



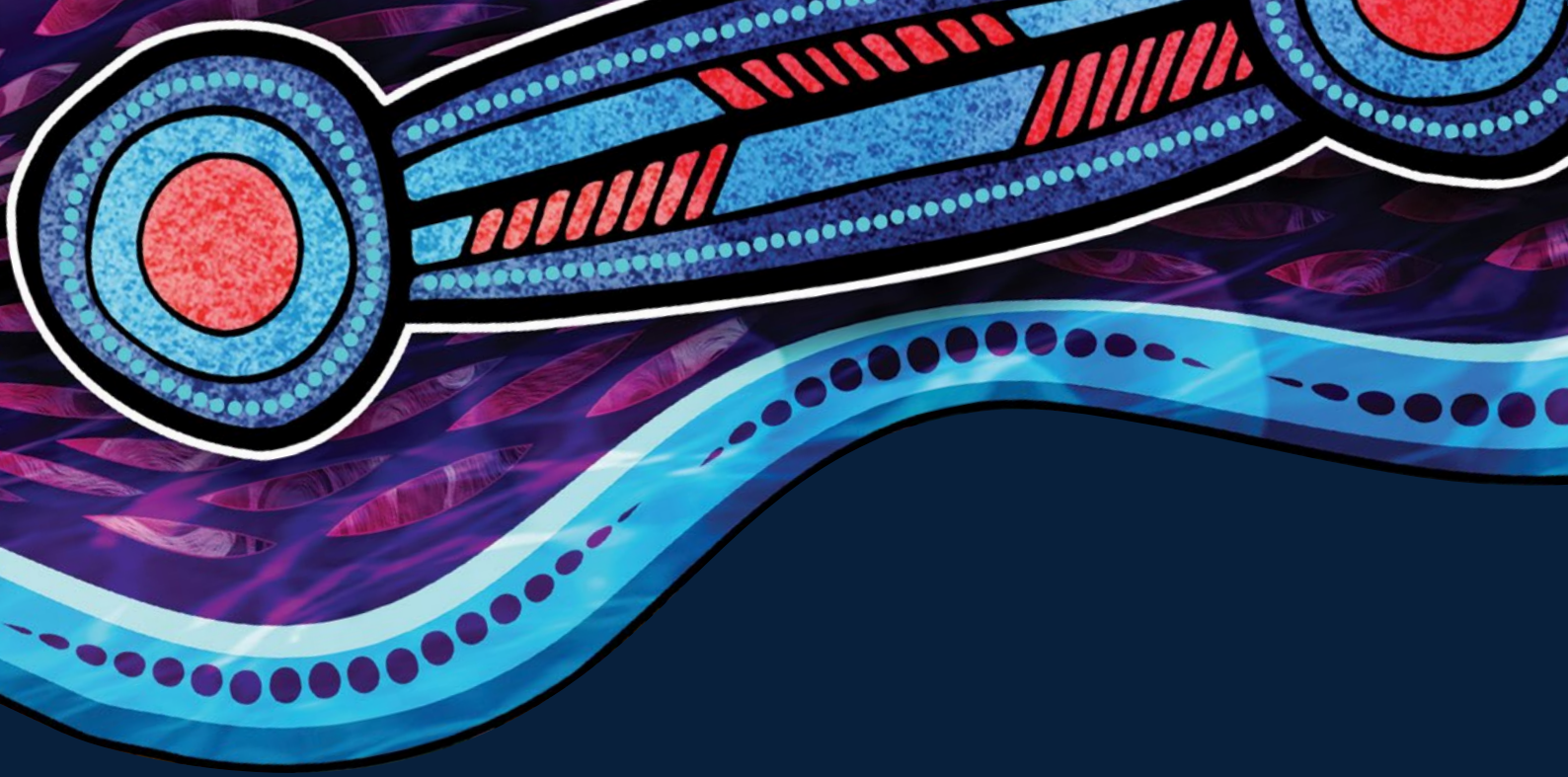
# Innovate

## Reconciliation Action Plan



NOVEMBER 2024 – NOVEMBER 2026





# Acknowledgement of Country

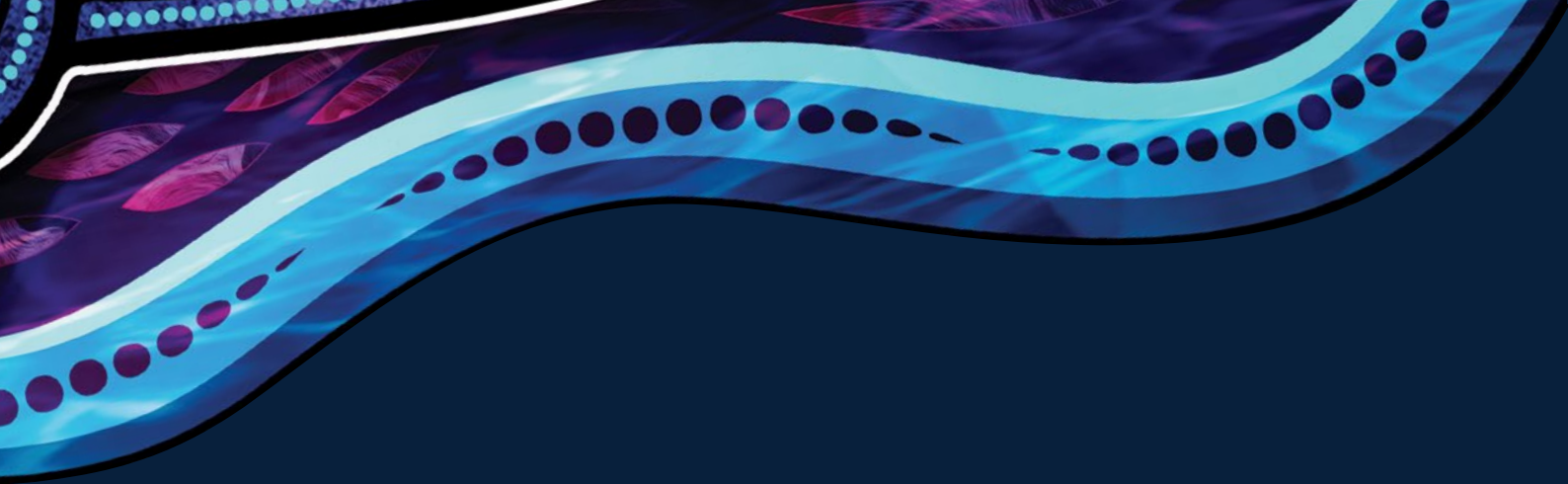
Western NSW Primary Health Network (WNSW PHN) respectfully acknowledges First Nations people as the Traditional Custodians of the nations and countries on which we work, and commit to building relationships, respect and opportunities with all First Nations Peoples in our region.

We pay respect to Elders past and present and extend recognition to all First Nations people reading this message.

We respectfully acknowledge the following nations: Wiradjuri, Gamilaraay / Gamilaroi / Kamilaroi, Wailwun, Wongaibon, Ngemba / Nyemba / Ngiyampaa, Murrawarri, Barkindji, Barindji, Barundji, Nyirrupa, Karenggapa, Wadigali, Wilyakali / Wiljali, Wandjiwalgu, Danggali, Muthi-Muthi, Kureinji, Gunu, Barranbinya, Bandjigali, Malyangaba and Dadi Dadi.

We acknowledge Elders who are the knowledge holders, teachers and pioneers, the youth who are the hope for a brighter future and who will be the future leaders.

We acknowledge and pay our respect to First Nations people who have gone before us and recognise their contribution to First Nations people and community.



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# A message from our CEO



**Brad Porter**  
**CEO**

Western NSW Primary Health Network

As CEO of the Western NSW Primary Health Network (WNSW PHN), I am honoured to share our commitment to innovation through our Innovate Reconciliation Action Plan (RAP). Building upon the solid foundations of our Reflect RAP, we are advancing with transparent and robust leadership.

Our vision is clear: to design and deliver healthcare services to First Nations communities in Western NSW that are both impactful and meaningful. The Innovate RAP reflects our belief in reconciliation as a catalyst for positive change.

By 2031, we aim to:

- Close the gap in life expectancy within a generation.
- Increase the proportion of babies with a healthy birth weight to 91 percent.
- Raise the proportion of children assessed as developmentally on track in all five domains of the Australian Early Development Census to 55 percent.
- Reduce the over-representation of Aboriginal and Torres Strait Islander children in out-of-home care by 45 percent.
- Achieve a significant and sustained reduction in suicide rates towards zero.

