

### **Our vision for reconciliation**

*That Aboriginal and Torres Strait Islander peoples<sup>1</sup> community needs, interests and priorities are embedded in our everyday business and cultures to improve the health of Aboriginal and Torres Strait Islander peoples in our community. We aim to work with other health care providers across the region, through our commissioning and partnership leader role, to build communities of health care practice that recognise, support and empower Aboriginal people and communities.*

### **Our Organisation**

**Wentworth Healthcare Limited** is a not for profit organisation dedicated to improving health for our local community. As the provider of the Nepean Blue Mountains Primary Health Network we cover four Local Government Areas:

Blue Mountains Local Government Area

Hawkesbury Local Government Area

Lithgow Local Government Area

Penrith Local Government Area

**Our vision** is improved health for the people in our community.

To achieve this we work with healthcare professionals, consumers, and other stakeholders to identify solutions and commission local health services to ensure that consumers including populations of greatest need receive the right care in the right place at the right time.

#### **Our purpose:**

Empower local general practice and other healthcare professionals, to deliver high quality, accessible and integrated primary healthcare that meets the needs of our community.

#### **Our Strategic Objectives for 2016-2019:**

1. Increased capacity and influence of Primary Care
2. A culture of quality improvement and outcome focus established
3. Coordinated services within and across sectors
4. Consumers engaged in all we do and a demonstrated focus on communities with greatest need
5. Excellence in governance, systems and staff
6. Growth in organisational sustainability and impact

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<sup>1</sup> Throughout this document, the word 'Aboriginal' is respectfully used to refer to all Aboriginal and/or Torres Strait Islander people.

The Nepean Blue Mountains Region:



The Nepean Blue Mountains region's eastern border is located approximately 50km west of Sydney, extending over the Blue Mountains to Lithgow, bordering the Western NSW region. Wentworth Healthcare Limited operates in the Traditional Aboriginal nations of Darug, Gundungurra and Wiradjuri.

The Aboriginal and Torres Strait Islander population in the Nepean Blue Mountains Region is 13,164 people:

➤ Blue Mountains LGA	1,821 people	2.4% of the population
➤ Hawkesbury LGA	2,395 people	3.7% of the population
➤ Lithgow LGA	1,208 people	5.7% of the population
➤ Penrith LGA	7,740 people	3.9% of the population

**Our People** Wentworth Healthcare Limited employs over 70 staff from diverse backgrounds including multicultural and multi-disciplined professionals who facilitate and deliver high quality primary health services to the region. We currently have one staff member who is Aboriginal and is employed in an identified position as Aboriginal Liaison Officer. Our Board is a skills based board consisting of 9 members who are responsible for the governance of our organisation.

The organisation primarily operates from one office in Werrington..

The organisation has a significant role in the commissioning of community based programs to meet community needs. Within this portfolio comes the commissioning of various Aboriginal programs, which includes Aboriginal and Torres Strait Islander employment targets and governance/decision making requirements.

Our work is informed through robust structures that include the following:

- General Practice Advisory Committee
- Allied Health Advisory Committee
- Community Advisory Committee
- Clinical Council
- General Practice Leaders
- Hawkesbury Health Consumer Working Group
- Lithgow Health Consumer Working Group
- Penrith Health Consumer Working Group
- Blue Mountains Consumer Working Group
- Blue Mountains Aboriginal Health Coalition
- Joint PHN and LHD AOD and Mental Health Aboriginal Advisory Committee

### **Our Values**

The values that underpin the way in which we work include:

- Respect
- Ethical practice
- Quality
- Collaboration
- Continuous improvement

### **Our Culture**

Wentworth Healthcare Limited recognise the achievement and contribution of our team to the work that we do across the region. One way that this contribution is acknowledged is at bi-annual Staff Development Days through a STAR Award recognition program. The award categories include:

- Clinical Excellence
  - Leadership
  - Individual Distinction
  - Team Excellence
  - Excellence in Partnership and Stakeholder Engagement

## **Our RAP**

Wentworth Healthcare Limited is developing a Reconciliation Action Plan in recognition of our commitment to improving the health outcomes of Aboriginal and Torres Strait Islander peoples in our community. As a funder of Aboriginal and Torres Strait Islander programs and services in the region WHL's RAP will ensure a dedicated and accountable focus on activities and initiatives that contribute to improving the health with Aboriginal and Torres Strait Islander peoples in our community. Our Reconciliation Action Plan is championed by the Senior Manager Populations in Focus as the Chair of the Wentworth Healthcare Limited Reconciliation Action Plan Working Group with leadership and commitment from the Chief Executive Officer Lizz Reay and the Wentworth Healthcare Limited Board. The RAP working group has been convened, and is operating with a specific RAP Working Group Terms of Reference.

