

marathon
health
Better healthcare, closer to home



RECONCILIATION
ACTION PLAN

REFLECT

Reconciliation Action Plan

February 2019 to January 2020



Acknowledgments

Aboriginal and Torres Strait Islander people are advised that this document may contain images of persons who are deceased.

Marathon Health would like to acknowledge the members of the **Marathon Health Reconciliation Action Plan Working Group** for their valuable contributions.

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Message from the CEO

To set the stage for Marathon Health's first plan for reconciliation, I considered quoting here some of the statistics that demonstrate the unacceptable gap in health between Indigenous and non-Indigenous Australians. Yet health is only one outcome of reconciliation and I believe that, while it is imperative to acknowledge and understand the past, it is more beneficial to celebrate the resilience, hope and capacity we experience daily in our Aboriginal staff and clients and focus on the future. Reconciliation, for me, is moving from the past to a better future.

Reconciliation – and therefore this RAP – is a shared responsibility across the organisation. It is championed by our Board and Executive, operationalised by our Reconciliation Working Group (RWG) and sponsored by the Executive Manager on that Party. The Aboriginal people on our RWG, together with First Australians with whom we have engaged in the broader community, will guide us on our journey.

Marathon Health currently delivers services into more than 70 regional, rural and remote communities and is expanding further as I write. It was difficult to decide with which community

members we should consult, to be sure the interests and priorities of our communities are reflected in this RAP. After discussion with Reconciliation Australia, we engaged with Regional Assemblies and comparable groups in our operating region. Additionally, we listened to our staff, both Aboriginal (around 10% of our workforce) and non-Aboriginal and, every day, our Aboriginal and Torres Strait Islander clients let us know what is important.

I trust that, as we go about implementing this plan and preparing for our next RAP, the collective voice of our Aboriginal and Torres Strait Islander clients and partners is amplified.



Stephen Jackson
Chief Executive Officer, Marathon Health



Message from the Chairman

I am very proud of the outstanding services Marathon Health delivers to all Australians living on the lands traditionally under the custodianship of more than 30 Aboriginal nations.

Over 50,000 Aboriginal and Torres Strait Islander people live on these lands, many of whom choose – or may choose – to access our services. Reconciliation for Marathon Health, however, is not just about delivering culturally sensitive services; it is about doing what we can to empower those First Australians and the communities in which they live to be sufficiently strong, capable and resilient to thrive in the 21st century and beyond. Our first Reconciliation Action Plan (RAP) forms the foundation for how we can contribute towards such reconciliation.

We understand the magnitude of this task and the importance of working from a foundation of strong relationships, mutual respect and understanding. For this reason, we have commenced our formal reconciliation journey with a Reflect RAP. There is a lot of enthusiasm to do much more and a sense of urgency to do more, faster. There are pockets of outstanding contribution to reconciliation within Marathon Health; there is also fragmentation.

