



phn
GIPPSLAND

An Australian Government Initiative



RECONCILIATION
ACTION PLAN

INNOVATE

RECONCILIATION ACTION PLAN

FEBRUARY 2023 - 2025

Acronyms

Aboriginal Community Controlled Organisations (**ACCOs**)

* Bunurong Land Council Aboriginal Corporation (**BLCAC**)

Gippsland Primary Health Network (**Gippsland PHN**)

* Gunaikurnai Land and Waters Aboriginal Corporation (**GLaWAC**)

Local Government Area (**LGA**)

National Aborigines and Islanders Day Observance Committee (**NAIDOC**)

National Reconciliation Week (**NRW**)

RAP Working Group (**RAP WG**)

Reconciliation Action Plan (**RAP**)

Victorian Aboriginal Community Controlled Health Organisation (**VACCHO**)

* Bunurong Land Council (**BLC**) and *Gunaikurnai Land and Waters Aboriginal Corporation (**GLaWAC**) are referenced as Gippsland Traditional Owner Corporations in the body of the RAP.

Acknowledgment and Information

Gippsland PHN acknowledges Aboriginal and Torres Strait Islander Peoples as the traditional owners of country throughout Gippsland, and their continuing connection to land, water and community. We pay our respects to them and their cultures, and to elders past, present and emerging.

For more information about this publication, or to receive this publication in an accessible format, such as large print or audio contact: info@gphn.org.au

Further Information

To find out more about Gippsland PHN RAP, to get involved or receive information of the achievements against the actions, please contact Cassandra Morrell, Manager Regional Services and Chair of RAP Working Group on 0408 786 187 or cassandra.morrell@gphn.org.au

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RECONCILIATION AUSTRALIA CEO STATEMENT

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

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Gippsland PHN continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Gippsland PHN will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Gippsland PHN using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on *relationships, respect, and opportunities* gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Gippsland PHN to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Gippsland PHN will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Gippsland PHN's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Gippsland PHN on your first Innovate RAP and I look forward to following your ongoing reconciliation journey.



Karen Mundine
Chief Executive Officer
Reconciliation Australia



GIPPSLAND PHN MESSAGES FROM CHAIR AND CEO

In undertaking the development of a Reconciliation Action Plan, Gippsland PHN has been guided through a process of deep reflection on how we as an organisation can contribute to the progress of reconciliation with local Aboriginal and Torres Strait Islander communities, how we can partner with the community to be part of the solution, and how relationships are at the heart of this process.

This process involved reviewing our relationship with Aboriginal and Torres Strait Islander community and reflecting on our experiences and learnings along the way. The PHN acknowledges that we have much work to do in order to build a robust and sustainable partnership with community and is committed to putting this plan into action.

We thank the local Aboriginal and Torres Strait Islander community of Gippsland for their wisdom, direction and input into the development of this Reconciliation Action Plan and, in friendship and partnership, we look forward to bringing this plan to life so that it's more than just words on a page.

We understand that to build deeply respectful connections with Aboriginal and Torres Strait Islander community of Gippsland, our actions need to be relentless and deliberate in building a strong two-way partnership. We will progress its vision and aims as we listen, learn, and trust.

We hope the implementation of this Reconciliation Action Plan, with and alongside the Gippsland Aboriginal and Torres Strait Islander community, will be received as 'deadly' and indeed addresses the gap in healthcare outcomes.



Ms Therese Tierney
Board Chair



Ms Amanda Proposch
Chief Executive Officer





OUR VISION FOR RECONCILIATION

Gippsland PHN acknowledges the past and present trauma and injustices that Aboriginal and Torres Strait Islander peoples have and continue to endure over the course of colonisation. We also acknowledge that sovereignty was never ceded and that a Reconciliation Action Plan (RAP) is important for ensuring that active leadership and voice of the communities is present in determining health initiatives for the communities.

Gippsland PHN's vision for reconciliation is to address Aboriginal and Torres Strait Islander people's rights to equity of access to culturally safe and inclusive primary health care in Gippsland.

In achieving this vision to strive for equitable health and wellbeing, we will be guided by the diverse Aboriginal and Torres Strait Islander voices. By walking together, we will develop a significant understanding of the protocols needed to service Aboriginal and Torres Strait Islander peoples.

The Uluru Statement From the Heart is an invitation to the Australian peoples from First Nations Australians to "walk with us in a movement of the Australian people for a better future". Gippsland PHN accepts this invitation as we embark on our Reconciliation Action Plan.

We will work towards closing the health gap in partnership with Aboriginal and Torres Strait Islander peoples to enjoy long and healthy lives by:

- **Listening**- to develop a shared understanding of lived experiences
- **Learning**- to embrace new knowledge to move forward together
- **Building trust**- to establish community pathways to allow access to Aboriginal and Torres Strait Islander and non-Aboriginal services
- **Recognising** - the importance of family, place, culture, community and its connection with health.





OUR BUSINESS

Established in 2015, Gippsland PHN is an independent, not for profit organisation that works at a regional level to achieve improved whole of system health care and is part of a national network of 31 Primary Health Networks across Australia.

Primary Health Networks are predominantly funded by the Australian Government to tackle identified national objectives and priority areas. Gippsland PHN is also guided by a Health Needs Assessment which identifies local priority areas.

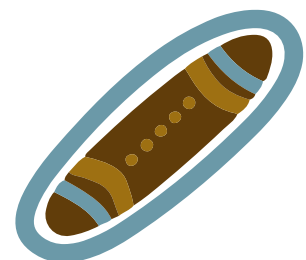
We work with communities, general practice, allied health, hospitals and other primary and community health providers to drive, support and strengthen primary health in Gippsland to meet the needs of local communities.

