



Stretch Reconciliation Action Plan

July 2025 – June 2028



COVER:

Aboriginal display at NAIDOC Cup 2025

Penrith – Darug Country

Photo by Jessica Savill

“Staff from Wentworth Healthcare are strong volunteers at the NAIDOC Cup event every year.”

We acknowledge the traditional custodians of the lands on which we work and pay our respect to Aboriginal Elders, past and present.

The Darug, Gundungurra and Wiradjuri people are acknowledged as the traditional owners of the land in our region.

This document uses elements from the original artwork that was created by local Aboriginal Artist Vicki Thom specifically for our first Reconciliation Action Plan. It depicts the relationship between local Aboriginal people and how they interact with the land and the PHN, describing the journey to understanding each other. Wentworth Healthcare has on-going permission from Vicki Thom to use specific elements from her painting in a respectful manner.

We invited staff to share images of our local area that hold personal significance. These photos showcase the places and landscapes in our region that staff feel connection with – a celebration of country and an acknowledgement of the land where we live or work.

Message from Reconciliation Australia

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

Formed around the pillars of relationships, respect and opportunities, the RAP program helps organisations realise the critical role they can play in driving reconciliation across their work and area of expertise.

With a mandate to improve the health and wellbeing of local communities across the Nepean Blue Mountains region, Wentworth Healthcare is well positioned to support the health outcomes of Aboriginal and Torres Strait Islander peoples by listening to and respecting their voices.

This Stretch RAP is built upon the considerable experience Wentworth Healthcare garnered in previous RAPs where it focussed on collaborative partnerships with Aboriginal Community Controlled Organisations to ensure its services were responsive to and driven by Aboriginal and Torres Strait Islander community priorities.

With this Stretch RAP, Wentworth Healthcare is building on these learnings by including Aboriginal and Torres Strait Islander voices across all aspects of its work. With the establishment of an Aboriginal and Torres Strait Islander Advisory Committee, Wentworth Healthcare is taking a practical and measurable step towards embedding First Nations governance and self-determination at the heart of its organisation. This work will be underpinned by its upcoming Engagement Plan, which seeks to build a stronger foundation for culturally responsible consultation and community accountability. This comprehensive approach ensures Wentworth Healthcare not only consults with First Nations peoples but that it does so in a respectful and accountable manner.

By embedding respect, understanding, and cultural accountability into its everyday practice, Wentworth Healthcare has the potential to continue driving considerable reconciliation outcomes across its sphere of influence. On behalf of Reconciliation Australia, I commend Wentworth Healthcare on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Karen Mundine,
Chief Executive Officer
Reconciliation Australia



Flannel Flowers - Valley Heights Fire Trail
Blue Mountains - Gundungurra Country
Photo by Kate Tye

"Flannel flowers are abundant in the Blue Mountains and adapt to their environment - their beauty is in their simplistic elegance being a very resilient plant."

Message from Lizz Reay, CEO Wentworth Healthcare

At Wentworth Healthcare, reconciliation is not just a commitment, it is a journey we have embraced wholeheartedly. In 2018, we formalised this commitment through our first Reconciliation Action Plan (RAP), and in 2021, we launched our second Innovate RAP, further embedding processes and practices that support reconciliation across our organisation. These RAPs have guided us to learn, grow and mature, deepening our respect for Aboriginal and Torres Strait Islander cultures and recognising the vital role they play in the health and wellbeing of Aboriginal and Torres Strait Islander peoples.

Through reflection and development, we have gained a stronger understanding of our responsibilities, both individually and collectively, in advancing reconciliation. Our team has embraced opportunities to learn and challenge existing practices, identifying and addressing barriers for Aboriginal and Torres Strait Islander peoples within our organisation. This journey has involved engagement with Aboriginal staff, elders and community leaders to review policies, strengthen cultural protocols and foster a culturally safe environment. These experiences have shaped how we operate, inspired us to create meaningful opportunities for engagement and strengthened our commitment to cultural understanding.

