

Manamiyt-dha

Aboriginal Health Plan 2026-2031



Contents

Acknowledgement of Country

Monash Health respectfully acknowledges the Bunurong/Boonwurrung and Wurundjeri/Woi-wurrung peoples, the Traditional Custodians and Owners of the lands where our facilities are located and programs operate.

We recognise the ongoing spiritual link Aboriginal people have to their lands, culture and lore; and acknowledge that their connections build healthier families and communities. Monash Health pays respect to the Elders of the Bunurong/Boonwurrung and Wurundjeri/Woi-wurrung peoples; past, present and future.

We extend our respect to our Aboriginal and Torres Strait Islander employees, consumers and stakeholders.

Our commitment to improving Aboriginal and Torres Strait Islander health and wellbeing

We are committed to closing the gap and improving life outcomes for Aboriginal and Torres Strait Islander people.

We recognise the voice of the Aboriginal and Torres Strait Islander community is best placed to set outcomes and governance principles around issues that impact them. We work in partnership with these communities to achieve best possible outcomes in co-designed systems delivering culturally safe care.

We invest in a strong Aboriginal workforce across health, and we will grow, retain and develop leadership for the future.

Our organisation is accountable and transparent in engaging our Aboriginal and Torres Strait Islander communities.



Ngarra-jarra-noun artwork by Dixon Patten.

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Manamiiyt-dha

Manamiiyt-dha (pronounced: *MUH-nuh-mee-dthuh*) means 'moving towards health'.

It is the Bunurong-language name Elders and Knowledge Holders chose for this Plan, with the formal support of the Bunurong Land Council Aboriginal Corporation.

The word 'manamiiyt' carries a richness of meaning: 'good', 'right', 'well', and 'healthy'. In naming this Plan, Bunurong Elders and Knowledge Holders gave expression to something deeper than a title. The name reflects a commitment to doing things the right way, in a healthy way, and to moving together towards a stronger, healthier community.

That journey is what this Plan is about.



Message from the Chief Executive Officer and Board Chair

We are proud to present Monash Health's Manamiiyt-dha Aboriginal Health Plan 2026-2031, an integrated roadmap that strengthens how we work with Aboriginal and Torres Strait Islander communities to deliver culturally safe care.

At Monash Health, we believe everyone deserves the opportunity to live their best lives. Improving health outcomes for Aboriginal and Torres Strait Islander peoples is therefore not only a priority for us, but a responsibility we share with the communities we serve.

This plan is directly aligned with the Monash Health Strategy 2026-2031, Care, reimagined. Our Strategy is clear that reimagining care means ensuring Aboriginal and Torres Strait Islander peoples consistently experience improved outcomes and equitable access to care. It sets an ambitious direction for growing our Aboriginal and Torres Strait Islander workforce, embedding cultural safety across our services and designing care in genuine partnership with communities.

The Manamiiyt-dha Aboriginal Health Plan 2026-2031 is how we deliver on that commitment, translating the Strategy's vision into practical, meaningful action for the communities we serve and improving the health and wellbeing of Aboriginal and Torres Strait Islander people. It reflects the priorities of our communities, our partners and our people to place cultural safety, self-determination and partnership at the centre of how we design and deliver care.

We are proud of the progress we have made. However, we know there is more work to do. Continued inequalities in health outcomes remind us that lasting change requires commitment, strong leadership and collaboration. Victoria's Treaty with First Peoples creates the foundation for listening, learning and building the mutual respect that leads to better, more informed public health for our communities.

This Plan reinforces our commitment to walking alongside Aboriginal and Torres Strait Islander communities as partners in improving health outcomes.

Together, we look forward to continuing this journey and building a health service where Aboriginal and Torres Strait Islander peoples feel respected, supported and safe when accessing care.



Professor Eugene Yafele
Chief Executive Officer



Michael Gorton AM
Chair, Board of Directors



Message from the Chief Operating Officer, Chief Aboriginal Health Advisor and Operational Director, Aboriginal Health and Engagement

Improving health outcomes for Aboriginal and Torres Strait Islander peoples requires more than just clinical care, it requires culturally safe systems, strong partnerships and a commitment to self-determination.

This Manamiiyt-dha Aboriginal Health Plan 2026-2031 plan reflects the voices, knowledge and priorities of Aboriginal communities, Elders, organisations and our people.

At Monash Health, the Aboriginal Health and Engagement team works across the organisation to embed cultural safety into everyday practices. This includes supporting Aboriginal consumers and families through our Aboriginal Hospital Liaison Officer service, strengthening partnerships with Aboriginal community-controlled organisations, and ensuring care is culturally informed and connected.

Our programs, including Healthy Koori Kids, health promotion initiatives and community-based support services are designed to work with and walk alongside Aboriginal people and families throughout the healthcare journey, supporting connection, healing and wellbeing.

This plan builds on that work. It strengthens how we listen to and respond to community-defined health priorities, supports the growth of our Aboriginal workforce and ensures we continue to create an environment

where culture is visible, valued and embedded. It reinforces our responsibility to create meaningful opportunities through employment and partnership, and to recognise and celebrate Aboriginal cultures.

We also recognise that this work is shared. It requires strong partnerships between Aboriginal and non-Aboriginal employees, leaders and communities to work together with a common purpose: to improve the health outcomes and experiences for Aboriginal and Torres Strait Islander peoples.

Together, we will continue to build a health service that is culturally safe, respectful and responsive, and where Aboriginal and Torres Strait Islander peoples feel seen, supported and empowered in their care.



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We all have a collective responsibility to advance equity in healthcare for every person. Through my leadership, I am committed to strengthening our people and operations, so we are more capable, empathetic, and informed in supporting Aboriginal and Torres Strait Islander peoples across our health service.

Andrea Rindt
Chief Operating Officer

Andrea started her career as a student midwife at Monash Health. After advancing to manager roles and later serving senior leadership roles in the private sector, she returned to Monash Health in 2018. Andrea was appointed as Chief Operating Officer in August 2024, after serving in Deputy and Interim roles.

Dedicated to promoting patient safety, Andrea is passionate about continually evaluating current practice to ensure the community we care for is at the centre of decision making. She leads with compassion, promoting a culture of respect and inclusivity, which are key to delivering exceptional care.



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I see this plan as an important step in continuing to strengthen how we walk alongside our community, and ensuring First Nations' voices are heard, respected and reflected in the care that we provide.

Dan Carter
Chief Aboriginal
Health Advisor

Dan is a proud Ngarrindjeri/Wergaia man who rejoined Monash Health as the Chief Aboriginal Health Advisor in 2023. Dan was formerly our Director of Aboriginal Health, and for over 15 years, Dan has worked across local and state government, not-for-profit and community-controlled organisations, as well as health services around the country. Dan has a strong connection to community and is passionate about improving health outcomes for Aboriginal and Torres Strait Islander communities.



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I am committed to ensuring priorities are embedded across our services, through strong governance and systems, and a workforce that is supported to deliver culturally safe care every day.

Sarah Ong
Operational Director,
Aboriginal Health
and Engagement

Sarah has held several leadership roles with the Department of Health and oversaw the Koolin Balit policy implementation across Southern and Metro regions and Gippsland. Throughout her career, Sarah has a proven track record of supporting initiatives that address priority Aboriginal health issues and has extensive experience in the health sector.