We are consumer focused and established to reduce fragmentation of care by integrating and coordinating health services and supporting general practice. We leverage and administer health program funding from a variety of sources to commission flexible services to realise our vision of a measurably healthier Gippsland.

Our key objectives are to increase the efficiency and effectiveness of medical services for patients, particularly those at risk of poor health outcomes, and to improve coordination of care to ensure patients receive the right care, in the right place, at the right time.

Gippsland PHN contributes to closing the health gap by commissioning and funding Aboriginal and Torres Strait Islander organisations to deliver First Nations Health Programs and in the future to partner more strongly in accordance with the current Close the Gap initiatives with consideration to self-determination and the consumer voice.

Gippsland PHN employs 57 staff including a proud Kurnai Woman, a proud Gunditjmara woman and a Gunaikurnai Aboriginal trainee. The Gippsland PHN offices are located on the Traditional Lands of the Gunaikurnai and Bunurong peoples. Offices are in Bairnsdale, Traralgon and Wonthaggi.



Sphere of Influence

The space that our organisation operates within is diverse, complex, and challenging and presents us with opportunities to be innovative, work alongside communities and organisations to shape and deliver culturally appropriate programs that can contribute to closing the socio-economic gap with Aboriginal and Torres Strait Islander communities across Gippsland.

Our goal is to continually strive for equitable health and wellbeing and equal access to health services for Aboriginal and Torres Strait Islander peoples by:

- Working across state and commonwealth jurisdictions to commission health services to meet the needs of peoples in their regions and address gaps in primary health care.
- Working closely with general practitioners and other health professionals to build the capacity of the health workforce to deliver high-quality care.
- Integrating health services at the local level to create a better experience for people, encourage better use of health resources, and eliminate service duplication.

The Gippsland PHN Clinical Council model consists of three sub-regional, GP-led clinical councils (Bass Coast & South Gippsland Clinical Council, Wellington & East Gippsland Clinical Council, and Baw Baw & Latrobe Clinical Council) that report to an overarching Gippsland Clinical Advisory Council. The Wellington and East Gippsland Clinical Council includes an Executive Officer of an ACCO, who is a proud Gunai woman. The Chairs of the sub-regional clinical councils also sit on the Gippsland Clinical Advisory Council in addition to three nominated Gippsland PHN Board members and Executive Team sponsors.

The Community Advisory Committee is a key Gippsland PHN group that comprises up to 12 community members from across the six Local Government Areas in Gippsland.

The Committee provides the community, carer and consumer perspective to Gippsland PHN projects and programs through input, recommendations and advice to the Gippsland PHN Board and Executive Team.

Our Region

The Gippsland region of Victoria is home to five Aboriginal Community Controlled Organisations (ACCOs) providing primary health care services initiated and operated by the local Aboriginal and Torres Strait Islander communities to deliver holistic, comprehensive and culturally appropriate health care for their community members.

These are Ramahyuck District Aboriginal Corporation in Sale and Morwell (Central Gippsland), Gippsland and East Gippsland Aboriginal Cooperative in Bairnsdale (GEGAC), Lakes Entrance Aboriginal Health Association (LEAHA) and Lake Tyers Aboriginal Health and Children's Services (both in East Gippsland) and Moogji Aboriginal Council in Orbost (Far East Gippsland).

The Lake Tyers Aboriginal Trust, referred to as Bung Yarnda, also resides within the catchment area of Lakes Entrance and has historical significance. For Aboriginal and Torres Strait Islander peoples from all over the state who were forcibly removed from their traditional lands, Bung Yarnda has been the home for many families.

The ACCOs are members of VACCHO (Victorian Aboriginal Community Controlled Health Organisation) which was established in 1996 as the peak Aboriginal and Torres Strait Islander Health Body representing the ACCOs. The role of VACCHO is to build the capacity of its members and to advocate for issues on their behalf.

The territory of the Gunaikurnai Lands and Waters Aboriginal Corporation (GLaWAC) includes the coastal and inland areas to the southern slopes of the Victorian Alps and extends from West Gippsland, near Warragul, east to the Snowy River and north to the Great Dividing Range. See Map 1.

The Bunurong Land Council Aboriginal Corporation covers the areas of Frankston, Mornington Peninsula, Bass Coast and South Gippsland. South Gippsland spans over Gunaikurnai, Bunarong and also not yet recognised lands. See Map 1.