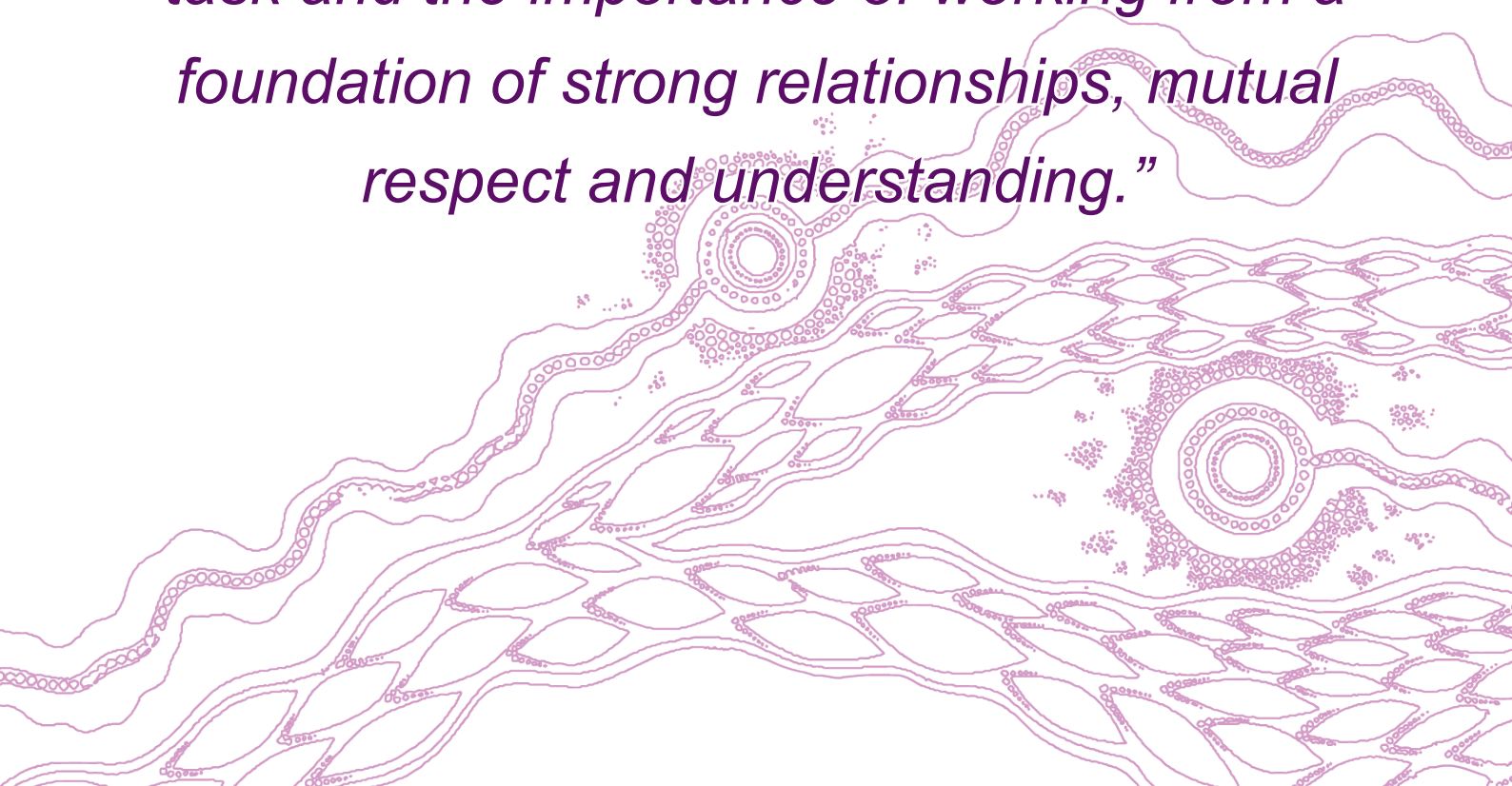
Together as an organisation, together with Aboriginal and Torres Strait Islander people, and together with Aboriginal Community Controlled Health Services and Aboriginal corporations, we stand to have a greater impact.

I look forward to our future RAPs as a means to closing the social, economic and health gap between Aboriginal and Torres Strait Islander People and the broader community, and garnering a deeper respect and understanding for the world's oldest surviving culture.



Garry Burton
Chairman, Marathon Health

“We understand the magnitude of this task and the importance of working from a foundation of strong relationships, mutual respect and understanding.”





Message from Reconciliation Australia

Reconciliation Australia is delighted to welcome Marathon Health to the Reconciliation Action Plan (RAP) program and to formally endorse its inaugural Reflect RAP.

As a member of the RAP community, Marathon Health joins 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.

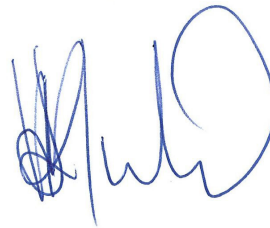


The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Reflect RAP provides Marathon Health a roadmap to begin its reconciliation journey. Through implementing a Reflect RAP, Marathon Health will lay the foundations for future RAPs and reconciliation initiatives.

We wish Marathon Health well as it takes these first critical steps in its reconciliation journey. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on the 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 Marathon Health on its first RAP, and look forward to following its ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer,
Reconciliation Australia



Our vision for Reconciliation

Marathon Health's vision for reconciliation is grounded in the belief that Aboriginal and Torres Strait Islander people should enjoy the same health outcomes as other Australians. Poor health should not prevent First Australians reaching their potential.

We believe we must understand the past and recognise the diversity of Aboriginal and Torres Strait Islander cultures and histories – especially across our operating region – to enable us to realise reconciliation in the future.