Our community

Our facilities and services are located on the traditional lands of the Bunurong/Boonwurrung and Wurundjeri Woi-wurrung peoples.

Monash Health provides care to one of the largest and most diverse populations in Victoria. In recent years we have seen an increase in the number of Aboriginal and Torres Strait Islander people accessing our services. This growth reflects both population changes and the importance of ensuring our services are culturally safe, accessible and responsive to community needs.

Across our health service:

4,300+

Aboriginal and Torres Strait Islander Emergency Department presentations occurred in 2025.

30%

Increase in hospital presentations in the past 5 years for members of the Aboriginal and Torres Strait Islander community.

6,477

Outpatient appointments were attended by Aboriginal and Torres Strait Islander patients in 2025.

211

Aboriginal and Torres Strait Islander births in 2025.

587

Aboriginal and Torres Strait Islander Community admissions

1,422

Paediatric Emergency Department presentations involved Aboriginal and Torres Strait Islander children in 2025.

100+

Our Aboriginal and Torres Strait Islander workforce has grown from fewer than 60 to more than 100 employees in the last 6 years

These numbers reflect more than service activity, they represent people, families and communities who rely on Monash Health for care.

They also reinforce the need to deliver culturally safe care that respects Aboriginal and Torres Strait Islander cultures, values and experiences.

Our external environment

The environment in which we deliver care is evolving, shaped by a range of national and state priorities, frameworks, standards and partnerships that influence how Aboriginal and Torres Strait Islander health and wellbeing are understood, delivered and governed.

Across healthcare, there is a clear shift towards self-determination, cultural safety and partnership with Aboriginal and Torres Strait Islander communities. These principles are embedded in state and national frameworks and are central to how health services are expected to plan, deliver and evaluate care.

This plan aligns with key external priorities, including:

- The progression and introduction of **Victoria's Statewide Treaty**, recognising the rights of Aboriginal people to self-determination.
- The outcome of truth-telling processes such as the **Yoorrook Justice Commission**.
- The **Aboriginal Health and Wellbeing Partnership Agreement 2023-2033**, which emphasises culturally safe, community-led healthcare.
- **marra ngarrgoo, marra goori: The Victorian Aboriginal Health, Medical and Wellbeing Research Accord**, which strengthens ethical standards of research impacting Aboriginal and Torres Strait Islander peoples.
- The **National Agreement on Closing the Gap**, which brings Aboriginal and Torres Strait Islander people and governments together to address and overcome inequality and improve life outcomes.
- The **National Safety and Quality Health Service (NSQHS) Standards** by the Australian Commission on Safety and Quality in Health Care, which require health services to meet the specific health and cultural needs of Aboriginal and Torres Strait Islander peoples (see Appendix 1).
- The **Victorian Government's Aboriginal and Torres Strait Islander Cultural Safety Framework**, which outlines key action areas to strengthen cultural safety, workforce capability, partnerships and accountability across Victorian health services (see Appendix 2).

Together, these priorities reinforce the importance of:

- partnering with Aboriginal communities and organisations
- embedding cultural safety across all aspects of care
- strengthening accountability, governance and leadership
- improving access, experience and health outcomes.

This plan ensures Monash Health remains aligned with these priorities, while continuing to respond to the needs and expectations of the communities we serve.



Victorian Health Services Performance Monitoring Framework

The Victorian Health Services Performance Monitoring Framework articulates how the Department of Health, as the steward of Victoria's public health system, oversees the performance of health services and works with them to ensure safe, high-quality, accessible and sustainable healthcare for Victorian patients and communities.

The framework aligns with broader operating parameters set by key policy documents, including strategic priorities and service delivery targets set out in each health service's Statement of Priorities.

Statement of Priorities

Monash Health's Statement of Priorities is the key service delivery and accountability agreement between Monash Health and the Victorian Government. This agreement facilitates delivery of, or progress towards, the government's commitments for the financial year.

Areas of our Statement of Priorities 2025-26 that address Aboriginal health and wellbeing are:

Strategic Priorities

Monash Health deliverables to improve Aboriginal health and wellbeing are:

- Deliver high-quality cultural safety training to all executives and employees using independent, expert, community-controlled organisations or a registered Aboriginal business.
- Health service executives and senior leaders establish and maintain strong, ongoing partnerships with Aboriginal community-controlled organisations and/or recognised Aboriginal leaders within their local catchments. These partnerships must be based on regular, proactive engagement that prioritises the voices, self-determined priorities, and cultural knowledge of Aboriginal communities in the design, delivery, and evaluation of health and wellbeing services.
- Ensure culturally appropriate systems for identifying Aboriginal and Torres Strait Islander patients and implement responsive discharge plans and referral pathways.

Performance Priorities

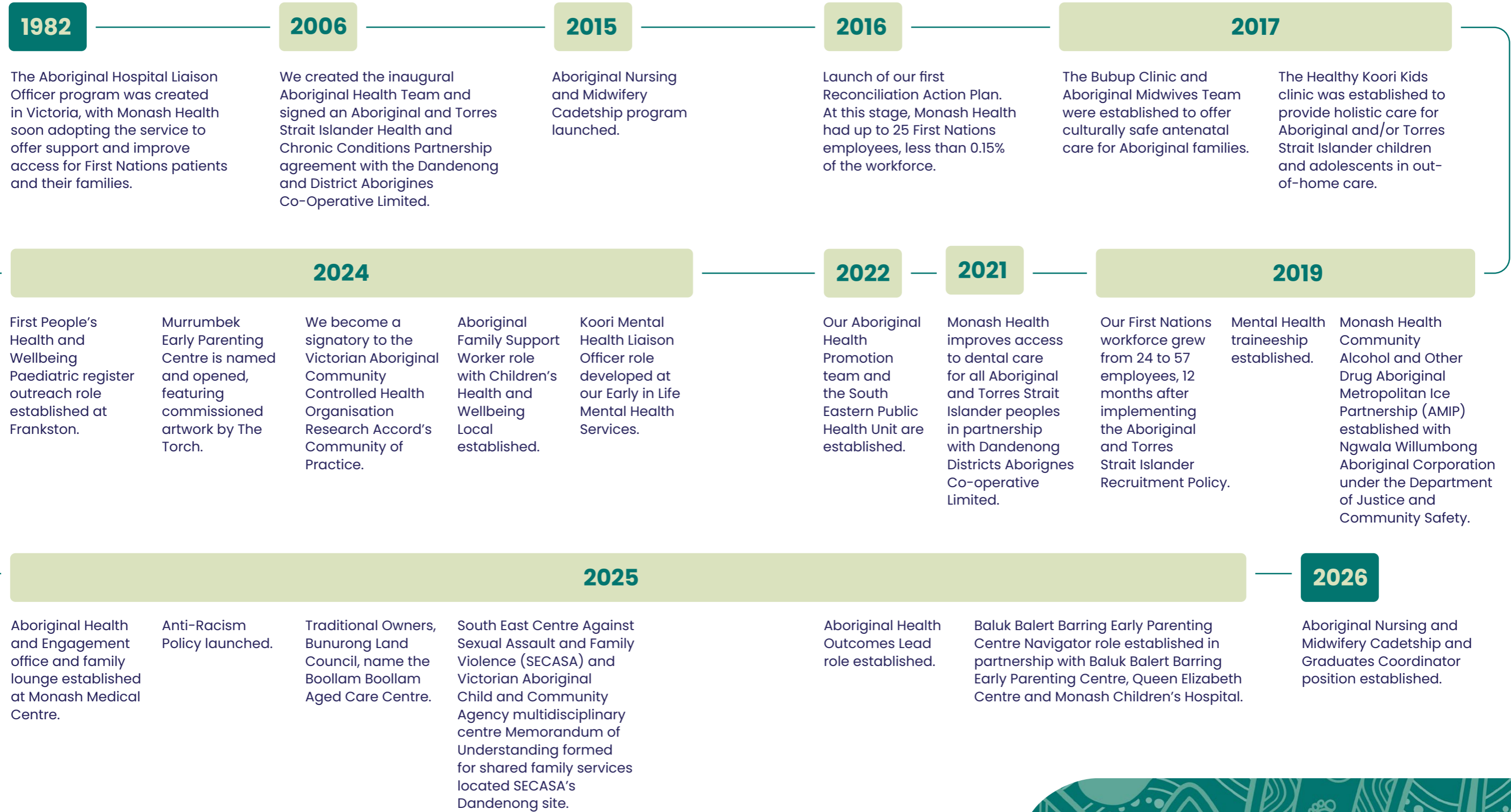
The Framework outlines the Government's approach to overseeing the performance of Victorian health services.

