

Darling Downs and West Moreton PHN

Innovate Reconciliation Action Plan

December 2021 – December 2023



Acknowledgement of country

Darling Downs and West Moreton PHN wishes to acknowledge Australia's Aboriginal and Torres Strait Islander peoples as the Custodians of this land. We pay our respect and recognise their unique cultures and customs and honour their Elders past, present and emerging.

Darling Downs and West Moreton PHN gratefully acknowledges the financial and other support from the Australian Government Department of Health. While the Australian Government Department of Health has contributed to the funding of this material, the information contained in it does not necessarily reflect the views of the Australian Government and is not advice that is provided, or information that is endorsed, by the Australian Government. The Australian Government is not responsible by negligence or otherwise for any injury, loss or damage however arising from the use of or reliance on the information provided herein.



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A message from our CEO and Board Chair

It is with great pride that Darling Downs and West Moreton PHN presents to you our Innovate Reconciliation Action Plan (RAP).

The Innovate RAP enables our PHN to embed our aspirational commitment to reconciliation for all Aboriginal and Torres Strait Islander peoples living within the communities we serve.

We recognise that Aboriginal and Torres Strait Islander peoples and communities continue to experience poorer health outcomes than other Australians, and unfortunately there has been little improvement in the life expectancy gap for Aboriginal and Torres Strait Islander Australians.

We understand that Aboriginal and Torres Strait Islander communities are socially and economically disadvantaged compared to the general population and remember the injustice of Australia's history. We also recognise that intergenerational trauma and the history of dispossession, colonisation, discrimination and disadvantage faced by Aboriginal and Torres Strait Islander peoples continues to have a real impact.

This is particularly true in rural and remote areas, and we acknowledge that there is a need to improve the quality and provision of services in these areas.

Our RAP outlines how we intend to work with the local community and stakeholders to close the gap in health standards for Aboriginal and Torres Strait Islander peoples. It is a reflection of our hope for greater quality and equity and a strategy to ensure we put the mechanisms in place now to contribute to making a better future for all Australians.

The Innovate RAP emphasises the importance of building and maintaining relationships and the need to walk alongside the Aboriginal and Torres Strait Islander community to gain a deeper understanding of their experience.

As an organisation working with stakeholders across the health care system, and as a commissioner of services for Aboriginal and Torres Strait Islander peoples, we have a responsibility and a real opportunity to ensure our programs and services are culturally safe.

To that end, we will ensure we do what we promise to do and will dedicate our efforts to delivering on the goals and actions outlined in this RAP document.

We look to the future with optimism but recognise the enormity of the tasks that lay before us.

The PHN's Board, Executive Team and staff have made a pledge through the RAP process to continue the journey of reconciliation and we remain steadfast to this commitment.

Merrilyn Strohfeldt



Dr Tony Bayliss



Merrilyn Strohfeldt

CEO
Darling Downs and West Moreton PHN



Dr Tony Bayliss

Board, Chair
Darling Downs and West Moreton PHN

Our vision for reconciliation

Darling Downs and West Moreton PHN's vision for reconciliation is for Aboriginal and Torres Strait Islander peoples to have equal access to high quality primary health care and improved health and wellbeing.

Our approach

To do this, we will:

- Empower voices and foster partnerships that influence sustainable change by incorporating the knowledge, traditions, customs and values of Aboriginal and Torres Strait Islander peoples in the work that we do.
- Lead by example in the primary health care community and provide support and education to stakeholders and organisations who look to improve cultural safety and understanding.
- Acknowledge the history and experiences of colonisation for Aboriginal and Torres Strait Islander communities in the Darling Downs and West Moreton region.
- Support Aboriginal and Torres Strait Islander peoples, organisations and communities to be self-determining in their health and wellbeing.
- Grow partnerships with Aboriginal and Torres Strait Islander communities, including Aboriginal Community Controlled Health Organisations (ACCHOs) through active and ongoing engagement.



