

# Aboriginal and Torres Strait Islander Cultural Capability Action Plan 2023-2026



# Our commitment to Aboriginal and Torres Strait Islander peoples

The Queensland Ambulance Service (QAS) acknowledges the Traditional Custodians, and pays respect to Aboriginal and Torres Strait Islander elders, past and present, on whose lands, seas, skies and winds we provide health services to all Queenslanders.

This plan uses the term 'Aboriginal and Torres Strait Islander peoples' rather than 'First Nations' or 'Indigenous' peoples. However, the Queensland Ambulance Service acknowledges Aboriginal and Torres Strait Islander peoples right to self-determination and respects the choice of Aboriginal and Torres Strait Islander peoples to describe their own cultural identities, which may include these or other terms, including particular sovereign peoples (for example, Yodinji or Turrbal) or traditional place names (for example, Meanjin Brisbane).

# Acknowledgements

In acknowledging and respecting individuals, teams, and services that are working in culturally responsive and appropriate ways, we also identify that ongoing improvements are needed across the QAS to support staff, patients, clients, consumers, their families and communities.

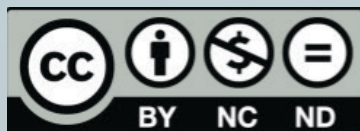
# Our commitment to human rights

We will respect, protect and promote human rights in our decision-making and actions.

# Caring for our mob together



The QAS Indigenous artwork represents the connection between the QAS and the Aboriginal and Torres Strait Islander community with each of the elements having specific meaning. At the centre of the design, traditional and modern health, as well as values of respect and inclusion merge to create a 'healing pathway', representing the journey to better healthcare. The healing pathway is accessible and moves through the diverse communities, sharing knowledge and caring for Aboriginal and Torres Strait Islanders.



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# Commissioner's foreword

On behalf of the QAS, I am pleased to present the Aboriginal and Torres Strait Islander Cultural Capability Action Plan 2023–2026 (the Plan). The Plan reaffirms our organisation's commitment to developing a more culturally safe and responsive workplace that values and respects the contribution of our state's first people.

The Plan builds upon the important outcomes we have achieved in implementing the previous Aboriginal and Torres Strait Islander Cultural Capability Action Plans and establishes our direction and plans for the coming three years.

In addressing social and economic inequalities, historical injustices, all forms of racism and discrimination that lead to poorer health outcomes, we commit to co-designing services which are culturally respectful and responsive to the needs of Aboriginal and Torres Strait Islander peoples and communities.

This Plan has been developed in conjunction with the QAS Aboriginal and Torres Strait Islander Leadership Committee and Indigenous Network, through a series of consultative planning workshops. I would like to thank these

groups for their generosity and commitment in supporting the QAS to progress these outcomes for our organisation and the community.

By continuing our journey to become a culturally safe, responsive and inclusive workplace, the QAS can make a meaningful contribution to health equity through our genuine interactions with Aboriginal and Torres Strait Islander people and their communities.

I encourage all QAS staff to actively involve themselves and contribute to the actions in this Plan. By working towards a truly inclusive and diverse culture in the QAS, we can ensure better outcomes for the Queensland communities we serve and contribute towards the QAS vision of *Excellence in Ambulance Services*.



Craig Emery ASM  
Commissioner  
Queensland Ambulance Service



# What is Aboriginal and Torres Strait Islander cultural capability?

Cultural capability is the understanding of Aboriginal and Torres Strait Islander cultures and their history, the integration of those cultures into our work practices and the appreciation of those cultures in our decision-making and service delivery.

Cultural capability is fundamental in the QAS, in ensuring Aboriginal and Torres Strait Islander people enjoy the same opportunities as non-Indigenous Queenslanders.

Our cultural capability initiatives have reached some significant milestones over the past three years, and through our leadership, we will continue to influence and improve health delivery outcomes for our Aboriginal and Torres Strait Islander people.



