



Innovate Reconciliation Action Plan FINAL REPORT

2018-2020, 2022-2024



Final RAP Report for Wentworth Healthcare's Innovate RAPs 2018-2020, 2022-2024

Report Overall:

Wentworth Healthcare is a not-for-profit health organisation established in 2012 with the vision to improve the health and wellbeing of our community. In 2015, we became the provider of the Nepean Blue Mountains Primary Health Network.

While our organisation had a strong history of collaborating with Aboriginal and Torres Strait Islander communities, we commenced our formal journey towards reconciliation in 2018, with our first Innovate Reconciliation Action Plan (RAP). In 2024 we completed our second Innovate RAP and look forward to launching our Stretch RAP in 2025.

The RAP has provided the opportunity for our organisation to learn, grow and mature through our journey towards reconciliation with Aboriginal peoples.

The Innovate RAP has a specific focus on internal development and enabled us to further enhance our relationships with Aboriginal peoples and organisations through our work and activities within the RAP.

As an organisation, we are most proud of our staff's growing respect for culture and understanding of the role it plays in the lives of Aboriginal peoples to improve their health and wellbeing outcomes. Our team, through activities in our RAP, have demonstrated a growing understanding and passion for Aboriginal culture, not only challenging us to improve the way that we work with those in our community but also to review and identify any barriers for Aboriginal peoples that exist internally as an organisation.

To remove these barriers, we must engage with Aboriginal peoples and communities to learn and further develop as a culturally safe and maturing organisation that fosters reconciliation.

We have engaged with our Aboriginal staff members on the review of our policies and procedures and other RAP activities. In addition, we have engaged with Aboriginal Elders and community leaders around cultural protocols. We will further increase engagement with external Aboriginal peoples in the delivery of our Stretch RAP.

The past seven years working on our RAPs has allowed us to learn and grow as an organisation. Some of these learnings are outlined below:

- Undertaking the work in a RAP is time-consuming and requires commitment and resources. The commitment of the organisation to undertake a RAP is not enough. It requires the whole organisation to understand and commit time to working on it.
- The complexity of a RAP and the activities which are process driven makes it difficult to demonstrate quantifiable outcomes – the change that is certainly evident across the organisation is the change in attitudes and greater understanding of culture.
- The importance of time and consultation with Aboriginal communities to achieve the best outcome for the community. This is a challenge that we experience specifically due to the short time frames we are

We acknowledge that we work on the traditional lands of the Darug, Gundungurra and Wiradjuri peoples. We pay our respects to Aboriginal Elders past and present.

This artwork was created by local Aboriginal Artist Vicki Thom specifically for our Reconciliation Action Plan. It depicts the relationship between local Aboriginal people and how they interact with the land and the PHN, describing the journey to understanding each other.

Throughout this document, the term 'Aboriginal' may be used to refer to all Aboriginal and Torres Strait Islander peoples.

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often required to work within. We need to consider mechanisms to ensure we consult meaningfully and adopt processes that will allow us to achieve required timeframes but most importantly meet the needs of community and achieve the best outcomes for Aboriginal peoples. The implementation of our Aboriginal Engagement Strategy and the processes required will support this and will help address this challenge. Through the implementation of this Strategy we will be able to reflect and evaluate if the processes adopted are supporting meaningful engagement.

- Reporting and tracking against our RAP has been a challenge from the beginning, however we have improved this during our second Innovate RAP and have applied our learnings to improve the approach moving into our Stretch RAP. During our second Innovate RAP we divided the RAP Working Group (RWG) into sub-working group areas enabling a lead approach to key areas of the RAP. Whilst this had strengths in the approach the challenge was that the RWG were still responsible for the delivery of the activities. The new structure proposed for the implementation of the Stretch RAP will involve the Executive and Managers of each stream in the development of operational plans across three specific RAP focused themes, with timelines and outcomes to be achieved within each year of delivery and incorporated into their operational plans. This will put the onus on teams across the organisation with the RWG governing the process.
- In the absence of an Aboriginal and Torres Strait Islander Advisory Committee, consultation on RAP activities has occurred with key community leaders and Aboriginal Elders across the region. This has been adhoc and at times was difficult to undertake. Whilst this consultation has been critical to the completion of activities and engagement of Aboriginal staff members in the review of activities, the formulation of an Advisory Committee through the Stretch RAP will further support and enhance the consultation process and enable greater engagement with Aboriginal peoples in the activities and increased governance of Aboriginal peoples in our RAP activities.

In undertaking the deliverables within the RAP to achieve the actions, after scoping the requirement of the deliverable some were not achieved as articulated in the RAP. Two of these deliverables were the Procurement Policy and the Aboriginal and Torres Strait Islander Needs Assessment. As we do not have a specific Procurement Policy it was determined that a procurement statement of intent would be more appropriate. The Aboriginal and Torres Strait Islander Needs Assessment was discussed and it was agreed that the focus would be on suicide prevention in Aboriginal communities rather than a broad needs assessment. The Suicide Prevention Needs Assessment was completed in 2024.

The following are some of the achievements of our Innovate RAP:

- Since 2018, 55 Board Directors, Executive Team members and RWG members have completed the Cultural Competency Course through the Centre for Cultural Competency Australia.
- 100 staff have completed the Aboriginal and Torres Strait Islander Cultural Competency training workshop delivered by an Aboriginal consultant and our Aboriginal Health Lead.
- An Aboriginal and Torres Strait Islander Board Director was appointed to our skills based Board in 2018.
- Annually we provide opportunities for staff to participate in cultural immersion activities to increase their knowledge and experience of culture, including language learning, cultural learning related to kinship, Aboriginal art and the purpose of Welcome to Country.
- Developed an Aboriginal and Torres Strait Islander Engagement Strategy including cultural protocols, which were developed in consultation with nine Aboriginal Elders and Community Leaders.