A message from Reconciliation Australia's CEO

Reconciliation Australia commends Darling Downs and West Moreton PHN on the formal endorsement of its Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Darling Downs and West Moreton PHN to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Darling Downs and West Moreton PHN will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Darling Downs and West Moreton PHN is part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Darling Downs and West Moreton PHN's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Darling Downs and West Moreton PHN on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia



Our business

Darling Downs and West Moreton PHN is one of 31 Primary Health Networks across Australia funded by the Commonwealth Department of Health to improve primary health care (health care delivered outside of a hospital setting). Our vision is to build healthier communities through a connected, responsive and sustainable primary health care system.

We employ approximately 40 staff who work across two offices, Toowoomba and Springfield, and a small regional office located in Kingaroy. Three staff members identify as Aboriginal and/or Torres Strait Islander people.

Our key objectives are to:



increase the efficiency and effectiveness of health services for patients—particularly those at risk of poor health outcomes, and



improve coordination of care to ensure patients receive the right care, in the right place, at the right time.

Our PHN achieves this by working with local health care stakeholders and community to:



fund programs and services based on local health needs



support primary health care professionals, like GPs, general practice staff and allied health professionals, to improve the care they provide to their patients, and



support the development of a local sustainable health care workforce.



Our priorities

The work delivered by our PHN is framed by the seven national priorities handed to PHNs by the Department of Health, including aged care, Aboriginal and Torres Strait Islander health, alcohol and other drugs, digital health, health workforce, mental health and population health.

At a local level, our PHN has identified 10 health priorities and opportunities for improving the health of people living in our region.

These priorities are broken into four categories:

Care across the lifespan

- Supporting mothers and children
- Improving the health of older Australians

Our health

- Preventing and managing chronic conditions
- Treating alcohol and other drug use

Our people

- Improving the health of vulnerable groups
- Improving the health of Aboriginal and Torres Strait Islander peoples

Our system

- Promoting health and preventing disease
- Increasing access and coordination of care
- Increasing workforce capacity and wellbeing

Aboriginal and Torres Strait Islander health is a core priority for our PHN and ensuring culturally safe services are available and accessible is an aspiration we adopt when working across all areas of our business.

We continually collaborate with Aboriginal Community Controlled Health Services (ACCHOs), health professionals, Elders and community members to scope and identify gaps that emerge in our health care system for Indigenous communities within the region.

Currently, we fund a number of initiatives and programs aimed at supporting the health of Aboriginal and Torres Strait Islander peoples.

These include:

- Integrated Team Care (ITC) Program
- Culturally safe mental health support
- Culturally safe alcohol and other drugs support
- Goondir Cultural Development Program
- Goolburri Early Years and Infancy Program

Our PHN applies a holistic lens to our work as many conditions can stem from environmental, social, emotional and physical influences. This enables us to have a person-centred approach as we recognise that health is a very personal and individual experience for each person.

Our region

Our PHN covers the Darling Downs and West Moreton region, which is around 99,000 km² and covers 12 local government areas (LGAs).

The major communities in our region are Ipswich and Toowoomba, plus the surrounding communities located in the Lockyer Valley, Scenic Rim, Somerset, South Burnett, Cherbourg, Southern Downs, Goondiwindi, and Western Downs LGAs. Our region also includes communities located in the Banana Shire and Brisbane LGA.

We acknowledge that the ancestors of many of the 29,000 Aboriginal and Torres Strait Islander peoples living within our region were taken from their original lands and left to build their homes here which continues to have an impact.

The region features:



more than 590,000 people, living in urban, rural and remote areas



a high population growth rate



90,000 people aged 65 or over



29,000 Aboriginal or Torres Strait Islander peoples



10,000 migrants and refugees



Our reconciliation action plan

Darling Downs and West Moreton PHN commenced our formal journey to reconciliation in 2019 with the development and delivery of our Reflect Reconciliation Action Plan (RAP). The Reflect RAP saw the PHN take our first critical steps towards reconciliation, with the intention to:

- be curious about reconciliation and what it means for our PHN
- improve internal cultural understanding
- re-define how the PHN considers the needs of Aboriginal and Torres Strait Islander peoples within a commissioning context

As a part of this work, and to support the advancement of reconciliation at the organisation, our PHN has established a Reconciliation Action Plan Working Group (RAPWG) to walk the organisation through the RAP process. The RAPWG is made up of 10 members, with representation across all levels of staff, including management and the Board. We have representation of Aboriginal and Torres Strait Islander peoples in the working group, including internal PHN staff and an external community member.