Monash Health will achieve:

- Percentage of Aboriginal admitted patients who left against medical advice – 25% reduction in gap based on prior year's annual rate.
- Percentage of Aboriginal emergency department presentations who did not wait to be seen – 25% reduction in gap based on prior year's annual rate.



Our journey



Our vision for health

Our vision is for Aboriginal and Torres Strait Islander peoples to experience equitable health outcomes, culturally safe care and services that are shaped in partnership with community.

Achieving this vision requires embedding cultural safety into every part of our health service, from how we design services and environments, to how we partner with community and support our workforce.

Central to this is the principle of self-determination. Aboriginal and Torres Strait Islander peoples must have a leading role in shaping the policies, programs and services that impact their health and wellbeing.

Through strong partnerships, continued investment in our Aboriginal workforce and culturally responsive models of care, we will continue to strengthen how care is delivered and experienced.

Improving health outcomes is a collective effort. It is shaped by the actions of our clinicians, leaders, teams and community partners.

This plan ensures that Aboriginal health remains a priority across Monash Health, guiding how we plan, deliver and improve care.

Our enabling priorities

This plan brings together our commitments into a roadmap for action. It builds on our previous plans, while strengthening focus on outcomes, accountability and impact.

The plan sets out 40 key actions across 4 priority areas:

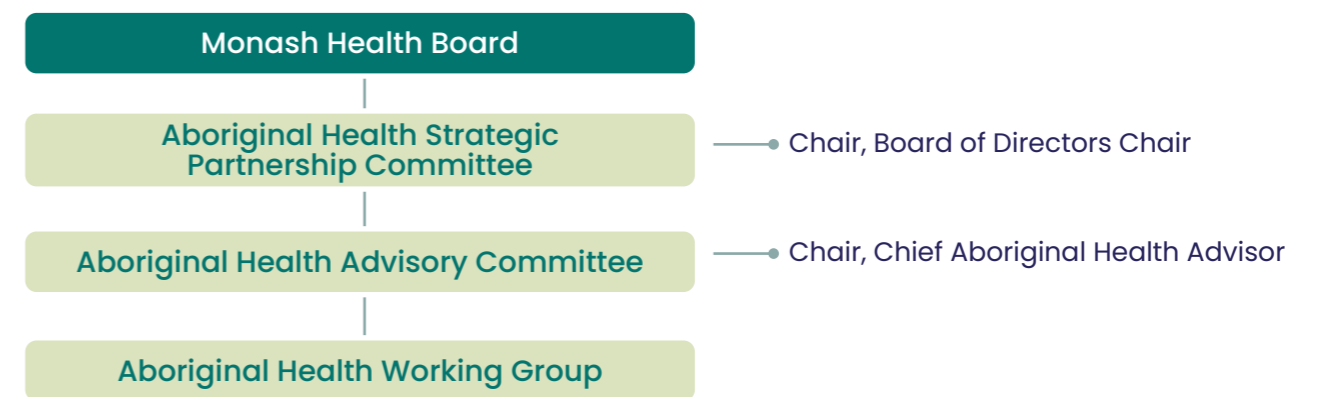
<p>1 Leadership and governance Strong leadership and governance ensure accountability across the organisation.</p>	<p>2 Community-defined health priorities Services are shaped in partnership with Aboriginal communities.</p>
<p>3 Employment and procurement We grow our Aboriginal and Torres Strait Islander workforce and support Aboriginal businesses.</p>	<p>4 Recognition and celebration We celebrate culture and strengthen understanding across Monash Health.</p>

1 Leadership and governance

Strong leadership and governance are essential to embedding Aboriginal health and cultural safety across Monash Health. This means clear accountability at every level of the organisation, supported by governance structures that elevate Aboriginal voices in decision-making. We are committed to strengthening our leadership and governance to ensure Aboriginal health priorities are embedded into planning, delivery and evaluation.

#	Action Description	Deliverable	Timeline	Responsibility
1.1	Establish and maintain a 3-tier Aboriginal Health Governance Structure: <ul style="list-style-type: none"> Aboriginal Health Strategic Partnership Committee Aboriginal Health Advisory Committee Aboriginal Health Working Group 	Effective 3-tier governance structure to engage all levels of organisation and external stakeholders with formed Terms of Reference, workplan and annual review.	Ongoing annual review	<ul style="list-style-type: none"> Chief Executive Officer Chief Operating Officer Chief Aboriginal Health Advisor Operations Director, Aboriginal Health and Engagement Aboriginal Health and Engagement
1.2	Integration of Consumer Engagement and Patient Experience actions	Engage and recruit First Nations consumers to Monash Health governance committees.	Ongoing annual review	<ul style="list-style-type: none"> Director, Patient Experience Chief Aboriginal Health Advisor Operations Director, Aboriginal Health and Engagement Aboriginal Health and Engagement
1.3	Governance structure membership, Cultural Safety training	100% attendance; tailored modules	Ongoing	<ul style="list-style-type: none"> Operations Director, Aboriginal Health Chief Aboriginal Health Advisor Aboriginal Outcomes Lead

Governance structure



2 Community-defined health priorities

Improving health outcomes requires an understanding of what matters most to Aboriginal communities, and a commitment to designing care in genuine partnership. At Monash Health, we are working alongside our community to shape services that are culturally safe, accessible and responsive.

2.1 Cultural safety

Cultural safety for Aboriginal and Torres Strait Islander patients in healthcare ensures that their cultural identities, values and experiences are respected and upheld throughout their interactions with the health system. Culturally safe care means feeling welcomed, valued, and understood, leading to increased trust, better engagement and improved health outcomes. It creates environments where Aboriginal people feel comfortable sharing their needs, knowing they will not face discrimination or misunderstanding. This is especially important for early identification and support, as well as for accessing culturally appropriate services such as Aboriginal Hospital Liaison Officers.

By embedding cultural safety, we demonstrate our commitment to genuine partnership and equity in health, ensuring care and employment practices are shaped by community priorities and cultural knowledge.