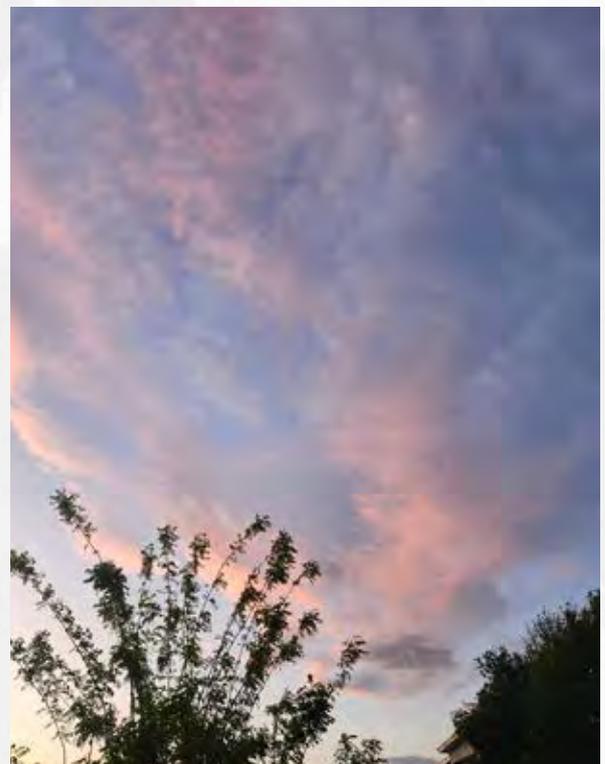
Our new Stretch RAP, endorsed by Reconciliation Australia, marks an important milestone in our journey. We are proud to be among only a small number of organisations nationally to have reached this stage. This milestone reflects our ongoing commitment to Reconciliation, recognises our strong foundations and readiness to influence reconciliation beyond our own walls. It allows us to increase external engagement and collaboration to ensure reconciliation remains at the heart of not only our work but those within our sphere of influence too.

As we move forward with our Stretch RAP, we remain committed to listening, learning and working together to achieve better health and wellbeing outcomes for Aboriginal and Torres Strait Islander peoples. We invite our staff, stakeholders and community to join us on our continuing journey toward ensuring opportunities and health outcomes are shaped by equity and access and not by heritage or ethnicity.

Lizz Reay
Chief Executive Officer
Wentworth Healthcare



Lizz Reay,
Chief Executive Officer
Wentworth Healthcare



Painted sky at sunset - Regentville
Penrith - Darug Country
Photo by Lisa-Marie Berta

"Watching the colours of the painted sky at sunset reminds me of how lucky we are to be here."

Our Vision for Reconciliation

Our vision for reconciliation is an Australia where Aboriginal and Torres Strait Islander cultures are valued and respected, and where truths are told and heard. An Australia where we can create stories of prosperity and success together, and where Aboriginal and Torres Strait Islander peoples experience equity in opportunity across all aspects of life. Our role in this vision is to cultivate relationships and form partnerships that foster collaborative healthcare practices.

By working together, we aim to address the specific needs and priorities of Aboriginal and Torres Strait Islander communities in our region, ultimately improving health and wellbeing outcomes in ways that are defined by the communities themselves. We aim to further promote the voices of Aboriginal and Torres Strait Islander peoples through our work, recognising cultural and community leaders' knowledge, and leading others in our spheres of influence to do the same.

Wentworth Healthcare's values in respect to reconciliation:

- **Ethical practice** – we recognise and acknowledge our responsibility and role in reconciliation and are accountable for our actions.
- **Respect** – we aim to build relationships with Aboriginal and Torres Strait Islander peoples that are built on respect; by fostering reciprocal relationships with a commitment to having a greater understanding of culture and recognise the role respect plays in reconciliation.
- **Collaboration** – we acknowledge the importance of partnerships and collaboration with Aboriginal and Torres Strait Islander peoples, communities and organisations to enhance opportunities for self-determination.
- **Continuous Improvement** – we are committed to continuous learning, expanding our knowledge of Aboriginal and Torres Strait Islander cultures and reviewing the approach we take to our work to remove any barriers for Aboriginal and Torres Strait Islander peoples to work with us or participate in our work.
- **Quality** – we are committed to providing the highest degree of quality in every aspect of our work, including our relationships with others, the work that we undertake and the role that integrity plays in the delivery of high-quality value-based services. We measure and review our work and performance regularly to identify areas we can improve.



