

The Royal Australasian College of Medical Administrators

# Reflect Reconciliation Action Plan

March 2022—March 2023



The Royal Australasian College of Medical Administrators acknowledges the Wurundjeri people, the Traditional Owners of the lands upon which the College office is located. The College also acknowledges and pays our respects to the Traditional Owners of the lands upon which all Australasian Medical Leaders and Managers perform their duties.

## ARTIST & ARTWORK STORY

The Royal Australasian College of Medical Administrators (RACMA) RAP features original artwork by Ngarrindjeri Artist Jordan Lovegrove. Jordan combines intimate knowledge of Aboriginal communities and illustration skills to develop outstanding Indigenous artwork. An experienced artist and graphic designer with a demonstrated history of working in the graphic design industry, he is skilled in branding, logo design, and Indigenous vector art.

The work shows RACMA on their reconciliation journey, providing education, training, knowledge, and advice in medical management. RACMA is represented by the large tree (which symbolises life/health/medicine), its branches and root system depict the foundation, support, and strength of RACMA.

The large pathway going through the artwork shows RACMA on their reconciliation journey, with the smaller meeting places representing different people and communities they have worked together with on the way. The four different coloured sections represent RACMA's four core values:

- Professionalism – Demonstrating self-governance, high standards and ethical behaviour
- Integrity – Doing the right thing in all situations
- Excellence – Striving for outstanding achievement despite constraints
- Respect – Acknowledging and valuing others' thoughts, opinions, and feelings



## OUR BUSINESS

The Royal Australasian College of Medical Administrators is a Specialist Medical College that provides education and training in medical management for registered medical practitioners occupying specialist leadership and administration positions. RACMA was founded with the aim of promoting and advancing the study of health services management by medical practitioners. It is the only formally recognised way that a registered medical practitioner can be granted a Speciality Registration in the speciality of Medical Administration.

As a not-for-profit organisation, operating in Australia and New Zealand, RACMA is committed to achieving healthcare excellence in the speciality of Medical Administration in Australia, New Zealand, and the Asia Pacific Region. The College is governed by a Board of Directors responsible for College policy, activities and training. RACMA currently employs approximately twenty - five College staff in its day to day administration, led by a Chief Executive who reports to the RACMA Board. The College central administration office is located at 1/20 Cato Street Hawthorn East, Melbourne Australia. To date no College employee has identified as an Aboriginal and/or Torres Strait Islander person.

The College acknowledges that our reconciliation journey will be a lifelong one, and that this Reflect RAP represents the first of many steps towards achieving our vision of true reconciliation for Aboriginal and Torres Strait Islander Australians



## OUR PARTNERSHIPS/CURRENT ACTIVITIES

RACMA has partnered with the AIDA and the LIME network. These bodies are leaders in equitable health and life outcomes for the cultural wellbeing of Aboriginal and Torres Strait Islander peoples, with members being medical students and all levels of doctors, advocating for a culturally safe healthcare system. Partnership activities involve direct consultations and collaborations, participation in Conferences and events and sharing of resources.

## MESSAGE FROM THE PRESIDENT AND CEO

As the College of Specialist Medical Leaders, we are proud to take our first step on the journey to reconciliation.

This Reconciliation Action Plan (RAP) signifies an important milestone for RACMA because it will help the College formally articulate where we stand regarding reconciliation for both staff and Members. In doing so, we will determine the areas we perform well in and those which require development.

RACMA's First RAP provides us with the guidance and direction needed to:

- Establish and build relationships with Aboriginal and Torres Strait Islander Peoples

- Create pathways to the development of Aboriginal and Torres Strait Islander Medical Leaders

- Collaborate with key stakeholders to ensure equitable access to quality health care regardless of race, culture and location, which will help provide better healthcare outcomes for Aboriginal and Torres Strait Islander Peoples.

In welcoming the opportunity to engage with Aboriginal and Torres Strait Islander Peoples, employees and Members are embracing the opportunity to learn, grow and be exposed to the diverse nations and traditions of Aboriginal and Torres Strait Islander peoples across Australia.

RACMA is committed to developing culturally safe practices, projects and policies. Our Reflect RAP establishes a strategic framework to ensure RACMA is a culturally safe workplace and membership organisation and welcoming for everyone, irrespective of their cultural heritage.

It is critical we lead by example and make the messaging, values and actions within this RAP ingrained into everything we do as a College and within all workplaces across our healthcare system. This will ensure it becomes part of our daily practices and behaviours.

Over the next year, we will have direction on how to influence positive cultural change across the organisation and will be able to clearly define RACMA's overall vision and goals for reconciliation in the future.

We encourage all RACMA staff, Members and healthcare leaders and decision makers to join us as we move towards reconciliation.



