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Acknowledgement

In the spirit of reconciliation, DHSV acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

This land has been cared for by Aboriginal & Torres Strait Islander peoples for thousands of years since their creator spirit formed their people, the land and all living things. We pay our respects to them as custodians of this land. Their cultural practices, dreaming stories and sustainable land management practices have played a key role in shaping the landscape and ecology of the region. We recognise the important role of Dental Health Services Victoria in improving the oral health outcomes for Aboriginal & Torres Strait Islander peoples in Victoria. Aboriginal people were excluded by health care in

Australia for many years and this history continues to have a huge impact on the way that they access health care and dental health care. We recognise that this can only come through reconciliation and by listening to Aboriginal-led community health services and organisations.

We thank them for sharing this land with us despite the great cost that this has come at and thank them for their ongoing stewardship of this land, water and community. We thank them for creating opportunity for reconciliation and today, we highlight how reconciliation has brought us to where we are today.

Always was, always will be.

Statement from the Reconciliation Australia CEO

Reconciliation Australia commends Dental Health Services Victoria on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

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

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Dental Health Services Victoria continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

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

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

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

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

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

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

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

Congratulations Dental Health Services Victoria on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Statement from the Dental Health Services Victoria CEO and Board Chair

At Dental Health Services Victoria (DHSV), we recognise that reconciliation is not just about words but about meaningful action. Our Innovate Reconciliation Action Plan (RAP) represents our ongoing commitment to improving oral health outcomes for Aboriginal and Torres Strait Islander peoples and fostering a culturally safe, inclusive and respectful workplace.

We acknowledge that Aboriginal and Torres Strait Islander communities continue to experience health inequities due to historical and systemic barriers. As the lead public oral health agency in Victoria, we have a responsibility—and an opportunity—to be part of the solution. Through this RAP, we will build stronger relationships with Aboriginal Community Controlled Organisations, expand our Aboriginal and Torres Strait Islander workforce and embed cultural safety into every aspect of our care.

DHSV has already taken important steps on this journey. From launching our Reconciliation Possum Skin Cloak to supporting the growth of Aboriginal Health Practitioners in oral health, we are committed to actions that create real change. This RAP challenges us to go further, to listen deeply and to collaborate with Aboriginal and Torres Strait Islander leaders, organisations and communities to drive lasting impact.

I would like to extend my sincere gratitude to the RAP Working Group, our Aboriginal and Torres Strait Islander partners and Reconciliation Australia for their guidance and leadership. To all our staff, I encourage you to engage with this RAP—because reconciliation is a shared responsibility. Together, we can build a future where oral health equity is a reality for all.



David Stevenson
Board Chair



Susan McKee
Chief Executive Officer

Artwork Story

“Journey of partnership” by Madison Connors

Madison shared with us how this art represents the collaborative journey between Dental Health Services Victoria and Aboriginal & Torres Strait Islander partners and community with the aim to improve and empower oral health outcomes while fostering reconciliation.

Madison Connors is the First Nations artist behind Yarli Creative who created “Journey of partnership” for our Reconciliation Action Plan. Madison is a proud and strong Yorta Yorta, Dja Dja Wurrung and Gamilaroi woman, currently residing on Wurundjeri Country.

“Journey of Partnership is not just a visual representation but a celebration of the collaborative efforts between DHSV and Aboriginal [and Torres Strait Islander] communities in building a path

toward reconciliation, healing and improved public health outcomes. The artwork tells the story of how partnerships, unity and shared vision can lead to lasting, positive change, building all toward a brighter, healthier future.”

- Madison Connors



This represents Aboriginal community members receiving support.



Emu footprints represent strength, connection and guidance. Emus are a symbol of movement, direction and guidance, guiding the journey towards better health outcomes and reconciliation. Their presence signifies the strength and guidance the Aboriginal community provides in leading and shaping the partnership, echoing themes of resilience and empowerment.



Circles that connect together represent the strength and unity found within partnerships. The circles show how DHSV, Aboriginal Community Controlled Organisations and the wider Aboriginal community come together to work towards shared goals. These circles reinforce the idea that strong, connected partnerships are at the heart of positive change.



Upside-down U shapes represent people, community and partnerships. They depict diverse Aboriginal communities across Victoria, celebrating their resilience and cultural richness. The U shapes form connections between the different groups, symbolising collaboration and unity in the journey.



The rainbow represents hope and brighter futures. The rainbow weaves through the artwork as a symbol of hope, optimism and the promise of a healthier, more inclusive future for all. It reflects the aspiration of Aboriginal communities and Dental Health Services Victoria to overcome barriers, unite and create long lasting positive change.