- Since 2018, staff have contributed to and participated in 30 events in National Reconciliation Week across the Nepean Blue Mountains region promoting the importance of reconciliation.
- Since 2018, 46 staff have participated in the coordination and delivery of NAIDOC events, with many more staff attending events.
- The Executive and Management leadership teams, along with three Board Directors, participated in Bystander Anti-Racism Training delivered by Western Sydney University, providing an opportunity for discussion at a leadership level regarding racism, unconscious bias and the impacts in the workplace and within community.
- We have developed an Aboriginal and Torres Strait Islander Procurement Statement of Intent and had commercial contracts with six Aboriginal suppliers and have purchased goods and services to support activities from another ten Aboriginal owned businesses through the duration of our two Innovate RAPs.
- Developed and delivered a cultural competency training package for primary care and mental health practitioners. Since 2018, 127 GPs, practice nurses, allied health practitioners and administration staff and 42 mental health practitioners have completed the training.

Feedback from attendees of the cultural competency training

“Our practice will be more open to the needs of Aboriginal patients including any assistance to make their visit to our practice culturally safe and easier.”

“I have a greater understanding now specifically in relation to non-compliance with medication, reluctance and mistrust of health providers, this will assist us to consider how we can provide better support and will not charge Aboriginal patients for missed appointments.”

“This training is so much better than I have completed previously, very well done and helpful, objective and practical.”

“By far the best education activity for Aboriginal and Torres Strait Islander culture I have done so far!”

“So much good information, great presentation absolutely amazing. So generous!”

“The presenters opened up with a lot more information regarding their culture and reasons for current issues.”

Final Innovate RAP Report – Completion of Deliverables against the RAP Actions

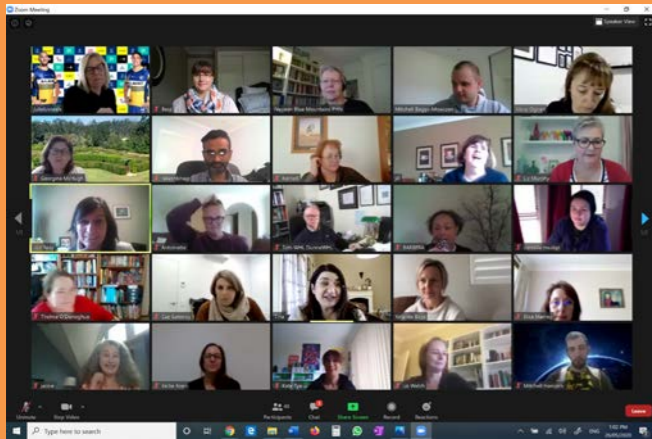
Focus Area 1: Relationships

Since the development of our first RAP in 2018, we have developed and enhanced relationships with Aboriginal peoples. These relationships have further informed and enhanced our planning, development and implementation of initiatives to meet identified community need and preferences. The Aboriginal and Torres Strait Islander Patient Journey Mapping research project that was completed in 2020, enabled us to work collaboratively with our partners and representatives of Aboriginal communities to identify areas of need. This was achieved through connecting with Aboriginal peoples and communities, through a sharing of experiences and the identification of areas for improvement, creating opportunities to improve communication and engagement with primary healthcare providers. Whilst the pandemic impacted the opportunity to engage with Aboriginal peoples and communities between 2020–2022, the last two years provided an opportunity to further establish relationships and improve collaboration to achieve meaningful outcomes and promote positive relationships towards reconciliation.



Reconciliation Day 2021

In 2021 Wentworth Healthcare hosted a Reconciliation Week Event in our building inviting all tenants to participate. This event provided an opportunity for us to share our commitment to reconciliation and to encourage other organisations to consider their commitment and involvement in reconciliation. The Wentworth Healthcare Board attended with the Board Chair, Dr Tony Rombola and CEO, Lizz Reay addressing the attendees. The event had guest speakers and cultural immersion activities. The event was opened by Melissa Stubbings who provided the Welcome to Country and Ellie Chatfield shared her experience and that of her family. Jessie McKinless from Nulungu Dreaming delivered a cultural immersion activity.



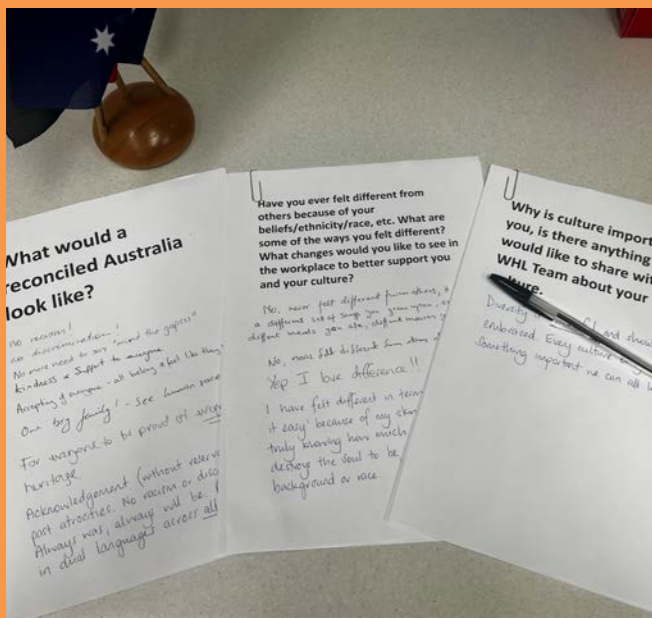
Reconciliation Day 2020

Even during COVID lockdown, Wentworth Healthcare staff participated in Reconciliation Week.