*Aboriginal and Torres Strait Islander culture is diverse and thriving. Tapping into this multiplicity of experience and understanding through a lens of cultural competence will reward all Australians.*

Russell Taylor, Principal, Australian Institute of Aboriginal and Torres Strait Islander Studies

# Government commitment

In recent years, there has been an Australia-wide focus aimed at closing the gap between Indigenous and non-Indigenous Australians across a large number of key areas. This national and state commitment includes the following initiatives:

- The Closing the Gap framework was formalised by the Council of Australian Governments (COAG) in 2008. COAG established targets to focus on the areas of health, education and employment, which are recognised as the key drivers for success in addressing the significant disparity in the health, wellbeing and prosperity between Indigenous and non-Indigenous Australians. The two specific health targets include closing the gap in life expectancy by 2033 and halving the gap in mortality rates for children under five years of age.
- The Indigenous Economic Participation National Partnership supports the target set by COAG to halve the gap in employment outcomes between Aboriginal and Torres Strait Islander people and non-Aboriginal and Torres Strait Islanders.
- Queensland Government Aboriginal and Torres Strait Islander Cultural Capability Framework (2015). This Framework aims to improve cultural capability across Government. It is based on the following principles – valuing culture, leadership and accountability, building cultural capability to improve economic participation, Aboriginal and Torres Strait Islander engagement and strong partnership and culturally responsive systems and services.
- Queensland Reconciliation Action Plan 2023–25. The Plan outlines the Queensland Government’s commitment to advance reconciliation and to embed the reform agenda across the public sector, reframing the relationship with Aboriginal and Torres Strait Islander peoples across four key areas of relationships, respect, opportunities and accountability and governance.
- Queensland Health 2010: Making Tracks towards closing the gap in health outcomes for Indigenous Queenslanders by 2033 – policy and accountability framework.
- Queensland Health 2010: Aboriginal and Torres Strait Islander Cultural Capability Framework 2010–2033.



# Our commitment

The QAS shares the vision of closing the life expectancy gap between Aboriginal and Torres Strait Islander people and other Queenslanders. The QAS Strategy 2022-2027 clearly articulates the organisational focus required of QAS to ensure sustainable, adaptive, and responsive delivery of contemporary health care to Queensland communities.

To achieve this, we need to ensure that our organisation is well positioned to meet the needs of the community we serve, including Aboriginal and Torres Strait Islander people. This relies on much more than the provision of clinical services. It also requires an organisation that understands and respects cultural differences and needs, and applies this understanding and respect in its governance, policy, planning, infrastructure, funding, standards, information systems, human resource management, quality improvement, education, training and every aspect of health service delivery.

In order to take a genuine step forward so that QAS can mature into a culturally capable and responsive organisation, the following

statements need to be embedded into our ethos:

- Improving Aboriginal and Torres Strait Islander people's health is everyone's business.
- All QAS staff are committed to closing the gap in health inequities between Aboriginal and Torres Strait Islander people and other Queenslanders.
- Services must be culturally and clinically responsive and appropriate in order to close the gap.
- We acknowledge and respect the diversity in Aboriginal and Torres Strait Islander people and cultures and their right to equitable, accessible and quality health care.
- Cultural capability, just like clinical capability, is an ongoing journey of continuous individual learning and organisational improvement, in order to ensure best practice in health service delivery.



# Equity, Diversity and Inclusion in the QAS

The QAS is committed to ensuring an inclusive and supportive workplace that enables all employees to participate, contribute, and thrive.

Workplace diversity, equity, inclusion and cultural safety are key concepts to support the engagement of our workforce and ensure that the QAS is representative of the community we serve. The QAS has made strong commitments to progressing diversity, equity, inclusion, and cultural safety by allocating resources, developing plans and undertaking initiatives to build and mature our approach.

As the principal provider of pre-hospital emergency medical care and ambulance services

in Queensland, the QAS remains committed to purposefully work towards building a workforce that better reflects the community we serve and will foster diverse and inclusive workplaces where everyone feels safe, respected and valued.

The QAS Strategy 2022-2027 and QAS Workforce Plan 2023-2028 frames our commitment to achieving a diverse and inclusive workplace.

These pieces are supported by two action plans:

- the QAS Aboriginal and Torres Strait Islander Cultural Capability Action Plan 2023-2026 (this plan)



- the QAS Equity, Diversity and Inclusion Action Plan 2023-2024.

## Cultural Capability Action Plan

The Aboriginal and Torres Strait Islander Cultural Capability Action Plan 2023-2026 is the third Plan released by the QAS. The Plan identifies and prioritises key cultural capability strategies and actions for the next three years and complements the QAS Equity, Diversity and Inclusion Action Plan 2023-2024.

