



INNOVATE RECONCILIATION ACTION PLAN

JULY 2019- JULY 2021



RECONCILIATION
ACTION PLAN
INNOVATE

Hunter
PRIMARYCARE

Cover image: Saretta Fielding, Our Corroboree 2 (detail), 2019, mixed media on canvas

This artwork brings to life a modern day corroboree. Vivid colour and traditional imagery flow together in gathering circle and songlines to connect people and communities in celebration and unity. Interwoven, intricate imagery captures the diversity of Aboriginal people today and our multicultural nation. It highlights the gathering and strong bonds that link family and friends across time, culture and generations, inclusive of all from past, present and into the future.
Medium: Mixed

"I am a Wonaruah woman born in Sydney to an Aboriginal father of the Wonaruah people and a European mother. I have enjoyed the benefit of growing up within a large and close knit extended family and much of my work is influenced by Country, family connection, and relationships.

Growing up in Newcastle and the Hunter Valley, surrounded by the bush lands of the Watagan Mountains



and the wonderful beaches of our coastline has given me the best nature has to offer.

In my artwork, I aim to evoke emotion, enhance connection to spirit and country, and invite the viewer to ponder, dig deeper and experience something new."

Saretta Fielding

Hunter Primary Care acknowledges the diversity of Aboriginal and Torres Strait Islander cultures across Australia, and the importance of providing culturally sensitive services that meet community and individual needs. Hunter Primary Care believes that reconciliation is an important step towards creating a more inclusive and respectful nation – where the contribution of Aboriginal and Torres Strait Islander peoples and their cultures are valued, and they can participate in opportunities afforded to all Australians.



Hunter Primary Care is committed to embracing diversity and eliminating all forms of discrimination in the provision of health services. We welcome all people irrespective of ethnicity, lifestyle choice, faith, sexual orientation and gender identity.



Aboriginal and Torres Strait Islander peoples should be aware that this document may contain images or names of people who have since passed away.



MESSAGE FROM THE CHAIR AND CEO

Hunter Primary Care wishes to acknowledge the Traditional Owners of the land that we live and work on, and pay our respects to Elders past and present and to emerging community leaders. We acknowledge the important role of Aboriginal and Torres Strait Islander peoples within Hunter Primary Care and the communities we work with.

Hunter Primary Care (HPC) is committed to reconciliation and building strong, sustainable and mutually respectful relationships between Aboriginal and Torres Strait Islander peoples and other Australians. HPC recognises and understands that reconciliation is the journey that the organisation must take to realise a future where Aboriginal and Torres Strait Islander peoples and other Australians stand together as equals. By focussing on improving relationships, enhancing respect and promoting opportunities, HPC is working to create a reconciled and equitable Australia.

Aboriginal and Torres Strait Islander cultures are among the oldest living cultures in the world and a vital part of Australia's identity. It is important for HPC to promote and celebrate this rich history and the diverse Aboriginal and Torres Strait Islander cultures that continue to this day.

HPC began a journey towards reconciliation in 2013 by signing a Statement of Commitment with Reconciliation Australia to develop a Reconciliation Action Plan (RAP). This commitment was to develop a RAP and report back on progress to Reconciliation Australia annually and communicate organisational intentions and actions to the Aboriginal and Torres Strait Islander communities within the region. HPC's Reflect RAP was developed for the 2017-2019 period. Our commitment to reconciliation has continued and the organisation is now pleased to present an Innovate RAP for the period 2019-2021. This Innovate RAP outlines further actions and steps HPC will take to contribute to a reconciled Australia. HPC's new RAP will continue to provide the framework to guide HPC to realise a vision for reconciliation

As HPC strives towards an effective primary health care system that meets the needs of the community, the organisation recognises the importance of Australia's Aboriginal and Torres Strait Islander peoples. HPC recognises and respects the skills and valuable contributions Aboriginal and Torres Strait Islander employees bring to HPC and the vital role Aboriginal and Torres Strait Islander staff play in improving the health of the communities HPC serves. Through the new RAP and HPC's Aboriginal and Torres Strait Islander health service programs, HPC will be recognised as an organisation that is working towards and making a difference in Aboriginal and Torres Strait Islander health outcomes and working towards 'Closing the Gap' in Aboriginal and Torres Strait Islander peoples life expectancy.