The Reconciliation Action Plan Working Group consists of a membership representing all streams of the organisation providing diverse and whole of organisation approach to reconciliation.

Reconciliation Action Plan Working Group Members:

Lizz Reay – Chief Executive Officer

Kate Tye – Senior Manager Populations in Focus (Chair)

Yvonne Wallace – Senior Manager Business Improvement

Andrew Biddle – Senior Manager AOD and Mental Health

Mitchell Beggs-Mowczan – Aboriginal Liaison Officer

Amanda Adefuin – Finance Support Officer

Andrew Jerovich – Data Officer

Elisabeth Wilkinson – Mental Health Program Officer

Georgina McHugh – Practice Support Officer

Kerrie Roche – Program Support Officer-Stakeholder Engagement

Maha Sedhom – Program Development Officer – Integration and Partnerships

Melissa Stortenbeker – Practice Support- Training and Development

Nick Rosser – Health Pathways Manager

Paul Campbell – Manager Digital Health

The Nepean Blue Mountains Joint PHN and LHD AOD and Mental Health Aboriginal Advisory Committee and the Blue Mountains Aboriginal Health Coalition meets on a regular basis to inform and share knowledge to improve the health and wellbeing of Aboriginal and Torres Strait Islander peoples in the Nepean Blue Mountains region. These groups provide the opportunity to identify needs and determine effective strategies collaboratively with multiple stakeholders in partnership with Aboriginal and Torres Strait Islander peoples.

Wentworth Healthcare Limited is currently forming an Aboriginal Advisory Council which will provide advice and governance on the RAP, inform Aboriginal initiatives across the region, provide cultural guidance and ensure representation and consultation from Aboriginal community members across the region. This council is due to commence in early 2018.

### **Our Partnerships**

Wentworth Healthcare Limited develop, promote and maintain collaborations and partnerships to improve outcomes with Aboriginal and Torres Strait Islander peoples. Our role as planner, commissioner and facilitator requires us to identify potential partners who can together, respond to the needs and aspirations of our community. The organisation is also committed to adding value to, rather than duplicating, existing programs and community initiatives. Our key partnerships are developed with:

- Local Health District/s- we work closely in partnership with government funded health services to plan and develop health programs to meet community needs. This includes joint Board priorities and initiatives that will be developed and implemented with a cultural lense. We collaboratively run health promotion initiatives and planning activities in partnership with acute and community health program. As an example, we co-facilitate the North St Mary's Village Café, targeting older Aboriginal people to improve health literacy and access to services in the community. This is a partnership with the Local Health District, Penrith City Council and local community services providers;
- Primary Care Providers- we work in close partnership with General Practitioners and Primary Care providers to improve practice with Aboriginal and Torres Strait Islander peoples and communities. This includes facilitation of professional development activities, advocacy and monitoring of Aboriginal and Torres Strait Islander client registration and health screening, and cultural immersion opportunities;
- Aboriginal Medical Services- we work collaboratively with AMS to ensure a mix of culturally responsive health services are made available to the community, and supplement the services offered by the AMS;
- Aboriginal Corporations- we work in partnership with local Aboriginal Corporations to fund community priority programs, and support capacity building and governance initiatives. There are two Aboriginal Corporations in our Region- Aboriginal Culture and Resource Centre (ACRC) and Merana Aboriginal Corporation. We work closely with both on a range of initiatives, including as an example, funding the 'Young and Deadly' Program with ACRC, a program incorporating culture and health promotion strategies to reduce substance misuse and improve mental health;
- Aboriginal Groups and collaboratives- we support, attend and contribute to community based initiatives such as 'The Shed' Aboriginal Men's Group, 'Mad Mob' Windsor Group, 'Panthers on the Prowl' Young Men's Group, and initiatives of the Sydney Regional Aboriginal Corporation;
- Local Councils- we work closely with the local Councils in our region to plan and deliver health related initiatives to meet the needs and priorities of local Aboriginal residents. This has included formalised memorandums of understanding, and shared health planning activities and partnerships in the delivery of community programs and large events, such as the NAIDOC Jamison Park event;

