



Reconciliation Action Plan.

May 2021 - May 2023





Service Locations

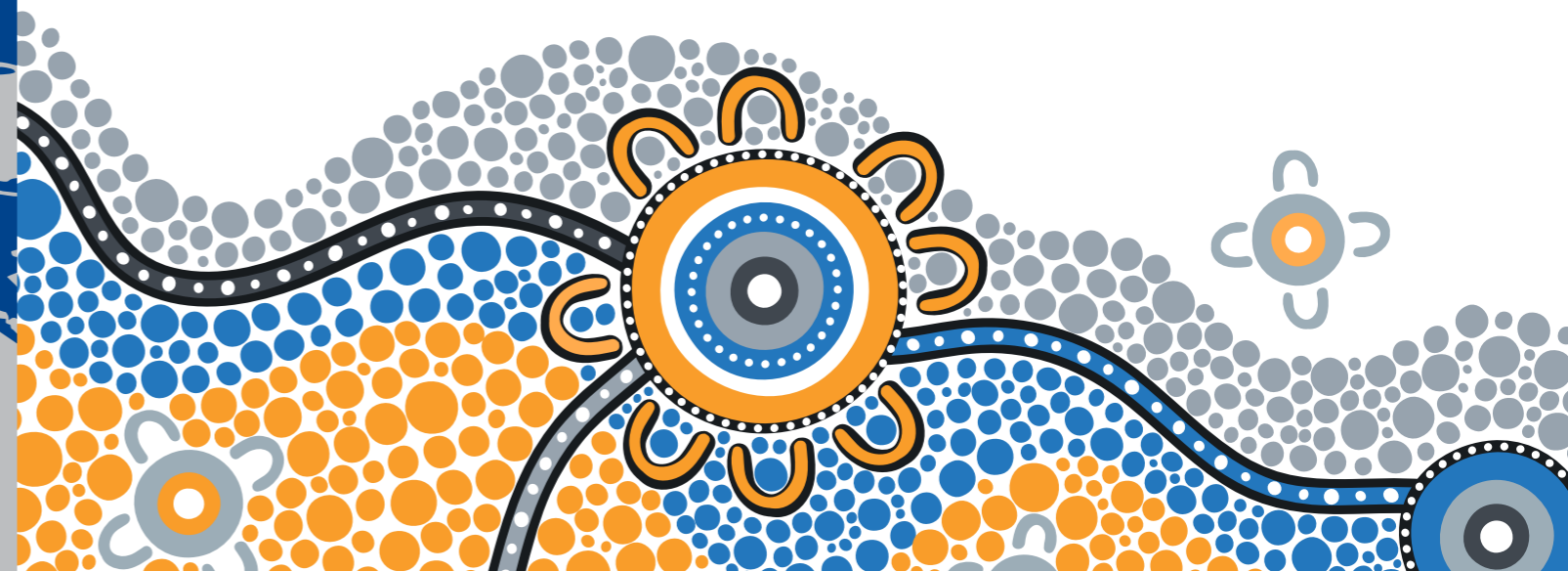
- Sonder Centres
- Co-location Centres
- Outreach Centres
- headspace Centres



Sonder acknowledges the Aboriginal and Torres Strait Islander peoples as the first peoples of Australia. We recognise the cultural, spiritual, physical and emotional connection to their land. We pay respect to the Elders past, present and emerging.

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Message from Sonder CEO

Sageran Naidoo



Sonder acknowledges the enduring connection that Aboriginal People have to the land, acknowledges the resilience and strength of the bonds that bind Aboriginal People to their past and the knowledge that resides in Elders.

Sonder has developed this Innovate Reconciliation Action Plan in the context of our ongoing reflection of what Sonder as an agency is doing and must do better to promote and support Reconciliation. It signifies our commitment to continued but amplified efforts to cultivate Relationships, Respect and Opportunities that will bring Sonder's vision for Reconciliation to life.

Our vision for Reconciliation is *"Better Care, Better Health & Better Access through a culturally safe workplace which builds understanding, respect and shared responsibility along with community leadership in our reconciliation journey."*

Our path to genuine Reconciliation is not a short term project.