This means working respectfully with communities, Aboriginal Medical Services and Aboriginal corporations, and supporting Aboriginal and Torres Strait Islander people to contribute meaningfully in the development of the health services they access. Marathon Health will listen to our Aboriginal clients, Regional Assemblies and Alliances; and demonstrate equity and respect in our service delivery.

Our partnerships/current activities that support reconciliation

At the time of writing, Marathon Health supports reconciliation through:

- Delivery of services developed specifically for access by Aboriginal and Torres Strait Islander people;
- Delivery of culturally sensitive mainstream services;
- A workforce comprising 10% who identify as Aboriginal or Torres Strait Islander people;
- An Enterprise Agreement that provides for Aboriginal and Torres Strait Islander staff to access 10 unpaid days per annum for cultural events in addition to standard leave arrangements;
- Strengthening the regional Aboriginal health workforce through training and clinical supervision of Local Aboriginal Land Council Community Engagement Workers;

- Cultural Awareness training and Equal Employment Opportunity training for all staff;
- Aboriginal Artwork commissioned for display in our Dubbo allied health clinic;
- Joint leadership of the Aboriginal Health Consortium in the Murrumbidgee region
- Participation in a variety of partnerships and consortia to strengthen initiatives to care for Aboriginal people;
- Cultural Protocol in place to guide respectful recognition of the Traditional Custodians of the land on which we work and collaboration and inclusion for ceremonies and major events;
- Aboriginal or Torres Strait Islander representation on consumer groups;
- Partnership with Aboriginal Medical Services and Aboriginal corporations to deliver programs;
- Engagement with Three Rivers and Murdi Paaki Regional Assemblies and the Riverina Murray Regional Alliance.

Acknowledgment of Country

While there is no prescriptive Acknowledgment of Country protocol appropriate for all communities, contexts or geographical locations, the following should offer some general and adaptable guidance.

We acknowledge the Traditional Custodians of the land on which we meet.

We pay our respects to Elders past, present, and emerging.

We also recognise the Ancient Ones, from whom we all are descended.

Further guidance can be found at: **<https://www.reconciliation.org.au/wp-content/uploads/2017/11/Welcome-to-and-Acknowledgement-of-Country.pdf>**

Our community

Marathon Health has hubs in Dubbo, Bathurst, Wagga Wagga, Condobolin, Orange and Canberra from which we deliver services to over 70 communities located within the nations indicated on the map below. We acknowledge that not all nations are indicated on this map.

