



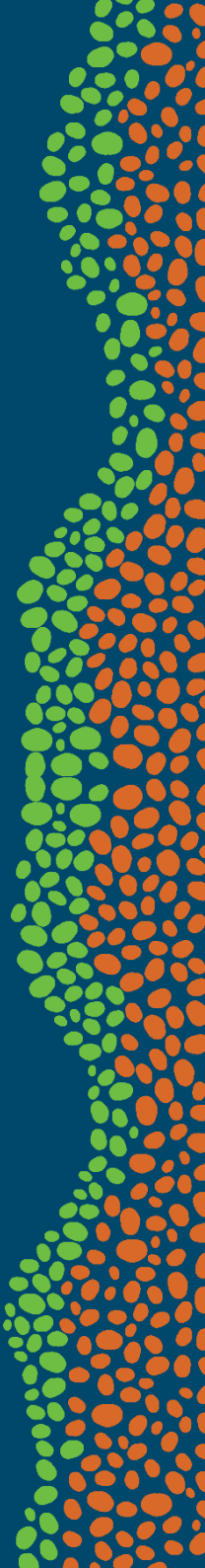
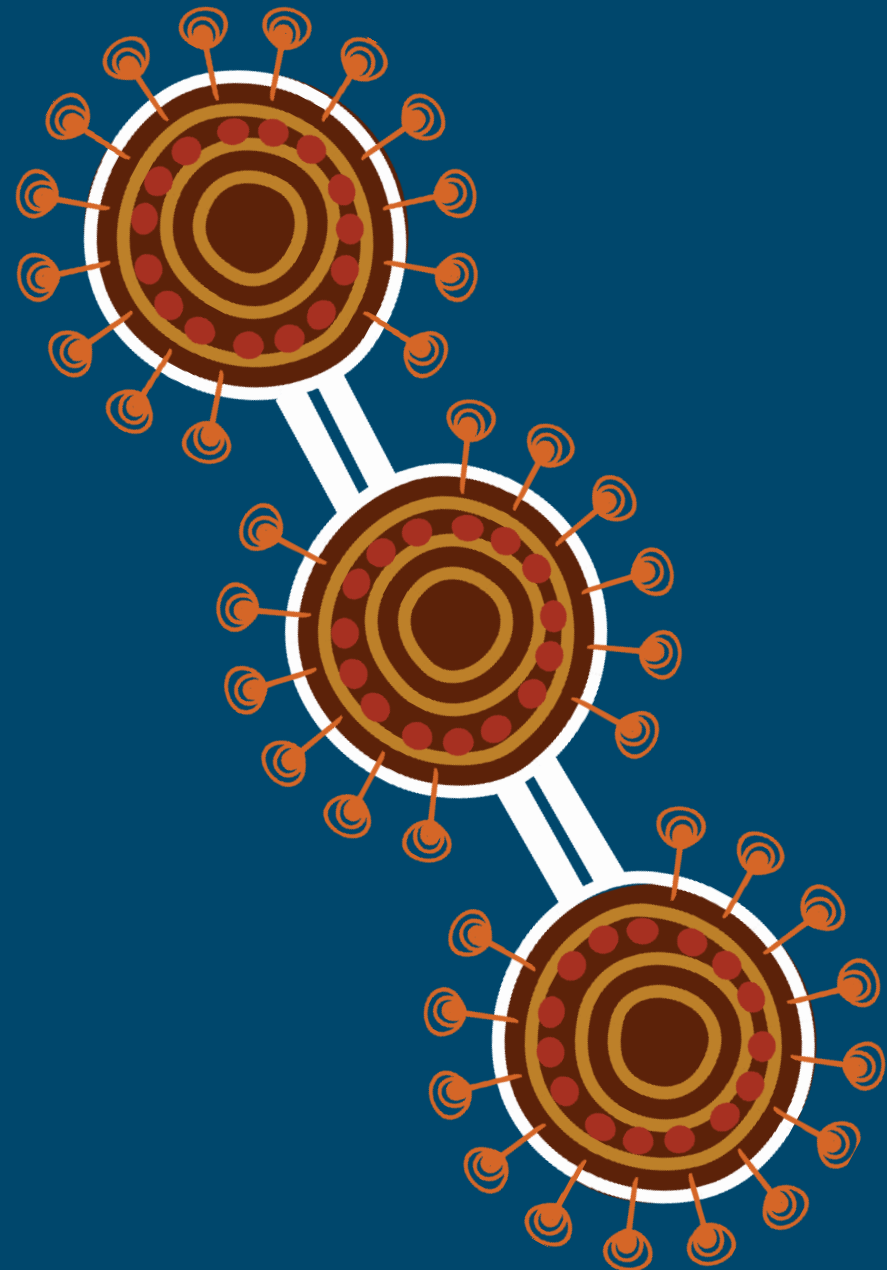
NWRH



RECONCILIATION
ACTION PLAN

STRETCH

January 2025 > December 2027



NWRH respectfully acknowledge the Traditional Owners, Elders and Leaders past, present and emerging as Custodians of the lands across which we deliver Health Services

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Aboriginal and Torres Strait Islander readers are advised that the following pages may contain images or names of people who have since passed.



Artwork

Visually captivating and representative of NWRH as a **community driven** far reaching health service provider, the artwork featured within this Reconciliation Action Plan are an amalgamation of **locally commissioned and designed** artworks featured on NWRH uniforms from the townships of **Longreach, Cloncurry, Mornington Island, Doomadgee and Normanton**.

Designs worn proudly by staff members from all sectors right across the NWRH service footprint, it is a privilege to highlight these meaningful design elements.



Normanton



Mornington Island



Doomadgee



Longreach



Cloncurry



Dedicated to the Future
A REFLECTION AND CELEBRATION OF 30 YEARS

Vision

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 by way of eliminating health service access barriers and fostering unity and equality throughout both the organisation and for the communities serviced.

NWRH seeks to achieve this vision by delivering on its purpose to collaborate, facilitate and connect rural, regional and remote health services to meet local needs in a culturally appropriate manner that ensures no citizen is disadvantaged by locality, race, gender or otherwise

NWRH actively demonstrates its commitment to reconciliation in Australia, having completed its inaugural Reflect Reconciliation Action Plan (RAP) in 2015, Innovate RAP in 2022 and now building on these achievements and adapting to environmental changes to develop this Stretch RAP.

NWRH's ultimate goal for reconciliation is firstly to ensure staff appreciate, understand and foster the pillars of reconciliation. Starting from the ground up by means of cultural education and historical acceptance, an organisation wide approach to culturally appropriate service delivery will continue to contribute to strengthening integral relationships in communities and lead to equitable service provision built upon inclusion and access.

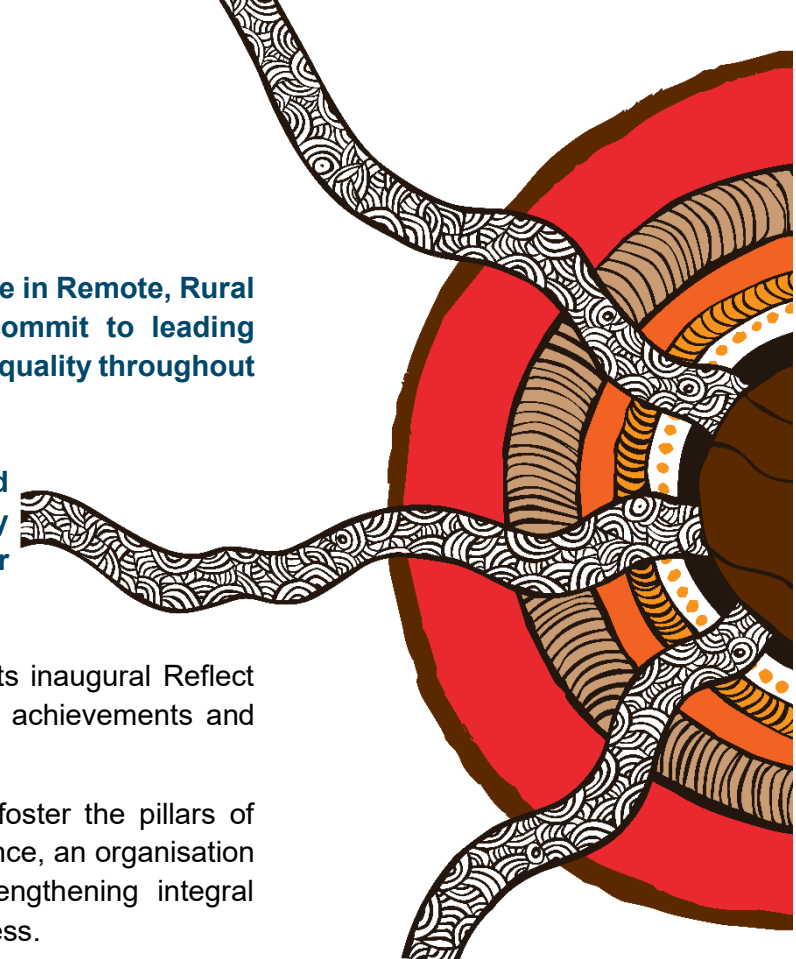


Image: NWRH Allied Health team enjoy a break with community on Palm Island



A message from Reconciliation Australia



On behalf of Reconciliation Australia, I congratulate NWRH on its formal commitment to reconciliation, as it implements its first Stretch Reconciliation Action Plan (RAP), its third RAP overall.

