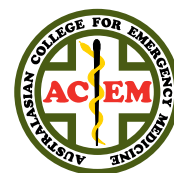




Australasian College for Emergency Medicine Innovate Reconciliation Action Plan

May 2022 – April 2024





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 emerging, for they hold the memories, traditions, cultures and hopes of Aboriginal and Torres Strait Islander peoples of Australia.



Our artwork

The artwork we have created for ACEM's RAP is focused on healing within the Community.

This painting shows the plant called "Hardenbergia", which is native to the South-Eastern Area. It has green leaves, and purple flowers when the medicine is at its strongest. At the centre of the artwork is a community symbol, which is the circle with the 'U' shapes of people around it.

The footprints represent ACEM Fellows, trainees and staff taking healing out into the Community, and connecting footprints all over Australia.

We have used very vibrant Traditional Colours to make people feel connected when they look at this journey, as if it was sending healing to them before they venture into the Community.

We hope this is a journey that you understand.

Richie Allan

Ngunnawal Art

Acknowledgements

RAP Working Group

- Liz Mowatt FACEM (Co-Chair)
- Jacqui Gibson-Roos, Community Member (Co-Chair)
- Glenn Harrison FACEM
- Nicole Liesis FACEM
- Hilary Tyler FACEM
- Rebecca Day FACEM
- Tatum Bond (Trainee representative)
- Kim Mulholland (Community member)
- Sam Beattie (Community member)
- Peter White (CEO)
- Clare Skinner (ACEM President)

Project Team

- Ange Wadsworth (Project Lead, Indigenous Health Unit)
- Katie Moore (General Manager, Research and Partnerships)
- Robert Lee (Executive Director, Policy, Research and Partnerships)

Thank you to ACEM's Executive Leadership Team for your ongoing support.

Artwork

Richie Allan, Ngunnawal Art



Our vision for reconciliation

The Australasian College for Emergency Medicine (ACEM, the College) embraces the concept of a shared national identity that values the rich diversity of our origins and the contribution that cultural identity makes to health and wellbeing.

We have enshrined within the ACEM Constitution our commitment to the process of reconciliation in Australia and the intent of the United Nations Declaration on the Rights of Indigenous Peoples to build respectful relationships that promote Aboriginal and Torres Strait Islander participation in matters that concern them.

ACEM acts for reconciliation by:

- Engagement and collaboration with Aboriginal and Torres Strait Islander peoples and organisations
- Supporting and continuing to build the Aboriginal and Torres Strait Islander workforce in emergency departments
- Promoting best practice emergency care service delivery for Aboriginal and Torres Strait Islander peoples, which includes disrupting racism

We envisage a future where Aboriginal and Torres Strait Islander peoples experience culturally safe emergency care that is self-determined, free from bias and racism, and enhances opportunities for quality health outcomes. We believe achieving this will lead to flourishing health and improved wellbeing for all Australian communities.

Message from the president



COVID-19 did not always cause, but instead it often revealed, many long-standing cracks in our societies and systems that support human health.

We observed health and social disparities in the pandemic due to a longstanding failure to include the voices of Aboriginal and Torres Strait Islander Peoples in places of decision-making, and in how we run our health systems and society.

Now, as we begin to reimagine life after COVID-19, we need to build on what has been revealed and continue to diversify the voices in places of decision-making.

Because healing is not just about health. Health, essentially, is a social construct.

To create good health is to create structures that ensure representation, agency, dignity, and respect for all peoples.

We've taken first steps on this journey, but we have further to go.

The Reconciliation Action Plan (RAP) is not the finishing point. It is not a bunch of papers that we write, finish then put on the shelf. If this is all it becomes, then we have failed.

Because the RAP is the beginning. It is the starting point for interactions, conversations, and plans.

It is an invitation for people who have been left out of the room to enter it, and for others – who have talked the loudest – to learn to sit quietly in the room and listen.

Then we will take action to imagine and create a better and fairer way of doing things – together.