Listening and learning are core to our approach. Our journey will focus on measurable outcomes. We are dedicated to engaging with First Nations communities, listening to their voices, and learning from their experiences. This genuine partnership is crucial for achieving true equity in healthcare outcomes.

Our mission is ambitious, but we are inspired by the prospect of creating a healthcare system that truly works for all, ensuring everyone, regardless of their background, has access to quality health care. We are resolute in our pursuit of better health outcomes and closing the gap.

Building the capacity of the mainstream healthcare sector to meet the needs of First Nations communities is essential for achieving health equity. Being committed to enhancing culturally safe services and ensuring that healthcare providers are equipped with the knowledge and skills to deliver culturally appropriate care is key.

This will be achieved through comprehensive training, continuous professional development, and fostering a deep understanding of First Nations cultures and health challenges.

This commitment is underpinned by our recognition of the importance of working in genuine partnership with Aboriginal Community Controlled Health Organisations (ACCHOs).

Our partnership with ACCHOs is grounded in the principles of mutual respect, shared decision-making, and privileging Aboriginal cultural knowledge to address the National Agreement on Closing the Gap and its Priority Reforms.

We look forward to working in genuine partnership to realise this vision and improve health outcomes for First Nations peoples and communities.

# A message from CEO, **Reconciliation Australia**

Reconciliation Australia commends Western New South Wales Primary Health Network on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

This Innovate RAP is both an opportunity and an invitation for Western New South Wales Primary Health Network to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Western New South Wales Primary Health Network will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of *relationships*, *respect*, and *opportunities* emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Western New South Wales Primary Health Network is part of a strong network of more than 2,500 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Western New South Wales Primary Health Network's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Western New South Wales Primary Health Network on your Innovate RAP and I look forward to following your ongoing reconciliation journey.