- Non-Government Organisations- Wentworth Healthcare Limited commission various NGOs to undertake a range of programs and services on behalf of the PHN. Examples include the Aboriginal Integrated Team Care Program (chronic illness), the NAIDOC Cup community event, various training and development initiatives, Alcohol and other Drugs Programs, Youth Programs and health promotion initiatives; and,
- Registered Training Organisations and Education Institutions- we work in partnership to plan, develop, fund and implement professional and community training programs to build community capacity. Examples include the delivery of 'Deadly Thinking' train-the-trainer program with Rural and Remote Mental Health, partnerships in tertiary education with Poche Centre (Mental Health Certificate IV).

### **Case Studies of Partnerships in the Region:**

#### **NAIDOC Cup**

NAIDOC Cup is a collaborative event between NCNS and the Wentworth Healthcare Limited. The event has been running for over 6 years and is a Sports Gala day including Oztag, Netball and Traditional Aboriginal and Torres Strait Islander peoples games to celebrate NAIDOC and increase exposure to Aboriginal and Torres Strait Islander cultures. Since its inception the event has grown from 3 schools with 120 kids to 22 schools and over 1000 local primary school children. The day has a significant cultural immersion focus for primary school children in the Penrith Region.

#### **Aboriginal Men's Group in Penrith**

The Nepean local Aboriginal men's group is a joint partnership between NCNS and the Wentworth Healthcare Limited. The group formed about 1.5 years ago and is a great way for Aboriginal men to meet other Aboriginal men and to have a yarn and a feed. The aim of the group is to create connections between Aboriginal men in Western Sydney and to improve health outcomes for Aboriginal men.

#### **Mad Mob in Hawkesbury**

The Mad Mob was formed from a falls prevention group called 'Stepping On'. The group consists of older local Aboriginal community members in the Hawkesbury and meets every Friday in Windsor. The group participates in a range of activities including Aboriginal artwork, and working with young people in the region. Previously some members of the Closing the Gap team from Wentworth Healthcare Limited worked collaboratively with the Mad Mob to produce Aboriginal artwork which is currently displayed in St John of God Hospital.

#### **Suicide prevention Lithgow**

In response to community concern about a rise in the suicide rate in Lithgow, staff from Wentworth Healthcare Limited supported a local Mental Health Summit in November 2016. Lithgow City Council have formed a Taskforce to address issues identified, such as challenges for local people in accessing mental health services.

The Taskforce works as a collaborative of local stakeholders to address the needs of all local community members, including Aboriginal and Torres Strait Islander peoples. The LHD's Aboriginal Liaison Officer is actively engaged in the Taskforce to help facilitate this work. Members provide feedback on draft strategic plans, and support community engagement events, such as the 'Out of the Shadows and Into the Light' community walks.

<b>Relationships</b>			
<p><i>Developing relationships is central to planning, developing and implementing initiatives that meet community needs and preferences. We are committed to working collaboratively with our partners on shared outcomes to meet the needs of the Aboriginal and Torres Strait Islander communities through connecting people, sharing experiences, improving and creating opportunities for communication and engagement.</i></p>			
<p><b>Focus area:</b> <i>This focus area specifically links to the following strategies in our Strategic Plan, in addition to the organisation's broader values of Respect, Ethical Practice, Quality, Collaboration and Continuous Improvement:</i></p> <p><i>Initiative 1.3: Identify, build and strengthen partnerships with key stakeholders and influencers in the health and non-health sectors.</i></p> <p><i>Initiative 4.1: Establish safe and appropriate mechanisms to enhance consumer and community participation and influence in the work of our organisation, local primary healthcare services and the patient healthcare journey.</i></p> <p><i>Initiative 5.1: Embed corporate and clinical governance systems that reflect best practice.</i></p> <p><i>Initiative 6.2: Foster innovation.</i></p>			
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting	RWG oversees the development, endorsement and launch of the RAP.	May 2018	Senior Manager Populations in Focus
	Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG.	July 2018	Senior Manager Populations in Focus
	Hold bi-monthly meetings to monitor and report on RAP implementation.	June 2018; Aug '18; Oct'18; Dec'18; Feb'19; April '19; June '19; Aug '19; Oct'19; Dec'19; Feb '20; April'20.	Senior Manager Populations in Focus
	Review Terms of Reference for the RWG.		Senior Manager Populations in Focus
	Establish RAP sub-committees to progress key areas of the RAP and report back to the RAP WG.	July 2019	Senior Manager Populations in Focus
	Invite local Aboriginal and Torres Strait Islander peoples to contribute to RAP activities, knowledge sharing and RAP action review and development.	June 2018; Oct'18; Feb'19; June '19; Oct'19; Feb '20;.	Senior Manager Populations in Focus
	Establish an external Aboriginal and Torres Strait Islander Advisory Group to provide cultural advice and guidance to broader organisational projects.	June 2019	Aboriginal Liaison Officer

Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians	Organise at least one internal event for NRW each year, and invite Aboriginal and Torres Strait Islander community members and stakeholders.	May 2018, 2019, 2020	Aboriginal Liaison Officer
	Register all NRW events via Reconciliation Australia's NRW website.	May 2018, 2019, 2020	Aboriginal Liaison Officer
	Identify external NRW community events where our organisation can provide support, event promotion and/or attendance.	May 2018, 2019, 2020	Aboriginal Liaison Officer
	Formally support at least two events across the PHN region.	May 2018, 2019, 2020	Senior Manager Populations in Focus
	Ensure our RAP Working Group participates in an external NRW event to recognise and celebrate NRW.	May 2018, 2019, 2020	Senior Manager Populations in Focus Senior Manager Populations in Focus
	Encourage and enable all staff to recognise and participate in reconciliation events and activities during NRW.	May 2018, 2019, 2020	Chief Executive Officer
	Develop a NRW media release communication, including information about reconciliation, and links to NRW resources for internal and external stakeholders.	May 2018, 2019, 2020	Senior Manager Populations in Focus
	Display RA resources around our office during NRW.	May 2018, 2019, 2020	Aboriginal Liaison Officer
Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.	Develop a partnership and relationship map of existing and potential Aboriginal and Torres Strait Islander stakeholders.	August 2018	Aboriginal Liaison Officer
	Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders. Seek feedback and input from the organisation's Aboriginal and Torres Strait Islander Advisory Group and through existing networks and collaboratives across the region.	February 2019	Senior Manager Populations in Focus
		February 2019	



	<p>Develop internal partnership and engagement protocols in partnership with community stakeholders (which may be whole of PHN region, or planning area specific). Document in internal Policy and Procedure, and ensure orientation with all staff.</p> <p>Develop a platform to collect and share community initiatives and engagement opportunities with Aboriginal and Torres Strait Islander peoples in the region.</p> <p>Invite/facilitate in-service/presentation opportunities between our organisation and local Aboriginal and Torres Strait Islander organisations and programs.</p>	<p>February 2019; September 2018; November 2018; Feb 2019; April 2019; July 2019; Sept 2019; Nov 2019; Feb 2020; April 2020; June 2020.</p>	<p>Senior Manager Populations in Focus</p> <p>Aboriginal Liaison Officer Aboriginal Liaison Officer</p> <p>Aboriginal Liaison Officer</p>
<p>Raise internal and external awareness of our RAP to promote reconciliation across our business and sector</p>	<p>Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.</p> <p>Promote reconciliation through ongoing active engagement with all stakeholders.</p> <p>Provide access to the RAP, as well as regular activity updates on our website, with a real-time feedback mechanism.</p> <p>Ensure a dedicated Aboriginal and Torres Strait Islander section in the organisation's Annual Report, which includes information about the RAP and associated achievements.</p>	<p>July 2018</p> <p>September 2018; November 2018; Feb 2019; April 2019; July 2019; Sept 2019; Nov 2019; Feb 2020; April 2020; June 2020. August 2018</p> <p>September 2018, 2019, 2020</p>	<p>Communications Manager</p> <p>Senior Manager Populations in Focus</p> <p>Communications Manager</p> <p>Senior Manager Populations in Focus</p> <p>Senior Manager Populations in Focus</p>
<p>Establish a regional capacity building project that links community needs and interests with sector experts to build Aboriginal and Torres Strait Islander capacity for self-determination.</p>	<p>Identify Aboriginal and Torres Strait Islander organisations and cooperatives interested in participating in the capacity building project.</p> <p>Define community priorities and needs, and document in a capacity-building project plan.</p>	<p>June 2019</p> <p>June 2019</p> <p>June 2019</p>	<p>Senior Manager Populations in Focus</p> <p>Senior Manager Populations in Focus</p>

