

Hunter **PRIMARYCARE**



RECONCILIATION
ACTION PLAN

STRETCH

Stretch Reconciliation Action Plan

JANUARY 2026 - DECEMBER 2029



ACKNOWLEDGEMENTS

First Nations: Hunter Primary Care acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia and we pay our respects to their Elders past, present and future who we share this great region with.

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

Lived Experience: Hunter Primary Care acknowledge and thank the people with lived and living experience of health challenges who share their stories, insights and expertise with us. Their voices play a vital role in shaping our services, improving our understanding and ensuring that the care we deliver is compassionate, relevant and person-centred.

Funding: Hunter Primary Care acknowledges program funding received from the Hunter New England Central Coast Primary Health Network, the Australian Government Department of Health, Disability and Ageing, the Australian Government Department of Social Services, the Hunter New England Local Health District, headspace National and the NSW Ministry of Health.





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Front Cover: Pictured is Aunty Brenda Matthews, Proud Wiradjuri woman, at Hunter Primary Care's The Last Daughter Film Screening

Inside Cover / Back Cover: Saretta Fielding, OUR CORROBOREE Series 2

Hunter Primary Care commissioned local Aboriginal artist Saretta Fielding, a proud Wonaruah woman, to create a unique artwork to display in our premises. The artwork, titled 'Our Corroboree 2', is a contemporary highly textured painting that 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.

RECONCILIATION AUSTRALIA CEO STATEMENT

On behalf of Reconciliation Australia, I congratulate Hunter Primary Care on its formal commitment to reconciliation, as it implements its second Stretch Reconciliation Action Plan (RAP).

Formed around the pillars of relationships, respect and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise.

As a long-standing, community-focused primary healthcare provider in the Hunter region, Hunter Primary Care has been providing Aboriginal and Torres Strait Islander health and wellbeing services to the community for over 15 years. Given its scope of work, Hunter Primary Care is well positioned to drive reconciliation outcomes across its sphere of influence.

Hunter Primary Care approaches this Stretch RAP equipped with experience from previous RAPs, particularly in building relationships. Its formal partnership with Yakuway Indigenous Corporation established a culturally grounded approach, ensuring Aboriginal and Torres Strait Islander voices are heard and respected. Two-way relationships, especially those with strong leadership commitment from both organisations has proved successful in many forms and contexts. True partnerships and shared ownership deliver in deeper, more sustained outcomes.

Hunter Primary Care is continuing this collaborative and culturally focused work in this new Stretch RAP. In an effort to further strengthen its capacity for mutually beneficial relationships with Aboriginal and Torres Strait Islander clients, Hunter Primary Care aims to embed culturally appropriate engagement practices and service delivery. This work will create regular opportunities for community voices to guide Hunter Primary Care's work, ensuring First Nations knowledge and lived experience are meaningfully incorporated into ongoing service improvements. By embedding First Nations voices and perspectives into each level of its organisation, Hunter Primary Care can better reflect local priorities and ensure the success and sustainability of its RAP initiatives.

Through both its previous and upcoming work in the RAP program, Hunter Primary Care has the potential to drive considerable reconciliation outcomes across its sphere of influence. On behalf of Reconciliation Australia, I commend Hunter Primary Care on this Stretch RAP and look forward to following its ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia

MESSAGE FROM OUR CHAIR & CEO

Hunter Primary Care acknowledges the Traditional Custodians of the lands on which we live and work, and we pay our respects to Elders past and present. We acknowledge the important role that Aboriginal and Torres Strait Islander peoples play in shaping our services, strengthening our organisation and enriching our region.

For more than a decade, Hunter Primary Care has walked a deliberate reconciliation journey, beginning with our first Reconciliation Action Plan (RAP) in 2013. Each RAP since has deepened our commitment to truth-telling, equity and respect, and created opportunities for Aboriginal and Torres Strait Islander peoples to lead, influence and thrive.

Through our most recent Stretch RAP (2022-2025), we are proud of the progress we achieved together. We launched To-ròl, a culturally meaningful place for healing and connection, created spaces for truth-telling such as our community film screening of *The Last Daughter*, and celebrated culture with staff and community through National Reconciliation Week, NAIDOC Week, and Close the Gap Day. We forged new partnerships, including a Memorandum of Understanding (MoU) with Yakuway Indigenous Corporation, and we strengthened our internal practices through initiatives such as our Cultural Protocols Policy and Aboriginal and Torres Strait Islander Employment Strategy. These achievements demonstrate that reconciliation at Hunter Primary Care is not a single project, but a way of working, woven into our everyday business.

The new Stretch RAP 2026-2029 builds on this foundation and responds to the voices of our Aboriginal and Torres Strait Islander staff, clients and community members. It sets out ambitious actions across the four pillars of Relationships, Respect, Opportunities and Governance, ensuring reconciliation is embedded throughout our organisation – in our services, in our workforce and in our partnerships.

We are confident that the actions set out in this Stretch RAP will not only strengthen reconciliation but also lead to healthier, more connected communities across our region.

We are committed to creating culturally safe, inclusive and responsive health care for Aboriginal and Torres Strait Islander peoples, while also contributing to a reconciled and equitable Australia. We know that our greatest progress comes when we listen, learn and act together.

Through initiatives such as the MoU with Yakuway Indigenous Corporation, we are committed to working with our Indigenous staff and communities to ensure they have a genuine say in the design and delivery of our services that affect them.

We remain deeply grateful to our Aboriginal and Torres Strait Islander staff, Elders, partners, and community members for their wisdom, guidance, and trust. Together, we look forward to continuing our journey and making a measurable impact on health equity, cultural safety and reconciliation in our communities.



Mr Richard Anicich AM
Chair
Hunter Primary Care



Mr Keith Drinkwater
Chief Executive Officer
Hunter Primary Care

OUR VISION FOR RECONCILIATION

Our vision for reconciliation is for equality in health and life expectancy for Aboriginal and Torres Strait Islander peoples. This aligns with our vision of good health and wellbeing for all, and our mission to deliver integrated health and wellness services that help each person be their best.

Hunter Primary Care has been providing Aboriginal and Torres Strait Islander health and wellbeing services to the community for over 15 years. Our dedicated Aboriginal and Torres Strait Islander staff members are trusted health professionals who understand the health needs of their communities. They bring cultural knowledge, connection and compassion to their work, ensuring our services are guided by culture, community, and Country.

As an organisation, we are committed to helping 'Close the Gap' in health disparities between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. Our commitment is to build strong, sustainable, and mutually respectful relationships that create real change. This includes ongoing consultation and collaboration with Aboriginal and Torres Strait Islander peoples to ensure that our health services are equitable, co-designed, culturally safe, and welcoming. Fostering diversity, equity, and inclusiveness is essential to achieving both our organisational vision and our shared vision for reconciliation.

What Does Reconciliation Mean To Our People?