The Sonder family has used the opportunity afforded by the development of the Sonder RAP to review a broad range of policies and processes across our frontline service delivery and support service functions to uncover the barriers that we may have inadvertently created that not only potentially stymied the recruitment and development of our people but which may have contributed to Aboriginal People being not afforded all of the opportunities to access our range of services.

The RAP is not our destination - it is a roadmap to allow us to be better and gives us the practical framework to build long-lasting internal and external partnerships that will put us on a firm pathway to being culturally safe in all we do.

The Sonder RAP Working Group has been amazing in driving the development of the RAP but our clients and consumers and the Aboriginal community can rest assured that this has been an 'All of Sonder' endeavour.

The Board of Directors has been steadfast in its belief that if we are to deliver services to the Aboriginal community, then those services must be of the highest quality and that all across the Sonder family, that Aboriginal cultures and histories are respected and used as the basis for delivering services to Aboriginal People.

This message has filtered through to the staff of Sonder and in all we do, we strive to listen, to learn from those who have endured and we will never impose care or practices that further harms or dislocates the very People that we wish to serve and support.

We are proud to take the next steps in our journey to build a society for all Australians where full and equitable citizenship is a right that is bestowed on all and lived by all every day and in every way.

Sageran Naidoo
Sonder CEO

Our vision for reconciliation

Sonder's vision for reconciliation is
Better Care, Better Health & Better
Access through a culturally safe
workplace which builds understanding,
respect and shared responsibility along
with community leadership in our
reconciliation journey.

Our business

With a 26 year history, our business is to help people to live better lives by providing high quality care, health and support services. Our range of services include mental health counselling, addiction services, Aboriginal and Torres Strait Islander health, employment support and allied health services. We have three Sonder centres in the Adelaide metropolitan region, one Sonder centre in Nuriootpa and two outreach centres servicing the Yorke Peninsula and Mid North regions in the country.

Sonder is the lead agency for Headspace Adelaide, Edinburgh North, Marion and Onkaparinga as well as the Closing the Gap Integrated Team Care program for the Adelaide Metropolitan region and we offer a wide range of mental health services for children and families, young people and adults. Clients can access appropriate mental health care aligned to their individual needs and can easily move between programs to suit their changing support needs.

We have over 250 staff with 7% of staff identifying as Aboriginal and/or Torres Strait Islander and working across multidisciplinary health and community roles including specialist roles such as Aboriginal Youth Peer Support Workers, Closing the Gap Outreach Workers, Care Coordinators and Indigenous Health Project Officers. Sonder is one of the leading and largest providers of high quality, mental health services available to the community and committed to increasing the number of Aboriginal and Torres Strait Islander staff to ensure we are a culturally responsive organisation.

As both a member based and frontline service delivery organisation Sonder is uniquely placed to advance and support reconciliation across multiple communities. These being internally through our staff and externally through our more than 250 GP members, the over 1,400 health professionals attending professional development events and the more than 10,500 clients that walk through our door each year.

Our Vision

Better Care Better Health

Our Values

Respect. Fairness. Equity. Honesty. Trust.

Our Purpose

Committed to deliver high quality local healthcare

Objectives

Sonder has made a commitment to enhance the provision of high quality primary care services to the community. We are committed to patient centred care and a stronger focus on health promotion and early intervention. We will improve the patient journey through integrated and coordinated care. Strong strategic and operational linkages with stakeholders and partners will support the delivery of this. It is important that clients get appropriate care in a timely manner and that front line services to our clients and consumers have well developed processes, plans and measures in place to achieve quality and excellence. Additionally, support to Clinicians and Health Professionals to improve client outcomes is all part of Sonder's strong commitment to overall Organisational Excellence.

Our RAP

Sonder is focused on demonstrating its commitment to reconciliation outcomes.

As a leading provider of health care across physical, mental health, employment and Aboriginal and Torres Strait Islander Health we are driven to develop and action a range of practical achievements that will assist in building stronger communities.

We feel strongly about improving Aboriginal and Torres Strait Islander health outcomes and work towards removing barriers and improving access to quality, culturally appropriate services and care.

We want to improve the integration and coordination of services for Aboriginal and Torres Strait Islander people and ensure that our process, staffing, training and delivery is relevant, holistic and culturally appropriate.