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 leading provider of primary health care for individuals and communities in some of Queensland's most hard to reach areas, NWRH's capacity for advancing reconciliation is considerable.

This Stretch RAP is built upon the experience NWRH has garnered in previous RAPs. Focussing its early efforts on cultural education and historical acceptance, NWRH recognises the importance of culturally appropriate operations and service delivery focussed on inclusion, consultation and strategic cultural development strategies. Connecting rural, regional and remote health services to meet local needs in a culturally appropriate way ensures no one's wellbeing is disadvantaged by locality, race, gender or otherwise.

With this renewed commitment, the organisation continues to build on this foundational work, primarily through collaboration between its staff and community service providers across its service footprint. This includes participating in shared initiatives, such as but not limited to Queensland Health and North and West Hospital and Health Service Health Equity Strategy to improve service outcomes. NWRH will also continue to support and lead where appropriate Community Advisory Bodies consisting of diverse local representatives to ensure continuous input on cultural needs and priorities.

We know health and wellbeing markers improve in First Nations communities when services reflect their culture, community and values. By working in true partnership with Aboriginal and Torres Strait Islander services and communities to achieve this, NWRH has the potential to drive considerable reconciliation outcomes across its sphere of influence.

On behalf of Reconciliation Australia, I commend NWRH on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



A message from the NWRH CEO



On behalf of NWRH I am pleased to present this Stretch RAP, our third in a series of plans supporting our commitment to reconciliation.

NWRH has been providing primary health care services for over 30 years throughout many North and Western communities of Queensland; many of which are small remote Aboriginal and/or Torres Strait Islander communities. Our values and the way we provide our services is founded on strong mutual trust which has built over time. At the heart of this trust is a deep respect and the appreciation of all

cultures embedded in our service delivery focus. That is, working with and alongside our communities for better health access and better health outcomes for all.

Our RAP journey has evolved over time having commenced with our initial RAP; Reflect, launched in the city of Mount Isa in 2015 followed by the Innovative RAP, launched in the lower Gulf community of Normanton in 2019.

This Stretch RAP continues our reconciliation journey alongside our Directors, our NWRH team and working alongside our stakeholders, including Traditional Owners and local custodians across our service footprint.

We are very proud of our achievements since inception in 1993, and as you read through this action plan you will note some of these achievements and many examples of how we work closely with our communities to maximise positive health outcomes.

Our staff not only play a vital role in our service delivery but also in our reconciliation journey, and on behalf of NWRH we congratulate them on their achievements and their continued focus to uphold the way we provide our services to our communities.

We thank Reconciliation Australia for their support in achieving endorsement of this RAP and very much look forward to sharing our story as we work over this next three year cycle to deliver our actions within this plan.

"Together our journey continues, as we extend our relationship success towards this Stretch RAP and continue to connect people, share our experiences and partnerships as part of our core business"

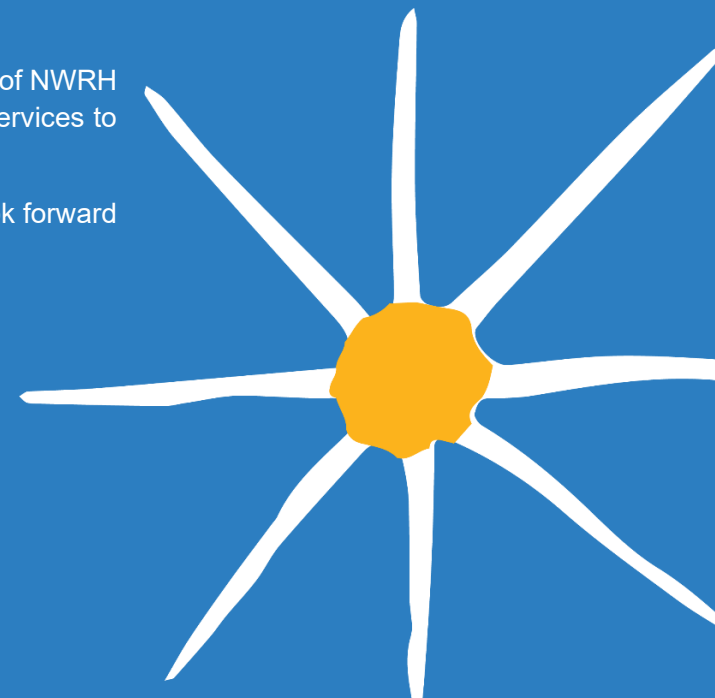




Image: NWRH Community Services Mount Isa
reflect with clients during a group picnic &
wellbeing session

About NWRH

Operating since 1993, NWRH delivers 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, including many Aboriginal and Torres Strait Islander communities.

Services offered include:

1. Allied Health – continence and dementia advisory, diabetes education, dietetics, exercise physiology, occupational therapy, physiotherapy, podiatry, speech pathology and allied health assistant services.
2. Mental Health and Wellbeing – alcohol and other drugs rehabilitation transition, mental health nursing, mental health occupational therapy, prison transition, psychological, social work and wellbeing services.
3. Disability – assessment, daily living support, physical wellbeing activities and therapeutic services, social support, care coordination and transport.
4. Aging – assessment, diversionary therapy, domestic assistance, personal care, home maintenance and modifications, meals, social support and transport.
5. Child and Family – case management, family support, paediatric allied health and school attendance.
6. Carer Support – counselling, coaching, peer support, respite (emergency and planned) and tailored support packages.

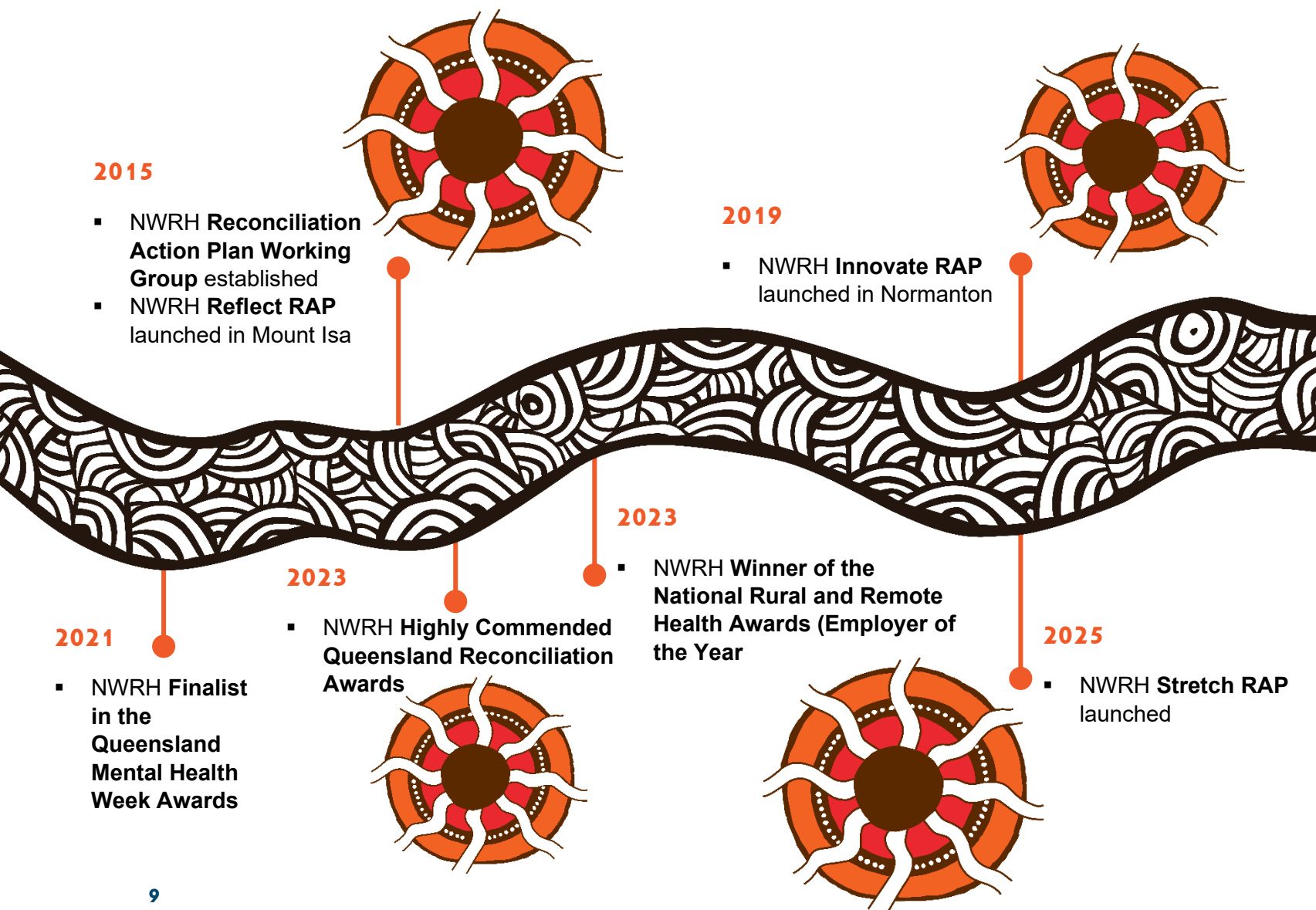
NWRH currently employs one hundred and fifty-two fulltime equivalent staff with a workforce capability of one hundred and seventy-seven. While this number does fluctuate, NWRH remains committed to local recruitment from the remote, rural and regional communities in which it services. NWRH currently employs a total of twenty-one Aboriginal and Torres Strait Islander staff across the service footprint.