Reconciliation Day 2022

Staff participating in events at Penrith City Council, facilitated by Mitch Beggs Mowczan, our Aboriginal Health Lead.



Reconciliation Day 2023

Staff expressed their thoughts about Reconciliation, and acknowledged the day with morning tea sourced from native ingredients.

Status	Action	Deliverable	Outcomes of the deliverables achieved
●	Establish and maintain mutually beneficial relationships with Aboriginal stakeholders and organisations.	<ul style="list-style-type: none"> Consult with key Aboriginal and Torres Strait Islander Community Elders and leaders across the four LGAs to determine the consultation approach for the draft Aboriginal and Torres Strait Islander Engagement Strategy to seek feedback from community members. Meet with local Aboriginal organisations to develop guiding principles for future engagement under the strategy. Consult Aboriginal communities on the Engagement Strategy and Implementation plan for feedback. Provide feedback from the consultation above to all participants that attended consultation events. Finalise and implement the organisation's Aboriginal and Torres Strait Islander Community Engagement Plan. 	<p>The development of the Aboriginal and Torres Strait Islander Community Engagement Strategy commenced in the original Innovate RAP at the end of 2019, on hold due to COVID, then recommenced in 2023. The Engagement Strategy sits within our overall Stakeholder Engagement Framework providing a cultural lens on engagement with the inclusion of a cultural protocols document. The process of development included a literature review, consultation and engagement with the RWG to develop the content. The Engagement Strategy process, content and the development of the cultural protocols document was further informed through a consultation process involving nine Aboriginal Elders and key community leaders representing the Darug, Gundungurra and Wiradjuri peoples across the Nepean Blue Mountains region.</p> <p>The Engagement Strategy enables our staff to apply a process that considers the needs of Aboriginal community members and stakeholders in terms of consultation purpose, frequency and process to ensure the consultation is required, relevant and respectful. The Strategy provides staff with the skills and knowledge to better understand engagement with community and provides staff with the necessary skills to undertake engagement with Aboriginal peoples through commissioning programs and key activities.</p> <p>The Strategy, through clear procedures and implementation including a training module, will be embedded across the organisation supporting staff to understand the strategy, the processes required and cultural protocols. This training will form part of the staff orientation process, with all existing staff completing the training in their teams.</p>
●	Building relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Develop a NRW media release communication, including information about reconciliation, and links to NRW resources for internal and external stakeholders. Display Reconciliation Australia's NRW resources around our office during NRW. Encourage and enable all staff and Executive leadership including RWG members to recognise and participate in reconciliation events and activities during NRW. All RWG members to participate in an external NRW event. Organise at least one NRW event each year. Register all our NRW events via Reconciliation Australia's NRW website. 	<p>Since the RAP implementation, we have celebrated and recognised the importance of National Reconciliation Week through participation in NRW events with key stakeholders and delivering events to recognise the importance and increase awareness of reconciliation. Reconciliation Australia's NRW resources are displayed across the organisation and the theme is discussed with teams. External NRW events in the region are promoted enabling our staff to consider attendance. Each year we host and register our NRW events with guest speakers, staff and/or Aboriginal staff members sharing their stories of what reconciliation means to them. At every event our staff are encouraged to record their own reflections of what reconciliation means to them. Events held during the duration of our Innovate RAPs have included staff morning teas, using traditional Aboriginal ingredients in dishes and discussing why they used a particular ingredient with the group, and what the ingredient is traditionally used for in Aboriginal culture. During COVID this event was held online and provided an opportunity for staff to discuss reconciliation and reflect. In 2021, we hosted a Reconciliation Event for the whole building. This event provided an opportunity to share learnings as a RAP organisation with other neighbouring organisations in the building. The event had over 100 people attend and included cultural immersion activities, Aboriginal Elders and our staff sharing their own experiences. Our Board Chair and CEO discussed why we are committed to reconciliation and the importance of the RAP.</p> <p>Our CEO, Aboriginal Health Lead, Executive Manager Primary Care Development, Manager Primary Care Initiatives and other staff attend Reconciliation Events and Sorry Day Events across the Nepean Blue Mountains region, including events hosted by the Nepean Blue Mountains Local Health District, Aboriginal organisations and local government.</p>

Status	Action	Deliverable	Outcomes of the deliverables achieved
●	Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Review the RAP communication strategy to explore opportunities to positively influence internal and external stakeholders to drive reconciliation outcomes. Communicate our commitment to reconciliation publicly through our social media and website. Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce. Collaborate with RAP and other like-minded organisations to develop other ways to advance Reconciliation. 	<p>Our RAP Communications Strategy outlines the objective of communication regarding reconciliation and the key channels and strategies to be employed to communicate our commitment to reconciliation. We published both Innovate RAPs on our website and as printed copies that were available for other organisations, community members and staff to access. Social media messaging on all our social media platforms communicate our commitment to reconciliation and outlines some of the work that we have undertaken as part of our RAP and in our role as a Primary Health Network. Collaboration with other RAPs and like-minded organisations including Penrith City Council, Nepean Community & Neighbourhood Services, Hawkesbury City Council, Merana Aboriginal Community Association for the Hawkesbury Inc. and the Nepean Blue Mountains Local Health District to participate in reconciliation events, contribute to activities that promote reconciliation and fund programs to support Aboriginal peoples. Since 2018, we have collaborated and / or participated in over 30 events that promoted the importance of and commitment to reconciliation.</p> <p>Staff RAP engagement in the early stages of the RAP implementation included a RAP update at each monthly Staff Meeting. This provided the opportunity to discuss the RAP and some of the key activities the RWG was progressing for increased visibility. The RAP Update now occurs on a quarterly basis as other engagement activities have been implemented. These include RWG members meeting with each team across the organisation to discuss the RAP and activities; RAP orientation is part of the organisation's induction process and provides an overview of our commitment to reconciliation; the RAP and activities being undertaken to advance reconciliation.</p>
●	Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs. Develop, implement, and communicate an anti-discrimination policy for our organisation. Engage with Aboriginal staff and/or Aboriginal advisors to consult on our anti-discrimination policy. Provide education to the leadership team on the impact and effect of racism. 	<p>All HR policies and procedures are reviewed in accordance with the Quality Management System cycle to determine if any existing anti-discrimination provisions are included. In accordance with legislation regarding anti-discrimination we have a policy that also includes race relations as a component of Aboriginal staff were consulted as to the inclusions in the policy.</p> <p>In August 2024, our Executive and Management teams and some Board Directors participated in Bystander Anti-Racism Training delivered by Western Sydney University covering the impact and effect of racism both in the community and within the workplace.</p>