"For me, reconciliation is about addressing the gap in health that currently exists for my/our mob. Too many lives lost too early!"

Brandon Hall, proud Biripi man
Registered Nurse & Care Coordinator

"To me, reconciliation means recognising that events of the past and in the present have impacted/continue to impact generations of Aboriginal and Torres Strait Islander people and it is vital for our society to work towards better outcomes and fairness."

Kathy Piper
Senior Psychologist

"To me, reconciliation means trust, equality, understanding, growth, change, respect and acknowledgement. I feel that it's important for there to be Indigenous and non-Indigenous representation in this forum, as through better understanding we can work collectively towards effective change."

Nic Robertson
General Manager, People & Culture



Pictured: Aunty Theresa Dargin, proud Worimi woman, and Keith Drinkwater, CEO of Hunter Primary Care

OUR BUSINESS

For over 30 years, Hunter Primary Care has been supporting the health and wellbeing of people across the Newcastle and Hunter region. As a not-for-profit organisation, our focus has always been on delivering high-quality, locally responsive care – not just treating illness, but improving lives.

We provide a broad range of interconnected health and wellbeing services designed to meet people's needs in a coordinated way. With more than 25 services available, individuals can access multiple supports through Hunter Primary Care without having to retell their story each time. This integrated approach helps ensure care is seamless, person-centred and responsive to the whole person.

Our services include:

- ✔ Aboriginal and Torres Strait Islander health
- ✔ After-hours medical care
- ✔ Aged care
- ✔ Allied health and chronic conditions management
- ✔ Mental health and psychosocial support
- ✔ NDIS services
- ✔ Support for GP practices

We work in partnership with individuals, families, GPs, community organisations and funders to meet the evolving needs of our diverse communities. Our commitment is to provide care that is person-centred, culturally safe and easy to access, especially for those who may face barriers to support.

Our team of experienced health professionals are dedicated to walking alongside clients at every stage of their healthcare journey, listening to their needs, caring with respect and connecting them with the right support.

We listen. Care. Connect

OUR VISION

Good health and wellbeing **for all.**

OUR MISSION

To deliver integrated **health and wellness** services that help each person **be their best.**

OUR VALUES



Integrity

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



Recognition

We acknowledge and encourage individuality, diversity and personal development.



Excellence

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



Respect

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

Our People

Hunter Primary Care employs a diverse range of multicultural, multi-skilled and multi-disciplinary professionals who work together to deliver a wide range of primary healthcare programs and services to the community.

The organisation employs over 288 staff plus a further 168 General Practitioners (GPs) who work in the GP Access After Hours service. 11 of the 288 staff employed are Aboriginal and Torres Strait Islander peoples, which equates to 3.8% of the workforce.



Hana Edgar-Jones

Proud Wonnarua and Gringai woman
Senior Peer Worker, Primary Mental Health Services

I am a proud Aboriginal woman belonging to the Wonnarua and Gringai peoples of the Hunter Valley, and have spent most of my life living and working on Awabakal and Worimi lands. I have worked at Hunter Primary Care since 2021, in a range of roles supporting the social and emotional wellbeing of mob, and now as Senior Peer Worker within our Primary Mental Health Services.

My commitment to reconciliation is deeply personal, extending beyond my employment. My community, like many, continues to feel the impacts of colonisation on health, wellbeing and opportunity - I see this reflected in the lives of the people I support every day. For me, this work is about accountability, truth-telling and driving meaningful, sustainable and visible progress. Reconciliation must involve critically examining systems, acknowledging inequities, and fostering change that supports better outcomes for Aboriginal and Torres Strait Islander peoples.

At Hunter Primary Care, our RAP Working Group helps drive initiatives that strengthen understanding and connection across the organisation, making sure Aboriginal perspectives guide decisions and actions that have a real impact for mob. I am proud to work for an organisation that listens to Aboriginal voices and embeds them into its practice.



OUR STRATEGIC PRIORITIES

Hunter Primary Care's Strategic Plan 2035 is built on three key pillars and supported by a strong internal foundation. Together, these priorities guide our work to deliver better care, stronger partnerships and sustainable impact across the region.



CONSUMER-CENTERED CARE & QUALITY

We will deliver culturally safe, easy-to-reach services that close equity gaps and improve outcomes for all people, particularly those who have been historically underserved.



SERVICE INNOVATION & INTEGRATED CARE

We are redesigning how care is delivered, making it more seamless, digital and connected, so people receive the right support at the right time.



PARTNERSHIPS & SUSTAINABLE FUNDING

We will build strong, long-term partnerships and secure sustainable, outcome-based funding to support innovation and growth.



ORGANISATIONAL STRENGTH & CAPABILITY

To bring this strategy to life, we are investing in the people, systems and structures that make impact possible. This includes:

- ✓ A capable, supported workforce
- ✓ Modern digital infrastructure and smarter data
- ✓ Responsible financial management and investment discipline.

These foundational enablers underpin every part of our work – ensuring we can grow, adapt and deliver lasting results.

RAP GOVERNANCE

The RAP is championed by the Chief Executive Officer and Hunter Primary Care's Board of Directors.

The RAP Working Group provides leadership and guidance to ensure the organisation stays focussed and motivated on matters concerning reconciliation.

The RAP Working Group consists of a diverse group of people from multidisciplinary backgrounds across all areas of the organisation. Each member of the Working Group is committed to the terms of reference which is reviewed annually. Five Aboriginal staff are active members of the current Working Group.

Members of the group include:

- **Keith Drinkwater** – Chief Executive Officer
- **Abby Richards** – Marketing & Communications Manager
- **Amy Bailey** – Service Manager, Primary Mental Health
- **Brandon Hall** – Care Coordinator, NDIS & Chronic Disease
- **Byron Williams** – Community Development Worker, headspace Newcastle
- **Emily Pile** – Service Manager, Primary Mental Health
- **Hana Edgar-Jones** – Senior Peer Worker, Primary Mental Health
- **Kathy Piper** – Senior Psychologist, Primary Mental Health
- **Mel Tierney** – Indigenous Peer Navigator, Primary Mental Health
- **Myron Olson** – Care Coordinator, Primary Mental Health
- **Nic Robertson** – General Manager, People & Culture
- **Olivia Lichtenberger** – Mental Health Clinical Care Coordinator, Primary Mental Health



Pictured: Hunter Primary Care staff at Awabakal Newcastle NAIDOC celebrations

OUR RAP JOURNEY

Hunter Primary Care 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.

Our Reflect RAP was developed for the 2013-2014 period which allowed us to gain a deeper understanding of our sphere of influence, and establish the best approach to advance reconciliation. Following this, an Innovate RAP for the periods 2017-2019 and 2019-2021 was developed to outline further actions and steps we will take to contribute to a reconciled Australia. This RAP provided the framework for our organisation to realise our vision for reconciliation. Our Stretch RAP 2022-2025 aimed to embed reconciliation initiatives into organisational strategies so they become 'business as usual'.

