



Australasian College for Emergency Medicine Innovate Reconciliation Action Plan

September 2019 – August 2021



Acknowledgement of Country

The Australasian College for Emergency Medicine acknowledges the Wurundjeri people of the Kulin Nation as the Traditional Custodians of the lands upon which our office is located. We pay our respects to ancestors and Elders, past, present and future, for they hold the memories, traditions, cultures and hopes of Aboriginal and Torres Strait Islander peoples of Australia.

Our artwork

ACEM sincerely thanks Marcus Lee Design for producing the artwork for our Innovate RAP 2019-2021.

This artwork design was created to represent ACEM's commitment to creating a culturally safe environment for Aboriginal and Torres Strait Islander emergency department patients, trainees and administrators within emergency departments.

This design depicts a person of empowerment, representing the importance of improving cultural safety and wellbeing for all Aboriginal and Torres Strait Islander people across Australia.

The surrounding cross-hatch shaped border symbolises a safety barrier as a protective shield. The integrated red, dark and light green pattern design consists of four concentric circular formations that interconnect together creating pathways that reflect the four core values of our RAP.



Core values:

1. Improving cultural safety and wellbeing within emergency departments for Aboriginal and Torres Strait Islander people within ACEM
2. Fostering relationships that promote emergency medicine as an attractive specialty to Aboriginal and Torres Strait Islander medical graduates
3. Recruiting, retaining and supporting Aboriginal and Torres Strait Islander emergency medicine trainees
4. Encouraging, recruiting, retaining and supporting Aboriginal and Torres Strait Islander peoples to work in an administrative capacity within ACEM.

Acknowledgements

RAP Steering Group

- Elizabeth Mowatt, Chair, FACEM
- Jacqui Gibson, Deputy Chair, Community representative
- Linda Boney, Community representative
- Simon Judkins, ACEM President, FACEM
- Glenn Harrison, FACEM
- Hilary Tyler, FACEM
- Nicole Liesis, FACEM
- Niall Small, FACEM
- Tatum Bond, FACEM Trainee
- Peter White, Chief Executive Officer, ACEM
- Nicola Ballenden, Executive Director of Policy and Strategic Partnerships, ACEM
- Lyn Johnson, Executive Director of Education and Training, ACEM
- George Kadmos, Executive Director of Corporate Services, ACEM
- Lisa English, General Manager, People and Culture, ACEM

The ACEM RAP Steering Group takes this opportunity to sincerely thank all ACEM staff, ACEM members and the following partners who contributed to this RAP:

- Reconciliation Australia
- Australian Indigenous Doctors' Association
- The LIME Network

Project Team:

- Angela Wadsworth, Project Lead
- Amelia Howard, General Manager, Strategic Partnerships

Design and layout:

- Marcus Lee Design

Our vision for reconciliation

The Australasian College for Emergency Medicine's (ACEM) vision is that Australian emergency departments deliver quality, acute healthcare that is culturally safe, resulting in health equity for Aboriginal and Torres Strait Islander peoples.

We will achieve this in emergency departments through:

- Engaging and collaborating with Aboriginal and Torres Strait Islander peoples and organisations.
- Building and supporting the Aboriginal and Torres Strait Islander workforce in emergency departments.
- Supporting improved emergency care service delivery at the individual hospital level.

This is underpinned by respect for and recognition of the contribution that cultural identity makes to Aboriginal and Torres Strait Islander health and wellbeing.

ACEM will contribute to this vision within the organisation through community engagement, initiatives to increase Aboriginal and Torres Strait Islander representation at ACEM, and regular training for staff to better understand and appreciate the cultural strength of Aboriginal and Torres Strait Islander peoples.

Message from the president



It gives me great satisfaction to present the Australasian College for Emergency Medicine's second Reconciliation Action Plan (RAP). This plan builds on the foundations established by our first Innovate RAP, launched in May 2017. ACEM is committed to health equity for Aboriginal and Torres Strait Islander peoples, and our renewed RAP embodies our strategy to make this a reality for First Nations peoples accessing and working in emergency departments across the lands known as Australia.

The College's first steps have been taken through its first Reconciliation Action Plan. Through that plan, we have made good progress to embed reconciliation in College business. We have:

- ensured that ACEM Head Office is a welcoming environment for Aboriginal and Torres Strait Islander visitors, through the visibility of an Acknowledgement of Country plaque, the Aboriginal and Torres Strait Islander flags, and by display of Aboriginal artworks throughout the building;
- engaged staff in Reconciliation by providing regular cultural competency training, and marking significant dates at the College; and
- ensured our HR processes present no barriers to the recruitment and retention of Aboriginal and Torres Strait Islander staff.