Rachel Scobie (Director of Aboriginal Health NBNLHD), with Bella Stewart (Wentworth Healthcare) and Melissa Stubbings (Manager at Merana Aboriginal Community Association) at our Celebrating 10 Years as a PHN event.

Werrington – Darug Country
Photo by Nicole Anderson

Our Business

Wentworth Healthcare is a not-for-profit organisation dedicated to improving the health and wellbeing of our local community. Our Vision is: 'Our community experiences better health and wellbeing'. As the provider of the Nepean Blue Mountains Primary Health Network (NBMPHN), we cover four Local Government Areas (LGAs): Blue Mountains, Hawkesbury, Lithgow and Penrith.

Primary Health Networks have three distinct functions:

- We **Coordinate** and integrate local health care services to address population health needs and gaps in services with the aim of improving access and equity;
- We **Commission** (or contract) primary healthcare and mental health services to address population health needs;
- We **Capacity-build** and provide practice support to primary healthcare providers to support the delivery of high-quality primary healthcare in our region.

Our Region

The Nepean Blue Mountains (NBM) region's eastern border is located approximately 50km west of Sydney, extending over the Blue Mountains to Lithgow area/s, bordering the Western NSW region. Wentworth Healthcare operates in the Traditional Aboriginal nations of Darug, Gundungurra and Wiradjuri.

The Aboriginal and Torres Strait Islander population in the NBM region is 17,906 people, representing 4.7% of our total population, compared 3.4% of the NSW population and 3.8% of the total Australian population. The number of Aboriginal and Torres Strait Islander people by Local Government Area is shown below:

Blue Mountains LGA	2,107	2.7%
Hawkesbury LGA	3,257	4.8%
Lithgow LGA	1,614	7.7%
Penrith LGA	10,928	5.0%



NAIDOC Cup 2025
Penrith - Darug Country
Photo by Jessica Savill

Our People

Wentworth Healthcare employs over 95 people from diverse backgrounds, including multicultural and multi-disciplined professionals who facilitate and support high quality primary health services to the region. We currently have two staff members who identify as Aboriginal, with one of these individuals employed in an identified position as an Aboriginal Health Lead. We are governed by a skill-based Board of nine Directors, one of whom identifies as Aboriginal, and have six organisations as members of the company.

The organisation operates from one office in Werrington, within the Penrith Local Government Area and works across the four LGAs of Blue Mountains, Hawkesbury, Lithgow and Penrith.

Wentworth Healthcare has a significant role in the commissioning of community-based programs to address local and regional needs. As part of our commissioning role Wentworth Healthcare commissions a variety of Aboriginal and Torres Strait Islander programs, which includes direct commissioning and procurement of Aboriginal owned and controlled services, as well as the delivery of services to Aboriginal and Torres Strait Islander communities by mainstream services.

Our work is informed through robust structures that include the following advisory committees to the Board:

- **The GP Clinical Council (GPCC).** GPCC's role is to provide advice and inform the work that Wentworth Healthcare undertake with general practices and across primary healthcare in the region. The general practitioners involved in this clinical council discuss emerging issues relating to the integration of health services in the region, the patient journey including access to health services and resourcing required to support the delivery of high-quality care in the region.
- **The Allied Health Clinical Council (AHCC)** represents allied health professionals from a range of disciplines, in our four LGAs. AHCC advises on recommended strategies to address region-wide issues facing allied health professionals, while also considering the unique needs and concerns of each local community and integration of the health system.
- **The Community Advisory Committee (CAC)** is a joint committee of Wentworth Healthcare and the Nepean Blue Mountains Local Health District (NBMLHD), helping to shape the future direction of health services within our region. CAC members provide consumer and community perspectives to ensure that decisions, investments, and innovations are patient-centred, high-quality, cost-effective, responsive to local community needs, and informed by local health consumer and carer experiences and expectations.