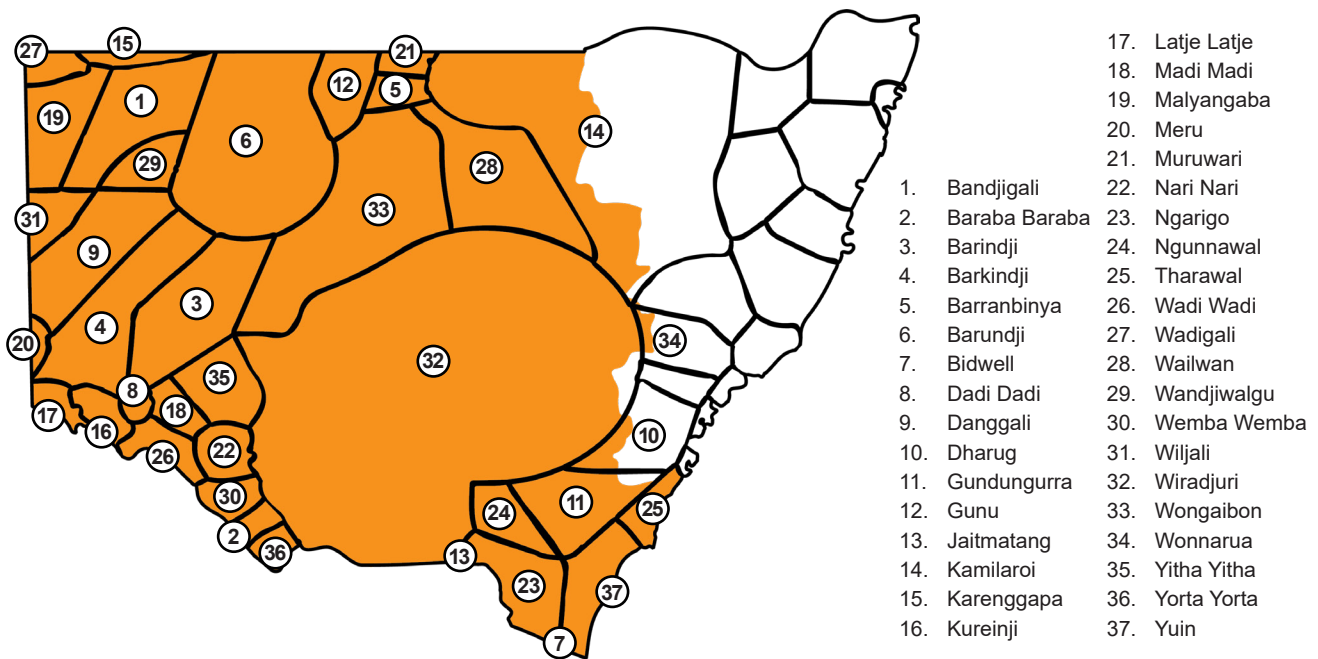


Figure 1: Marathon Health delivers services across these Nations



Our business

Vision – equality in access to health and wellbeing for our rural, regional and remote communities

Mission – to develop and deliver accessible quality health and wellbeing services through our experience in, and collaboration with rural, regional and remote communities

Marathon Health is an independent, not-for-profit organisation and registered health promotion charity working to see country Australians accessing the very best primary healthcare.

Our health and wellbeing services reach across Aboriginal health, mental health, chronic disease, preventative health, early intervention services, and services to support members of our community with a disability. We develop and deliver integrated and coordinated services that are accessible and high quality, improving the patient experience in out-of-hospital health care.

Mental health is our primary domain: we are the lead agency for five regional headspace centres and their satellites, and we deliver psychological services to people living in more than 70 regional communities.

Marathon Health commenced operations in July 2015. We evolved from the Western NSW Medicare Local and Divisions of General Practice.