Richard Anicich AM
Chair

Brenda Ryan
Chief Executive Officer

A VISION FOR RECONCILIATION

HPC's vision for reconciliation is to foster a community that values and respects diversity, equality and inclusiveness. HPC recognises that Aboriginal and Torres Strait Islander peoples are an important part of the community. Fostering diversity, equality and inclusiveness will help HPC to achieve an overall vision of an effective primary health care system that supports people to live healthy lives.

This means consulting with Aboriginal and Torres Strait Islander peoples to ensure that the health services delivered by HPC are culturally appropriate and safe, welcoming and accessible and that the community is aware of the services available.

By providing health services to Aboriginal and Torres Strait Islander peoples in the community, HPC's aim is to make a demonstrable contribution to 'Closing the Gap' in health equality.

THE ORGANISATION

HPC is a not for profit organisation that delivers a wide range of quality, cost efficient health services to the Hunter community. HPC has a focus on providing services to population groups that have high health needs and that experience barriers to accessing existing health services.

The organisation's **vision** is to provide an effective primary health care system that supports people to live healthy lives. Through collaboration HPC is able to develop innovative solutions and expand services to meet the changing and complex needs of the community.

The organisation's **purpose** is to support people to live healthy lives by:

- Delivering consumer-focused, quality primary health care services that improve health outcomes
- Leading and supporting primary health care professionals to enable the delivery of an effective health care service
- Working with stakeholders to improve the health system and patient experience.

Strategic objectives for 2019-2021 are:

1. Develop the capability of staff through ongoing learning, training and attracting suitable candidates
2. Develop client services through client engagement to improve client outcomes and satisfaction
3. Continue to improve internal processes and information systems to become more effective, efficient and adaptable to meet current and future business needs
4. Grow the business to improve financial sustainability, improve economies of scale, increase capacity to invest in the business and improve social impact by providing services to more clients.



THE HUNTER REGION

Hunter Primary Care provides primary health care services to the communities in the Hunter region. The Hunter region lies on the NSW east coast of Australia, approximately 150 km north of Sydney.



The region in which Hunter Primary Care operates covers the following Local Government Areas and traditional Aboriginal nations of Awabakal, Biripi, Darkinjung, Geawegal, Kamiliroi, Wonaruah and Worimi people.

Aboriginal and Torres Strait Islander population by LGA

- Newcastle – 3.5%
- Maitland – 5.8%
- Cessnock – 7.2%
- Singleton – 5.7%
- Dungog – 5.1%
- Muswellbrook – 9.3%
- Port Stephens – 4.8%

HUNTER PRIMARY CARE STAFF

HPC employs a diverse range of multicultural, multi-skilled and multi-disciplinary professionals who work together to deliver a wide range of primary health care programs and services to the community. The organisation employs over 240 staff plus a further 230 General Practitioners (GPs) who work in the GP Access After Hours service. Thirteen of the 240 staff employed are Aboriginal and Torres Strait Islander peoples, which equates to 5.4% of the workforce.

Aboriginal and Torres Strait Islander staff members work in the following positions:

IDENTIFIED POSITIONS

- 1 Aboriginal Outreach Worker

NON-IDENTIFIED POSITION RELATED SPECIFICALLY TO ABORIGINAL HEALTH

- 1 Psychologist / Aboriginal and Torres Strait Islander specialist

- 1 Aboriginal Support Coordinator

- 2 Support Facilitators

- 2 Mental Health Care Coordinators

OTHER NON-IDENTIFIED POSITIONS

- 1 Clinical Psychology Registrar

- 1 Assistant Payroll Officer

- 1 Care Coordinator

- 1 Administration Officer

- 1 Independent Non-Executive Director



Students from Callaghan College Jesmond, performing at National Reconciliation Week events in 2019

Our VALUES



RESPECT

We expect trust, open communication and inclusiveness in our interactions with each other.



EXCELLENCE

We encourage and celebrate creativity, continuous improvement and sharing with each other.



We listen. Care. Connect.



RECOGNITION

We acknowledge and encourage individuality, diversity and personal development.



INTEGRITY

We are transparent, honest and accountable for what we do and how we do it.