Sonder's RAP is championed by the Co-Chairs of the Reconciliation Action Plan Working Group, Chris Chalubek and Rachel Tait.

Reconciliation Action Plan Working Group Members

Andrew Ceniuch - Headspace Adelaide Centre Manager, Chantelle Wickstead - Finance Officer, Chris Chalubek - Executive Manager Mental Health & AOD, Cynthia Avila - Aboriginal Health Manager, Debra Argent - Program Support Officer, Elsie Patterson - Health Promotions Coordinator, Frank Newchurch - Aboriginal Outreach Worker & Aboriginal & Torres Strait Islander representative, Isabelle Ibaviosa - Career Coach, Josie Cajipe - Executive Manager Finance & IT, Kali Hayward - Board Director and Aboriginal & Torres Strait Islander representative, Kiara Hillam - Executive Manager People & Culture, Liam Kilner - Aboriginal Youth Peer Support Worker & Aboriginal & Torres Strait Islander representative, Owen Gale - Systems Administrator IT, Peta Reid - Indigenous Health Project Officer - Country & Aboriginal & Torres Strait Islander representative, Rachel Tait - Western CTG Team Leader & Aboriginal & Torres Strait Islander representative, Sageran Naidoo - CEO, Sarah Fraser - Quality & Risk Manager, Schania Czygan - Indigenous Health Project Officer - Metro & Aboriginal & Torres Strait Islander representative, Steven Wright - Executive Manager Youth Services, Tania Manser - Executive Manager Community Services, Tori Doherty - HR Officer

Our efforts so far

Aboriginal Health Reference Group

Sonder established its Aboriginal Health Reference Group in September 2018.

The group provides an important platform and enables meaningful input from Aboriginal and Torres Strait Islander people to provide advice on best strategies and health outcomes for Aboriginal and Torres Strait Islander people, as well as provide insight in to community views that can be recognised and reflected in Sonder's services.

The group has already had input into the development of our Innovate RAP.

Aboriginal and Torres Strait Islander Health Services

Closing the Gap Integrated Team Care Program: Supporting Aboriginal and Torres Strait Islander people to navigate the healthcare system and better manage chronic conditions.

Physical Activity & community Engagement (PACE): Group-based physical activity program, co-designed by community members to increase knowledge and confidence in exercise and nutrition for Aboriginal and Torres Strait Islander people delivered by our highly skilled Aboriginal program facilitators.

715 General Practice Support: Our team of Aboriginal Health Practitioners working within participating mainstream general practices supporting and mentoring general practices to increase the uptake of 715 Aboriginal Health Checks.

Aboriginal Youth Peer Support Workers based at headspace Edinburgh North, Adelaide and Onkaparinga centres to encourage and support Aboriginal and Torres Strait Islander young people to access headspace services.

Reconciliation South Australia

Sonder is an active member of Reconciliation South Australia and as a member, we have regularly supported the Apology and Reconciliation Breakfast hosted by Reconciliation SA.

Sonder actively promotes within our organisation the breakfast events & sponsor the attendance of staff at each Breakfast hosted by Reconciliation SA each year.

Closing the Gap Day

Sonder has been a major player in celebrating National Close the Gap Day and in 2018 and 2019 hosted one of the biggest events in Adelaide.

This event supports the National Close the Gap campaign, led by Australians for Native Title and Recognition (ANTaR).

This is a national day of action to create awareness, share information and for all Australians to come together to pledge support for achieving health equality for Aboriginal and Torres Strait Islander peoples by 2032.

We recognise the importance of Aboriginal traditional medicine and during the event community members can access Ngangkari (Aboriginal traditional healers).





Relationships

The reconciliation journey is a shared responsibility. Positive and reflective relationships are what bring and hold us together as a Community and are central to ensuring we are connected and attuned to the evolving needs of our communities. They enable us to connect, be understood and informed whilst giving us the opportunity to celebrate and develop a shared experience. As an organisation which is firmly embedded within local communities, relationships are at the core of what we do and strive to continually improve. Furthermore, as an organisation servicing often marginalised communities, building collaborative relationships is crucial for us to be able to listen, learn and be led by community voices and needs

Focus area: "This aligns with Sonder's strategic direction to grow its core work with marginalised communities, with the aim of bringing genuine respite and strengths-based solutions for mental and physical health needs."

