



**STRETCH RECONCILIATION
ACTION PLAN**

February 2022 - February 2025

ACKNOWLEDGMENT OF COUNTRY

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

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

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



RECONCILIATION AUSTRALIA

CEO STATEMENT

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

Using the pillars of relationships, respect, and opportunities, the RAP program provides a framework for organisations to contribute to the reconciliation movement. With the creation of this Stretch RAP, Hunter Primary Care continues to be a member of the ever-growing community of RAP organisations that have taken goodwill and transformed it into action.

Hunter Primary Care's work is underscored by a vision of good health and wellbeing for all, and consequently, its previous RAPs have focussed on making health equity a reality for Aboriginal and Torres Strait Islander peoples. The organisation has a proven track record of investing in and promoting initiatives that are aimed at closing the gap in health outcomes for First Nations communities. Both the Yantiin Kalabara program and the Strong Mob campaign are demonstrative of Hunter Primary Care's willingness to tailor its services and messaging to engage Aboriginal and Torres Strait Islander peoples. Likewise, its work with Anangu Ngangkari Tjutaku Aboriginal Corporation and the Ngangkari traditional healers show Hunter Primary Care's understanding of the importance of strong, two-way relationships with First Nations organisations to create lasting impact.

This Stretch RAP sees Hunter Primary Care continue its important work building reconciliation into its every day. It is focussing on increasing the education and capability of its staff, creating an internal portal to house resources on Aboriginal and Torres Strait Islander health; as well as aiming for 90 per cent of its employees to complete anti-discrimination training. It is continuing to improve access to healthcare for its First Nations clients, implementing a process to reduce barriers to the NDIS, as well as hosting workshops to help young clients gain individualised health support. These initiatives, among others, show Hunter Primary Care using its work and sphere of influence to create real, substantive change for Aboriginal and Torres Strait Islander peoples.

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

Karen Mundine

**Chief Executive Officer
Reconciliation Australia**



RECONCILIATION
AUSTRALIA

A MESSAGE FROM OUR CHAIR AND CEO



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

Our vision for reconciliation is for equality in health and life expectancy for Aboriginal and Torres Strait Islander peoples. For almost 10 years, Hunter Primary Care has demonstrated a solid commitment to reconciliation. We have achieved this by developing and implementing strategic Reconciliation Actions Plans that foster a journey of reconciliation through shared cultural knowledge, equity and equality, trust and mutual respect. We have delivered our plans to levels of excellence with support from Reconciliation Australia and a structured framework on how best to achieve our actions and deliverables.

Our Reconciliation Action Plan (RAP) Working Group comprises passionate team members who are driving our journey forward. It is an honour to learn from our Aboriginal and Torres Strait Islander staff members about the intrinsic connection to culture, community and Country. Contributing cultural knowledge, stories and learnings of kindred place and spirit is in the true nature of reconciliation. We would not be so advanced on our journey if it wasn't for the openhearted collaborations between our staff and for this we are most grateful. Hunter Primary Care's Aboriginal and Torres Strait Islander staff members are involved in program

development and advise on policy, cultural safety and organisational responsibility. Aboriginal and Torres Strait Islander staff members have established opportunities to improve employment strategies and workplace professional development to ensure there are no barriers to Aboriginal and Torres Strait Islander employees working at Hunter Primary Care. We recognise and respect the skills and valuable contributions Aboriginal and Torres Strait Islander employees bring to Hunter Primary Care and the vital role Aboriginal and Torres Strait Islander staff play in improving the health of the communities that we serve.

During the period of our Innovate RAP 2019-2021, we have delivered on numerous actions in our plan and implemented new initiatives in support of Aboriginal and Torres Strait Islander communities. This includes, pro-bono and in-kind services to advance reconciliation through sponsorship of academic pursuits, Aboriginal and Torres Strait Islander local sporting teams and community events. We have achieved this through offering three scholarships to students studying at University of Newcastle, the Les Elvin Memorial Indigenous Scholarship in Nursing; committing to sponsorship of Speaking in Colour Leadership, Culture and Wellbeing Youth Camp June 2021, sponsorship of the Karuah Kinnections men's basketball team in 2020-2021 with uniforms and partnering with co-supporters.

Furthermore, to support 'Closing the Gap' initiatives and the early intervention and prevention of chronic disease, we established 'Yantiin Kalabara – 5 ways to a healthier you' and a Bush Tucker program delivered in regional primary schools that educates young people on healthy eating and lifestyle choices. In 2020, Hunter Primary Care was the successful recipient of Commonwealth funding through the Department of Health Indigenous Emerging Health Priorities grant. Through this funding, we created and executed a health awareness campaign, 'Strong Mob', to encourage young Aboriginal and Torres Strait Islander people to have an annual health check. This campaign includes strong visual connections to Country, culture and community and was created through solid engagement with local Aboriginal and Torres Strait Islander youth, staff and community members.

In further support of our communities, Hunter Primary Care employs a Social Outreach Worker in our Care Coordination and Supplementary Services team (CCSS). This role supports clients experiencing isolation from community and health services. The role focuses on fostering client engagement to achieve improved computer and technology literacy; improving barriers to social isolation; improved access to health services; coaching and guidance to Aboriginal and Torres Strait Islander clients to participate in online support groups specific to the client's chronic disease; and increasing social connectedness to family, community and cultural connections. As a result of the social outreach engagement, clients have reported increased life satisfaction and wellbeing experience measures.

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

Through the new Stretch RAP and Hunter Primary Care's Aboriginal and Torres Strait Islander health service programs, we aim to be recognised as an organisation that is working towards and making a difference in Aboriginal and Torres Strait Islander health outcomes and working towards 'Closing the Gap' in Aboriginal and Torres Strait Islander peoples' life expectancy.

Brenda Ryan - Chief Executive Officer

Richard Anicich AM - Chair

OUR VISION FOR RECONCILIATION

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

Hunter Primary Care has been providing Aboriginal and Torres Strait Islander health and wellbeing services to the community for almost 15 years. Our dedicated Aboriginal and Torres Strait Islander staff members are trusted health professionals, and understand the health needs in the Aboriginal and Torres Strait Islander community. Our teams are passionate about their cultural history, their community and their Country, and work with our clients to listen and respond to the health and wellbeing needs of individuals, as well as the greater community. As an organisation, we are committed to helping 'Closing the Gap' in the health disparities with Aboriginal and Torres Strait Islander and non-Indigenous people.

Hunter Primary Care is committed to building strong, sustainable and mutually respectful relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. This includes ongoing consultation and collaboration with Aboriginal and Torres Strait Islander peoples to ensure that our health services and supports are being delivered with respect, are culturally appropriate and safe, and our surroundings are welcoming and accessible. Fostering diversity, equality and inclusiveness will help Hunter Primary Care to achieve our organisational vision. By providing equitable health services to Aboriginal and Torres Strait Islander people in the community, Hunter Primary Care's aim is to make a demonstrable contribution to 'Closing the Gap' in health equality.