	<p>Identify sector experts able and interested in participating in the capacity building project.</p> <p>Identify workshop/events/ mentoring plans to link sector experts with Aboriginal and Torres Strait Islander stakeholders.</p>	<p>September 2019</p>	<p>Senior Manager Populations in Focus</p> <p>Senior Manager Populations in Focus</p>
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<b>Respect</b>			
<p><i>Respect is a fundamental requirement for reconciliation. Finding ways to embed Aboriginal and Torres Strait Islander needs, priorities and respect for local cultural approaches to our work, and the work of our partners, will enable true exchange of cultures and values.</i></p>			
<p><b>Focus area:</b> <i>This focus area specifically links to the following strategies in our Strategic Plan, in addition to the organisation's broader values of Respect, Ethical Practice, Quality, Collaboration and Continuous Improvement:</i></p> <p><i>Initiative 1.3: Identify, build and strengthen partnerships with key stakeholders and influencers in the health and non-health sectors.</i></p> <p><i>Initiative 3.2: Design solutions/collaborate with others to improve access to appropriate healthcare.</i></p> <p><i>Initiative 4.1: Establish safe and appropriate mechanisms to enhance consumer and community participation and influence in the work of our organisation, local primary healthcare services and the patient healthcare journey.</i></p> <p><i>Initiative 4.2: Target commissioning activity to improve health equity and address prioritised local health needs.</i></p> <p><i>Initiative 5.4: Recruit and support a skilled, valued and culturally safe workforce.</i></p>			
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	Develop, document and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for all of our staff which defines cultural learning needs of employees, and provided in a range of formats (including face-to-face, online and place-based cultural immersion).	June 2019	Senior Manager Business Improvement (BI)
	Engage local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to review/revise cultural awareness training (map involvement against the training strategy).	August 2018	Senior Manager Populations in Focus
	Ensure a cultural education/immersion opportunity is afforded to RWG members at the bi-monthly meetings.	June 2018	Senior Manager Populations in Focus Senior Manager Populations in Focus
	Establish a compulsory cultural education module within the organisation's Orientation Procedure for new employees.	August 2018	Senior Manager Business Improvement
	Undertake annual cultural immersion training/activities for Senior Managers, Executive and the Board, as a foundation for planning and governance activities.	July 2018, 2019	Chief Executive Officer
	Afford all staff with cultural advisory and cultural supervision as needed.	September 2018; November 2018; Feb 2019; April 2019; July 2019; Sept 2019; Nov 2019; Feb 2020; April 2020; June 2020.	

	<p>Identify opportunities for staff to experience and learn about Aboriginal and Torres Strait Islander cultures, outside of the office environment.</p> <p>Engage and remunerate cultural leaders and educators within the community to provide cultural immersion opportunities within the local community.</p> <p>Facilitate all RWG members to undertake the <i>Aboriginal Cultural Competence Training</i> delivered through the Centre for Cultural Competence Australia and accredited through TAFE.</p> <p>Create a calendar of significant dates for Aboriginal and Torres Strait Islander communities, and identify educational/information/participatory activities/opportunities to learn about Aboriginal and Torres Strait Islander histories and cultures.</p>	<p>September 2018; November 2018; Feb 2019; April 2019; July 2019; Sept 2019; Nov 2019; Feb 2020; April 2020; June 2020.</p> <p>September 2018; November 2018; Feb 2019; April 2019; July 2019; Sept 2019; Nov 2019; Feb 2020; April 2020; June 2020.</p> <p>January 2019, 2020</p> <p>June 2018</p>	<p>Chief Executive Officer</p> <p>Aboriginal Liaison Officer</p> <p>Senior Manager Business Improvement</p> <p>Aboriginal Liaison Officer</p>
<p>Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of</p>	<p>Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.</p> <p>Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.</p>	<p>July 2018</p> <p>July 2018</p>	<p>Aboriginal Liaison Officer</p> <p>Aboriginal Liaison Officer</p>