Of the deliverables that ACEM developed specifically for the first RAP, highlights include:

- Establishing partnerships with key organisations through the RAP Steering Group's Engagement Plan
- The establishment of a Special Skills term for emergency medicine trainees in Indigenous Health.

Our renewed action plan focuses on three key areas to underpin our work striving for equity for Aboriginal and Torres Strait Islander people working in or seeking health, and particularly emergency medicine care:

Workforce: supporting and growing our Aboriginal and Torres Strait Islander emergency physician workforce, and growing our First Nations ACEM staff workforce through education, training and other initiatives.

Service delivery: integrating cultural safety into emergency department and ACEM staff practices through education, training and other initiatives

Engagement: strengthening our relationships with key external stakeholders.

My thanks go to all ACEM members, staff and the partners we work with for your continued commitment to reconciliation.

Dr Simon Judkins
President
Australasian College for Emergency Medicine

Message from Reconciliation Australia



On behalf of Reconciliation Australia, I am delighted to see the Australasian College for Emergency Medicine (ACEM) continue its reconciliation journey and to formally endorse its second Innovate RAP.

Through the development of an Innovate RAP, ACEM continues to play an important part in a community of over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia, defines and measures reconciliation through five critical dimensions: race relations; equality and equity; institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides ACEM with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, ACEM will strengthen its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish ACEM well as it embeds and expands its own unique approach to reconciliation. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it's a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend ACEM on its second RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our business

ACEM is responsible for training emergency physicians and advancement of professional standards in emergency medicine in Australia and New Zealand. As the peak professional organisation for emergency medicine in Australasia, ACEM has a significant interest in ensuring the highest standards of medical care for patients are maintained in emergency departments across Australia and New Zealand.

ACEM's vision

is to be the trusted authority for ensuring clinical, professional and training standards in the provision of quality, patient-focused emergency care.

ACEM's vision and mission are realised and delivered through six strategic priorities: Education; Research; Member Support and Wellbeing; Standards; Equity through Advocacy; and Organisational Sustainability and Awareness.

ACEM was established in July 1983, with the appointment of 73 Foundation Fellows. Emergency medicine has been a recognised medical specialty in Australia since 1993 and in New Zealand since 1995.

ACEM's mission

is to promote excellence in the delivery of quality emergency care to the community through our committed and expert members.

At the time of writing, ACEM has 5,680 members, comprising 2,813 Fellows (qualified emergency physicians), 2,425 trainee emergency physicians, 403 Emergency Medicine Certificant (EMC) trainees and 93 Emergency Medicine Diploma (EMD) trainees (with a further 1,010 graduates from the EMC and EMD program). Members are based primarily in Australia and New Zealand. Four Fellows and 11 trainees of the College identify as Aboriginal and/or Torres Strait Islander.

At the time of writing, ACEM accredits over 130 hospital emergency departments in Australia for specialist emergency medicine training, and has a reach to more than 420 other emergency departments and urgent care facilities throughout Australia, particularly in regional and rural areas, through its Emergency Medicine Education and Training (EMET) program.

The ACEM Board is the governing body of the College and delegates to the Council of Education; the Council of Advocacy, Practice and Partnerships, and the Chief Executive Officer (CEO). The purpose of the Council of Education is to advise and report to the Board on matters relating to the educational aspects of the College, oversee all ACEM's educational functions, assess candidates seeking election to Fellowship upon examination, stimulate the involvement of members in activities that enhance and demonstrate professional competence, including through a comprehensive continuing professional development program. The Council of Advocacy, Practice and Partnerships provide advice and report to the Board in relation to all advocacy, practice and external relationship activities of the College.

The ACEM Foundation is the philanthropic arm of ACEM. Reporting to the ACEM Board, the purpose of the Foundation is to foster emergency medicine research, encourage and support Aboriginal, Torres Strait Islander and Māori doctors in undertaking emergency medicine training and build the capacity of emergency medicine programs in developing countries.

ACEM's operations are overseen by the Office of the CEO and conducted through the portfolio departments of Education & Training, Corporate Services and Policy & Strategic Partnerships. ACEM employs 96 staff, who provide support and professional expertise to the activities of ACEM across Australia and New Zealand from the head office in Melbourne and the New Zealand office in Wellington. While ACEM doesn't currently employ staff who identify as Aboriginal and/or Torres Strait Islander, we are working to address this through our recruitment processes, and are hoping to establish two internships for Aboriginal and/or Torres Strait Islander university students or graduates during the period of this RAP.

Our Reconciliation Action Plan

ACEM's RAP is championed by the ACEM President, Board, CEO and Executive Leadership Team. The responsibility for the implementation and operation of ACEM's RAP is delegated to the RAP Steering Group, reporting to the ACEM Board.