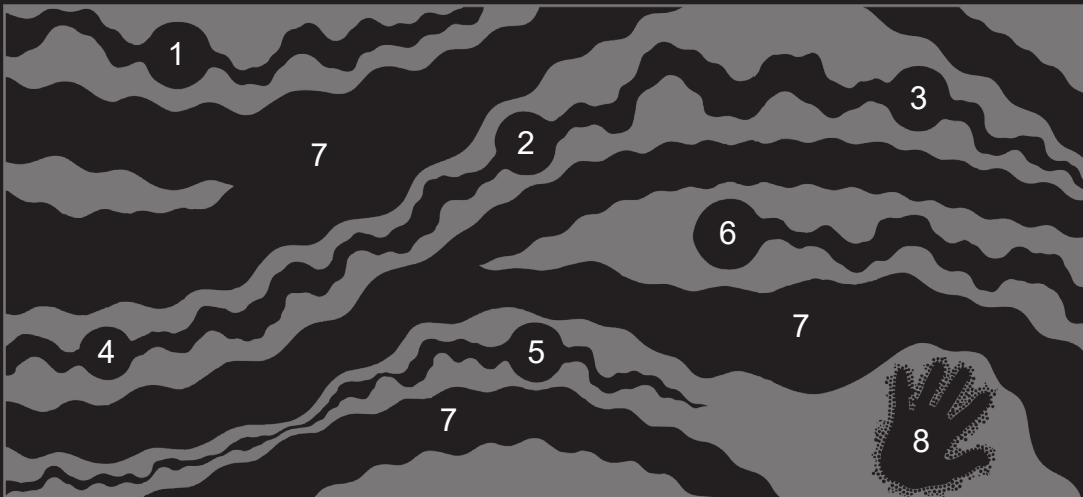
Our major partners comprise five Primary Health Networks, five Local Health Districts, NSW Department of Family and Community Services, the Rural Doctors Network, Wiradjuri Condobolin Corporation, the Department of The Prime Minister and Cabinet, Charles Sturt University, University of Western Sydney, Cancer Institute NSW, Birrang Enterprise Development Company, The Westhaven Association and Currajong Disability Services.

Walk to Reconciliation



Artist: Nathan Peckham
Title: Walk to Reconciliation (2018)
Medium: Acrylic on canvas
1750 mm x 850 mm

This piece tells a story of a journey along a bila (river). This bila represents reconciliation. Along this bila are different ngurang (camp or a place). Each ngurang has a different meaning. (1) Community (2) Marathon Health Regional Office Dubbo (3) Marathon Health Regional Office Canberra (4) Marathon Health Regional Office Murrumbidgee (5) Marathon Health Regional Office Bathurst (6) headspace (7) Depicts the current of the river, which represents the idea that even though we will face challenges on our journey together, it's important to remember to keep moving forward (8) Represents the Marathon Health CEO, Mr Stephen Jackson. His guidance and leadership will ensure the walk to reconciliation is a successful one.