OUR BUSINESS

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

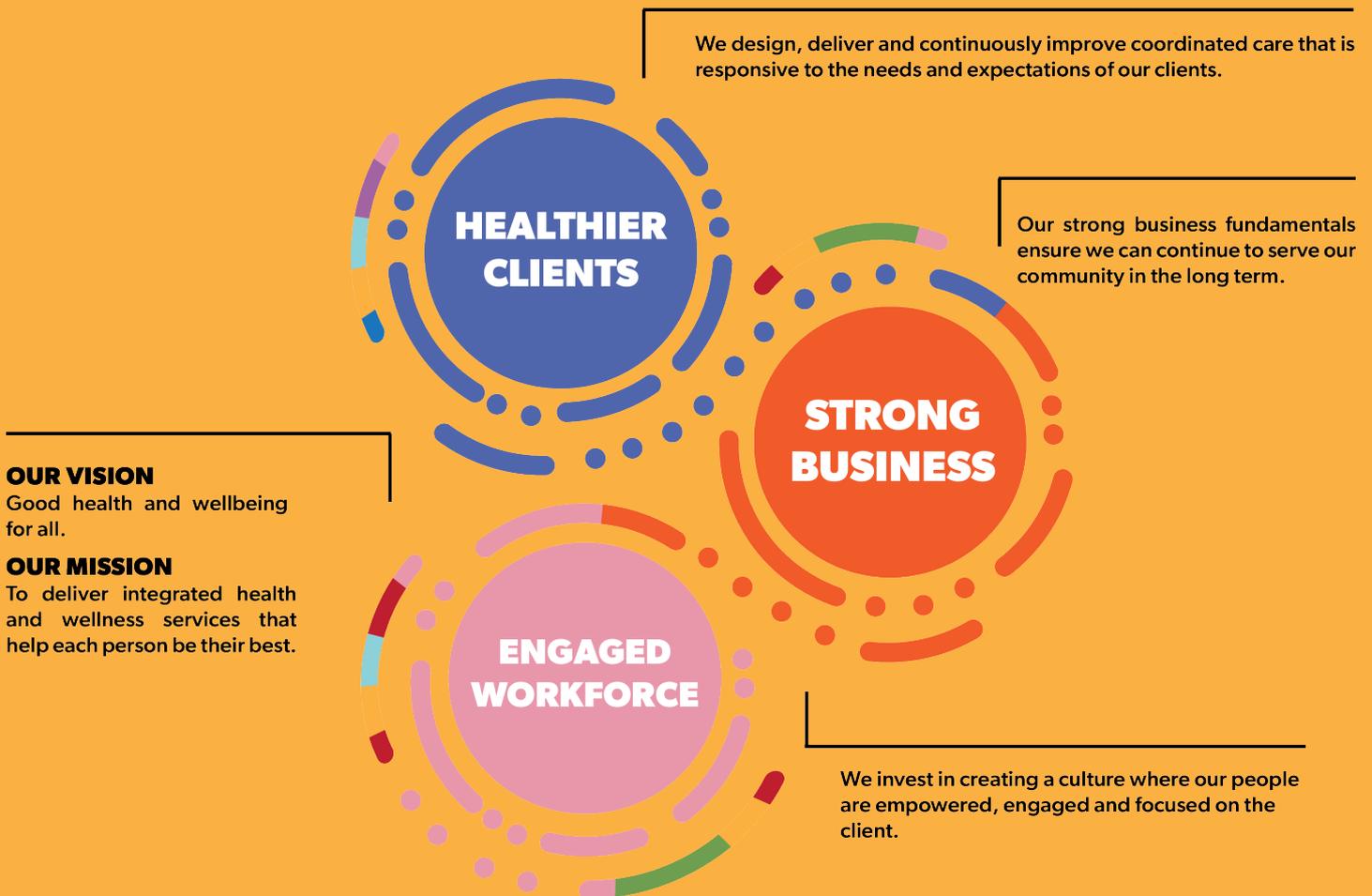
The organisation's vision is to provide an effective primary health care system that supports people to live healthy lives. Through collaboration, Hunter Primary Care is able to develop innovative solutions and expand services to meet the changing and complex needs of the community.

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

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

Strategic Objectives for 2022 to 2025

1. We listen to and actively engage clients and communities to help us better understand and meet their needs, and to ensure awareness of our services
2. We provide our clients with easy access to health services and promote good health and wellbeing in the community
3. We are inclusive and actively create an environment that is safe and welcoming for diverse communities
4. We are focused on continuous improvement by evaluating our services and acting on the evidence of what works
5. We grow sustainably and meet demand through commitment to efficiency measures, strategic partnerships and innovation
6. We invest in systems and processes that make life easier for our people and improve our ability to serve our community
7. We work in partnership with others to foster sharing of resources, ideas, experiences and strengths
8. We attract, retain and progress passionate and high performing staff who model our values
9. We embrace learning by investing in training and professional development to support our people to meet our clients' needs
10. We encourage our people to adopt an innovation mindset to help us achieve our mission.



THE HUNTER REGION

The Hunter Region lies on the NSW East Coast of Australia, approximately 150 km north of Sydney.



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

Aboriginal and Torres Strait Islander population by LGA (2016 Census):

- Newcastle – 3.5%
- Maitland – 5.8%
- Cessnock – 7.2%
- Singleton – 5.7%
- Dungog – 5.1%
- Muswellbrook – 9.3%
- Port Stephens – 4.8%
- Lake Macquarie – 4.1%
- Upper Hunter – 5.1%
- Mid Coast – 6.2%

OUR STAFF

Hunter Primary Care employs a diverse range of multicultural, multi-skilled and multi-disciplinary professionals who work together to deliver a wide range of primary health care programs and services to the community. The organisation employs over 297 staff plus a further 177 General Practitioners (GPs) who work in the GP Access After Hours service. Fourteen of the 297 staff employed are Aboriginal and Torres Strait Islander people, which equates to 5% of the workforce.

OUR VALUES



OUR RAP JOURNEY

The RAP is championed by the Chief Executive Officer, and Hunter Primary Care's Board of Directors. The RAP Working Group and Hunter Primary Care's Indigenous Board Director, Mr Steven Adams, provide leadership and guidance to ensure the organisation stays focused and motivated on matters concerning reconciliation.