The Plan is aligned with the Queensland

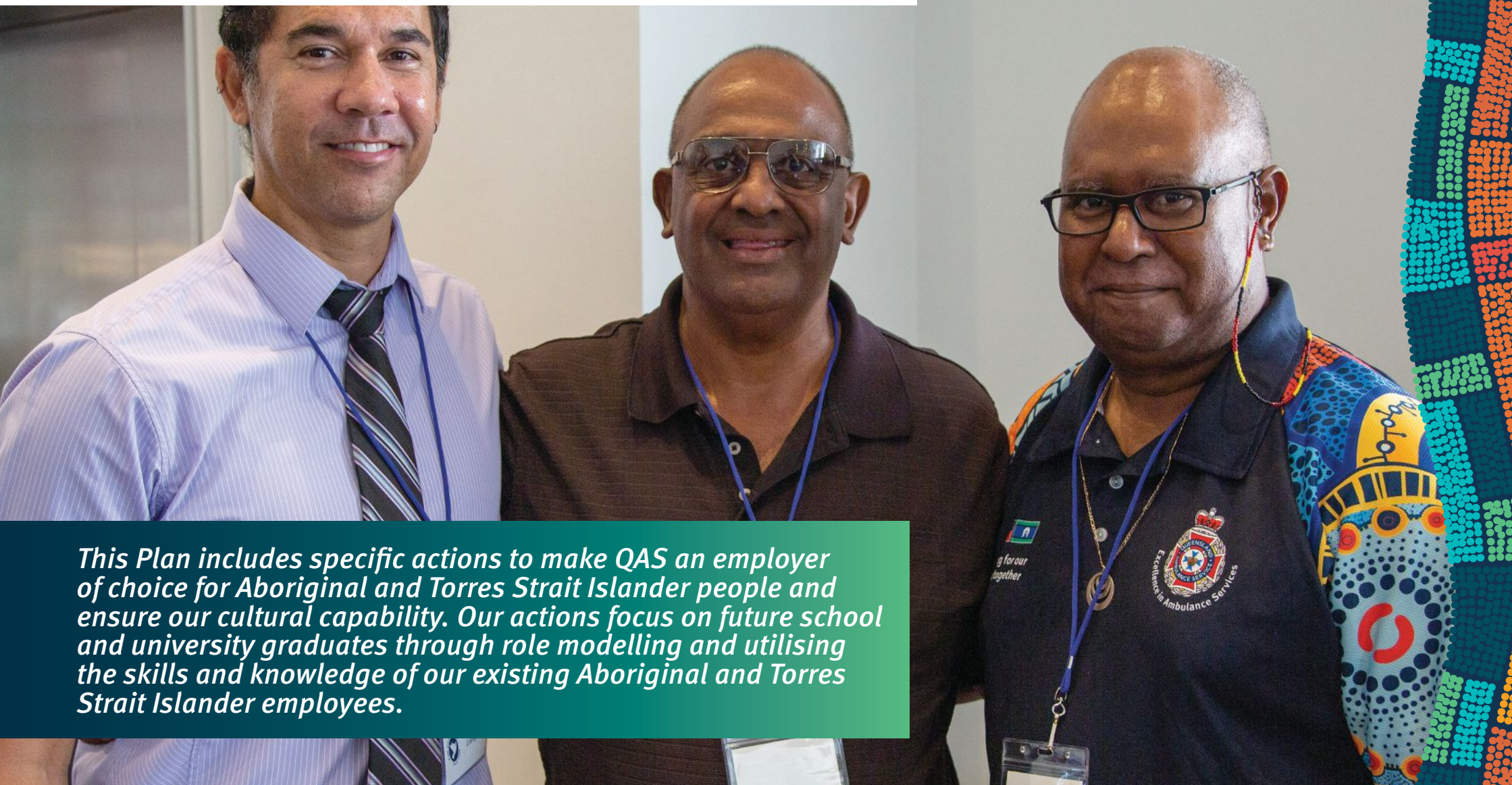
Government Aboriginal and Torres Strait Islander Cultural Capability Framework and the Queensland Health Aboriginal and Torres Strait Islander Cultural Capability Framework 2010-2033, which provides the strategic direction for cultural capability planning.

The Plan is underpinned by the above-mentioned frameworks guiding principles:

1. valuing culture;
2. leadership and accountability;
3. building cultural capability to improve economic participation;
4. engagement with Aboriginal and Torres Strait Islander people and business; and
5. culturally responsive systems and services.