Our RAP has enabled Hunter Primary Care to fully embrace Australia's rich and ancient cultural history, develop strong bonds and build trust with our staff and communities. We are grateful to our Aboriginal and Torres Strait Islander community connections for sharing their deeply engrained knowledge of Country and culture, in a true spirit of reconciliation. Through our cultural events, training and gatherings, staff have been able to experience, often for the first time, traditional Aboriginal ceremony, dance, music, storytelling and food.

Our journey of reconciliation continues as we commit to our second Stretch RAP 2026-2029.



Pictured: Staff at Hunter Primary Care's NAIDOC celebration with Midnight Dreaming

KEY ACHIEVEMENTS FROM OUR STRETCH RAP

Hunter Primary Care has maintained a steady and significant contribution to reconciliation since first embarking on an active RAP and signing a statement of commitment with Reconciliation Australia in 2013.

Our achievements within the Stretch RAP framework are highlighted through a video, which can be viewed by [clicking here](#).

We are delighted to showcase other projects and achievements throughout this period, 2022-2025.

The Last Daughter Film Screening

To celebrate NAIDOC Week 2024 – Keep the Fire Burning! Blak, Loud & Proud, Hunter Primary Care, in partnership with The Wollotuka Institute and Kiray Putjung Aboriginal Corporation, hosted a community film screening of the acclaimed documentary *The Last Daughter* at the University of Newcastle.

The screening drew an audience of approximately 140 people, including representatives from local organisations such as Newcastle Greater Mutual Group (Newcastle Permanent), ARTC, and Councillor Deahna Richardson from Newcastle City Council. Ten attendees also received signed copies of the companion book.

The evening was made special with an introduction, Q&A session, and book signing from Aunty Brenda Matthews, proud Wiradjuri woman and subject of the film. Guests enjoyed catering by Peibri Place and explored artwork displays by the Nikinpa Aboriginal Women’s Group and Justiz Community Services.

Feedback was overwhelmingly positive, with attendees describing the event as *“fantastic,”* *“inspirational and moving,”* and *“such a great experience to be in the room with everyone and hear Aunty Brenda speak.”*

[Click here](#) to watch the video.



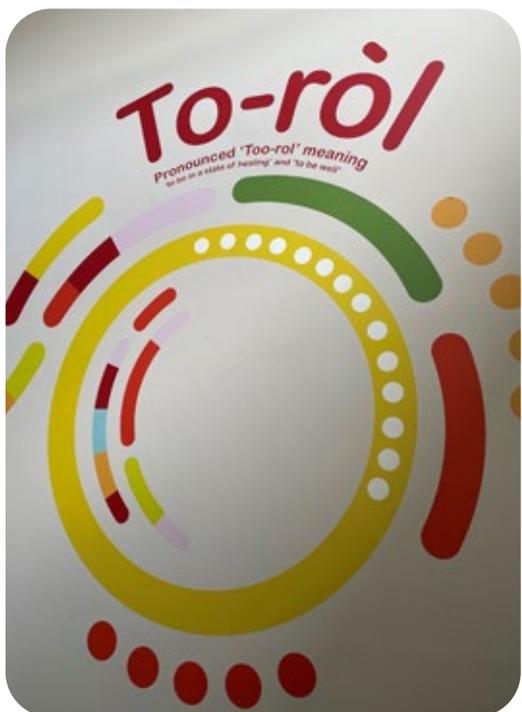
Pictured: Aunty Brenda Matthews, Proud Wiradjuri woman, Mark Matthews and Hunter Primary Care staff at Hunter Primary Care’s *The Last Daughter* Film Screening NAIDOC event

**“inspirational
and moving”**

To-ròl: A Place for Healing and Connection

A major achievement was the creation and opening of To-ròl, our wellbeing place for connection and gathering. The name comes from the Awabakal word meaning “to be in a state of healing” and “to be well.”

To-ròl was designed as a culturally meaningful space for both Aboriginal and Torres Strait Islander clients through our Care Coordination and Supplementary Services program and NDIS participants. The first service launched at To-ròl was a gym program, delivered by accredited exercise physiologists offering culturally safe, trauma-informed, and evidence-based services. These programs support independence, build capacity, and improve physical, social and emotional wellbeing.



Pete's Story

Pete, who lives with autism and mental health conditions, has been supported by Hunter Primary Care's accredited exercise physiologists since November 2023. From the outset, Pete worked collaboratively with his clinician to co-design a program that reflected his goals, preferences and environment, ensuring the approach was both practical and sustainable.

The program includes home-based exercises tailored to Pete's living space, alongside twice-weekly strength training sessions at To-ròl, Hunter Primary Care's culturally meaningful wellbeing space. Together, the focus has been on increasing muscle mass, building routine, and strengthening confidence in a safe and supportive setting.

Importantly, the flexibility of the program has supported Pete to build confidence, improve movement coordination, and establish healthier daily routines. Sessions have adapted over time to suit Pete's needs and environment, including outdoor training during warmer months. This personalised approach has helped Pete stay engaged and motivated in his health journey.

“To-ròl is a safe, inclusive space where I feel comfortable to try any exercise,” says Pete.

Partnership with Yakuway Indigenous Corporation

Another highlight from our 2022–2025 Stretch RAP was the formalisation of our partnership with Yakuway Indigenous Corporation through a MoU.

This partnership reflects a shared commitment to driving positive change for Aboriginal and Torres Strait Islander communities. At its heart is a dedication to working together cooperatively and building upon the unique strengths of both organisations. As Yakuway Chair, Malcolm Smith, expressed,

“We are walking hand in hand, supporting each other, and working towards a shared vision for the community.”

Through this collaboration, both organisations are united in ensuring the voices of Aboriginal and Torres Strait Islander peoples are heard, their needs met and their cultures respected. The partnership is underpinned by cultural understanding and meaningful engagement, with the aim of delivering services that uplift and empower communities.

“This partnership with Yakuway is an exciting opportunity to strengthen our commitment to Aboriginal and Torres Strait Islander communities. By working together, we are amplifying our collective efforts to foster respect, understanding, and meaningful change,” said Hunter Primary Care CEO, Keith Drinkwater.

Looking ahead, the partnership will pave the way for joint initiatives that promote wellbeing, empowerment and sustainable growth, supported by a long-term strategic plan to deliver on shared goals.



Pictured: Malcolm Smith, Chair of Yakuway Indigenous Corporation, 'Aj' Alexandra Joy, Board Member of Yakuway Indigenous Corporation, Claudine Ford, General Manager NDIS & Chronic Disease at Hunter Primary Care, and Keith Drinkwater, CEO of Hunter Primary Care



Case Study: Graham's Story

Graham's journey with Hunter Primary Care demonstrates the impact of coordinated, culturally safe and person-centred care.