Our vision for reconciliation

Our vision for reconciliation is to improve oral health outcomes for Aboriginal and Torres Strait Islander peoples, and to promote the growth of an Aboriginal and Torres Strait Islander workforce at Dental Health Services Victoria (DHSV).

We aim to contribute to reconciliation by building positive relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous people within our organisation and our sphere of influence.

Consistent with our mission, core values, and strategic plans, we will do this by:

- Building an environment that is safe, inclusive, and responsive to Aboriginal and Torres Strait Islander peoples,
- Valuing Aboriginal and Torres Strait Islander peoples' cultures, and
- Encouraging the growth of our Aboriginal and Torres Strait Islander workforce.

Our business

DHSV was established in 1996 and is funded by the Victorian Government to provide and purchase clinical dental services for eligible Victorians, and improve the planning, integration, coordination, and management of Victoria's public dental services. We aim to improve the oral health of all Victorians, particularly vulnerable groups, and those most in need.

As the lead public oral health agency in Victoria, we are responsible for:

- Providing sustainable and high-quality services that will improve the oral health status of Victorians, particularly those who are vulnerable and in need of value-based health care.
- Efficiently purchasing oral health services from community dental agencies throughout Victoria.
- Implementing sound oral health promotion and prevention strategies that minimise the need for intervention.
- Supporting education and training for Victoria's current and future oral health workforce, including continuing professional development.
- Research into oral health, including disease prevention and treatment.

Our vision

A future where every Victorian is disease and cavity-free.

Our mission

To deliver the world's best oral and dental healthcare.

Our values

- Respect: Act with respect towards every person or idea we encounter
- Accountable: Be accountable to the people we care for and those we work with
- Collaboration: Embrace collaboration with all partners that help us to achieve our goals
- Transform: Transform ourselves and our organisation to achieve better health outcomes

Our strategy

Our Strategic Direction sets out our vision for a future where every Victorian is disease and cavity-free. We aim to achieve our vision by placing patients at the centre of a new, more advanced, and effective oral health system that will enable us to help transform their lives for the better. The Strategic Direction sets out three key pillars to achieve this vision – Empower, Care, and Lead.

OUR STRATEGY

Empower

Focus on prevention and early intervention

- Empower people to make positive behavioural change
- Empower people to prioritise early intervention
- Empower people to focus on preventing oral disease

Care

Deliver world-class oral and dental healthcare

- Care for those in need by providing evidence-based oral and dental healthcare
- Care for the oral and dental health of our children
- Care for the community by focusing on quality of care and patient health outcomes

Lead

Reform, build and improve oral healthcare through key partnerships

- Lead reform to improve the oral and dental health system
- Lead the improvement of oral and dental health outcomes by extending our reach and impact
- Lead the development of evidence-based oral and dental healthcare
- Lead training and development in partnership with education providers