HUNTER PRIMARY CARE'S RECONCILIATION ACTION PLAN

The RAP is championed by the Chief Executive Officer, and HPC's Board of Directors. The Reconciliation Action Plan working group and HPC's Board of Directors, provide leadership and guidance to ensure the organisation stays focussed and motivated on matters concerning reconciliation.

HPC's Reconciliation Action Plan working group consists of a diverse group of people from multidisciplinary backgrounds across all areas of the organisation. Each member of the Reconciliation Action Plan working group is committed to the terms of reference which is reviewed annually. Six Aboriginal staff are active members of the current working group.

Members of the group include:

Brenda Ryan - Chief Executive Officer

Athlone Riches - Care Coordinator

Byron Williams - Community Development Worker, headspace Newcastle

Carla Torell – Business Innovation Officer

Codie Atherton – Clinical Psychology Registrar

Dean Bayliss – Support Coordinator

Jacqueline Fordham – Indigenous Mental Health Care Coordinator

Janelle White – Human Resources Manager

Jennifer Vardanega - Team Leader Support Coordination

Joshua Fuller – Support Facilitator

Kathryn Piper – Senior Psychologist

Myron Olsen – Indigenous Mental Health Care Coordinator

THE JOURNEY SO FAR

HPC's RAP has formalised HPC's commitment to creating strong, meaningful and respectful relationships with Aboriginal and Torres Strait Islander peoples. The RAP model has provided HPC with a framework and foundation to create cultural safety in the working environment. Cultural safety is an ongoing process and achieving this goal requires acceptance and respect for cultural diversity and gives Aboriginal and Torres Strait Islander employees a feeling of belonging and acceptance within HPC. An organisational commitment to cultural safety also shows that barriers between Aboriginal and Torres Strait Islander peoples and non-Indigenous people are narrowing and HPC is progressing towards 'Closing the Gap' in health outcomes.



ACHIEVEMENTS OF HUNTER PRIMARY CARE'S RAPs SINCE 2013

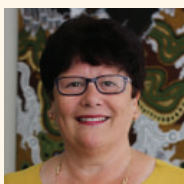


HPC has formulated a policy and procedure to acknowledge the Traditional Owners and the Aboriginal Nations in which HPC operates. The policy and procedure was implemented and an Acknowledgement of the Traditional Owners now occurs at the commencement of all relevant meetings.

A Welcome to Country is performed at significant events.

- Staff have been invited to identify as Aboriginal and/or Torres Strait Islander peoples and this information now provides base-line data for monitoring and reporting the percentage of staff who identify as Aboriginal and/or Torres Strait Islander peoples. This allows HPC to monitor the progress of the Aboriginal and Torres Strait Islander Employment Strategy that has been developed and implemented.
- An Aboriginal Employment Strategy was developed and implemented with the objective of increasing Aboriginal and Torres Strait Islander employment at HPC.
- Development and implementation of a Cultural Leave policy so that Aboriginal and Torres Strait Islander staff are supported to attend NAIDOC Week activities and to attend other cultural engagements such as Sorry Business, not covered by other forms of leave.
- Engagement with a local Aboriginal training provider to develop and deliver face to face cultural competence training that is tailored to enhance understanding for HPC staff, particularly in relation to delivering culturally sensitive and safe health services.
- Two school based trainees have been recruited through Novaskill to undertake Aboriginal Outreach and Clerical traineeships.
- Financial support was provided to the Aboriginal State Knockout Rugby League competition in 2013.
- Aboriginal suppliers have been engaged to provide services such as graphic design and catering.
- Significant cultural events are formally recognised and celebrated annually such as Close the Gap Day, National Reconciliation Week and NAIDOC Week.
- Opportunities to engage with young Aboriginal and/or Torres Strait Islander peoples have been enhanced through holding an Indigenous Youth Art Competition. The theme of the competition was Healthy Mob, Deadly Future.
- A Referral Form was developed to receive referrals for Aboriginal and Torres Strait Islander clients for the Way Back Support Service.
- An Aboriginal version of the HPC polo shirts was designed and supplied for staff

CASE STUDIES OF HOW HUNTER PRIMARY CARE STAFF AND SERVICES MAKE A DIFFERENCE IN THE COMMUNITY

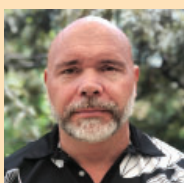


Athlone
Care
Coordinator

Athlone's role as a Care Coordinator is to work collaboratively with services in the local area to link eligible patients to appropriate services to improve chronic disease self-management and overall health outcomes.

