



NWRH



**RECONCILIATION
ACTION PLAN**

INNOVATE

May 2019 > May 2021

FROM RECONCILIATION AUSTRALIA

Chief Executive Officer's Statement

On behalf of Reconciliation Australia, I am delighted to see North and West Remote Health continue its reconciliation journey and to formally endorse its Innovate RAP.

Through the development of an Innovate RAP, North and West Remote Health continues to play an important part in a community of over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia, defines and measures reconciliation through five critical dimensions: race relations; equality and equity; institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP

provides North and West Remote Health with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, North and West Remote Health will strengthen its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish North and West Remote Health well as it embeds and expands its own unique approach to reconciliation. We encourage North and West Remote Health with to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend North and West Remote Health on its second RAP, and look forward to following its ongoing reconciliation journey.



Karen Mundine

Chief Executive Officer
RECONCILIATION AUSTRALIA



RECONCILIATION ACTION PLAN FOR THE YEARS DECEMBER 2018 – DECEMBER 2020

Our vision for reconciliation

In order for North and West Remote Health (“NWRH”) to achieve its vision of ‘Healthier People in Remote, Rural and Regional Communities’, the organisation recognises the fundamental need to commit to leading Reconciliation throughout both the Company and the communities serve.

NWRH seeks to achieve this vision through its purpose to collaborate, facilitate and connect rural and remote health services to meet local needs.

NWRH demonstrates its commitment to reconciliation in Australia having completed its inaugural Reflect RAP in 2015 and now building on these achievements and adapting to environmental changes to develop this Innovate Reconciliation Action Plan.

NWRH’s ultimate goal for reconciliation is to ensure our staff and Company understand what reconciliation really means so that they can build stronger relationships in communities and lead service provision based upon inclusion and access.



Our business

We deliver comprehensive, high-quality and cost-efficient packages of primary health care and support that enables healthy living in remote, rural and regional areas of Australia.

We offer the following services within a wide range of remote, rural and regional communities:

- 1. Allied Health** – Aboriginal and Torres Strait Islander health; continence; dementia; diabetes education; dietetics; exercise physiology; occupational therapy; physiotherapy; podiatry; speech pathology.
- 2. Mental Health and Wellbeing** – alcohol and other drugs rehabilitation transition; mental health nursing; mental health occupational therapy; prison transition; psychological; social work; wellbeing services.
- 3. Aging** – assessment; diversionary therapy; home care; home support; in-home nursing; meals; residential care; social support and transport.
- 4. Disability** – assessment; daily living support; social support and transport.
- 5. Population Health** – addressing population health needs; community capacity building; health education.
- 6. Child and Family** – case management; family support; paediatric allied health; school attendance.

NWRH currently employs one hundred and eighty fulltime equivalent staff with a workforce of one hundred and ninety staff (190). This number will fluctuate throughout the year however NWRH remains committed to the local recruitment from our remote, rural and regional communities. As at December 2018, NWRH employed a total of sixty two (62) Aboriginal and Torres Strait Island staff across NWRH service delivery footprint. NWRH currently operate in over forty (40) communities in Central, North and West Queensland, coastal areas and the Gulf of Carpentaria in Queensland.

NWRH main office is situated in Townsville and has satellites centres which service many small towns and communities based across Central West, North West, Gulf and Northern East Coast Queensland in the following locations;

- (North West) Mount Isa – services Cloncurry, Julia Creek, Boulia, Dajarra, Urandangie, Camooweal, Hughendon, Richmond
- (Central West) Longreach – service Bedourie, Birdsville, Boulia, Winton, Middleton, Windorah, Jundah, Stonehenge
- (Gulf) Mornington Island – Bentick Island,
- (Gulf) Doomadgee – Burketown, Kurumba, Three ways
- (Gulf) Normanton – Croydon, Mt Surprise, Georgetown; Etheridge
- (East Coast) Townsville – Ayr, Bowen, Charters Towers, Ingham, Cardwell



NWRH identified a number of cultural development strategies, and the Board of NWRH endorsed its inaugural Reconciliation Action Plan in 2015. The Reflect RAP supported the direction of the NWRH evolution process. Due to the nature of NWRH's changing environment and expanding growth, the next path in the journey is to progress to the Innovate RAP to further advance on the foundations and achievements made.