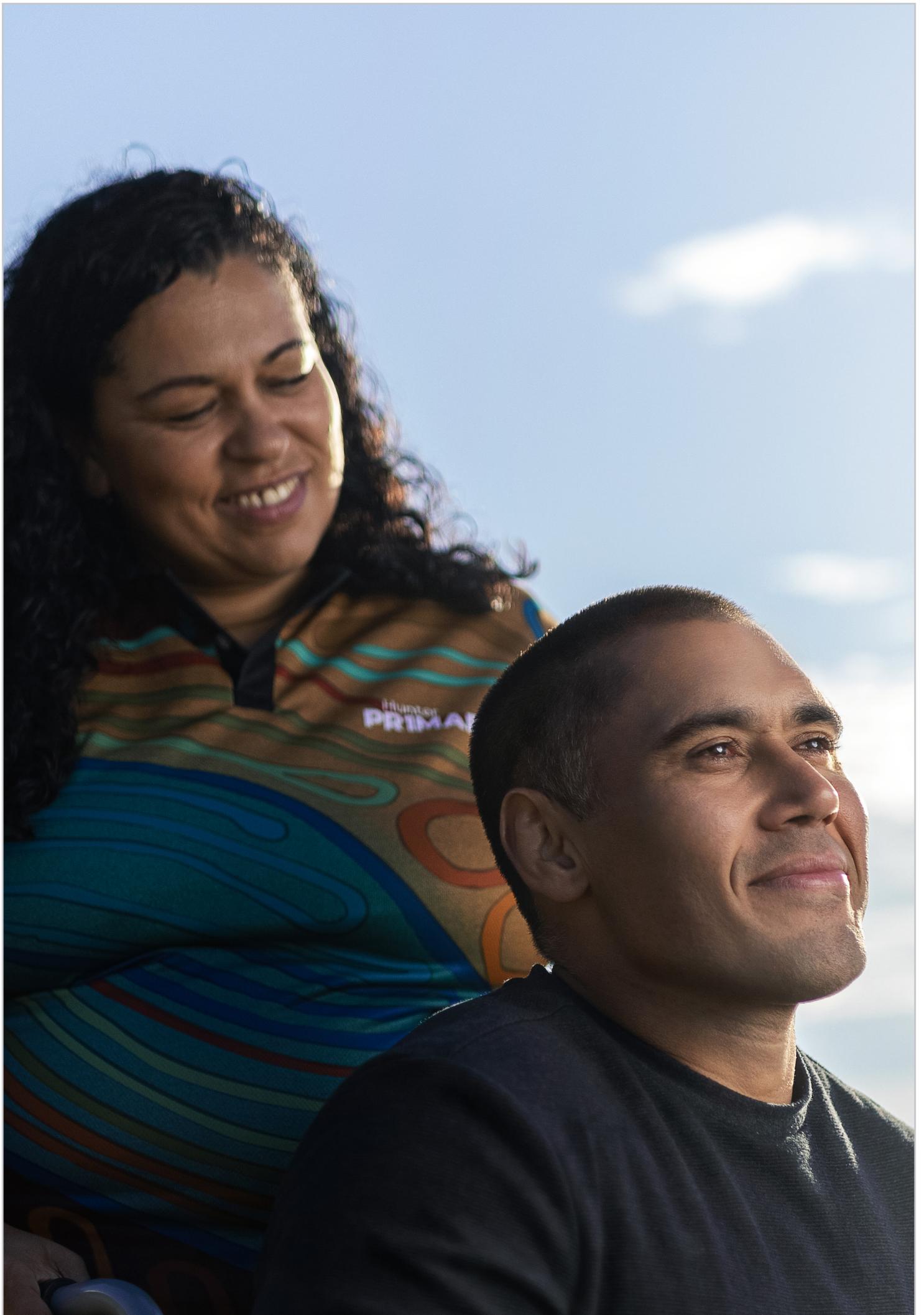
The RAP Working Group consists of a diverse group of people from multidisciplinary backgrounds across all areas of the organisation. Each member of the Working Group is committed to the terms of reference which is reviewed annually. Nine Aboriginal and Torres Strait Islander staff are active members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

Members of the group include:

Brenda Ryan - Chief Executive Officer
Abby Richards – Marketing & Communications Manager
Athlone Riches - Care Coordinator
Bryce Adamson - Aboriginal Support Coordinator
Byron Williams - Community Development Worker
Cody Faulkner – Aboriginal Health Worker
Janelle White – Human Resources Manager
Jennifer Vardanega - Team Leader Support Coordination
Kathryn Piper – Senior Psychologist
Myron Olsen – Indigenous Mental Health Care Coordinator
Ryan Vest – Support Coordinator
Samantha Moran – Aboriginal Health Worker

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

Our journey of reconciliation continues as we commit to a Stretch RAP 2022-2025.



KEY ACHIEVEMENTS

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

Our achievements within the Innovate RAP framework are significant. We are delighted to showcase our projects and achievements throughout this period, 2019 - 2021, through a suite of videos produced to highlight our engagements and service offerings within the communities that we serve. Our achievements also include insights to community based programs and events that we have designed and executed over the past three years. It is important for us to reflect on our achievements and we are confident that our organisation demonstrates an ongoing commitment to reconciliation through our involvement with Aboriginal and Torres Strait Islander communities. The following videos and stories highlight some of our projects developed over the course of our Innovate RAP commitment.

Harmony Day 2019

We commemorated the event with a staff morning tea and decorative balloons and posters to signify that Harmony Day belongs to everyone, and all cultures are celebrated.



National Reconciliation Week 2019

We engaged videographers to capture highlights of our National Reconciliation Week event in 2019, including traditional dancing, ceremony and music performances. Watch a video of the event by clicking [here](#).

NAIDOC Week 2019 'Voice, Treaty, Truth'

Hunter Primary Care attended six local events for NAIDOC Week 2019 that included Newcastle, Muswellbrook, Kurri Kurri, Toronto, Maitland, and Murrook. Staff members from the RAP Working Group manned the stall at the events and provided visitors with practical information about the Aboriginal and Torres Strait Islander programs and supports that Hunter Primary Care offers. We set up an interactive art activity at each of the events that was popular with younger generations. Giveaways included skipping ropes, frisbees and fruit, to encourage activity and good health and wellbeing. We also conducted a survey at the events to better understand the health needs in the community, where participants could win a t-shirt as an incentive to complete the survey.



Aboriginal Artwork Commission 2019

Hunter Primary Care commissioned local Aboriginal artist, Saretta Fielding, to create a unique artwork to display in our premises. Saretta is a Wonaruah woman born in Sydney to an Aboriginal father of the Wonaruah people and a European mother. The artwork, titled 'Our Corroboree 2', is a contemporary highly textured painting that brings to life a modern day corroboree and is currently displayed in our reception area in Warabrook.



Saretta Fielding, Our Corroboree 2, 2019, mixed on canvas, 50 x 60 cm x 3 panels.

Hunter Primary Care created a new range of clothing based on Saretta Fielding's artwork. We purchased the reproduction rights to the artwork and the design has now become synonymous with Hunter Primary Care's brand. Polo shirts and hoodies are popular with staff - see the design below. Some of our staff members on the RAP Group suggested that a more feminine garment also be designed, and a shawl was also produced to promote Aboriginal and Torres Strait Islander design and culture.