Over time, Graham has engaged with five Hunter Primary Care services – Aboriginal Health Workers, Care Coordination and Supplementary Services, Clinical Care Coordination, Commonwealth Psychosocial Support and Psychology Services. Together, these services worked together to address both his health and social needs.

Through this holistic approach, Graham has received wide-ranging assistance, including access to a defibrillator and cardiovascular treatments, referrals to Aboriginal Medical Services (AMS) and GPs, assistance with housing and food hampers, psychiatry and psychology sessions, psychoeducation, and support to successfully apply for the NDIS.

Reflecting on his journey, Graham says:

"Having a team of people around me at Hunter Primary Care has provided me with purpose, drive and motivation. No matter how hard it is, I have people around me who are there and back me. I am thankful for their big smiles, their genuine honesty and commitment to my care. The quality of support I have been provided at Hunter Primary Care is like the Prime Minister's team – actually I think my team at Hunter Primary Care are better than the Prime Minister's team. They are quality, they are top notch."



Pictured: Graham, Hunter Primary Care client

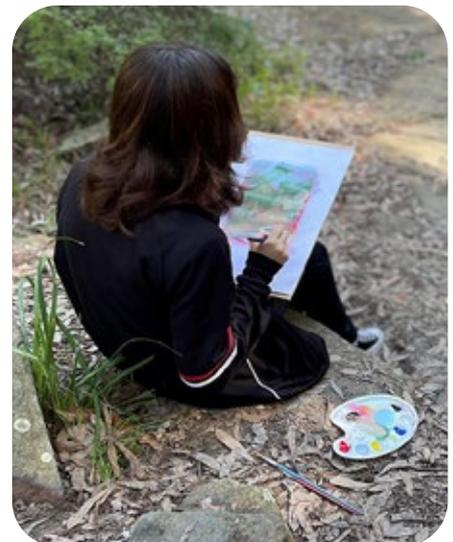
Artwalks for Young People

headspace Newcastle, delivered a series of artwalks to connect young people with culture, creativity and mental health supports.

Thanks to a \$13,000 donation from Newcastle Permanent, six artwalks were hosted with schools and youth groups across the Hunter. They were co-designed and led by Aboriginal artists Mikaela Cameron (Badagarang Designs) and Ngaire Pakai (Speaking in Colour), cultural mentor Joshua O'Toole (Blackfit Fitness), and art therapists Prue Kidd (Shed Art Therapy) and Suzanne Reid.

Participants, including young parents and students from DALE Young Mums, Hunter Sports High School Big Picture, Cooks Hill Big Picture, and Margaret Jurd College, walked on Country at Glenrock Nature Reserve, reflected and sketched by the creek, and took part in wellbeing workshops. Each received tote bags, art supplies and journals to encourage ongoing self-expression.

Feedback from students and staff highlighted the workshops as safe and inspiring spaces for identity, cultural connection and creativity.



Pictured: Student at headspace artwalk

Celebrating Culture

Hunter Primary Care has proudly embraced three nationally significant cultural events – National Reconciliation Week, NAIDOC Week and Close the Gap Day, as opportunities to immerse staff in Aboriginal and Torres Strait Islander culture and to strengthen community relationships.

Our events were designed in collaboration with Elders, artists, and First Nations facilitators including Aunty Cheryl and Uncle Ray Smith, Aunty Jill Jessop, Aunty Theresa Dargin, Toby Cedar, Richard 'Roo' Faulkner, Milan Dhiyaan, Winangay Dreaming, Nikinpa Aboriginal Women's Art Group, Midnight Dreaming, and the Kinchela Boys Home Aboriginal Corporation.

Activities included powerful Welcomes and Acknowledgements of Country, storytelling, dance, song, sculpture, and cultural workshops. Catering and bush tucker experiences were provided by Aboriginal-owned businesses such as Peibri Place, Yaama Café Gamilaroi Connection, Numa Ngarra and Blackseed Catering.

Hunter Primary Care also actively participated in community-led NAIDOC events hosted by Aboriginal Land Councils and local organisations, connecting with community members and engaging children in cultural activities.

By embedding cultural learning and First Nations partnerships into these significant events, we ensure that NAIDOC Week, National Reconciliation Week and Close the Gap Day are not simply ceremonial dates, but living experiences that deepen staff knowledge, strengthen community relationships and reinforce our commitment to reconciliation.



Pictured: Staff at Hunter Primary Care's National Reconciliation Week celebration with Milan Dhiyaan



Pictured: Staff, performers and attendees at both Hunter Primary Care and community cultural celebrations

Aboriginal Employment Strategy

Hunter Primary Care developed an Aboriginal and Torres Strait Islander Employment Strategy, a key milestone in our commitment to creating a culturally safe, inclusive, and supportive workplace.

The strategy was developed in consultation with Aboriginal and Torres Strait Islander staff and our RAP Working Group to ensure it reflected lived experience and organisational priorities. It is embedded within our Diversity, Equity and Inclusion program and aligns with the objectives identified in our 2022-2025 Stretch RAP.

Built around four pillars – Culture and Community, Attract and Recruit, Develop, and Retention – the strategy provides a clear framework to strengthen cultural recognition, attract new employees, support career development and ensure sustainable, meaningful employment.

Staff consultation during the development process highlighted the positive impact of this work. One Aboriginal employee reflected: *“Hunter Primary Care has a strong cultural connection to the community. I am very proud to work for this company as an Indigenous worker. Myself personally, from day one I could feel the cultural appreciation throughout the buildings and the staff. I knew I was in a comfortable environment to be myself and have been able to now connect with other Indigenous staff members and share our collective knowledge throughout the company.”*

For many Aboriginal and Torres Strait Islander staff, the strategy has already created new opportunities and reinforced Hunter Primary Care’s role as an employer of choice.

Case Study: Karin’s story

Karin, a 55-year-old woman living with Chronic Obstructive Pulmonary Disease (COPD), was referred to the Coordinated Respiratory Support (CRS) program with the goals of preventing worsening of her respiratory condition and improving her mobility.

Karin faces significant challenges in her daily life due to her health. Her home includes a number of stairs and her breathing difficulties make it hard for her to move safely between levels. Inside the home, she is unable to use her shower or bath safely. The wheelchair Karin currently uses when she does manage to leave the home is also unsuitable – the inadequate seating puts her at risk of developing pressure injuries.

Brandon, a care coordinator and respiratory nurse with the CRS program, quickly identified the need for a multidisciplinary approach. He supported engagement with an occupational therapist (OT) to assess Karin’s mobility needs, safety within the home and to prescribe appropriate assistive equipment. A referral to a physiotherapist via pulmonary rehabilitation was made to improve her physical function.

In addition, Brandon supported Karin and her GP to complete a COPD Action Plan, and provided education on the correct use of a spacer for administering respiratory medications – empowering Karin to manage her condition more independently and confidently.