#	Action Description	Deliverable	Timeline	Responsibility
2.1.1	Anti-Racism Workplan	Policies communicated and reviewed	Ongoing	<ul style="list-style-type: none"> Chief Executive Officer Chief People and Engagement Officer Chief Operating Officer
2.1.2	Improve experiences of Aboriginal and Torres Strait Islander patients and families: <ul style="list-style-type: none"> review feedback, complaints and reported incidents develop an improved system 	Monitoring and annual reporting to: <ul style="list-style-type: none"> Clinical Governance Review Aboriginal Health Governance Council 	Ongoing	<ul style="list-style-type: none"> Director, Patient Experience Director, Consumer Engagement Director, Quality and Safety Chief Aboriginal Health Advisor
2.1.3	Strengthen partnership with Bunurong Land Council Aboriginal Corporation: <ul style="list-style-type: none"> Infrastructure advice Welcome to Country Naming 	Traditional Owners consultation completed with new capital builds	Ongoing	<ul style="list-style-type: none"> Chief Aboriginal Health Advisor Capital Projects
2.1.4	All employees complete Cultural Safety online modules	100% Monash Health completion of Cultural Safety Modules on Learning and Teaching Technology Environment	Ongoing	<ul style="list-style-type: none"> Organisational Learning, People and Culture
2.1.5	Report to governance structures on: <ul style="list-style-type: none"> annual process improvements consumer participation monitoring and systems 	Annual report to: <ul style="list-style-type: none"> Standards Committee 1 Clinical Governance Review executive and board governance structure 	Annually	<ul style="list-style-type: none"> Chief Aboriginal Health Advisor Operations Director, Aboriginal Health and Engagement Aboriginal Health and Engagement Quality and Safety, Clinical Governance

2.2 Welcoming spaces

Engaging with communities and local areas during the development of healthcare facilities ensures that models of care reflect the needs of diverse populations, including Aboriginal and Torres Strait Islander peoples. This approach enables the inclusion of features that represent Traditional Owners within Monash Health spaces and facilities, acknowledging Aboriginal cultures and histories in the locations where care is provided. Commissioning artwork by Aboriginal artists brings these spaces to life, sharing the stories, meanings and perspectives of the Traditional Owners within our spaces.

The visible presence of Traditional Owners in healthcare environments communicates recognition, respect, and a welcoming atmosphere to First Nations peoples accessing our health service.

#	Action Description	Deliverable	Timeline	Responsibility
2.2.1	Commission local Aboriginal artworks for inpatient and community mental health spaces	Artworks commissioned and installed	Ongoing	<ul style="list-style-type: none"> Chief Executive Officer Chief Operating Officer Chief Aboriginal Health Advisor Operations Director, Aboriginal Health and Engagement Aboriginal Health and Engagement
2.2.2	Prioritise capital projects <ul style="list-style-type: none"> Family and visitor space Aboriginal Healing Garden refresh Ceremony areas 	Capital works integrated with cultural needs	Annually	<ul style="list-style-type: none"> Director, Capital and Infrastructure
2.2.3	<ul style="list-style-type: none"> Install Acknowledgement of Country plaques Update employee email signatures 	Plaques and employee email signature templates updated	Annually	<ul style="list-style-type: none"> Chief Aboriginal Health Advisor
2.2.4	Implement Aboriginal menu options in operational services	Aboriginal menu options rolled out across Monash Health sites serviced by operational services	July 2026	<ul style="list-style-type: none"> Director, Support Services
2.2.5	Implement evaluation of Welcoming spaces.	Complete evaluation of Welcoming spaces at Monash Health	November 2026	<ul style="list-style-type: none"> Chief Aboriginal Health Advisor Operations Director, Aboriginal Health and Engagement
2.2.6	Report to governance structures on: <ul style="list-style-type: none"> annual process improvements consumer participation monitoring and systems 	Annual report to: <ul style="list-style-type: none"> Standards Committee 1 Clinical Governance Review Executive and Board governance structure 	Annually	<ul style="list-style-type: none"> Chief Aboriginal Health Advisor



Our achievements in welcoming spaces



Artist impression

Monash Medical Centre Tower Expansion – embedding culture in design

In 2029, Monash Medical Centre in Clayton will mark a significant new chapter with the expected completion of construction of a 7-storey tower above the emergency department. The tower will deliver new operating theatres, a new intensive care unit, expanded maternity services and new birth suites, bringing world-class care to more families across Melbourne’s south east.

From the earliest stages of planning, a genuine commitment was made to ensure Aboriginal culture and community were embedded in the design of the new tower. A dedicated consultation pathway was developed to engage respectfully and meaningfully with Aboriginal communities, with a partnership-led approach bringing together Traditional Owners, the Bunurong Land Council Aboriginal Corporation, the Department of Health, the Victorian Health Building Authority and Monash Health.

Through co-design workshops, two significant large-scale narrative artwork opportunities were identified – an installation on the Level 5 link bridge and artwork along the Dixon Street fence line. Both commissions were awarded to local Aboriginal artists: Kobi Sainty for the Level 5 link bridge, and Aunty Heather Kennedy for the Dixon Street fence line. The artworks ensure that Aboriginal culture, history and connection to Country are present and visible in a space where thousands of patients, families and employees will pass every day. This commitment to partnership extends well beyond the design phase, with Aboriginal stakeholders continuing to shape the tower’s commissioning and operation, and Aboriginal art and narrative woven permanently into the fabric of the building.

Boollam Boollam Aged Care Centre

The state-of-the-art Boollam Boollam Aged Care Centre is Monash Health’s flagship residential aged care home located in Heatherton, becoming Victoria’s new public sector residential aged care facility.

The centre, which opened in October 2025 with 150 beds, is designed to cater to individuals with complex care needs and older people living with mental health illness, and those requiring ageing-in-place services.

Monash Health partnered proudly with the Bunurong Land Council to name this home ‘Boollam Boollam’, which in the Bunurong language means ‘butterflies’, a symbol of life changes and metamorphosis. The name reflects transformation and the journey of life, making it a fitting symbol for the aged care setting.



2. Community-defined health priorities continued

Murrumbek Casey Early Parenting Centre

The Murrumbek Casey Early Parenting Centre (EPC) is a purpose-built facility offering free nurse-led services that support families with sleep, settling, feeding, strengthening parent-child relationships, and their overall wellbeing. Opened in February 2024, the centre was carefully designed to create an environment where families can feel safe, comfortable and at home.

Murrumbek was chosen as the centre's Aboriginal name following consultation with the Bunurong Land Council Aboriginal Corporation, the Registered Aboriginal Party, and the primary guardians, keepers and knowledge holders of Aboriginal Cultural Heritage in the area. 'Murrumbek', means 'belong' in the Bunurong language,

the Traditional Owners of the land where this centre is located. This name speaks to Monash Health's hope that the centre will be a place where all families feel they belong. This is the first site to be named in partnership with Traditional Owners and marks a significant step forward in Monash Health's reconciliation journey.

As part of a large commissioning process, The Torch was awarded a contract to supply several artworks to furnish the site. The Torch, which delivers the Statewide Indigenous Arts in Prison and Community Program, focuses on the role of culture and cultural identity in the rehabilitation of Aboriginal and Torres Strait Islander prisoners.



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The Torch creates new pathways for First Nations people who have had touch points with the justice system and our commissioning approach has resulted in local artists being able to express their connection to family, culture and wellbeing for the EPC. I found it a truly emotional experience to work with one of the artists during the installation phase.