Our people

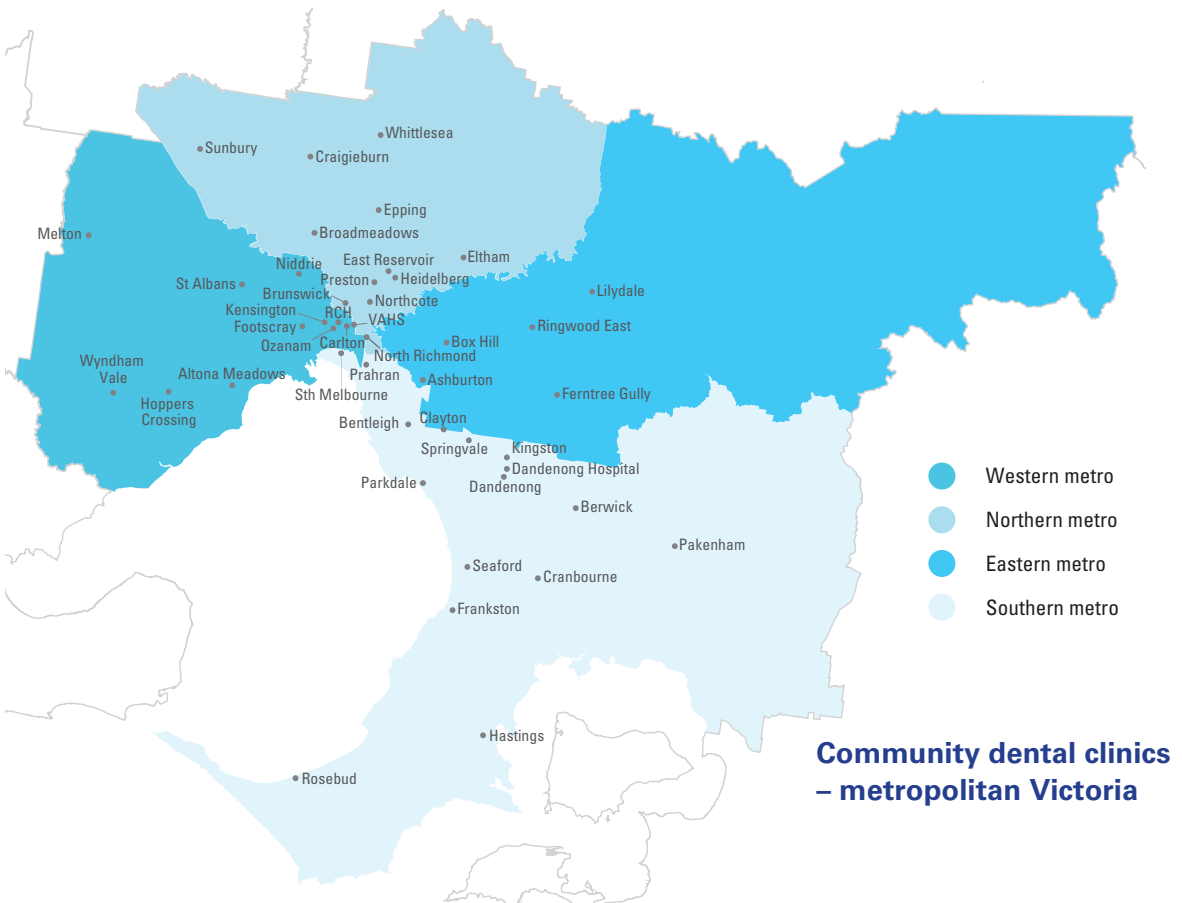
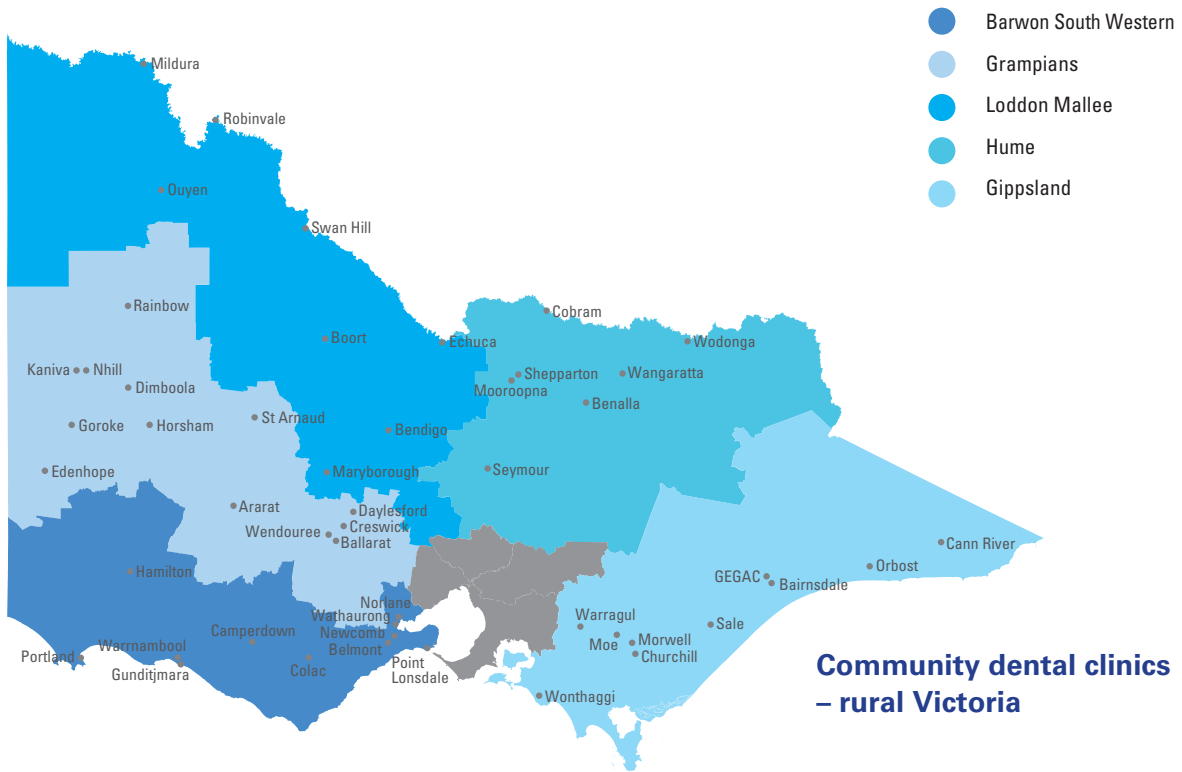
DHSV currently employs 770 staff. Of these, three* employees identify as Aboriginal and/or Torres Strait Islander peoples. Staff are located in the main offices in Melbourne, on the Traditional Lands of the Wurundjeri People of the Kulin Nation. (*This is not the most accurate data as it does not capture historical data before 2022)