Our RAP



RELATIONSHIPS

Marathon Health seeks to build and strengthen relationships with Aboriginal and Torres Strait Islander people and foster a supportive and informed professional environment.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Raise internal awareness of our RAP	Execute the RAP Communications Plan to ensure staff know their responsibilities under the RAP and how they can support the RAP	From February 2019	Executive Sponsor
	Our RAP and Reconciliation resources are included in Induction Program	From April 2019	HR Manager
Launch our RAP	The RAP is endorsed and launched in Dubbo, Bathurst and Wagga Wagga	11 February 2019 (12 months from date first table at Executive meeting)	Marketing and Communications Manager (with RWG)

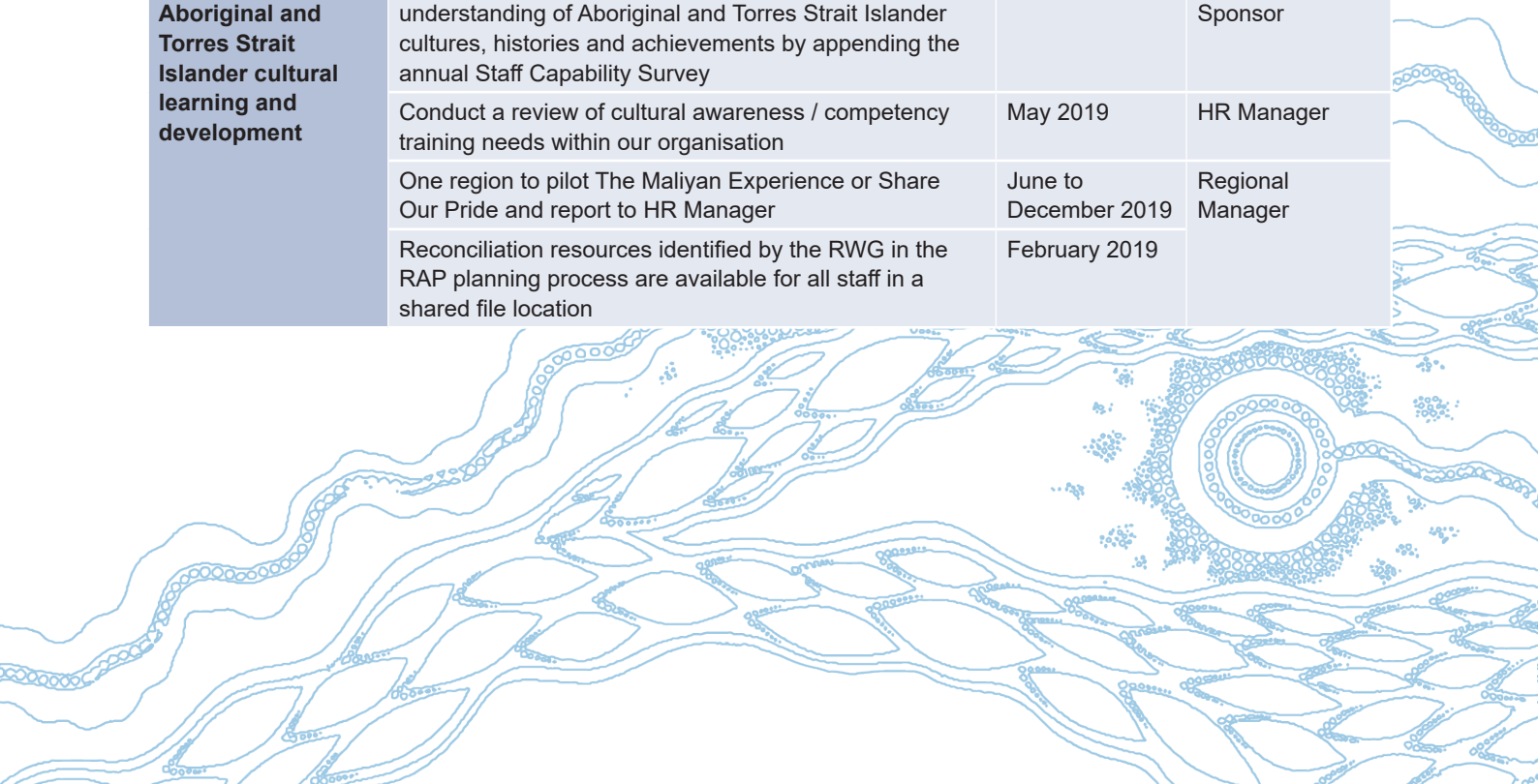
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
RWG actively monitors implementation of RAP	Aboriginal and Torres Strait Islander people are active on the RWG	On-going. Review June 2019, December 2019.	Quality Manager
	The RWG meets bi-monthly to monitor and report to the Board on RAP implementation	Bi-monthly from February 2019	
Build stronger relationships with Aboriginal and Torres Strait Islander people, communities and organisations as we progress our reconciliation journey	Develop an engagement strategy for our list of Aboriginal and Torres Strait Islander stakeholders that goes beyond our current 'program-by-program' engagement	March 2019	Executive Sponsor
	Commence implementation of the engagement strategy	May 2019	Regional Managers
Participate in and celebrate National Reconciliation Week (NRW)	Encourage our staff to attend a 2019 NRW event	27 April 2019 (a month prior to NRW)	Regional Managers
	Ensure our Working Group participates in an external event to recognise and celebrate NRW	Week commencing 27 May 2019	RWG Nominee
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff	20 May 2019	RWG Nominee through Marketing and Communications



