


Reconciliation Action Plan

2016 – 2017



ABOUT THE ARTIST

Nathan Patterson is a Wagiman man from the Northern Territory and lives in Wadawurrung Country (Geelong, Victoria)

The image features a dark background with a wavy, light-colored line on the left side. In the center, there is a large circle. Surrounding this central circle are four smaller circles: one at the top, one at the bottom, one to the right, and one to the left. The text is positioned to the right of the central circle.

The artwork represents Reconciliation between Aboriginal peoples and communities with non-Aboriginal people and communities. The centre represents a meeting place with two people sitting together representing the two communities. On either side of the meeting place are two journey paths symbolising the past and future. The circle in which the meeting is taking place represents an unbroken agreement, the people outside of the circle symbolise Aboriginal and non-Aboriginal communities.





Message from Traditional Owner



Uncle Bryon Powell
Wadawurrung Elder



Many organisations in Australia develop Reconciliation Action Plans (RAP). Many an organisation’s RAP is driven by a dedicated officer from the ground up. This RAP is different because it is being driven from the top down. When senior management throw their whole support behind a RAP, it becomes a part of the corporate psyche and is much more successful.

Barwon Health’s RAP demonstrates respect for Aboriginal communities in Wadawurrung country. It focuses on building cultural safety within the organisation and working in a collaborative way with Traditional owners and local Aboriginal communities. It is only through the efforts of organisations such as Barwon Health that real improvements can be made to the wellbeing of all Aboriginal people within their catchment area.

I applaud and support Barwon Health in the development of this RAP.

Acknowledgement of Country and Traditional Owners



We, Barwon Health, acknowledge the Traditional Owners of the land, the Wadawurrung people of the Kulin Nation.

We pay our respects to the Elders both past and present.

We celebrate the continuing culture of the Wadawurrung people acknowledging the memory of honourable ancestors.



Message from Community Elder

Uncle David Tournier

'Nyoorra Wooreeyn, Keem barne barre Wadda Wurrung. Kitjarra ngitj, bitjarra ngala, mok barra tjarra ngitj. Keen keen beel baa Yoowang ngitj. Nyatne. 'Hello, this is Wathaurong country. Let us talk together. Let us walk together, let us not fight, let us have peace and learn, black and white together. Thank you.'



There are many stories in Wadawurrung country - the story of Bunjil tells us about the creation of our country



The Creator of the Kulin land and its people was the work of the Great Creator Ancestor Spirit, Bunjil.

Bunjil summoned six men to assist him in the creation of the land, people and all living things and to pass on his teachings and knowledge to all men and women. The six men were:

- Turnung - Feather Tailed Glider
- Tadjeri - Bush Tail phascogale
- Yukope - Great Paraket
- Dantun - Blue Mountain Parrot
- Djurt-Djurt - Nankeen Kestrel
- Thara - Black Shouldered Kite

All were capable of mighty deeds, all in the name of Bunjil.

After he had made all the country and the living things in it, he taught the people how to make and use their tools and the rules of social behaviour.

When he had finished, Bunjil gathered his wives (one of whom was Gunanwarra, the black swan) and children (one of whom was Binbeal the rainbow) and instructed Bellin-Bellin (the musk crow), who is in charge of the winds, to open his bag and let out all the wind.

Bellin-Bellin opened his bag and released a wind so strong that it carried big trees into the air, roots and all. Bunjil wanted more wind, so Bellin- Bellin opened all his bags and released a wind so great that it carried Bunjil and his family to Tharangalk-bek (the heavens) where they now live as stars, looking down on the world.

Bunjil and his family are known in European terms as follows:

- Bunjil is the star Altair in the Eagle constellation and the two stars beside him are Gunanwarra and her spirit.
- Bunjil's brother is the star Antares in the Scorpion constellation.
- Turnung is Venus.
- Tadjeri is the star Alchernar in the Eridanus constellation.
- Yukope is the star Alpha Crucis, in the Southern Cross.
- Dantun is the star Beta Crucis, in the Southern Cross.
- Djurt-Djurt is the star Beta Centauri, one of the pointers and Thara, the star Alpha Centauri, the other pointer.