Our sphere of influence

DHSV's sphere of influence includes patients and their families, public and private professionals around Victoria, including partnerships with Victorian ACCO dental services (GEGAC, Rumbalara, VAHS), early years education and other health professionals providing oral health education and prevention advice, peak bodies around Australia in the oral health sector, and tertiary education partners who train the next general of oral health providers.

Our region

We partner with 48 community agencies throughout Victoria to deliver oral health services across the state.



Our RAP journey

DHSV has developed a second Innovate RAP to continue the work achieved from our first RAP. Our second Innovate RAP 2024-2026 highlights our continuous commitment to reconciliation and outlines the actions we intend to achieve over the next two years. It will allow us to further embed and measure the impact of an Innovate RAP. It also documents our key achievements from the first Innovate RAP 2019-2021, and lessons in our reconciliation journey.

Actions, deliverables, staff responsible and timelines are monitored by the CPCO Portfolio. They will provide six-monthly updates to the RAP Working Group, Executive and the Board on the progress of the actions and deliverables of the RAP. In addition, the RAP Working Group will meet on a quarterly basis to ensure shared understanding and ownership of the RAP is achieved.

RAP Working Group

Our RAP Working Group is the governing body of the RAP, and is responsible for overseeing the development, endorsement and launch of DHSV Reconciliation Action Plan, and providing advice and direction to DHSV on strategies to improve oral health outcomes for Aboriginal and Torres Strait Islander peoples. Our RAP Working Group consists of representatives from different ACCOs across Victoria, senior leaders at DHSV, and Consumer Representatives.

Name	Position	Organisation
Amy Patterson	Director Population Health (Co-Chair)	DHSV
Cecily Atkinson	Consumer Representative	
Christine Ingram	Integrated Team Care Team Leader/Aboriginal Outreach Worker	VAHS
Colin Mitchell	Aboriginal Community Development Lead	DHSV
Harmony Miller	Aboriginal Liaison Officer/AHP FV Program Coordinator	DHSV
Jaydene Burzacott	Aboriginal Health Practitioner	Loddon Mallee Aboriginal Reference Group
Jess Mitchell	Executive Manager - Workforce Development	VACCHO
John Bell	Chief Executive Officer	Winda-Mara Aboriginal Corporation
Joshua Tuiono	Executive Director Culture and Deputy CEO	Gippsland & East Gippsland Aboriginal Co-operative Ltd.
Kevyn Morris	Consumer Representative and CAC Member (Co-Chair)	DHSV
Mark Sullivan	Chief Operating Officer	DHSV
Rebecca Paterson	General Manager RDHM	DHSV
Susan McKee	Chief Executive Officer	DHSV
Tinjani Austin	Project Support Officer – Workforce Development	VACCHO
Tracey Hearn	Practice Manager	Rumbalara Aboriginal Cooperative

Our reconciliation journey

- 2007: Appointed Aboriginal Community Development Officer
- 2008: Engaged with the Victorian Aboriginal Committee on Koori Health (VACKH) and were part of the oral health subcommittee
- 2009: Conducted ceremony to acknowledge Traditional owners at the Royal Dental Hospital of Melbourne (RDHM)
- 2010: Signed Statement of Intent to Close the Gap
- 2010: Appointed Aboriginal Health Liaison Officer at RDHM
- 2013: Launched DHSV's first Aboriginal Employment Plan
- 2015: DHSV signed a Memorandum of Understanding (MoU) with the Victorian Aboriginal Community Controlled Health Organisation (VACCHO). DHSV and VACCHO Boards met and agreed on joint actions (Aboriginal Oral Health Plan 2017-19)
- 2016: Launched DHSV's second Aboriginal Employment Plan
- 2017: DHSV and VACCHO signed an ongoing MoU
- 2018: Development of DHSV Innovate Reconciliation Action Plan began
- 2019: DHSV's first Innovate RAP 2019-2021 was published
- 2019: Unveiled 'whole of organisation and community' Reconciliation Possum Skin Cloak
- 2021: Worked with the Department of Health for government policy change so that all Aboriginal and Torres Strait Islander peoples are now eligible for free and priority access to public dental care in Victoria
- 2022: Delivered the Inaugural Aboriginal Health Practitioner Fluoride Varnish Training Program
- 2023: Victoria's first 8 Aboriginal Health Practitioners registered to apply fluoride varnish to children in their local communities