**Karen Mundine**  
**CEO**

Reconciliation Australia

# A message from our **Executive Manager Aboriginal Health & Wellbeing**

As the Executive Manager of Aboriginal Health & Wellbeing within the WNSW PHN, I am deeply committed to the principles and aspirations embodied in our Innovate RAP. This plan signifies a profound commitment to building and nurturing relationships with First Nations communities, which is at the heart of our mission to co-design and deliver quality, culturally safe healthcare services that significantly improve health outcomes.

Demonstrating cultural respect is a priority of ours; it is a foundational principle that guides our approach, engagement and collaboration with First Nations communities. We recognise the importance of acknowledging the unique cultures, traditions, and histories of First Nations people.

Relationship-building is central to our mission. We understand that strong, meaningful connections with First Nations communities across our region are the keys to better health outcomes. Through ongoing dialogue and partnership, we can design healthcare solutions tailored to each community's needs and aspirations.

Creating opportunities for change is also a core focus. We believe in challenging the status quo, embracing innovation and elevating First Nations people's voices and lived experiences to champion change. By providing platforms for these voices to be heard, we can drive systemic improvements in healthcare.

Our vision extends beyond immediate outcomes; it encompasses the broad view of supporting and caring for generations of First Nations people and communities. We understand that culture, connection, country and kinship are fundamental to the wellbeing of individuals and communities. In healthcare, it's not just about seeing patients; it's about recognising that patients are people with unique cultural identities, connection and histories.

I look forward to working with First Nations communities, my colleagues at WNSW PHN and our community partners as we continue to champion reconciliation in healthcare and improve health outcomes in Western and Far West NSW.



**Donna Stanley**  
**Executive Manager Aboriginal Health & Wellbeing**

Western NSW Primary Health Network



# A message from our **RAP Partner**

As a partner in the WNSW PHN Innovate RAP, I am privileged to be part of an initiative that underlines the critical importance of building respectful and engaged relationships with First Nations people, communities and organisations. The goals of this RAP solidify the organisation's commitment to delivering quality healthcare services that are accessible, responsive and capable of addressing the diverse healthcare needs of our communities across WNSW PHN's footprint.

The WNSW PHN's commitment to building these relationships and practising respect for the local First Nations communities' unique cultures, traditions, histories, community and Country protocols, ensuring engagement with communities reflects their strengths, challenges, and aspirations. By engaging with humility and a genuine willingness to learn, WNSW PHN seeks to understand better and co-design healthcare solutions that are culturally safe and meaningful.

By advocating for diverse considerations in the WNSW PHN's work, the importance of embracing the rich diversity within First Nations cultures and communities is recognised. This involves actively engaging with various First Nations groups, understanding their specific needs, and ensuring that healthcare services are tailored to be inclusive and sensitive.

The healthcare providers are particularly significant in addressing the health disparities within First Nations communities and improving lived experiences, and this extends beyond clinical excellence. It encompasses holistic considerations of social, cultural and environmental factors that impact health outcomes. By acknowledging the interconnectedness of these factors, we can provide more effective care that addresses the root causes of health disparities. This is what the WNSW PHN will do during the implementation of the Innovate RAP.

As a woman from the red dirt country, working with the WNSW PHN team has been a privilege, as this work matters. This work will shape the health and wellbeing of our people in Western and Far West NSW.



**Dixie Crawford**  
**Founder**  
Nganya

# About the **Artist & Artwork**



## **Maradhal-Yandhul-Giriya**

*(Wiradjuri: Past-Present-Future)*

**Nathan Peckham**

2021

As a proud Tubba-gah Wiradjuri man, I respectfully acknowledge all nations which Western NSW Primary Health Network operates on. I acknowledge this artwork will be viewed off my home country of the Tubba-gah people of the Wiradjuri Nation and therefore ask you accept this artwork on behalf of my family which I wish to share with you.

I would also like to pay respect to the Traditional Custodians of the country whose ancestral lands we all share. I thank the Elders for their wisdom, courage, and sacrifice and pledge my commitment to preserving their legacy for future generations.

The artwork depicts a gathering of people in camp (dhandha) along a river (bila or ghi). The camp shelter was made from gathering leaves which were thrown over a temporary frame made of branches. They are on a journey (birrang) to find a new home. They have travelled a long way, crossing many different tribal lands. They hope to find a place that is better resourced to ensure the survival of the tribe. The centre dreaming trails (yarrudhang murruway) represent where they came from, where they are, and where they want to be.

Metaphorical interpretation: This piece represents the journey the WNSW PHN is undertaking with its Reconciliation Action Plan. The aim of the journey is to reach a place where the WNSW PHN and its partners have successfully contributed to a unified understanding and commitment to reconciliation across the nation. It speaks to the continuing evolution of the organisation in this space through recognising the past, understanding the present, and celebrating the future.





## Who we **are**

Western Health Alliance Limited, trading as the Western NSW Primary Health Network, is one of 31 Primary Health Networks across Australia, established to support frontline health services and increase the efficiency and effectiveness of primary health care.

Our focus is on patients who are at risk of poor health outcomes and working to improve the coordination of their care, so they receive the right care in the right place at the right time. We work closely with key stakeholders, including general practice, other healthcare providers, Local Health Districts, hospitals and the broader community to align services with the region's health needs.