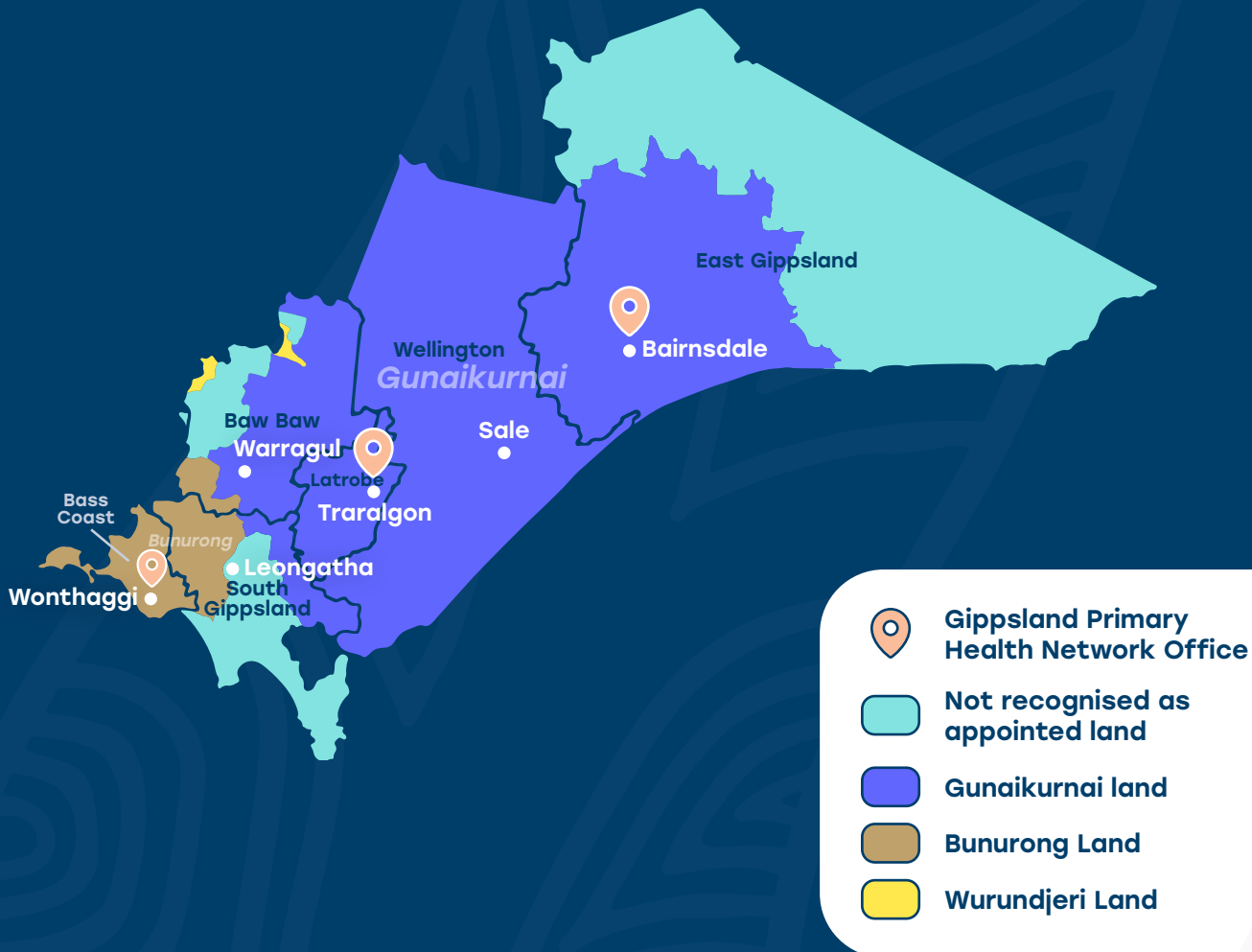
The Gippsland PHN spans six local government areas: Bass Coast, Baw Baw, East Gippsland, Latrobe, South Gippsland and Wellington and includes a population of over 300,000 (ABS census 2021). See Map 1.

Snapshot of the Region

- Aboriginal and Torres Strait Islander peoples make up about 1.9% of the Gippsland population (compared to Victoria 1.0%).
- The East Gippsland local government area has the highest proportion of Aboriginal and Torres Strait Islander people in Gippsland (3.5%), followed Latrobe (2.1%), Wellington (2.0%) South Gippsland (1.2%), Bass Coast (1.1%) and Baw Baw (1.3%).
- Approximately 9% of Victoria's Aboriginal and Torres Strait Islander population live in Gippsland.



Map 1.





OUR RECONCILIATION JOURNEY



Our Commitment to Reconciliation

Our commitment to Reconciliation is to acknowledge and improve our understanding of the historical impact that colonisation has had and continues to have on Aboriginal and Torres Strait Islander people, and its traumatic legacy. As an organisation, our knowledge and understanding of Aboriginal and Torres Strait Islander communities is only as good as our ability to embrace change and to do this, we have initiated a range of new culturally based and informed initiatives to encourage ongoing learning and development for staff and commissioned services.

Gippsland PHN has been working with Aboriginal and Torres Strait Islander communities within our geographical footprint for well over six years and during this period, were able to ascertain and gain insight into the challenges that funding guidelines, government policies and our commissioned service practices have had on Aboriginal and Torres Strait Islander communities particularly when the principles of self-determination are not properly engaged, and First Nations knowledge and experience is not used to inform policy and programs that can make a positive difference.

To achieve better outcomes, Gippsland PHN must provide opportunities that allow Aboriginal and Torres Strait Islander people to guide, influence and shape policy and programs to improve coordination and delivery of primary health care services and work at closing the health and life expectancy gap between Aboriginal and Torres Strait Islander people and non-Indigenous Australians within a generation.

In recognition of these challenges, our role is to learn how to sit, listen and embrace new ways to enable us to work together and then develop programs that are culturally appropriate, address the impact of past and present trauma and contribute to dismantling barriers impacting Closing the Gap initiatives.

Our Reconciliation Action Plan was developed by our RAP Working Group through a series of workshops delivered over a period of eight months which included input from Gippsland PHN business work areas, the Board, Chief Executive Officer, Project Officer and all staff from across the Gippsland PHN.

During the Gippsland PHN RAP development process, the CEO and Executive Manager Operations met with a number of stakeholders in our region in order to listen and to seek to understand how we could authentically engage and work together to strengthen existing relationships or forge new and emerging connections.

We met with:

- Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC)
- Bunurong Land Council Aboriginal Corporation (BLCAC)
- Ramahyuck District Aboriginal Corporation
- Gippsland & East Gippsland Aboriginal Co-operative (GEGAC)
- Lakes Entrance Aboriginal Health Association (LEAHA)
- Lake Tyers Aboriginal Trust
- Victorian Aboriginal Community Controlled Health Organisation (VACCHO)
- Local Aboriginal Networks
- Bass Coast Shire Council
- East Gippsland Shire Council

We are grateful to the representatives from VACCHO who encouraged us in our work so far and extended the offer to be a “critical friend” once we commence implementation of the RAP actions.