Thanks to the CRS program, Karin is already seeing positive outcomes and is enthusiastic about her progress. *“I know how to use a spacer and inhalers, I have my COPD Action Plan and know when to seek help,”* Karin shared. *“The OT is arranging for me to have a swivel seat in the car, an automatic electric chair, and a better wheelchair through My Aged Care.”*

Karin has also recently commenced use of a CPAP mask to manage sleep apnoea and improve her quality of sleep. With the right multidisciplinary team around her and the right tools in place, Karin is now better equipped to manage her condition and is moving toward a safer, more independent lifestyle.

Aboriginal and Torres Strait Islander Cultural Protocols Policy

Another milestone was the development of our Aboriginal and Torres Strait Islander Cultural Protocols Policy, which replaced the earlier Welcome to Country and Acknowledgement of Country policy.

This achievement was informed by immersive National Reconciliation Week workshops hosted by Milan Dhiyaan – ‘Barrawimambinya: Coming into Country the Proper Way’. These sessions gave staff a deeper understanding of the true meaning and cultural significance of protocols such as Welcome to and Acknowledgement of Country.

In consultation with our RAP Working Group, Hunter Primary Care broadened its policy to reflect inclusivity, respect and recognition of diverse Aboriginal and Torres Strait Islander traditions. To support staff, we also provided a video resource featuring Shelley Reyes AO, a proud Djirribul woman, demonstrating how to deliver simple and meaningful Acknowledgements of Country.

This has strengthened cultural protocols across Hunter Primary Care and built staff confidence to deliver authentic, respectful acknowledgements in any setting.

Endorsing the Uluru Statement from the Heart and Yes Campaign

Hunter Primary Care also made a public statement endorsing the Uluru Statement from the Heart and Yes Campaign.

We demonstrated our support through signage in our reception areas, internal staff communications and external channels. Our CEO expressed our organisation’s belief in the importance of a First Nations Voice to Parliament, describing it as a vital step in ensuring Aboriginal and Torres Strait Islander peoples are not only seen but heard in shaping laws and policies that affect their communities.

In March 2023, Hunter Primary Care leaders attended the launch of Life Without Barriers’ Elevate RAP and the Uluru Statement from the Heart discussion in Canberra, which featured a live cross to the Prime Minister’s announcement of the Voice to Parliament referendum.

Through this action, Hunter Primary Care visibly demonstrated our advocacy for reconciliation, truth-telling and representation.



DEVELOPING OUR STRETCH RAP

A RAP Working Party was established to lead the development of our Stretch RAP 2026-2029, drawing on the expertise and contributions of members from the RAP Working Group and local Aboriginal and Torres Strait Islander community members.

The Working Party met bi-monthly to review deliverables identified in Hunter Primary Care's Stretch RAP 2022-2025, discuss emerging needs and opportunities and to oversee the development of the new Stretch RAP. Progress reports were provided to the Executive Leadership Team and Board and feedback was incorporated into the group's actions.

Key inputs into the Working Party's considerations and development of this RAP included:

- ✔ Consultation with clients and staff to better understand the cultural and social barriers to accessing health services and managing health.
- ✔ Engagement with Elders and Aboriginal and Torres Strait Islander groups through cultural awareness training, community celebrations, and service delivery, who shared knowledge and provided valuable guidance to shape our actions.

These inputs ensured that the new Stretch RAP is shaped by cultural knowledge, lived experience and community priorities, strengthening both its relevance and impact.



KEY CHALLENGES AND LEARNINGS

The delivery of our 2022-2025 Stretch RAP has provided Hunter Primary Care with many opportunities to strengthen reconciliation, whilst also revealing important challenges and learnings along the way. We recognise that reflection is an essential part of our journey, ensuring that each RAP builds on the last.

Challenges

- ✔ **Balancing priorities and resources:** At times, competing organisational priorities and limited resources made it difficult to progress all RAP actions within the desired timeframe. This reinforced the need to embed reconciliation across all areas of business so that it remains a shared responsibility, not an additional task. To address this challenge, our new Stretch RAP commitments include embedding key RAP actions into position descriptions and performance reviews for senior leaders and staff, maintaining the RAP as a standing agenda item at senior management meetings and ensuring RAP progress is reported quarterly to staff, the Executive Leadership Team and the Board.
- ✔ **Recruitment and retention:** While progress was made through our Aboriginal and Torres Strait Islander Employment Strategy, we recognise there are still systemic barriers in attracting and retaining Aboriginal and Torres Strait Islander staff, particularly in specialist roles. In response, our new Stretch RAP strengthens this work by reviewing and updating our Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy annually, committing to an increase in Aboriginal and Torres Strait Islander workforce representation to 5%, supporting every Aboriginal and Torres Strait Islander employee to undertake at least one professional development opportunity per year, and reviewing HR and recruitment procedures to remove systemic barriers.

Measuring impact: While many achievements were delivered, capturing their impact in measurable terms (such as improvements in cultural safety or client experience) remains a challenge. This is an area for further development in our new RAP. To strengthen this area, our new Stretch RAP introduces several new mechanisms and commitments, including mapping Hunter Primary Care services against the 17 Closing the Gap targets, investigating the feasibility of developing a Closing the Gap Impact Dashboard to track service outcomes for Aboriginal and Torres Strait Islander clients, conducting biannual culturally safe yarning circle feedback sessions to inform service improvements and developing a culturally adapted feedback toolkit (including visual and Easy Read formats).

Learnings

- ✓ **Partnerships create impact:** Collaborations with organisations such as Yakuway Indigenous Corporation, The Wollotuka Institute, and local Aboriginal community groups showed that shared ownership delivers deeper outcomes and strengthens community trust.
- ✓ **The importance of visibility:** Initiatives like the Last Daughter film screening, cultural celebrations, and public endorsement of the Uluru Statement demonstrated the value of visible actions in building momentum, staff pride and community connection.
- ✓ **Staff voice is powerful:** Input from Aboriginal and Torres Strait Islander staff shaped our vision for reconciliation and reinforced that cultural wellbeing must be central to our workplace culture. Staff feedback affirmed that reconciliation is most effective when it is lived and felt by employees.
- ✓ **Reconciliation is ongoing:** Each RAP has taught us that reconciliation is not a checklist of actions but an evolving process of listening, learning and responding. The most sustainable change comes from embedding reconciliation into governance, service design and everyday practice.

These reflections have directly informed the priorities of our 2026-2029 Stretch RAP, ensuring it is grounded in both the successes and the lessons of our previous plan.



Pictured: Hunter Primary Care staff at Barkuma Neighbourhood Centre's R U OK Day event

ACTION PLAN



Relationships

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

Focus area: Hunter Primary Care will focus on maintaining and strengthening relationships with our Aboriginal and Torres Strait Islander customers, staff and suppliers. Our Strategic Plan 2035 commits us to delivering culturally safe, person-centred services, strengthening community partnerships, and improving health equity across the region.