As the peak professional organisation for emergency medicine in Australia and New Zealand, ACEM influences the practice of emergency medicine through the development of standards, training, policy development, advocacy, accreditation and continued education of its members. By embedding the RAP into ACEM's Business and Strategic Plans, the College will be able to further influence its membership in the practice of culturally safe emergency medicine.

Developed to closely align with ACEM's six strategic priorities, and built upon the foundations of Relationships, Respect and Opportunities, this RAP will continue our vision to deliver quality, acute healthcare that is culturally safe, resulting in health equity for Aboriginal and Torres Strait Islander peoples.

ACEM's RAP has been developed with oversight from ACEM's RAP Steering Group, comprised of:

- Two Aboriginal community representatives
- One Aboriginal Fellow representative
- One Aboriginal ACEM trainee representative
- One Aboriginal community representative from the Council of Education
- One Fellow representative
- One ACEM Fellow representative from each of the ACEM Board, Council of Advocacy Practice and Partnerships and Indigenous Health Committee
- Chair, ACEM Foundation
- ACEM CEO
- ACEM Executive Director of Policy & Strategic Partnerships
- ACEM Executive Director of Education & Training
- ACEM Executive Director of Corporate Services
- ACEM General Manager of People & Culture.

Our reconciliation journey

ACEM launched its first Innovate Reconciliation Action Plan on Harmony Day (21 March) 2017 with a smoking ceremony. The College has made good progress to embed reconciliation in the business of the College, and to establish partnerships with key organisations.

We have built a solid foundation to progress our focus for the next two years on:

Workforce:

Supporting our existing Aboriginal and Torres Strait Islander workforce and growing the Aboriginal and Torres Strait Islander emergency physician and ACEM staff workforce through education, training and other initiatives.

Service delivery:

Integrating cultural safety into emergency departments and ACEM staff practices through education, training and other initiatives.

Engagement:

Strengthening our relationships with key external stakeholders.

ACEM Head Office displays a plaque recognising the Wurundjeri people as the Traditional Owners of the land upon which ACEM's head office is located. Aboriginal and Torres Strait Islander flags, Aboriginal artwork and our Innovate RAP 2017-2019 document are prominent throughout the building.

ACEM staff are engaged in reconciliation through regular training and reflection sessions, and by marking National Reconciliation Week and NAIDOC week. The College regularly reviews processes and policies to ensure there are no barriers to the recruitment and retention of Aboriginal and Torres Strait Islander staff.

Our RAP Steering Group and Indigenous Health Committee have established collaborative relationships with the Australian Indigenous Doctors' Association (AIDA), Leaders in Indigenous Medical Education (LIME) Network, the Lowitja Institute and the National Aboriginal Community Controlled Organisation (NACCHO). We look forward to building on the connections we have established with the Congress of Aboriginal and Torres Strait Islander Nurses and Midwives (CATSINaM), Indigenous Allied Health Australia (IAHA) and the National Aboriginal and Torres Strait Islander Health Worker Association (NATSIHWA). Emergency departments are staffed by professionals from a range of disciplines. We are forming these relationships to support safe and inclusive working environments for all staff.

ACEM's Indigenous Health Committee (IHC) was established in 2013, and supports Aboriginal and Torres Strait Islander health in the context of emergency medicine in Australia and New Zealand.

The IHC provides advice and recommendations about advocacy for issues that impact upon Aboriginal and Torres Strait Islander peoples' health. It promotes the need for emergency medicine practitioners to provide culturally safe care, and promotes cultural safety in emergency departments. It is also responsible for providing advice to ACEM about issues concerning the care of Aboriginal and Torres Strait Islander patients and their families. This includes the development of culturally appropriate policies; the promotion of Aboriginal and Torres Strait Islander health education; professional development for trainees and members; and increasing Aboriginal and Torres Strait Islander representation within ACEM.

ACEM has actively acknowledged the National Close the Gap Day since 2014 by donating to this initiative through the ACEM Foundation, promoting the day through our communication channels, and encouraging emergency departments to run teaching sessions on providing culturally safe care to Aboriginal and Torres Strait Islander patients. Additionally, in December 2018, we joined public calls for the Closing the Gap Health Strategy to be rebuilt.

The ACEM Foundation established the Joseph Epstein Scholarship for Aboriginal, Torres Strait Islander and Māori Advanced Trainees in 2013

to encourage and support Aboriginal, Torres Strait Islander and Māori doctors to undertake advanced training in emergency medicine through ACEM. This scholarship aims to increase the number of Aboriginal, Torres Strait Islander and Māori emergency medicine specialists. Applications can be submitted at any time and anyone who fits the eligibility criteria will receive a scholarship, which covers annual training fees and the cost of one attempt of the Fellowship exam.