The Executive Manager Operations will sponsor and champion the RAP. This will be supported by the members of the RAP Working Group who will champion and execute the implementation of RAP activities outlined within.

THE RAP WORKING GROUP INCLUDES:

Gippsland PHN Representation

- Executive Manager Operations
- Manager of Regional Services
- Manager Human Resources
- Human Resources Officer
- Community Services Trainee
- Coordinator Commissioning
- Population Health Planner
- Project Coordinator Palliative Care
- Project Officer – Cancer Shared Care and Community Transport
- Coordinator Regional Services
- Regional Services Officers
- Executive Assistant Operations (Gunditjmara woman)
- Human Resources Officer
- Indigenous Community Services Trainee

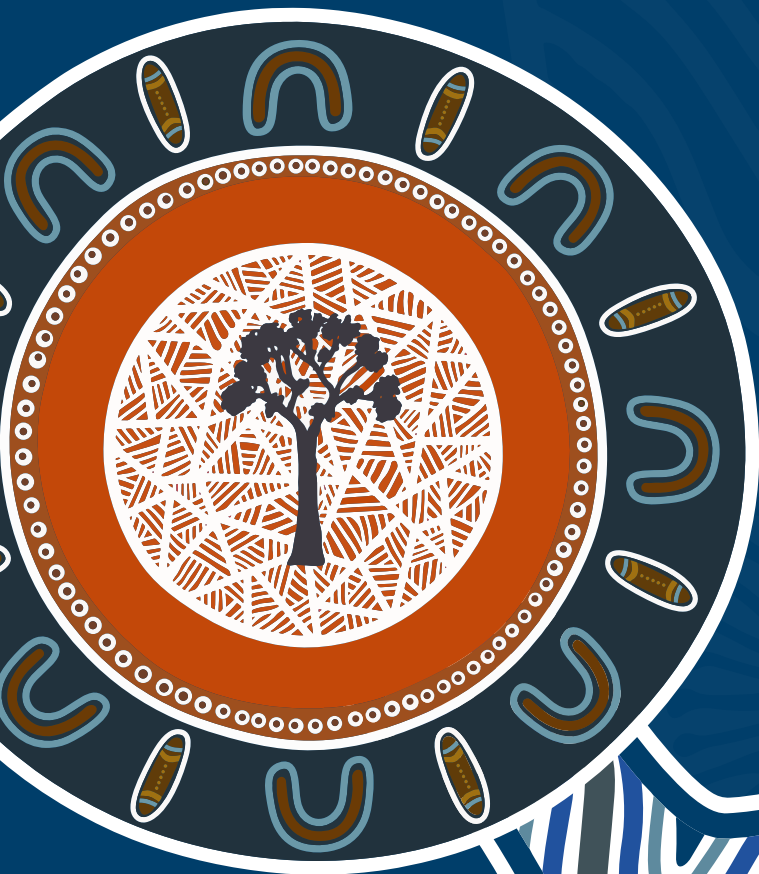
Aboriginal and Torres Strait Islander Community Representation

- Aunty Cheryl Drayton, Community Elder
- Lisa Giblin, Board member – Lakes Entrance Aboriginal Health Association (LEAHA)
- Paul Patten, Aboriginal Health Liaison Officer – Bass Coast Health

We engaged Aboriginal Consultant, Brian Stevens, proud Gunai man and Founder and Director of Wariga Molla Consulting, to facilitate and lead the RAP Working Group who provides deep cultural guidance and insights to ensure we develop culturally appropriate mechanisms to support the aspirations, ideas and new opportunities identified by Aboriginal and Torres Strait Islander peoples and communities. The RAP Working Group will participate in and guide the development and implementation of actions in our Innovative Reconciliation Action Plan, February 2023 - 2025

The Gippsland PHN RAP includes four focus areas with a number of actions and deliverables under each area as outlined in the table below:

Focus Area	Number of Actions	Number of Deliverables
Relationships	4	17
Respect	4	18
Opportunities	3	18
Governance	4	16



Our Achievements and challenges

Successes

The Gippsland PHN recognises and values Aboriginal and Torres Strait Islander people's strengths, cultural knowledge and rights to participate and contribute and lead the design of culturally appropriate programs and services that impact on their day to day lives. We have been working with Aboriginal and Torres Strait Islander communities within our geographical footprint for well over six years and have worked in partnership to deliver culturally appropriate programs and services based on communities aspirations. A selection of our working partnerships is showcased by best practice examples which are listed below.

To reinforce our commitment to working collaboratively and to improve our understanding of the impact that colonisation has had on Aboriginal and Torres Strait Islander peoples, we implemented a policy to embed Welcome to Country and Acknowledgment of Country protocols within official functions and events including internal and external staff meetings.

We have also introduced a training/ professional development program to support staff, funded organisations, and commissioned services increase their knowledge and ways of developing and implementing cultural safety within the workplace practices. The program will be monitored, ensuring it reflects and responds to the aspirations of Aboriginal and Torres Strait Islander people.



The values of our organisation must be able to reflect Aboriginal and Torres Strait Islander self-determination; therefore, we continue to collaborate with Aboriginal Community Controlled Organisations (ACCOs) and Traditional Owner Corporations, ensuring our worksites across the region embrace the principles of self-determination to sustain and strengthen our partnership with Aboriginal and Torres Strait Islander communities across Gippsland.

The Executive team have championed the development of a RAP and further commits Gippsland PHN to achieving equality of health outcomes to support closing the gap for Aboriginal and Torres Strait Islander people who live and work within Gippsland.

The Executive team and staff are encouraged and supported to take part in important community activities during NAIDOC week and other significant events on the Aboriginal and Torres Strait Islander calendar.