NWRH Chief Executive Officer (CEO) Mrs Evelyn Edwards champions the NWRH Reconciliation agenda. Through her leadership and the support of the NWRH Board, significant advances have been realised including the formalisation and embedding of cultural competencies of staff; policy and procedure development and implementation; local relevance through community consultation; and quality assurance and improvement processes; cultural security of Aboriginal and Torres Strait Islander clients to achieve improved health and wellbeing outcomes.

The implementation of the next RAP Stage known as the Innovation, will ensure integrity and alignment to the NWRH ethos, whilst challenging the organisation and staff to be innovative in the way it functions to maximise cultural inclusion.

Our team who is internally an externally involved in implementing our Innovate RAP:

- Chief Executive Officer - Evelyn Edwards (Townsville)
- Director Eddie Fewings (Cairns)/ Director Mike Reynolds (Townsville) Co-Chairs - Cultural Competency and Stakeholder Engagement Committee (CCSE)



Evelyn Edwards
- Chief Executive Officer

- Executive Manager Health Services – Jeremy Palmer (Townsville)
- Manager Cultural and Community Relations – Randal Ross (Townsville)
- Human Resources Manager – Trina Matthews (Townsville)
- Team Leader – Kelly Barclay (Doomadgee)

Our Innovate RAP Cultural Team:

- Director Eddie Fewings Co-Chair (CCSE)
- Manager of Cultural and Community Relations – Randal Ross
- Team Leader – Kelly Barclay

NWRH's external Aboriginal and Torres Strait Islander advisory groups are:

- Doomadgee Health Advisory Group
- Bynoe Board Normanton
- Mornington Island Health Council
- Gidgee Healing - Aboriginal Community Controlled Health Organisation and contractor of services.

The following health advisory groups are represented by members of our Reconciliation Action Plan Working Group (RAPWG) members. They play an integral part in representing NWRH and collectively striving for better health outcomes in communities.

- Doomadgee Health Advisory Group
- Bynoe Board Normanton
- Mornington Island Health Council
- Gidgee Healing – Aboriginal Community Controlled Health Organisation and contractor of services
- Northern Australia Primary Health Limited – Townsville Health Council

- Townsville Aboriginal and Torres Strait Islander Advisory Council Townsville Hospital

Internally, the NWRH RAPWG was originally commenced as an expression of interest process seeking cross-organisational; cross-cultural; and cross-geographical representation. This group has been led by the Manager Cultural and Community Relations which is an executive level position. The RAPWG has been active in promoting awareness of RAP activity across NWRH. This has been done through involvement in hosting Cultural Foundation Training days; Cultural Competency Audit administration; Train the Trainer activities within NWRH Organisational Learning Framework; and by developing Policies and Procedures including;

- NWRH Indigenous Employment Strategy
- NWRH Welcome to and Acknowledgement of Country
- NWRH Trauma, Grief and Loss policy NWRH Country and Language Matrix

The other ways in which RAP awareness has been raised is through the following regular internal mechanisms and activities:

- Monthly staff meetings across each NWRH site
- Regular Team Leader meetings by Video Conference
- Internal emails (all NWRH emails feature a signature block acknowledgement)

- Through morning tea sessions with colleagues
- Community Liaison Officer yarning circles
- Monthly newsletter updates
- External network meetings with other agencies
- Updates through monthly RAPWG and other Team meetings
- Cultural Competency Audit training days
- All induction processes typified by online and immersion activities

NWRH partners with Queensland Indigenous Languages Advisory Committee (QILAC) and First Languages Australia in establishing and promoting resource development supporting NWRH evidenced by the creation and implementation of an Aboriginal and Torres Strait Islander Country and Language Matrix across the service delivery footprint (North West and Central West Queensland). This initiative has helped inform all NWRH staff of the existence of such resources across NWRH delivery footprint and in assisting in the development of NWRH Country and Language Matrix. The NWRH Country and Language Matrix is intended to inform protocols of proper information and respect of Traditional Owners, respected Elders, Land Councils and Custodians across the broad and diverse NWRH Health and Wellbeing delivery.

There are also many formalised and regular long-standing working arrangements in place such as a



service delivery partnership with Gidgee Healing as the local Aboriginal Community Controlled Medical Service based in Mount Isa and servicing Normanton and Mornington Island in the North West Queensland region. NWRH is also contracted by Gidgee Healing to provide Family Wellbeing programs across the North West Queensland region.