As a leading provider of primary health care for over thirty-years, NWRH works closely with individuals and families, Commonwealth and State Governments, Primary Health Networks, large and small service providers and community-controlled organisations. As a leading provider, NWRH are also a respected advocate and voice for supporting initiatives for funding and advancing the health and wellbeing of communities. Long term and extensive experience in primary health care supports individuals and communities in some of Queensland's most hard to reach and disadvantaged populations.

Throughout Queensland, NWRH have office locations in Cairns, Townsville, Mount Isa, Longreach, Mackay, Georgetown, Normanton, Cloncurry, Doomadgee and Mornington Island as well as headspace centres in Mackay, Sarina and the Whitsundays. These far-reaching and encompassing locations support an outreach service delivery model that provides direct access to over fifty communities.



The NWRH Reconciliation Journey



The NWRH Reconciliation Journey

As an organisation, NWRH is very proud of the journey toward this Stretch RAP. Evolving from early beginnings, the organisation now harnesses a firm focus towards culturally appropriate operations and service delivery, focussed on inclusion, consultation and strategic cultural development strategies. NWRH has utilised the NWRH Reconciliation Action Plan Working Group (RAPWG) members, the Cultural Stakeholder and Engagement Committee (CCSE) and Board of Directors, along with the NWRH Executive and Management Team to prepare the third Reconciliation Plan identified as the NWRH Stretch RAP.

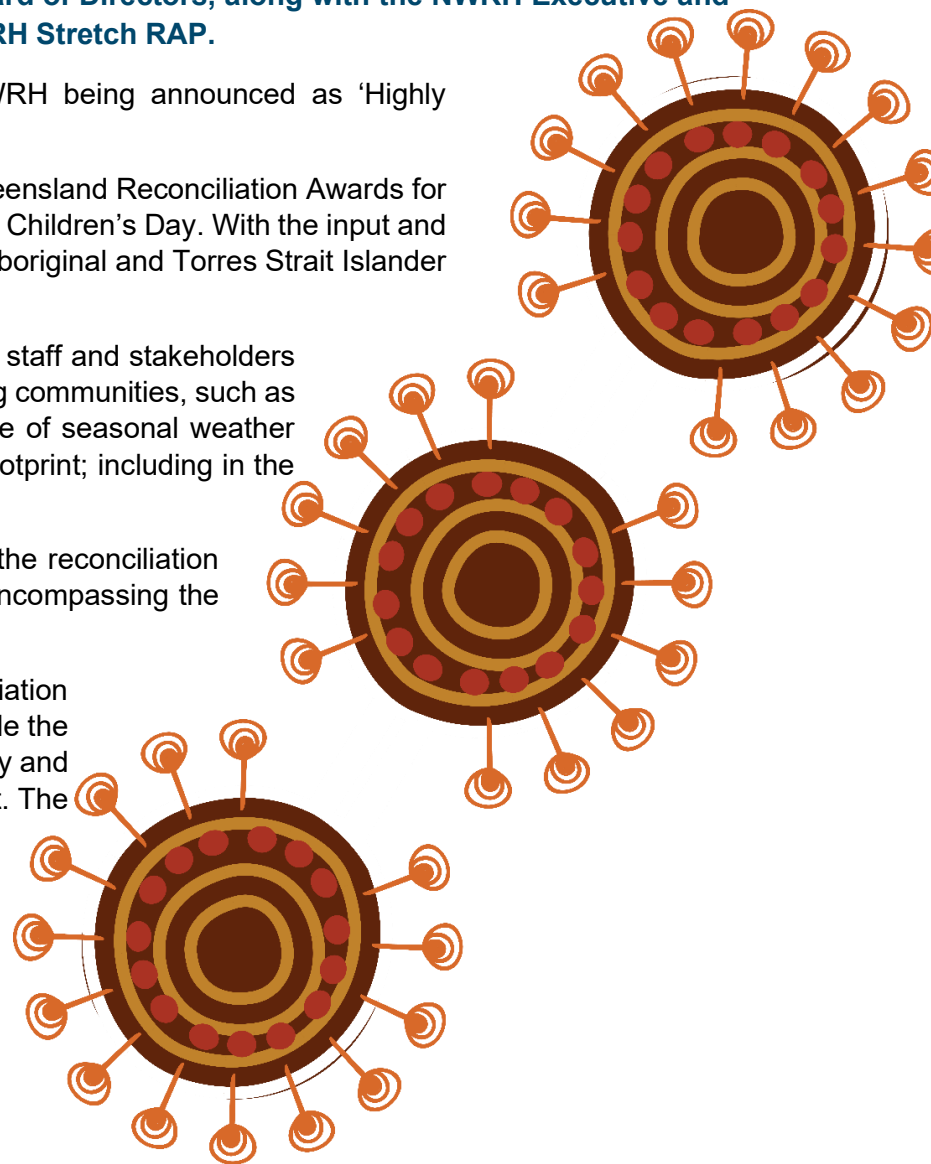
The implementation of the NWRH Innovate RAP achieved great results, with NWRH being announced as 'Highly Commended' in the Health category of the 2023 Queensland Reconciliation Awards.

NWRH also worked in collaboration with a local community organisation to win the Queensland Reconciliation Awards for the production of a children's book for the National Aboriginal and Torres Strait Islander Children's Day. With the input and support of NWRH Allied Health Clinicians this project received many accolades from Aboriginal and Torres Strait Islander communities within the service footprint.

Such success in the NWRH RAP journey was not without obstacles; the organisation, staff and stakeholders having to navigate the impacts of COVID19 and uncontrollable circumstances impacting communities, such as honouring unexpected Sorry Business. Another obstacle overcome, due to the nature of seasonal weather patterns across the service area, was significant flooding events across most of the footprint; including in the city of Townsville where NWRH headquarters and corporate offices are located.

Due to the nature of NWRH's evolving service delivery and growth, the next path in the reconciliation journey aims to advance on the foundations and achievements made to date, while encompassing the fundamental pillars of Relationships, Respect, Opportunities and Governance.

NWRH Chief Executive Officer (CEO) Mr John Cain champions the NWRH Reconciliation agenda, along with a dedicated and long-standing Board of Directors. Working alongside the Board and CEO, NWRH have the dedicated RAPWG led by the Manager of Community and Cultural Relations (MCCR) and supported by five staff from across the service footprint. The RAPWG includes two Aboriginal and Torres Strait Islander staff members.



Case Study

Correctional Wellbeing

In 2023, members of the NWRH Wellbeing team journeyed to Lotus Glen Correctional Centre in the Atherton Tablelands to participate in their NAIDOC Week celebrations.