1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.		
Deliverable	Timeline	Responsibility
Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	Aug 2026, 2027, 2028	CEO
Share the Aboriginal & Torres Strait Islander engagement plan with all staff by making it available on the intranet, discussing at the monthly all staff meetings and in monthly staff newsletters to ensure that all staff are aware and have access to the document.	July & Sept 2026, 2027, 2028	Marcomms Manager
Establish and maintain at least five (5) formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations. including: <ul style="list-style-type: none"> ✓ Nikinpa Aboriginal Child & Family Centre ✓ Awabakal Medical Services ✓ Ungoороо Aboriginal Corporation ✓ Tobwabba Aboriginal Medical Services ✓ Karuah Aboriginal Land Council ✓ Yakuway Indigenous Corporation. 	Review progress July 2026, 2027, 2028	General Managers
CEO to investigate hosting annual roundtables with Aboriginal and Torres Strait Islander community organisations to identify shared service priorities.	Feb 2026	CEO
Investigate collaborating with 13 Yarn to promote health awareness.	March 2026	Lead: Mental Health Senior Peer Worker Support: Indigenous Peer Navigator

2. Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Responsibility
Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	May 2026, 2027, 2028	Marcomms Manager
RAP Working Group members to participate in at least one (1) external NRW events within our region each year.	27 May - 3 June, 2026, 2027, 2028	RAP Working Group
Encourage and support staff and senior leaders to participate in at least one (1) external event to recognise and celebrate NRW.	27 May - 3 June, 2026, 2027, 2028	CEO
Organise at least one (1) organisation-wide NRW event, each year.	27 May - 3 June, 2026, 2027, 2028	Marcomms Manager
Where appropriate, invite local Aboriginal and Torres Strait Islander clients and community members to the NRW event to allow for networking and possible educational interactions.	27 May - 3 June, 2026, 2027, 2028	Marcomms Manager
Register all our NRW events on Reconciliation Australia's NRW website .	May 2026, 2027, 2028	Executive Assistant
Promote NRW through our website, e-newsletters, and social media channels and include an email banner on all external email correspondence.	May 2026, 2027, 2028	Marcomms Manager

3. Promote reconciliation through our sphere of influence.

Communicate our commitment to reconciliation publicly.	Feb & June 2026, 2027, 2028	Marcomms Manager
Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.	Feb 2026, 2027, 2028	CEO
Collaborate with RAP and other like-minded organisations to implement innovative approaches to advance reconciliation, including: Healthwise, Grand Pacific Health, Marathon Health Coast & Country Primary Care, Samaritans Australian Rail Track Corporation (ARTC) Newcastle Greater Mutual Group, Local Land Councils Port of Newcastle, NIB, Yakuway Indigenous Corporation.	May & Nov 2026, 2027, 2028	Lead: CEO Support: Marcomms Manager
Identify and engage with Aboriginal and Torres Strait Islander community groups for feedback about our reconciliation strategies.	June 2026, 2027, 2028	Mental Health Senior Peer Worker

Engage external stakeholders in reconciliation by co-developing, with key stakeholders and partner services, a Newcastle and Hunter RAP Community of Practice, by bringing together different organisations across the greater Newcastle area (Awabakal/Worimi lands) who have a RAP and would like to share insights, learnings, and opportunities and embed reconciliation more meaningfully within our organisations and across our sphere of influence.	Quarterly: Mar, June, Sept, Dec 2026, 2027 & 2028	Lead: Marcomms Manager Support: People & Culture Team
Utilise First Nations design elements from our Brand Style Guide for print and digital marketing and communications collateral.	Feb 2026, 2027, 2028	Marcomms Manager
Share stories across the website, e-newsletters and social media channels demonstrating and celebrating how we are developing relationships in relation to reconciliation.	Jun 2026, 2027, 2028	Marcomms Manager
Encourage all staff to share what they have learnt from NRW / NAIDOC Week events and cultural competency learning opportunities with their network/communities.	July & Sept 2026. 2027, 2028	CEO
Utilise our annual RAP Impact Survey reporting to Reconciliation Australia to develop and publish a 1-2 page snapshot of our reconciliation initiatives to be shared internally and externally.	Dec 2026, 2027, 2028	Marcomms Manager
Attend at least 2 x Reconciliation Australia leadership gatherings per year.	March & August 2026, 2027, 2028	CEO/RAP Working Group

4. Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Responsibility
Continuously improve HR policies and procedures concerned with anti-discrimination.	Feb 2026, 2027, 2028	People & Culture Team
Promote anti-discrimination policies through the CEO newsletter and at staff meetings.	Review progress in Dec 2026, 2027, 2028	People & Culture Team
Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	August 2026, 2027, 2028	People & Culture Team
Hunter Primary Care's Inappropriate Behaviour Policy, which encompasses bullying, discrimination and harassment (including sexual, race, transgender, disability and marital harassment and discrimination) is updated and communicated biennially.	Review and communicate June 2026, 2028	People & Culture Team

Provide ongoing education opportunities via our learning management system, for senior leaders and managers on the effects of discrimination and racism, aiming for 100% completion.	June 2026, 2027, 2028	People & Culture Team
Senior leaders to publicly support anti-discrimination campaigns, initiatives, and stances against racism.	Review Oct 2026, 2027, 2028	Senior Managers
Promote internal systems such as the Whistle-blower Policy to all Aboriginal and Torres Strait Islander staff so they are aware of how to report racism in the workplace.	Feb & Jun 2026, 2027, 2028	People & Culture Team

5. Strengthen two-way relationships with Aboriginal and Torres Strait Islander clients through culturally appropriate feedback and engagement mechanisms.

Engage Aboriginal and Torres Strait Islander and RAP Working Group staff to co-design a client feedback strategy that outlines culturally safe methods for gathering and responding to client insights across programs.	Sept 2026	Lead: Mental Health Senior Peer Worker Support: RAP Working Group
Conduct biannual culturally safe feedback sessions (yarning circles) co-facilitated by RAP Working Group staff and community members, with feedback used to inform at least two service improvements per year.	Mar & Sept 2026, 2027, 2028	Lead: Mental Health Senior Peer Worker Support: RAP Working Group
Develop and implement a culturally adapted feedback toolkit, including visual and Easy Read formats, to support yarning circles.	September 2026	Lead: Mental Health Senior Peer Worker Support: RAP Working Group

6. Strengthen the health and wellbeing of our Aboriginal and Torres Strait Islander employees and clients through the Hub.