– Sarah Ong, Operations Director,
Aboriginal Health

Each piece of artwork has been specifically chosen for the location in which it is hung. For example, at the entrance, there is a 2x2m piece by artist Raymond Traplin, which signifies 'two brothers searching for a safe home', and another piece by artist Stacey Edwards, which showcases geometric patterns and colourful budgies that represent her 'three children'.

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The feedback from families has been fantastic and we are pleased that the support and programs in our service are making such a positive impact.

– Jackie Hopley, Nurse Manager,
Murrumbek Casey Early Parenting Centre

2. Community-defined health priorities continued

Cranbourne Community Hospital

Cranbourne Community Hospital officially welcomed its first patients in October 2025. Purpose-built to meet the healthcare needs of the growing population, the Cranbourne Community Hospital will provide a range of services in a modern, patient-centred environment.

The building's unique exterior design is a departure from the traditional, clinical appearance of most hospitals. It has been influenced by the area's cultural heritage, particularly its connection to the Bunurong

peoples, the Traditional Custodians of the land. The building's architects, HDR, developed a design that reflects respect for the Bunurong peoples' culture and history, incorporating elements meaningful to the community and the land itself.

An important interior feature is the use of artwork created by proud Yorta Yorta and Gunnai artist, Dixon Patten. His piece, originally commissioned for Monash Health's Reconciliation Action Plan, is prominent in the new hospital's wall decals.



Aboriginal Health and Engagement office and family lounge at Monash Medical Centre

The relocated Aboriginal Health and Engagement Office at Monash Medical Centre opened in February 2025. The space is designed to foster a sense of belonging for Aboriginal and Torres Strait Islander patients, families and employees.

The welcoming space includes a lounge – featuring Aboriginal artwork, couches, a kitchenette, tables and chairs – where our Aboriginal and Torres Strait Islander patients, families and employees can 'take a breath' and gather to have a 'yarn'. Expansive floor-to-ceiling windows offer views out over the Aboriginal Healing Garden just a few steps away.

The office is centrally located, making it easily accessible for patients and families attending Monash Medical Centre and adjoining Monash Children's Hospital.

With the Aboriginal Health and Engagement team working in the space connected to the lounge, the team has increased its visibility and prominence in a bustling, patient-focused section of the hospital.

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It is a space that our Aboriginal and Torres Strait Islander community can visit, feel safe, sit down have a cup of tea, relax and chat to our team.

Before we had this space, our Aboriginal Hospital Liaison Officers would generally have to either meet on the ward at the bedside or in the cafe. The lounge offers more privacy to families when they want to talk about what is going on in their lives, what their needs are and how we can meet them.

– Dan Carter,
Chief Aboriginal Health Advisor

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The space is so colourful, filled with natural light, and also culturally safe with the wonderful artwork. I think our patients, visitors, and staff really enjoy the dedicated area.

– Emily Williams,
Aboriginal Health Promotion Officer



2. Community-defined health priorities continued

Culturally Safe Maternity Spaces

The Culturally Safe Maternity Spaces project sets out to enhance some of our maternity care areas – such as clinics, birthing suites and waiting spaces – into environments that reflect and celebrate Aboriginal culture.

This work is part of a larger initiative to improve outcomes for Aboriginal mothers and babies by embedding cultural safety into every step of their maternity journey. Evidence shows that when Aboriginal families feel culturally supported, care is more accessible, engagement increases, and health outcomes improve.

With artwork that honours culture, community, and connection, we created spaces where Aboriginal mothers, babies, and families feel welcomed, respected, and safe. Since mid-2025, elements of the commissioned artwork Bubup Dreaming are being installed across maternity spaces at Monash Health, creating a sense of cultural connection and belonging for Aboriginal families entering our care.

‘Bubup’ means ‘baby’ in Woi Wurrung language and is also used in the name of our maternity clinic, Bubup Clinic. The Bubup Clinic is a continuity-of-care clinic that provides midwifery support from our Aboriginal Midwives. The developments of the revamped spaces link with the work of our Bubup Clinic and Aboriginal Midwives team lead, providing culturally safe, continuous care and support for Aboriginal mothers and families.

The Bubup Dreaming project has been funded through Monash Health’s Aboriginal Cultural Safety Fixed Grant from the Victorian Department of Health to help create safe and welcoming environments.

// When Aboriginal families walk into a space and see their culture reflected, it goes a long way to building trust and creating a sense of safety.

– Tamara Porter, Aboriginal Midwife Coordinator, Women’s and Newborns



The artwork: Bubup Dreaming

Created by Aboriginal artists Emma Bamblett (Wemba Wemba, Gunditjmara, Ngadjonji and Taungurung) and Megan Van Den Berg (Dja Dja Wurrung, Yorta Yorta and Boon Wurrung) from Kinya Lerrk, Bubup Dreaming represents Monash Health’s journey in caring for communities through maternity healing spaces.

The artwork tells a story of guidance, connection, and family. The creator spirits Bunjil (eagle) and Waa (crow) soar and guide throughout the skies, representing the creator spirits of the lands our health service operates on, the Wurundjeri and Bunurong/

Boonwurrung Lands. A strong birthing tree represents traditional sacred birthing practices, while mum-to-be is guided by her ancestors for the safe delivery of her bubup. Symbols of family, support, and spirituality surround the mother and baby, while pathways and footprints honour ancestors and the knowledge they’ve passed down.

Through the Bubup Dreaming artwork, our spaces now tell a story that matters deeply; a story of belonging, healing, and hope for future generations.



2.3 Identification

Accurately identifying Aboriginal and Torres Strait Islander patients in healthcare is essential for providing culturally safe and responsive care. Proper identification ensures these patients receive tailored support services, which foster a sense of belonging and safety. It also allows health services to monitor and improve health outcomes, address health disparities, and enhance consumer participation in care planning. Ultimately, structured identification processes help create an inclusive environment and ensure that the unique needs of Aboriginal and Torres Strait Islander peoples are recognised and respected within the healthcare system.

#	Action Description	Deliverable	Timeline	Responsibility
2.3.1	Implement a structured approach to the identification of Aboriginal and Torres Strait Islander patients in health service systems.	Annual report to Standards Committee 5, Clinical Governance Review, Executive and Board, and governance structure on: <ul style="list-style-type: none"> • process • improvements • consumer participation • monitoring and systems 	Annually	<ul style="list-style-type: none"> • Chief Aboriginal Health Advisor • Operations Director, Aboriginal Health and Engagement • Aboriginal Outcomes Lead • Director, Quality and Safety
2.3.2	Undertake Quality Improvement activities to audit Aboriginal and Torres Strait Islander processes and procedures to identify system gaps in care and performance.	Undertake quality improvement activities to evaluate the identification of Aboriginal and Torres Strait Islander processes and procedures to analyse and identify gaps in care and performance	Annually report to Aboriginal Health Strategic Partnership Committee	<ul style="list-style-type: none"> • Chief Aboriginal Health Advisor

2.4 Aboriginal Hospital Liaison Officers

The role of an Aboriginal Hospital Liaison Officer is to provide cultural support and assistance to all Aboriginal and Torres Strait Islander patients and their families during their inpatient stay in Monash Health. They can also assist in connecting patients to community services during discharge planning.

Improving accessibility and reach of our Aboriginal Health Liaison Officers means that we can better support our Aboriginal and Torres Strait Islander patients and continue healing the relationship between healthcare and our First Nations community.