Status	Action	Deliverable	Outcomes of the deliverables achieved
●	Extend cultural awareness initiatives to organisation members and broader stakeholders.	<ul style="list-style-type: none"> Review and deliver six Cultural Competency Training workshops for primary healthcare providers accredited by Royal Australian College of General Practitioners (RACGP). Review and deliver four learning modules focused on Aboriginal mental health, as part of the RACGP accredited training for primary healthcare providers. Ensure all new commissioning contracts include requirements/expectations for cultural training, safety and cultural support mechanisms for all Aboriginal peoples program commissioning. 	<p>In our first Innovate RAP, we worked with an Aboriginal Consultant to develop the Cultural Competency Training package for GPs accredited by RACGP. This training was developed in partnership with our Aboriginal Health Lead and in consultation with local GPs and tested with groups for feedback prior to implementation in early 2019. Due to COVID restrictions in 2020, the training was further developed to become an online package including self-paced modules and a compulsory online workshop. This additional development of the program enabled an adapted package for mental health practitioners that commenced in 2020. Following each training workshop feedback is received through an evaluation survey. Due to increased demand on primary healthcare services and mental health services during 2020-2022, the number of courses delivered decreased. Between 2019-2024, 14 Cultural Competency Training programs were delivered for primary healthcare staff including GPs, allied health practitioners, practice nurses and administration staff, with a total of 127 participants. The Mental Health Cultural Competency Training has delivered seven workshops with a total of 42 participants. The training has demonstrated improved understanding and attitude towards Aboriginal patients with participants stating the following:</p> <p><i>'Our practice will be more open to the needs of Aboriginal patients including any assistance to make their visit to our practice culturally safe and easier.'</i></p> <p><i>'I have a greater understanding now specifically in relation to non-compliance with medication, reluctance and mistrust of health providers, this will assist us to consider how we can provide better support and will not charge Aboriginal patients for missed appointments.'</i></p> <p><i>'This training is so much better than I have completed previously, very well done and helpful, objective and practical, by far the best education activity for Aboriginal and Torres Strait Islander culture I have done so far!'</i></p> <p><i>'So much good information, great presentation absolutely amazing. So generous!'</i></p> <p><i>'The presenters opened up with a lot more information regarding their culture and reasons for current issues.'</i></p> <p>The Commissioned Services Due Diligence Checklist requires all organisations commissioned to identify if they have policies, processes and training in place for their staff providing evidence of their capacity to deliver a culturally safe service. In addition, commissioned services that are specifically funded for Aboriginal people and the provider is not an Aboriginal organisation are required to complete cultural competency training.</p>

Focus Area 2: **Respect**

Through an improved understanding of Aboriginal peoples and cultures we have grown in our appreciation, recognition and high regard for the fundamental role that respect plays in reconciliation. As part of our journey towards reconciliation we have increased opportunities for our employees, partners and stakeholders to engage with, understand and appreciate the importance of Aboriginal peoples cultures and values. These experiences have influenced working and how we approach our work with our partners and stakeholders. We have experienced an increased respect from our employees and those we work with through the cultural immersion activities that we have engaged with as part of our reconciliation journey and look forward to enhancing this further as we continue our RAP journey.



Staff Representation

Wentworth Healthcare partner and participate in NAIDOC events in the region. Two annual key events that staff have participated in over the years include NAIDOC Cup and NAIDOC Jamison Park.



Staff Development Days – language workshop 2022

Every Staff Development Day includes a cultural immersion activity. Here staff are participating in an Aboriginal language workshop in 2022.



Staff Development Days – painting workshop 2023

Staff participating in an Aboriginal painting workshop led by a local Aboriginal artist.



Cultural Training Days

Each staff member participates in Cultural Safety Training as part of their orientation, encouraging discussion and planning for the organisation and the community.