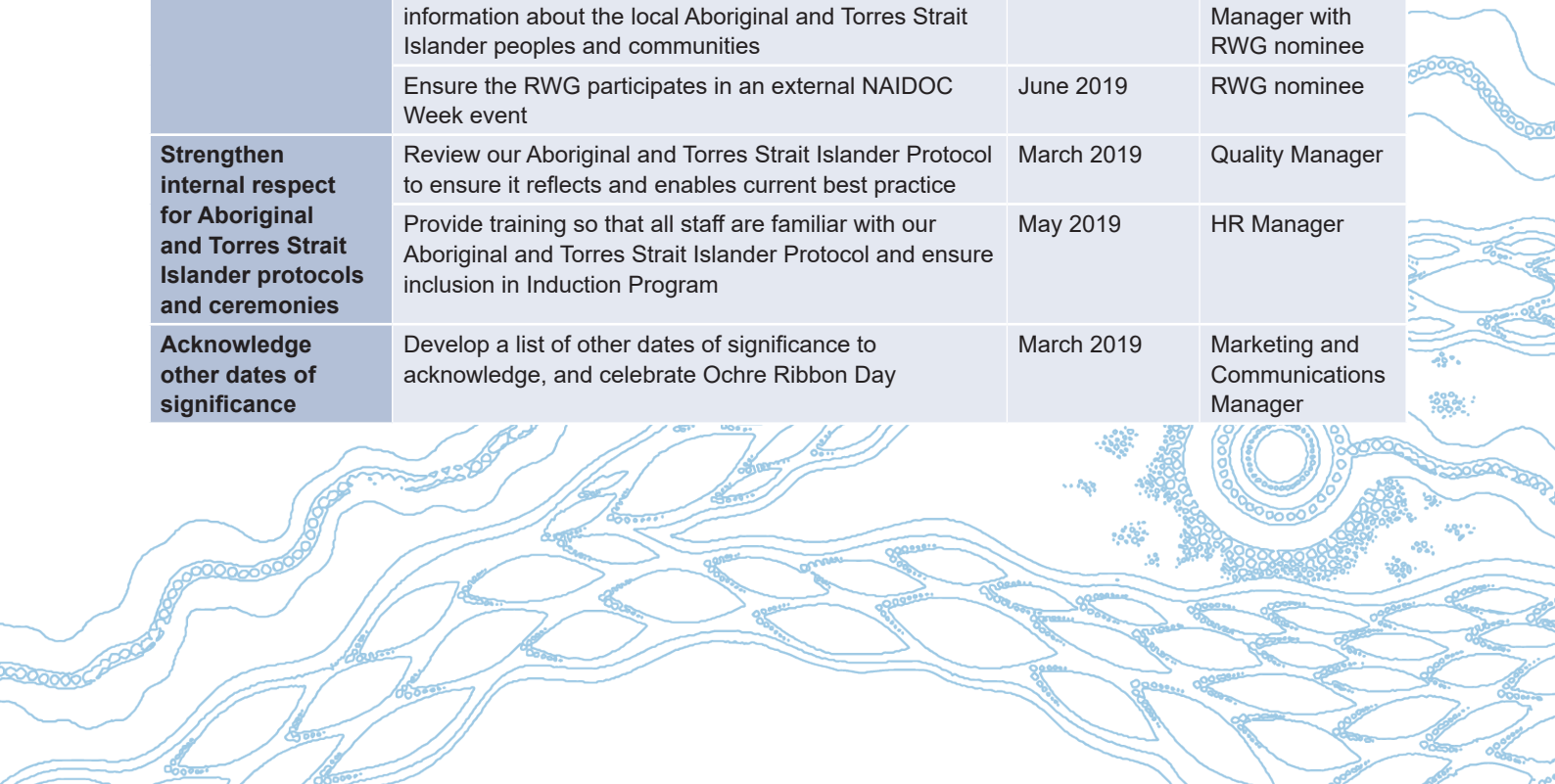
RESPECT

By increasing awareness and appreciation of First Australians' cultures and histories our organisation will be better placed to embrace differences and diversity, acknowledge and better understand the cultural needs of clients and communities and deliver services which respect and accommodate that diversity.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Investigate Aboriginal and Torres Strait Islander cultural learning and development	Capture a baseline of our staff's knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements by appending the annual Staff Capability Survey	April 2019	Executive Sponsor
	Conduct a review of cultural awareness / competency training needs within our organisation	May 2019	HR Manager
	One region to pilot The Maliyan Experience or Share Our Pride and report to HR Manager	June to December 2019	Regional Manager
	Reconciliation resources identified by the RWG in the RAP planning process are available for all staff in a shared file location	February 2019	



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Participate in and celebrate NAIDOC Week	Continue NAIDOC leave for Aboriginal & Torres Strait Islander staff	On-going, with review in June 2019	HR Manager
	Promote community events in our operating region that fall in NAIDOC Week	May 2019	Media and Communications Officer
	Raise awareness and share information amongst our staff of the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander peoples and communities	June 2019	Marketing and Communications Manager with RWG nominee
	Ensure the RWG participates in an external NAIDOC Week event	June 2019	RWG nominee
Strengthen internal respect for Aboriginal and Torres Strait Islander protocols and ceremonies	Review our Aboriginal and Torres Strait Islander Protocol to ensure it reflects and enables current best practice	March 2019	Quality Manager
	Provide training so that all staff are familiar with our Aboriginal and Torres Strait Islander Protocol and ensure inclusion in Induction Program	May 2019	HR Manager
Acknowledge other dates of significance	Develop a list of other dates of significance to acknowledge, and celebrate Ochre Ribbon Day	March 2019	Marketing and Communications Manager





OPPORTUNITIES

With 11.3%¹ of the population across our operating region identifying as Aboriginal or Torres Strait Islander peoples – and approximately 40% of the potential client base – Marathon Health is strongly positioned to improve the health, social and economic outcomes for Aboriginal and Torres Strait Islander people. This may be through direct employment, growth in the Aboriginal Health Workforce of our Aboriginal Community Controlled partner organisations, and delivery of culturally sensitive services.