Ngangkari Healers March 2020

Hunter Primary Care welcomed the traditional Ngangkari healers from the Anangu Ngangkari Tjutaku Aboriginal Corporation (ANTAC) to its region. There is an organisational acceptance of traditional healing by Aboriginal and Torres Strait Islander and non-Indigenous staff. Hunter Primary Care offered healing sessions to staff and clients. To better understand the healing powers of the Ngangkari, Hunter Primary Care produced a short documentary film to showcase the traditional healing techniques that included an interview with Auntie Debbie Watson. You can watch a video of the event by clicking [here](#).

National Close the Gap Day March 2020

Hunter Primary Care senior management presented, in a virtual all staff meeting, their service models and how their areas of the business support Aboriginal and Torres Strait Islander people.

National Reconciliation Week 2020

An email signature graphic was embedded on all outbound staff emails during National Reconciliation Week 2020.



Black Divaz November 2020

Hunter Primary Care embraces cultural differences through diversity and inclusion and supporting Aboriginal and Torres Strait Islander and LGBTQ communities. With traditional large-scale NAIDOC Week celebrations on hold in 2020, Hunter Primary Care proudly acknowledged NAIDOC Week in style, hosting a private screening of 'Black Divaz' – a one-of-a-kind documentary celebrating drag performance as an art form through the lens of Australian Indigeneity – on Tuesday 10th November at Event Cinemas Kotara. A star of the film, Jojo, performed on the night and following the screening joined a Q&A session with Brenda Ryan, Hunter Primary Care CEO, that gave the audience a candid insight into the documentary and Jojo's experiences as an Aboriginal drag performer. View Jojo Zaho's performance and Q&A session by [clicking here](#).



Care Coordination and Supplementary Services (CCSS) Animation December 2020

An animated video was created, aimed at clients, to explain the CCSS program that works with Aboriginal and Torres Strait Islander people to make healthy lifestyle choices and manage chronic disease. You can view the video by [clicking here](#).



Karuah Kinnections February 2021

Hunter Primary Care partnered with local businesses, Tomago Aluminium, THIRTY3SOUTH Films and Snap Programs to support the Indigenous men's basketball team, Karuah Kinnections.

A launch event for the team was held in Karuah in February 2021, and attended by community supporters, Member for Port Stephens, Kate Washington MP, and Mayor of Port Stephens, Ryan Palmer. Accompanying media release distribution resulted in two published articles in the Port Stephens Examiner and Koori Mail.

CLOSING THE GAP INITIATIVES

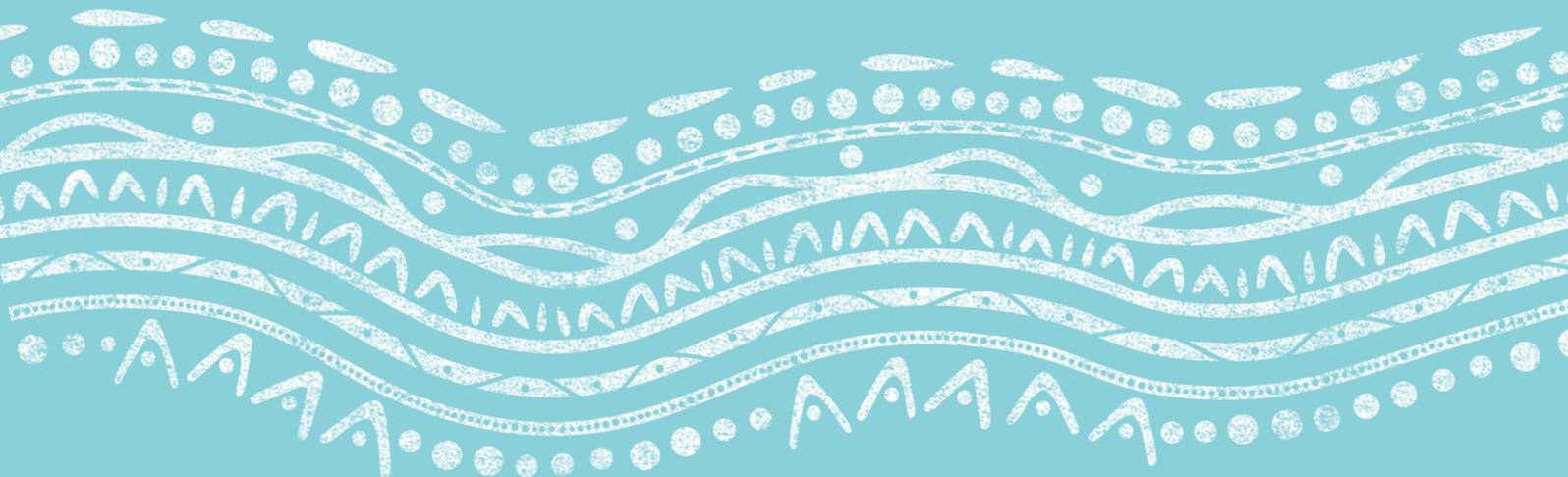
Funded through Round One of the Department of Health Indigenous Emerging Health Priorities grant, Hunter Primary Care launched a social media health awareness campaign encouraging young Aboriginal and Torres Strait Islander people to have an annual health check. Strong Mob was created by young Aboriginal and Torres Strait Islander people for young Aboriginal and Torres Strait Islander people.

Over the 2020-2021 financial year, Hunter Primary Care worked in collaboration with local Aboriginal and Torres Strait Islander communities to better understand some of the needs, wants and barriers young people have to addressing their health and wellbeing. Throughout Hunter Primary Care's research and engagement with the community, it was identified that youth wanted to:

- Hear from their community influencers about the need for a health check
- Better understand what is involved when having a health check, and
- Where to get a health check.

The campaign production was driven by the findings from our research and ongoing engagement with the community. The campaign has strong visual connections to Country, culture and community that was decided by the community. Everyone who assisted us in the co-design and production of Strong Mob, have been remunerated for their time for sharing their culture, kinship and knowledge.

The final Strong Mob campaign features a series of videos of four key Aboriginal influencers, Kobie Dee, BIRDZ, Naomi Wenitong and Dr Joel Wenitong (The Last Kinection), who are well-established in the Australian Aboriginal and Torres Strait Islander hip-hop music scene. In the videos, influencers share their personal stories regarding the importance of their health and wellbeing, their connection to Country, culture and community. A series of posters were also design and supplied to the Aboriginal Health team at the Hunter New England Central Coast Primary Health Network, to distribute to clinics across the region.



GET A HEALTH CHECK YOU MOB.

Book your appointment here today.

Having a health check isn't just about us, it's about our family and staying healthy for the people around us.