## Aboriginal and Torres Strait Islander staff



*This Plan includes specific actions to make QAS an employer of choice for Aboriginal and Torres Strait Islander people and ensure our cultural capability. Our actions focus on future school and university graduates through role modelling and utilising the skills and knowledge of our existing Aboriginal and Torres Strait Islander employees.*

# Principle 1 – Valuing culture

Culture plays a fundamental role in shaping the identity and wellbeing of individuals and communities.

- Recognising, respecting, and valuing Aboriginal and Torres Strait Islander cultures is fundamental to improving our services and contributing to first nations health equity.
- For Aboriginal and Torres Strait Islander people, their cultural practices, beliefs and values are deeply connected to overall wellbeing.
- By respecting and valuing cultural practices, traditions and truth telling we create an environment where Aboriginal and Torres Strait Islanders feel safe, supported and understood.
- Embracing and understanding Aboriginal and Torres Strait Islander culture fosters a sense of belonging and acceptance.

In the next 12 months, the QAS will:

	Objective/initiative	Supporting action	Responsibility
1.1	All QAS significant events and key meetings will commence with a Welcome to Country or Acknowledgement of Traditional Custodians	■ Develop supported education on the importance of Welcome to Country/Acknowledgement of Traditional Custodians and incorporate this into the broader Cultural Awareness training module	OOMD (QASEC)
		■ Encourage and promote local protocols for Welcome to Country/Acknowledgement of Traditional Custodians to be displayed in all Region and Corporate Office conference/meeting rooms	QAS Executives / Regional Managers
		■ Encourage and support staff and leaders to personalise Welcome to Country/Acknowledgement of Traditional Custodians at all QAS led significant events and key meetings	QAS Executives / Regional Managers
		■ Add a standing agenda item to Region/Station meetings to promote and discuss upcoming cultural days of significance	QAS Executives / Regional Managers
1.2	The QAS will display visible acknowledgements of Aboriginal and Torres Strait Islander culture through the installation of Aboriginal and Torres Strait Islander flags, artwork, and cultural objects, across QAS facilities and equipment	■ Develop and make available purchasing guidelines for the purchase and gifting of Aboriginal and Torres Strait Islander art/cultural objects	DCCASS (HR / IPB)
		■ Aboriginal and Torres Strait Islander flags to be flown alongside the Australian Flag in all Regions/stations, where possible/practical	QAS Executives / Regional Managers
		■ Encourage and promote the use of QAS email signature block which incorporates an Acknowledgement to Traditional Custodians	All

Objective/initiative	Supporting action	Responsibility
1.3 To create understanding amongst our workforce, the QAS will promote, participate and observe Aboriginal and Torres Strait Islander cultural days of significance	<ul style="list-style-type: none"> <li>■ Promote and celebrate Aboriginal and Torres Strait Islander significant federal, state, and local dates and events, where appropriate, including:               <ul style="list-style-type: none"> <li>□ Anniversary of the Apology (13 February)</li> <li>□ National Close the Gap Day (March)</li> <li>□ National Sorry Day (26 May)</li> <li>□ National Reconciliation Week (27 May - 3 June)</li> <li>□ MABO Day (3 June)</li> <li>□ Coming of Light Festival (1 July)</li> <li>□ National Aboriginal and Islander Day Observance Committee (NAIDOC) week (July)</li> </ul> </li> </ul>	OOC (Media) / QAS Executives / Regional Managers / QAS Indigenous Network
1.4 QAS Leaders encourage meaningful engagement, co-ordination, participation and promotion of Aboriginal and Torres Strait Islander related activities and initiatives in consultation with the QAS Indigenous Network (Indigenous Liaison Officers (ILO) and Cultural Capability Champions (CCC))	<ul style="list-style-type: none"> <li>■ Ensure all staff are supported to attend cultural days of significance within QAS or the community</li> </ul>	QAS Executives / Regional Managers
	<ul style="list-style-type: none"> <li>■ Ensure ILOs and/or CCCs are supported, developed, and retained in each Region</li> </ul>	Regional Managers
	<ul style="list-style-type: none"> <li>■ Review and make available to staff the application process for the endorsement of an ILO or CCC (including the maintenance of the roles and responsibilities list)</li> </ul>	DCCASS (HR)

In the future, QAS will:

	Objective/initiative	Supporting action	Responsibility
1.2	The QAS will display visible acknowledgements of Aboriginal and Torres Strait Islander culture through the installation of Aboriginal and Torres Strait Islander flags, artwork, and cultural objects, across QAS facilities and equipment	<ul style="list-style-type: none"> <li>■ Purchase and display Aboriginal and Torres Strait Islander art/cultural objects in existing corporate/ Regional offices, stations, facilities and equipment (subject to QAS purchasing guidelines and any cultural sensitivities)</li> <li>■ Purchase and display Aboriginal and Torres Strait Islander art/cultural objects in new stations and facilities (subject to QAS purchasing guidelines and any cultural sensitivities)</li> <li>■ Review current flagpole allocations and add additional flag poles where possible/practical to have minimum three (3) flag poles at all locations</li> <li>■ Use commissioned QAS Aboriginal and Torres Strait Islander artwork designs on internal Aboriginal and Torres Strait Islander specific strategic documents, protocols and guidelines.</li> <li>■ Use commissioned QAS Aboriginal and Torres Strait Islander artwork designs in clothing, vehicles and promotional equipment and materials</li> </ul>	<p>QAS Executives / Regional Managers</p> <p>QAS Executives / Regional Managers</p> <p>QAS Executives / Regional Managers</p> <p>All</p>
1.4	QAS Leaders encourage meaningful engagement, co-ordination, participation and promotion of Aboriginal and Torres Strait Islander related activities and initiatives in consultation with the QAS Indigenous Network (Indigenous Liaison Officers (ILO) and Cultural Capability Champions (CCC))	<ul style="list-style-type: none"> <li>■ Develop a Region/Station calendar of local community cultural days of significance to be promoted and celebrated, where appropriate, including development of Event Plans with appropriate resourcing both financial and staffing</li> <li>■ Support QAS Indigenous Network members to participate in and coordinate Aboriginal and Torres Strait Islander related activities and initiatives eg bi-annual workshops, teleconferences, projects, etc.</li> </ul>	<p>Regional Managers</p> <p>DCCASS (HR) / Regional Managers</p>

# AND AMBULANCE SERVICE



# Principle 2 – Leadership and accountability

Organisational and cultural leadership demonstrates the knowledge and skills to inform, shape and guide others.

- Aboriginal and Torres Strait Islander elders are respected and provided opportunities to pass on knowledge and skills through training, coaching and mentoring to build capacity to meet the needs of community.
- Organisational leaders empower staff to be genuinely inclusive through engagement, participation and promotion of cultural safety as it aligns to the QAS Statement of Commitment to Aboriginal and Torres Strait Islander peoples.
- Ensure that both cultural and organisational leadership voices inform and guide strategic direction to embed the importance of inclusive, respectful and accountable culture change and growth.

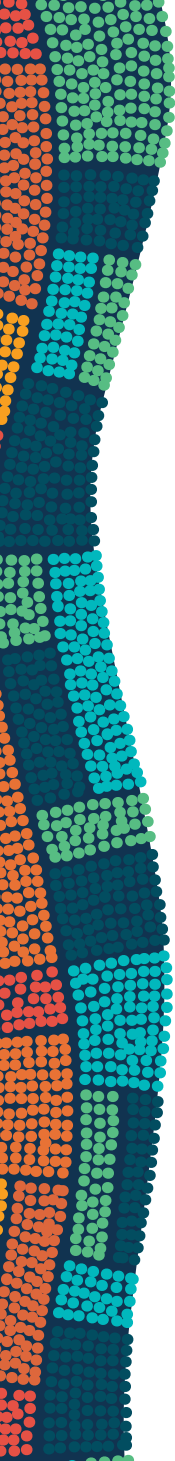
In the next 12 months, the QAS will:

	Objective/initiative	Supporting action	Responsibility
2.1	QAS Executives commit and contribute to whole of government initiatives and priorities, including Reconciliation, Closing the Gap and First Nations Health Equity	■ Develop and implement the QAS Cultural Safety Assessment Tool at both Regional and District levels to determine baseline cultural safety maturity across the QAS	OOC (CSU)
		■ Embed cultural capability leadership elements into performance plans of QAS Executive, Regional Leaders and Senior Managers	OOC / DCCASS (HR)
		■ Identify and nominate QAS Executives to champion and drive Cultural Capability initiatives to improve workforce participation	QAS Executives
2.2	Support and grow current Aboriginal and Torres Strait Islander employees' leadership capability	■ Maintain and promote a QAS Aboriginal and Torres Strait Islander Peer Support Officer Network	OOC (Priority One) / Regional Managers
		■ Review development pathways to improve education and career opportunities for priority groups with the QAS (eg career coaching, SARAS), including Aboriginal and Torres Strait Islander employees	OOMD (QASEC)
		■ Investigate and propose targeted professional development for the QAS Indigenous Network	OOMD (QASEC)