Action	Deliverable	Timeline	Responsibility
1.1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	October 2021	Indigenous Health Project Officer Metropolitan
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	November 2022	Community Engagement Officer
	Support Apology Breakfast event annually, ensuring representation from across our organisation and inviting Aboriginal Health Reference Group and Community Elders to participate in the event.	February 2022, 2023	Indigenous Health Project Officer Metropolitan
1.2. Celebrate National Reconciliation Week (NRW) to strengthen and maintain relationships between Aboriginal and Torres Strait Islander staff and other staff.	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2021, 2022	Chair(s), RAP Working Group
	RAP Working Group members to participate in an external NRW event.	May 27 – 3 June 2021, 2022	CEO
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 27 – 3 June 2021, 2022	Indigenous Health Project Officer Metropolitan
	Organise an internal NRW event each year that involves cultural learning and cross cultural sharing activities, discussion and participation across all staff.	May 27 - 3 June 2021, 2022	Indigenous Health Project Officer Metropolitan
	Register all our NRW events on Reconciliation Australia's NRW website.	May 27 - 3 June 2021, 2022	Indigenous Health Project Officer Metropolitan
	Support NRW Breakfast event annually, ensuring representation from across our organisation, stakeholders and partner/collaborative agencies and Community Elders.	May 27 – 3 June 2021, 2022	Indigenous Health Project Officer Metropolitan

Action	Deliverable	Timeline	Responsibility
1.3. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.	Implement and review a strategy to communicate our RAP to all internal and external stakeholders.	May 2021	Marketing and Communications Coordinator
	Communicate our commitment to reconciliation publicly.	May 2021	Marketing and Communications Coordinator
	Explore developing a video outlining Sonder's RAP and commitment to reconciliation to be shared internally and externally.	October 2021	Indigenous Health Project Officer
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	November 2022	CEO
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	November 2022	CEO
1.4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2021	Human Resources Manager
	Develop, implement and communicate an anti-discrimination policy for our organisation.	December 2021	Human Resources Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	November 2022	Human Resources Manager
	Educate senior leaders on the effects of racism as experienced by Aboriginal and Torres Strait Islander communities.	November 2022	Chair(s) RAP Working Group
	Host at least 6 screenings and discussions of Aboriginal and Torres Strait Islander culturally introspective documentaries/movies which examine complexities of colonisation and systemic racism and the intergenerational impact still affecting modern Australia.	November 2022	Indigenous Health Project Officer Metropolitan





Respect

Respect is one of Sonder's core values and we are committed to respecting the beliefs and needs of staff, clients and the community across all levels of the organisation. Building respect for Aboriginal and Torres Strait Islander peoples and cultures will create a workplace that is inclusive and open for, both the organisation and the communities we work in. Holding and demonstrating a real, overt and viscerally deep admiration for the abilities, qualities and achievements of Aboriginal and Torres Strait Islander peoples speaks against past wrongs. Truth telling acknowledges the strength of their cultures, histories, knowledge and rights.

Focus area: Respect is reflected in our organisational values and across many of our strategic directions, most notably "Improving the client journey through integrated and coordinated care to ensure our clients get the appropriate care and support in a timely manner" and "Providing support to Clinicians and Health Professionals to improve client outcomes". Client-centred action and service delivery is prioritised within these directions, specifically, implementation of best practice, local solutions where the feelings, wishes and needs of the communities we serve are acknowledged with the highest level of respect".

Action	Deliverable	Timeline	Responsibility
2.1. Engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	Develop, implement and communicate an Aboriginal and Torres Strait Islander cultural learning strategy for our staff.	March 2022	Human Resources Manager
	Consult local Traditional Owners and Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	March 2022	Indigenous Health Project Officer
	Develop and implement a cultural induction to compulsory staff inductions which is specific to the communities Sonder operates in and is based on recommendations from local Traditional Owners and Aboriginal and Torres Strait Islander advisors. Included in this cultural induction would be training on the Acknowledgement of Country protocol.	March 2022	Human Resources Manager
	Provide annual Cultural Awareness Training via face to face and online platforms, delivered by a local Aboriginal cultural learning provider.	June 2021, 2022	Human Resources Manager
	Recognise Aboriginal and Torres Strait Islander dates of significance through communications in the staff-wide health and wellbeing newsletter, intranet, posters and email.	May 2022	Marketing and Communications Coordinator
	Consult local Traditional Owners and Aboriginal and Torres Strait Islander advisors on Kurna language to be used for the naming of Sonder board and meeting rooms.	March 2022	Human Resources
	Implement organisational process to name Sonder Board and meeting rooms in Kurna language.	March 2022	Manager; Facilities Human Resources Manager; Facilities