Dr Helen Parsons CSC FRACMA  
RACMA President



Cris Massis  
RACMA CEO

## MESSAGE FROM RECONCILIATION AUSTRALIA CEO

Reconciliation Australia welcomes The Royal Australasian College of Medical Administrators (RACMA) to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

RACMA joins a network of more than 2,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes. These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance. It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables RACMA to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations RACMA, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia







## OUR RAP

RACMA's role in national reconciliation is to assist in achieving the five dimensions of reconciliation, being race relations, equality and equity, institutional integrity and historical acceptance, within its sphere of influence. As a Specialist Medical College, this Reflect Reconciliation Action Plan (RAP) has been established to articulate the College's commitment to national reconciliation by connecting members, staff, stakeholders and our community. Through the three pillars of 'Relationships', 'Respect' and 'Opportunities', RACMA acknowledges that its sphere of influence sits within the clinical governance and medical workforce for the Health system arena.

RACMA is pleased to have three RAP champions:  
The Chief Executive – Mr Cris Massis  
The Communications Manager – Mrs Felicity Gallagher  
The First Nations Advisor – Mrs Nadene Edmonds

The creation of this first RAP is a significant step forward as a Specialist Medical College, having a membership of approximately 1500 members, as it is the roadmap to begin the reconciliation journey. RACMA's strategy to implement the Reflect RAP will be through:

- Direct oversight from the College Board.
- The Policy and Advocacy Committee (PAC), who is the steering committee that reports directly to the College Board.
- The establishment of a RAP Working Group, which includes an Aboriginal and Torres Strait Islander Identified person(s). The RAP Working Group has the College nomenclature of the "Indigenous Health Policy and Advocacy Sub Committee (IHPASC)". The Members are Fellows, Associate Fellows and Candidates who are jurisdictional representatives, including a chair being a College Board member and two Indigenous members; one member who identifies as an Aboriginal person and the other member who identifies as Māori (a College Board member). The Terms of Reference encourages the co-opting of new members having Aboriginal and/or Torres Strait Islander identity and cultural expertise.
- The College website and appropriate communication channels.
- Consumer and community engagement stakeholders.
- Collaboration with other Specialist Medical Colleges.
- Engagement with key Aboriginal and Torres Strait Islander peak associations, such as the Australian Indigenous Doctors Association (AIDA) and the Leaders in Indigenous Medical Education (LIME) Network.

RACMA's journey in reconciliation to date has been through:

- Website promotion of NRW and NAIDOC events;
- Membership with Aboriginal and Torres Strait Islanders organisations such as LIME and AIDA;
- Continuous improvement of training resources;
- Activities with other Specialist Medical Colleges;
- Policy and Advocacy; and
- Formation of a committee to advise the College on Indigenous cultural safety and wellbeing.



Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our sphere of influence.	October 2022 March 2023 - Ongoing	Lead by Chief Executive Supported by Communications Manager, and the First Nations Advisor
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and other like organisations.	September 2022 October 2022 November 2022 February 2023	Lead by Chief Executive Supported by Communications Manager, and the First Nations Advisor
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all College staff.	May 2022 June 2022	Lead by Communications Manager, Supported by the Communications team
	IHPASC members to participate in external NRW events and post-NRW reflections	May 2022 June 2022 July 2022 - Ongoing	Lead by IHPASC chair, Supported by Communications Manager, and the Communications team
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	May 2022 June 2022	Lead by Chief Executive Supported by the RACMA Board and the Senior Management Team
3. Promote reconciliation through our sphere of influence.	Communicate the College commitment and progress of reconciliation to all staff, members, consumer and community groups, via College communication platforms.	March 2022 April 2022 June 2022 June 2022 July 2022 August 2022	Lead by Chief Executive Supported by the RACMA Board, the IHPASC the Senior Management Team and the Communications team
	Identify external stakeholders that the College can engage with on the reconciliation journey. This includes, other Specialist Medical Colleges and organisations within the health sector.	June 2022 October 2022 and February 2023	Lead by the First Nations Advisor Supported by Chief Executive, Board President, IHPASC, Senior Leadership Team and Communications Manager
	Identify RAP and other like-minded organisations, such as AIDA and LIME, in encouraging these organisations to consult and collaborate with the College.	July 2022 October 2022 November 2022 February 2023 Ongoing	Lead by the First Nations Advisor Supported by Chief Executive and Communications Manager



Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in the areas of race relations and anti-discrimination.	October 2022 December 2022 March 2023 Ongoing	Lead by Chief Executive Supported by the RACMA Board, IHPASC and the Senior Management Team
	Conduct a review of HR policies and procedures, to identify and remove any existing anti-discrimination provisions.	October 2022 December 2022 March 2023 Ongoing	Lead by Chief Executive Supported by the RACMA Board, IHPASC and the Senior Management Team





Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights within the College.	November 2022 March 2023	Lead by Chief Executive Supported by the RACMA Board and the IHPASC
	The College Board and nominated Office Bearers to undertake cultural awareness training.	June 2022	Lead by Chief Executive and the Board President
	Extend cultural awareness training into all College training programs.	April 2022 July 2022 March 2023 Ongoing	Lead by Educational Development Manager Supported by the Education Team
	Conduct a review of cultural learning needs with staff and members.	November 2022 December 2022 Ongoing	Lead by Chief Executive and Supported by the IHPASC Chair, Lead Fellow Policy and Advocacy, and the Senior Management Team
	Consult with Aboriginal and Torres Strait Islander Elders, to promote a Truth Telling activity with the IHPASC.	November 2022 February 2022	Lead by the IHPASC Chair, Supported by Lead Fellow Policy and Advocacy, the Chief Executive and the First Nations Advisor
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters, within the College's operational area.	August 2022 September 2022 October 2022 November 2022 Ongoing monthly event	Lead by Chief Executive and the Board President Supported by all RACMA committees and RACMA staff
	Increase staff and members understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country.	August 2022 September 2022 October 2022 November 2022 Ongoing monthly event	Lead by Chief Executive Supported by the RACMA Board, IHPASC and the Senior Management Team, the Communications manager, and First Nations Advisor



Action	Deliverable	Timeline	Responsibility
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst College staff about the meaning of NAIDOC Week.	March 2022 May 2022 July 2022	Lead by Communications manager Supported by Chief Executive and Communications Team
	Introduce College staff to NAIDOC Week by promoting external events within our sphere of influence.	March 2022 May 2022 July 2022	Lead by Communications manager Supported by Chief Executive and Communications Team
	Ensure that the IHPASC participates in an external NAIDOC Week event.	March 2022 May 2022 July 2022	Lead by IHPASC Chair Supported by the RACMA Board, IHPASC, the Chief Executive, the Communications manager, and First Nations Advisor



Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within the College.	October 2022 December 2022 March 2023	Lead by the Chief Executive Supported by the Board President and Senior Management Team
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December 2022 March 2023	Lead by the Chief Executive Supported by the Board President and Senior Management Team
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	November 2022 February 2023	Lead by Communications Manager  Supported by Chief Executive and Finance and Audit Committee Chair
	Investigate Supply Nation membership.	June 2022 October 2022 February 2023	Lead by Communications Manager Supported by Chief Executive and Finance and Audit Committee Chair
3. Increase Aboriginal and Torres Strait Islander medical students' opportunities for Fellowship training.	Promote the College with undergraduate medical schools and consumer groups for Medical Administration as a medical specialty choice.	September 2022 November 2022 February 2023	Lead by Director of Member Services & Engagement  Supported by, the Chief Executive and the Member Services & Engagement Team



Action	Deliverable	Timeline	Responsibility
1. Maintain an effective RAP Working Group (IHWG) to drive governance of the RAP.	The IHPASC will be the committee to govern the RAP implementation and rollout.	March 2022 August 2022 November 2022 February 2023	Lead by the IH-PASC Chair Supported by the Board President, the Chair of the Policy and Advocacy Committee and the Lead Fellow Policy and Advocacy
	Draft and ratify a Terms of Reference for the IHPASC.	August 2022 November 2022 December 2022	Lead by Lead Fellow Policy and Advocacy Supported by Chair of Policy and Advocacy Committee
	Identify and establish Aboriginal and Torres Strait Islander representation within the IHPASC.	August 2022 October 2022	Lead by the IH-PASC Chair Supported by the Lead Fellow Policy and Advocacy, the Chief Executive, and the First Nations Advisor
2. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for the RAP implementation.	September 2022 October 2022 November 2022 Ongoing monthly event	Lead by the Chief Executive Supported by, the IHPASC Chair the Lead Fellow Policy and Advocacy, the and the Communications Manager
	Engage senior leaders and all members in the delivery of this Reflect RAP.	March 2022 July 2022 September 2022 November 2022	Lead by the Board President and the Chief Executive Supported by Lead Fellow Policy and Advocacy And the Chair of Policy and Advocacy Committee
	Define appropriate systems and capability to track, measure and report on RAP commitments.	September 2022 October 2022 November 2022	Lead by the First Nations advisor Supported by, the IHPASC Chair the Lead Fellow Policy and Advocacy, the Chief Executive, and the Communications Manager



Action	Deliverable	Timeline	Responsibility
3. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2023	Lead by the IH-PASC Chair Supported by the Lead Fellow Policy and Advocacy, the Chief Executive, the Communications Manager, and the First Nations advisor
4. Continue our reconciliation journey by developing our next RAP.	Commence developing the College's next RAP. This process will be registered via Reconciliation Australia's website.	August 2022 October 2022 November 2022 February 2023	Lead by the IH-PASC Chair Supported by, the Lead Fellow Policy and Advocacy, the Chief Executive, the Communications Manager, and First Nations advisor

**For public enquires about about our RAP please contact**

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