A distinct honour for the team to receive an invitation; they reported that inmates captivated the audience with their cultural dances, songs, and artwork, representing the diverse communities and cultures housed within the facility.

Among the NWRH staff members present, Pa Bobby, an Elder from Mornington Island community, engaged in meaningful interactions with both inmates and corrections staff, sharing a Kup murri (earth oven) lunch.

This visit not only bolstered the social and emotional wellbeing of the NWRH clients serviced under the Project 360 program but also made a positive contribution to their healing journey.

Connecting with their community through quality time spent with NWRH staff enhanced their sense of belonging and enriched their overall experience over the two days.



Image: NWRH Community Services Officer
'Pa Bobby' enjoys a cuppa before heading off to the
Lotus Glen Correctional Centre in the Tablelands



Case Study

Connecting to Country

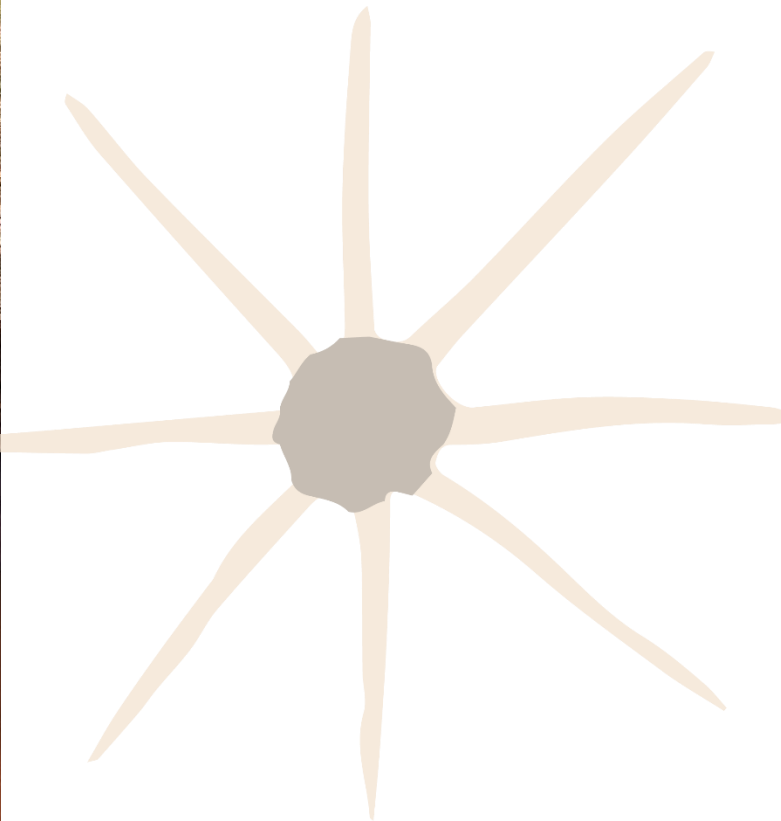
In 2023 NWRH wellbeing staff from Mornington Island worked with their 360 Project client to engage in a three-day immersive experience that connected him to the essence of the country and culture.

During this time, the client actively participated in traditional practices of gathering and preparing bark for painting. A prominent Lardil narrative was beautifully depicted on the bark painting, which was expertly framed by hand. As a result, this client can now sell his artwork, generating income to support himself and his family.

The process of engaging in this activity fostered valuable conversations that allowed the facilitator to introduce therapeutic topics. Furthermore, it significantly boosted the client's self-esteem, empowering him to explore other forms of artistic expression. He took the initiative to submit his additional artwork to the local art centre for them to sell on his behalf.

When NWRH staff and the client arrived at the art centre, they encountered a large group of American tourists. Although initially hesitant, the client gathered the courage to approach the group, share morning tea with them, and discussed his paintings depicting the Squid and Rat, which represent another traditional Lardil story.

This experience ignited a newfound motivation within this client, who was also crafting traditional dance hats woven with bark, human hair, and feathers. Additionally, he was assisting his brother in creating coolamons, traditional baby bassinets.



Case Study

Creativity in Community

At the NWRH Woolbubinya Doomadgee Wellbeing Centre, the team are dedicated to fostering creativity, concentration, and self-regulation in community members.

One of the key activities employed to develop these skills is crafting. Through a range of crafting activities, participants can express their creativity, improve their focus, and enhance their ability to self-regulate.

The Wellbeing Centre provides a variety of comfortable spaces where individuals can sit, relax, and engage in these activities. Whether they prefer a quiet nook, a communal table, or an outdoor setting.

Fostering NWRH's vision for inclusivity and accessibility, there are no limitations for registration in these programs. Everyone is welcome to join and benefit from the activities offered.



Woolbubinya
DOOMADGEE

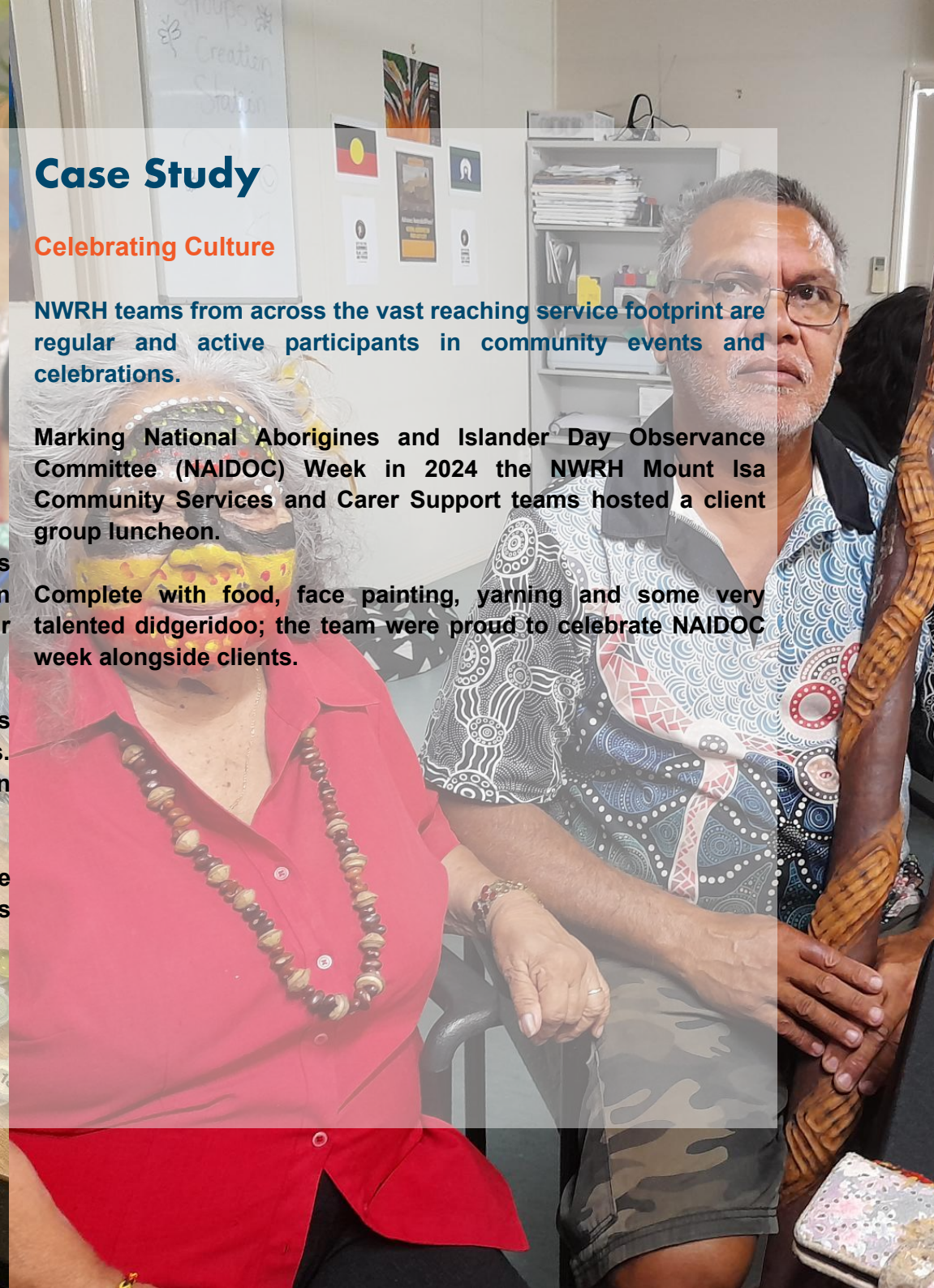
Case Study

Celebrating Culture

NWRH teams from across the vast reaching service footprint are regular and active participants in community events and celebrations.