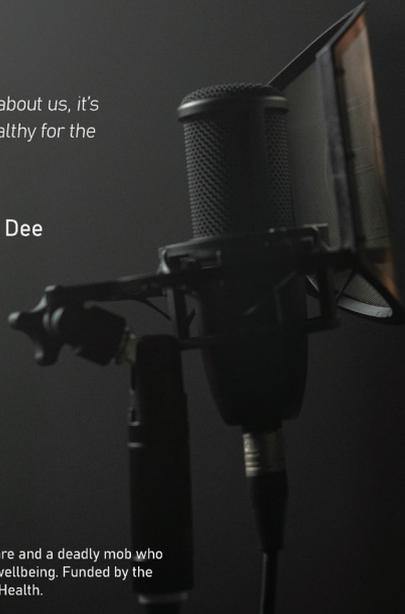
Kobie Dee



STRONGMOB.COM.AU

#strongmobhealthycommunities

A project created by Hunter Primary Care and a deadly mob who are passionate about good health and wellbeing. Funded by the Australian Government Department of Health.



The Strong Mob campaign launched across social media sites Facebook, Instagram, TikTok, Snapchat and YouTube on 7th of July, 2021 to coincide with NAIDOC Week in 2021. A selection of merchandise such as t-shirts, hoodies and calico bags have been distributed to the community as a part of the campaign.

A key component of the marketing strategy generated multiple posts to organic Facebook and Instagram sites, to encourage community engagement, to share and promote the key messages of the campaign. Visit the profiles by clicking on the link below.

 [strongmobhealthycommunity](https://www.facebook.com/strongmobhealthycommunity)

 [strongmobhealthycommunity](https://www.instagram.com/strongmobhealthycommunity)



Yantiin Kalabara – 5 ways to a healthier you March 2021

Hunter Primary Care delivered the Yantiin Kalabara program to five primary schools in the Hunter region with a large percentage of Indigenous enrolments. Yantiin Kalabara is an Aboriginal Awabakal phrase that means - Everyone Shining Bright. Aimed at educating young people in regional areas to make healthy living choices, the program focused on bringing good health and wellbeing messages to young people that included traditional Indigenous games and a dance and song produced by local Aboriginal and Torres Strait Islander dancers and musicians. The hands-on 'Pit-Stop Stations' were directed at healthy thinking that included eating habits, increased physical activity and decreased screen time.

Hunter Primary Care also commissioned Dr Joel Wenitong to create a hip hop and dance track for the project around the key messages for the project. A series of videos were created for the project, which can be found at the link below.



The Yantiin Kalabara program took out the coveted prize of 'Closing the Gap' Award at the inaugural Hunter New England Central Coast Primary Health Network Innovation Awards in 2021.

A subsequent Bush Tucker program was delivered by the Hunter Primary Care team, who visited K-6 students of regional primary schools with a large percentage of Indigenous enrolments to have a yarn about bush tucker. Students were invited to get hands-on as they touched and tasted different traditional bush foods. Students were shown a rainbow of ingredients as they assembled and created delicious healthy meals.

[Click here for more information about Yantiin Kalabara.](#)

Yantiin Kalabara
5 ways to a healthier you

A Day in the Life Staff Showcase April 2021

Hunter Primary Care showcased a day in life of Cody Faulkner, Aboriginal Health Worker at Hunter Primary Care. In the video, Cody talks passionately about his community based role to engage and assist Aboriginal and Torres Strait Islander clients in Care Coordination programs, to access health services and supports. Cody is a strong advocate for Aboriginal health and wellbeing in our community and is a valued, progressive and longstanding member of the RAP Working Group. You can view the video by [clicking here](#).



National Reconciliation Week May 2021

Hunter Primary Care hosted a staff event that included a guest speaker presentation by local Elder, Uncle Bill Smith. We also showed a screening of the documentary film 'In My Own Words', that follows the journey of adult Aboriginal and Torres Strait Islander students and their teachers as they discover the transformative power of reading and writing for the first time in their lives. Catering was prepared by Aboriginal caterer, Stephanie Callaghan.



DEVELOPING OUR STRETCH RAP

Development of the 2022 - 2025 Stretch RAP has been undertaken by the RAP Working Group in response to inputs from local Aboriginal and Torres Strait Islander community members.

The RAP Working Group met bi-monthly to review progress on implementing Hunter Primary Care's Innovate RAP, discuss emerging needs and opportunities, and oversee development of the Stretch RAP. Progress reports were provided to the Executive Team and Board, and feedback incorporated into the actions of the group.

Key inputs into the Working Group considerations and development of this RAP included:

- Market research undertaken from January to July 2020 to support submission to Round 2 of the Department of Health Indigenous Emerging Health Priorities. The increased use of digital solutions due to COVID-19 created a fertile ground for us to understand the barriers that communities may be facing and the potential implementation of a new health technology solution.
- Consultation with clients and staff to better understand the cultural and social barriers that clients face in accessing health services and management of their own health. By consulting with Aboriginal and Torres Strait Islander staff and community members, we were able to identify that new processes and services are needed to support communities' access to vital health services. Solutions are primarily focused to address barriers to health access such as transport, limited availability of supports, trust in health services, connectivity to digital literacy supports, access to health technology, confidence in using technology and effective data plans.
- Engagement with Elders including Uncle Bill Smith, proud Anaiwan-Wonnarua-Kamilaroi man who shared knowledge and provided guidance.
- Discussion with Director of Indigenous Strategy, University of Newcastle regarding the implementation of long term strategies towards achieving definable and measurable targets and goals.

INSTITUTIONAL INTEGRITY

Hunter Primary Care embraces the diversity of our staff and acknowledges the significance of Aboriginal and Torres Strait Islander cultures as integral to Australia's identity. Hunter Primary Care provides cultural awareness training to all our staff. This training is mandatory for frontline staff members. We have also developed training videos and modules to assist new staff to understand Hunter Primary Care's organisational commitment to reconciliation.

Aboriginal and Torres Strait Islander stakeholders assist in directing culturally appropriate policy for the business. This includes paying respect to Traditional Owners of the land at meetings and identifying ways to improve cultural safety in the workplace.

Our staff acknowledge an individual's cultural needs, attitudes to health and wellbeing, literacy levels, social supports and skills as they develop a working relationship and a patient-centred care plan.

Hunter Primary Care continues to grow in relation to our cultural awareness and relies upon Aboriginal and Torres Strait Islander staff, advisors and communities to provide information around best practice and continuous improvement. We have prepared a video for inducting new staff to our organisation that focuses on our RAP and reconciliation, which you can view by [clicking here](#). Hunter Primary Care's pool vehicles are designed with Aboriginal and Torres Strait Islander inspired graphics as a part of the Hunter Primary Care corporate brand.

A cultural competency video was created to support our funding applications for existing and emerging Aboriginal and Torres Strait Islander health and wellbeing programs. The video showcases Aboriginal and Torres Strait Islander staff members at Hunter Primary Care, speaking on their roles and achievements to support clients, and perspectives of cultural safety within the workplace, [which can be viewed here](#).