#	Action Description	Deliverable	Timeline	Responsibility
2.4.1	Service to deliver Aboriginal Hospital Liaison Officer coverage across all Monash Health sites	<ul style="list-style-type: none"> • Maintain Aboriginal Health Liaison Officer service across sites and 7-day roster • Review of scope, credentialing, data and workflow of service 	Annually	<ul style="list-style-type: none"> • Operations Director, Aboriginal Health and Engagement
2.4.2	Undertake a review and redesign of the Aboriginal Hospital Liaison Officer program	Aboriginal Health Liaison Officer service to complete review and service redesign in line with Monash Health Strategy 2026–30 with focus on: <ul style="list-style-type: none"> • Admission prevention and early intervention • Inpatient integrated care coordination • Supported discharge and follow up 	July 2026	<ul style="list-style-type: none"> • Operations Director, Aboriginal Health and Engagement
2.4.3	Maintain Aboriginal Health Business Intelligence (BI) dashboard and governance reporting	Monthly insights guiding improvements and contribute to the Clinical Governance Review Annual report for Statement of Priorities variance.	Annually	<ul style="list-style-type: none"> • Chief Aboriginal Health Advisor • Aboriginal Outcomes Lead
2.4.4	Timely access in Quality Improvement: <ul style="list-style-type: none"> • emergency department did not wait (DNW) • clinic did not attend (DNA) • outpatient waitlists 	Quality Improvement actions implemented and monitored	Annually	<ul style="list-style-type: none"> • Operations Director, Aboriginal Health and Engagement • Chief Aboriginal Health Advisor • Manager, Aboriginal Health Liaison Officer Service
2.4.5	Report to Monash Health Executive Committee the annual progress of Operational performance	Aboriginal Health and Engagement Annual Report to Monash Health Executive Committee	Annually	<ul style="list-style-type: none"> • Operations Director, Aboriginal Health and Engagement



2.5 Community health

Our services and collaborations in community health aim to support our community to help people live their best lives by improving and maintaining their health, independence and wellbeing. We help people stay healthy and well by being part of the communities where people live, work and play. We match medical and other needs with targeted, multidisciplinary care so we can deliver a connected system of care around their needs and where they live. This is supported by services that enable people to care for themselves and make healthy choices. Services tailored to Aboriginal and Torres Strait Islander patients and clients support better health outcomes by delivering care in environments that feel familiar and culturally safe. This improves access to care, and the experience of it.

#	Action Description	Deliverable	Timeline	Responsibility
2.5.1	Implement a culturally safe and welcoming Paediatrics multidisciplinary clinic	Employees and consumers experience a culturally safe clinic space. Healthy Koori Kids clinic receive ongoing cultural safety reflective training and development.	Annual	<ul style="list-style-type: none"> Operations Director, Aboriginal Health and Engagement Community Health Manager, Aboriginal Health
2.5.2	Deliver and optimise the Healthy Koori Kids Clinic multidisciplinary team: <ul style="list-style-type: none"> Coordinator Psychologist Speech Admin Activity Did Not Attend (DNA) Discharge waitlist management 	Report Healthy Koori Kids activity twice per year	Review twice per year	<ul style="list-style-type: none"> Operations Director Aboriginal Health Community Health Manager Aboriginal Health and Engagement
2.5.3	Healthy Koori Kids partnerships and collaboration to deliver: <ul style="list-style-type: none"> Aboriginal Community Controlled Health Organisations Aboriginal Community Controlled Organisations 	Capacity building in the sector. Southern Melbourne Child and Family Alliance (SMA Connect). Memorandum of understanding for Secondary consult with Aboriginal Community Controlled Organisations in Dandenong. Memorandum of understanding with First Peoples' Health and Wellbeing. Integration with Fetal Alcohol Spectrum Disorder Services in Victoria.	Annual review	<ul style="list-style-type: none"> Operations Director, Aboriginal Health Community Health Manager, Aboriginal Health

#	Action Description	Deliverable	Timeline	Responsibility
2.5.4	Engage carers and consumers from Healthy Koori Kids clinic to participate further in clinic review and evaluation	Embed consumer input in the cycle of quality improvement	Annual review	<ul style="list-style-type: none"> Community Health Manager, Aboriginal Health
2.5.5	Partner with Dandenong and District Aborigines Co-operative Limited including South Eastern Metro Health Service Directory	Directory implemented Engagement strengthened	Annual review	<ul style="list-style-type: none"> Chief Aboriginal Health Advisor Operations Director Health Promotion Lead
2.5.6	Collaborate with partner early parenting centres to deliver Aboriginal service navigator: <ul style="list-style-type: none"> First Peoples' Health and Wellbeing Queen Elizabeth Centre 	Improved pathways across Early Parenting Centres	Annual review	<ul style="list-style-type: none"> Chief Aboriginal Health Advisor Operations Director
2.5.7	Outreach services and health promotion in Gathering Places and Aboriginal organisations	Culturally safe outreach delivered	Annual review	<ul style="list-style-type: none"> Community Health Manager, Aboriginal Health Aboriginal Health Promotion Lead



2.6 Aboriginal Midwives and the Bubup Clinic

The Aboriginal Midwives Team support families across three sites, Monash Medical Centre in Clayton, Dandenong Hospital and Casey Hospital. The role of the Aboriginal Midwife is to provide culturally safe maternity care to all families who enter our service. This care is offered to all women who identify as Aboriginal and/or Torres Strait Islander, or a woman carrying a baby who will identify as Aboriginal and/or Torres Strait Islander.

#	Action Description	Deliverable	Timeline	Responsibility
2.6.1	Aboriginal Midwives team delivers Bubup Clinic	Increased access to culturally appropriate antenatal care <ul style="list-style-type: none"> • Monash Medical Centre: one session on Wednesdays with an overflow to Thursdays • Dandenong Hospital: one session on Tuesdays • Pakenham Health Centre: one session on Tuesdays 	Annually	<ul style="list-style-type: none"> • Women's and Newborn Program
2.6.2	Aboriginal Midwives team continues to roll out the culturally safe birthing suites artwork project across additional sites	Install artwork for culturally safe and welcoming spaces in birthing suites: <ul style="list-style-type: none"> • Casey Hospital complete • Monash Medical Centre is measured and is planning installation • Dandenong Hospital 	Progress Annual 2026-2028	<ul style="list-style-type: none"> • Operations Director, Aboriginal Health and Engagement • Women's and Newborn Program
2.6.3	Annual Report for Bubup clinic and Aboriginal Midwifery program	Report on Close the Gap target areas to Aboriginal Health Governance	Report Annually	<ul style="list-style-type: none"> • Women's and Newborn Program

2.7 Mental Health

Monash Health is the largest mental health provider in Victoria, providing comprehensive services in both hospital and community settings. For our Aboriginal and Torres Strait Islander communities, mental health issues can be magnified by structural disadvantage, experiences of racism and a culturally unsafe service system. The Victorian Government reports that the suicide rate among First Peoples nationally is twice the rate of the non-First Peoples population. This can be due to complex interrelated social, cultural and historical influences including colonisation, intergenerational trauma, racism and disadvantage.

Our mental health services play an important part in supporting the mental health and wellbeing of our Aboriginal and Torres Strait Islander communities.