Marking National Aborigines and Islander Day Observance Committee (NAIDOC) Week in 2024 the NWRH Mount Isa Community Services and Carer Support teams hosted a client group luncheon.

Complete with food, face painting, yarnning and some very talented didgeridoo; the team were proud to celebrate NAIDOC week alongside clients.



Case Study

Collaboration

As part of the NWRH wellbeing teams efforts to provide culturally appropriate services to the remote Aboriginal and Torres Strait Islander communities which we service, strong partnerships such as that with the Queensland Corrective Services (QCS) are integral.

To increase awareness of NWRH's service offerings amongst QCS staff in Mornington Island and the Lower Gulf, several information sessions were facilitated in 2024. Including various sections of correctives services (community corrections, offender development, sentencing and case management unit, probation and parole) these sessions enabled direct referral pathways along with direct supports to participants in the incarceration phase of the program.

NWRH are also active members of the NQ Women's Justice Service Provider Network, enhancing the level of supports provided to female clients.

NWRH also collaborate with Griffith University to provide ongoing support to Lower Gulf women through their initiative The Transforming Corrections to Transform Lives (TCTL) Centre, in the Griffith Criminology Institute, Griffith University. A pioneering, innovative and collaborative way of working to transform the lives of mothers in custody and their children.



Image: NWRH, Djahmu Dreaming and Wellways came together to deliver a combined-On Country Healing Retreat for Mornington Island.



Case Study

Fostering Relationships

On Mornington Island, male participants of the NWRH delivered 360 Project have created a safe space known as the 'Breakfast Club' where everyone feels respected and heard as they start their day with a shared meal.

Initially an opportunity for the NWRH case worker to deliver a small weekly group activity to build rapport and engage with clients; the group started with three participants and within two months the 'Breakfast Club' was established with up-to twenty men now attend over the space of a morning.

For participants, the act of sharing a meal helps to reduce feelings of isolation and loneliness promoting wellbeing and trust amongst the group.

Collaboration with other services and the local men's group has provided opportunities for 'guest speakers' to drop in and speak on topics such as mental health and cultural identity.

Therapeutic conversations occur organically which assists with processing emotions and experiences, providing emotional support and healing.

This highlights the transformative power of community and peer support, cultural connection and education in helping participants rebuild their lives and avoid reoffending.





Image: NWRH Allied Health team teaching Dajarra community children about healthy food options

Key Achievements

Since formalising in 2015, the NWRH RAP journey has included the following proud achievements:



2021 Finalist in the Queensland Mental Health Week Awards

Established Mental Health teams across the service footprint which has led to positive outcomes within many of our Aboriginal and Torres Strait Islander communities.

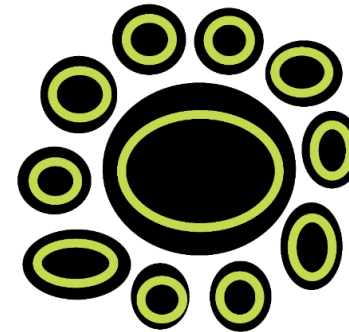
One NWRH Mental Health Worker took the innovative approach of door knocking many houses in the remote community of Doomadgee to introduce herself and her role for the community's mental health and wellbeing. Through such efforts, a rapport built on trust and respect was established with the Aboriginal community within twelve-months. She continued to work with the Gulf of Carpentaria communities and earned the praise of many Aboriginal and Torres Strait Islander clients both young and old.

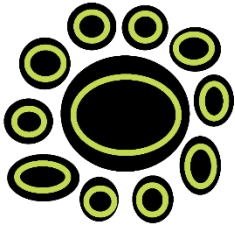
One particular client developed such a strong relationship with this particular staff member, that she honoured her by naming her baby after her: one of the highest and greatest respect given by Aboriginal peoples.

2023 Highly Commended in the Queensland Reconciliation Awards

Team of NWRH Speech Pathologists worked with the school children of Palm Island. The students were taken out on Country and shown some of the local caves and recited stories of the Aboriginal people. The team of Speech Pathologists captured the unique tour and coordinated the children to design the pages of a children's book based around their learnings; a book later titled the 'Garbutt Magpies Cup, National Aboriginal and Torres Strait Islander Children's Day'.

This book was then presented to the Garbutt Magpies Sporting & Cultural Association, which entered the book into the Queensland Reconciliation Awards. From this entry, NWRH was honoured as 'Runner Up' in the Health category and efforts acknowledged as 'Highly Commended'. The Garbutt Magpies Sporting & Cultural Association went on to win the Community category.





2023 Winner of the National Rural and Remote Health Awards (Employer of the Year)

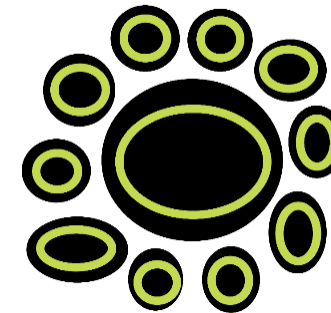
Significant work in the Mental Health and Wellbeing, Allied Health, National Disability Insurance Scheme (NDIS), Home Care, Carers Gateway, headspace and internal cultural programs were incorporated into the period of service delivery under the NWRH Innovate RAP. Such work across the footprint saw NWRH announced as the 'Winner' of the National Rural and Remote Health Awards Employer of the Year; with over one hundred and sixty staff committed and dedicated to providing a service to all in need.

2024 Finalist in the National Rural and Remote Health Awards (Employer of the Year)

Being honoured by winning the previous year inspired continued efforts to improve staff satisfaction and retention efforts right across all levels of service delivery, resulting in not only a nomination but another 'Finalist' position in the National Rural and Remote Health Awards Employer of the Year category.

Together with its team of health professionals and many strategic partnerships, the NWRH leadership team has made significant advances built around the pillars of reconciliation, including:

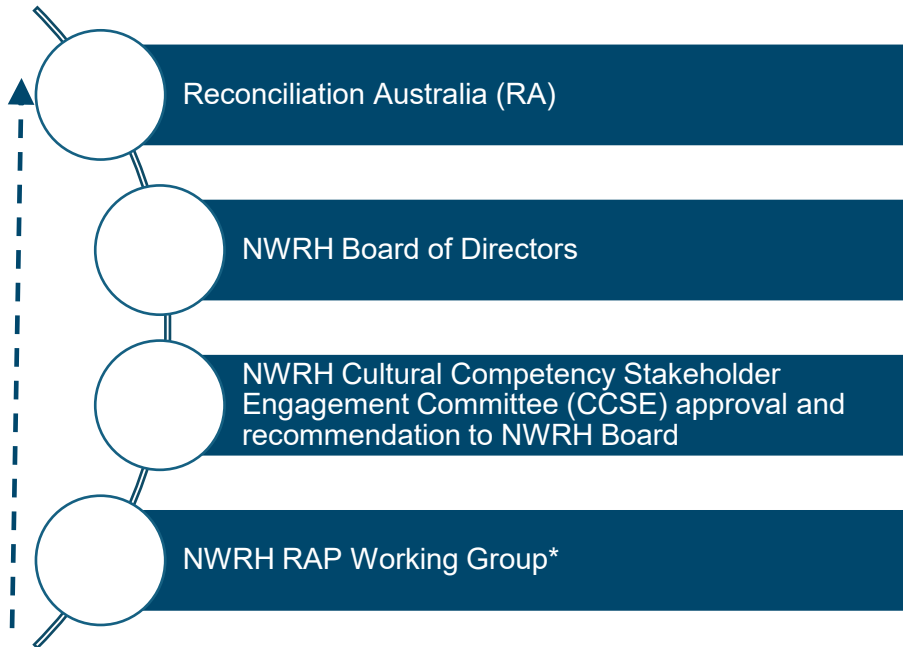
- The formalisation and embedding of cultural competencies of staff.
- Policy and procedure development and implementation.
- Local relevance, ownership and input into operations through community consultation.
- Quality assurance and improvement processes.
- Service and operational methods to respect and foster the cultural security of Aboriginal and Torres Strait Islander clients to achieve improved health and wellbeing outcomes.



The successful implementation of the Reflect RAP, Innovate RAP and now Stretch RAP will ensure respect, integrity and dignity continues to be built into the NWRH ethos; whilst continuing to develop the organisation and its committed staff to maximise cultural diversity and inclusion.