WNSW PHN is a not-for-profit organisation primarily funded by the Australian Government. We employ 63 staff, including two First Nations staff members. We are committed to implementing an employment strategy to support the employment of First Nations Peoples and will be recruiting three First Nations-identified roles across the organisation.

## OUR VISION

To lead, support and strengthen person-centred primary health care for our region.

### Our Region

WNSW PHN covers Far West and Western NSW Local Health Districts across a total area of 433,379 square kilometres, making it the largest PHN in NSW (53.5%).

The total population is estimated to be over 312,000 people, with 20.3% over the age of 65 years (ABS, 2021). Approximately 11.36% of people in our region identify as First Nations. WNSW PHN supports 401 General Practitioners who operate from 113 practices in our region.

### Our Population

- 312, 286 people live in the WNSW PHN region
- 11.36% of Western and Far West NSW residents identify as First Nations
- 3rd highest proportion of population of PHN regions of people who identify as First Nations
- More people under 20 and over 65 years than the NSW state population average
- One third of our LGAs are classified as amongst the most disadvantaged in Australia
- 44% of our LGAs are classified as remote or very remote
- Higher rates of low education levels and young people receiving unemployment benefits than national average
- 2nd highest rate of single-parent families with children under 15 years in Australia





## The WNSW PHN region includes communities from the Three Rivers Regional Assembly and Murdi Paaki Regional Assembly.

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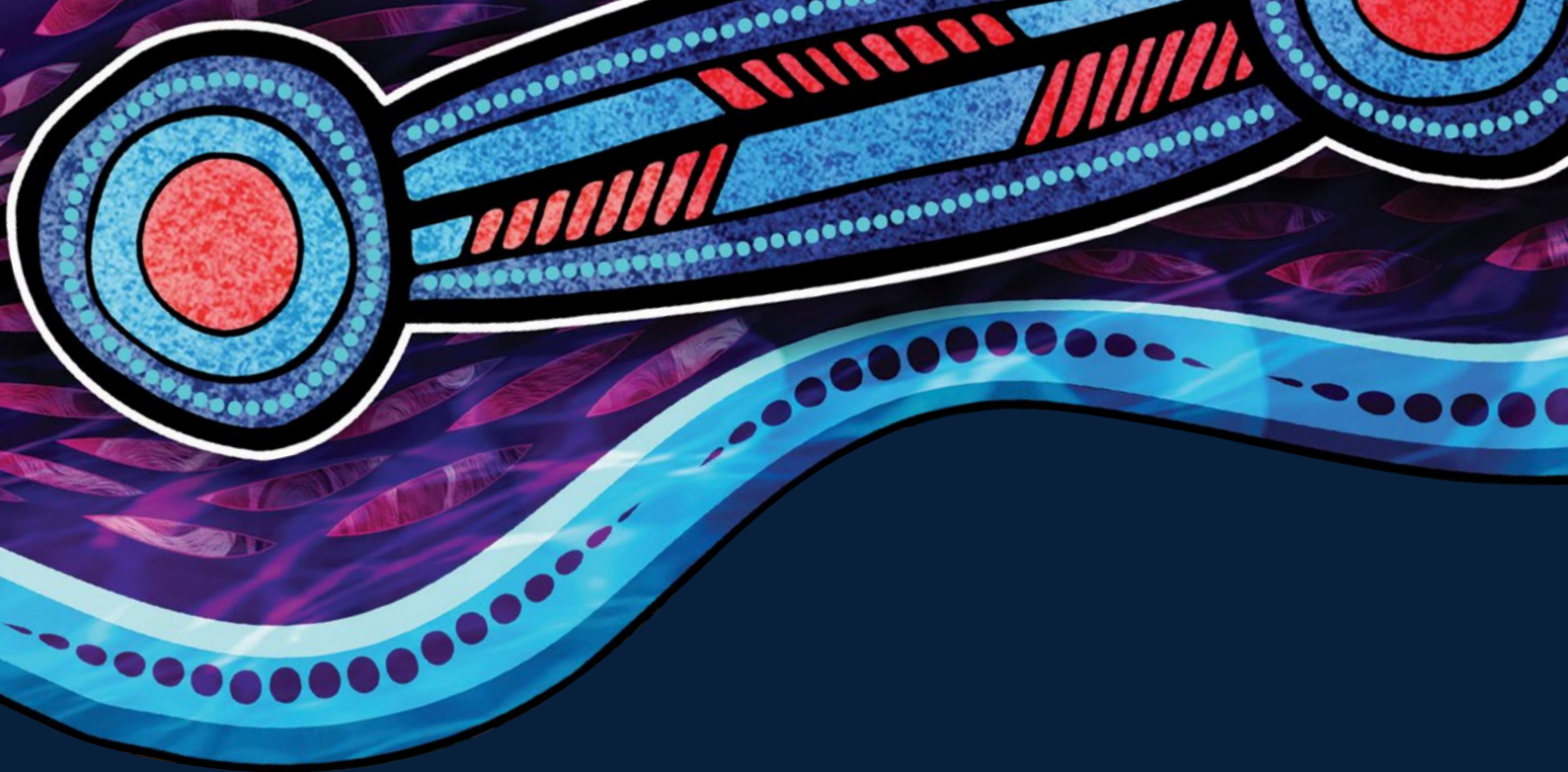


The total population of our region is estimated to be over **312,000** people.