Since the launch of our last RAP, we have established processes and protocols to ensure Aboriginal and Torres Strait Islander peoples are appropriately acknowledged at all meetings and events and in all written communication providing greater confidence to the team.

There has been a strong focus on ensuring PHN staff have access to engage with key cultural events, such as National Reconciliation Week and NAIDOC Week, as well as opportunities to be exposed to cultural activities. This has included staff participating in weaving workshops, smoking ceremonies and bush tukka presentations from local Aboriginal and Torres Strait Islander peoples. We have also ensured that all staff receive cultural awareness training on a regular and consistent basis.

At the local service provider level, we have engaged with a number of Aboriginal and Torres Strait Islander health services commissioned by our PHN to have a representative come and speak to the staff about the key challenges they see the Indigenous community facing. These discussions continue to spark conversations among the staff at our PHN. In addition to this, PHN staff members have shared their own stories of their journey to reconciliation with the team.

The PHN also created an additional identified position to continue to support primary health care services in the region be more culturally safe.

While some cultural immersion and learning activities for staff were impacted by the COVID-19 pandemic, the continued commitment and

support for the reconciliation process from executives and the Board showcases the organisation's dedication.

To develop our Innovate RAP, we have spent significant time reflecting on what we have learnt over the past 12 months. We face challenges on our reconciliation journey including the varied level of knowledge that our staff have around the history and impact of colonisation. On our journey we will provide information of our region, including the historical and more recent significant achievements of Aboriginal and Torres Strait Islander peoples in our community. We acknowledge that we still have a long way to go as an organisation, and the journey to reconciliation will never really be complete.

Our Innovate RAP is the next building block to driving sustainable change at the Darling Downs and West Moreton PHN to ensure cultural inclusion, fairness and recognition is realised in all of our activities.

As we transition to this next phase of the RAP journey, there will be a stronger focus on ensuring we are building meaningful partnerships with Aboriginal and Torres Strait Islander communities and stakeholders.

Building on the work achieved to date, we have laid the foundation for building a more culturally aware and inclusive workforce, which will have flow on effects for the work we do in community.

Our RAP Working Group

- **Denise Pambid** - Commissioning Consultant
- **Anna Jones** - Manager, Media and Communications
- **Aaron Vinnell** - Senior Communications Advisor
- **Renata Danisevska** - Digital Health Consultant
- **Kevin Rose** - PHN Board Member (Mr Rose is our RAP Champion, presenting to our Board and at various community events)
- **Marlena Bishop** - Commissioning Consultant
- **Telesha Nowlan** - Administration Officer
- **Megan McLean** - Primary Care Consultant
- **Melissa Lansbury** - Primary Care Consultant
- **Debbie Bragg** - Commissioning Consultant
- **Kirsty Rose** - Primary Care Consultant

Our artwork

During the PHN's Reflect RAP process, a strong desire emerged from the PHN team for a bespoke piece of artwork to visually communicate the PHN's RAP story and key connections of culture and country to stakeholders and the wider community.

As a result, Riki Salam from We are 27 Creative was engaged to design a bespoke piece of artwork.

A half-day Cultural Grounding Workshop was held with the PHN staff to capture the key themes, stories, images and colours to build the foundation of the artwork.

Artwork story

Kangaroo bounds on red sands, this land is ancient and connected, wind blows all traces as life disappears.

Rains renew Country, bird call pierces throughout, as landscape is coloured in diversity and grandeur. Carving its way through the land formations are created – Creation Spirit inspires song, dance, ceremony.

Water flows, knowledge is exchanged. This place of healing connects people to Country, Culture and Community.

Our knowledge is in this land and we are all connected to this place, healing begins. Health and hope of the people is restored through listening, learning, sharing, caring and understanding one another.



Riki Salam

Principal, Creative Director and Artist
We are 27 Creative



Connected country, healing place by Riki Salam

Artwork explained

This artwork represents Darling Downs and West Moreton PHN's commitment to reconciliation and making their networks and places of practice culturally safe.

Through practical forms of communicating and sharing the Darling Downs and West Moreton PHN hope to integrate and implement peoples stories and experiences into the fabric of the vision and values of the PHN through listening, learning, sharing and caring.