The ACEM Foundation Conference Grant supports Aboriginal, Torres Strait Islander and Māori medical practitioners, medical students and other health professionals

to attend the ACEM Winter Symposium or the ACEM Annual Scientific Meeting. The Foundation is launching a new grant to support Aboriginal, Torres Strait Islander and Māori medical practitioners wishing to undertake the ACEM Emergency Medicine Certificate.

The ACEM Foundation has made a commitment to sponsoring the following events:

- AIDA Conference
- Lowitja Institute International Indigenous Health and Wellbeing Conference
- LIME Connection
- NACCHO Conference
- Pacific Region Indigenous Doctors' Congress (PRIDOC).

In 2018, The ACEM Foundation launched the Al Spilman Award for Culturally Safe Emergency Departments.

The award recognises the outstanding efforts of an ACEM accredited emergency department to ensure cultural safety for Aboriginal and Torres Strait Islander and Māori patients, visitors, and staff. The award consists of an Aboriginal or Torres Strait Islander, or Māori artwork and accompanying explanatory plaque, to be displayed publicly in the emergency department.

ACEM launched the Indigenous Health & Cultural Competency series in 2015,

comprised of podcasts and e-learning modules for doctors and other healthcare professionals. This innovative program was informed by literature reviews and participatory research with Aboriginal and Torres Strait Islander health staff, emergency medicine physicians and nurses. The reference group included a diverse range of participants including representatives from AIDA, the LIME Network, cultural educators, academics and emergency medicine doctors (including trainees, specialists and international medical graduates). The modules explore the attitudes, knowledge and skills required by emergency department staff to provide effective and culturally safe care for Indigenous patients with a specific focus on Aboriginal and Torres Strait Islander peoples. This online resource is freely available to the public and received the Australia and New Zealand Internet Awards, 2015 Diversity Award.

In 2018, ACEM launched its Assessing Cultural Competency e-learning series.

The goal of this series is to improve cultural competence in trainees and to provide guidance on how supervisors can provide meaningful feedback. The modules use case studies that reflect the real life challenges of emergency medicine practice and encourage reflection and extrapolation of the core principles of cultural competency.



Domain:

Relationships

The College is responsible for setting standards for emergency departments that can influence how care is delivered to Aboriginal and Torres Strait Islander peoples. Relationships are central to working in collaboration with Aboriginal and Torres Strait Islander peoples. The College engages with Aboriginal and Torres Strait Islander communities, representative organisations and other relevant stakeholders to build and maintain these strong relationships. Emergency departments must be culturally safe and competent environments for Aboriginal and Torres Strait Islander patients, family and staff. Cultural safety extends to the promotion, recruitment, retention and support for Aboriginal and Torres Strait Islander medical graduates undertaking emergency medicine training.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain a RAP Steering Group to actively monitor implementation of RAP actions, track progress, reporting and review	1.1 Oversee the development, endorsement and launch of the RAP	September 2019	RAP Steering Group Supported by General Manager, Strategic Partnerships
	1.2 Develop Terms of Reference and establish Steering Group, incorporating broad representation across ACEM and ensuring Aboriginal and Torres Strait Islander peoples are represented	September 2019 September 2020	RAP Steering Group Supported by General Manager, Strategic Partnerships
	1.3 Meet three times per year to monitor and report on RAP implementation	October 2019 April 2020 October 2020 April 2021	RAP Steering Group Supported by General Manager, Strategic Partnerships
2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians	2.1 Ensure our RAP Steering Group participates in an external event to recognise and celebrate NRW	May 2020 May 2021	RAP Steering Group
	2.2 Continue to organise at least one internal event for NRW each year and register our NRW event via Reconciliation Australia's NRW website	May 2020 May 2021	General Manager, People and Culture
	2.3 Alert staff and members to Reconciliation Australia's NRW resources	May 2020 May 2021	General Manager, People and Culture
	2.4 Support an external NRW event	May 2020 May 2021	General Manager, People and Culture
3. Communicate ACEM's RAP to all ACEM members, trainees, staff and other stakeholders to promote reconciliation across our business and sector	3.1 Develop a communications campaign and ongoing strategy to promote our RAP to internal and external stakeholders	September 2019 September 2020	Executive Director Corporate Services
	3.2 Promote reconciliation through ongoing active engagement with all stakeholders	September 2019 September 2020	Executive Director Corporate Services