Approximately **11%** of people in our region identify as Aboriginal or Torres Strait Islander.





## Our Goals

Our strategic goal is to improve the health of First Nations people and to support access to the right care, in the right way, at the right time, and right place.

WNSW PHN funds a range of services focused on the needs of First Nations people including:

- Integrated Team Care
- Social and Emotional Wellbeing (SEWB)
- Alcohol and Other Drugs
- Suicide Prevention



# Our Vision for Reconciliation

Our vision is to make a difference and to build meaningful, sustainable initiatives in partnership with First Nations communities to close this gap to achieve better health outcomes for First Nations people and communities.

Our role as a Primary Health Network can best be characterised as helping General Practice (GP) and primary health care services better meet the population's needs.

We do this in the following ways:

- We can seek to remove barriers that make it hard for people to access services.
- We can offer support to providers to help them tackle unmet needs.
- We can work with our hospitals and other health services to better coordinate and link their services with those offered by GPs and primary health care services.
- We can assist with enabling the emergence of new providers or encourage the establishment of new services where gaps currently exist.
- In some instances, we may deliver services ourselves if we identify a genuine need that no one else can address.

Through the implementation of our Innovate RAP, the WNSW PHN aims to:

- develop and improve cultural competence within WNSW PHN and commissioned health services through a sustained focus on knowledge, awareness, behaviour, skills and attitudes at all service levels in tailoring service delivery to First Nations communities' needs and priorities,
- improve cultural competence in commissioned services by working with local First Nations organisations to enhance their capacity to provide services to their communities, and
- develop commissioning processes that build capacity and support First Nations organisations and minimise the fragmentation and lack of coordination caused by competitive tendering processes.

# Our Reconciliation Journey

## Our Innovate RAP

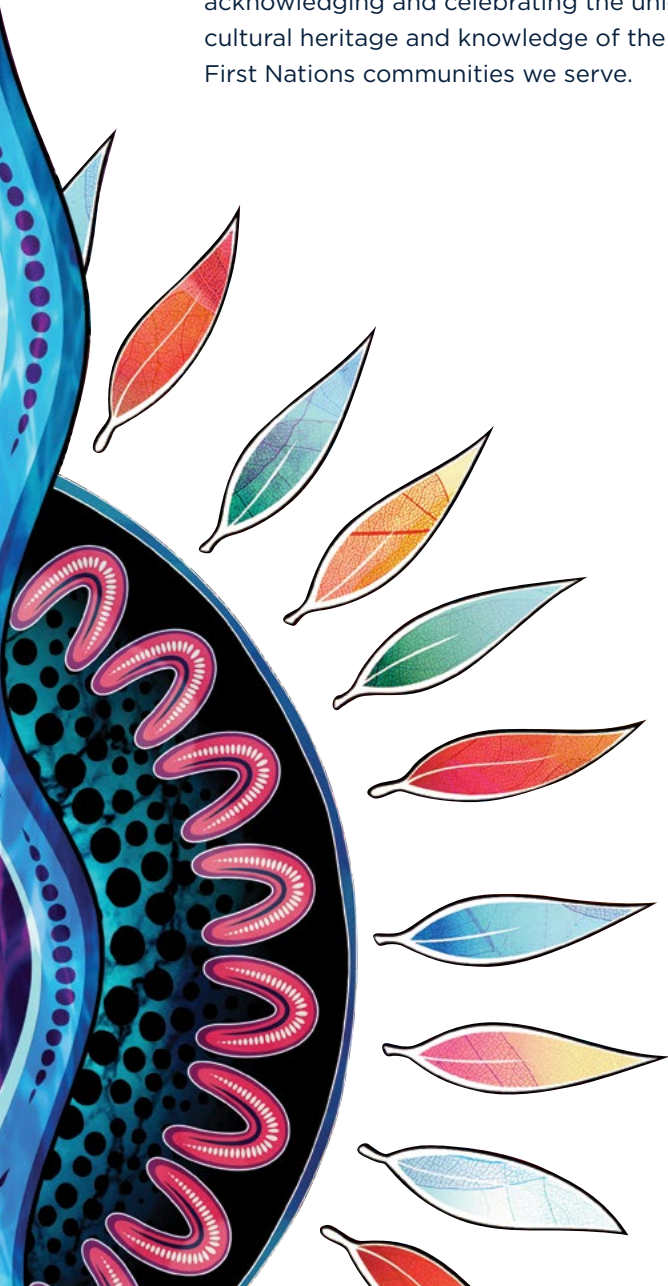
WNSW PHN is progressing with an Innovate RAP as a strategic imperative. This initiative aligns with our commitment to advancing healthcare, ensuring equitable access, promoting cultural safety and implementing best practices for service delivery and care provision for First Nations people and communities.

The core pillars of this RAP are entrenched in respect, relationships, and opportunities. Respect underpins our dedication to acknowledging and celebrating the unique cultural heritage and knowledge of the local First Nations communities we serve.

Relationships lie at the heart of reconciliation, and we recognise that building strong and meaningful connections with communities is paramount to collaboration and improved health outcomes. Our RAP will outline strategies to engage and collaborate with local communities and leaders and key stakeholders, including Aboriginal Community Controlled Health Organisation, general practices, and non-government organisations. We will continue to foster trust and open communication to co-design culturally inclusive and responsive healthcare services.