This artwork depicts land and landscape connected between a body of water referencing physical landmarks within the region of Darling Downs and West Moreton.

The Cultural markings represent Land, Life and Culture through both a macro and micro lens. This integrated network also references the personal stories shared by the PHN team members within the initial creative strategy workshop held in Ipswich. It represents the rich tapestry of experience, diversity of knowledge and expertise in health and health outcomes.



The ten symbols above and below represent the ten locations that the Darling Downs and West Moreton PHN region covers.

The wavy lines represent rivers or a body of water that delivers and holds knowledge of Country and Culture and practices, including knowledge of traditional healing and medicines and their implementations to keep people connected and strong.

The smaller circular motifs that appear in the body of water represent the Darling Downs and West Moreton PHN values of Collaboration, Integrity, Accountability, Innovation, Transparency and Respect.

The U-shaped symbols surrounding the central symbol represents the staff members of the Darling Downs and West Moreton PHN.

Relationships

Darling Downs and West Moreton PHN commits to continue building and strengthening sustainable and mutually respectful relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to better understand barriers and opportunities to improve wellbeing and health outcomes.

Our focus

To work with communities in the Darling Downs and West Moreton region to build understanding and develop local solutions to improve health and wellbeing for Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. 	December 2021	General Manager – Service Delivery
	<ul style="list-style-type: none"> Meet with local Aboriginal and Torres Strait Islander Elders, stakeholders and organisations to develop guiding principles for future engagement. 	April 2022	General Manager – Service Delivery
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff – providing opportunities for reflection and action. 	27 May - 3 June 2022, 2023	Manager – Media and Communications
	<ul style="list-style-type: none"> RAP Working Group (RAPWG) members to participate in an external NRW event. 	27 May - 3 June 2022, 27 May - 3 June 2023	Chair, RAPWG
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May - 3 June 2022, 2023	CEO and RAP Champion
	<ul style="list-style-type: none"> Organise at least one NRW event each year. 	27 May - 3 June 2022, 2023	Chair, RAPWG
	<ul style="list-style-type: none"> Register all our NRW events on Reconciliation Australia’s NRW website. 	July 2022, 2023	Manager – Media and Communications

Relationships

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Implement strategies to engage our staff in reconciliation. 	February 2022	Commissioning Lead
	<ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly through the Strategic Plan, acknowledgements, and all documents published by the PHN. 	March 2022	CEO and Board Chair
	<ul style="list-style-type: none"> Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. 	March 2022	CEO and Board Chair, General Manager Service Deliver, General Manager Corporate Services
	<ul style="list-style-type: none"> Keep a calendar of all significant days and ensure all staff are aware of the significance of the day. 	July 2022, 2023	Manager – Media and Communications
	<ul style="list-style-type: none"> Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation. 	December 2021	General Manager – Service Delivery, Primary Care Lead and Commissioning Lead
	<ul style="list-style-type: none"> Encourage and support our partner organisations to develop their own RAP. 	December 2022	Primary Care Lead
	<ul style="list-style-type: none"> Provide all new staff with an induction to the RAP and our PHN's commitment to reconciliation within six weeks of their commencement. 	February 2022	Chair, RAPWG
	<ul style="list-style-type: none"> Host three lunch and learn sessions per year around the Uluru Statement from the Heart and other key advocacy campaigns. 	July 2023	Chair, RAPWG

Relationships

Action	Deliverable	Timeline	Responsibility
4. 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. 	October 2022	General Manager – Corporate Services
	<ul style="list-style-type: none"> Educate senior leaders on the effects of racism. 	October 2022	General Manager – Corporate Services
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy. 	September 2022	General Manager – Service Delivery
	<ul style="list-style-type: none"> Develop, implement and communicate an anti-discrimination policy for our organisation. 	May 2022	Manager – Media and Communications
	<ul style="list-style-type: none"> Ensure Aboriginal and Torres Strait Islander representation is on all panels for identified positions. 	January 2022	General Manager – Corporate Services
	<ul style="list-style-type: none"> Host a screening of the film The Final Quarter for staff and facilitate a discussion following the film utilising the associated resources. 	February 2022	Manager – Media and Communications
	<ul style="list-style-type: none"> Ensure a work environment where there is no tolerance for racism including a procedure for disciplinary action when racism is identified. 	January 2022	CEO and Board

Respect

Darling Downs and West Moreton PHN commits to continue to encourage staff and stakeholders to reflect on history and culture to build greater awareness, understanding and respect for Aboriginal and Torres Strait Islander peoples history and experience. Through reflecting on the past, we can influence how we choose to move forward in the spirit of reconciliation.