Action	Deliverable	Timeline	Responsibility
4. Enhance and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	4.1 Maintain Aboriginal and Torres Strait Islander community representation on the RAP Steering Group, Indigenous Health Committee, Council of Education and ACEM Foundation	December 2019 December 2020	ACEM Board Supported by Office of the CEO
	4.2 Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement. ACEM will develop an engagement plan to work with:	September 2019 September 2020	RAP Steering Group Oversight Supported by General Manager, Strategic Partnerships
	<ul style="list-style-type: none"> Australian Indigenous Doctors' Association (AIDA) College for Emergency Nursing Australasia (CENA) Congress of Aboriginal and Torres Strait Islander Nurses and Midwives (CATSINaM) Council of Presidents of Medical Colleges (CPMC) Indigenous Allied Health Australia (IAHA) Leaders in Indigenous Medical Education (LIME) Network The Lowitja Institute Medical Deans of Australia and New Zealand National Aboriginal Community Controlled Health Organisations (NACCHO) National Aboriginal and Torres Strait Islander Health Worker Association (NATSIHWA) Wurundjeri Land Council (Victoria) 		
	4.3 Establish a RAP Champion in each Faculty to provide guidance to emergency departments in their jurisdiction to establish relationships with local Aboriginal and Torres Strait Islander organisations and enhance relationships within hospitals to progress ACEM's reconciliation goals for emergency departments	November 2019 November 2020	General Manager, Strategic Partnerships
	4.4 Establish a relationship with an Aboriginal and/or Torres Strait Islander health advisory group or Aboriginal Medical Service in each State through the RAP Faculty Champion	December 2019 December 2020	RAP Faculty Champions Supported by General Manager, Strategic Partnerships
4.5 Undertake a review of our stakeholder engagement activities and identify further opportunities to engage where a need is identified	October 2019 October 2020	RAP Steering Group Supported by General Manager, Strategic Partnerships	

The College respects and values the rich diversity of Aboriginal and Torres Strait Islander cultures, languages, histories, customs and practices. Respect is a crucial element of the reconciliation journey.

Action	Deliverable	Timeline	Responsibility
5. Improve emergency medicine physician and trainee knowledge of Aboriginal and Torres Strait Islander health issues and outcomes	5.1 Promote and maintain the ACEM Indigenous Health & Cultural Competency Training Modules and Assessing Cultural Competency Modules as a learning resource for members	September 2019 September 2020	Executive Director Education & Training Supported by Executive Director Corporate Services
	5.2 Support the implementation of mandatory cultural competency activities in the ACEM CPD program	September 2019 September 2020	Indigenous Health Committee
6. Develop resources to support emergency departments to embed cultural safety into work practices	6.1 Review and develop standards, policies, guidelines and resources based on recommendations from the Lowitja Institute & ACEM Enhancing Cultural Safety in Australian Emergency Departments Project	July 2020 June 2021	Executive Director Policy & Strategic Partnerships
	6.2 Develop a communications plan to promote the resources developed as a result of the Lowitja Institute & ACEM Enhancing Cultural Safety in Australian Emergency Departments Project	December 2020	Executive Director Corporate Services
	6.3 Produce and promote a video series showcasing recipients of the ACEM Al Spilman Award for Culturally Safe Emergency Departments	September 2019 September 2020	Executive Director Corporate Services
7. Engage staff and members in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	7.1 Develop a face-to-face Senior Leadership Cultural Competency Program for the ACEM Executive Leadership Team, ACEM Board, Council of Education, Council for Advocacy, Practice and Partnership and the ACEM Foundation, in conjunction with ACEM's Diversity and Inclusion Steering Group	September 2019 September 2020	General Manager, People & Culture Supported by RAP Steering Group
	7.2 Include a walking tour of Brejjerrenewyn (Flagstaff Gardens) as part of the Senior Leadership Cultural Competency Program. Brejjerrenewyn is adjacent to ACEM's Head Office, and is a site of cultural significance for the Kulin Nations	September 2019 September 2020	General Manager, People & Culture
	7.3 Continue to implement Aboriginal and Torres Strait Islander cultural awareness training strategy for ACEM staff through a combination of online, face-to-face workshops and cultural immersion experiences that are relevant to all areas of ACEM business	September 2019 September 2020	General Manager, People & Culture
	7.4 Scope the appointment of an Aboriginal and Torres Strait Islander cultural adviser or Elder in residence to ACEM	December 2019 December 2020	RAP Steering Group Supported by Office of the CEO
	7.5 Work with the organising committees of the Annual Scientific Meetings, Winter Symposia, and Faculty Conferences to ensure that Aboriginal and Torres Strait Islander Health and Cultural Competency content is a standing item on the program	December 2019 December 2020	Executive Director Corporate Services

