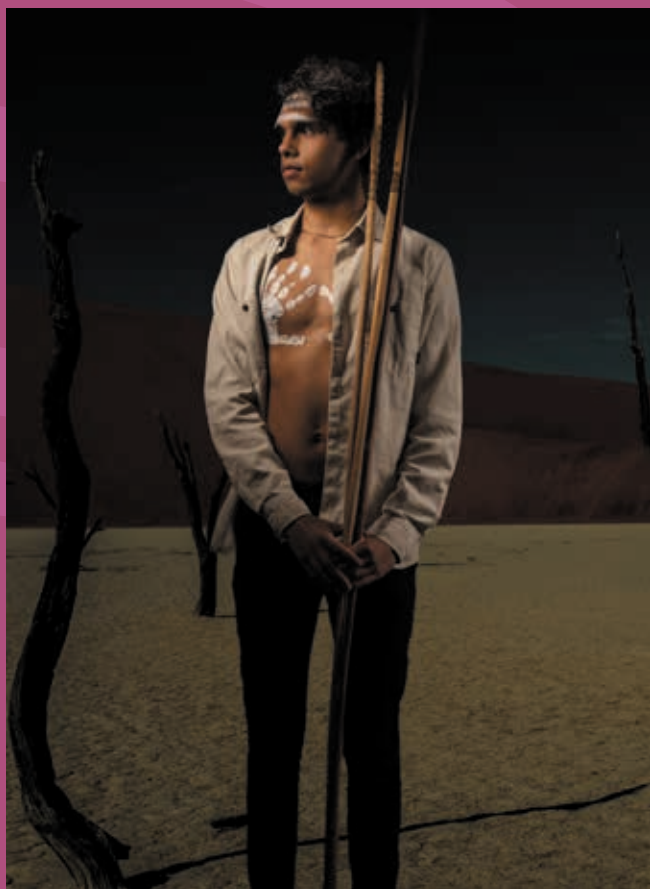
Our stretch employment strategy will see an exciting future and evolution for CALHN, something we each play a role in creating.

'Kumangka – Together'

Ngadluku kuma pirrkutidli

We are all part of the story

We would like to acknowledge the following statement from the National Aboriginal and Torres Strait Islander Health Workforce Strategic Framework 2016 -2023 that reflects the service CALHN wants to be.



Centrality of Culture National Aboriginal and Torres Strait Islander Health Workforce Strategic Framework 2016 - 2023

Effective, comprehensive and culturally safe and responsive approaches to service delivery should have the flexibility to reflect the local context and the diversity of Aboriginal and Torres Strait Islander communities.

Aboriginal and Torres Strait Islander health workforce participation is an essential element within all health workforce initiatives, settings and strategies.

Cultural diversity, rights, views, values and expectations of Aboriginal and Torres Strait Islander people are respected in the delivery of culturally safe and responsive health services.

Aboriginal and Torres Strait Islander health workforce initiatives, and the wider health system, acknowledge and respect a holistic view of health that includes attention to physical, spiritual, cultural, emotional and social well-being, community capacity and governance.

Cultural knowledge, expertise and skills of Aboriginal and Torres Strait Islander health professionals are reflected in health services models and practice.



Mickey Kumatpi O'Brien, senior Kurna man performing The Queen Elizabeth Hospital Redevelopment Smoking Ceremony on 17th December 2021

We thank everyone who have contributed and are represented in this document:

CALHN Aboriginal workforce

CALHN Aboriginal Priority Care Committee and our Aboriginal consumers

CALHN Aboriginal Employment Strategy Working Group

Dr Tamara Mackean

Aboriginal Community Housing Limited and Tika Tirka students

Credit to Colleen Strangways of Nharla Photography

We acknowledge and extend our gratitude to Kurna Warra Karrpanthi for providing language advice and translation.