Our focus

Provide opportunities for staff and stakeholders to improve their cultural understanding.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	January 2023	General Manager – Corporate Services
	<ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy. 	June 2022	General Manager – Service Delivery
	<ul style="list-style-type: none"> Develop, implement and communicate a cultural learning strategy for our staff. 	January 2023	CEO
	<ul style="list-style-type: none"> Provide opportunities for RAP Working Group (RAPWG) members, HR managers and other key leadership staff to participate in formal and structured cultural learning. 	December 2021	General Manager – Corporate Services
	<ul style="list-style-type: none"> Working with local Elders, develop key language words and pronunciation for our PHN signage, publications and introductions. 	December 2021	Chair, RAPWG

Respect

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	December 2021	Chair, RAPWG
	<ul style="list-style-type: none"> Develop, implement, and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country. 	March 2022	General Manager – Corporate Services
	<ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. 	January 2022	CEO
	<ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings. 	January 2022	CEO
	<ul style="list-style-type: none"> Investigate the opportunities for staff to attend quarterly language training. 	January 2022	General Manager – Service Delivery
	<ul style="list-style-type: none"> Encourage staff to celebrate culturally significant holidays through internal and external activities. 	March 2022	General Manager – Corporate Services

Respect

Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> RAP Working Group to participate in external NAIDOC Week events. 	3 – 10 July 2022, 4 – 11 July 2023	Chair, RAPWG
	<ul style="list-style-type: none"> Review HR policies and procedures to identify and remove any barriers to staff participating in NAIDOC Week. 	May 2022, 2023	General Manager – Corporate Services
	<ul style="list-style-type: none"> Promote and encourage participation in external NAIDOC events to all staff. 	3 – 10 July 2022, 4 – 11 July 2023	Manager – media and Communications
	<ul style="list-style-type: none"> Provide opportunities for PHN staff to increase knowledge through internal NAIDOC Week educational activities. 	July 2022, 2023	Manager – Media and Communications

Opportunities

Darling Downs and West Moreton PHN is committed to ensuring Aboriginal and Torres Strait Islander people have access to high quality primary health care. We will continue to collaborate and partner with communities and health services to develop locally led solutions and initiatives that promote and provide opportunities for health and wellbeing.

Our focus

Provide a local voice that advocates for high quality primary health care for Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy including culturally safe support. 	August 2022	General Manager – Corporate Services
	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	February 2022	General Manager – Corporate Services
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. 	February 2022	General Manager – Corporate Services
	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander stakeholders to implement reciprocal secondment opportunities for staff. 	March 2023	General Manager – Service Delivery
	<ul style="list-style-type: none"> Promote job vacancies through appropriate channels to effectively reach Aboriginal and Torres Strait Islander peoples. 	March 2022	General Manager – Corporate Services

Opportunities

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. 	February 2022	General Manager – Corporate Services
	<ul style="list-style-type: none"> Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce. 	July 2023	General Manager – Corporate Services
	<ul style="list-style-type: none"> Provide ongoing monitoring of policies and procedures to identify any provisions that may disadvantage Aboriginal and Torres Strait Islander peoples, and ensure future work considers a proactive and affirmative action for Aboriginal and Torres Strait Islander peoples. 	March 2023	General Manager – Corporate Services
	<ul style="list-style-type: none"> Develop an inclusion component with in all position descriptions. 	January 2022	General Manager – Corporate Services
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. 	July 2023	General Manager – Corporate Services
	<ul style="list-style-type: none"> Investigate Supply Nation membership. 	July 2023	General Manager – Corporate Services
	<ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. 	July 2023	General Manager – Corporate Services