Internal Governance for the NWRH reconciliation strategy

RAP Approval Process



NWRH RAPWG Members

- Manager Cultural and Community Relations
- NWRH site representative from East Coast, Central West and North West
- NWRH representative from Allied Health, Mental Health, Wellbeing and Corporate
- Cultural Representative

Compulsory Reporting and Progress Updates

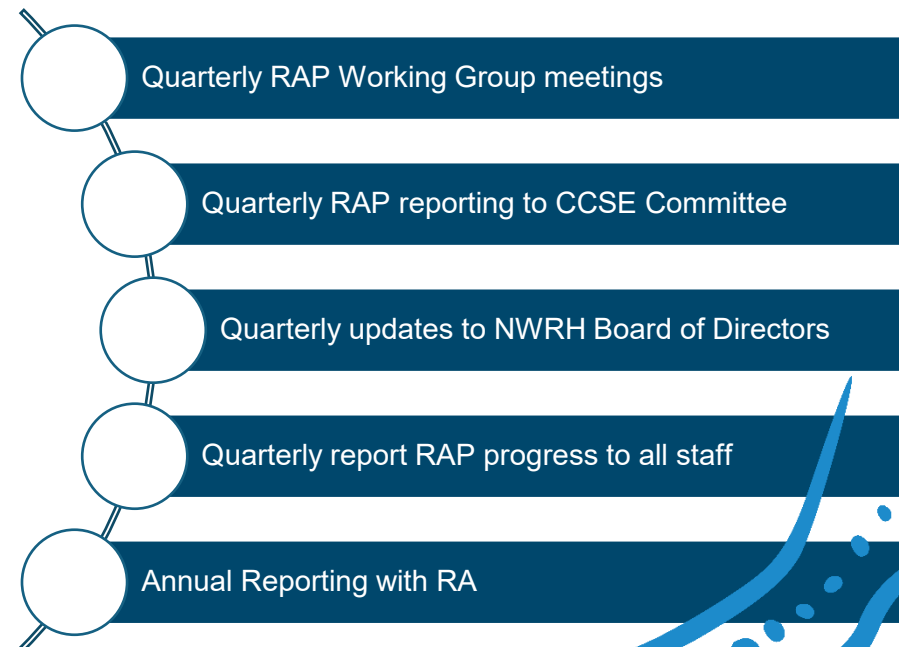




Image: NWRH Allied Health team & Manager
Cultural and Community Relations work on arts &
crafts projects with children on Palm Island



Relationships

Focus Area: This focus area is aligned to the NWRH 2025 Strategic Principle (Number 5) of firm connections with communities based on ongoing relationships and genuine understanding of needs and cultural sensitivities.

The foundation of NWRH, built over thirty-two years, is based strongly on collaboration and partnership in the pursuit of healthier people in rural, regional and remote communities and through providing essential support to those that need it most.

Embedded within NWRH's strategic operations are many strong relationships forged over time with Aboriginal and Torres Strait Islander peoples, organisations, committees and communities. Relationships based around integrity, understanding and mutual respect, NWRH highly values the input such partnerships have in the success of its reconciliation journey, along with contributing to the health and wellbeing of the communities served.

Externally, NWRH works closely with many Local, State and National organisations to support cultural diversity and inclusion. As part of these working relationships, NWRH has representation on several working groups and committees; input including supporting organisations in their own RAP journeys. Proud to be respected as a leader in culturally appropriate service delivery and reconciliation, NWRH are also actively assisting Queensland Health with their North West Hospital and Health Service (NWHHS) Health Equity Strategy, contributing to several key priority areas including community specific cultural orientation programs.

These actions promote reconciliation by improving health outcomes for Aboriginal and Torres Strait Islanders communities, further fostering mutual respect, and addressing historical inequities through collaboration and culturally responsive care.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Facilitate half yearly education and community forums with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement and inform our engagement policy. 	July 2025, 2026, 2027	Lead: MCCR Support: CEO
	<ul style="list-style-type: none"> Annually review, update and continue to implement the Engagement Plan to work with Aboriginal and Torres Strait Islander stakeholders. 	September 2025, 2026, 2027	Lead: MCCR Support: CEO
	<ul style="list-style-type: none"> Continue and strengthen established two-way partnership engagements with Aboriginal and Torres Strait Islander communities and organisations; including but not limited to: <ul style="list-style-type: none"> Townsville Aboriginal and Island Health Service (TAIHS). Townsville Indigenous Men's Alliance (TIMA). 	September 2025, 2026, 2027	Lead: MCCR Support: CEO, Executive Managers (EM), RAPWG

	<ul style="list-style-type: none"> – Townsville Sporting and Cultural Associations. – Mornington Island Health Council (MIHC). – Mornington Island Aboriginal Shire Council. – Doomadgee Aboriginal Shire Council. – Gidgee Healing Health Service. – Mackay Aboriginal and Torres Strait Islander Community Health Service. – Palm Island Community Control (PICC). – Palm Island Aboriginal Shire Council. 		
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> • Circulate Reconciliation Australia's NRW resources and reconciliation materials to all employees through internal communications platforms. 	May 2025, 2026, 2027	Lead: MCCR Support: Marketing, Media and Communications Officer (MMCO)
	<ul style="list-style-type: none"> • RAPWG members to facilitate and participate in at least three external NRW and community celebration events. 	27 May – 3 June 2025, 2026, 2027	Lead: MCCR Support: EM
	<ul style="list-style-type: none"> • RAPWG to organise, promote and encourage staff to participate in at least three NWRH internal and three external events throughout the year to recognise and celebrate NRW. 	27 May– 3 June 2025, 2026, 2027	Lead: MCCR Support: RAPWG
	<ul style="list-style-type: none"> • Annually promote NRW external events that recognise and celebrate NRW to employees through internal and external communications platforms including websites and social media. 	May 2025, 2026, 2027	Lead: MCCR Support: MMCO, RAPWG
	<ul style="list-style-type: none"> • Register all NRW events on Reconciliation Australia's NRW website. 	May 2025, 2026, 2027	Lead: MCCR Support: MMCO
3. Promote reconciliation through sphere of influence.	<ul style="list-style-type: none"> • Review and monitor a staff engagement strategy to raise awareness of reconciliation across the workforce. 	February 2025, 2026, 2027	Lead: MCCR Support: CCSE; RAPWG
	<ul style="list-style-type: none"> • Attend at least two RAP Leadership gatherings per year. 	March and September 2025, 2026, 2027	Lead: MCCR
	<ul style="list-style-type: none"> • Communicate ongoing commitment to reconciliation to all stakeholders: 	May 2025, 2026, 2027	Lead: MCCR Support: MMCO

	<ul style="list-style-type: none"> Implement strategies to positively influence external stakeholders to support reconciliation outcomes: CEO and Board to reaffirm NWRH commitment to Reconciliation. 	February 2025, 2026, 2027	Lead: CEO Support: Board, MCCR
	<ul style="list-style-type: none"> CEO and Board members ensure that their messages are authentic which reflects the company's support of reconciliation across all tiers and platforms i.e. annual report and internal communications. <p>Progressive reporting through annual or bi-monthly reports detailing progress of reconciliation efforts. The report will contain successes and areas for improvement.</p>	February 2025, 2026, 2027	Lead: MCCR Support: CEO
	<ul style="list-style-type: none"> Continue collaboration with at least three individual RAP organisations and/or like-minded organisations to implement innovative approaches to advance reconciliation. (Health Workforce Queensland, Central Queensland University Townsville and Townsville Hospital and Health Service). 	January 2025, 2026, 2027	Lead: MCCR Support: CEO
	<ul style="list-style-type: none"> Twice yearly all staff invited to attend internally sponsored presentations that promote participation in organisation specific reconciliation. 	June 2025, 2026, 2027	Lead: CEO Support: MCCR, EM
4. Develop Culturally Sensitive Community Engagement Programs with local Aboriginal and Torres Strait Islander organisations.	<ul style="list-style-type: none"> Establish a local Community Advisory Body (CAB) consisting of diverse local representatives to ensure continuous input on cultural needs and priorities. 	March 2025, 2026, 2027	Lead: MCCR Support: RAPWG CEO
	<ul style="list-style-type: none"> Organise quarterly cultural competency training sessions for staff, with input from (CAB), to enhance sensitivity and improve service delivery in diverse community contexts. 	January to December 2025, 2026, 2027	Lead: MCCR Support: RAPWG CEO
	<ul style="list-style-type: none"> Ensure that Aboriginal and Torres Strait Islander representation is included within branding and marketing collateral supporting ongoing service delivery and community activities. 	October 2025, 2026, 2027	Lead: MCCR Support: EM RAPWG
5. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Review annually to continuously improve human resources policies and procedures concerned with anti-discrimination. 	October 2025, 2026, 2027	Lead: HRM Support: MCCR