Key achievements from our first Innovate RAP

- Launch of the DHSV Reconciliation Possum Skin Cloak.
- Strengthened relationships and partnerships with VACCHO and ACCOs across Victoria.
- Cultural Awareness Modules developed and implemented.
- Published Cultural Protocols document and implemented as part of onboarding.
- Acknowledgement of Country developed to use in staff email signature block.
- Reviewed HR policies and procedures so staff can attend NAIDOC activities.
- Display of Aboriginal artworks around the Royal Dental Hospital Melbourne.
- Display of Aboriginal and Torres Strait Islander flags in the Boardroom and the hospital foyer.
- Supported implementation of Oral Health Promotion programs in Victorian Aboriginal communities.
- Maintained Aboriginal and/or Torres Strait Islander representation on the RAP Working Group.
- DHSV supported Aboriginal and/or Torres Strait Islander staff with their career development in oral health through the traineeship program as part of the previous DHSV Aboriginal Employment Plan.



DHSV's 'whole of organisation and community' Reconciliation Possum Skin Cloak

During the development of DHSV's first Innovate RAP, to consolidate DHSV's ongoing commitment to Reconciliation, the RAP Working Group recommended creating a 'whole of organisation and community' Reconciliation Possum Skin Cloak. The possum skin cloak creates a welcoming environment for Aboriginal and Torres Strait Islander peoples and enhances cultural safety.



During Reconciliation Week in 2019, all DHSV staff were encouraged to participate in adding something to the cloak. For example, each department could come up with their own interpretation of what they think Reconciliation means and depict it in an A4 drawing/imagery.

Everyone was then invited to come and share their stories with community and other staff members. In the workshops, people were able to burn/paint their drawings on the possum skins and help sew the possum skin cloak together.

The aim of this activity was to promote conversations about Reconciliation between Aboriginal and Torres Strait Islander and non-Aboriginal peoples, healing, sharing stories and talking about individual experiences. The possum skin cloak was officially unveiled at the launch of the RAP in November 2019 and sits pride of place in the RDHM foyer.



Growing the Aboriginal Oral Health Workforce

Aisha Mansfield began her journey in oral health as a Dental Assistant trainee. Aisha Mansfield went on to complete her Certificate IV in Dental Assisting (Oral Health Promotion) and became one of our champion Oral Health Coaches as part of the Value Based Health Care pilot at RDHM in 2018. In 2020, Aisha won the inaugural Aware Super's Michael Dwyer Scholarship for Emerging Leaders to further her professional education. She commenced a Bachelor of Oral Health at La Trobe University in 2021 and graduate as an Oral Health Therapist in mid-2023.



Aboriginal Health Practitioner Fluoride Varnish Program

Fluoride varnish prevents tooth decay and is a cost-effective preventive intervention.

Championed and driven by the Loddon Mallee Aboriginal Reference Group (LMARG) with the support of the Department of Health, in 2022 an amendment to the Drugs, Poisons and Controlled Substances Regulations 2017 allowed registered Aboriginal and Torres Strait Islander Health Practitioners (AHPs) to obtain, possess, and administer fluoride varnish.



Funded by the Department of Health, the inaugural Aboriginal Health Practitioner Fluoride Varnish training program was run by DHSV and RMIT in late 2022.

In a Victorian first, eight Aboriginal Health Practitioners successfully completed the training program and graduated in 2023 and are now registered to apply fluoride varnish to children in their local communities. The first graduates are from Bendigo and District Aboriginal Cooperative, Mallee District Aboriginal Services, Njernda Aboriginal Corporation and VACCHO.



The ACCOs have been provided funding to develop and implement Aboriginal led and self-determined models for fluoride varnish applications in their local communities.

A second round of Aboriginal Health Practitioner Fluoride Varnish training was conducted in April 2024, with a further six AHPs participating and preparing to be registered.

Challenges / Lessons

The implementation of our first Innovate RAP was not without its challenges. These include:

- Some deliverables could not be actioned due to COVID restrictions in 2020 and 2021. If possible, events were held online, such as activities during NAIDOC Week.
- To embed processes and sustained change successfully, the whole organisation must be accountable and responsible in the journey. In this RAP, actions and deliverables are assigned to different teams and portfolios across DHSV, to enable 'whole of organisation' commitment, engagement and ownership. Where possible, relevant deliverables in this RAP will be embedded in organisation-wide plans and strategies, rather than creation of separate individual Aboriginal specific plans.