Provided by Uncle David Tournier

Message from the Chair of Barwon Health Board



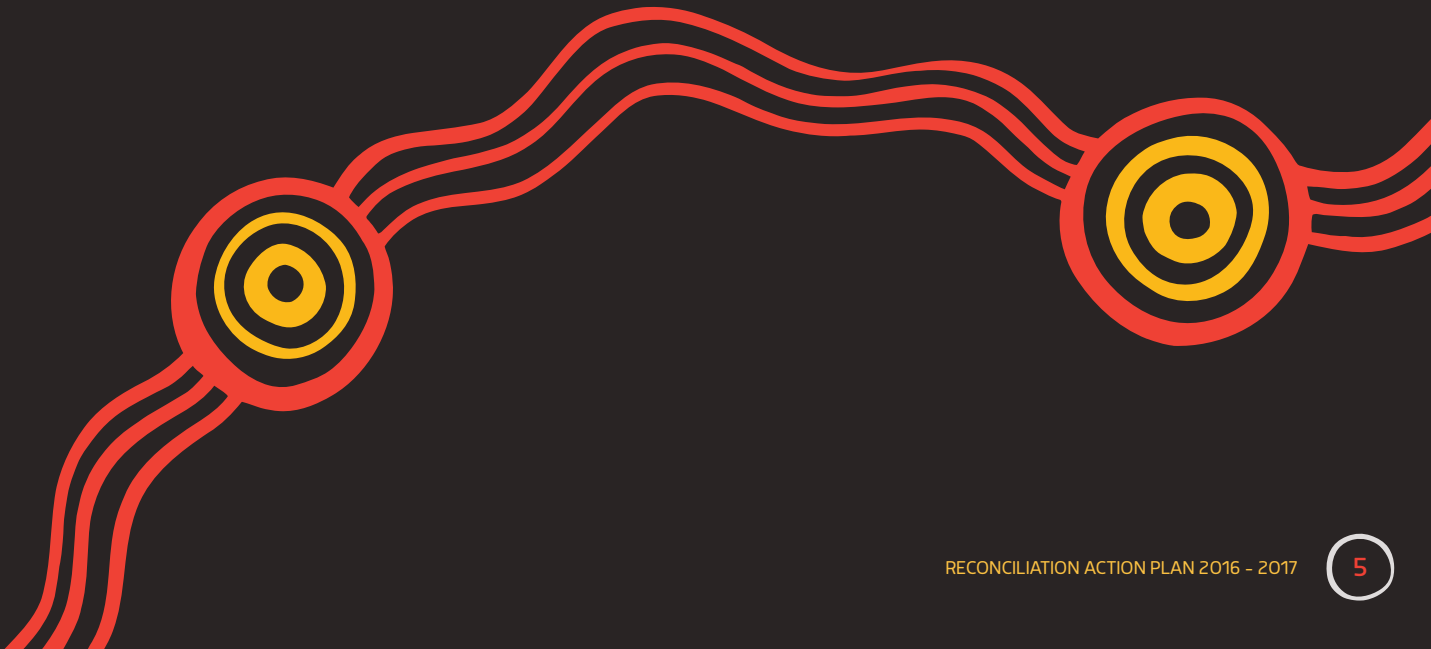
Dr John Stekelenburg



Reconciliation is important as a means of encouraging better cooperation and to improve harmony between Aboriginal and non-Aboriginal people.

Barwon Health recognises that culture plays an important part in the health of Aboriginal and Torres Strait Islander peoples and strengthening this culture has been an ongoing strategy that has been used not only in reducing disadvantage, but also to contribute to 'Close the Gap' to reflect better cultural practice.

In this spirit of mutual respect and recognition I am proud that our efforts have enabled us to become a more welcoming health service, to ensure cultural safety and to improve our levels of consumer engagement. Barwon Health is committed to our Reconciliation Action Plan and together as a Board, in collaboration with our staff and clinical leaders, we will endeavor to improve our services to ultimately achieve better health outcomes for local Aboriginal and Torres Strait Islander communities.



Message from Chair of Reconciliation Action Plan Working Group

Marcus Dripps



Barwon Health has had a number of initiatives over many years to address Aboriginal health issues in our region, and to promote acknowledgement, understanding and respect of Aboriginal culture. From specific service provision and community partnerships to plans around employment of Indigenous people, Barwon Health has attempted to play its part in addressing Aboriginal disadvantage. This Reconciliation Action Plan is an attempt to formalise and integrate many of these existing activities, and to look to the next steps that we can play in fulfilling our role to meet the needs of the communities we serve.