Status	Action	Deliverable	Progress against the deliverables attributed to this action
●	Increase understanding, value and recognition of Aboriginal cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Consult with local Traditional Owners and/or Aboriginal consultants to review our Cultural Awareness Training Strategy, and develop further cultural content for training initiatives. Review the Aboriginal and Torres Strait Islander Cultural Awareness Training Strategy for our organisation, which defines cultural learning needs of employees and provides a range of formats (including face-to-face, online, and place-based cultural immersion). Implement and communicate the updated Aboriginal and Torres Strait Islander Cultural Awareness Training Strategy to all staff in the organisation. Review the organisation's Employee Orientation Procedure for compulsory cultural training and protocol information. Facilitate all RWG members, the Executive Leadership team, Board Directors and HR manager to undertake the Aboriginal Cultural Competence Training delivered through the Centre for Cultural Competence Australia and accredited through TAFE. Engage and remunerate cultural knowledge holders/educators in the region to participate in at least one staff development day. Create and update annually a calendar of significant dates for Aboriginal communities. Identify educational/ information/ participatory activities/opportunities to learn about Aboriginal histories and cultures as they arise during the year. 	<p>Since 2018, 55 Board Directors, Executive Team and RWG members have completed the Cultural Competency Course through the Centre for Cultural Competency Australia and 100 staff have completed Aboriginal and Torres Strait Islander Cultural Competency training.</p> <p>We have always required that the Board, Executive Team and any Managers responsible for Aboriginal services and the members of the RWG complete the Cultural Competency Course through the Centre for Cultural Competency Australia. In 2022, a review of our Cultural Competency Training Strategy and approach was undertaken. This review identified the need for a whole of organisation approach to cultural competency training and significant interest from staff to participate in this training. A policy outlining the requirements of cultural competency training for all levels of the organisation and the frequency of this training provides the framework for our approach to Cultural Competency Training. Our On-boarding Procedure includes the requirement for new staff to complete cultural competency training within the first six-months of their employment and every three years thereafter.</p> <p>Cultural immersion activities are delivered at least annually at Staff Development Day. The following activities have been delivered:</p> <ul style="list-style-type: none"> Traditional Aboriginal games, discussion as to the game and how it was traditionally played in community. A local Aboriginal Elder attended and spoke to staff about her family, kinship, traditional tools and uses. A local Aboriginal Elder spoke at the Reconciliation Event about the stolen generation and her own personal story. A local Aboriginal knowledge holder from Darug country, provided staff with an overview of the importance of Aboriginal language and taught the team different words that they can use and practice. An Aboriginal art organisation delivered a session for staff discussing Aboriginal art and providing an opportunity for staff to work collaboratively on an artwork. An Aboriginal consultant who works with us discussed the purpose behind Welcome to Country, the difference between a Welcome to Country and an Acknowledgement of Country and the importance of these cultural protocols. <p>In reviewing the RAP journey of the organisation, our staff expressed how they would like culture. This has been included in the Stretch RAP Action Plan.</p>

Status	Action	Deliverable	Progress against the deliverables attributed to this action
●	Demonstrate respect to Aboriginal peoples by observing cultural protocols.	<p>Encourage staff to identify personal reflections and perspectives or relationship with Country to include in their Acknowledgement of Country when chairing a meeting. Thereby increasing staffs understanding of the purpose and significance behind cultural protocols.</p> <ul style="list-style-type: none"> Review the current cultural protocol document including our Welcome to Country and Acknowledgement of Country protocols, and consider embedding the protocol into the new Quality Management System. Invite a Traditional Owner to provide a Welcome to Country at significant events, including hosted conferences and Cultural Competency Workshops. Review and update an annual list for key contacts for organising a Welcome to Country and maintaining respectful relationships. Include an Acknowledgement of Country at the commencement of all important internal and external meetings. 	<p>Welcome to Country and Acknowledgement to Country protocol has been implemented across the organisation since 2018, with plaques displayed in all meeting rooms. Meetings both internally and externally have the inclusion of an Acknowledgement to Country at the commencement of the meeting. Staff are encouraged to find out about the Aboriginal Country in which they reside and include personal reflections and perspectives as part of their Acknowledgement to Country increasing their connection to country.</p> <p>Cultural protocols were reviewed and we consulted with nine Aboriginal Elders and community leaders reflecting the three Aboriginal Countries across our region. This document is an attachment to the Aboriginal Engagement Strategy and provides guidance to staff on cultural protocols and engagement with Aboriginal communities.</p> <p>Traditional Owners are invited to provide a Welcome to Country at significant events including the Annual Paediatric Conference, Mental Health Conference, official launches of programs, and other cultural events.</p> <p>A list of key contacts for Traditional Owners, Aboriginal community leaders and key stakeholders are held as part of the Aboriginal Engagement Strategy and procedures within this strategy.</p>
●	Build respect for Aboriginal cultures and histories by celebrating NAIDOC Week.	<p>Continue to participate in and contribute to at least one key community event through partnership and staff engagement in the event (NAIDOC Jamison Park and NAIDOC Cup).</p> <ul style="list-style-type: none"> RWG to participate in an external NAIDOC Week event. Review HR policies and procedures through an annual audit to ensure there are no barriers to Aboriginal staff participating in NAIDOC Week. Identify, in advance, local NAIDOC events across the Nepean Blue Mountains region and ensure staff representation. 	<p>We have been a long-term partner in the annual Penrith NAIDOC Cup (cultural event for local primary schools) and continue to support this event with staff participating in the coordination of the day. Since 2018, 46 staff have contributed to the coordination of this important cultural event. NAIDOC Jamison Park is a significant event in our region and as organising partners and contributors we have 12–15 staff participating each year. Health partners in the region contribute to the Health Tent, which has a focus on improving the health outcomes of Aboriginal peoples through offering health screening activities, information about services available to Aboriginal people and how to access different services in the region that support Aboriginal peoples. During COVID, staff attended events across the region online.</p> <p>Since 2018, our Enterprise Agreement has included cultural leave specifically noting entitlement for Aboriginal employees to be absent from employment to attend a NAIDOC event. The Enterprise Agreement sets out the entitlements of each employee forming a basis for any HR policies and procedures and ensuring that there are no barriers for Aboriginal employees to participating in NAIDOC.</p>

Focus Area 3: Opportunities

Our reconciliation journey since 2018, has provided us with opportunities to engage with First Nation businesses to contribute to improved outcomes for Aboriginal peoples in our region. One example of these procurement opportunities enabled us to apply cultural representation to health promotion messaging through the use of art and animation in the Breath of Fresh Air campaign. The campaign was co-designed by Aboriginal peoples in our region and nominated for an award. We will continue to seek opportunities to build responsive and respectful communities with Aboriginal peoples.