Dr Clare Skinner
ACEM President

Message from the Reconciliation Australia CEO



Reconciliation Australia commends the Australasian College for Emergency Medicine (ACEM) on the formal endorsement of its third Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to three million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. ACEM continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and

relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that ACEM will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to ACEM using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for ACEM to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, ACEM will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of ACEM's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations ACEM on your third Innovate RAP and I look forward to following your 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 mission

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

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.

At the time of writing, ACEM has 10,311 members, comprising 3,381 Fellows (qualified emergency physicians), 2,674 trainee emergency physicians, 494 Emergency Medicine Certificate (EMC) Trainees, and 173 Emergency Medicine Diploma (EMD) trainees (with a further 1055 graduates from the EMC and EMD program. The remainder are honorary and/or retired Fellows, International Affiliates, and more than 4000 members in 'other' membership categories. Members are based primarily in Australia and New Zealand.

Seven Fellows and 19 trainees of the College identify as Aboriginal and/or Torres Strait Islander.

ACEM accredits over 148 hospital emergency departments in Australia and New Zealand for specialist emergency medicine training, and has a reach to approximately 500 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 Fellows 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, Membership & Engagement and Policy, Research & Partnerships. ACEM employs 130 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 people, we are working to address this through our recruitment processes. We are aiming to establish two internships for Aboriginal and/or Torres Strait Islander university students or graduates during the period of this RAP.



Our RAP

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

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 Fellows.

ACEM's RAP has been developed to align with ACEM's six strategic priorities. By embedding the RAP in ACEM's Business and Strategic Plans, the College will be able to further influence its membership in the practice of culturally safe emergency medicine.

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

- One Aboriginal Fellow representative
- One Aboriginal ACEM trainee representative
- One Aboriginal community representative from the ACEM Council of Education
- Two Aboriginal community representatives
- One Fellow representative
- One ACEM Fellow representative from each of the ACEM Board, Council of Advocacy Practice and Partnerships and Indigenous Health Committee
- ACEM CEO

ACEM launched its first Innovate Reconciliation Action Plan on Harmony Day (21 March) 2017 with a smoking ceremony. In delivering on the commitments of the inaugural RAP, the College has built a solid foundation by embedding reconciliation in the business of the College and establishing partnerships with key organisations.

With the launch of ACEM's second Innovate RAP in November 2019, ACEM was able to conceptualise our reconciliation commitments into three major areas of focus:

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.

From the outset, ACEM's Reconciliation Action Plans have always hoped to look beyond ACEM as an organisation that employs people to run a medical specialty college. We have tried to develop actions that will reach into every emergency department across the many traditional lands of Australia to influence the policies and practices that determine how those departments function; to have an impact on the people who work in those departments; to create workplaces where Aboriginal and Torres Strait Islander health professionals feel valued and culturally safe. This is with the express purpose of improving the care provided to Aboriginal and Torres Strait Islander Peoples when they present seeking help.

ACEM's first Innovate Reconciliation Action Plan achieved significant structural changes within ACEM the organisation. The College embedded reconciliation into everyday business, and established partnerships with key organisations. There were also the beginnings of creating change in emergency departments and reaching out to emergency staff.

The second RAP was designed to build on these foundations through a focus on Workforce, Service Delivery and Engagement, and so consolidate the original vision of the initial RAP, with an emphasis on deeper engagement with key stakeholder organisations, to ensure the work and direction taken by ACEM is developed in partnership with Community.

Our RAP Working Group and Indigenous Health Committee have established 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).

In 2020, the COVID-19 global pandemic changed everything. All aspects of society, work and life were directly impacted. However, as an organisation within the health sector, the reverberations through ACEM have been all consuming. The major focus of the College since March 2020 has been to support emergency health care workers to deal with the ever-changing pandemic response.

Not only has the ability to engage with stakeholders been impacted by travel restrictions and social distancing, but these stakeholders have also been consumed by the urgent need to respond to the threat posed by COVID-19 to Aboriginal and Torres Strait Islander communities.