Wentworth Healthcare staff volunteering at NAIDOC event at Jamison 2025 Penrith - Darug Country Photo by Mitchell Beggs Mowczan

Our Partnerships

Wentworth Healthcare develops, promotes and maintains collaborations and partnerships to improve outcomes with Aboriginal and Torres Strait Islander peoples. Our role in commissioning; capacity building and coordination requires us to identify potential partners who collaboratively can support and respond to the needs and aspirations of our community. We are committed to adding value rather than duplicating existing programs, and community initiatives ensuring that we apply a partnership approach to our work.

Some examples of key partnerships we have developed include:

- **Nepean Blue Mountains Local Health District (NBMLHD)** – Wentworth Healthcare shares the same regional footprint as the Local Health District. This enables us to work closely in partnership to plan and develop health programs and initiatives that address the needs of our community, supported by a robust governance framework. This framework includes the Integrated Health and Wellbeing Joint Board Sub-Committee, with joint Board priorities and initiatives at an executive level. At an operational level The NBM Aboriginal Health Partnership Committee with membership of Wentworth Healthcare, NBMLHD Aboriginal Health Unit and the Greater Western Aboriginal Health Service (GWAHS, provider of the local Aboriginal Medical Service), is a partnership committee that provides a formal platform to improve the health and wellbeing of Aboriginal and Torres Strait Islander Peoples through creating opportunities for proactive planning, communication, and collaboration. We work together to deliver health promotion initiatives and planning activities in partnership with acute and primary health programs and work closely in operational and planning activities with the Aboriginal Health Team to ensure an aligned response to the needs of the community.
- **Primary Care Providers** – we work in close partnership with general practitioners and primary healthcare providers to improve their practice and work with Aboriginal and Torres Strait Islander peoples and communities. This includes facilitation of professional development activities including cultural competency, advocacy, support and monitoring of Aboriginal and Torres Strait Islander peoples' identification, health screening, and cultural immersion opportunities. Primary care providers are vital in the promotion of Aboriginal Health assessments (MBS 715) to improve access to health services for Aboriginal and Torres Strait Islander peoples. Our Aboriginal Health Lead works closely with primary healthcare providers in our region to support them to deliver culturally safe services which includes working with primary care staff to increase the uptake of Aboriginal Health Assessments in our region.
- **Aboriginal Medical Services** – we work closely with the Greater Western Aboriginal Health Service (GWAHS) and the Aboriginal Community Controlled Organisation (ACCHO). As a member of the Aboriginal Health Partnership we work to plan and deliver various Aboriginal Health initiatives in the region. These initiatives have included the ongoing funding of a psychiatrist, and a drug and alcohol linker located at the Penrith Aboriginal Health Service (AMS). We also work with and provide support to the Penrith and Katoomba practices to assist them to deliver high quality primary healthcare services. We meet with GWAHS regularly to ensure we are working together on joint initiatives and to support each other to strengthen our community and enable better access to health services and programs.