Recognition Awards

In 2020 Wentworth Healthcare was a finalist in the WSABE Award for Excellence in Innovation for the Breath of Fresh Air campaign, encouraging smoking cessation for Aboriginal peoples.



Mootang Tarimi Aboriginal Health Bus

The Nepean Blue Mountains Local Health District Mootang Tarimi Aboriginal Health Bus visited our office and provided an opportunity for the team to gain a greater understanding of their work.



Involving local community

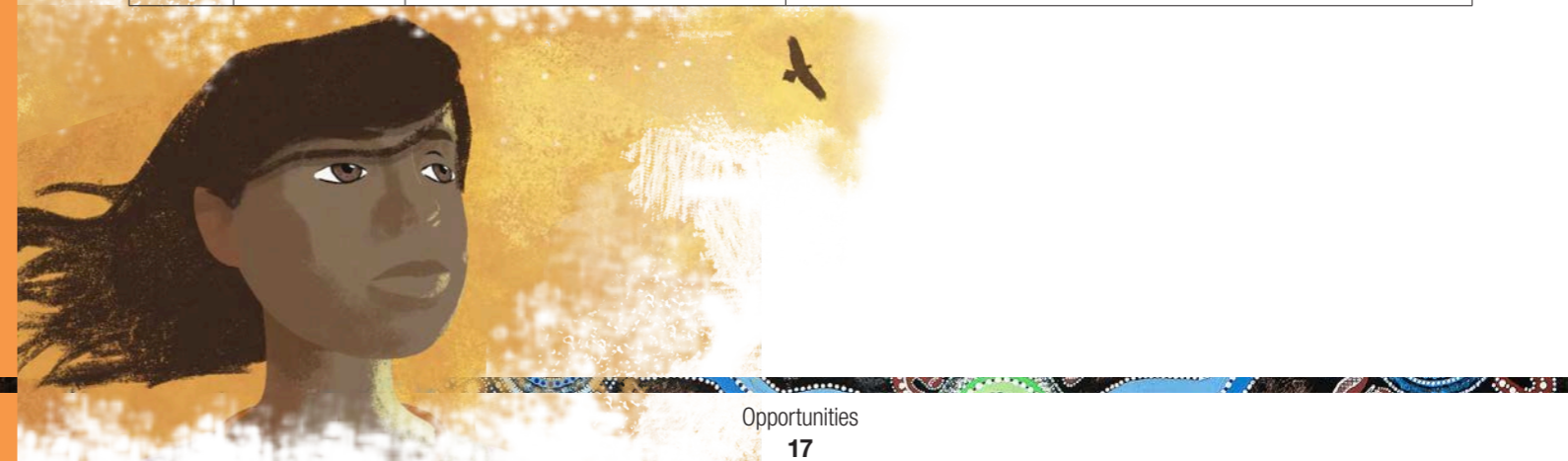
We involve the local Aboriginal and Torres Strait Islander community for input and advice on our campaigns. This was the co-design session for the Breath of Fresh Air campaign.



Reconciliation Working Group

The Reconciliation Working Group were awarded the Wentworth Healthcare Star Award for the work they had done on progressing actions as part of the RAP deliverables.

Status	Action	Deliverable	Progress against the deliverables attributed to this action
●	Improve employment outcomes by increasing Aboriginal recruitment, retention and professional development.	<p>Engage with Aboriginal staff to consult on our recruitment, retention and professional development strategy.</p> <ul style="list-style-type: none"> • Build understanding of current Aboriginal staffing to inform future employment and professional development opportunities. • Engage with Aboriginal staff and local partners to develop a regional Aboriginal workforce employment strategy including professional development. • Develop and implement an Aboriginal Recruitment, Retention and Professional Development Strategy. • Review current advertising strategies for vacancies in Aboriginal media, to maximise promotion of employment opportunities to Aboriginal peoples. • Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal employees and future applicants participating in our workplace. • Continue to include in all job advertisements "Aboriginal and Torres Strait Islander peoples are encouraged to apply". • Continue to ensure Aboriginal representation on any new position recruitment panel where the job role is closely connected to Aboriginal peoples or outcomes. • Increase the percentage of Aboriginal staff employed in our workplace. 	<p>During the current Innovate RAP period, the People and Culture team have engaged with Aboriginal staff to review current recruitment and retention practices, policies and processes and address any identified barriers to Aboriginal employment.</p> <p>Outcomes of the engagement include the development of our Recruitment and Retention Strategy and the Career Development Framework. The Recruitment and Retention Strategy articulates the commitment that we have to Aboriginal employment including providing a culturally safe workplace, professional development and career opportunities. The strategies included in the Recruitment and Retention Strategy are aimed at addressing any identified barriers that may exist for retention of Aboriginal staff. We are committed to the development of annual Professional Development Plans in partnership with each individual staff member providing opportunities for our Aboriginal staff to discuss professional development, career aspirations and provide a plan as to the support we will provide.</p> <p>The Career Development Framework, whilst not specific to Aboriginal staff, articulates the important contribution that Aboriginal staff make to the culture of the organisation and to the community in which we work. Aboriginal staff were consulted as part of the development of the framework to ensure that any barriers that exist for Aboriginal staff are addressed in the framework.</p> <p>Recruitment practices of the organisation have been reviewed during this period including identifying alternative advertising and recruitment strategies utilising Aboriginal recruitment agencies and media. Since 2018, all vacancies have been advertised in Koori Mail, (this strategy is reviewed annually), and additional options were scoped in 2023 to determine if there were other relevant options. Where the position is an identified role, a position that is responsible for Aboriginal programs or an applicant has identified as Aboriginal, representation on the recruitment panel of an Aboriginal person is required in accordance with our recruitment policies. Whilst we have not significantly increased our Aboriginal staff over this period, we have retained our Aboriginal staff with our Aboriginal Health Lead celebrating over 13 years of employment with us.</p>