Being involved in putting together the first formal Reconciliation Action Plan has been an enormous honour and privilege. I hope that for many years to come Barwon Health will take the opportunity to build on this plan, to do what we can to contribute to our region closing the gap for Indigenous peoples.



Message from Interim CEO

Paul Cohen



It has been a privilege working with local Aboriginal and Torres Strait Islander communities to develop Barwon Health's first Reconciliation Action Plan, which will support our organisation as we continue on our journey to become a culturally safe and appropriate health service for Aboriginal and Torres Strait Islander peoples.

We take Reconciliation very seriously and are proud to provide this public statement of support. Our Reconciliation Action Plan is supported across our organisation and incorporates our commitment to reconciliation in the areas of relationships, respect and opportunities – and also publicly reinforces our commitment to deliver on our Aboriginal Employment Plan.

Now the Reconciliation Action Plan is complete, we will work hard to ensure successful implementation. Over coming years we will work in partnership with local Aboriginal and Torres Strait Islander communities for our Reconciliation Action Plan to provide a bedrock for improving health outcomes and closing the gap in the future.

Message from Wathaurong Aboriginal Co-operative CEO

Rod Jackson



Barwon Health has worked in partnership with Wathaurong Aboriginal Co-operative for many years and the development of a RAP formalises and strengthens this arrangement. We see this as an opportunity to further the understanding and awareness of non-Aboriginal people of our local Aboriginal culture, heritage and history, as well as help reduce the gap in health and wellbeing outcomes. Our role in the process will allow us to provide input into the real requirements to enable these goals, such as educating people in cultural awareness, setting relevant targets and developing culturally appropriate programs.

Our Business

Barwon Health serve a geographically dispersed population and provide high quality, safe, people-focused care to more than 450,000 people in Geelong and South Western Victoria overall stretching from the Bellarine Peninsula along the coast to Anglesea, Torquay and Lorne to the South Australian border.

While the epicenter of operations is in Geelong (Wadawurrung / Wathaurong country) Barwon Health's business extends across Djabwurrung, Kirrae Wurrung, Djardwadjali and Gunditjmara countries/tribal groups. The local Aboriginal population is estimated to make up around 1% of the total population, or approximately 3500 individuals. In the City of Greater Geelong, the total population size in June 2011 was 210,875 whilst the total Aboriginal population size was 1,879, or 0.8% of the population. (www.censusdata.abs.gov.au).

Services available through Barwon Health cover the full spectrum of health care services with a total of 1016 beds and a total of 21 sites dispersed across the primary catchment area; from primary care, community services, aged care, rehabilitation, mental health, emergency and acute care. With the exception of neurosurgery and transplantation, virtually all other specialties are available through University Hospital Geelong.

Underpinning the Barwon Health Strategic Plan 2015 – 2020 sit the pillars through which Barwon Health ensures focus on the key elements of the Strategic Plan for the next five years. These five pillars, provide strategic direction for all future

initiatives in the form of service innovation, quality improvement and organisational changes, and have guided the development of our Reconciliation Action Plan as follows:

1. Our consumers at the forefront of care:

As we learn and develop our understanding of and respect for Aboriginal communities, we become more adept at organising our health services around what matters to Aboriginal communities.

2. Our people at their best:

This pillar guides our efforts on supporting and developing our employees to perform at their best, including and with respect to meeting the health needs of Aboriginal communities. We aim to become an employer of choice for Aboriginal peoples, and provide opportunities for cultural learning to our non-Aboriginal employees, and mentoring and coaching to advance career opportunities to our Aboriginal employees.

3. Right care, right time, right place:

The third pillar focuses our attention on putting service users at the forefront of care delivery and service design, and develop and nurture partnerships that assist us in delivering the right care at the right time in the right location closer to local communities. Our partnership with Wathaurong Aboriginal Cooperative and other key Aboriginal organisations and services is crucial in achieving this.

4. Research & Education for excellence:

In addition to our close partnerships with Aboriginal communities, we need to seek guidance from the research and expertise available with respect to culturally responsive services and in partnership with Aboriginal experts contribute to the wealth of knowledge available.

5. Our community's wellbeing:

Barwon Health is committed to contributing to closing the unacceptable health gap that still exists between Aboriginal and non-Aboriginal peoples in our community. We will do this by listening to and learning from our Aboriginal employees, Aboriginal consumers, Aboriginal communities and Aboriginal Elders, and by taking direct action to assist all people in the community to fulfil their health and wellbeing goals.