Action	Deliverable	Timeline	Responsibility
2.2. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander protocols, such as Welcome to Country and Acknowledgement of Country	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2021, 2022	Marketing and Communications Coordinator
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June 2021 May 2021	Quality & Risk Manager; Marketing and Communications Coordinator
	Develop an Acknowledgement of Country statement for all staff email signatures.		
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	June 2021, 2022	Champions, RAP Working Group
2.3. Provide opportunities for Sonder staff to engage with culture and communities by celebrating National Aboriginal and Islander Day of Observance Committee (NAIDOC) Week	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June 2021, 2022	Quality & Risk Manager
	RAP Working Group to participate in an external NAIDOC Week event.	July 2021, 2022	Champions, RAP Working Group
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2021, 2022	Human Resources Manager
	Promote and encourage participation in external NAIDOC events to all staff.	July 2021, 2022	Marketing and Communications Coordinator
	Promote local NAIDOC Week events amongst Sonder Network	July 2021, 2022	Marketing and Communications Coordinator
Develop and implement strategies for community sponsorship including NAIDOC Award.	July 2021, 2022	Champions, RAP Working Group	





Opportunities

Aboriginal and Torres Strait Islander peoples are an integral and valuable part of our organisation and the communities we work in. Building opportunities for leadership, employment and retention enhances our organisation and the reach of our work in the community. For the communities we work with opportunity is the core of our business. Opportunity through access, through support, through outcomes.

Focus area: Sonder's responsibility to create and maintain opportunities that support leadership, employment and retention is represented through the strategic direction of "Provide support to Clinicians and Health Professionals to improve client outcomes" and realised through the goals of 'Support and resource workforce development to ensure that Sonder programs are adequately staffed with appropriately credentialed staff'; and 'Identify gaps in knowledge of health practitioners and address these through education and training'.

Action	Deliverable	Timeline	Responsibility
3.1. Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2022	Human Resources Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	July 2021	Human Resources Manager
	Develop an Aboriginal and Torres Strait Islander Cultural mentor program for Aboriginal and Torres Strait Islander employees across all streams.	November 2022	Human Resources Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	January 2022	Human Resources Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	December 2021	Human Resources Manager
3.2. Explore opportunities for external Aboriginal and Torres Strait Islander students studying relevant disciplines for student placements	Increase number of agreements with current Registered Training Organisations (eg TAFE SA, Nunkuwarrin Yunti, Tauondi Aboriginal College, Aboriginal Health Council of South Australia).	November 2022	Human Resources Manager
	Explore opportunities for external Aboriginal and Torres Strait Islander students studying relevant disciplines for student placements.	November 2022	Human Resources Manager
	Explore the creation of Aboriginal and Torres Strait Islander 12-24 internships & traineeships for new Sonder staff.	May 2022	Human Resources Manager

Action	Deliverable	Timeline	Responsibility
3.3. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement a strategy for procurement of goods and services from Aboriginal and Torres Strait Islander businesses.	December 2021	Executive Manager, Finance & IT with Facilities
	Review Supply Nation membership.	May 2021	Executive Manager, Finance & IT
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	May 2021	Executive Manager, Finance & IT
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	December 2021	Executive Manager, Finance & IT
	Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.	November 2022	Executive Manager, Finance & IT
3.4. Aim to improve Aboriginal and Torres Strait Islander employment rates within Sonder	Develop formal relationships with more Registered Training Organisations.	November 2022	Human Resources Manager
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in all streams to 3% of non-protected workforce and roles.	November 2022	Human Resources Manager
	Offer up to 5 scholarships to Aboriginal and Torres Strait Islander employees to complete relevant certificate IV or above for agreed upon professional development within Sonder per year.	November 2022	Human Resources Manager