Status	Action	Deliverable	Progress against the deliverables attributed to this action
●	Increase Aboriginal supplier diversity to support improved economic and social outcomes.	<p>Develop and implement an Aboriginal and Torres Strait Islander Procurement Strategy.</p> <ul style="list-style-type: none"> Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal businesses. Investigate Supply Nation membership. Review and communicate to staff a list of Aboriginal businesses that can be used to procure goods and services. Develop at least one new commercial contract with an Aboriginal owned business. 	<p>The Procurement Statement of Intent has been developed, articulating the commitment of the organisation to supporting local Aboriginal businesses through the procurement of goods and services. Supply Nation has been investigated, and given the cost to become a member and our annual procurement spend, it was determined that investment in local Aboriginal businesses would be a better option at this stage. The Procurement Statement of Intent encourages staff to consider local Aboriginal businesses when procuring and provides a list that is reviewed on a regular basis on the Staff Intranet to support procurement of goods and services. We will report annually on the investment in Aboriginal business due to the procurement of goods and services.</p> <p>We have had commercial contracts with six Aboriginal suppliers and have purchased goods and services to support activities from another ten Aboriginal owned businesses through the duration of the Innovate RAP period.</p>
●	Develop an Aboriginal and Torres Strait Islander Needs Assessment for the region to inform commissioning.	<p>Engage with an Aboriginal consultant to help with developing the Needs Assessment.</p> <ul style="list-style-type: none"> Consult with Aboriginal communities and stakeholders in each local government area to identify the social and emotional needs and priorities of First Nations communities within the region. Provide feedback to all the participants involved in the consultation and ensure that the needs and priorities captured in the Needs Assessment are in accordance with the consultation outcomes. Publish the outcomes of the Needs Assessment on our website including recommendations and agreed actions by stakeholders to address the identified needs. 	<p>Whilst a stand-alone Aboriginal and Torres Strait Islander Needs Assessment was not published during this period, we have undertaken several needs assessment activities, which have included engagement with Aboriginal people and organisations to identify specific needs regarding access to primary healthcare services. These Needs Assessments include: older people, homelessness and access to primary healthcare services, and access to palliative care services. We undertake a Needs Assessment annually to ensure that the regional data remains current and supports the commissioning role of the organisation. In 2019-2020, in partnership with the NBMLHD we completed an Aboriginal Patient Journey Mapping project to identify the needs of Aboriginal people with chronic conditions in the region and the barriers they experience accessing health services. The Aboriginal and Torres Strait Islander Suicide Prevention Needs Assessment was undertaken in 2024, through a consultation process facilitated by an Aboriginal consultant. The outcomes of the Needs Assessment have been included in the strategy for suicide prevention for the region.</p>