Relationships

We understand the importance of strengthening relationships between staff, consumers, stakeholders, and the wider community to enhance a stronger understanding of Aboriginal and Torres Strait Islander peoples' needs. We are committed to developing and strengthening meaningful partnerships and relationships with Aboriginal and Torres Strait Islander peoples. This will be crucial in achieving our vision for reconciliation of improving oral health outcomes for Aboriginal and Torres Strait Islander peoples and growing the Aboriginal and Torres Strait Islander workforce at DHSV.

Focus areas:

Sustain and build a positive culture and enhance our capability to support strategic partnerships. Be respectful and responsive to the preferences, needs and values of consumers by placing the community at the centre of all we do.

Action	Deliverable	Timeline	Responsibility	Accountability
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.	December 2024	Population Health team	Director, Population Health
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2024	Population Health team, CSEO Portfolio	Director, Population Health
	Continue strong partnership with VACCHO through: Ongoing MOU Regular collaboration and network meetings Co-location of relevant position/s at VACCHO	July 2025, 2026	Population Health team	Director, Population Health
	Build and nurture partnerships and relationships with Victorian ACCO dental services (GEGAC, Rumbalara, VAHS), all other Victorian ACCOs and Consortiums, including Loddon Mallee Aboriginal Reference Group (LMARG) and Western District ACCO Collective (WDAC). This will be done by meeting with the ACCOs and Consortiums to explore opportunities to work together. This could include: Building the capacity of ACCO staff to promote oral health. Supporting local oral health related activities and events.	July 2025, 2026	Population Health team	Director, Population Health

Action	Deliverable	Timeline	Responsibility	Accountability
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	During the month of May in the lead up to NRW - 2025, 2026	Brand and Communications team	Manager, Brand and Communications
	RAP Working Group members to participate in at least 2 external NRW events.	27 May-3 June 2025, 2026	CPCO portfolio	Inclusion and Experience Lead
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May-3 June 2025, 2026	CPCO portfolio	Inclusion and Experience Lead
	Organise at least one NRW event each year.	27 May-3 June 2025, 2026	Brand and Communications team	Events Coordinator
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2025, 2026	CPCO portfolio	Inclusion and Experience Lead
3. Promote reconciliation through our sphere of influence.	As part of the DHSV Equality and Inclusivity Plan, develop and implement a staff engagement approach to raise awareness of reconciliation across our workforce.	July 2025	CPCO portfolio	Inclusion and Experience Lead
	Communicate our commitment to reconciliation publicly.	July 2024	Media Strategy team	Media Strategy Lead
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	January 2025	CPCO portfolio	Inclusion and Experience Lead
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	January 2025	CPCO portfolio	Inclusion and Experience Lead

Action	Deliverable	Timeline	Responsibility	Accountability
4. Promote positive race relations through anti-discrimination strategies.	As part of the HR policy and procedures review cycle process, complete a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	January 2025	People Partnering and Engagement team	Director, People Partnering and Engagement
	Review, continue to implement and increase staff awareness of DHSV's anti-discrimination policy.	January 2025	People Partnering and Engagement team	Director, People Partnering and Engagement
	Implement agreed actions to enhance inclusion and belonging as part of the DHSV Inclusion Plan.	January 2025	People Partnering and Engagement team	Director, People Partnering and Engagement
	As part of our policy review cycle, engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	March 2025	People Partnering and Engagement team	Director, People Partnering and Engagement
	Educate senior leaders and middle managers on the effects of racism.	February 2025	Learning and Development team	Director, Organisational Development and Learning
	Support the Australian Human Rights Commission's 'Racism, It Stops With Me' campaign by: publicly showing DHSV's support on social media displaying the campaign's poster around the office completing the Workplace Cultural Diversity Tool to assess DHSV's relationship to cultural diversity and anti-racism	July 2025	CPCO portfolio	Inclusion and Experience Lead

Respect

Respect is one of DHSV's core values and calls on us to treasure the unique dignity of every person. We endeavour to ensure our employees are culturally aware, sensitive, and confident to engage respectfully with Aboriginal and Torres Strait Islander peoples, particularly in relation to improving Aboriginal and Torres Strait Islander peoples' oral health.

We will embed and acknowledge Aboriginal and Torres Strait Islander peoples' cultures and perspectives as part of our work and beyond. We respect and acknowledge that Aboriginal and Torres Strait Islander peoples are Australia's First Peoples, and we value tens of thousands of years of Aboriginal and Torres Strait Islander histories and cultures that continue to this day. We recognise that Aboriginal and Torres Strait Islander communities and organisations offer insight and connection to country, which commands respect, but also offers direction and solutions for our collective future.