Action	Deliverable	Timeline	Responsibility
8. Engage ACEM members and staff in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, and provide cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	8.1 Continue to implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country	September 2019 September 2020	Office of the CEO
	8.2 Continue to encourage staff to include an Acknowledgement of Country at the commencement of all ACEM Board, Council of Education, Council of Advocacy, Practice and Partnership, committee and working group meetings	September 2019 September 2020	Office of the CEO Supported by All Executive Directors
	8.3 Continue to maintain a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships	September 2019 September 2020	Executive Director Corporate Services
	8.4 Continue to ensure that a Traditional Owner is invited to provide a Welcome to Country at Annual Scientific Meetings, Winter Symposia, Faculty Conferences, and other events of significance hosted by ACEM	September 2019 September 2020	Executive Director Corporate Services
	8.5 Continue to display an Acknowledgement of Country plaque, and Aboriginal and Torres Strait Islander flags and artwork at ACEM head office	September 2019 September 2020	Office of the CEO
9. Demonstrate respect for Aboriginal and Torres Strait Islander peoples by celebrating NAIDOC Week	9.1 Continue to provide a NAIDOC celebration at ACEM head office	July 2020 July 2021	Office of the CEO
	9.2 Review HR policies and procedures to ensure there are no barriers to ACEM staff participating in NAIDOC Week	July 2020 July 2021	Office of the CEO
	9.3 Alert and promote NAIDOC Week to all emergency departments with the aim of enabling Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during this celebratory period	July 2020 July 2021	Office of the CEO
	9.4 Enable all ACEM Aboriginal and Torres Strait Islander staff to participate with their communities during NAIDOC Week	July 2020 July 2021	Office of the CEO
10. Continue to recognise significant dates of relevance to Aboriginal and Torres Strait Islander peoples and communities	10.1 Continue to inform ACEM staff and members about Aboriginal and Torres Strait Islander dates of significance through the weekly bulletin, social media and other communication channels	September 2019 September 2020	Executive Director Corporate Services
11. Celebrate our achievements in embedding reconciliation in emergency departments	11.1 Promote the ACEM Al Spilman Award for Culturally Safe Emergency Departments at regular intervals to encourage and support EDs in their reconciliation journey	September 2019 September 2020	Executive Director Corporate Services Supported by General Manager, Strategic Partnerships



Domain:

Opportunities

ACEM encourages Aboriginal and Torres Strait Islander medical students and graduates to consider emergency medicine as a career. The presence of Aboriginal and Torres Strait Islander emergency medicine physicians in emergency departments creates a more accessible and culturally safe environment, improving the quality of health care and increasing earlier treatment for Aboriginal and Torres Strait Islander peoples. Aboriginal and Torres Strait Islander trainee and member representation on ACEM entities and governing bodies is essential to embedding reconciliation in the organisation and in emergency departments. The College contributes to employment opportunities for Aboriginal and Torres Strait Islander peoples through improving business practices and building relationships with relevant stakeholders.

Action	Deliverable	Timeline	Responsibility
12. Ensure ACEM's Accreditation Standards are consistent with national guidelines for Aboriginal and Torres Strait Islander patient health and safety	12.1 Align ACEM's Accreditation Standards for Training Sites with the National Safety and Quality Health Service (NSQHS) Standards specifically aimed at improving the quality of care and health outcomes for Aboriginal and Torres Strait Islander consumers	May 2021	Executive Director Education & Training
13. Continue to encourage and support Aboriginal and Torres Strait Islander medical students and graduates to pursue emergency medicine as a career	13.1 Review and implement targeted selection into the ACEM Training Program for Aboriginal and Torres Strait Islander applicants	November 2019 November 2020	Executive Director Education & Training
	13.2 Attract and engage medical students and graduates through specific information provided on the ACEM website and access to the ACEM e-bulletin	September 2019 September 2020	Executive Director Corporate Services
	13.3 Host a breakfast meeting at the Australian Indigenous Doctors' Association Conference (AIDA) 2019 and 2020 to promote emergency medicine as a career choice for Aboriginal and Torres Strait Islander students and graduates	September 2020	RAP Steering Group
	13.4 Implement a communications strategy to encourage Aboriginal and Torres Strait Islander doctors to undertake the ACEM Emergency Medicine Certificate and/or Diploma	September 2019 September 2020	Executive Director Corporate Services
	13.5 Continue to provide and promote the ACEM Emergency Medicine Certificate Grant which covers fees for registered Aboriginal and Torres Strait Islander medical practitioners to undertake the Emergency Medicine Certificate	September 2019 September 2020	ACEM Foundation Supported by Executive Director Policy & Strategic Partnerships and Executive Director Corporate Services
	13.6 Continue to provide and promote ACEM Foundation conference grants for Aboriginal and Torres Strait Islander medical practitioners, medical students and other health professionals to attend the ACEM Winter Symposium and the ACEM Annual Scientific Meeting	September 2019 September 2020	ACEM Foundation Supported by Executive Director Policy & Strategic Partnerships and Executive Director Corporate Services