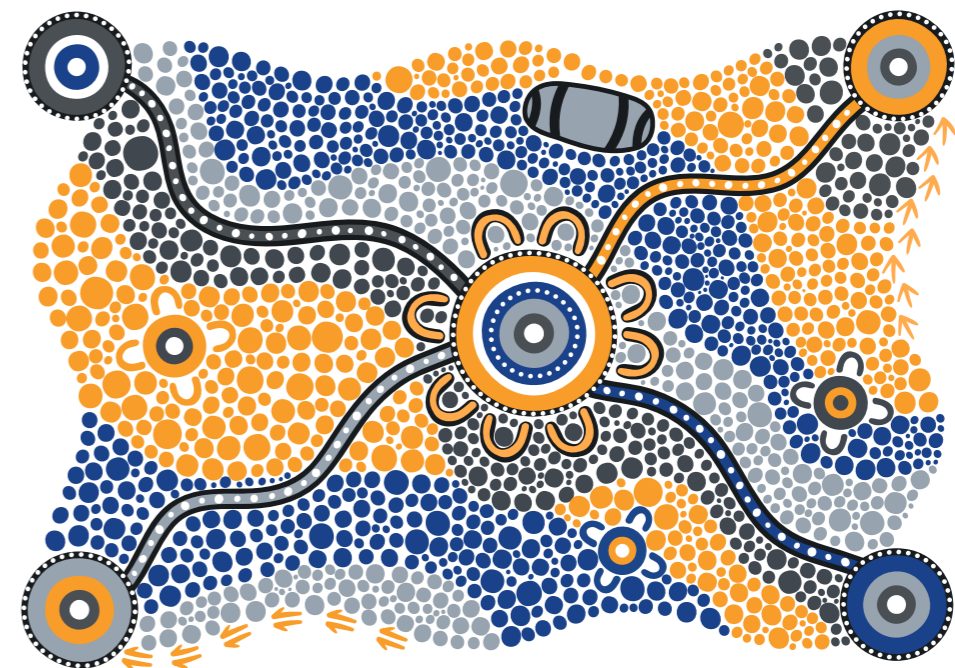




Governance

Tracking and progress reporting

Action	Deliverable	Timeline	Responsibility
4.1. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	December 2021, 2022	Chair(s) RAP Working Group
	Maintain and apply a Terms of Reference for the RWG.	December 2021, 2022	Chair(s) RAP Working Group
	Meet at least four times per year to drive and monitor RAP implementation.	December 2021, 2022	Chair(s) RAP Working Group
	Ensure all streams within Sonder are represented in the RWG including executive level.	December 2021, 2022	Chair(s) RAP Working Group
	Cultivate ideas and form recommendations for inclusion within the next RAP.	August 2022	Chair(s) RAP Working Group
	Define resource needs for RAP implementation.	November 2021	Chair(s) RAP Working Group
	Engage our senior leaders and other staff in the delivery of RAP commitments.	November 2021	Chair(s) RAP Working Group
4.2. Provide appropriate support for effective implementation of RAP commitments.	Define and maintain appropriate systems to track, measure and report on RAP commitments.	December 2021	Chair(s) RAP Working Group
	Maintain an internal RAP Champion from senior management.	December 2021, 2022	Chair(s) RAP Working Group
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2021 & 2022	Chair(s) RAP Working Group
4.3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Report RAP progress to all staff and senior leaders quarterly.	August, November 2021, February, May, August, November 2022, February 2023	Chair(s) RAP Working Group
	Publicly report our RAP achievements, challenges and learnings, annually.	December 2021, 2022	Chair(s) RAP Working Group
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	Chair(s) RAP Working Group
4.4. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	December 2021	Chair(s) RAP Working Group



The artwork by Jordan Lovegrove, Ngarrindjeri, shows Sonder's relationship with its Closing the Gap (CTG) teams and their contributions to improving access to culturally appropriate mainstream primary care services for Aboriginal and Torres Strait Islander people.

Sonder is represented by the large central meeting place while the four smaller meeting places represent the CTG teams. They are connected by pathways to demonstrate working together.




The other smaller meeting places represent external service providers.

The dot patterns throughout are the different people and communities helped by Sonder.



Contact us.

Reconciliation Action Plan Chairperson

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