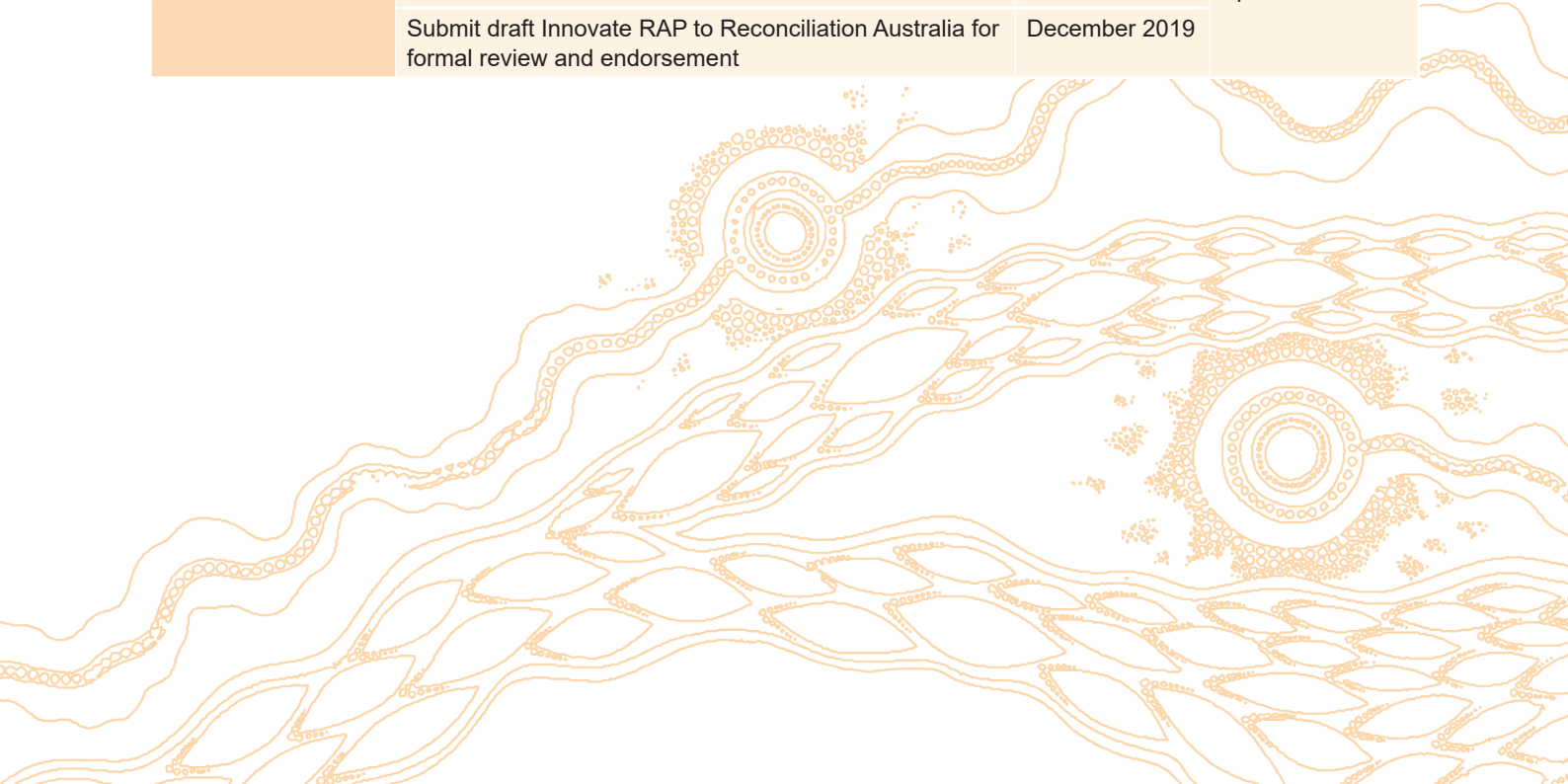
ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Continue to strive to employ Aboriginal and Torres Strait Islander peoples at a rate equal or greater to the percentage of the population in our operating region who identify as Aboriginal or Torres Strait Islander peoples	Develop a strategy to build employment pathways into Marathon Health for Aboriginal and Torres Strait Islander people, including traineeships/internships, such that 11% or greater of our workforce identify as Aboriginal or Torres Strait Islander peoples	June 2019	Executive Manager Business Strategy
Enable Aboriginal consumer representation	Review our Consumer and Carer Participation Policy to ensure it promotes and accommodates Aboriginal and Torres Strait Islander representation	April 2019	Quality Manager
Investigate Aboriginal and Torres Strait Islander supplier diversity	Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses	July 2019	Executive Manager Corporate Services

¹ Western NSW Primary Health Network Needs Assessment Template 2016



TRACKING AND PROGRESS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Build support for the RAP	Define resource needs for RAP development and implementation	February 2019	RWG and Quality Manager
	Define systems and capability needed to track, measure and report on RAP activities		
	Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia	September 2019	
Review and Refresh RAP	Review and refresh RAP based on learnings, challenges and achievements	October 2019	Executive Sponsor
	Submit draft Innovate RAP to Reconciliation Australia for formal review and endorsement	December 2019	



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Bathurst | Canberra | Dubbo | Wagga Wagga