As ACEM brings life to its third RAP, it is obvious that we still have work to do to achieve our original vision. The unexpected barriers and delays to achieving these objectives has not lessened our drive to improve the experience for every Aboriginal and Torres Strait Islander person seeking care in EDs across Australia.

ACEM's third Innovate Reconciliation Action Plan 2022-2024 may look similar to ACEM's previous two RAPs. This is purposeful. Many of the actions that have been carried forward from the previous RAPs are still seen as building blocks to substantive change at a departmental level. While we are eager to pivot and re-imagine the next steps in the continuous Reconciliation journey for ACEM, 2022 is not the time to change direction. We are committed to locking in the ambitious goals we developed in 2016. We believe they are the foundations for our next steps.

One of the important functions the ACEM RAP Working Group has undertaken during the unusual time of the pandemic is to include a number of facilitated discussions as part of the Working Group meetings. These conversations have allowed the members and attendees to reflect on the five dimensions of Reconciliation and to explore their own beliefs and biases. In particular, the Working group discussed the State of Reconciliation Report 2021, and its relevance to the core business of ACEM in the process of writing a new Vision for Reconciliation and the statements of Respect, Relationships and Opportunities. By investing deeply in reframing these statements while we continue to focus on the goals we set with ACEM's first RAP, we hope to begin the transition to future challenges in reconciliation for emergency medicine.

ACEM's third RAP is one of consolidation. We start this by sharing some reflections on our journey and achievements so far.

Our journey and achievements

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 copies of our Innovate RAP 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.

ACEM established an Indigenous Health Subcommittee in 2013, reporting to the ACEM Public Health Committee. In 2020, the Subcommittee became a Committee, reporting directly to the ACEM Board, reflecting ACEM's commitment to Aboriginal and Torres Strait Islander Health equity.

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. In December 2018, we joined public calls for the Closing the Gap Health Strategy to be rebuilt. In 2020, ACEM was honoured to be accepted as a member of the Close the Gap Campaign Steering Committee. We look forward to contributing to the advocacy work of the Steering Committee.

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 has recently launched a new grant to support Aboriginal, Torres Strait Islander and Māori medical practitioners wishing to undertake the ACEM Emergency Medicine Certificate.

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. These modules have been made mandatory for completion by trainees in the first stage of the FACEM Training Program.

In 2018, ACEM launched its Assessing Cultural Competency e-learning series. The goal of this series is to improve the cultural competence of trainees and Fellows, 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.

In 2019, the College mandated the completion of cultural competence and cultural safety training as part of the Continuous Professional Development Program.

Also in 2019, ACEM commissioned a research project to consider cultural safety in ED settings from the perspectives of both service users and emergency service providers. Developed in partnership with Karabena Consulting and the Lowitja Institute, the project's aims were to develop a set of recommendations to improve emergency care delivery for Aboriginal and Torres Strait Islander peoples; to identify conceptions of cultural safety from both First Nations Australians and ED staff; and to apply this information to education and training, ED design, and ACEM's research activities.

The project used methodologies that are inclusive of First Nations research leadership, narrative practices, cultural protection, and data sovereignty, and that involve community members as co-creators in the processes of engagement, implementation, evaluation, and knowledge exchange.

Working closely with Aboriginal researchers, community and Aboriginal Liaison Officers from three emergency departments across Australia, groups of community were interviewed about their experiences of the ED. Interviews were also conducted with clinical and non-clinical ED staff.

The project was completed in December 2020, and the final report, *Traumatology Talks – Black Wounds, White Stitches*, is available on the ACEM website. This is a sentinel report for the College. A working group of ACEM will develop a detailed set of deliverables, based on the recommendations in the *Traumatology Talks Report*. The report recommendations will have significant implications for the work ACEM undertakes as part of our Reconciliation Action Plan over the longer term.



Relationships

The College recognises the importance of strong, positive, genuine partnerships and values the relationships we have established with Aboriginal and Torres Strait Islander representative organisations and relevant stakeholders. The College continues to focus on supporting emergency departments and individual members to build trust with local Communities to enhance race relationships.