Promote and review The Hub portal on the intranet which houses resources and publications specific to Aboriginal and Torres Strait Islander health and wellbeing, including knowledge of traditional healing practices, links to health resources and RAP information including an activities calendar.	Review Sept 2026, 2027, 2028	Lead: Marcomms Manager Support: RAP Working Group
Collaborate with Aboriginal and Torres Strait Islander staff to update and add new content quarterly, including community events, recommended readings, videos, and staff spotlights that reflect cultural knowledge and lived experience.	Mar, June, Sept, Dec 2026, 2027, 2028	Marcomms Manager
Track engagement analytics (e.g. page visits, time on page etc.) and report trends to the RAP Working Group biannually to guide content strategy and promotion.	June, Dec, 2026, 2027, 2028	Marcomms Manager

7. Engage staff in Hunter Primary Care's reconciliation journey.

Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	May 2026	People & Culture Team
Promote the RAP through the monthly staff newsletter, intranet, members' newsletter and on the staff information TVs.	Review progress in June 2026, 2027, 2028	Marcomms Manager
Continue to source resources and publications that are topical to Aboriginal and Torres Strait Islander health and wellbeing. Share the resources on the website, through social media channels and e-newsletters.	Review progress in Feb 2026, 2027, 2028	Marcomms Manager
Include, as part of staff inductions, a video about our commitment to reconciliation and the history of our journey.	Review progress in Nov 2026, 2027, 2028	People & Culture Team
Communicate up to date information about RAP activities and events to staff via the staff newsletter, intranet and posters.	Review progress in Dec 2026, 2027, 2028	Marcomms Manager
All RAP events are documented through videos and image capture and communicated to staff.	Review progress in Dec 2026, 2027, 2028	Marcomms Manager
Provide clothing and merchandise for staff using a design created by an Aboriginal or Torres Strait Islander artist.	Review progress in Dec 2026, 2027, 2028	Marcomms Manager

8. Provide opportunities for Aboriginal and Torres Strait Islander staff to have a voice within Hunter Primary Care.

Deliverable	Timeline	Responsibility
All policies and procedures pertaining to Aboriginal and Torres Strait Islander staff are reviewed and updated regularly by the RAP Working Group prior to distributing to the broader staff.	Review progress in July & Dec 2026, 2027, 2028	People & Culture Team
Aboriginal and Torres Strait Islander staff are encouraged to share information on cultural events and activities via the intranet.	Review progress in July & Dec 2026, 2027, 2028	Marcomms Manager
CEO to meet yearly with Aboriginal and Torres Strait Islander staff to discuss cultural procedures and practices within Hunter Primary Care.	June 2026, 2027, 2028	CEO



Respect

Hunter Primary Care acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of Australia. Hunter Primary Care values and respects Aboriginal and Torres Strait Islander cultures as an important part of the spirit of Australia. As an organisation we are 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, acknowledges their lived experiences and celebrates their cultures. It is only through respect for Aboriginal and Torres Strait Islander peoples, their cultures and histories that Hunter Primary Care 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 people in the community.

Focus area: Hunter Primary Care will focus on understanding and embracing the diverse cultures, lands and histories of the Aboriginal and Torres Strait Islander communities that we work with.

9. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Responsibility
Conduct a review of cultural learning needs within our organisation.	Feb 2026, 2027, 2028	People & Culture Team
Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.	Mar & Sept, 2026, 2027, 2028	People & Culture Team
Implement and communicate a cultural learning strategy for our staff.	Review progress in Oct 2026, 2027, 2028	People & Culture Team
Commit all RAP Working Group members, senior executive group and all new staff to undertake formal and structured cultural learning, which is conducted by an Aboriginal and Torres Strait Islander registered organisation on behalf of Hunter Primary Care once a year.	Review progress in Oct 2026, 2027, 2028	People & Culture Team
All new staff are to complete online cultural awareness training as part of their induction within six months of commencement.	Review progress in Oct 2026, 2027, 2028	People & Culture Team
Provide two organisation-wide opportunities each year for staff to undertake formal and structured face to face cultural learning. Record attendance and/or certifications in employee training register. Target of 85% of staff to attend at least one learning per year.	Review progress in Oct 2026, 2027, 2028	People & Culture Team
Provide regular information and alerts to all staff relating to cultural learning opportunities from Aboriginal and Torres Strait Islander registered organisations on behalf of Hunter Primary Care.	Review progress in June 2026, 2027, 2028	People & Culture Team
Include images of our Aboriginal and Torres Strait Islander artwork purchases on the corporate website with explanation from the artists about the meaning behind the work.	Review progress in Sept 2026, 2027, 2028	Marcomms Manager

10. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable	Timeline	Responsibility
In consultation with Aboriginal and Torres Strait Islander employees, review, update and communicate the Aboriginal and Torres Strait Islander Cultural Protocols policy to staff annually to reinforce the purpose and significance of the cultural protocols.	Sept 2026, 2027, 2028	People & Culture Team
Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at three significant events each year, including: <ul style="list-style-type: none"> ✓ National Closing the Gap Day ✓ National Reconciliation Week ✓ NAIDOC Week 	Mar, May, July 2026, 2027, 2028	Marcomms Manager
Include an Acknowledgement of Country or other appropriate protocols at the commencement of all internal meetings and public events.	Review progress Dec 2026, 2027, 2028	CEO
Display Acknowledgment of Country plaques in all meeting rooms at our office/s.	Review progress in Sept 2026, 2027, 2028	CEO
Increase team member's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols, by providing appropriate resources and ongoing staff communications.	Review progress in Sept 2026, 2027, 2028	Marcomms Manager

11. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

RAP Working Group to participate in three external NAIDOC Week events.	First week in July 2026, 2027, 2028	RAP Working Group
Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2026, 2027, 2028	People & Culture Team
Support all staff to participate in at least three NAIDOC Week events in our local area.	First week in July 2026, 2027, 2028	CEO, Senior Managers

12. Strengthen our service delivery to be more culturally appropriate and accessible to Aboriginal and Torres Strait Islander clients.

Deliverable	Timeline	Responsibility
Utilise findings from client feedback sessions to implement a program of continuous improvement across all services to identify and reduce barriers for Aboriginal and Torres Strait Islander clients navigating health systems and services, i.e. review self-referral forms across all services yearly.	April 2026, 2027, 2028	CEO
Source and provide resources to staff to enable them to share targeted best practice and culturally appropriate health information with Aboriginal and Torres Strait Islander clients.	Aug 2026, 2027, 2028	CEO
Develop and share Aboriginal and Torres Strait Islander community health focussed content in all online publications, website and social media	Aug 2026, 2027, 2028	Marcomms Manager
Embed a 'Cultural Lens' checklist into all new program/service development frameworks to ensure design, delivery, and evaluation stages actively consider cultural safety and accessibility.	May 2026, then review progress in Sept 2027, 2028	Project Services Team
Facilitate annual cross-team learning forums led by the RAP Working Group and Aboriginal or Torres Strait Islander staff to share insights on best practice cultural service delivery, barriers experienced, and success stories.	July 2026, 2027, 2028	RAP Working Group

13. Incorporate First Nations voices and cultural perspectives into organisational planning and service delivery.

Include voice of clients in the transition of Aboriginal and Torres Strait Islander programs to the community controlled sector, working together with organisations such as Awabakal and Yakuway.	Feb 2026	CEO
Explore opportunity to establish a Consumer Advisory Panel made up of Aboriginal and Torres Strait Islander clients, carers and community members to provide ongoing cultural insight, lived experience perspectives, and guidance on the accessibility, cultural safety and relevance of our health services.	Aug 2026	CEO
Co-design materials with Aboriginal and Torres Strait Islander communities to reflect culturally relevant and local priorities and to ensure materials are easy to read with appropriate language.	Aug 2026, review Aug 2027, 2028	Marcomms Manager



Opportunities

Hunter Primary Care is committed to working in partnership with Aboriginal and Torres Strait Islander people to improve access to business and employment opportunities within the organisation. Hunter Primary Care is focused on creating opportunities for Aboriginal and Torres Strait Islander peoples to join the team of staff. We recognise the value that Aboriginal and Torres Strait Islander peoples add to cultural understanding and the workforce's ability to effectively connect with and deliver culturally appropriate and safe health services to Aboriginal and Torres Strait Islander peoples in the community.