NWRH has partnered with Mirndiyan Gununa Arts Centre in Mornington Island and support the development of a local cultural protocol induction program for all visiting services to Mornington Island to undertake. Similarly, through our Indigenous Employment Strategy, NWRH employs local Aboriginal community members and supports attendance in community leadership activities including the development of the Doomadgee cultural protocol induction program for visiting services and promoting leadership and attendance in community health advisory groups.

In December 2015, NWRH commenced operations of three (3) residential aged care facilities in the Lower Gulf of Carpentaria. . Since commencing operation NWRH have been involved with respective communities on a number of levels to engage with and work with the community

members to better support their elderly residents. Examples of this are the introduction of the NWRH circle of engagement introduced in Mornington Island and Normanton to allow staff and residents to engage with the community to seek local solutions to matters within the aged care facilities. NWRH also partnered with Bynoe CACS Board and Executive to establish an Advisory Committee to culturally inform and oversee operations for the Kukatja Aged Care Facility in Normanton.

Close the Gap Day was celebrated in Normanton in 2016 with a partnered approach between NWRH and 2 Aboriginal corporations, other Aboriginal Organisations, and other community stake holders. Over 120 people attended the day where community and stakeholders were able to engage in activities. A community tree for hope was made as well as a community banner for Close the Gap Normanton. A Quiz was done so that community members could talk to different service providers in Normanton.

In Mornington Island Close the Gap was celebrated at the Hospital Grounds on Thursday 31st March 2016. The national event was postponed on Mornington Island due to rain earlier in the month. The day was a success with lots of Community participation. Interagency event with all stakeholders on Mornington Island.

In May 2016, NWRH was approached to join a community partnership initiative in Normanton with other local organisations for a 'Cross Cultural' program targeting youth in Normanton. A local Elder raised the idea with the Aboriginal Police Liaison Officer and Senior Sergeant. The program seeks to engage youth in local cultural activities; working closely with local Elders; learning; and maintaining important cultural knowledge. To date

there has been a number of meetings, including a meeting held with local Elders to provide guidance and input into the program. This partnership consist of local Aboriginal Organisations, Local PCYC, Local Police, NWRH and other local services.

NWRH partners with other service providers including Aboriginal Community Controlled Organisations to deliver fortnightly Men's Group gatherings as well as cooking programs in Mount Isa, Normanton, Mornington Island and Doomadgee.

In Mount Isa, NWRH has a strong cultural linkage with the Indigenous Education Unit which connect with all state schools. NWRH cultural liaison officer provides cultural support on important days and events such as National Sorry Day, National Reconciliation Day, NAIDOC activity day and specific meaning days for Aboriginal and Torres Strait Islander people. Through this journey the creation of resources in short story lines have been implemented and developed, highlighting the importance of Aboriginal and Torres Strait Islander culture and traditions. These stories help school children learn to acknowledge and respect the Aboriginal culture and differences.





Relationships



The effects and impacts of colonisation and oppression remains strong within many Aboriginal and Torres Strait Islander communities nationally and the ripple effects continue through to rural and remote areas where many Aboriginal and Torres Strait Islander people reside.

As a mainstream company, for NWRH to provide an effective allied health; age care; and wellbeing service in rural and remote areas, then it is essential to understand the importance of building relationships. NWRH places the highest priority on building cultural competence relationships building with First Nations Peoples to facilitate service access for those who reside in our service delivery footprint.

NWRH congratulates organisations such Reconciliation Australia, as this provides guidelines and provides pathways for mainstream organisations and their staff to forge cultural sensitive relationships between Non-Indigenous and Aboriginal and Torres Strait Islander communities and their peoples. NWRH takes engagement seriously and is wholly committed to develop their own engagement framework which enables community empowerment and cultural solutions that drive their service provision.

NWRH has established the following governance and operational mechanisms within its company to implement and celebrate many of the annual national Aboriginal and Torres Strait Islander events; develop cultural policies; and operate cultural awareness programs within their company:



- A Identified executive position of Manager Cultural and Community Relations
- Reconciliation Action Plan Working Group
- Cultural Competence and Stakeholders Engagement Committee of the Board

The Aboriginal and Torres Strait Islander staff of NWRH also lead and participate in cultural activities in their communities to enable mainstream staff to be exposed to culture and other related activities in rural and remote settings. These partnerships are vital in the process of Reconciliation and allows for NWRH to maintain its integrity, dignity and trust with our First Nations peoples.