Challenges

To improve the quality of our engagement processes, we will continue to work with our shared service providers to grow their knowledge and understanding of the need to embed culturally safe practices within their workplaces to ensure Aboriginal and Torres Strait Islander people can access primary health care and support services without prejudice. We have had many learnings along the way, and it is these learnings that will inform and improve the way we work with the community going forward.

Investing in continuous improvement of organisational procurement processes, engaging the services of the Aboriginal and Torres Strait Islander business sector and aligning with key strategic and economic policy.

HR systems, processes, and policies to effectively recruit, provide culturally appropriate support and improve Aboriginal and Torres Strait Islander employment and career succession pathways.

Recruitment of Aboriginal and Torres Strait Islander people into governance positions to inform and shape policy and programs that address and support community aspirations.



Best Practice

Gippsland PHN have maintained strong respectful working relationship with the Gippsland ACCOs and engagement with community at events and celebrations. This has included NAIDOC week, Reconciliation Week, Opening of the Art and Garden Safe Place, Children's (Boorai) week, Child Health Check days, Smoking Cessation events and Departmental gatherings such as Closing the Gap. Below are some examples.

1. The Beautiful Shawl Project

The Gippsland PHN Latrobe Health Innovation Zone (LHIZ) team completed a project collaborating with community and ACCOs. The Beautiful Shawl Project is a Victorian Aboriginal Community Controlled Health Organisation (VACCHO) and BreastScreen Victoria state-wide initiative.

Commissioned by Gippsland PHN, the project was delivered in partnership with BreastScreen Victoria, Ramahyuck District Aboriginal Cooperative and Latrobe Regional Hospital. Featuring beautiful artwork illustrated by a Gunaikurnai artist, the Beautiful Shawl Project is a collaborative, community-led initiative that provides a safe and empowering breast screening experience for Aboriginal and or Torres Strait Islander women.

To coincide with the development of the shawls and in the lead up to a planned group booking, cultural awareness training was delivered to all staff at the Traralgon BreastScreen clinic by a local Gunaikurnai and Monero woman. Positive feedback was received on the day from the women that screened, with all women agreeing that both the staff and the group booking made them feel more comfortable about their breast screen, and some women agreeing that the shawl made them feel culturally safe and comfortable.

2. Gippsland Black Pages

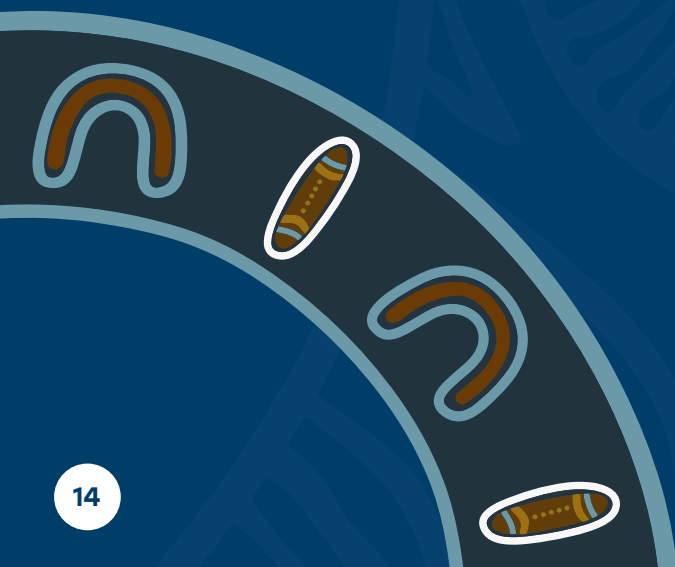
Gippsland PHN developed the Gippsland Black Pages, a directory detailing health services across Gippsland, available in print and digitally.

Originally developed in collaboration with Aboriginal and Torres Strait Islander professionals and community members in 2011, as a simple and quick reference point for members of Gippsland's Aboriginal and Torres Strait Islander communities to access information about a range of mainstream and Indigenous health services. The Black Pages reprint in 2017 was the fourth edition of the directory. The name Black Pages originated out of a consultation process with Aboriginal and Torres Strait Islander community members and the pages were developed with the assistance and support of these communities with sections written in traditional Gunaikurnai language.

3. Integrated Team Care (ITC) Program

Gippsland PHN commission Integrated Team Care services. This Program, funded by the Commonwealth of Australia, was established to help Aboriginal and Torres Strait Islander people with complex chronic diseases, unable to effectively manage their conditions, access one-on-one assistance by care coordinators, supported by outreach workers. This Program also provides funding for the provision of Supplementary Services which includes access to medical specialist and allied health appointments, medical transport and medical aids. Additionally, this program includes funding to improve Indigenous access to mainstream primary care programs.

Since the establishment of this Program, the provision of care coordination, expediting access to necessary services, and developing care pathways and service linkages has resulted in an improved quality of life for clients enrolled in the program. Gippsland PHN collaborate with four commissioned Aboriginal Community Controlled Organisations (ACCOs) to provide the ITC program within Gippsland.



4. Indigenous Dual Diagnosis Program

Gippsland PHN identified the need for an Indigenous Dual Diagnosis service to be directly commissioned within the ACCOs, ensuring Aboriginal and Torres Strait Islander peoples have access to culturally safe and culturally appropriate services.

A competitive limited procurement approach was used, and one on one engagement with each ACCO occurred to collaboratively develop and codesign the program. Three of the five Gippsland ACCOs applied and were commissioned to deliver the service. The development of the Program continued to evolve with each local government area identifying different needs, resulting in workforce models being customised. For example, two providers collaborated to deliver a mirrored service with a clinician and peer support worker.