NAIDOC Cup 2025
Penrith - Darug Country
Photo by Jessica Savill

- **Aboriginal Corporations** – we work in partnership with local Aboriginal Corporations to fund community priority programs, and support capacity building and governance initiatives. We work closely with the Blue Mountains Aboriginal Cultural and Resource Centre and Merana Aboriginal Community Association on a range of initiatives. Some examples include: the development of the Aboriginal Men’s Gathering a peer support initiative; provide funding to Merana to deliver the Aboriginal Health Challenge which has achieved positive outcomes for individuals and communities and develop and deliver an Aboriginal culturally focused antenatal program.
- **Aboriginal Groups and Collaboratives** – we support, attend and contribute to community-based initiatives such as the Western Sydney Aboriginal Men’s group, the Aboriginal Workers Networking meeting and the Penrith City Council’s Connection to Country groups.
- **Local Councils** – working in partnership with the local Councils in our region, we plan and deliver health related initiatives through collaboration with ACCOs and ACCHOs to meet the needs and priorities of Aboriginal and Torres Strait Islander peoples. This has included formalised memorandums of understanding, and shared health planning activities and partnerships in the delivery of community programs and large events, such as the NAIDOC Jamison Park event annually, and the three Village Café initiatives across the Penrith LGA which focuses on access to health for Aboriginal and Torres Strait Islander peoples. These initiatives have been organised through partnership arrangements for over the past nine years. As one of the key organisations in the Western Sydney City Deal, Wentworth Healthcare contributes to and implements initiatives of the Western Sydney City Deal Health Alliance which includes eight Local Councils, two PHNs and two LHDs. The priorities of the Health Alliance include access to health services and social determinants of health across vulnerable population groups. This strategic alliance provides opportunities for advocacy and collaboration to improve health outcomes for our communities.
- **Non-Government Organisations (NGO)** – Wentworth Healthcare commissions various NGOs to deliver a range of programs and services on behalf of the PHN. Examples include the Aboriginal and Torres Strait Islander Integrated Team Care Program (chronic illness), Aboriginal Counselling Service to deliver mental health support and other mental health and alcohol and other drugs (AOD) programs, Youth Programs and health promotion initiatives.
- **Registered Training Organisations and Education Institutions** – we work in partnership to plan, develop, fund and implement professional and community training programs to build community capacity. Examples of previous programs include the delivery of ‘Deadly Thinking’ train-the-trainer program with Rural and Remote Mental Health, and partnerships in tertiary education with the Poche Centre (Mental Health Certificate IV) and Aboriginal Mental Health First Aid.



Aurora Australis - Woodford
 Blue Mountains - Gundungurra Country
 Photo by Nicole Williams
*“I have waited my whole life to see this -
 how wonderful to be able to see something
 so absolutely magical.”*

Case Studies

Suicide Prevention Strategy – A Consultation Initiative

Wentworth Healthcare conducted a community scoping project in 2024, to identify opportunities for the commissioning of services related to suicide prevention within Aboriginal and Torres Strait Islander communities. Specifically, the initiative sought to understand unique community perspectives on health needs and potential supports that could contribute to suicide prevention across community, service provider and Aboriginal worker cohorts. The project worked with identified knowledge holders across the Nepean, Blue Mountains and Lithgow areas, and found that perspectives on suicide, and the ideas to support communities differed from mainstream approaches. This included, for example, a preference for early support, culture led initiatives, group-based programs and Aboriginal worker support. Communities were interested in capacity building training, with a keen preference for supports that prevented the escalation of mental illness, rather than a focus on crisis-driven approaches. The consultations indicated gaps and barriers in referral networks and spoke about preferences for Aboriginal workforce located in key areas that were trusted and frequented by Aboriginal and Torres Strait Islander peoples.

Our organisation undertook a commissioning process soon after the consultations to encourage creative, culture-forward innovative projects to respond to community needs. Findings from the consultation were also reported and will continue to be used to shape future mental health planning and commissioning activities to better respond to the needs of Aboriginal and Torres Strait Islander communities.

Cultural Awareness Training – An Education Initiative

Following from sector feedback, our organisation has worked with an Aboriginal consultant to develop and deliver targeted clinician training across our region. The training recognises the need for targeted health practitioner training, covering not only content related to historical considerations or events that have contributed to health and social inequalities, but to specifically explore the experience of Aboriginal and Torres Strait Islander peoples within contemporary health care settings. The training was designed to be reflective and interactive, providing practical ideas for clinicians to take back into their practice environments. The training has been accredited by the RACGP to enable general practitioners to receive professional development hours and facilitate their capacity to work within targeted Aboriginal and Torres Strait Islander healthcare models and programs.

Feedback is sought and considered following each session, with interest in the program extending to front-line staff, mental health practitioners and other allied health providers. Since the project's inception, over 100 primary care and front-line staff have participated in the training.