	<ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve the Anti-Discrimination Policy. 	October 2025, 2026, 2027	Lead: MCCR Support: Quality Manager (QM), HRM
	<ul style="list-style-type: none"> Continue to internally communicate Anti-Discrimination Policy. 	February 2025, 2026, 2027	Lead: HRM Support: MCCR, CEO
	<ul style="list-style-type: none"> Continue to provide support and ongoing education to NWRH leaders and managers on the effects of racism. 	February 2025, 2026, 2027	Lead: MCCR Support: RAPWG
	<ul style="list-style-type: none"> Ensure senior leaders support anti-discrimination campaigns, initiatives and stances against racism. 	March 2025, 2026, 2027	Lead: CEO Support: HRM, MCCR
6. Promote staff engagement with community service providers throughout service delivery footprint.	<ul style="list-style-type: none"> Strengthening Partnerships - facilitate regular communication and collaboration between staff and community-controlled service providers across the NWRH Service footprint. This includes participating in shared initiatives with Queensland Health and NWHHS Health Equity Strategy to improve service outcomes. 	March 2025, 2026, 2027	Lead: MCCR Support: CEO HRM EMs
	<ul style="list-style-type: none"> Promote staff engagement with community service providers and support the Health Equity Strategy through active collaboration and participation, fostering partnerships and that advance reconciliation and health equity. 	September 2025, 2026, 2027	Lead: CEO Support: EMs MCCR RAPWG



Respect

Focus Area: This focus area is aligned to the NWRH 2025 Strategic Principles (Numbers 1, 2 and 5):

- **People own their Own Health;**
- **Communities Control their Own Health Services; and**
- **Firm Connections with Communities are harnessed, based on ongoing Relationships and genuine Understanding of Needs and Cultural Sensitivities.**

NWRH harnesses a firm belief that an essential element of reconciliation is respect in listening, understanding, learning and mutual appreciation. Understanding each other's cultures, histories, knowledge and rights are important elements, and active participation forms part of the NWRH core business activities.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural education.	<ul style="list-style-type: none"> Annually review cultural learning needs within organisation. 	October 2025, 2026, 2027	Lead: MCCR Support: CCSE, CEO
	<ul style="list-style-type: none"> Continue to consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of cultural learning strategies. 	October 2025, 2026, 2027	Lead: MCCR Support: RAPWG
	<ul style="list-style-type: none"> Continue to communicate cultural learning strategies for staff by: reinforce cultural values by regularly communicating the key aspects of the cultural learning strategy and how they align with NWRH core values. 	October 2025, 2026, 2027	Lead: MCCR Support: MMCO
	<ul style="list-style-type: none"> Provide ongoing interactive workshops, webinars or training sessions accessible to all staff to develop greater understanding and develop cultural competence. 	March 2025, 2026, 2027	Lead: MCCR Support: Executives, HRM
	<ul style="list-style-type: none"> Embed understanding, value and recognition of Aboriginal and Torres Strait Islander cultures by including cultural learning topics in team meetings, newsletter, or company communications but remain sensitive to the needs of the staff. 	August 2025, 2026, 2027	Lead: MCCR Support: RAPWG
	<ul style="list-style-type: none"> Continue with the induction process of all staff undertaking cultural awareness and Acknowledgement workshops. 	October 2025, 2026, 2027	Lead: MCCR Support: HRM

	<ul style="list-style-type: none"> Encourage dialogue and feedback by creating safe spaces for staff to discuss challenges or allow them to share their experiences with cultural learning. Encouraging feedback helps refine the strategy and shows their leadership, respect and by listening. 	July 2025, 2026, 2027	Lead: MCCR Support: RAPWG HRM
	<ul style="list-style-type: none"> Celebrate milestones and recognise achievements related to cultural learnings, whether it's individual growth or company-wide improvements. 	July 2025, 2026, 2027	Lead: HRM Support: MCCR, RAPWG
	<ul style="list-style-type: none"> Provide resources to ensure staff have access to resources such as reading materials, podcasts, or online courses that support cultural learning. 	July 2025, 2026, 2027	Lead: MCCR Support: RAPWG, SE
	<ul style="list-style-type: none"> Annually review cultural learning tools and adjust to growing service delivery locations. 	December 2025, 2026, 2027	Lead: MCCR Support: HRM
	<ul style="list-style-type: none"> Commit all RAPWG members, human resources staff, senior executive and new staff to undertaking formal and structured cultural learning. 	January 2025, 2026, 2027	Lead: MCCR Support:
	<ul style="list-style-type: none"> Ensure 80% (minimum) of all staff undertake formal and structured cultural learning through online and 60% to attend face to face workshop and teams training. 	May 2025, 2026, 2027	Lead: MCCR Support: HRM
	<ul style="list-style-type: none"> Encourage NWRH Company-Wide Education – roll out of cultural training programs for all employees, ensuring that reconciliation and Aboriginal and Torres Strait Islander knowledge are embedded into the corporate culture 	June 2025, 2026, 2027	Lead: MCCR Support: RAPWG, MMCO
	<ul style="list-style-type: none"> Promoting Cultural Competence – Encourage staff to engage in cultural awareness training and actively participate in health equity programs. This supports the reconciliation process by fostering a deeper understanding of Indigenous health needs and reducing disparities. 	April 2025, 2026, 2027	Lead: MCCR Support: HRM, EMs
8. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Maintain and increase (through internal communication and action) staff understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country. 	February 2025, 2026, 2027	Lead: MCCR Support: MMCO, RAPWG
	<ul style="list-style-type: none"> Implement and communicate a cultural protocol document (tailored for all local communities serviced), including protocols for Welcome to Country and Acknowledgement of Country. 	February 2025, 2026, 2027	Lead: MCCR Support: MMCO

	<ul style="list-style-type: none"> Continue to invite local Traditional Owners or Custodians to provide a Welcome to Country or other appropriate cultural protocol at all significant events, including but not limited to: <ul style="list-style-type: none"> Community events (including sporting associations) where NWRH take a lead role in facilitation and where appropriate to take a lead engagement role. Corporate events with external stakeholders such as guest presentations and special occasions. 	September 2025, 2026, 2027	Lead: MCCR Support: CEO, MMCO
	<ul style="list-style-type: none"> Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of all significant internal meetings. 	December 2025, 2026, 2027	Lead: MCCR Support: CEO, RAPWG
	<ul style="list-style-type: none"> Ensure that staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols when presenting at all public events. 	December 2025, 2026, 2027	Lead: MCCR Support: CEO
	<ul style="list-style-type: none"> Engage with Landlords to facilitate the display of one Acknowledgment of Country plaque within each office/s. 	December 2025, 2026, 2027	Lead: MCCR Support: CEO
9. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> RAPWG to participate in an external NAIDOC Week events being held in their local areas. 	First week in July 2025, 2026, 2027	Lead: MCCR Support: RAPWG
	<ul style="list-style-type: none"> Annually review Human Resources policies and procedures to facilitate the ongoing support for staff to be encouraged to participate in NAIDOC Week activities in their local area, including photo and promotional opportunities. 	March 2025, 2026, 2027	Lead: MCCR Support: HRM MMCO QM
	<ul style="list-style-type: none"> RAPWG to facilitate and coordinate participation for staff in at least one NAIDOC Week event in our local areas including photo and promotional opportunities. 	First week in July 2025, 2026, 2027	Lead: MCCR Support: RAPWG
	<ul style="list-style-type: none"> In consultation with Aboriginal and Torres Strait Islander stakeholders, continue to support, promote and attend at least one external NAIDOC Week event each year in their local area. 	April 2025, 2026, 2027	Lead: MCCR Support: RAPWG
	<ul style="list-style-type: none"> Promote a reconciliation story from a community within the service delivery footprint and publish this story or event throughout promotional platforms during NAIDOC week. 	June 2025, 2026, 2027	Lead: MCCR Support: RAPWG



Opportunities

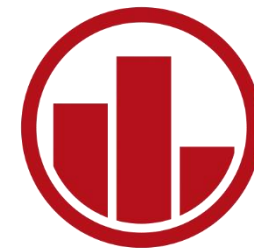
Focus Area: This focus area is aligned to the NWRH 2025 Strategic Principle (Number 3) where staff are employed locally and assisted to build their skills and capabilities.