As a Registered Nurse, Athlone is able to provide education to clients on chronic disease management and reinforce benefits of clinical care recommended by their GPs. As an Aboriginal person, Athlone brings to her role a lived experiences of barriers encountered in primary health care settings and provides practical ways of upholding a culturally safe health service environment for all Aboriginal and/or Torres Strait Islander clients.

Benefits of HPC's services includes: Navigation of health systems, effective coordinated care to support management of chronic disease conditions, timely access to allied health and specialist services, improved health literacy and prevention of unnecessary hospital presentations, all of which contribute to improved health outcomes.



Dean
Aboriginal
Support
Coordinator,
The Way
Back Support
Service

Working in The Way Back, Dean is uniquely placed to provide comprehensive care coordination to consumers and their families in a collaborative and culturally sensitive manner to promote Aboriginal health and well-being.

Dean has a particular interest and passion for suicide prevention. Dean's ability to engage with individuals and groups through a lived experience has provided him with invaluable skills to assist those at risk and at a level that they can understand. Dean utilises a strength-based approach and works hard to reduce the stigma associated with suicide through a less judgment/more acceptance idea. Dean is a proud member of the Newcastle Lifespan Aboriginal Advisory Group.

Dean provides targeted support that is culturally safe and appropriate, which can include helping a person by: keeping in touch for a yarn; working within the context of the family and community; safety planning; providing support with accessing medical and allied health appointments; and helping to access local community services, including the Aboriginal community.



Codie
Clinical
Psychology
Registrar

As a clinical psychology registrar, Codie's role involves her working collaboratively with clients and GP's in the local area to ensure individuals receive access to the most appropriate mental health service.

In her role as a psychologist Codie believes that establishing and maintaining a positive therapeutic relationship is the key to success for a client's treatment and as one of the most important aspects of her work. She prides herself in providing a client-centred therapy approach which is caring, creative, authentic and compassionate using numerous modalities.

Benefits of our service include we provide a shared care model with the GP and other professionals involved in the clients' care and we offer culturally sensitive service with respect and dignity to different cultures.

PARTNERSHIPS

HPC is committed to building significant, long-standing and meaningful relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations.

HPC is proud to have established relationships with a number of Aboriginal and Torres Strait Islander organisations and initiatives and work towards strengthening these relationships through the reconciliation journey.