#	Action Description	Deliverable	Timeline	Responsibility
2.7.1	Deliver Mental Health support services for Aboriginal youth patients	Koori Mental Health Liaison Officer role		<ul style="list-style-type: none"> • Aboriginal Consultant Liaison, Mental Health
2.7.2	Deliver community Alcohol and Drug partnership for shared client management with Aboriginal Community Controlled Health Organisation partner	Work in collaboration with Ngwala Willumbong to deliver Aboriginal Metropolitan Ice Partnership (AMIP) program		<ul style="list-style-type: none"> • Manager, Community Mental Health Services

2.8 Research

Research opportunities provide meaningful insights into the impact of our services, inform better outcomes and contribute to a broader evidence base for First Peoples.

#	Action Description	Deliverable	Timeline	Responsibility
2.8.1	Implement marra ngarrgoo, marra goori Research Accord project; invest in Aboriginal health research; support clinician researchers	Options for adopting the Accord implementation presented to the executive; research supported	Progress by December 2026	<ul style="list-style-type: none"> • Chief Aboriginal Health Advisor, • General Manager, Research Strategy
2.8.2	Build Aboriginal Health research capacity of organisation and Human Research Ethics Committee cultural awareness; poster and paper outputs.	Research systems strengthened. Participate in Aboriginal Health research community of practice with Monash Partners; outputs delivered	Progress by December 2026	<ul style="list-style-type: none"> • Chief Aboriginal Health Advisor • General Manager, Research Strategy



3 Employment and procurement

We are committed to growing and supporting our Aboriginal workforce, creating pathways into employment and leadership, and strengthening retention and development.

Aboriginal and Torres Strait Islander employees bring invaluable lived experience, offering deep insights into cultural resilience, knowledge, and holistic perspectives on health and wellbeing. At Monash Health, we recognise that this lived experience can play a pivotal role in addressing community health needs.

Furthermore, engaging First Nations suppliers demonstrates a genuine commitment to reconciliation, promoting shared prosperity and respecting the unique knowledge and perspectives that Aboriginal and Torres Strait Islander businesses bring to the table. It encourages partnerships based on trust, respect, and mutual benefit, helping to close the gap and advance social equity across Australia. This approach also strengthens cultural connections and supports self-determination, ensuring that Aboriginal and Torres Strait Islander voices are recognised and valued in the broader economic landscape.

#	Action Description	Deliverable	Timeline	Responsibility
3.1	Aboriginal Employment Plan to reach 2% First Nations workforce	Plan launched and reporting annually to Monash Health Executive Committee	Annual report	<ul style="list-style-type: none"> Chief Aboriginal Health Advisor Operations Director, Aboriginal Health and Engagement Chief People and Engagement Officer
3.2	Develop and implement Aboriginal and Torres Strait Islander specific action areas in the Monash Health Social Procurement Strategy, including: <ul style="list-style-type: none"> Communicating opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. Developing commercial relationships with Aboriginal and/or Torres Strait Islander businesses. Increasing Aboriginal procurement through the use of Aboriginal and Torres Strait Islander suppliers, such as Kinaway Chamber of Commerce. Annual report on Social Procurement Strategy that supports Aboriginal and Torres Strait Islander procurement across the entire organisation. 	Monash Health's Social Procurement Strategy Annual report on progress	Report Annually	<ul style="list-style-type: none"> Head of Procurement Chief Financial Officer

Our achievements in employment and procurement

Aboriginal Employment Plan 2025–2028

Monash Health is committed to building a strong, inclusive, and culturally safe workforce that reflects the communities we serve.

Our Aboriginal Employment Plan outlines our ongoing commitment to closing the gap in employment outcomes for Aboriginal and Torres Strait Islander peoples. Developed in partnership with the Aboriginal Health and Engagement team and the Aboriginal Health Working Group, the plan supports the growth, development, and wellbeing of our First Nations workforce.

Aboriginal Graduate Nursing and Cadetship Program Coordinator

The Aboriginal Graduate Nursing and Cadetship Program Coordinator role is established to support Aboriginal and Torres Strait Islander nursing graduates and cadets at Monash Health. From recruitment through to ongoing employment, the coordinator provides culturally responsive guidance, mentorship and professional support to strengthen transition into the nursing workforce. Drawing on lived experience and cultural knowledge, the role ensures our early-career Aboriginal nurses are supported to thrive within both the workplace and the broader health system.

The coordinator plays a key role in delivering individualised cultural support to Aboriginal nursing graduates and cadets, fostering a safe, culturally respectful and empowering work environment. This position contributes to building a sustainable Aboriginal nursing workforce by supporting career development, strengthening retention, and creating clear and supported career pathways for Aboriginal employees within nursing at Monash Health.

Deadly Coders Workshop partnership

Deadly Coders, approached Monash Health to host a workshop and introduce students to the wide range of careers in the health sector. The workshop aimed to ignite learning and career pathways in Science, Technology, Engineering and Mathematics (STEM) for Aboriginal and Torres Strait Islander students from across Australia.

Through the partnership, we hosted over 20 students from Worawa Aboriginal College and Deadly Coders instructors for 3 days on-site at Moorabbin Hospital in July 2025. The program was funded by Monash Health's Cultural Safety Fixed Grant from the Victorian Department of Health. Students in years 7 to 10 were introduced to the fundamentals of problem-solving, user experience, and digital prototyping through engaging workshops and hands-on activities. Students heard from a mix of clinicians and administrative colleagues, including Matthew Bowman, Electronic Medical Record Operations Manager, and Kerry Strickland, Manager of Aboriginal Health Community, who shared stories about their career pathways and jobs in healthcare.

As a result, the students created exciting prototype applications with varying purposes that fulfilled their personal interests. Moreover, they learned about health careers that were less traditional and stereotypical, such as digital health, social work and community engagement.

“It was inspiring because it made me think that in my career, I would probably help out with hospitals.

It got me inspired to help with health and people.

– Akeima, 14-year-old student



Aboriginal Family Support Worker

The role of the Aboriginal Family Support Worker was established with our Children’s Health and Wellbeing Local program in 2024. The Aboriginal Family Support Worker:

- provides culturally sensitive assistance
- builds relationships to help Aboriginal and Torres Strait Islander people access services, develop life skills and improve wellbeing
- supports in case management, advocacy, crisis support and community engagement; and
- links clients to health and social programs that focus on self-determination and strengths-based approaches.

Professional Development Scholarships Fund

Aboriginal and Torres Strait Islander employees are supported to engage in cultural development initiatives, attend conferences and undertake further qualifications through the Professional Development Scholarships Fund.

Aboriginal and Torres Strait Islander employees bring invaluable lived experience, offering deep insights into cultural resilience, knowledge, and holistic perspectives on health and wellbeing. At Monash Health, we recognise that this lived experience can play a pivotal role in addressing community health needs. That’s why we are committed to fostering flexible and progressive career pathways that honour both professional expertise and cultural knowledge.

We offer training and development opportunities tailored to individual learning styles, providing Aboriginal and Torres Strait Islander employees with access to secondments, conferences, further education, and opportunities to explore special interests.

Monash Health is dedicated to cultivating an equitable and inclusive culture where Aboriginal and Torres Strait Islander employees can develop their skills, advance their careers, and grow within our organisation.