Below is a summary of relevant achievements:

- 1) Acknowledge and Respect First Nations people.
- 2) Minute Silence before commencement of all RAPWG meetings.
- 3) Connecting people – key themes, staff understanding communities and people, engagement with Aboriginal and Torres Strait Islander services in health.
- 4) Building strong collaborations that are culturally appropriate.
- 5) Sharing experiences – C.Q.I. best practice.
- 6) Governance – community participation, problem and solutions that are community orientated, supporting self-determination.
- 7) Communications – literacy, experience, using culturally appropriate terminology.
- 8) Partnerships and Collaborations – sharing resources and networks, MOU's, ToRs.
- 9) Recruitment and Retention of local Aboriginal workforce in remote communities.

- 10) Continuity of services of clients and local employment when transitioning services to Aboriginal Community Controlled Health Organisations where required.
- 11) Adherence to privacy and confidentiality laws through collaborative consent process for sharing of client information.
- 12) Ongoing formal partnership Gidgee Healing and Townsville Aboriginal and Islander Health Service (TAIHS) as Aboriginal Community Controlled Health Organisations (ACCHO) operating in our service delivery footprint and promoting in improved service delivery intergration across the region.
- 13) Strategic direction for NWRH to ensure we do not compete with ACCHOs, but instead provide a value proposition to how we can support.
- 14) Celebrate key events together with other Aboriginal and Torres Strait Islander organisations within our service delivery footprint.

NWRH is committed to trust and respect and are keen to incorporate their four main Strategic Priorities and success measures. The relationship aligns with NWRH strategic priority one and four which aims to: Consolidate and Expand our Market Services. NWRH aims to strengthen and expand core businesses; develop strong partnerships with ACCHOs, Primary Health Networks, Hospital and Health Services (HHS) and Local, State and Federal Governments that enable coordinated service delivery; explore markets and viability for NDIS service and develop a holistic aged care service offering that includes home care, home support and residential support.

Action	Deliverable
<p>1. CCSE, Executives and RAPWG actively monitors RAP development and implementation of actions, tracking progress and reporting.</p> <p>2. NWRH RAPWG compile reports and make valuable contributions into policies which provide strategic direction for NWRH.</p>	<ul style="list-style-type: none"> • RAPWG oversees the development, endorsement and launch of the RAP. • Ensure Aboriginal and Torres Strait Islander peoples are represented on the RAPWG. • Meet at least twice per year to monitor and report on RAP implementation. • Regularly review the Terms of Reference for the RAPWG. • Develop, participate in and ensure inclusivity in the NWRH Employment life cycle. • Develop and contribute to the Emerging Leaders Program as mentors; participants and promoters • Review, endorse and support implementation of policy development and consumer engagement strategy. • Annual review of representation. • Develop and distribute an expression of interest to join the RAPWG to key Aboriginal and Torres Strait Islander peoples within our service delivery model which is inclusive and representative of cultures; locations and organisational levels.
<p>2. The CCSE determines the viability and effectiveness of the cultural activities.</p>	<ul style="list-style-type: none"> • The incorporation of the CCSE is to provide cultural competence advice and guidance including members of the Board and Executive.



Action	Deliverable
<p>3. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.</p>	<ul style="list-style-type: none"> • Organise at least one internal event to be held at one of NRW remote location each year. • Promote RAP events through NRW email system and on the NRW intranet calendar over duration period for celebrations. • Register our NRW event via Reconciliation Australia’s NRW website. • Support an external NRW event. • Ensure our RAPWG participates in an external event to recognise and celebrate NRW. • Our staff of NRW will stage our own events once registered with RA and will participate in RA external events held in respective communities across our service delivery footprint by other organisations as collaboration and networking. • Forward our quarterly RA magazines to promote the ongoing work of RA across our footprint. • Promote using NRW social media. • Assist and collaborate with Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories. • Encourage staff to participate in external events to recognise and celebrate NRW. • Host NRW events across the areas in which NRW operate. • Download Reconciliation Australia’s NRW resources and circulate to staff.