Hunter Primary Care has installed plaques in all meeting rooms with an Acknowledgment of Country. This visual presence acknowledges the Traditional Custodians of the land where we meet and pay respect to Elders past, present and future. The presence of the plaques encourages staff to perform an Acknowledgment of Country at the commencement of every meeting and also provides strong cultural visual recognition of culture when Aboriginal and Torres Strait Islander people are present in meetings. The background artwork is a representation of Saretta Fielding, 'Our Corroboree 2' artwork that is consistent across the organisation.

KEY CHALLENGES AND LEARNINGS

Some key challenges and learnings over 2019-2021 include:

- Connecting with First Nations suppliers for procurement of services has been challenging. A focus of the Stretch RAP is to work with Reconciliation Australia to develop future partnerships with Aboriginal and Torres Strait Islander owned businesses, and suppliers, supports and services. Our aim is to increase our supply networks and supplier diversity. At present, some supplies are procured through a certified Supply Nation supplier. However, there are many further connections to make in regard to preferred suppliers of choice.
- Engagement of clients through co-design has also been challenging. This was restricted due, in part, to the need to hold workshops virtually and low digital literacy among some client groups. While efforts were made to engage clients through other means, and participants fully remunerated for their time, only five clients participated in our most recent process. Hunter Primary Care will seek to engage these groups further and others when prototyping and testing the future service concepts that support Aboriginal and Torres Strait Islander people.

Acknowledgement of Country

I wish to acknowledge the Traditional Custodians of the land on which we meet today. I pay my respects to the Elders, past, present and future, and recognise the continuing connection and contribution to this land. I would like to extend that respect to any Aboriginal and Torres Strait Islander people who are here today.

Hunter
PRIMARYCARE

RELATIONSHIPS



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

Focus area: Hunter Primary Care will focus on maintaining and strengthening relationships with our Aboriginal and Torres Strait Islander clients, staff and suppliers.

| 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"> Meet with at least five local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement. | Aug 2022, 2023, 2024 | CEO |
| | <ul style="list-style-type: none"> Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders. | Feb & July 2022, 2023, 2024 | CEO |
| | <ul style="list-style-type: none"> Establish and maintain five formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations including: <ul style="list-style-type: none"> Nikinpa Aboriginal Child & Family Centre Awabakal Medical Services Ungooroo Aboriginal Corporation Tobwabba Aboriginal Medical Services Karuah Aboriginal Land Council. | July 2022, 2023, 2024 | PCC Manager |
| 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 staff. | May 2022, 2023, 2024 | Communications Manager |
| | <ul style="list-style-type: none"> RAP Working Group members to participate in a minimum of five NRW events within HPC's region each year. | May 2022, 2023, 2024 | Aboriginal Health Workers |
| | <ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. | May 2022, 2023, 2024 | CEO |
| | <ul style="list-style-type: none"> Organise at least two internal NRW events, including at least one organisation-wide NRW event, each year. | May 2022, 2023, 2024 | Communications Manager |
| | <ul style="list-style-type: none"> Register all HPC NRW events on Reconciliation Australia's NRW website. | May 2022, 2023, 2024 | Communications Manager |
| | <ul style="list-style-type: none"> Promote NRW through the HPC member newsletter, through social media channels and include an email banner on all external email correspondence. | May 2022, 2023, 2024 | Communications Manager |
| 3. Promote reconciliation through our sphere of influence. | <ul style="list-style-type: none"> Implement strategies to engage all staff to drive reconciliation outcomes. | Feb 2022, 2023, 2024 | CEO |
| | <ul style="list-style-type: none"> Promote the RAP through the monthly CEO newsletter, members' newsletter and on the staff information TVs. | Review progress in Dec 2022, 2023, 2024 | Communications Manager |
| | <ul style="list-style-type: none"> Continue to source resources and publications that are topical to Aboriginal and Torres Strait Islander health and wellbeing. Share the resources on the HPC website, through social media channels and electronic direct mail. | Review progress in Jan 2022, 2023, 2024 | Communications Manager |
| | <ul style="list-style-type: none"> Communicate our commitment to reconciliation publicly. | Jan & Jun 2022, 2023, 2024 | Communications Manager |
| | <ul style="list-style-type: none"> Promote HPC's RAP at least four community events, including NAIDOC Week, NRW, Close the Gap Day and Harmony Day. | Review progress in Sept 2022, 2023, 2024 | CEO, Communications Manager |

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| | <ul style="list-style-type: none"> Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes. | Oct 2022, 2023, 2024 | Communications Manager |
| | <ul style="list-style-type: none"> Invite five similar NFP organisations to a twice yearly HPC hosted session to share learnings and ideas on promoting reconciliation. | May & Nov 2022, 2023, 2024 | CEO |
| | <ul style="list-style-type: none"> Connect with at least two other organisations who are developing a RAP and offer an opportunity to learn what HPC are doing with their RAP. | Review progress in Dec 2022, 2023, 2024 | CEO |
| | <ul style="list-style-type: none"> Collaborate with other like-minded organisations to implement ways to advance reconciliation, including: <ul style="list-style-type: none"> Healthwise Samaritans Central Coast Primary Care. | Oct 2022, 2023, 2024 | CEO |
| | <ul style="list-style-type: none"> Create an Aboriginal and Torres Strait Islander 'Health & Wellbeing' portal on the HPC intranet to house resources and publications specific to Aboriginal and Torres Strait Islander health and wellbeing, including knowledge of traditional healing practices, links to health resources and RAP information including an activities calendar. | By March 2022 | Communications Manager and HR Manager |
| | <ul style="list-style-type: none"> Include, as part of HPC staff inductions, a video about our commitment to reconciliation and the history of our journey. | Review progress in Nov 2022, 2023, 2024 | HR Manager |
| | <ul style="list-style-type: none"> Maintain a library of Aboriginal and Torres Strait Islander resources for use by staff. | Review progress in Dec 2022, 2023, 2024 | Communications Manager |
| | <ul style="list-style-type: none"> Communicate up to date information about RAP activities and events to staff via TV screens, white boards and posters. | Review progress in Dec 2022, 2023, 2024 | Communications Manager |
| | <ul style="list-style-type: none"> All RAP events are documented through videos and image capture and communicated to staff. | Review progress in Dec 2022, 2023, 2024 | Communications Manager |
| | <ul style="list-style-type: none"> Invite Elders to speak/participate at cultural events organised by HPC. | Review progress in Sept 2022, 2023, 2024 | CEO, Communications Manager |
| | <ul style="list-style-type: none"> Provide Indigenous designed clothing and merchandise for staff. | Review progress in Dec 2022, 2023, 2024 | Communications Manager |
| | <ul style="list-style-type: none"> Continue to develop health awareness programs in the community such as the Yantiin Kalabara and Strong Mob initiatives. | Review progress in Nov 2022, 2023, 2024 | Communications Manager |
| | <ul style="list-style-type: none"> Engage external stakeholders in reconciliation by: <ul style="list-style-type: none"> developing a virtual community arranging a screening of a culturally appropriate film. | Feb 2022, 2023, 2024 | Communications Manager |
| | <ul style="list-style-type: none"> Embed an overview of the RAP into staff induction processes. | Feb 2022 | HR Manager |
| 4. Promote positive race relations through anti-discrimination strategies. | <ul style="list-style-type: none"> Continuously improve HR policies and procedures concerned with anti-discrimination. | Dec 2022, 2023, 2024 | HR Manager |
| | <ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff and/or advisors to continuously improve our anti-discrimination policy. | Nov 2022, 2023, 2024 | HR Manager |
| | <ul style="list-style-type: none"> HPC's Inappropriate Behaviour Policy, which encompasses Bullying, Discrimination and Harassment (including sexual, race, transgender, disability and marital harassment and discrimination) is updated and communicated biennially. | Dec 2023 | HR Manager |
| | <ul style="list-style-type: none"> HPC staff undertake annual anti-discrimination refresher training online, aiming for 90% completion rate. | Dec 2022, 2023, 2024 | HR Manager |
| | <ul style="list-style-type: none"> Provide ongoing education opportunities via HPC's learning management system, for senior leaders and managers on the effects of discrimination and racism, aiming for 100% completion. | Dec 2022, 2023, 2024 | HR Manager |
| | <ul style="list-style-type: none"> Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism. | Mar & Oct 2022, 2023, 2024 | Senior Managers |
| | <ul style="list-style-type: none"> Promote internal systems such as the Whistle-blower Policy to all Aboriginal and Torres Strait Islander staff so they are aware of how to report racism in the workplace. | Feb & Jun 2022, 2023, 2024 | HR Manager |
| | <ul style="list-style-type: none"> Promote anti-discrimination policies through the CEO newsletter and at staff meetings. | Review progress in Dec 2022, 2023, 2024 | HR Manager, Communications Manager |