<p>Country, to ensure there is a shared meaning</p>	<p>Invite a Traditional Owner to provide a Welcome to Country at significant events, including our Annual General Meeting.</p> <p>Include an Acknowledgement of Country at the commencement of all important internal and external meetings.</p> <p>Encourage staff (and provide scripted examples) to include an Acknowledgement of Country at the commencement of all meetings.</p> <p>Display an Acknowledgement of Country plaque in our main meeting space/s.</p> <p>Develop an Acknowledgement of Country email signature for use on organisational emails.</p>	<p>September 2018; November 2018; Feb 2019; April 2019; July 2019; Sept 2019; Nov 2019; Feb 2020; April 2020; June 2020.</p> <p>September 2018; November 2018; Feb 2019; April 2019; July 2019; Sept 2019; Nov 2019; Feb 2020; April 2020; June 2020.</p> <p>September 2018; November 2018; Feb 2019; April 2019; July 2019; Sept 2019; Nov 2019; Feb 2020; April 2020; June 2020.</p> <p>September 2018</p> <p>June 2018</p>	<p>Aboriginal Liaison Officer</p> <p>All staff</p> <p>Aboriginal Liaison Officer</p> <p>Chief Executive Officer</p> <p>Aboriginal Liaison Officer</p>
<p>Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week</p>	<p>Review HR policies and procedures to ensure there are no barriers to Aboriginal and Torres Strait Islander staff participating in NAIDOC Week.</p> <p>Develop HR Policies that provide all Aboriginal and Torres Strait Islander staff with leave entitlement to attend a NAIDOC event for their own personal cultural wellbeing.</p> <p>Identify, in advance, local NAIDOC events across the PHN region, and ensure staff representation.</p>	<p>June 2019</p> <p>June 2019</p> <p>February 2019, 2020</p>	<p>Senior Manager Business Improvement</p> <p>Senior Manager Business Improvement</p> <p>Aboriginal Liaison Officer</p> <p>Aboriginal Liaison Officer</p>

	<p>Define in policy, opportunity for all staff to attend a NAIDOC event in the PHN region.</p> <p>Identify and participate in at least one key community event where the organisation can provide formal support (e.g. financial, promotional, and/or staff participation).</p>	<p>June 2019</p> <p>February 2019, 2020</p>	<p>Senior Manager Populations in Focus</p>
<p>Create culturally safe and respectful environments</p>	<p>Ensure Aboriginal and Torres Strait Islander flags are displayed in the reception area.</p> <p>Explore opportunities for engaging and commissioning local artists for the development of artwork for the RAP.</p> <p>Display and appropriately acknowledge Aboriginal artwork within the office.</p> <p>Identify the opportunity to use local language for room and project naming in consultation with, and with the permission of Aboriginal Traditional Owners.</p> <p>Explore opportunities to set cultural competence targets (i.e. requirements for completion of cultural competency courses) for all new Aboriginal program commissioning and new Projects.</p> <p>Develop and document organisational policies and protocols that relate to Aboriginal Intellectual Property, and have endorsed by an Aboriginal Intellectual Property lawyer.</p>	<p>June 2018</p> <p>June 2018</p> <p>June 2018</p> <p>September 2018</p> <p>November 2019</p> <p>November 2018</p>	<p>Operations Manager</p> <p>All Senior Managers/ Executive</p> <p>CHIEF EXECUTIVE OFFICER</p> <p>ABORIGINAL LIAISON OFFICER</p> <p>Commissioning and Procurement Manager</p> <p>Senior Manager Populations in Focus</p>