Focus area: We want to be recognised as a leader in reconciliation and look for opportunities to demonstrate Hunter Primary Care as an employer who respects staff, suppliers and clients.

14. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

Deliverable	Timeline	Responsibility
Engage with Aboriginal and Torres Strait Islander staff to consult on the effectiveness of our recruitment, retention and professional development strategy.	Dec 2026, 2027, 2028	People & Culture Team
Review and update our Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	Review progress in June 2026, 2027, 2028	People & Culture Team
Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders by utilising relevant communication channels.	Review progress in June 2026, 2027, 2028	People & Culture Team
Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Sept 2026, 2027, 2028	People & Culture Team
Aboriginal and Torres Strait Islander employees to be supported to undertake at least one professional development activity / course annually to support career development.	Review progress in Oct 2026, 2027, 2028	People & Culture Team
Increase the percentage of Aboriginal and Torres Strait Islander employees over the next 3 years to 5%.	Review progress in July 2026, 2027, 2028	People & Culture Team
Collaborate with TAFE to support student development by offering practical learning opportunities at Hunter Primary Care.	Feb 2027	People & Culture Team

15. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Responsibility
Review the Aboriginal and Torres Strait Islander procurement strategy.	Review progress in Dec 2026, 2027, 2028	Finance
Investigate Supply Nation membership.	Mar 2026	CEO
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Oct 2026, 2027, 2028	Marcomms Manager
Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Oct 2026, 2027, 2028	EA to CEO
Maintain commercial relationships with a minimum of 10 Aboriginal and/or Torres Strait Islander businesses.	Review progress in Aug 2026, 2027, 2028	GMs
Annual procurement from Aboriginal and Torres Strait Islander businesses to be increased to reach 20% of our total catering and stationery spend.	Review progress in Aug 2026, 2027, 2028	Lead: Financial Controller Support: Finance Team

16. Identify and implement other activities that will enhance health and wellbeing outcomes for Aboriginal and Torres Strait Islander peoples.

Develop at least one health awareness program/workshop annually to assist and educate Aboriginal and Torres Strait Islander students on how and where to obtain support in order to promote individual health and wellbeing.	May 2026, 2027, 2028	Headspace Program Community Development Worker
Investigate co-development and delivery of culturally responsive Social & Emotional Wellbeing (SEWB) workshop/s for clients.	Mar 2026, 2027, 2028	Lead: Mental Health Senior Peer Worker Support: Mental Health Clinical Care Coordinator



17. Promote opportunities to advance Aboriginal and Torres Strait Islander health literacy.

Deliverable	Timeline	Responsibility
Provide education and coaching via workshops and face to face training to Aboriginal and Torres Strait Islander people in the use of the GoShare digital health literacy platform.	Review progress in July 2026, 2027, 2028	Lead: Service Managers Support: People & Culture Team
Develop plain language guide of common clinical and diagnostic terminology, linking back to SEWB framework and distribute.	Mar 2026	Lead: RAP Working Group Support: GMs
Contingent on funding being available, deliver one healthy eating program per year to schools in regional areas with a high percentage of Aboriginal and Torres Strait Islander student enrolments in an effort to 'Close the Gap' and create better health awareness for Indigenous and non-Indigenous communities.	Review progress in April 2026, 2027, 2028	Care Coordination Team

18. Align Hunter Primary Care's services and data reporting with national Closing the Gap health priority targets.

Map services against the 17 national Closing the Gap targets, identifying areas where HPC has direct or indirect influence e.g. mental health, access to culturally safe primary care, early childhood outcomes, youth engagement. Share among staff and where possible, externally, each year during Close the Gap Day.	Dec 2026	Lead: Marcomms Manager Support: RAP Working Group
Investigate feasibility to develop a Closing the Gap Impact Dashboard to track and report service outcomes for Aboriginal and Torres Strait Islander clients in priority areas e.g. improved access, reduced hospitalisations etc, with quarterly internal reporting to the RAP Working Group and Executive Team.	Dec 2026	Lead: GM IT Support: Data Analyst





Governance

Hunter Primary Care is committed to ensuring our reconciliation goals are achieved through implementing robust governance frameworks and systems that are supported by strong monitoring and evaluation processes.

19. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.

Deliverable	Timeline	Responsibility
Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Review progress in Dec 2026, 2027, 2028	CEO
Review and update the Terms of Reference for our RWG.	Review Dec 2026, 2027, 2028	People & Culture Team
Meet at least five times per year to drive and monitor RAP implementation.	Feb, Apr, June Aug, Oct, Dec 2026, 2027, 2028	CEO

20. Provide appropriate support for effective implementation of RAP commitments.

Embed resource needs for RAP implementation.	Feb 2026, 2027, 2028	CEO
Embed key RAP actions in performance expectations of senior management and all staff by embedding in position descriptions and include RAP actions in performance reviews.	Mar 2026, 2027, 2028	CEO
Embed appropriate systems and capability to track, measure and report on RAP commitments by reporting RAP updates to staff via the monthly staff newsletter and to the Board at quarterly Board meetings.	Review progress in Feb 2026, 2027, 2028	CEO
Maintain an internal RAP Champion from senior management.	Review progress in Feb 2026, 2027, 2028	CEO
Include our RAP as a standing agenda item at senior management meetings.	Monthly during 2026, 2027, 2028	CEO

21. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverable	Timeline	Responsibility
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.	June 2026, 2027, 2028	EA to CEO
Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	1 August 2026, 2027, 2028	EA to CEO
Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, 2026, 2027, 2028	EA to CEO
Report RAP progress to all staff and senior leaders quarterly.	Jan, Apr, Jul 2026, 2027, 2028	Marcomms Manager
Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	Nov 2026, 2027, 2028	Marcomms Manager
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026, 2028	EA to CEO
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	March 2029	CEO

22. Continue our reconciliation journey by developing our next RAP.

Register via Reconciliation Australia's website to begin developing our next RAP.	June 2028	CEO
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Hunter
PRIMARYCARE