Following the initial codesign process, collaboration continued to develop guidelines facilitating self-determination for each community. The Indigenous Dual Diagnosis Program steering committee was formed and developed to include not only the ACCOs providing the service but all five Gippsland ACCOs. Meetings continued, and collaboration occurred to address the needs, challenges and barriers experienced by consumers. Barriers identified included consumers not attending appointments due to sorry business and family support issues. Processes to follow up clients were developed after consulting with the consumers for possible solutions.

As part of the development of targets for the program a collaborative approach and process was also undertaken. This included setting of targets to ensure culturally appropriate key performance indicators were meaningful and outcomes focussed. Qualitative data returned by the services has demonstrated the value in commissioning ACCOs to provide culturally appropriate and safe services. The inclusion of family support services ensures a whole person approach to care. Employment of local Aboriginal and Torres Strait Islander peoples into peer worker positions has provided upskilling opportunities in both the mental health and alcohol and other drug sectors.





RELATIONSHIPS

In order to build relationships, we will need to first understand the role of Aboriginal and Torres Strait Islander protocols that are the lore for servicing Aboriginal and Torres Strait Islander peoples.

We will strive to build meaningful relationships between the Gippsland PHN, Aboriginal and Torres Strait Islander organisations and communities, and non-Aboriginal networks to establish and maintain trust, strong connections, understanding, collaboration and mutually beneficial and respectful partnerships.

- **Listen** - develop a shared understanding of lived experiences.
- **Trust** - establish community pathways to allow access to Aboriginal and Torres Strait Islander and non-Aboriginal services.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander organisations and communities in Gippsland.	Meet with Elders and emerging Elders across the region to develop guiding principles for future engagement so that we can understand protocols for servicing and meeting the health and wellbeing needs of Aboriginal and Torres Strait Islander peoples.	June 2024	Manager Regional Services
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2024	Manager Communications
	Enhance collaboration by inviting members of Aboriginal and Torres Strait Islander communities to Gippsland PHN organisational events and activities.	Quarterly, Feb, May, Aug, Nov 2023, 2024	Executive Manager Operations
	Encourage Aboriginal and Torres Strait Islander consumer engagement and participation by promoting positions on PHN advisory committees and working groups.	June 2024	Executive Manager Operations
2. Build relationships through celebrating National Reconciliation Week (NRW).	Organise and host at least one internal event for National Reconciliation Week each year.	27 May – 3 June 2023, 2024	Manager Regional Services
	Support and encourage Gippsland PHN Staff to attend and participate in significant NRW external events.	27 May – 3 June 2023, 2024	Executive Manager Operations
	RAP WG members will participate in an external NRW events.	27 May – 3 June 2023, 2024	Manager Regional Services
	Register all our NRW events on Reconciliation Australia's website.	April 2023, 2024	Manager Regional Services
	Promote and circulate NRW resources to our staff and stakeholders through our website, Facebook page, newsletters, intranet and other platforms for significant NRW events.	April 2023, 2024	Manager Communications
	Establish a contact/community network list to retrieve and share updates from community regarding National Reconciliation Week events throughout Gippsland.	Quarterly, Feb, May, Aug, Nov 2023, 2024	Manager Regional Services
	Modify Gippsland PHN email signature blocks to promote and reflect NRW and to recognise Traditional Owners at all other times of the year.	Quarterly, Feb, May, Aug, Nov 2023, 2024	Manager Comms / IT Support Officer

Action	Deliverable	Timeline	Responsibility
3. Raise internal and external awareness of Gippsland PHN RAP to promote reconciliation across our business sites, commissioned service providers and the primary health care sector.	Conduct survey PHN staff and stakeholders on their understanding of reconciliation.	June 2024	Manager Regional Services
	Develop and implement a strategy to communicate and raise awareness of reconciliation and our RAP to all internal and external stakeholders.	June 2024	Manager Communications
	Officially launch Gippsland PHN RAP to raise awareness of our aspirations.	March 2023 On endorsement of RAP from RA	Executive Manager Operations
	Communicate our commitment to reconciliation publicly.	March 2023 On endorsement of RAP from RA	Manager of Communications
	Commission a local artist to create artwork to share Gippsland PHN RAP journey and represent our vision and commitment towards reconciliation.	Feb 2023 On endorsement of RAP from RA	Manager Regional Services
	Continually raise awareness and highlight success and achievements of the Gippsland PHN RAP to stakeholders through our range of communication channels, Facebook, and website.	Quarterly, Feb, May, Aug, Nov 2023, 2024	Manager Communications
	Promote our commitment to reconciliation through active engagement with Gippsland PHN's stakeholders.	Quarterly, Feb, May, Aug, Nov 2023, 2024	Manager Regional Services
	Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	Quarterly, Feb, May, Aug, Nov 2023, 2024	Manager Regional Services
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2024	Manager Regional Services
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future requirements that facilitate effective recruitment of Aboriginal and Torres Strait Islander peoples.	June 2024	Manager Human Resources
	Develop, implement and communicate an anti-discrimination policy for our organisation.	June 2024	Manager Human Resources
	Engage with Aboriginal and Torres Strait Islander members of the RAP WG to consult on our anti-discrimination policy.	June 2024	Manager Human Resources
	Educate Gippsland PHN Board and senior leaders on the effects of racism and workplace bias.	June 2024	Manager Human Resources





RESPECT

We will grow Aboriginal and Torres Strait Islander workforce and engagement with Aboriginal and Torres Strait Islander services, respect the need to embrace culturally safe and inclusive practices that acknowledge the significance and understanding of Aboriginal and Torres Strait Islander knowledge of protocols and systems, cultures, histories, and support PHN staff to learn through the process of two-way knowledge transfer to work with Aboriginal and Torres Strait Islander stakeholders and communities.