Objective/initiative	Supporting action	Responsibility
2.3 Increase Aboriginal and Torres Strait Islander cultural awareness of all staff	<ul style="list-style-type: none"> <li>Review the current use of the QHealth Aboriginal and Torres Strait Islander Cultural Practice mandatory training program to meet contemporary best practice and QAS requirements</li> <li>Aboriginal and Torres Strait Islander Cultural Awareness remains a mandatory training requirement for all staff at on-boarding, and a mandatory refresher training for existing staff every two years</li> </ul>	OOMD (QASEC) / DCCASS (HR/Strat Ops)
	<ul style="list-style-type: none"> <li>Develop an Aboriginal and Torres Strait Islander Cultural awareness module that identifies best practice, specific to local needs, community profile, state and allied health organisations</li> </ul>	OOMD (QASEC) / Regional Managers
	<ul style="list-style-type: none"> <li>Develop a suite of educational pieces on Aboriginal and Torres Strait Islander health, history and social impacts to increase cultural awareness of all staff</li> <li>Develop a Knowledge and Resource hub for all staff to be able to access information, articles and referral pathways to improve staff cultural awareness</li> </ul>	OOMD (QASEC)

In the future, QAS will:

Objective/initiative	Supporting action	Responsibility
2.1 QAS Executives commit and contribute to whole of government initiatives and priorities, including Reconciliation, Closing the Gap and First Nations Health Equity	<ul style="list-style-type: none"> <li>Review and update all role/position descriptions to include cultural capability and competency</li> <li>Ensure appropriate consideration of demonstrated cultural capability and competency in selection processes</li> </ul>	OOC / DCCASS (HR)
	<ul style="list-style-type: none"> <li>Undertake regular audits and assessment tools to inform best practices including the Cultural Safety Assessment Tool</li> <li>Use findings from audits and assessments to develop plans and strategies to improve service delivery and contributing to First Nations Health Equity</li> </ul>	QAS Executives / Regional Managers



	Objective/initiative	Supporting action	Responsibility
2.2	Support and grow current Aboriginal and Torres Strait Islander employees' leadership capability	<ul style="list-style-type: none"> <li data-bbox="667 164 1859 240">■ Develop and implement a QAS Scholarship pathway for current QAS Aboriginal and Torres Strait Islander employees</li> <li data-bbox="667 248 1859 325">■ Develop and implement an internal Aboriginal and Torres Strait Islander Aspiring Leaders Program (mentoring program)</li> <li data-bbox="667 333 1859 410">■ Explore utilisation of QAS RTO to deliver a qualification specific to Indigenous Leadership (eg Cert IV in Indigenous Leadership)</li> <li data-bbox="667 418 1859 533">■ Implement and deliver the Aboriginal and Torres Strait Islander Cultural awareness module in the Regional Induction and on-boarding programs specific to local needs, community profile, state and allied health organisations</li> <li data-bbox="667 541 1859 617">■ Explore opportunities to expand delivery of face-to-face Cultural awareness training to all staff within six (6) months of commencement</li> <li data-bbox="667 625 1859 702">■ Develop and implement a cultural capability program for Executive and Senior Management and incorporate relevant QH and QAS cultural capability face-to-face awareness session</li> </ul>	<p data-bbox="1877 164 2114 204">DCCASS (HR)</p> <p data-bbox="1877 248 2114 368">OOMD (QASEC) / DCCASS ((HR/Strat Ops)</p> <p data-bbox="1877 418 2114 493">OOMD (QASEC) / Regional Managers</p> <p data-bbox="1877 625 2114 700">OOMD (QASEC) / QAS Executives</p>





# Principle 3 – Building cultural capability to improve economic participation

Building cultural capability to improve services and facilitate sustainable employment outcomes will lead to greater economic prosperity.

- Expand and promote employment growth and workforce participation contributing to Aboriginal and Torres Strait Islander government priorities and strategic planning.
- By increasing the economic and social participation of Aboriginal and Torres Strait Islander peoples within the economy it will deliver positive and sustainable benefits for individuals, families, and communities.
- Ensuring delivery that is responsive to community needs, provide value for money and achieve expected outcomes.