The College acknowledges the detrimental impact of racism on individual and community health, and on staff performance in the workplace. Our commitment to culturally safe and welcoming emergency departments includes promoting tools to recognise and respond to racism.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Continue to meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	July 2022 July 2023	RAP Working Group Co-Chairs
	1.2 Continue to develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. ACEM will continue to strengthen engagement with: <ul style="list-style-type: none"> • Australian Indigenous Doctors' Association (AIDA) Congress of Aboriginal and Torres Strait Islander Nurses and Midwives (CATSINaM) • Indigenous Allied Health Australia (IAHA) • Leaders in Indigenous Medical Education (LIME) Network • The Lowitja Institute • National Aboriginal Community Controlled Health Organisations (NACCHO) • National Aboriginal and Torres Strait Islander Health Worker Association (NATSIHWA) • Wurundjeri Land Council (Victoria) 	June 2022 June 2023	Executive Director, Policy, Research & Partnerships
	1.3 Establish and maintain Aboriginal and Torres Strait Islander representation on ACEM entities, including but not limited to the RAP Working Group, Indigenous Health Committee, Council of Education and Council of Advocacy, Practice and Partnership	July 2022 July 2023	Manager, Governance

Action	Deliverable	Timeline	Responsibility
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2022 May 2023	Manager, Human Resources
	2.2 RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2022, 2023	RAP Working Group Co-Chairs
	2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2022, 2023	Manager, Human Resources
	2.4 Organise at least one NRW event each year.	27 May – 3 June 2022, 2023	Manager, Human Resources
	2.5 Register all our NRW events on Reconciliation Australia's NRW website.	May 2022 May 2023	Manager, Human Resources
3. Promote reconciliation through our sphere of influence.	3.1 Implement strategies to engage our staff in reconciliation.	December 2022 December 2023	Manager, Human Resources
	3.2 Communicate our commitment to reconciliation publicly.	September 2022 September 2023	General Manager, Communications & Media
	3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	August 2022 August 2023	RAP Working Group Co-Chairs
	3.4 Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	August 2022 August 2023	RAP Working Group Co-Chairs
	3.5 Contribute to Close the Gap Campaign initiatives through membership of the Close the Gap Campaign Steering Committee	August 2022 August 2023	Executive Director Policy, Research & Partnerships
	3.6 Promote the ACEM Al Spilman Award for Culturally Safe Emergency Departments at regular intervals to encourage and support EDs in their reconciliation journey.	May 2022 May 2023	General Manager, Communications & Media
4. Promote positive race relations through anti-discrimination strategies.	4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2022 September 2023	Manager, Human Resources
	4.2 Develop, implement, and communicate an anti-discrimination policy for our organisation.	March 2023	Manager, Human Resources
	4.3 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	March 2023	Manager, Human Resources
	4.4 Educate senior leaders on the effects of racism.	September 2022 September 2023	Manager, Human Resources



Respect

Respect is an important element of the College’s reconciliation journey towards an inclusive, shared national identity. The College recognises the central role of cultural identity in health and wellbeing for both patients and staff. The College values the diverse cultures of First Peoples and acknowledges the benefit these ways of knowing, being and doing can offer to all.