- **Learn** – embrace new knowledge to move forward together, help to enable self-determination.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	March 2023	Chair RAP WG/ Manager Human Resources
	Conduct a cultural survey with PHN staff on their understanding and appreciation of Aboriginal and Torres Strait Islander cultures and histories.	March 2023	Chair RAP WG/ Manager Human Resources
	Work with local Elders across the region to: <ul style="list-style-type: none"> understand Aboriginal and Torres Strait Islander protocols and promote cultural awareness, competency and safety training to reflect the needs of primary health care in Gippsland. undertake culturally appropriate consultation and engagement processes to receive the views of a large cross section of community. 	December 2023	Executive Manager Operations
	Develop and implement an Aboriginal and Torres Strait Islander Cultural Awareness, Competency and Safety Training Strategy for staff and stakeholders and consider various ways learning can be provided (online, face to face workshops, local story telling/panel sessions or immersion program/s).	June 2023	Manager Human Resources
	Set a target of staff numbers to participate in the Aboriginal and Torres Strait Islander cultural awareness and safety training program each year facilitated by Traditional Custodians.	June 2023	Manager Human Resources
	Implement a schedule for RAP WG members, Executive, HR managers and other key leadership staff to participate in formal and structured cultural awareness training.	June 2023	Manager Human Resources

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop, implement and communicate a cultural protocol document, including Welcome to Country and Acknowledgment of Country.	March 2024	Manager Regional Services
	Increase staff's understanding and awareness of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2024	Manager Regional Services
	Display an agreed statement of Acknowledgement of Traditional Owners and Custodians on the Gippsland PHN office locations and website.	March 2024	Manager Regional Services or Executive Manager Operations
	Display appropriate welcome message in traditional language at Gippsland PHN office locations and meeting rooms.	March 2024	Manager Regional Services or Executive Manager Operations
	Provide internal awareness about the difference between Welcome to Country and Acknowledgement of Country.	March 2024	Manager Regional Services
	Invite Traditional Owner Corporations to provide a Welcome to Country and or smoking ceremony at significant events (annually or as required). For example: <ul style="list-style-type: none"> • AGM • Launch of new program and buildings • Large community events • National Reconciliation Week (NRW) • NAIDOC Week 	Quarterly, Feb, May, Aug, Nov 2023, 2024	Manager Regional Services or Executive Manager Operations
	Encourage staff to include an Acknowledgement of Country at the commencement of internal and external meetings. All formalised meetings such as; <ul style="list-style-type: none"> • Board meetings • Leadership meetings • Management meetings • Coordinator meeting • Planning and commissioning • Training and events • RAP WG meeting • Health and wellbeing • All staff meeting 	Quarterly, Feb, May, Aug, Nov 2023, 2024	Manager Regional Services or Executive Manager Operations

Action	Deliverable	Timeline	Responsibility
7. Demonstrate respect to Aboriginal and Torres Strait Islander employees and visitors by creating a culturally safe environment.	Provide internal awareness about the meaning of the Aboriginal and Torres Strait Islander flags.	March 2024	Manager Regional Services
	Raise awareness of the importance of displaying the Aboriginal flag and the Torres Strait Islander flag to our staff and health care community.	June 2024	Manager Regional Services
	Subscribe to Aboriginal and Torres Strait Islander print media such as the Koori Mail, other publications and pamphlets are available at reception areas and meeting rooms.	Quarterly, Feb, May, Aug, Nov 2023, 2024	Executive Manager Operations
	Display items that recognise and reflect the principles of providing culturally safe and welcoming spaces for Aboriginal and Torres Strait Islander peoples at all PHN sites, including: <ul style="list-style-type: none"> Acknowledgement plaques identifying Traditional Owners/ Custodians (Gunaikurnai & Bunurong Land Council). The display of locally sourced Aboriginal and Torres Strait Islander artwork, artefacts to include accompanying stories. Flying and/or display of the Aboriginal flag and Torres Strait Islander flag. The display of posters depicting significant events such as NRW, Sorry Day, NAIDOC and other events. 	Quarterly, Feb, May, Aug, Nov 2023, 2024	Executive Manager Operations
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Review HR policies and procedures to ensure there are no barriers to staff participation at NAIDOC Week celebrations.	Feb 2023, 2024	Manager Human Resources
	RAP WG members to participate in an external and or internal NAIDOC week event.	First week in July 2023, 2024	Executive Manager Operations
	Promote and encourage participation in external NAIDOC week events to all staff and our commissioned services.	First week in July 2023, 2024	Manager Regional Services
	Consult with Aboriginal and Torres Strait Islander organisations and communities to hold an internal or external NAIDOC week event.	First week in July 2023, 2024	Manager Regional Services



OPPORTUNITIES

We will engage with suppliers, communities and organisations that are culturally safe and respectful in order for Aboriginal and Torres Strait Islander communities to grow and thrive. Gippsland PHN's vision is for a measurably healthier Gippsland and employment is considered a fundamental social determinant of health. As an organisation we to want create opportunities for meaningful employment for Aboriginal and Torres Strait Islander peoples across Gippsland.