Action	Deliverable	Timeline	Responsibility
Action 13 continued	13.7 Continue to provide sponsorship support for the Australian Indigenous Doctors' Association (AIDA) Conference, the Lowitja Institute Conference, International Indigenous Health and Wellbeing Conference, Pacific Region Indigenous Doctors Congress (PRIDoC), National Aboriginal Community Controlled Health Organisations (NACCHO) Conference and Leaders in Indigenous Medical Education (LIME) Connection	September 2019 September 2020	ACEM Foundation Supported by Executive Director Policy & Strategic Partnerships
14. Provide targeted support to Aboriginal and Torres Strait Islander trainees and members	14.1 Consult with our current Aboriginal and Torres Strait Islander trainees to understand how ACEM can best support them on their journey through the FACEM Training Program, and implement their recommendations where practicable	September 2019	Executive Director Education & Training Supported by Executive Director Policy & Strategic Partnerships
	14.2 Provide a letter from the ACEM President to new Aboriginal and/or Torres Strait Islander trainees, welcoming them to the Training Program, and advising of support and opportunities available to them	February 2020 February 2021	Executive Director Education & Training
	14.3 Ensure trainees have opportunities to attend relevant meetings and conferences e.g., AIDA Conference, PRIDoC conference, LIME Connection, Lowitja Institute Conference, ACEM Annual Scientific Meeting and Winter Symposium	February 2020 February 2021	Executive Director Education & Training
	14.4 Explore the establishment of an Aboriginal and Torres Strait Islander Support and Information Network with our Aboriginal and Torres Strait Islander trainees and members	December 2019	Executive Director Policy & Strategic Partnerships
	14.5 Support flexibility in training options for Aboriginal and Torres Strait Islander trainees who have to leave their country or community to fulfil curriculum requirements to become an emergency physician	February 2020 February 2021	Executive Director Education & Training
	14.6 Continue to provide and promote opportunities for Aboriginal and Torres Strait Islander advanced emergency medicine trainees through the ACEM Joseph Epstein Scholarship	September 2019 September 2020	ACEM Foundation Supported by Executive Director Policy & Strategic Partnerships and Executive Director Corporate Services
15. Support ACEM's mentoring program for Aboriginal and Torres Strait Islander trainees and members	15.1 Continue to provide and support mentoring for Aboriginal and Torres Strait Islander trainees and members	February 2020 February 2021	Executive Director Education & Training

Opportunities continued

Action	Deliverable	Timeline	Responsibility
16. Increase ACEM trainee exposure to Aboriginal and Torres Strait Islander health issues in the curriculum	16.1 Work with Directors of Emergency Medicine Training (DEMTs) to embed Aboriginal and Torres Strait Islander Health and Cultural Competency in their departmental teaching programs	June 2020 June 2021	Executive Director Education & Training
	16.2 Develop appropriate Aboriginal and Torres Strait Islander health education resources to support the revised ACEM Training Curriculum	June 2021	Executive Director Education & Training
	16.3 Develop appropriate education resources to support the ACEM Special Skills Placement in Aboriginal, Torres Strait Islander and Māori Health	June 2021	Executive Director Education & Training
	16.4 Continue to partner with key stakeholders to remove barriers for trainees undertaking ACEM's Special Skills Placement in Aboriginal, Torres Strait Islander and Māori Health	June 2021	RAP Steering Group Supported by Executive Director Education & Training
	16.5 Deliver a workshop with the LIME Network for medical colleges to explore ways to embed assessment in Aboriginal and Torres Strait Islander health and cultural competency into the specialist college's training programs	November 2020	Indigenous Health Committee Supported by Executive Director Education & Training
	16.6 Deliver a workshop for Directors of Emergency Medicine Training (DEMTs) on teaching cultural competency at ACEM's 2019 ASM	November 2019	Indigenous Health Committee Supported by Executive Director Education & Training
17. Advocate to hospital administrators the benefits of recruiting and retaining Aboriginal and Torres Strait Islander staff	17.1 Develop an ACEM position statement on increasing the Aboriginal and Torres Strait Islander Health workforce by targeted recruitment of Indigenous Health Liaison Workers (IHLOs), Aboriginal Health Workers (AHWs), clerical, support, medical, nursing and allied health staff	December 2019	Executive Director Policy & Strategic Partnerships
	17.2 Advocate ACEM's position on targeted recruitment of the Aboriginal and Torres Strait Islander workforce in the ED	December 2019 December 2020	Executive Director Policy & Strategic Partnerships
18. Provide opportunities to improve Aboriginal and Torres Strait Islander professional employment at ACEM	18.1 Continue to implement an Aboriginal and Torres Strait Islander Employment and Retention strategy	September 2019 September 2020	General Manager, People & Culture
	18.2 Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace	September 2019 September 2020	General Manager, People & Culture
	18.3 Advertise all staff vacancies in Aboriginal and Torres Strait Islander media	September 2019 September 2020	General Manager, People & Culture