We recognise and understand opportunities are fundamental to addressing healthcare access and outcomes disparities. Our RAP commits to creating opportunities for First Nations participation in healthcare decision-making, employment, training and business engagement. This ensures that healthcare services in Western and Far West NSW are culturally safe and of the highest quality.

Our Innovate RAP signifies more than a symbolic gesture; it is a comprehensive strategy to integrate reconciliation into our daily operations. By aligning our values and practices with respect, relationships and opportunities, we are poised to deliver the utmost standard of healthcare services, contributing to the health and wellbeing of First Nations community members.





# RAP Governance

In our RAP, the governance stands as the foundation of our commitment to fostering meaningful reconciliation and relationships with First Nations people, communities, organisations and businesses. Under the guidance of the Chief Executive Officer, who serves as the Executive Sponsor and Chair of the RAP Working Group, WNSW PHN will continue to champion better health outcomes in First Nations communities. The Executive Team, comprising critical leaders from directorates across the organisation, will remain integral to implementation as members of the RAP Working Group, assuming responsibility for action items relevant to their respective areas.

The RAP Working Group is tasked with developing, implementing and monitoring strategies aligned with the RAP's objectives and vision. Sub-groups will be established to oversee specific activities and manage deliverables efficiently to ensure effective implementation. The RAP Working Group will meet monthly.

Recognising the importance of First Nations perspectives, the Aboriginal Health Advisory Council will receive quarterly reports on implementation progress and performance. Additionally, the Chief Executive Officer will provide bi-monthly reports, demonstrating our organisation's commitment to transparency, accountability and tangible progress towards reconciliation. We aim to create lasting positive change in our organisation and beyond through robust governance structures and collaborative efforts.

The RAP Working Group members include:

- **Brad Porter**, Chief Executive Officer
- **Donna Stanley**, Executive Manager Aboriginal Health & Wellbeing
- **Darren Copeland**, Manager People & Culture
- **Trixie Watts**, Aboriginal Health Project Officer
- **Fallon AhSee**, Manager Aboriginal Health & Wellbeing
- **Gwen Troutman-Weir**, Manager Aboriginal Health & Wellbeing
- **Phillipa English**, Digital Media and Branding Officer
- **Alodie Martin**, Communications Support Officer
- **Lewis Bird**, Suicide Prevention Regional Response Coordinator
- **Megan Prout**, Corporate Procurement Officer
- **Patricia Canty**, Aboriginal Health Advisory Council Member
- **Cory Paulson**, Aboriginal Health Advisory Council Member
- **Melina Saunders**, WHAL Board Director
- **Michael Newman**, WHAL Board Director



# Case Study – Dubbo Deadlys

The NSW Koori Knockout Health Challenge is a free program for people to come together with mob to eat healthy and live more actively. The program is designed to promote physical activity as a means to improve general health.

In 2023, five teams across Western NSW were recipients of the Community Wellbeing Aboriginal Grants Knockout Challenge from WNSW PHN; one team from Dubbo, one from Narromine, one from Condobolin and two from Orange.

Dubbo's Knockout Health Challenge team, the Dubbo Deadlys, completed their challenge over 10 weeks by getting together on Monday afternoons for yarning sessions, Wednesday afternoons for group fitness classes, and

Sunday mornings for a river walk and nutritious breakfast together.

The yarning sessions were a perfect opportunity for participants to check in with each other, yarn about how they were feeling and learn about Marang Dhali (eating well). Kris Stevens, Development Officer – Aboriginal of NSW Office of Sport Western Region, provided education to the group about general health, wellbeing and nutrition. Participants learned the importance of a yearly 715 health check, and what foods keep mob healthy.

The group fitness classes were always heavily attended, with participants going at their own pace, being guided by a personal trainer and supported by the group.





## Case Study – Aboriginal Panel Q&A sessions

In the spirit of reconciliation and strengthening our relationship with the Traditional Custodians of the lands on which we live and work, WNSW PHN facilitated an open forum between an Aboriginal panel and our staff during our July 2023 All Staff Conference.

Inspired by the Australian TV series created by ABC Television, 'You Can't Ask That', the open forum was a safe and respectful Q&A session where staff could ask the panel questions about Aboriginal culture, language, country, protocols and traditions.

The panel consisted of 5 Aboriginal people from across our region, some living on country, others off country. The diversity in representation from nations across the state

provided insight into the rich capacity and diversity of Aboriginal culture.

This cultural learning helped break down stereotypes and knowledge barriers for our staff but also helped staff better understand how to work with and engage First Nations people in our region.

Due to the many questions collated from the session, demonstrating our staff's appetite for learning, we have continued these conversations and discussions through regular, ongoing 'lunch and learn' sessions with the panel members and staff.



# Case Study – **care finder Cultural Safety workshop**

In the 2021 ABS Census, 35,470 people in the WNSW PHN region identified as First Nations, making up 11.36% of our region's population.

Ensuring our commissioned service providers deliver their services in a culturally safe manner is crucial to improving the health and wellbeing of our region's First Nations people.

Our Aboriginal Health & Wellbeing team have facilitated several cultural safety workshops throughout 2023, one during the Care Finder Community of Practice event in September.