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| 5. Provide opportunities for Aboriginal and Torres Strait Islander staff to have a voice within HPC. | <ul style="list-style-type: none"> All policies and procedures pertaining to Aboriginal and Torres Strait Islander staff are reviewed and updated regularly by the RAP Working Group prior to distributing to the broader staff. | Review progress in July & Dec 2022, 2023, 2024 | HR Manager Communications Manager |
| | <ul style="list-style-type: none"> Aboriginal and Torres Strait Islander staff are encouraged to share information on cultural events and activities via the HPC Intranet. | Review progress in July & Dec 2022, 2023, 2024 | Communications Manager |
| | <ul style="list-style-type: none"> CEO to meet twice a year with Aboriginal and Torres Strait Islander staff to discuss cultural procedures and practices within HPC. | Feb and Aug 2022, 2023, 2024 | CEO |
| | <ul style="list-style-type: none"> HPC to ensure that at least one board member identifies as an Aboriginal and/or Torres Strait Islander person. | November 2022, 2023, 2024 | Board Chair |



RESPECT



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

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

| Action | Deliverble | Timeline | Responsibility |
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| 6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | <ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. | Feb 2022, 2023, 2024 | HR Manager |
| | <ul style="list-style-type: none"> Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy. | Sept & Mar 2022, 2023, 2024 | HR Manager |
| | <ul style="list-style-type: none"> Implement and communicate a cultural learning strategy for our staff. | July 2022 | HR Manager |
| | <ul style="list-style-type: none"> Commit all RAP Working Group members, HR Managers, Senior Executive group to undertake formal and structured cultural learning, which is conducted by an Aboriginal and Torres Strait Islander registered organisation on behalf of HPC once a year. | Review progress in Oct 2022, 2023, 2024 | HR Manager |
| | <ul style="list-style-type: none"> All new staff are to complete online cultural awareness training as part of their induction within six months of commencement. | Review progress in Oct 2022, 2023, 2024 | HR Manager |
| | <ul style="list-style-type: none"> Provide two organisation-wide opportunities each year for staff to undertake formal and structured face to face cultural learning. Record attendance and/or certifications in HPC employee training register. Target of 85% of staff to attend at least one learning per year. | Review progress in Oct 2022, 2023, 2024 | HR Manager |
| | <ul style="list-style-type: none"> Provide regular information and alerts to all staff relating to cultural learning opportunities from Aboriginal and Torres Strait Islander registered organisation on behalf of HPC. | Review progress in June 2022, 2023, 2024 | HR Manager |
| | <ul style="list-style-type: none"> Include images of HPC's Aboriginal and Torres Strait Islander artwork purchases on the corporate website with explanation from the artists about the meaning behind the work. | Review progress in Sept 2022, 2023, 2024 | Communications Manager |
| 7. Demonstrate respect to Aboriginal and Torres Strait Islander people by observing cultural protocols. | <ul style="list-style-type: none"> In consultation with Aboriginal and Torres Strait Islander employees, review, update and communicate Welcome to Country and Acknowledgement of Country policy to staff annually to reinforce the purpose and significance of the cultural protocols. | Sept 2022, 2023, 2024 | HR Manager |
| | <ul style="list-style-type: none"> Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at three significant events each year, including: <ul style="list-style-type: none"> National Close the Gap Day National Reconciliation Week NAIDOC Week. | Mar, May, July 2022, 2023, 2024 | CEO |
| | <ul style="list-style-type: none"> Include an Acknowledgement of Country or other appropriate protocols at the commencement of all internal meetings and public events hosted by HPC. | Review progress in Dec 2022, 2023, 2024 | CEO |
| | <ul style="list-style-type: none"> Display Acknowledgment of Country plaques in all meeting rooms at HPC office/s. | Review progress in Jan 2022, 2023, 2024 | CEO |
| 8. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. | <ul style="list-style-type: none"> RAP Working Group to participate in six external NAIDOC Week events. | July, 2022, 2023, 2024 | Senior Managers |
| | <ul style="list-style-type: none"> Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week. | Dec 2022, 2023, 2024 | HR Manager |

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| | <ul style="list-style-type: none"> Support all staff to participate in at least one NAIDOC Week event in our local area. | July, 2022, 2023, 2024 | Senior Managers |
| | <ul style="list-style-type: none"> In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least six external NAIDOC Week events each year. | July 2022, 2023, 2024 | Senior Managers |
| 9. Strengthen our service delivery to be more culturally appropriate and accessible to Aboriginal and Torres Strait Islander clients. | <ul style="list-style-type: none"> Implement a program of continuous improvement in HPC Care Coordination teams to identify and reduce barriers for Aboriginal and Torres Strait Islander clients navigating the NDIS and other new health systems. | Aug 2022 | CEO |
| | <ul style="list-style-type: none"> Obtain feedback through client satisfaction surveys and service reviews from Aboriginal and Torres Strait Islander clients to assess the cultural appropriateness of HPC's services. | Aug 2022, 2023, 2024 | CEO |
| | <ul style="list-style-type: none"> Source and provide resources to staff to enable them to share targeted best practice and culturally appropriate health information with Aboriginal and Torres Strait Islander clients. | Aug 2022, 2023, 2024 | CEO |
| | <ul style="list-style-type: none"> Develop and share Aboriginal and Torres Strait Islander community health focussed content in all online publications, website and social media. | Aug 2022, 2023, 2024 | CEO |