Focus areas:

- Facilitate cross cultural understanding, communication, and competence.
- Acknowledge and create cultural awareness and appreciation.

Action	Deliverable	Timeline	Responsibility	Accountability
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures,	As part of DHSV's suite of learning, review cultural learning needs within our organisation.	July 2025	Learning and Development team	Director, Organisational Development and Learning
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning approach.	July 2025	Learning and Development team	Director, Organisational Development and Learning
	Develop, implement, and communicate a cultural learning approach document for our staff.	March 2025	Learning and Development team	Director, Organisational Development and Learning
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	March 2025	Learning and Development team	Director, Organisational Development and Learning

Action	Deliverable	Timeline	Responsibility	Accountability
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2024	Population Health team	Director, Population Health
	Review, strengthen and continue to communicate our cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	December 2024	Population Health team	Director, Population Health
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	August 2024	Brand and Communications team	Manager, Brand and Communications
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	July 2024	DHSV staff	Inclusion and Experience Lead
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2024, 2025	CPCO portfolio	Inclusion and Experience Lead
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	July 2025	People Partnering and Engagement team	Director, People Partnering and Engagement
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July 2024, 2025	Brand and Communications team	Manager, Brand and Communications

Action	Deliverable	Timeline	Responsibility	Accountability
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating dates of significance	As part of DHSV's Inclusion Strategy, review HR policies and procedure with the aim to allow employees to swap public holidays, commencing with January 26 with the view to extend to other public holidays.	July 2025	CPCO portfolio	Inclusion and Experience Lead
	With consultation from Aboriginal and Torres Strait Islander stakeholders, review and update (as required) the calendar of significant events detailed in the Cultural Protocol for Aboriginal and Torres Strait Islander peoples.	July 2025	CPCO portfolio	Inclusion and Experience Lead
	Develop and implement a communication strategy to inform staff about additional dates to recognise and understand other significant dates for Aboriginal and Torres Strait Islander peoples.	July 2025	Brand and Communications team	Manager, Brand and Communications
Provide health services that respect the cultural practices, attitudes, and beliefs of Aboriginal and Torres Strait Islander peoples	Review DHSV processes to ensure staff appropriately identify Aboriginal and/ or Torres Strait Islander people using our services to ensure improvements can be made, and safe and culturally appropriate care can be provided.	October 2024	RDHM staff	Chief Operating Officer, RDHM
	Deliver the Asking the Question training package to all staff at DHSV, alongside additional culturally appropriate training opportunities in line with DHSV's Inclusion Strategy.	July 2025	Population Health team, Learning and Development team	Project Officer, Population Health
	Actively support VACCHO in the development and delivery of the Aboriginal Oral Health Project, including an oral health model of care for Aboriginal and Torres Strait Islander peoples.	January 2025	Population Health team	Director, Population Health

Action	Deliverable	Timeline	Responsibility	Accountability
Create a welcoming environment that recognises the importance of cultural beliefs and practices of Aboriginal and Torres Strait Islander peoples	Co-design the RDHM ground floor renovation to ensure it is a welcoming and culturally safe space for our indigenous community.	July 2024	RDHM	Chief Operating Officer, RDHM
	Review Corporate offices and make recommendations to improve the cultural space for Aboriginal and Torres Strait Islander staff, patients, and visitors.	July 2025	CPCO portfolio, Population Health team	Inclusion and Experience Lead

Opportunities

Providing employment and development opportunities for Aboriginal and Torres Strait Islander peoples strengthens our workplace and supports a culture where staff are valued for their diverse backgrounds and experiences.

Creating opportunities is important to DHSV in realising our core values and strategic direction. To achieve this, we must ensure that services are accessible, culturally sensitive, and to be truly inclusive. We must demonstrate that our workplace includes and empowers Aboriginal and Torres Strait Islander employees.