The College continues to focus on ensuring health professionals recognise historical and ongoing trauma and its impact on Aboriginal and Torres Strait Islander Peoples when they present for emergency care. This process begins with acknowledging the role of healthcare institutions in Australia’s colonial history. The College supports truth-telling with local communities which is critical for historical acceptance, understanding our shared past and national healing.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning.	5.1 Conduct a review of cultural learning needs within our organisation.	May 2022 May 2023	Manager, Human Resources
	5.2 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	December 2022	Manager, Human Resources
	5.3 Continue to implement and communicate a cultural learning strategy for our staff.	June 2022 June 2023	Manager, Human Resources
	5.4 Continue to work with Koori Heritage Trust consultants to develop cultural competency training for Staff.	June 2022 June 2023	Manager, Human Resources
	5.5 Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June 2022 June 2023	Manager, Human Resources
	5.6 Continue to implement 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 Inclusion Committee.	September 2022 September 2023	Manager, Human Resources
	5.7 Continue to include a walking tour of Brejerenewyn (Flagstaff Gardens) as part of the Senior Leadership Cultural Competency Program. Brejerenewyn is adjacent to ACEM’s Head Office, and is a site of cultural significance for the Kulin Nations.	September 2022 September 2023	Manager, Human Resources
	5.8 Continue to 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 Safety content is a standing item on the program.	November 2022 November 2023	Manager, Indigenous Health
	5.9 Continue to support the implementation of mandatory cultural competence and cultural safety activities in the ACEM CPD program.	August 2022 August 2023	Executive Director, Education
	5.10 Continue to maintain the ACEM Indigenous Health & Cultural Competency Training Modules and Assessing Cultural Competency Modules as a learning resource for members and trainees.	November 2022 November 2023	Educational Resources Manager
	5.11 Continue to promote the ACEM Indigenous Health & Cultural Competency Training Modules and Assessing Cultural Competency Modules as a learning resource for members and trainees.	November 2022 November 2023	General Manager, Communications and Media

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1 Continue to Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2022 July 2023	Manager, Human Resources
	6.2 Review, implement and communicate our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	September 2022 September 2023	Manager, Indigenous Health
	6.3 Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May 2022 May 2023	Manager, Indigenous Health
	6.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	May 2022 May 2023	Manager, Indigenous Health
	6.5 Scope producing a video on the meaning of Welcome to Country with Wurundjeri Elders.	December 2022	General Manager, Communications & Media
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2022, 2023	RAP Working Group Co-Chairs
	7.2 Continue to conduct an annual review of HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	April 2022, 2023	Manager, Human Resources
	7.3 Promote and encourage participation in external NAIDOC events to all staff.	July 2022 ,2023	Manager, Human Resources
8. Develop resources to support emergency departments to embed cultural safety into work practices.	8.1 Produce and promote a video series showcasing recipients of the ACEM Al Spilman Award for Culturally Safe Emergency Departments.	September 2022 September 2023	General Manager, Communications & Media
	8.2 Review and develop standards, policies, guidelines, and resources based on the implementation plan from the Traumatology Talks: Black Wounds, White Stitches Report.	September 2022 September 2023	General Manager, Research and Partnerships
	8.3 Review ACEM standards, policies, and guidelines to ensure they incorporate the Australian Health Practitioner Regulation Agency (AHPRA) definition of cultural safety.	December 2023	Manager, Indigenous Health
	8.4 Develop a toolkit of reconciliation resources for RAP champions, members and trainees including an ED Cultural Safety Self-Assessment Card.	December 2022 December 2023	General Manager Research & Partnerships
	8.5 Incorporate culturally safe ED design principles in the next iteration of the ACEM ED Design Guidelines.	December 2022	General Manager, Policy and Regional Engagement

ACEM continues to grow the number of Aboriginal and Torres Strait Islander members and trainees and recognises that First Nations people are stronger in their profession when drawing on their cultural strength. This creates opportunities for genuine representation, voice, and leadership in setting future College policy directions. The College promotes strong Aboriginal and Torres Strait Islander representation across the emergency workforce as key to providing culturally safe and welcoming emergency care.

The College continues to support improved economic and social outcomes and commits to advocacy on issues relating to inequity that impact on the health and wellbeing of Aboriginal and Torres Strait Islander Peoples.

Action	Deliverable	Timeline	Responsibility
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	10.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	May 2022 May 2023	Manager, Human Resources
	10.2 Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention, and professional development strategy.	May 2022 May 2023	Manager, Human Resources
	10.3 Review and implement our Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy.	May 2022 May 2023	Manager, Human Resources
	10.4 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Review: August 2022, 2023	Manager, Human Resources
	10.5 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	August 2022 August 2023	Manager, Human Resources
	10.6 Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	August 2022 August 2023	Manager, Human Resources
	10.7 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.	August 2022 August 2023	Manager, Human Resources
	10.8 Establish an internship for two Aboriginal and/or Torres Strait Islander university students in the Policy, Research & Partnerships Department and Education and Training Departments at ACEM Head Office.	December 2022 December 2023	Manager, Human Resources
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	11.1 Review and implement our Aboriginal and Torres Strait Islander procurement strategy.	July 2022 July 2023	Manager, Business Infrastructure
	11.2 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	July 2022 July 2023	Manager, Business Infrastructure
	11.3 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2022 July 2023	Manager, Business Infrastructure
	11.4 Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	July 2022 July 2023	Manager, Business Infrastructure