COMMUNITY PARTNERSHIPS

- Elsie Randall, Indigenous artist – A staff workshop was held to create an artwork in conjunction with a National Reconciliation Week staff morning tea. Invited artist, Elsie Randall, conceptualised the idea for an artwork and prepared the main images. Elsie then met with staff in small groups, explaining the meaning and significance of the images and symbols. She then assisted staff to contribute to the painting by adding their handprints. The painting is proudly displayed in the main reception area at HPC's head office and helps to reinforce the message that HPC is a culturally welcoming and safe organisation for employees, clients and visitors.
- Speaking in Colour – HPC has worked closely with a local Aboriginal cultural awareness educator to develop a cultural awareness training package specifically designed to meet the needs of HPC staff in delivering health services to Aboriginal and Torres Strait Islander peoples. The delivery of tailored training to HPC staff has increased understanding of the history and challenges experienced by Aboriginal and Torres Strait Islander peoples and has assisted HPC to deliver culturally safe and appropriate services to Aboriginal and Torres Strait Islander clients.
- Nikinpa Aboriginal Child & Family Centre – HPC has a long established relationship with Nikinpa whereby HPC delivers psychology services to community members on-site at Nikinpa. HPC has also employed an Aboriginal psychologist to provide services at Nikinpa. Provision of services, which benefit clients' social and emotional wellbeing in an accessible and culturally welcoming setting, has greatly increased the uptake of services by the community and has resulted in high levels of trust between the local community and HPC and improved health outcomes for Aboriginal and Torres Strait Islander peoples.
- Awabakal Medical Services – HPC has effective working relationships with Awabakal and has established clear referral pathways for Aboriginal and Torres Strait Islander people into HPC programs. HPC has developed a partnership with Awabakal Aboriginal Medical Service to deliver services onsite to improve access and enhance cultural appropriateness. At Awabakal this has included mental health services and care coordination services for Awabakal Elders. HPC works closely with Awabakal drug and alcohol workers, social and emotional wellbeing workers, and other relevant staff leading to improved health outcomes.
- Ungooroo Aboriginal Corporation – HPC has provided significant support to Ungooroo in their development of medical services to the community with referral pathways developed between the respective services. HPC is currently in discussion with Ungooroo Aboriginal Corporation to enhance current referral pathways, and to address the needs of the Aboriginal population in the Singleton and Upper Hunter region, particularly relating to alcohol and drug related issues. A Memorandum of Understanding (MoU) has been established between HPC and Ungooroo to underpin an ongoing relationship.
- Tobwabba Aboriginal Medical Service – HPC has a well-established partnership with Tobwabba which includes the provision of mental health services on-site at Tobwabba, establishment of clear referral pathways for local community members to access HPC services, and the establishment of a MoU to support an ongoing relationship.
- Aunty June Rose: Aboriginal Elders were invited to the official opening ceremony of HPC's new offices at Warabrook on Wednesday, 14 March 2018. Aunty June Rose undertook the Welcome to Country and Uncle Perry Fuller provided entertainment.
- A local Elder, Uncle Perry Fuller attended HPC's office in October 2018 to explain to staff the significance of Welcome to Country and Acknowledgement of Country.
- Newcastle and Lower Hunter Aboriginal Health Partnership – HPC continues to be involved with this partnership.
- Attendances at Koori Networking Group
- Attendances at Newcastle Aboriginal Employment Interagency meetings

ACTIVITIES/INITIATIVES

- In 2012 Steven Adams, a proud Kamilaroi Man and Hunter Business Owner, was appointed as an Independent Non-Executive Director to the board of HPC. Steven was a founding Director of the NSW Indigenous Chamber of Commerce and has served on numerous Boards, Committees and Ministerial Taskforces over the past 20 years. Steven ensures that Aboriginal perspective and input is included at the highest level of governance and decision making. Steven is now the longest continuously serving director on the HPC board.
- Development and implementation of a cultural leave policy for Aboriginal and Torres Strait Islander employees. A policy was developed to show respect to the Aboriginal communities in the area by recognising, in a meaningful and supportive way, traditional Aboriginal culture and the additional community obligations involving Aboriginal peoples. The policy provides for paid and unpaid leave provisions for attendance at a NAIDOC Week events and for Sorry Business.
- HPC's 2016 Indigenous Youth Art Competition – this initiative was designed to help young Aboriginal and Torres Strait Islander school students to think about their health and their future. The competition had a theme of Healthy Mob, Deadly Future. The aim of the competition was to encourage, showcase and celebrate the talents of local Aboriginal and Torres Strait Islander students and demonstrate commitment to reconciliation and 'Closing the Gap' in health outcomes.
- Les Elvin Memorial Master of Nursing Indigenous Scholarship - HPC is funding two scholarships through the University of Newcastle for Indigenous students undertaking a degree in Nursing.

Alex Nean performs a smoking ceremony at National Reconciliation Week events in 2019



PLANNED ACTIVITIES



RELATIONSHIPS

HPC is committed to building, sustaining and valuing respectful relationships with Aboriginal and Torres Strait Islander peoples and organisations. HPC understands that strong relationships with Aboriginal and Torres Strait Islander peoples are fundamental to achieving a vision of an effective primary health care system that meets the health needs of the community. The organisation believes that by working together, relations can be established based on trust and strengthening networks to contribute to 'Closing the Gap' initiatives in health.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
HPC's RAP Working Group (HPC RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting	HPC RWG oversees the development, endorsement and launch of HPC's Innovate RAP.	July 2019, 2020, 2021	CEO
	Ensure that there is a diverse group of employees and Aboriginal and Torres Strait Islander peoples are represented on the HPC RWG.	Sept 2019, 2020, 2021	CEO
	HPC RWG to meet bi-monthly to monitor and report on RAP implementation.	Feb, April, June, Aug, Oct, Dec 2019, 2020, 2021	CEO
	Review and update Terms of Reference for the HPC RWG.	Sept 2019, 2020, 2021	HR Manager