Action	Deliverable
<p>4. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.</p> <ul style="list-style-type: none"> NWRH Aboriginal and Torres Strait Islander Staff are often requested by the community to assist with the planning and coordination of Sorry Business which is very demanding and essential in our rural and remote communities 	<ul style="list-style-type: none"> Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders. NWRH will hold monthly internal Leadership Forums, engage both Aboriginal and Torres Strait Islander Leaders and Directors within Aboriginal and Torres Strait Islander Health Services and Non Indigenous Health Service providers to share knowledge and information. NWRH is developing and editing their Language and Traditional Country Matrix. Continual Identification of appropriate languages and elders and clans within the respective communities. Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement. Partner with local organisations and support trainee participants in peer support to complete training. NWRH support staff who are often required to assist families with organising and arranging funerals, payment of funerals, arranging travel, power points, eulogies and catering. Develop joint ventures, partnerships, pro bono support or secondment and community capacity opportunities. Capture, recognise and value the networks and work related affiliations external to NWRH as opportunities enhance the organisation reputation and reach.



Action	Deliverable
<p>5. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector.</p>	<ul style="list-style-type: none"> • Implement and review a strategy to communicate our RAP to all internal and external stakeholders. • Distribution of RAP and RA information across the NWRH network monthly. • Promote reconciliation through ongoing active engagement with all stakeholders. • Deliver presentations at our Monthly NWRH Discussion Forums for all staff. • Support Reconciliation Australia and Reconciliation Queensland Incorporated. • Develop a documentary video presentation for NWRH to promote RAP on TARDIS and Website.
<p>6. Develop, implement and educate on a Cultural Policies and Programs developed by NWRH.</p>	<ul style="list-style-type: none"> • Indigenous Employment Strategy performance dashboard reported to Executive. • RAPWG Circle of Engagement – ensure NWRH engage with community and clientele. • NWRH to incorporate RAP activities where relevant into recruitment marketing plans so method of promotion and attraction of future likeminded workforce.



Action	Deliverable
<p>7. NWRH will support and participate in cultural activities that require attention in our remote and rural communities across our service delivery footprint to provide positive outcomes for our communities.</p>	<ul style="list-style-type: none"> • Manager Cultural and Community Relations will provide a contact point and coordinate concerns raised by communities in remote and rural areas. • Implement and maintain a guide for NWRH staff to utilise to deal with issues, concerns, priorities or needs in a culturally sensitive way. • Maintain and review process of engagement to ensure needs and priorities in communities to be directed and driven by the community and to encourage community solutions and empowerment. • NWRH Senior Aboriginal and Torres Strait Islander staff continue to operate cross-cultural awareness programs on topics such as: <ul style="list-style-type: none"> o Following Protocols when entering remote and rural communities. o Staff training to understand colonisation and oppression. • Working with Aboriginal and Torres Strait Islander peoples.





Respect



To work with Aboriginal and Torres Strait Islander peoples it is important to develop and build relationships if NWRH is to provide a service. To maintain balance with Aboriginal and Torres Strait Islander peoples, households, communities, respect and integrity must form the foundation to developing a great rapport and relationship. NWRH is committed to the cultural sensitivities when working with organisations and communities and have taken the approach in communities across their footprint to adopt, promote and celebrate many of the local cultural activities

‘Closing the Gap’ campaign for Aboriginal and Torres Strait Islander peoples has been a national priority for some time amongst all tiers of Governments, however NWRH as an intricate organisation is committed to the responsible task to develop local and regional collaborations with the communities across its footprint service delivery. The NWRH understands the importance to assist and support Aboriginal and Torres Strait Islander people’s journeys, which empowers them with direction and purpose as well as restoration, rights, equality, access and positive health and wellbeing outcomes.

Focus area:

The strategic direction identified within NWRH is strategic priority four, Maximise Workforce and Culture, Systems and Technology.

Action	Deliverable
<p>8. Engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.</p>	<ul style="list-style-type: none"> • Develop and implement a cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion). • Engage with Traditional Owners and support Garbutt Magpie Boys to Men Cup. Promote NWRH amongst Primary and Secondary Students. Provide Allied Health services and information at annual carnival. • Provide opportunities for RWG members, RAP champions, HR managers and key leadership staff to participate in Deadly Thinking SEWB Cultural Training. • Introduce Traditional Indigenous Healing Therapeutic program. (Red Dust Healing) process into professional development and performance review cycle. • Identify and develop cultural learning requirements specific to our staff's training needs. • Promote the Reconciliation Australia's Share Our Pride online tool to all staff induction to all new staff.