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 Review ACEM's Accreditation Standards for Training Sites to ensure they are aligned 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.	July 2023	Executive Director, 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 Attract and engage medical students and graduates through specific information provided on the ACEM website.	September 2022 September 2023
	13.2 Review and implement targeted selection into the ACEM Training Program for Aboriginal and Torres Strait Islander applicants.	December 2022 December 2023	Education Development Manager
	13.3 Develop a position statement on Indigenous FACEM and trainee parity with the Aboriginal and Torres Strait Islander population of Australia.	December 2023	General Manager, Policy and Regional Engagement
	13.4 Continue to implement a communications strategy to encourage Aboriginal and Torres Strait Islander doctors to undertake the ACEM Emergency Medicine Certificate and/or Diploma.	October 2022 October 2023	General Manager, Communications & Media
	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.	October 2022 October 2023	General Manager, Communications & Media
	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.	May 2022 May 2023	General Manager, Communications & Media
	13.7 Continue to provide sponsorship support for the Australian Indigenous Doctors' Association (AIDA) Conference and key First Nations peak body conferences as part of the ACEM Foundation sponsorship strategy.	May 2022 May 2023	Chair, ACEM Foundation
	13.8 Pilot a yearly webinar for Aboriginal and Torres Strait Islander medical graduates on applying to the FACEM Training Program, in association with the Australian Indigenous Doctors' Association.	December 2022 December 2023	Education Development Manager
Action	Deliverable	Timeline	Responsibility
14. Provide targeted support to Aboriginal and Torres Strait Islander trainees and Fellows.	14.1 Continue to welcome new Aboriginal and/or Torres Strait Islander trainees to the College with a letter from the ACEM President, advising of support and opportunities available to them.	May 2022 May 2023	Manager, Training
	14.2 Embed the establishment of an Aboriginal and Torres Strait Islander Support and Information Network with our Aboriginal and Torres Strait Islander trainees and Fellows.	July 2022 July 2023	Manager, Education Development