In the next 12 months, the QAS will:

Objective/initiative	Supporting action	Responsibility
3.1 Initiatives to increase Aboriginal and Torres Strait Islander workforce participation	■ Expand the QAS Scholarship pathway for school and university-based students	DCCASS (HR)
	■ Utilise targeted recruitment strategies across the QAS to improve workforce participation	DCCASS (HR)
	■ Embed culturally sensitive approaches and strategies to recruitment and selection activities	DCCASS (HR)
	■ Participate in local career related events to promote QAS employment pathways eg university/TAFE career days	Regional Managers / DCCASS (HR)
3.2 Actively promote the economic participation of Aboriginal and Torres Strait Islander business, providers and people	■ Investigate the barriers that prevent Aboriginal and Torres Strait Islander staff from identifying through Equal Employment Opportunity (EEO) Census and develop strategies to improve participation	DCCASS (HR)
	■ Publish and promote via the Knowledge and Resource hub, the Queensland Indigenous (Aboriginal and Torres Strait Islander) Procurement Policy (QIPP) which provides a whole-of-government framework to increase procurement with Indigenous businesses	DCCASS (IPB)
3.3 The QAS contributes to and influences whole-of-Government strategic direction relating to Aboriginal and Torres Strait Islander issues	■ Publish and promote via Knowledge and Resource hub, a list of approved Aboriginal and Torres Strait Islander businesses, providers and people eg Black Business Finder and Supply Nation	DCCASS (IPB)
	■ Actively participate on Whole-of-Government committees, Community of Practice and other advisory groups to ensure contemporary practice and strategic alignment to Whole-of-Government priorities	QAS Executives / Regional Managers
	■ Regions and Work Units participate in education and engagement activities to better understand the issues affecting contemporary Aboriginal and Torres Strait Islander peoples and communities	QAS Executives / Regional Managers



In the future, the QAS will:

	Objective/initiative	Supporting action	Responsibility
3.1	Funding opportunities	<ul style="list-style-type: none"> <li data-bbox="667 213 1859 279">Actively seek funding opportunities to support ongoing Aboriginal and Torres Strait Islander initiatives including research, recruitment and retention and future projects</li> </ul>	DCCASS (Finance / HR)



# Principle 4 – Engagement with Aboriginal and Torres Strait Islander people and businesses

Sustained, respectful and inclusive engagement is essential to gaining an understanding of Aboriginal and Torres Strait Islander peoples and perspectives to better inform our work.

- Understand and promote the value of informed engagement, collaboration, consultation, and co-design, to strengthen partnerships to inform sustainable and holistic outcomes.
- Culturally respectful in the process of truth telling and lived experiences to build capacity to meet the needs of Aboriginal and Torres Strait Islander peoples and communities.
- By embedding authentic engagement and valuing contributions of stakeholders, we embed the importance of strengthening meaningful engagement.

In the next 12 months, the QAS will:

Objective/initiative	Supporting action	Responsibility
4.1 Review the QAS Aboriginal and Torres Strait Islander stakeholder engagement process, particularly in Aboriginal and Torres Strait Islander communities	■ Ensure engagement of the various Aboriginal and Torres Strait Islander staff, networks and work units at all QAS forums, meetings and other relevant opportunities	Regional Managers
	■ Implement the QAS Stakeholder Engagement Framework to improve co-design, collaboration and delivery of services to Aboriginal and Torres Strait Islander peoples and communities	QAS Executive / Regional Managers
	■ Review, contemporise and expand Regional Aboriginal and Torres Strait Islander profiles to include area specific information, including key stakeholder lists, targeted health messaging and alternative referral pathways	Regional Managers
	■ Ensure all local staff are aware of and have access to the profiles and their purpose	
	■ Inclusion of local community Elders on identified recruitment processes eg Indigenous Paramedic Program	DCCASS (HR) / Regional Managers
	■ Inclusion of an Aboriginal and Torres Strait Islander representative on other relevant recruitment processes	



	Objective/initiative	Supporting action	Responsibility
4.2	Strengthen the engagement and support for Aboriginal and Torres Strait Islander communities through working in partnership	<ul style="list-style-type: none"> <li>■ Include representation of Aboriginal and Torres Strait Islander community stakeholders on formal committees, advisory groups and/or other appropriate mechanisms</li> <li>■ Actively represent QAS on community committees, advisory groups and/or other appropriate mechanisms</li> <li>■ Formalise partnerships with Aboriginal and Torres Strait Islander Community Controlled Health Organisations</li> </ul>	Regional Managers