<b>Opportunities</b>			
<p><i>We are committed to innovate, co-create and explore opportunities to improve Aboriginal health and wellbeing outcomes. Our role as a PHN is two-fold, in the work we are funded for directly, as well as our broader capacity building and commissioner of programs role. Opportunities to build responsive and respectful communities with Aboriginal and Torres Strait Islander people across our funded portfolios is at the foundation of our reconciliation vision.</i></p>			
<p><b>Focus area:</b> <i>This focus area specifically links to the following strategies in our Strategic Plan, in addition to the organisation's broader values of Respect, Ethical Practice, Quality, Collaboration and Continuous Improvement:</i></p> <p><i>Initiative 1.4: Support the development of a skilled and sustainable local primary healthcare workforce.</i></p> <p><i>Initiative 2.2: Support primary health care providers to implement models of care that reflect best practice.</i></p> <p><i>Initiative 3.2: Design solutions/collaborate with others to improve access to appropriate healthcare.</i></p> <p><i>Initiative 4.1: Establish safe and appropriate mechanisms to enhance consumer and community participation and influence in the work of our organisation, local primary healthcare services and the patient healthcare journey.</i></p> <p><i>Initiative 6.2: Foster innovation.</i></p>			
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>
Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.	September 2018	Senior Manager Business Improvement
	Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy.	June 2019	
	Advertise all vacancies in Aboriginal and Torres Strait Islander media.	June 2018	Senior Manager Business Improvement
	Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	June 2019	Senior Manager Business Improvement
	Review examples of best practice in Aboriginal and Torres Strait Islander recruitment and retention within our PHN network, and seek advice from Aboriginal and Torres Strait Islander consultants in workforce development, recruitment and retention.	September 2018	Senior Manager Business Improvement
	Advertise, identify and recruit a new Board Director with skills and expertise in cultural diversity.	November 2018	

	<p>Review policy and procedures to ensure Aboriginal and/or Torres Strait Islander representation on all interview panels for Aboriginal and Torres Strait Islander positions and programs.</p> <p>Include in all job advertisements, 'Aboriginal and Torres Strait Islander peoples are encouraged to apply'.</p> <p>Explore opportunities for Aboriginal and Torres Strait Islander trainee or internships. Appoint at least 1 Aboriginal trainee/intern.</p> <p>Establish an Aboriginal and Torres Strait Islander employment target.</p> <p>Identify opportunities to offer student placements and work experience for Aboriginal and Torres Strait Islander students.</p> <p>Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities</p>	<p>June 2019</p> <p>June 2018</p> <p>February 2019</p> <p>December 2019</p> <p>June 2018</p> <p>June 2019</p> <p>June 2018</p>	<p>Senior Manager Business Improvement</p> <p>CHIEF EXECUTIVE OFFICER</p> <p>Senior Manager Business Improvement</p> <p>Senior Manager Business Improvement</p> <p>Senior Manager Business Improvement</p> <p>Senior Manager Populations in Focus</p> <p>Senior Manager Business Improvement</p> <p>Senior Manager Populations in Focus</p>
<p>Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation</p>	<p>Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.</p> <p>Investigate Supply Nation membership.</p> <p>Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.</p>	<p>June 2019</p> <p>September 2018</p> <p>June 2019</p>	<p>Chief Financial Officer</p> <p>Chief Financial Officer</p> <p>Chief Financial Officer Chief Financial Officer Chief Financial Officer</p> <p>Chief Financial Officer</p>



	<p>Identify existing procurement practices and contracts, and identify opportunities to diversify contracts to include Aboriginal and Torres Strait Islander businesses.</p> <p>Develop at least two commercial relationships with an Aboriginal and/or Torres Strait Islander owned business.</p> <p>Develop and pilot an Aboriginal and Torres Strait Islander procurement strategy.</p>	<p>June 2019</p> <p>June 2019</p> <p>October 2019</p>	
<p>Develop Aboriginal commissioning processes to maximise/enable funding of Aboriginal services</p>	<p>Develop a specific Aboriginal and Torres Strait Islander needs assessment as an addition to the PHN requirement. This will incorporate social and emotional wellbeing needs and priorities in consultation with community.</p> <p>Develop an Aboriginal Program Commissioning Policy and Procedure, identifying culturally appropriate commissioning and reporting strategies.</p> <p>Establish an Aboriginal programs network to support providers of Aboriginal services funded by the PHN.</p> <p>Develop capacity-building programs to specifically support Aboriginal service providers, prospective Aboriginal organisations and other Aboriginal groups to apply for Aboriginal program funding.</p> <p>Review existing commissioning policies and procedures to enable Aboriginal commissioning that reflects Aboriginal values and outcomes.</p> <p>Hold 3 pro-bono professional development workshops for Aboriginal and Torres Strait Islander businesses/service providers to maximise capacity for funding and Aboriginal and Torres Strait Islander service delivery.</p> <p>Develop innovative reporting processes to support Aboriginal and Torres Strait Islander providers to demonstrate outcomes and 'successes' in culturally relevant forms.</p>	<p>Nov 2018; Nov 2019.</p> <p>June 2019</p> <p>October 2018</p> <p>June 2018</p> <p>June 2018</p> <p>July 2019</p> <p>June 2018</p>	<p>Senior Manager Populations in Focus</p> <p>Commissioning and Procurement Manager</p> <p>Senior Manager AOD and MH</p> <p>Senior Manager Populations in Focus</p> <p>Senior Manager AOD and MH</p> <p>Senior Manager Populations in Focus</p> <p>Senior Manager AOD and MH</p>