Wadawurrung Country



Our Reconciliation journey so far

Barwon Health has long been committed to developing collaborative relationships with local Aboriginal peoples, communities and organisations. The development of the RAP builds on this commitment and the work done in previous years. By continuing to listen to, and learn from, Aboriginal communities Barwon Health will be guided in the next stage of our journey of Reconciliation.

PARTNERSHIPS

Barwon Health has a close working relationship with Wathaurong Aboriginal Co-operative Health Service. The two organisations are committed to working in partnership to deliver culturally responsive services to, and improve the health and wellbeing of, Aboriginal communities. Collaboration between Wathaurong Health Service and a number of individual programs have resulted in partnership arrangements focussed on specific health needs in the community. These include the delivery of dental, psychiatry, maternity, endocrinology and paediatrics services located at the Wathaurong Health Service, and shared care arrangements for after hours in emergency care. This partnership was recently strengthened through the review and renewal of the long standing Memorandum of Understanding, signed off in May 2015 by the two Chief Executive Officers.

GOVERNANCE

The Aboriginal Advisory Gathering is the committee that guides, drives, supports and monitors all initiatives and activities in the organisation relating to Aboriginal health, employment and seeks advice, guidance and feedback from Aboriginal staff with respect to culturally responsive and inclusive practice. Membership of the Gathering includes Aboriginal and non-Aboriginal staff and leaders from across the organisation and is chaired by the Deputy CEO.

The establishment of a RAP Working Group and the development of a RAP was the direct result from advice from Aboriginal staff within the organisation. Membership consists of Aboriginal and non Aboriginal staff and leaders from across the organisation, community representatives, the Deputy CEO, and is chaired by Barwon Health board member Marcus Dripps (see page 21 for a list of RAP working group members). An Aboriginal consultant Janine Cattanach was engaged to guide the development of our RAP and assist us in our journey towards Reconciliation.

EMPLOYMENT

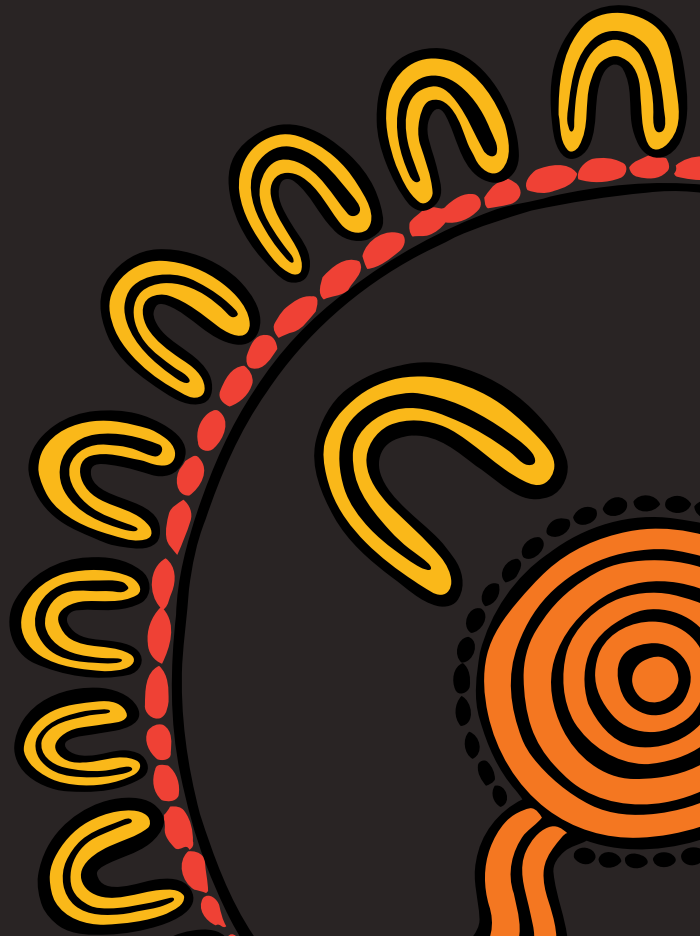
Barwon Health currently employs 24 Aboriginal people; these include the Aboriginal Hospital Liaison Officer roles in Acute Health, the Aboriginal Cultural Consultant role in Mental Health, Drugs & Alcohol Services, and the Koorie Talent Acquisition Officer role. A number of initiatives are underway to assist Barwon Health to significantly increase the Aboriginal workforce. An identified Senior Leadership position will be established to oversee the implementation of the current and future RAPs, including the strategic and operational progression of the Aboriginal Employment Plan. In addition, the organisation is exploring opportunities for identified entry-level positions including graduate positions, cadetships and increasing student placements.