It is important to NWRH as an organisation, and as part of the underlying core business activities that efforts are continued to work alongside Aboriginal and Torres Strait Islander people and organisations. A strong focus on local employment and the support of community services will not only help improve equitable access to essential health services but also foster employment rates and community development opportunities.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Engage annually with Aboriginal and Torres Strait Islander staff to consult on the effectiveness of recruitment, retention and professional development strategies. 	July 2025, 2026, 2027	Lead: MCCR Support: HRM
	<ul style="list-style-type: none"> Annually review and update Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. 	July 2025, 2026, 2027	Lead: MCCR Support: HRM, QM
	<ul style="list-style-type: none"> Annually review job vacancy promotion and marketing to effectively reach Aboriginal and Torres Strait Islander stakeholders. 	July 2025, 2026, 2027	Lead: MCCR Support: HRM, MMCO
	<ul style="list-style-type: none"> Annually review human resources and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in the workplace. 	October and December 2025, 2026, 2027	Lead: MCCR Support: HRM
	<ul style="list-style-type: none"> Continue to provide support to Aboriginal and Torres Strait Islander employees to take on management and senior level positions through mentoring and training opportunities. 	December 2025, 2026, 2027	Lead: MCCR Support: HRM
	<ul style="list-style-type: none"> Maintain an Aboriginal and Torres Strait Islander workforce above 9% annually. 	December 2025, 2026, 2027	Lead: MCCR Support: HRM
	<ul style="list-style-type: none"> Equity in Leadership Development – Board ensure that Aboriginal and Torres Strait Islander employees have access to leadership programs that support development and opportunities within NWRH. 	February 2025, 2026, 2027	Lead: Board Support: CEO, HRM, MCCR
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support	<ul style="list-style-type: none"> Annually review and encourage procurement of goods and services from Aboriginal and Torres Strait Islander organisations as part of overall procurement strategy. 	December 2025, 2026, 2027	Lead: MCCR Support: CEO

improved economic and social outcomes.	<ul style="list-style-type: none"> An annual target of \$250,000.00 for the engagement of Aboriginal and Torres Strait Islander suppliers which will contribute sustainable economic and social outcomes which build long-term relationships and strengthen businesses as part of NWRH service delivery. 	December 2025, 2026, 2027	Lead: CEO Support: MCCR
	<ul style="list-style-type: none"> Investigate Supply Nation membership and review annually Aboriginal and Torres Strait Islander business offerings for the services provided. 	December 2025, 2026, 2027	Lead: MCCR Support: CEO
	<ul style="list-style-type: none"> Promote awareness and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees through internal communication network. 	December 2025, 2026, 2027	Lead: MCCR Support: CEO
	<ul style="list-style-type: none"> Annually review and update procurement practices in the procuring of goods and services from Aboriginal and Torres Strait Islander businesses. 	July 2025, 2026, 2027	Lead: CEO Support: MCCR, FM
	<ul style="list-style-type: none"> Maintain commercial relationships with at least four Aboriginal and/or Torres Strait Islander businesses as part of service delivery practices. Including but not limited to Mornington Island Health Council, Baidam IT Solutions, Doomadgee Aboriginal Shire Council and Mornington Island Shire Council. 	December 2025, 2026, 2027	Lead: CEO Support: Finance, MCCR
	<ul style="list-style-type: none"> Review annually procurement budget in direct service delivery and support services from Aboriginal and Torres Strait Islander businesses. 	August 2025, 2026, 2027	Lead: Finance Support: MCCR
	<ul style="list-style-type: none"> Support all relevant staff in engaging with Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation. 	December 2025, 2026, 2027	Lead: MCCR Support: FA
12. Develop partnerships with businesses to support the National Aboriginal and Torres Strait Islander Children's Day.	<ul style="list-style-type: none"> Support Townsville's largest National Aboriginal and Torres Strait Islander Children's Day event through establishment of reconciliation agreements with other reconciliation organisations and business outlining roles, contributions, and mutual expectations. 	August 2025, 2026, 2027	Lead: MCCR Support: RAPWG
	<ul style="list-style-type: none"> Support business and organisation partners in their reconciliation plans to achieve their goals where appropriate. 	July 2025, 2026, 2027	Lead: MCCR Support: CEO
	<ul style="list-style-type: none"> Collaboration with businesses to support the National Aboriginal and Torres Strait Islander Children's Day. 	July 2025, 2026, 2027	Lead: MCCR Support: CEO
	<ul style="list-style-type: none"> Partner with like-minded business to secure media spots that highlight the collaboration and its impact. 	August 2025, 2026, 2027	Lead: MCCR Support: CEO

	<ul style="list-style-type: none"> Encourage businesses to donate products or services that can support the children or key themes of the National Aboriginal and Torres Strait Islander Children's Day through promotional materials. 	August 2025, 2026, 2027	Lead: MCCR Support: CEO
	<ul style="list-style-type: none"> Encourage NWRH staff, businesses, Aboriginal and Torres Strait Islander school leadership programs in volunteering opportunities supporting the children at the events for the day. 	August 2025, 2026, 2027	Lead: MCCR Support: CEO, RAPWG
	<ul style="list-style-type: none"> Encourage businesses and Aboriginal and Torres Strait Islander organisations to commit to support Aboriginal and Torres Strait Islander children's wellbeing through collaborations and partnerships. 	August 2025, 2026, 2027	Lead: MCCR Support: CEO, RAPWG
	<ul style="list-style-type: none"> Partner on campaigns that advocate for the rights and opportunities of Aboriginal and Torres Strait Islander children i.e. Amnesty Australia etc. 	December 2025, 2026, 2027	Lead: MCCR Support: CEO
	<ul style="list-style-type: none"> Acknowledge businesses that have significant contributions through awards, certificates or public recognition at events. 	October and December 2025, 2026, 2027	Lead: MCCR Support: CEO



Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
13. Establish and maintain an effective RAP Working group to drive governance of the RAP.	<ul style="list-style-type: none"> Maintain Aboriginal and Torres Strait Islander representation on the RAPWG. 	January, March, July and October 2025, 2026, 2027	Lead: MCCR Support: CEO, CCSE
	<ul style="list-style-type: none"> Review and update the Terms of Reference for the RAPWG. 	January 2025, 2026, 2027	Lead: MCCR Support: CEO, CCSE
	<ul style="list-style-type: none"> Meet at least four times per year to drive and monitor RAP implementation. 	January, March, July and October 2025, 2026, 2027	Lead: MCCR Support: CEO, CCSE
	<ul style="list-style-type: none"> Diversity – annually review NWRH Executive representation and input into governance. 	July 2025, 2026, 2027	Lead: CEO Support: MCCR
14. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Annually review resource needs for RAP tracking, implementation and oversight of deliverables. 	January, March, July and October 2025, 2026, 2027	Lead: CEO Support: MCCR
	<ul style="list-style-type: none"> Review quarterly and update key RAP actions and expectations of senior management and all staff. 	January, March, July and October 2025, 2026, 2027	Lead: CEO Support: MCCR, RAPWG
	<ul style="list-style-type: none"> Review annually and update appropriate systems and capability to track, measure and report on RAP commitments. 	August 2025, 2026, 2027	Lead: MCCR Support: CEO
	<ul style="list-style-type: none"> Review annually to maintain an internal RAP Champion from NWRH leadership. 	August 2025, 2026, 2027	Lead: CEO Support: MCCR
	<ul style="list-style-type: none"> Include RAP as a standing agenda item at NWRH CCSE Governance meetings. 	January, March, July and October 2025, 2026, 2027	Lead: MCCR Support: CEO

	<ul style="list-style-type: none"> Provide appropriate support for effective implementation of RAP commitments including budget allocations for events and resources. 	July 2025, 2026, 2027	Lead: MCCR Support: CEO, SFO
15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Contact Reconciliation Australia to verify that primary and secondary contact details are up to date, to ensure important RAP correspondence is not missed. 	June annually	Lead: MCCR Support: CEO
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request unique link to access the online RAP Impact Survey. 	1 August annually	Lead: MCCR Support: CEO
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	30 September annually	Lead: MCCR Support: CEO
	<ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly. 	January, March, July and October 2025, 2026, 2027	Lead: MCCR Support: CEO
	<ul style="list-style-type: none"> Include in annual report RAP commitments, outlining achievements, challenges and learnings. 	August 2025, 2026, 2027	Lead: CEO Support: MCCR
	<ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. 	April 2026	Lead: MCCR Support: CEO
	<ul style="list-style-type: none"> Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. 	December 2027	Lead: MCCR Support: CEO
16. Continue reconciliation journey by developing NWRH's next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing next RAP. 	July 2027	Lead: MCCR Support: CEO





NWRH

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