Extend cultural awareness initiatives to organisation members and broader stakeholders	Develop a cultural awareness program, designed and implemented by Aboriginal and Torres Strait Islander people, for Primary Care providers.	June 2018	Aboriginal Liaison Officer
	Develop Aboriginal and Torres Strait Islander specific health literacy and information resources to improve cultural safety when accessing GPs.	June 2018	Aboriginal Liaison Officer
	Hold 2 Aboriginal and Torres Strait Islander -specific CPD cultural awareness events for medical specialists.	June 2019	Aboriginal Liaison Officer
	Identify non-traditional or 'new' community partners that may contribute to, participate in, or collaborate around, RAP/Aboriginal and Torres Strait Islander community development initiatives.	August 2018	Aboriginal Liaison Officer
Implement a Reconciliation Champion and Reward Program	Create a Reconciliation category within the PHN STAR Award Program (Wentworth Healthcare Limited Staff Award Program).	June 2018	Senior Manager Business Improvement
	Develop the criteria for nomination through the RWG.	June 2018	Senior Manager Business Improvement

<b>Governance, tracking progress and reporting</b>			
<b>Action</b>	<b>Deliverable</b>	<b>Timeline</b>	<b>Responsibility</b>

Develop a RAP initiatives budget proposition and present to the Board	Identify external funding sources and/or RAP activities that could attract external funding.	June 2018	Senior Manager Populations in Focus
	Identify internal budget proposals for RAP activities and present to the Board for consideration and potential inclusion in 18/19 budget setting.	June 2018	Chief Executive Officer
Report RAP achievements, challenges and learnings to Reconciliation Australia	RWG to collect data for the RAP Impact Measurement questionnaire.	July 2018, 2019	Aboriginal Liaison Officer
	RWG to seek internal approval to submit the RAP Impact Measurement Questionnaire to Reconciliation Australia.	August 2018, 2019	Senior Manager Populations in Focus
	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	30 September 2018, 2019, May 2018, 2020	Senior Manager Populations in Focus
	Investigate participating in the RAP Barometer.		Senior Manager Populations in Focus
Report RAP achievements, challenges and learnings internally and externally	Develop a Communications Plan specific to RAP reporting internally and externally including WHL Annual Report.	July 2018, 2019	Senior Manager Populations in Focus
	Develop a Governance level 'RAP KPI' report that details RAP targets and achievements for Board reporting.	March 2018	Chief Executive Officer
	Publicly report our RAP achievements, challenges and learnings.	September 2018, 2019, 2020 and February 2018, 2019, 2020	Senior Manager Populations in Focus
	Report RAP outcomes and progress at each staff meeting (standing Agenda item) and each Board of Director's meeting (standing Agenda item).	Monthly	Senior Manager Populations in Focus/ Chief Executive Officer
Review, refresh and update RAP	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	December 2019	Senior Manager Populations in Focus
	Send draft RAP to Reconciliation Australia for review and feedback.	January 2020	

	Submit draft RAP to Reconciliation Australia for formal endorsement.	March 2020	Senior Manager Populations in Focus  Senior Manager Populations in Focus
Develop a community assessment process to gain feedback from Aboriginal and Torres Strait Islander community	<p>Develop an online scoring tool for community members to assess our progress against set initiatives.</p> <p>Coordinate local community feedback forums to present organisational progress against RAP initiatives.</p> <p>Develop specific feedback mechanisms to enable community members with lower literacy levels to have their say.</p>	<p>October 2019</p> <p>September – November 2019</p> <p>August 2019</p>	<p>Senior Manager Populations in Focus</p> <p>Aboriginal Liaison Officer</p> <p>Senior Manager Populations in Focus</p>

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