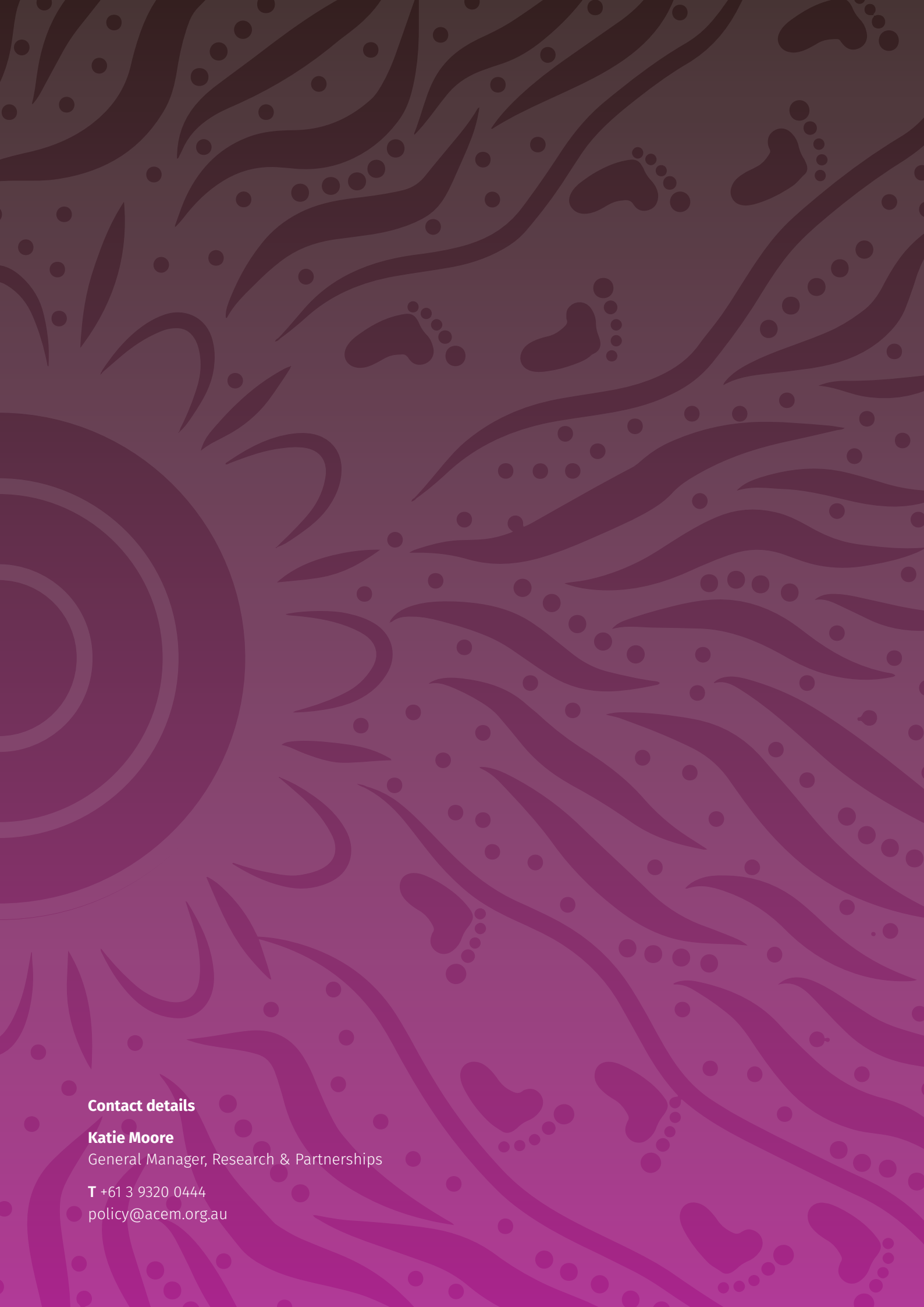
Action	Deliverable	Timeline	Responsibility
	14.3 Support flexibility in training options for Aboriginal and Torres Strait Islander trainees who need to leave their country or community to fulfil curriculum requirements to become an emergency physician.	July 2022 July 2023	Manager, Education Development
	14.4 Continue to provide and promote opportunities for Aboriginal and Torres Strait Islander advanced emergency medicine trainees through the ACEM Joseph Epstein Scholarship.	May 2022 May 2023	General Manager, Communications & Media
	14.5 Consult bi-annually with Aboriginal and Torres Strait Islander trainees to understand how ACEM can best support them on their journey through the ACEM Training Program and integrate their recommendations.	December 2022	Education Development Manager
	14.6 Provide individualised and culturally appropriate support to Aboriginal and Torres Strait Islander trainees through a dedicated member of the Training team.	August 2022 August 2023	Coordinator, Training Services
	14.7 Ensure trainees have opportunities to attend relevant meetings, networking events and conferences through advocacy and funding opportunities.	August 2022 August 2023	General Manager, Research and Partnerships
	14.8 Continue to provide and support mentoring for Aboriginal and Torres Strait Islander trainees and Fellows.	July 2022, 2023	Manager, Education Development
15. Increase ACEM trainee exposure to Aboriginal and Torres Strait Islander health matters in the curriculum.	15.1 Develop appropriate Aboriginal and Torres Strait Islander health education resources to support the revised ACEM Training Curriculum.	September 2022 September 2023	Education Development Manager
	15.2 Develop appropriate education resources to support the ACEM Special Skills Placement in Aboriginal, Torres Strait Islander and Māori Health.	September 2022 September 2023	Education Development Manager
	15.3 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.	September 2022 September 2023	Manager, Education Development
	15.4 Deliver a workshop at the ACEM Annual Scientific Meeting in 2022 for Directors of Emergency Medicine Training (DEMTs) to embed cultural safety in their departmental teaching programs.	November 2022 November 2023	RAP Working Group Co-Chairs
	15.5 Engage with appropriate medical education experts to explore ways to embed assessment in Aboriginal and Torres Strait Islander health equity and cultural safety into the FACEM Training Program.	December 2022	Executive Director, Education
Action	Deliverable	Timeline	Responsibility
16. Develop initiatives to educate and reflect on emergency departments' role in Aboriginal and Torres Strait Islander Health.	16.1 Hold consultations at regional symposia on findings from the Traumatology Talks: Black Wounds, White Stitches Report.	Dependent on dates for regional symposia. Check in on deliverable:	RAP Working Group Co-Chairs
	16.2 Develop an advocacy plan targeted at our key stakeholders with the aim of supporting and increasing the wider Aboriginal and Torres Strait Islander ED workforce, based on recommendations in the Traumatology Talks: Black Wounds, White Stitches report.	September 2022 September 2023	Executive Director, Policy, Research & Partnerships