The care finder program supports people accessing My Aged Care and connects them with other relevant supports in their community. Care finders provide specialist and intensive assistance to older people who

cannot assist themselves and do not have a carer who can support them. They assist the person in understanding and accessing aged care, interacting with My Aged Care, and accessing services or other supports in the community.

These sessions will continue with our commissioned service providers to bridge the knowledge gap between non-Indigenous healthcare professionals and First Nations people, so that we, as a community, can provide the right care, in the right way, at the right time and in the right place for First Nations people in our region.





# Innovate RAP **Deliverables**

# Relationships

It is imperative that we prioritise addressing the health disparities between First Nations and non-Indigenous Australians and continue to implement Closing the Gap targets in our daily operations. To do this, we recognise that establishing and nurturing relationships is essential to our vision of leading, supporting and strengthening person-centred primary health care for our region. By collaborating closely with First Nations communities, we can better understand their unique healthcare needs, challenges and aspirations. This collaboration is critical to developing targeted strategies that address the root causes of health inequities and drive meaningful change.

Ensuring access to health services that are culturally safe, inclusive, and responsive will only be achieved through our ongoing commitment to building strong relationships that demonstrate open and respectful dialogues, co-design place-based

healthcare solutions, and implement practices that acknowledge and respect cultural differences. This approach leads to better health outcomes and fosters trust and confidence in the healthcare system.

We recognise that by working collaboratively, we can strengthen the voices of First Nations communities, advocate for policy changes and shape service delivery to address the systemic issues affecting their health and well-being. Strong relationships with all stakeholders, including government agencies, non-profit organisations, and healthcare providers, allow us to drive change and achieve our goal of equitable healthcare access.

Action	Deliverable	Timeline	Responsibility
<b>1. Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations</b>	Meet with local First Nations stakeholders and organisations to develop guiding principles for future engagement.	March 2025	Executive Manager Aboriginal Health & Wellbeing
	Develop and implement an engagement plan to work with First Nations stakeholders and organisations.	June 2025	Executive Manager Aboriginal Health & Wellbeing
	Board and Executive meetings to host 4x in-person across the region to meet with local First Nations organisations, healthcare providers and key stakeholders to build local partnerships.	November 2026	CEO
	Develop and implement Statement of Commitment (partnership agreements with the 16 ACCHS across the region)	December 2025	Executive Manager Aboriginal Health & Wellbeing



Action	Deliverable	Timeline	Responsibility
<b>2. Build relationships through celebrating National Reconciliation Week (NRW)</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May – 3 June 2025 & 2026	Manager Public Relations & Strategic Communications
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2025 & 2026	CEO
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2025 & 2026	CEO
	Organise a NRW event each year at all sites.	27 May – 3 June 2025 & 2026	Executive Manager Aboriginal Health & Wellbeing
	Register all our NRW events on Reconciliation Australia's <a href="#">NRW website</a> .	May 2025 & 2026	Manager Public Relations & Strategic Communications
<b>3. Promote reconciliation through our sphere of influence</b>	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	March 2025	Manager People & Culture
	Communicate our commitment to reconciliation publicly.	November 2024	Manager Public Relations & Strategic Communications
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	January 2025	CEO
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	November 2025	CEO, Executive Manager Aboriginal Health & Wellbeing
	Develop a Communications and Engagement Strategy to promote the principles of and organisation's commitment to reconciliation, and advancing First Nations healthcare priorities.	January 2025	Manager Public Relations & Strategic Communications
<b>4. Promote positive race relations through anti-discrimination strategies</b>	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	December 2024	Manager People & Culture
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	December 2024	Manager People & Culture
	Engage with First Nations staff and/or First Nations advisors to inform the development and implementation of our anti-discrimination policy.	December 2024	Executive Manager Aboriginal Health & Wellbeing, Manager People & Culture
	Educate senior leaders on the effects of racism.	March 2025	CEO, Executive Manager Aboriginal Health & Wellbeing

# Respect

Respect is foundational to the work of the WNSW PHN and supports our endeavour to build and shape a person-centered primary healthcare system in Western and Far West NSW. Our commitment is to understand and demonstrate cultural respect in our strategic planning and leadership when planning for service design and delivery to meet the unique needs of First Nations communities.

We recognise each community possesses within our region its own set of traditions, languages, and protocols. Through respect, we navigate this diversity to best engage, understand and respond to the localised needs of the communities we engage. By actively listening, learning and collaborating with communities, we cultivate meaningful relationships grounded in trust, empathy and shared goals for healthcare.

Cultural respect extends beyond surface acknowledgement; it entails a profound appreciation of First Nations people's historical and contemporary experiences. It drives us to design healthcare services that are culturally safe and genuinely responsive. This approach is pivotal in reducing healthcare disparities and promoting positive health outcomes. By upholding the principles of cultural respect, we forge meaningful partnerships and drive impactful advocacy, ultimately contributing to the health and wellbeing of First Nations peoples and communities.