- **Health** - recognising the importance of connection to family, place, culture, and community.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2023	Manager Human Resources
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development.	June 2023	Manager Human Resources
	Develop and implement an Aboriginal and Torres Strait Islander employment, retention and professional development strategy.	June 2023	Manager Human Resources
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workforce.	June 2023	Manager Human Resources
	Share learnings from the development and implementation of the Aboriginal and Torres Strait Islander employment and retention strategy with stakeholders.	June 2024	Executive Manager Operations
	Contract an Aboriginal and Torres Strait Islander HR consultant to: <ul style="list-style-type: none"> • identify opportunities for recruitment and • review HR recruitment procedures and policies to remove barriers for Aboriginal and Torres Strait Islander people to apply for positions. 	June 2023	Manager Human Resources
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2024	Manager Human Resources
	Promote and advertise employment opportunities and Gippsland PHN job vacancies to Aboriginal and Torres Strait Islander organisations, and communities, Local Aboriginal and Torres Strait Islander Networks and Aboriginal and Torres Strait Islander social media platforms including employment agencies and other outlets.	Quarterly, Feb, May, Aug, Nov 2023, 2024	Manager Human Resources

Action	Deliverable	Timeline	Responsibility
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Review Gippsland PHN preferred supplier list to include Aboriginal and Torres Strait Islander businesses.	June 2023	Manager Procurements, Quality and Systems / Executive Manager Corporate Services
	Develop and implement an Aboriginal and Torres Strait Islander procurement strategy that both: <ul style="list-style-type: none"> ensures providers are cultural safe, and explores alternative tender approaches to encourage Aboriginal and Torres Strait Islander businesses to tender for work opportunities. 	June 2023	Manager Procurements, Quality and Systems
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2024	Executive Manager Corporate Services
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2024	Executive Manager Corporate Services
	Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.	June 2024	Executive Manager Corporate Services
	Explore opportunities to become members of Supply Nation and/or Kinaway Chamber of Commerce.	June 2023	Executive Manager Corporate Services / Manager Procurements, Quality and Systems
11. Improve health outcomes for Aboriginal and Torres Strait Islander peoples in the Gippsland sphere of influence.	Build capacity of mainstream health services to provide culturally safe and inclusive environments for patients and service users.	Quarterly, Feb, May, Aug, Nov 2023, 2024	Manager Procurements, Quality and Systems
	Ensure commissioned services support their staff to participate in regular mandatory cultural safety training.	Quarterly, Feb, May, Aug, Nov 2023, 2024	Manager Procurements, Quality and Systems
	Ensure commissioned services undertake working with vulnerable Communities' self-assessment on an annual basis.	Quarterly, Feb, May, Aug, Nov 2023, 2024	Manager Procurements, Quality and Systems
	Support mainstream health services with access to 'ask the question' training and resources.	Quarterly, Feb, May, Aug, Nov 2023, 2024	Manager Procurements, Quality and Systems





GOVERNANCE

Aboriginal and Torres Strait Islander health is everyone's business and the whole of Gippsland PHN is committed to actioning this RAP. We will be accountable for enhancing the community's aspirations to grow the PHN's understanding of what drives culture and community.

We will be open and accountable to actions and outcomes that lead to better health and wellbeing in the Aboriginal and Torres Strait Islander communities.

We will ensure our policies, procedures, procurements and the work we do leads to better outcomes for Aboriginal and Torres Strait Islander peoples.

Action	Deliverable	Timeline	Responsibility
12. Maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Meet at least four times a year to monitor and report on the implementation of the RAP.	Quarterly, Feb, May, Aug, Nov 2023, 2024	Manager Regional Services
	Establish and review Terms of Reference for the RAP WG.	On endorsement of RAP from RA	Manager Regional Services
	Oversee the development, endorsement and launch of the RAP.	On endorsement of RAP from RA	Executive Manager Operations
	Maintain Aboriginal and Torres Strait Islander representation on the RAP WG.	Quarterly, Feb, May, Aug, Nov 2023, 2024	Manager Regional Services
13. Build accountability and transparency through reporting RAP achievements, challenges and learning both internally and externally.	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.	July 2023, 2024	Manager Regional Services
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	August 2023, 2024	Manager Regional Services
	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	30 September 2023, 2024	Coordinator Tender and Reports
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Coordinator Tender and Reports
	Report and communicate RAP progress to the Gippsland PHN Board, all staff, senior leaders and the community advisory committees on a quarterly basis.	Quarterly, Feb, May, Aug, Nov 2023, 2024	Communications Manager
	Communicate and promote RAP achievements in Gippsland PHN publications.	November 2023, 2024	Communications Manager
	Publicly report Gippsland PHN RAP achievements, challenges and learnings annually.	November 2023, 2024	Communications Manager
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	September 2024	Manager Regional Services

Action	Deliverable	Timeline	Responsibility
14. Provide appropriate support for effective implementation of RAP commitments.	Identify and define required resources for effective implementation of RAP.	December 2022	Manager Regional Services
	Engage the Gippsland PHN Board, senior leaders, management and other staff in the delivery of RAP commitments.	Quarterly, Feb, May, Aug, Nov 2023, 2024	Executive Manager Operations
	Appoint and maintain an internal RAP Champion from senior management.	February 2023, 2024	Executive Manager Operations
	Develop and implement internal evaluation and reporting mechanisms and system to create a baseline measurement and record RAP commitments undertaken and achieved.	March 2023	Coordinator Tender and Reports
15. Review Gippsland PHN reconciliation journey, refresh and update/develop the next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2024	Manager Regional Services

BEHIND THE ARTWORK

Soaring and Growing in Unity - By Bradley Brown

This artwork is focussed on the importance of unity for all of Australia and to have respect for the First Nations people.

It speaks on the coming together as the gum tree in the middle represents growing as one.

The artwork is symbolic of the Gunai/Kurnai nation and landscape, with the 5 gum tree flowers representing the 5 tribes and people/families within the Gunai/Kurnai area.

The design depicts the mountain areas with the river system that runs through the Gunai/Kurnai land.

The corners of the artwork represent the root system as well as the water system, which helps the roots to grow.

The circular dots represent the seeds of hope being planted of the PHN desire and vision for reconciliation.

The circle in the middle which the footprints lead to represent a meeting place with the arch symbol, represents people meeting, sitting, and talking about the next step.

The fire colours in the middle represent having passion for this vision to happened with the design in the middle representing words forming a strong root system and putting the words in action.

The eagle represents strength and vision and soaring together as one.





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