CULTURAL ACTIVITIES AND EVENTS

Barwon Health participates in a number of Aboriginal cultural events in collaboration with the Aboriginal community, including during NAIDOC Week, Closing the Gap Day, and Reconciliation Week. Barwon Health flies both the Aboriginal and Torres Strait Islander flags at the main entrance to the University Hospital Geelong and at the McKellar centre. The RAP will focus on engagement and participation of employees from all programs within the organisation in the celebration and recognition of Aboriginal cultural events.

CULTURAL LEARNING

In 2015 Barwon Health received funding under Koolin Balit (the Victorian Government Strategic Directions for Aboriginal Health 2012-2022) to develop E-Learning Tools focussed on increasing the levels of respect for and understanding of Aboriginal cultures amongst the organisation's workforce. Two E-Learning Tools were developed: The Aboriginal Cultural Awareness Course and the Aboriginal Employment Course (for line managers and supervisors). The focus of the two tools is to develop a culturally inclusive workplace that respects, encourage, values and supports Aboriginal employees and consumers.





Our Plan

Barwon Health is committed to providing culturally responsive care for Aboriginal communities, and to make an impact on improving the length and quality of the lives of Aboriginal peoples. The organisation has been on a Reconciliation journey for two years and a number of initiatives and objectives have already been achieved.

Involvement in the journey has been limited to a select group of programs and individual roles. Aboriginal health is, and should be, everyone's business. The RAP Working Group identified the need for the organisation to prioritise the engagement and involvement of all 7000 employees across twenty-three different programs to contribute to our RAP.

The process of engagement and securing buy-in at all levels in the organisation commenced early in the RAP development through a number of strategies. A RAP Information package was developed for all programs. This package includes information about the benefits of RAPs, myth busters, Aboriginal health statistics, and a calendar with significant Aboriginal national and local cultural events. This package will function as a living document that is accessible to all employees, and will be reviewed and updated annually to ensure the information remains relevant and up to date.

To further engage many people working across multiple and varied program areas, program areas were invited to identify and contribute three

actions to be included in their business plans (please refer to appendix A on the Barwon Health website). These actions are specific to Aboriginal health, cultures and/or employment in each program area, and will have the program area's senior leaders listed as the role responsible for progressing them.

Separate consultation workshops were held for Aboriginal communities to identify gaps and areas of need and improvement, and for the organisation's employees and leaders. The RAP Working Group is confident that we have delivered and committed to an action plan that is meaningful to local Aboriginal communities and to our employees. The actions will allow the organisation to build on the foundation of internal buy-in and the development of sound relationships between Aboriginal communities, Barwon Health employees and program. It is a plan that all employees can be involved in, contribute to, and can be proud of. The actions, as grouped under the overarching principles of Respect, Relationships and Opportunities, can be themed under the following objectives:

1. Building solid foundations of awareness and practice across the workforce
2. Building partnerships with Aboriginal communities
3. Embedding Aboriginal cultures in every day workplace culture
4. Building the foundation for innovation (and future RAPs)

Relationships			
Action	Deliverable	Timeline	Responsibility
1. Establish a RAP Working Group (RWG)		May, August, December, April 2016 and 2017	Deputy CEO
	RWG oversees the development, endorsement and launch of the RAP		
	Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG		
2. Develop external relationships	A list of Aboriginal communities and organisations located on Wadawurrung country that we can connect with is distributed to Program Directors and made available to all staff in our RAP information package	December 2016	Deputy CEO
	Explore opportunities to continue to grow health services through Wathaurong Health Service	September 2016	Deputy CEO Program Directors
	Explore opportunities to hold program meetings at Narana Aboriginal Cultural Centre	September 2016	Program Directors
3. Participate in and celebrate	Encourage our staff to attend a NRW event.	May 2016	Program Directors
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2016	Deputy CEO Program Directors
	Ensure our Working Group participates in an external event to recognise and celebrate NRW.	May 2016	Deputy CEO

NOTE: Throughout this RAP the term *Aboriginal* is used to refer and is inclusive of Aboriginal and Torres Strait Islander people/communities.