OPPORTUNITIES



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

Focus area: Hunter Primary Care wants to be recognised as a leader in reconciliation and looks for opportunities to demonstrate Hunter Primary Care as an employer who respects staff, suppliers and customers.

| Action | Deliverable | Timeline | Responsibility |
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| 10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. | <ul style="list-style-type: none"> Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy. | Dec 2022, 2023, 2024 | HR Manager |
| | <ul style="list-style-type: none"> Review and update an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy. | Review progress in Dec 2022, 2023, 2024 | HR Manager |
| | <ul style="list-style-type: none"> Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders. | Review progress in July 2022, 2023, 2024 | HR Manager |
| | <ul style="list-style-type: none"> Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. | July 2022, 2023, 2024 | HR Manager |
| | <ul style="list-style-type: none"> Aboriginal and Torres Strait Islander employees to be supported to undertake at least one professional development activity / course annually to support career development. | Review progress in Oct 2022, 2023, 2024 | HR Manager |
| | <ul style="list-style-type: none"> Identify career goals for all Aboriginal and Torres Strait Islander employees and tailor development opportunities accordingly. | Oct 2022, 2023, 2024 | Senior Managers |
| | <ul style="list-style-type: none"> Increase the full time equivalent number of Aboriginal and Torres Strait Islander staff, as a percentage of HPC's workforce, to 7% in 2022, 8% in 2023, and 9% in 2024. | Review progress in Oct 2022, 2023, 2024 | HR Manager |
| | <ul style="list-style-type: none"> Ensure 100% of externally advertised job vacancies are advertised in Aboriginal and Torres Strait Islander communication channels. | Review progress in July 2022, 2023, 2024 | HR Manager |
| 11. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. | <ul style="list-style-type: none"> Review the Aboriginal and Torres Strait Islander procurement strategy twice yearly. | Jun & Dec 2022, 2023, 2024 | EA to CEO |
| | <ul style="list-style-type: none"> Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff. | July 2022, 2023, 2024 | EA to CEO |
| | <ul style="list-style-type: none"> Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. | Oct 2022, 2023, 2024 | EA to CEO |
| | <ul style="list-style-type: none"> Maintain commercial relationships with a minimum of ten Aboriginal and Torres Strait Islander businesses. | Dec 2024 | EA to CEO |
| | <ul style="list-style-type: none"> Annual procurement from Aboriginal and Torres Strait Islander businesses to be increased to reach 20% of HPC's total catering and stationary spend. | Review progress in Nov 2022, 2023, 2024 | EA to CEO |
| | <ul style="list-style-type: none"> Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation. | Feb 2022, 2023, 2024 | CEO |
| 12. Identify and implement other activities that will enhance health and wellbeing outcomes for Aboriginal and Torres Strait Islander people. | <ul style="list-style-type: none"> Continue to support Aboriginal and Torres Strait Islander sporting teams and sponsorship of Speaking in Colour Leadership, Culture and Wellbeing Youth Camp. Support will be via in-kind donations, staff assistance or monetary donations. | Review progress in Jul 2022, 2023, 2024 | CEO, Communications Manager |
| | <ul style="list-style-type: none"> Develop at least one health awareness program/workshop annually to assist and educate Aboriginal and Torres Strait Islander students on how and where to obtain support in order to promote individual health and wellbeing. | Sept 2022, 2023, 2024 | HPC's headspace Program Community Development Worker |

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| 13. Promote opportunities to advance Aboriginal and/ or Torres Strait Islander health literacy. | <ul style="list-style-type: none"> Provide education and coaching via workshops and face to face training to Aboriginal and Torres Strait Islander people in the use of the GoShare digital health literacy platform. | Review progress in Nov 2022, 2023, 2024 | Primary Care Coordination Senior Manager |
| | <ul style="list-style-type: none"> Deliver one healthy eating program per year to schools in regional areas with a high percentage of Aboriginal and Torres Strait Islander student enrolments in an effort to 'Close the Gap' and create better health awareness for Indigenous and non-Indigenous communities. | Review progress in Nov 2022, 2023, 2024 | Primary Care Coordination Senior Manager |

GOVERNANCE



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

| Action | Deliverable | Timeline | Responsibility |
|--|---|--|------------------------|
| 14. 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 RAP Working Group | Review Dec 2022, 2023, 2024 | CEO |
| | <ul style="list-style-type: none"> Apply a Terms of Reference for the RAP Working Group. | Review Dec 2022, 2023, 2024 | HR Manager |
| | <ul style="list-style-type: none"> Meet at least five times per year to drive and monitor RAP implementation. | Feb, Apr, June Aug, Oct 2022, 2023, 2024 | CEO |
| 15. Provide appropriate support for effective implementation of RAP commitments. | <ul style="list-style-type: none"> Ensure sufficient resource are available for RAP implementation. | Mar 2022, 2023, 2024 | CEO |
| | <ul style="list-style-type: none"> Embed key RAP actions in performance expectations of senior management and all staff by embedding in position descriptions and include RAP actions in performance reviews. | Mar 2022, 2023, 2024 | HR Manager |
| | <ul style="list-style-type: none"> Embed appropriate systems and capability to track, measure and report on RAP commitments by reporting RAP updates to staff via the CEO's monthly newsletter and to the Board at quarterly Board meetings. | Review in Jan 2022, 2023, 2024 | CEO |
| | <ul style="list-style-type: none"> Maintain an internal RAP Champion from senior management. | Feb 2022, 2023, 2024 | CEO |
| | <ul style="list-style-type: none"> Include our RAP as a standing agenda item at monthly senior management meetings | Review in Dec 2022, 2023, 2024 | CEO |
| 16. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | <ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. | Sep, 2022, 2023, 2024 | CEO |
| | <ul style="list-style-type: none"> Report RAP progress to all staff and senior leaders quarterly. | Mar, Jun, Sept, Dec 2022, 2023, 2024 | CEO |
| | <ul style="list-style-type: none"> Publically report against our RAP commitments annually, outlining achievements, challenges and learnings. | Oct 2022, 2023, 2024 | Communications Manager |
| | <ul style="list-style-type: none"> Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. | May 2022, 2024 | CEO |
| 17. Continue our reconciliation journey by developing our next RAP. | <ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. | June 2024 | CEO |



CONTACT DETAILS

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NB: The information presented in this document is correct as at February 2022.