Opportunities

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. 	June 2022	General Manager – Corporate Services
	<ul style="list-style-type: none"> Develop commercial relationships with local Aboriginal and/or Torres Strait Islander businesses. 	July 2023	General Manager – Corporate Services
10. Encourage service providers to increase outcomes for Aboriginal and Torres Strait Islanders peoples	<ul style="list-style-type: none"> Review PHN contracts and include a statement that supports employment of Aboriginal and Torres Strait Islander peoples within organisations funded by our PHN. 	July 2022	General Manager – Service Delivery
	<ul style="list-style-type: none"> Encourage stakeholders to recruit, support and train Aboriginal and Torres Strait Islander staff. 	July 2023	General Manager – Service Delivery
	<ul style="list-style-type: none"> Amend funded providers reporting templates to include data about the number of Aboriginal and Torres Strait Islander staff. 	October 2022	General Manager – Service Delivery
11. Encourage stakeholder to take Collaborative approaches to improve the health outcomes of Aboriginal and Torres Strait Islander peoples.	<ul style="list-style-type: none"> Develop a MOU with Aboriginal and Torres Strait Islander stakeholders to improve collaboration and consultation for Aboriginal and Torres Strait Islander strategy. 	October 2022	General Manager – Service Delivery
	<ul style="list-style-type: none"> Increase the number of identifying Community Advisory Committee (CAC) members and consult on the development of a First Nations CAC. 	October 2022	General Manager – Service Delivery

Opportunities

Action	Deliverable	Timeline	Responsibility
	<ul style="list-style-type: none"> Work with Aboriginal and Torres Strait Islander health organisations to share data to enhance our regional Health Needs Assessment. 	September 2022	Digital Transformation Lead
	<ul style="list-style-type: none"> Develop and have the Board endorse the Aboriginal and Torres Strait Islander Health plan for the Darling Downs and West Moreton PHN. The Plan will include improved health outcomes for Aboriginal and Torres Strait Islanders and will be driven by an Aboriginal and Torres Strait Islander Advisory Group 	December 2021	CEO and RAP Champion (Kevin Rose)
	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and the Advisory Group to implement the Aboriginal Health Plan. 	December 2021	General Manager – Service Delivery
12. Investigate affirmative study opportunities for First Nations peoples.	<ul style="list-style-type: none"> Investigate opportunities to support First Nations people in health-related courses. 	February 2022	Commissioning Lead
	<ul style="list-style-type: none"> Investigate opportunities with tertiary institutions for development of placement opportunities for First Nations people. 	March 2022	Primary Care Lead

Governance

Action	Deliverable	Timeline	Responsibility
13. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RAP Working Group (RAPWG). 	December 2021	General Manager – Service Delivery
	<ul style="list-style-type: none"> Establish and apply a Terms of Reference for the RAPWG. 	December 2021	General Manager – Service Delivery
	<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. 	December 2021, 2022 January 2022, 2023 April 2022, 2023 July 2022, 2023	General Manager – Service Delivery
	<ul style="list-style-type: none"> Encourage open door policy for RAP meetings and invite all staff to attend the meetings as guests. 	December 2021	Chair, RAPWG
	<ul style="list-style-type: none"> Develop an ongoing recruitment strategy for the RAPWG membership. 	February 2022	Chair, RAPWG
14. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	February 2022	General Manager – Service Delivery
	<ul style="list-style-type: none"> Engage our senior leaders and other staff in the delivery of RAP commitments. 	January 2022	General Manager – Service Delivery
	<ul style="list-style-type: none"> Define and maintain appropriate systems to track, measure and report on RAP commitments. 	December 2021	General Manager – Corporate Services
	<ul style="list-style-type: none"> Appoint and maintain an internal RAP Champion from senior management. 	December 2021	General Manager – Corporate Services

Governance

Action	Deliverable	Timeline	Responsibility
15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	September 2022, 2023	General Manager – Service Delivery
	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly. 	September 2022, 2023 December 2022, 2023 March 2022, 2023 June 2022, 2023	General Manager – Service Delivery
	<ul style="list-style-type: none"> Publicly report our RAP achievements, challenges and learnings in the annual plan. 	September 2022, 2023	Manager, Media and Communications
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer. 	May 2022	General Manager – Service Delivery
16. 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. 	June 2023	CEO

For enquiries about Darling Downs and West Moreton PHN's Innovate RAP, please contact:

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