Relationships

Action	Deliverable	Timeline	Responsibility
4. Raise internal awareness of our RAP	Develop and implement a plan to assist Program Directors to raise awareness amongst staff at all levels across the organisation about our RAP commitments	September 2016	Deputy CEO
	A RAP Information Package has been developed, distributed to Program Directors and will be annually reviewed, updated and distributed widely	September 2016	The Chair RAP Working Group
	An Aboriginal employee will present at two staff forums per year to share information about Barwon Health's RAP commitments and provide updates on our achievements	September 2016 and March 2017	The Chair RAP Working Group
	A suite of Screen Savers will be developed to create awareness and promote cultural activities and events to Barwon Health workforce throughout the year	December 2016	Director of Communications and Marketing
5. Raise external awareness of our RAP	Provide external stakeholders and community representatives with hard copies of our RAP	June 2016	Deputy CEO
	Provide an electronic copy of our RAP on the Barwon Health website	June 2016	Director of Communications and Marketing
	Host a lunch at a community venue to present our RAP to Aboriginal community members and organisations	September 2016	Deputy CEO

Respect

Action	Deliverable	Timeline	Responsibility
6. Investigate Aboriginal and Torres Strait Islander cultural learning and development	All programs across Barwon Health will have a minimum 65% completion rate of our Cultural Awareness E Learning tool, a monthly report will be sent to Program Directors on completion rates	May 2017	Chief of Workforce and Culture Program Directors
	Barwon Health staff will be provided with opportunities to attend face to face cultural training	February 2017	Program Directors
	All Aboriginal E Learning tools will be updated and standardised	March 2017	Deputy CEO
7. Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols	Display Acknowledgement of Country plaques throughout Barwon Health sites	November 2016	Deputy CEO
	Develop documents explaining the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols (including any local cultural protocols) and be included in the RAP Information Pack	October 2016	Deputy CEO
	Invite a Traditional Owner to provide a Welcome to Country to at least one significant event.	June 2016	Deputy CEO
	Include Acknowledgement of Country at the commencement of relevant internal and external meetings.	June 2016	CEO

Respect

Action	Deliverable	Timeline	Responsibility
8. Create a welcoming and safe environment for Aboriginal peoples	Develop and implement an Engagement Campaign to increase identification of Aboriginal peoples accessing Barwon Health services	October 2016	Director of Communications and Marketing
	Develop an organisation wide culturally appropriate care policy to guide Barwon Health employees in providing cultural support to Aboriginal consumers	April 2017	Deputy CEO
	An area/space will be located at University Hospital Geelong to provide a family room for Aboriginal families	November 2016	Deputy CEO
	A room or area will be named in Wadawurrung language, appropriate consultation with key stakeholders and community representatives will occur	May 2017	Executive Director of Workforce
	Aboriginal artwork will be displayed throughout Barwon Health sites	May 2017	Chief Director of Workforce
	Cultural education videos will be played in waiting rooms throughout Barwon Health sites, appropriate consultation with the Aboriginal communities will occur	May 2017	Director of Communications and Marketing
	The on boarding program will include information about the Aboriginal Hospital Liaison and the Aboriginal Cultural Consultant (mental health) service	August 2016	Chief of Workforce
9. Ensure Aboriginal peoples have access to cultural support at Barwon Health	Implement drop down questions within the patient management system to identify Aboriginal status of consumers	February 2017	Chief of Knowledge and Information Officer
	A resource pack will be developed for Aboriginal consumers with information about the Aboriginal Hospital Liaison and the Aboriginal Cultural Consultant service, Maternity support, attending outpatient appointments, and complaints and discharge process	September 2016	Deputy CEO
	The Aboriginal Hospital Liaison service will be extended to include cultural support for Aboriginal people at the McKellar centre	December 2016	Director of Allied Health
	A suite of Screen Savers will be developed to create awareness and promote cultural activities and events to Barwon Health workforce throughout the year	December 2016	Director of Communications and Marketing