Focus area:

Providing high quality, culturally appropriate services to Aboriginal and Torres Strait Islander communities by attracting Aboriginal and Torres Strait Islander employees, supporting communities to build capability and self-determination, and providing opportunities through training, support, and partnerships

Action	Deliverable	Timeline	Responsibility	Accountability
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	As part of DHSV's suite of learning, review cultural learning needs within our organisation.	July 2025	Learning and Development team	Director, Organisational Development and Learning
	As part of the DHSV Workforce Strategy, engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development actions.	July 2025	People Strategy team,	Director, Organisational Development and Learning
	As part of the DHSV Workforce Strategy, develop and implement recruitment and retention plans that involve/ focus on Aboriginal and Torres Strait Islander employees.	January 2025	People Strategy team,	Director, Organisational Development and Learning
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders, engaging with Career Trackers if necessary	March 2025	People Partnering and Engagement team	Director, People Partnering and Engagement

Action	Deliverable	Timeline	Responsibility	Accountability
	In line with DHSV's policy review cycle, review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	July 2026	People Partnering and Engagement team	Director, People Partnering and Engagement
	Using DHSV's relationships with the ACCOs and Consortiums, develop Oral Health champions who can mentor and support future graduates and trainees.	October 2025	CPCO portfolio	Director, People Strategy
	Explore study and/or scholarship opportunities to help Aboriginal and/or Torres Strait Islander clinical and corporate staff with their career development	March 2025	Learning and Development team	Director, Organisational Development and Learning
	Investigate dedicated roles to support improved employment outcomes, which could include: Aboriginal Employment Consultant Aboriginal Employment Support Officer	January 2025	People Partnering and Engagement team	Director, People Partnering and Engagement
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	January 2025	Procurement and Supply teams	Director, Procurement
	Investigate Supply Nation membership.	January 2025	Procurement and Supply teams	Director, Procurement
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	January 2025	Procurement and Supply teams	Director, Procurement
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	January 2025	Procurement and Supply teams	Director, Procurement
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	January 2025	Procurement and Supply teams	Director, Procurement

Action	Deliverable	Timeline	Responsibility	Accountability
Extend professional development for Aboriginal and Torres Strait Islander employees.	As part of the DHSV Workforce Strategy, explore opportunities for secondments, higher duties, job rotation and participation in 'On the Job' training for Aboriginal and Torres Strait Islander staff within DHSV.	July 2025	People Strategy team, People Partnering and Engagement team	Director, People Strategy
	Explore leadership opportunities for Aboriginal and Torres Strait Islander staff within DHSV to take on senior leadership position, including the Executive.	July 2025	People Strategy team, People Partnering and Engagement team	Director, People Strategy
	Explore possibilities for DHSV employees to have work experience at Victorian ACCOs where there is a DHSV purchased dental service.	July 2025	People Partnering and Engagement team, Organisational Development and Learning team	Director, People Partnering and Engagement
Develop networking opportunities with like-minded organisations to promote oral health within Aboriginal and Torres Strait Islander communities.	Include content focused on reconciliation at the 2025 Public Oral Health Conference (POHC) hosted by DHSV.	August 2025	Brand and Communications team, Population Health team	Event Coordinator
	Provide information sharing and networking opportunities, such as lunchtime seminars/yarning circles, inviting Aboriginal and Torres Strait Islander peoples who work in the public sector to present and share stories on key topics.	July 2024	CPCO Portfolio, Population Health team	Inclusion and Experience Lead
	Review and update of Aboriginal and Torres Strait Islander specific oral health promotion programs and initiatives.	June 2025	Population Health team	Director, Population Health

Governance

Action	Deliverable	Timeline	Responsibility	Accountability
11. 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.	May 2024, 2025	CPCO Portfolio	Director, Organisational Development and Learning
	Maintain the Terms of Reference for the RWG.	May 2025, 2026	CPCO Portfolio	Director, Organisational Development and Learning
	Meet at least four times per year to drive and monitor RAP implementation.	2024: August, November 2025: February, May, August, November 2026: February, May	CPCO Portfolio	Director, Organisational Development and Learning
12. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	July 2024	CPCO Portfolio	Inclusion and Experience Lead
	Engage senior leaders and other staff in the delivery of RAP commitments.	July 2024	CPCO Portfolio	Inclusion and Experience Lead
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2024	CPCO Portfolio	Inclusion and Experience Lead
	Maintain an internal RAP Champion from senior management.	July 2024	CPCO Portfolio	Inclusion and Experience Lead

Action	Deliverable	Timeline	Responsibility	Accountability
13. Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	CPCO Portfolio	Inclusion and Experience Lead
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	CPCO Portfolio	Inclusion and Experience Lead
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	CPCO Portfolio	Inclusion and Experience Lead
	Report RAP progress to all staff and senior leaders quarterly.	July and December each year	CPCO Portfolio	Inclusion and Experience Lead
	Publicly report our RAP achievements, challenges and learnings, annually.	December 2024, 2025	Media Strategy team	Media Strategy Lead
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	December 2024	CPCO Portfolio	Inclusion and Experience Lead
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	July 2026	CPCO Portfolio	Inclusion and Experience Lead
14. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2026	CPCO Portfolio	Inclusion and Experience Lead

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