Action	Deliverable
<p>9. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning (i.e. so they know where they are from and know where they are going – having direction and purpose in their lives).</p>	<ul style="list-style-type: none"> • Maintain education and accountability to Cultural protocol document for Welcome to Country and Acknowledgement of Country. • Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships. • Invite a Traditional Owner to provide a Welcome to Country to at least one significant event i.e. Harmony Day, Closing the Gap, Reconciliation or NAIDOC. • Include Acknowledgement of Country at the commencement of important internal and external meetings. • Recognise the National Day of the Elders through Inviting Traditional Owners into our office to share their story and explain the significance of Welcome to Country and Acknowledgement of Country. • Invite Elders for an open day for each residential Aged Care facility. • Organise and display an Acknowledgment of Country plaque in our office/s or on our office building.



Action	Deliverable
<p>10. Provide support for staff to participation at significant cultural events and Aboriginal and Torres Strait Islander staff to meet other cultural obligations.</p>	<ul style="list-style-type: none"> • Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week. • Provide opportunities for all Aboriginal and Torres Strait Islander and other staff to participate with cultural and community events. • NWRH Aboriginal and Torres Strait Islander Staff attend other Cultural celebrations to strengthen collaborations within the community, Our Aboriginal and Torres Strait Islander staff are asked to assist families with funerals i.e. programs and venues. • NWRH Aboriginal and Torres Strait Islander Staff represent on steering committees at forums, workshops and present at schools as role models of the communities. • Attend and support the Cleveland Youth Detention National Apology, NAIDOC Launch Townsville. • Participate in RAP Black Coffee Breakfasts forums.



Action	Deliverable
<p>11. NWRH seek to build collobarations, strength and support through Administration and Networking throughout all NWRH Footprint Service Delivery.</p> <ul style="list-style-type: none"> • Assist other Aboriginal and Torres Strait Islander organsiations to draft RAP's • To assist YWAM with administratively and clinical support (Medical teams into remote villages of Papua New Guinea) • Provide assistance with funding support in respective communities • Provide cultural activities and training to Cleveland Youth Detention Centre • Develop partnerships with other RAP providers across NWRH footprint • NWRH are keen to encourage Aboriginal and Torres Strait Islander and Non-Indigenous staff to undertake educational programs to develop their individual capacity 	<ul style="list-style-type: none"> • Provide any assistance and support of cultural significance to enable other services to develop their appropriate RAPS. • To assist YWAM would be to develop international partnerships and guidance to work with Aboriginal and Torres Strait Islanders and Non Indigenouse peoples. • NWRH are keen to support communities with grant writing to operate and conduct cultural activities. • National Apology and National Sorry Day provide community Elders forums to share with young people and staff. • Collate relevant information on what other services in our NWRH footprint contain RAP's. • Through networking develop partnerships to stage celebrations events together. • Emerging Leaders to plan and operate cultural activities for the event as part of the Leadership requirements.

Opportunities



Across Australia there were ancient land marks that each and every tribe operated under. These land marks provided many tribes and their people with purpose and responsibilities, however when colonisation took place these roles and responsibilities were rapidly diminished. NWRH acknowledge the past injustices and are committed to Aboriginal and Torres Strait Islander peoples by providing opportunities to grow our business sustainably in a culturally significant way which is beneficial to our clients, communities and organisations. NWRH want to create equality in a range of life opportunities by developing local community capacity through developing a local workforce from trainee to management positions.

Organisationally, this approach provides for increased retention in remote areas; increased locally informed service design; and increased service uptake.

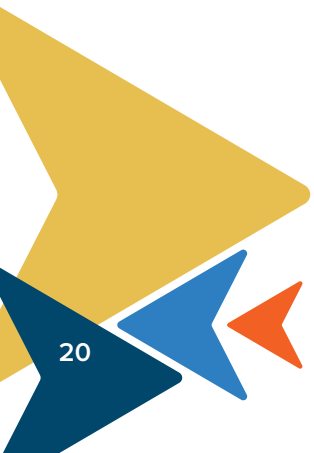
Focus area:

There are two strategic direction priorities that target opportunities which are Grow our Business Sustainably and Build our Visibility and Reputation NWRH Recognise and Follow the following Frameworks:

- Working Together: Aboriginal and Torres Strait Islander Mental Health and Wellbeing Principles and Practices
- Australian Commission on Safety and Quality in Health Care (NSQHS) Standards
- Aboriginal and Torres Strait Islander Health Performance Framework Queensland 2017
- NWRH Community and Consumer Engagement Framework 2017