Members of the RAP Working Group with artist, Saretta Fielding, 2019



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.	May/June 2019, 2020, 2021	Business Innovation Officer
	Register HPC's NRW event via Reconciliation Australia's NRW website.	May/June 2019, 2020, 2021	Business Innovation Officer
	Senior Managers support and participate in an external event to recognise and celebrate NRW.	May/June 2019, 2020, 2021	CEO
	Ensure HPC RWG participates in an external event to recognise and celebrate NRW.	May/June 2019, 2020, 2021	Aboriginal Outreach Worker
	Encourage staff to participate in external events to recognise and celebrate NRW.	May/June 2019, 2020, 2021	CEO
	Send staff a link to Reconciliation Australia's NRW downloadable resources and encourage staff to review the resources.	May/June 2019, 2020, 2021	CEO
	Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories	May/June 2019, 2020, 2021	Business Innovation Officer
	Promote NRW on HPC's Facebook and website	May/June 2019, 2020, 2021	Communications Officer
Promote positive race relations through anti-discrimination strategies	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs	Dec 2019	HR Manager
	Develop, implement and communicate an anti-discrimination policy for our organisation	Dec 2019	HR Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy	Nov 2019	HR Manager
	Educate senior leaders on the effects of racism	Dec 2019, 2020, 2021	HR Manager
Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	Meet with at least three local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.	July 2020, 2021	CEO
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	July 2019, 2020, 2021	CEO
	Commit to establishing two local partnerships with local Aboriginal operated organisations and local communities to improve the health and wellbeing of Aboriginal and Torres Strait Islander peoples.	Sept 2019, 2020, 2021	CEO
	Invite at least two Aboriginal Elders to provide cultural advice into HPC's service development planning.	July 2019, 2020, 2021	CEO

Raise internal and external awareness of the RAP to promote reconciliation across the business and sector	Develop, implement and review a strategy to communicate the RAP to all internal and external stakeholders.	July 2019, 2020, 2021	CEO
	Promote reconciliation through engagement with all stakeholders.	July 2019, 2020, 2021	CEO
	Develop internal and external communications to advise stakeholders and improve awareness of the RAP	Oct 2019, 2020, 2021	Business Innovation Officer
	Embed an overview of the RAP into staff induction processes	Oct 2019	HR Manager
	Encourage other organisations operating in HPC's area to develop RAPs by sharing information with other likeminded organisations during CEO stakeholder engagement.	Monthly throughout 2019, 2020, 2021	CEO

RESPECT



HPC acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia. HPC values and respects Aboriginal and Torres Strait Islander cultures as an important part of the spirit of Australia. As an organisation HPC is committed to working in respectful partnerships with Aboriginal and Torres Strait Islander peoples. The organisation supports Aboriginal and Torres Strait Islander staff to participate in important cultural events, acknowledge their lived experiences and celebrate their cultures. It is only through respect for Aboriginal and Torres Strait Islander peoples, their cultures and histories, that HPC can understand the barriers encountered in primary health care settings and successfully engage with and provide culturally appropriate and safe services to Aboriginal and Torres Strait Islander peoples in the community.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	Review and update the cultural capability training strategy to ensure most appropriate goals and effective processes are in place.	Jan 2020, 2021	HR Manager
	Continue to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.	Aug 2019, Mar 2020, Apr 2021	HR Manager
	85% of daytime staff members to complete face-to-face cultural awareness training and record certifications in HPC employee training register. 100% of new daytime staff to complete cultural awareness training within six months of commencement.	July 2019, 2020, 2021	HR Manager
	Continue to identify and update cultural learning requirements specific to staff's training needs.	Sept 2019, 2020, 2021	Business Innovation Officer
	Promote Reconciliation Australia's <i>Share Our Pride</i> online tool to all staff.	July 2019, 2020, 2021	HR Manager
	Provide opportunities for RWG members, RAP Champions, HR Manager and other key leadership staff to participate in cultural training.	Oct 2019, 2020, 2021	CEO/Managers

Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning	Include an Acknowledgement of Country at the commencement of important internal and external meetings.	July 2019, 2020, 2021	HR Manager
	Provide guidance and direction to staff of protocols in relation to the use of Welcome to Country and Acknowledgment of Country in internal and external events. Distribute HPC's Welcome to Country and Acknowledgement of Country policy (Gen 29) to staff.	July 2019, 2020, 2021	Business Innovation Officer
	Maintain a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.	July 2019, 2020, 2021	CEO
	Annually review, update and communicate our cultural protocol for Welcome to Country and Acknowledgment of Country.	July 2019, 2020, 2021	Business Innovation Officer
	Invite a local Elder into HPC's office to explain the significance of Welcome to Country and Acknowledgement of Country during at least one internal event.	2019, 2020, 2021	CEO
	Display an Acknowledgement of Country on HPC and service-specific websites and in relevant publications such as Annual Report.	Oct 2019, 2020, 2021	Business Innovation Officer
	Invite a Traditional Owner to provide a Welcome to Country at significant events, including National Closing the Gap day.	July 2019, 2020, 2021	CEO
Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultures and communities by celebrating NAIDOC Week	The CEO will support and participate at as many as practicable external NAIDOC Week community events.	July 2019, 2020, 2021	CEO
	Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.	July 2019, 2020, 2021	CEO
	Provide information to staff about the importance of NAIDOC Week, what local activities are taking place and which events HPC are participating in.	July 2019, 2020, 2021	CEO
	Provide opportunities for all staff to participate in NAIDOC Week activities.	July 2019, 2020, 2021	CEO
	Review and update HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	Dec 2019, 2020, 2021	HR Manager
	Remind all Aboriginal and Torres Strait Islander staff and their managers about the Cultural Leave policy.	July 2019, 2020, 2021	HR Manager
Celebrate and recognise Aboriginal and Torres Strait Islander significant cultural dates and events	Distribute to staff an Outlook calendar invitation for all significant Aboriginal and Torres Strait Islander dates.	Feb 2019, 2020, 2021	Business Innovation Officer
	Prior to each significant Aboriginal and Torres Strait Islander date, communicate to staff the importance and reason for celebrating the event.	Nov 2019, 2020, 2021	CEO

Reconciliation Film Club	Host a screening of a curated selection of Aboriginal and Torres Strait Islander documentaries at the two annual staff lunch days.	July 2019, 2020, 2021	Business Innovation Officer
--------------------------	--	-----------------------	-----------------------------

OPPORTUNITIES



HPC is committed to working in partnership with Aboriginal and Torres Strait Islander peoples to improve access to business and employment opportunities within the organisation. HPC is focused on creating opportunities for Aboriginal and Torres Strait Islander peoples to join the team of staff. The organisation recognises the value that Aboriginal and Torres Strait Islander people add to cultural understanding and the workforces ability to effectively connect with and deliver culturally appropriate and safe health services to Aboriginal and Torres Strait Islander peoples in the community.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within HPC	Review, expand and implement an Aboriginal and Torres Strait Islander Employment Strategy with an increased focus on retention.	Dec 2019, 2020, 2021	HR Manager
	Engage with existing Aboriginal and Torres Strait Islander staff to consult about opportunities to improve cultural safety in the workplace, employment strategies and professional development opportunities.	July 2019, 2020, 2021	HR Manager
	Advertise all vacancies by circulating to local Aboriginal Employment Interagency groups for distribution to their contacts. All identified positions to be advertised in the Koori Mail.	2019, 2020, 2021	HR Manager
	Continue to collect information about current Aboriginal and Torres Strait Islander staff to inform future employment opportunities.	2019, 2020, 2021	HR Manager
	Partner with TAFEs and local universities to offer placements, scholarships and/or work experience.	Oct 2019, 2020, 2021	CEO
	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 the workplace.	July 2019, 2020, 2021	HR Manager
	Continue to include Aboriginal and Torres Strait Islander representation on recruitment and selection panels for targeted and identified positions.	July 2019, 2020, 2021	HR Manager
	Continue to include in all job advertisements 'Aboriginal and Torres Strait Islander peoples are encouraged to apply'.	July 2019, 2020, 2021	HR Manager
	Aim for HPC total full time equivalent employees to comprise of 10% Aboriginal and Torres Strait Islander employees	Dec 2019, 2020, 2021	HR Manager
	Consult with Aboriginal and Torres Strait Islander carers and stakeholders in the development of programs, resources and other initiatives.	July 2019, 2020, 2021	CEO

Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within the organisation	Review and update procurement policies and procedures to identify barriers to Aboriginal and Torres Strait Islander businesses to supply HPC with goods and services.	July 2019, 2020, 2021	Business Innovation Officer
	Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	July 2019, 2020, 2021	Business Innovation Officer
	Maintain membership with the New South Wales Indigenous Chamber of Commerce	Oct 2019, 2020, 2021	Business Innovation Officer
	Explore Supply Nation membership and continue to support our Aboriginal and Torres Strait Islander commercial businesses, whilst attempting to expand potential Aboriginal and Torres Strait Islander commercial suppliers.	Oct 2019, 2020, 2021	Business Innovation Officer
	Utilise Aboriginal and Torres Strait Islander providers to supply 30% of HPC's catering needs when outsourcing catering for staff functions.	July 2019, 2020, 2021	CEO
	Contract Aboriginal and Torres Strait Islander designers/artists in the development of merchandise and artwork for resources.	July 2019, 2020, 2021	Business Innovation Officer
Identify and implement other activities that will enhance employment and health outcomes for Aboriginal and Torres Strait Islander peoples	Continue to work with the University of Newcastle to provide scholarship opportunities for Aboriginal and Torres Strait Islander students in Nursing.	Nov 2019, 2020, 2021	CEO
	Engage with Aboriginal and Torres Strait Islander students to educate them on how and where to obtain support in order to promote individual health and wellbeing.	July 2019, 2020, 2021	headspace Community Development Worker
Investigate opportunities to make our service delivery more culturally appropriate and accessible to Aboriginal and Torres Strait Islander clients	Work collaboratively to deliver high quality and culturally appropriate training in health to HPC's Aboriginal and Torres Strait Islander clients.	July 2020, 2021	CEO
	Support Aboriginal and Torres Strait Islander clients to navigate the NDIS and other new health systems.	July 2020, 2021	CEO
	Share best practice health information and culturally appropriate resources with Aboriginal and Torres Strait Islander clients.	July 2020, 2021	CEO
	Seek regular feedback from Aboriginal and Torres Strait Islander clients accessing HPC's services to assess the cultural appropriateness of HPC's services.	July 2020, 2021	CEO
	Develop and share Aboriginal and Torres Strait Islander focussed content in all online publications, website and social media.	July 2019, 2020, 2021	CEO



GOVERNANCE, TRACKING PROGRESS AND REPORTING

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Report RAP achievements, challenges and learnings to Reconciliation Australia	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	30 Sept 2019, 2020, 2021	CEO
	Investigate participating in the RAP Barometer.	July 2020	CEO
Report RAP achievements, challenges and learnings internally and externally	Publically report the RAP achievements, challenges and learnings via HPC's website, CEO monthly message and Annual Report.	Oct 2019, 2020, 2021	Business Innovation Officer
	Provide regular updates to staff about progress with RAP (CEO Q&A meetings, CEO email)	Bi-annual 2019, 2020, 2021	CEO
	Report RAP progress to the Board via the CEO report.	Quarterly 2019, 2020, 2021	CEO
	Include a summary of RAP activities and achievements in HPC Annual Report.	Oct 2019, 2020, 2021	Business Innovation Officer
Review, refresh and update RAP	Send draft RAP to Reconciliation Australia for review and feedback.	April 2020	CEO
	Submit draft RAP to Reconciliation Australia for formal endorsement.	July 2020	CEO
Provide appropriate support for effective implementation of RAP commitments	Members of RWG to meet bi-monthly to ensure timelines are met.	Bi-monthly 2019, 2020, 2021	CEO

CONTACT DETAILS

Ms Brenda Ryan
Chief Executive Officer

 02 4925 2259

 innovation@hunterprimarycare.com.au

 www.hunterprimarycare.com.au