Respect

Action	Deliverable	Timeline	Responsibility
10 Encourage staff participation in Aboriginal dates of significance through delivering four cultural events per year	<p>The Byerrngitj committee will co ordinate four cultural events throughout the year and all staff will be encouraged to attend:</p> <ul style="list-style-type: none"> • National Apology • Close the Gap Day • National Reconciliation Week • NAIDOC Week 	February, March, June, July 2016 and 2017	<p>Deputy CEO</p> <p>Deputy CEO Program Directors</p> <p>Director Marketing and Communications</p>
11. Participate in and celebrate NAIDOC Week	<p>Raise awareness and share information amongst our staff of the meaning of NAIDOC Week, which includes information about local Aboriginal peoples and communities.</p>	July 2016	<p>Deputy CEO</p> <p>Program Directors</p> <p>Director Marketing and Communications</p>
	<p>Introduce our staff to NAIDOC Week by promoting communities events in our local area.</p>		<p>Program Directors</p> <p>Director Marketing and Communications</p>
	<p>Ensure our Working Group participates in an external NAIDOC Week event.</p>		

Opportunities

Action	Deliverable	Timeline	Responsibility
12. Investigate Aboriginal and Torres Strait Islander employment	The Aboriginal Employment Plan will be reviewed and updated and include targets for each directorate	July 2016	Chief of Workforce
	The Aboriginal employment plan will incorporate a communication plan, which will be outlined to each program area to facilitate and implement	July 2016	Chief of Workforce
	The employment plan will incorporate strategies that promote traineeship and graduate placements	February 2017	Chief Operating Officer for Sub Acute Chief Operating Officer for Acute
	Barwon Health managers will have a 100% completion rate of our Aboriginal Employment E-Learning tool, a monthly report will be sent to Program Directors to monitor completion rates	May 2017	Program Directors Deputy CEO
	Establish an identified senior leadership position to oversee, develop and implement strategic initiatives of Aboriginal health	May 2017	CEO
13. Provide cultural support for our Aboriginal employees	Develop and implement a cultural ceremony leave policy to ensure Aboriginal employees can participate in cultural ceremonies	July 2016	Chief of Workforce
	Explore mentoring and coaching to advance career opportunities to our Aboriginal employees	August 2016	Program Directors
14. Investigate Aboriginal and Torres Strait Islander supplier diversity	Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses	April 2017	Chief Financial Officer
	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	April 2017	Chief Financial Officer

Tracking and Progress

Action	Deliverable	Timeline	Responsibility
1. Build support for the RAP	Define resource needs for RAP development and implementation	30 September 2017	Deputy CEO The Gathering
	Define systems and capability needs to track, measure and report on RAP activities		Deputy CEO
	Complete an annual report on Barwon Health's achievements through the RAP Impact Measurement Questionnaire	30 September 2017	CEO
2. Review and Refresh RAP	Review and refresh RAP based on learning's, challenges and achievements	30 September 2017	CEO Deputy CEO Program Directors
	Submit draft RAP to Reconciliation Australia for formal review and endorsement	January 2017	
	Consult with internal and external stakeholders and community representatives to review and refresh RAP	December 2016	





NOTES

The title Program Director is inclusive of the following positions:

Program

Director Emergency & Medicine Program

Director Surgery & Perioperative Program

Director Women & Children's Program

Director Cancer Program

Director Enterprise Program

Director Community Health & Rehab Program

Director Inpatient Rehab Program

Director Aged Care Program

Director Mental Health Drug
& Services Program

Director Volunteer Services Program

Director Clinical Education Program

Director Research Program

Director Safety & Quality Program

Director Health Innovations Program

Director Health Technology Program

Director Health Informatics Program

Director Library & Literacy Program

Director Technology Operations Program

Deputy Chief Financial Officer Program

Director Building Services Program

Director Support Services Program

Director Communications and
Marketing Program

Executive Director of Barwon Health
Foundation Program

Members of the RAP Working Group:

Marcus Dripps

Barwon Health Board of Directors and
Chair of the RAPWG

Paul Cohen

Interim CEO – Barwon Health/Chair

Janine Cattanach

Aboriginal Consultant, The Cultural
Consultancy Group

Syd Fry

Team Leader Aboriginal Health Barwon South
West Health, Department of Health and
Human Services

Lindi Dietzel

Senior Advisor Aboriginal Engagement,
Department of Health and Human Services
West Division

Rod Jackson

CEO, Wathaurong Aboriginal Co-operative

Devinia Wainwright

Art and Craft Coordinator, Narana Aboriginal
Cultural Centre

Liz Cameron

Director, Koorie Institute of Education
Deakin University

Julie Jones

Manager Palliative Care, Barwon Health

Kate Bibby

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OUR VALUES

RESPECT
COMPASSION
COMMITMENT
ACCOUNTABILITY
INNOVATION

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