Action	Deliverable
<p>12. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace.</p>	<ul style="list-style-type: none"> • Develop and implement an Aboriginal and Torres Strait Islander Emerging Leaders Program. • Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development. • Advertise all vacancies in Aboriginal and Torres Strait Islander media/networks. • Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities. • Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace. • NWRH is committed to and has developed an Employment Lifecycle which incorporating its own Indigenous Employment Strategy to create positive pathways for Aboriginal and Torres Strait Islander Staff seeking to work for NWRH or already working for NWRH. • Develop an Aboriginal and Torres Strait Islander professional development strategy. • Include Aboriginal and/or Torres Strait Islander representation on recruitment and selection panels and ensure training and tools to provide value and recognition in decision making. • Required in all job advertisements, 'Aboriginal and Torres Strait Islander people are encouraged to apply.'



Action	Deliverable
12. (continued)	<ul style="list-style-type: none"> • MCCR and RAPWG engage with external Aboriginal and Torres Strait Islander peoples and or consultants to advise on recruitment, employment and retention strategies including professional development. • Develop, implement and educate on a Cultural Leave policy. • Develop Cultural Employment Matrix to ensure NWRH engage quality and appropriate staff. • Support Aboriginal and Torres Strait Islander Manager Cultural and Community Relations as an executive position, and develop a succession plan. • Develop an Aboriginal and Torres Strait Islander professional mentoring network. • Develop a cultural mentoring network for existing staff and managers. • Develop and implement Aboriginal and Torres Strait Islander employment pathways (e.g. traineeships or internships). • Support scholarships for Aboriginal and Torres Strait Islander students. • Support Aboriginal and Torres Strait Islander leadership • Support Aboriginal and/ or Torres Strait Islander boarding students living away from home where possible, through connecting with home communities and families where NWRH has a presence.



Action	Deliverable
<p>13. Investigate future opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity internally and externally.</p> <ul style="list-style-type: none"> Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islanders businesses Develop and communicate to staff a list of Aboriginal and Torres Strait islander business that can be used to procure goods and services 	<ul style="list-style-type: none"> NWRH will maintain a contract policy which will include a measurement threshold on goods, services and remote contracted services. NWRH will consider and prioritise local business if they meet set threshold margins on purchasing and contracting arrangements. NWRH will be committed to support businesses or contractors that have or are moving towards a local Indigenous Employment Strategy in communities. NWRH has bridged a commercial relationship with an Aboriginal and/or Torres Strait Islander owned business committed to employing Aboriginal and Torres Strait Islander people by Scoping potential additional commercial relationships. Identifying current existing commercial relationships with Aboriginal and Torres Strait Islander businesses and explore further options for strengthening relationships. . NWRH will undertake to explore through Supply Nation to become part of their membership which promotes Aboriginal and Torres Strait Islander enterprise suppliers and or contractors that can be accessed and utilised across their service delivery footprint. NWRH through their collaborations network will negotiate land with Traditional owners and Aboriginal and Torres Strait Islanders Councils to build further infrastructure to support existing services operated in remote and rural communities. Develop and pilot an Aboriginal and Torres Strait Islander procurement strategy. Investigate opportunities to partner with your local Indigenous Chamber of Commerce.

Tracking progress and reporting



Action	Deliverable
1. Report RAP achievements, challenges and learnings to Reconciliation Australia.	<ul style="list-style-type: none"> • Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually. • Investigate participating in the RAP Barometer. • Develop and implement systems and capability needs to track, measure and report on RAP activities NWRH Tickit System.
2. Report RAP achievements, challenges and learnings internally and externally.	<ul style="list-style-type: none"> • Publically report our RAP achievements, challenges and learnings.
3. Review, refresh and update RAP.	<ul style="list-style-type: none"> • NWRH will liaise with Reconciliation Australia when reviewing, refreshing and updating our RAP based on their knowledge and learnings, and experiences with challenges and achievements. • Send draft RAP to Reconciliation Australia for formal feedback and endorsement.
4. Additional measures to track progress and reporting. 5. RAPWG Video Conferencing. 6. CCSE	<ul style="list-style-type: none"> • Management and RAPWG meet to monitor and report on progress. • CCSE is held every three months to monitor the RAP progress and process any new policies of the organisation to ensure that the Cultural Competence is met.



CONTACT DETAILS

Name: Evelyn Edwards
Position: Chief Executive Officer
Phone: 0747819300
Email: evelyn.edwards@nwrh.com.au



NWRH



**RECONCILIATION
ACTION PLAN**

INNOVATE