Action	Deliverable	Timeline	Responsibility
<b>5. Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning</b>	Conduct a review of cultural learning needs within our organisation.	December 2024	Manager People & Culture, Executive Manager Aboriginal Health & Wellbeing
	Consult local Traditional Owners and/or First Nations advisors to inform the development and implementation of our cultural learning strategy.	March 2025	Executive Manager Aboriginal Health & Wellbeing
	Develop, implement, and communicate a cultural learning strategy document for our staff.	April 2025	CEO, Manager People & Culture, Executive Manager Aboriginal Health & Wellbeing
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	November 2024	CEO
	Provide regular education and training opportunities to increase the cultural capability of healthcare professionals engaging with First Nations people and communities.	December 2024	Executive Manager Aboriginal Health & Wellbeing

Action	Deliverable	Timeline	Responsibility
<b>6. Demonstrate respect to First Nations peoples by observing cultural protocols</b>	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	January 2025	Executive Manager Aboriginal Health & Wellbeing
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	January 2025	Executive Manager Aboriginal Health & Wellbeing, Manager Public Relations & Strategic Communications
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	January 2025	CEO
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	January 2025	CEO
<b>7. Build respect for First Nations cultures and histories by celebrating NAIDOC Week</b>	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2025 & 2026	CEO
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	December 2024	Manager People & Culture
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2025 & 2026	CEO
	Organise a NAIDOC event each year at all sites.	First week in July, 2025 & 2026	Executive Manager Aboriginal Health & Wellbeing



# Opportunities

Collaborating with First Nations peoples and communities, we better understand their unique perspectives, needs and aspirations. Employment, education and training, and business opportunities with First Nations people, communities, and organisations, the WNSW PHN continues to achieve its core vision of leading, supporting and strengthening person-centred primary health care for our region.

By providing opportunities for employment, professional development and retention of First Nations people and communities within our organisation, we maintain a diverse and inclusive workforce, benefiting from a range of perspectives and experiences that enrich our decision-making processes and enhance our ability to provide culturally responsive healthcare services. These opportunities contribute to the broader goals of reducing health disparities and ensuring culturally safe care.

The WNSW PHN recognises the importance of engaging with First Nations-owned businesses and organisations procurement and business partnerships, as procurement and contracting with First Nations enterprises, we actively contribute to economic development and self-determination within First Nations communities. This strengthens local economies and aligns with our commitment to building strong, mutually beneficial relationships. By actively seeking out and supporting First Nations-owned businesses, we contribute to closing the gap in economic outcomes between First Nations peoples and other Australians.

Action	Deliverable	Timeline	Responsibility
<b>8. Improve employment outcomes by increasing First Nations recruitment, retention, and professional development</b>	Build understanding of current First Nations staffing to inform future employment and professional development opportunities.	March 2025	Manager People & Culture
	Engage with First Nations staff to consult on our recruitment, retention and professional development strategy.	April 2025	Executive Manager Aboriginal Health & Wellbeing, Manager People and Culture
	Develop and implement a First Nations recruitment, retention and professional development strategy.	June 2025	Manager People & Culture
	Develop a First Nations Employment Strategy.	June 2025	Manager People & Culture
	Advertise job vacancies to effectively reach First Nations stakeholders.	November 2024	Manager People & Culture
	Review HR and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	December 2024	Manager People & Culture

Action	Deliverable	Timeline	Responsibility
<b>9. Increase First Nations supplier diversity to support improved economic and social outcomes</b>	Develop and implement a First Nations procurement strategy.	June 2025	Executive Manager Corporate Services & Governance
	Investigate Supply Nation membership.	January 2025	Executive Manager Corporate Services & Governance
	Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff.	June 2025	Executive Manager Aboriginal Health & Wellbeing, Executive Manager Corporate Services & Governance
	Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	June 2025	Executive Manager Corporate Services & Governance
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2025	Executive Manager Aboriginal Health & Wellbeing, Executive Manager Corporate Services & Governance
	Develop a First Nations Procurement Strategy.	June 2025	Executive Manager Corporate Services & Governance



# Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP	Maintain First Nations representation on the RWG.	November 2024 May 2025 November 2025 May 2026	CEO
	Establish and apply a Terms of Reference for the RWG.	November 2024	CEO
	Meet at least four times per year to drive and monitor RAP implementation.	February 2025, 2026, May 2025, 2026, August 2025, 2026, November 2025, 2026	CEO
11. Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation.	December 2024	CEO, Executive Manager Aboriginal Health & Wellbeing
	Engage our senior leaders and other staff in the delivery of RAP commitments.	December 2024	CEO
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	December 2024	CEO
	Appoint and maintain an internal RAP Champion from senior management.	December 2024	CEO



Action	Deliverable	Timeline	Responsibility
<b>12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally</b>	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Executive Manager Aboriginal Health & Wellbeing
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Executive Manager Aboriginal Health & Wellbeing
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, annually	Executive Manager Aboriginal Health & Wellbeing
	Report RAP progress to all staff and senior leaders quarterly.	February 2025, 2026, May 2025, 2026, August 2025, 2026, November 2025, 2026	CEO
	Publicly report our RAP achievements, challenges and learnings, annually.	October 2025, 2026	CEO
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	March 2025, 2026	CEO
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	November 2026	Executive Manager Aboriginal Health & Wellbeing
<b>13. Continue our reconciliation journey by developing our next RAP</b>	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	May 2026	Executive Manager Aboriginal Health & Wellbeing



For more information  
**about our RAP, contact**

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Aboriginal Health & Wellbeing

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**phn**  
WESTERN NSW

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