Governance, tracking progress and reporting





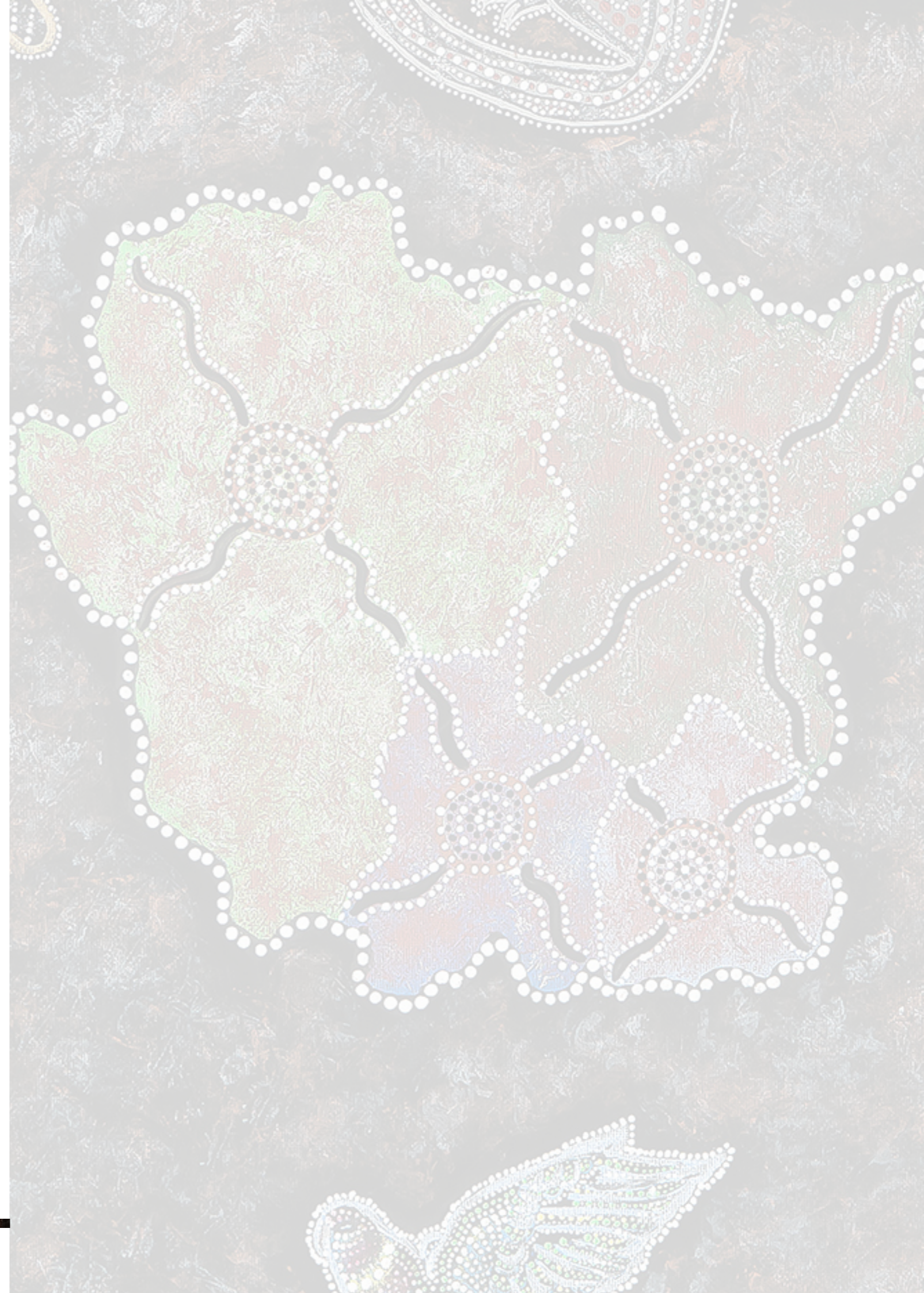
RAP Launch

We proudly launched our RAP and the Breath of Fresh Air campaign in 2019 as part of Reconciliation Week. Aunty Edna Watson delivered the Welcome to Country and Vicky Thom presented us with the artwork she completed for our RAP. This event was attended by Wentworth Healthcare Board and staff, local Aboriginal Elders, community members, key Aboriginal stakeholders and organisation representatives.



Status	Action	Deliverable	Progress against the deliverables attributed to this action
●	Establish and maintain an effective RWG to drive governance of the RAP.	<ul style="list-style-type: none"> Ensure Aboriginal peoples are represented on the RWG. Review Terms of Reference for the RWG. Hold quarterly meetings to monitor and report on RAP implementation. 	<p>The RWG was established in 2017 and contributed to the development of the first Innovate RAP. The RWG Terms of Reference is reviewed annually and ensures representation from across the organisation with members from each stream required. There has been representation of Aboriginal peoples on this working group from its inception.</p> <p>The RWG met bi-monthly during the first Innovate RAP and moved to quarterly meetings throughout the final Innovate RAP period.</p>
●	Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs and identify internal budget proposals for RAP activities to be presented to the board for consideration. Maintain CEO and Executive Leadership team as members of the RWG. Engage our senior leaders and other staff in the delivery of the RAP commitments. Maintain an internal RAP Champion from Executive leadership. 	<p>The RWG includes both the CEO and the Executive Manager Primary Care Development who is the executive sponsor. The Board Directors, CEO and Executive Manager are RAP Champions and ensure that the RAP is visible across all areas of our organisation. This has been consistent since 2017, providing an engaged leadership approach that ensures that staff and the leadership team are aware of the RAP, its deliverables and activities. The RAP is included in all Staff Meeting agendas on a quarterly basis, the RWG has representation from all streams of the organisation and RAP updates are provided at the Senior Leadership Meeting to ensure that the executive team are engaged in the RAP progress and activities.</p> <p>Whilst a specific RAP budget was not established, resources and budget were attributed to support the activities of the RAP, including project management of the RAP activities. The resources required to complete deliverables within the RAP are significant and need to be considered to support the achievement of the overall action. This has been one of the learnings across the two Innovate RAPs and cannot be underestimated.</p>

Status	Action	Deliverable	Progress against the deliverables attributed to this action
●	Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire. Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually. Report RAP outcomes and progress quarterly at Staff Meetings and Senior Leadership Meetings. Report RAP outcomes and progress quarterly to the Board. Include a section in our Annual Report that includes information about the RAP and RAP achievements. Publicly report our RAP achievements, challenges and learnings, annually. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	<p>The reporting mechanism for our RAP has evolved over the period of the RAP enabling us to track, measure and better report on the achievements of the RAP. This process has been one of our biggest learning areas due to the complexity of the RAP deliverables and the number of teams and roles involved in the delivery. The RWG was split into sub-working groups by theme area to support the progress of deliverables and reporting against the RAP. Each sub-working group are required to submit a progress report as part of the project management of the RAP and provide an update of progress and any areas of risk at the RWG meetings quarterly. The Innovate RAP had 171 deliverables that have been either completed or finalised with an outcome after scoping work was completed.</p> <p>We participated in the RAP Impact Measurement Questionnaire on a yearly basis, commencing in 2018.</p> <p>RAP progress is reported at all Staff Meetings quarterly through a RAP update and the RAP is on the Senior Leadership Meeting agenda quarterly.</p> <p>The Board receive a quarterly RAP report on the progress of the RAP activities and a verbal update and explanation of progress as requested.</p> <p>The RAP achievements have been reported in our annual report since 2018 and this is published on our website.</p>
●	Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	<p>We applied to Reconciliation Australia to commence the development of a Stretch RAP. After an interview with Reconciliation Australia, we were accepted to commence the process towards a Stretch RAP.</p>



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This Report can be found at
nbmphn.com.au/Publications

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