In the future, the QAS will:

	Objective/initiative	Supporting action	Responsibility
4.2	Strengthen the engagement and support for Aboriginal and Torres Strait Islander communities through working in partnership	<ul style="list-style-type: none"> <li>■ Undertake research in partnership with key Aboriginal and Torres Strait Islander community, government, industry and academic partners into Aboriginal and Torres Strait Islander health challenges and opportunities</li> </ul>	Regional Managers



# Principle 5 – Culturally responsive systems and services

Culturally responsive systems and services identify the unique needs of the individual and models of care that ensure safety, respect, self-determination, and cultural and clinical responsiveness.

- Embedding Aboriginal and Torres Strait Islander perspective into the design, delivery and evaluation of policy, programs, and services, to promote culturally inclusive and responsive outcomes.
- We commit to co-designing services which are culturally respectful and responsive to the needs of Aboriginal and Torres Strait Islander peoples and communities.
- To continuously improve the business systems, processes and capabilities that support service delivery through equitable and patient focussed models of care.

In the next 12 months, the QAS will:

Objective/initiative	Supporting action	Responsibility
5.1 Develop appropriate service delivery models for Aboriginal and Torres Strait Islander communities	■ Actively participate in contemporary Government initiatives to enhance service delivery in local communities	DCON / DCOS
	■ Collaborate with our partners in the health system and community, to co-design and embed culturally safe and appropriate service delivery systems to advance health equity for Aboriginal and Torres Strait Islander peoples	OOC / DCON / DCOS
5.2 Increased capacity to provide culturally responsive healthcare	■ Develop and promote via the Knowledge and Resource hub, contemporary information and resources on Culturally Responsive Healthcare	OOMD (QASEC)
	■ Develop and deliver educational packages to all staff on Culturally Responsive Healthcare	
5.3 Develop appropriate systems, services and investments to meet the needs of Aboriginal and Torres Strait Islander people	■ Embed community engagement with local Aboriginal and Torres Strait Islander people and communities to increase awareness of QAS programs eg CPR awareness, Quit Line etc	DCON / DCOS / Regional Managers
	■ Embed cultural capability in organisational decision making, governance, policy and business processes	DCON / DCOS / Regional Managers

In the future, the QAS will:

	Objective/initiative	Supporting action	Responsibility
5.1	Develop appropriate service delivery models for Aboriginal and Torres Strait Islander communities	<ul style="list-style-type: none"> <li>■ Continue and expand the Aboriginal and Torres Strait Islander Employment Pathway Program to Aboriginal and Torres Strait Islander communities</li> <li>■ Co-design with our partners in community to contemporise service delivery modelling for Aboriginal and Torres Strait Islander communities</li> </ul>	<p>OOC / DCCASS (HR) / Regional Managers</p> <p>DCON / DCOS</p>
5.2	Increased capacity to provide culturally responsive healthcare	<ul style="list-style-type: none"> <li>■ Develop and make available to all staff, cultural language alternatives for Medical Priority Dispatch System questioning and pre-arrival instructions</li> <li>■ Develop and make available to all staff, a list of referral pathways and partnerships for Aboriginal and Torres Strait Islander clients</li> </ul>	<p>OOMD (QASEC)</p> <p>OOMD (Digital Healthcare and Innovation) / Regional Managers</p>
5.3	Develop appropriate systems, services and investments to meet the needs of Aboriginal and Torres Strait Islander people	<ul style="list-style-type: none"> <li>■ Revise the QAS policy framework to ensure best practice and visibility of Aboriginal and Torres Strait Islander cultural capability</li> </ul>	<p>DCON / DCOS / Regional Managers</p>



* Key – Functional Lead			
OOC	Office of the Commissioner	Regional Managers	Assistant Commissioner, District Directors, Officers in Charge and other members of the Supervisory Teams
DCON	Deputy Commissioner, Operations - North and Rural and Remote	DCOS	Deputy Commissioner, Operations - South
OOMD	Office of the Medical Director	DCCASS	Deputy Commissioner, Corporate and Statewide Services
QASEC	Queensland Ambulance Service Education Centre	QAS Indigenous Network	Includes Indigenous Liaison Officers and Cultural Capability Champions



Queensland Ambulance Service  
**Aboriginal and Torres Strait Islander**  
Cultural Capability Action Plan  
2023–2026