Governance

Action	Deliverable	Timeline	Responsibility
17. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	17.1 Maintain Aboriginal and Torres Strait Islander representation on the RWG.	May 2022 May 2023	RAP Working Group Co-Chairs
	17.2 Maintain and apply a Terms of Reference for the RWG.	May 2022 May 2023	General Manager, Governance & Standards
	17.3 Meet at least four times per year to drive and monitor RAP implementation.	June 2022 August 2022 November 2022 March 2023 June 2023 August 2023 November 2023	Executive Director, Policy, Research & Partnerships
18. Provide appropriate support for effective implementation of RAP commitments.	18.1 Define resource needs for RAP implementation.	May 2022 May 2023	General Manager, Research & Partnerships
	18.2 Engage our senior leaders and other staff in the delivery of RAP commitments.	May 2022 May 2023	General Manager, Research & Partnerships
	18.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.	May 2022 May 2023	General Manager, Research & Partnerships
	18.4 Appoint and maintain an internal RAP Champion from senior management.	May 2022 May 2023	Executive Leadership Team
	18.5 Establish and support a RAP Faculty Champions Network 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.	September 2022 September 2023	General Manager, Policy & Regional Engagement
	18.6 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 Champions Network.	September 2022 September 2023	RAP Faculty Champions
	18.7 Review relevant staff position descriptions and include the additional responsibilities from the current RAP.	July 2022, 2023	Manager, Human Resources

Action	Deliverable	Timeline	Responsibility
19. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	19.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022 September 2023	General Manager, Research & Partnerships
	19.2 Report RAP progress to all staff and senior leaders quarterly.	June 2022	General Manager, Research & Partnerships
		September 2022	
		December 2022	
		March 2023	
		June 2023	
		September 2023	
	December 2023		
	March 2024		
	19.3 Publicly report our RAP achievements, challenges, and learnings, annually through the ACEM quarterly magazine, <i>Your ED</i> .	July 2022, 2023	General Manager, Research & Partnerships
	19.4 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022 May 2023	General Manager, Research & Partnerships
	19.5 Provide data to and reflect on the biannual medical colleges self-assessment report (coordinated by Australian Indigenous Doctors' Association).	July 2023	General Manager, Research & Partnerships
	19.6 Measure uptake of ACEM's Indigenous Health and Cultural Competency modules and resources, and report to RAP Working Group.	June 2022	Manager, Educational Resources
		August 2022	
		November 2022	
		March 2023	
		June 2023	
		August 2023	
		November 2023	
20. Continue our reconciliation journey by developing our next RAP.	21.1 Register via Reconciliation Australia's website to begin developing our next RAP.	January 2023	General Manager, Research & Partnerships



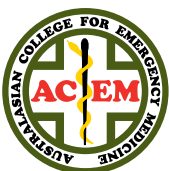
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