Action	Deliverable	Timeline	Responsibility	
Action 18 continued	18.4 Continue to include in all job advertisements, 'Aboriginal and Torres Strait Islander peoples are encouraged to apply'	September 2019 September 2020	General Manager, People & Culture	
	18.5 Improve the cultural responsiveness of ACEM staff recruitment panels by including Aboriginal and/or Torres Strait Islander representatives when relevant for the applicant or the position	September 2019 September 2020	General Manager, People & Culture	
	18.6 Encourage ACEM Aboriginal and Torres Strait Islander staff to self-identify in ACEM's employee services portal	September 2019 September 2020	General Manager, People & Culture	
	18.7 Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities	September 2019 September 2020	General Manager, People & Culture	
	18.8 Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development	September 2019 September 2020	General Manager, People & Culture	
	18.9 Establish an internship for two Aboriginal and/or Torres Strait Islander university students in the Policy and Strategic Partnerships Department at ACEM Head Office	September 2019 September 2020	General Manager, People & Culture Supported by Executive Director, Policy & Strategic Partnerships	
	19. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within ACEM business operations	19.1 Review ACEM's purchasing guidelines and procedures to identify any barriers to Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services	September 2019 September 2020	Executive Director Corporate Services
		19.2 Continue to work with Koori Heritage Trust consultants to develop our cultural awareness training	September 2019 September 2020	General Manager, People & Culture
		19.3 Maintain our commercial relationships with Aboriginal and/or Torres Strait Islander owned businesses	September 2019 September 2020	Executive Director Corporate Services
	19.4 Investigate Supply Nation membership	December 2019 December 2020	Executive Director Corporate Services	
	19.5 Continue to promote Supply Nation's Indigenous Business Directory to staff for the purpose of engaging Aboriginal and Torres Strait Islander businesses to supply ACEM with their services	September 2019 September 2020	Executive Director Corporate Services	
20. Develop initiatives to educate and reflect on emergency departments' role in Aboriginal and Torres Strait Islander Health	20.1 Take a leadership role in Aboriginal and Torres Strait Islander Health Medical Education and Training by scoping a symposium based on findings from the Lowitja Institute & ACEM Enhancing Cultural Safety in Australian Emergency Departments Project	April 2021	RAP Steering Group Supported by General Manager, Strategic Partnerships	



Domain:

Tracking progress and reporting

The RAP is incorporated in all facets of our business. We continually track the progress of implementation and the outcomes achieved.

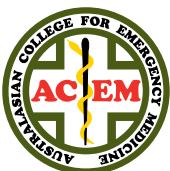
Action	Deliverable	Timeline	Responsibility
21. Report regularly on progress and implementation	21.1 Measure uptake of ACEM Indigenous Health and Cultural Competency modules and resources, and report to RAP Steering Group	October 2019 April 2020 October 2020 April 2021	Executive Director Education & Training
	21.2 Provide regular reports on progress and implementation of RAP to ACEM Board, Council of Education, Council of Advocacy, Practice and Partnership and Indigenous Health Committee	Reports provided based on meeting schedules for the entities listed	Executive Director Policy & Strategic Partnerships
22. Incorporate additional responsibilities of ACEM's RAP into relevant staff position descriptions	22.1 Review relevant staff position descriptions and include the additional responsibilities from the current RAP	September 2019 September 2020	General Manager, People & Culture
23. Report RAP achievements, successes, challenges and learnings to Reconciliation Australia	23.1 Report RAP progress via the RAP Impact Measurement Questionnaire to Reconciliation Australia annually	September 2019 September 2020	RAP Steering Group Supported by General Manager, Strategic Partnerships
	23.2 Investigate participating in the RAP Barometer	April 2020	General Manager, Strategic Partnerships
24. Report RAP achievements, challenges and learnings	24.1 Ensure RAP achievements, challenges and learnings are publicly available on the ACEM website	September 2019 September 2020	Executive Director Corporate Services
25. Commence review of RAP prior to expiry of current RAP	25.1 In partnership with Reconciliation Australia, develop a new RAP to align with ACEM's Strategic and Business Plans	January 2021	RAP Steering Group Supported by General Manager, Strategic Partnerships

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