Social Procurement Strategy

Procurement is a vital strategic function, intended to serve economic, social, and environmental goals – benefiting not just our organisation but the wider community. The social and sustainable procurement objectives highlighted in this strategy focus on providing benefits to our community through environmentally sustainable outputs, supporting the growth of social benefit suppliers and inclusive job creation. Opportunities for Victorian Aboriginal people is one of the priority initiatives of our Social Procurement Strategy.

4 Recognition and celebration

Recognising and celebrating Aboriginal culture is an important part of creating a culturally safe and inclusive health service. Through meaningful communication, we aim to strengthen understanding, visibility and respect across Monash Health. This includes promoting cultural awareness, celebrating days of significance and amplifying Aboriginal voices, stories and achievements.

#	Action Description	Deliverable	Timeline	Responsibility
4.1	<ul style="list-style-type: none"> • Marketing and promotion development • Socialising initiatives with organisation 	Program resources are reviewed annually and developed in consultation with Communications: <ul style="list-style-type: none"> • Aboriginal Health Liaison Officer posters and brochures • Aboriginal Midwives materials • Merchandise • Resources for dental services at events 	Annual	<ul style="list-style-type: none"> • Chief Aboriginal Health Advisor • Director, Communications • Aboriginal Health Promotion Lead
4.2	Acknowledge and celebrate days of significance for Aboriginal and Torres Strait Islander communities	<ul style="list-style-type: none"> • Annual communication activities socialised by the executive team • scheduled communications year-round 	Annual	<ul style="list-style-type: none"> • Chief Aboriginal Health Advisor • Director, Communications
4.3	Update organisation on relevant Aboriginal and Torres Strait Islander health and workforce information	<ul style="list-style-type: none"> • Annual communication activities socialised by the executive team • Scheduled communication year-round 	Annual	<ul style="list-style-type: none"> • Chief Aboriginal Health Advisor • Director, Communications

Our achievements in recognition and celebration

Recognising and celebrating Aboriginal and Torres Strait Islander cultures, histories and peoples is not a once-a-year commitment, it is part of how we live our values at Monash Health. Marking significant dates in the national calendar is one of the most visible ways we demonstrate that commitment, affirming to our Aboriginal and Torres Strait Islander employees and communities that their cultures and histories are valued, and strengthening understanding and respect across our workforce and the communities we serve.

Each year, we acknowledge and celebrate a range of national campaigns and observances, including National Sorry Day, National Reconciliation Week, NAIDOC Week, National Close the Gap Day, National Aboriginal and Torres Strait Islander Children’s Day and Indigenous Literacy Day. These are not passive acknowledgements, they are active opportunities to educate, engage and reflect, and to affirm that Aboriginal and Torres Strait Islander cultures and contributions are valued across our organisation.

Our communications campaigns bring these moments to life, sharing stories, events, resources and activities that are meaningful to our people and communities, and that support genuine cultural understanding and engagement across our workforce and beyond.



Artwork narrative



Artist – Dixon Patten

Dixon Patten was commissioned by Monash Health to produce the artwork contained within this document.

Dixon Patten is a proud Yorta Yorta and Gunnai man and has family bloodlines from Gunditjmara, Dhudhuroa, Wiradjuri, Yuin, Wemba Wemba, Barapa Barapa and Monaro.

Artwork narrative

The 3 large circles in the middle represents community coming together to help one another on their health journey.

The central flower-shaped symbols represent the sites of Monash Health that are guided by its values and principles.

The smaller circles represent the diverse communities that form our broader society. The pathways show the connection between communities and the various sites.

The feet represent walking in reconciliation and caring for Country.

The waterways represent healing.

The dots and lines depict the familial connections and knowledge being passed down and shared for millennia. They also represent the energy and flow of life.

The 'U' shape symbols represent the RAP committee meeting to implement the RAP actions and to build relationships and work in collaboration to ensure that First Nations people are able to share their culture and tell their stories, and respecting all modalities of healing and cultural values.

The 3 artefacts represent the different stages of our lives: the coolamons represent women and children and the connection between birth, life and death; the shields represent the strength and resilience of Aboriginal and Torres Strait Islander people and the large hands represent the elders who share their knowledge; the boomerangs represent returning to culture to find counsel and wisdom.

The gum leaves are significant to Kulin people, the Traditional Custodians of the land and are used for ceremony and in particular, 'Welcome to Country'. They are extended to guests of the Kulin Nation and remind us that while this is home to many, we have joined their community and it is always important to honour and respect Traditional Custodians.

The silhouette figures represent the ancestors guiding our journeys.

Appendices

Appendix 1: National Safety and Quality Health Service Standards

The National Safety and Quality Health Service (NSQHS) Standards provide a nationally consistent statement of the level of care consumers can expect from health service organisations.

The second edition of the NSQHS Standards and actions that specifically address the needs of Aboriginal and Torres Strait Islander peoples include:



Figure: Approach to addressing the 6 actions that specifically meet the needs of Aboriginal and Torres Strait Islander people

Clinical Governance Standard	Action 1.02 Governance, leadership and culture	• The governing body ensures that the organisation's safety and quality priorities address the specific health needs of Aboriginal and Torres Strait Islander peoples
	Action 1.04 Organisational leadership	• The health service organisation implements and monitors strategies to meet the organisation's safety and quality priorities for Aboriginal and Torres Strait Islander peoples
	Action 1.21 Safety and quality training	• The health service organisation has strategies to improve the cultural awareness and cultural competency of the workforce to meet the needs of its Aboriginal and Torres Strait Islander patients
	Action 1.33 Safe environment	• The health service organisation demonstrates a welcoming environment that recognises the importance of cultural beliefs and practices of Aboriginal and Torres Strait Islander people
Partnering with Consumers Standard	Action 2.13 Partnerships in healthcare governance, planning, design, measurement and evaluation	• The health service organisation works in partnership with Aboriginal and Torres Strait Islander communities to meet their healthcare needs
Comprehensive Care Standard	Action 5.08 Planning for comprehensive care	• The health service organisation has processes to routinely ask patients if they identify as being of Aboriginal and/or Torres Strait Islander origin, and to record this information in administrative and clinical information systems



Appendix 2: Victorian Department of Health Aboriginal and Torres Strait Islander cultural safety framework

The Victorian Department of Health developed the Aboriginal and Torres Strait Islander cultural safety framework to help mainstream Victorian health, human and community services and the department to create culturally safe environments, services and workplaces.

The framework provides a continuous quality improvement model to strengthen the cultural safety of individuals and organisations.

It aims to help the department and mainstream health, human and community services to strengthen their cultural safety by participating in an ongoing learning journey.



The framework provides a continuous quality improvement model to strengthen the cultural safety of individuals and organisations.

– Victorian Department of Health

Annual Aboriginal cultural safety plan

Governed by the Victorian Department of Health for health services, our annual Aboriginal cultural safety plan components include 8 cultural safety action areas:

1. CEO and Executive Leadership
2. Employment of Aboriginal hospital liaison officer and Aboriginal health staffing
3. Engagement and partnerships with Aboriginal communities
4. Identifying the health needs of the Aboriginal population and plans to address these
5. Cultural safety training
6. Creating a welcoming environment
7. Improving patient identification
8. Monitoring and accountability

These action areas align with the Aboriginal Health and Wellbeing Partnership Forum Agreement (2023 – 2033) and Action Plan (2023 – 2025), the National Safety and Quality Health Service Standards (NSQHSS) and Statement of Priorities.



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