Wentworth Healthcare has also taken a whole-of-organisation approach to the delivery of cultural safety and responsiveness training. From our Board and executive team, through our management and whole-of-staff, all members of our team undertake this training. Cultural training is included in our staff orientation, which also includes an introduction to our Reconciliation Action Plan (RAP), and initiatives being undertaken through reconciliation. Cultural training plans are being developed now to extend training and cultural immersion opportunities, following a 100% completion rate of cultural safety and responsiveness training across our team.



My home - Mt Riverview
Blue Mountains - Gundungurra Country
Photo by Karen Rutkowski

"This represents my connection to the natural environment that surrounds me. This is just one very beautiful representation of the things I get to connect with on a daily basis, reminding me to take time to pause and notice."

The Merana Aboriginal Corporation Health Challenge – A Collaboration Initiative

The Merana Aboriginal Community Association, Aboriginal Health Challenge is a 10-week health challenge focused on supporting local Mob on their journey to a healthier lifestyle. The challenge has been funded since 2022 and is a project conceived and led by Merana Aboriginal Community Association and funded by Wentworth Healthcare. Participants were assessed by a local exercise physiologist and worked on individual and group-based health goals. Working as a group, participants were able to identify and address individual health and fitness goals and work with other community members to achieve them, sharing successes together. The initiative had 14 participants in 2021-2022 financial year and 16 participants in 2023-2024 financial year. Many of the participants continued to meet together following the conclusion of the program to continue to work on their health goals.

The Integrated Team Care Program (ITC) – A Commissioning Initiative

The ITC Program is commissioned by Wentworth Healthcare for delivery by the Nepean Community and Neighbourhood Services. This program supports Aboriginal and Torres Strait Islander people who live with complex chronic health conditions. The program employs eight Aboriginal people providing one-on-one support to help people manage their conditions and get the healthcare they need. It also helps health services provide culturally appropriate care. Our ITC program currently supports over 400 local Aboriginal and/or Torres Strait Islander peoples at any one time with a chronic condition with payment of medical appointments, medical equipment and transport to medical appointments. Since this program has been commissioned, it has supported over 2,259 Aboriginal and Torres Strait Islander people. Our ITC team also provide cultural support and advocacy, to break down barriers of accessing healthcare and support the delivery of culturally safe and responsive care by other providers.

NAIDOC Week Events – A Community Engagement Initiative

Wentworth Healthcare is an active leader and collaborator in a range of community NAIDOC week events. Examples include the Jamison Park NAIDOC event in Penrith, which is one of the biggest events in NSW with over 10,000 attendees each year. Our organisation is involved in the organising and funding of the event and attends each year to provide health and wellbeing information within the health tent. We encourage our staff to attend and participate in cultural celebrations. Our organisation is also a key partner in the NAIDOC Cup, an event for local primary school students. This event celebrates art, sport and culture and is attended by over 2,000 students from 32 different schools in our local area. The event is in its 13th year and is actively supported by Wentworth Healthcare to engage and encourage cultural expression and celebration for young people in our region.

Aboriginal Men’s Group – A Community Led Initiative

The Aboriginal Men’s group is a collaborative project developed and facilitated by five partnering organisations, Wentworth Healthcare being one. It was developed in recognition of a lack of designated cultural activities for Aboriginal men in the area, and in recognition of the over-representation of men experiencing poor health and mental health outcomes. The men’s group gathers at the Nepean River once a month where cultural activities, peer support and service access/information occur. The group currently has around 40 active members. Aboriginal role models such as Greg Inglis (NRL) and Michael O’Loughlin (AFL) attend our group to share stories and inspiration with local men.



Wentworth Healthcare staff at NAIDOC Jamison Park 2024 - Mitchell Beggs Mowczan (Aboriginal Health Lead), Tracy Kane-White (Manager - Stakeholder Engagement) and Lizz Reay (CEO).
Penrith - Darug Country
Photo by Emily Carr

Our RAP Journey

This is the third Reconciliation Action Plan (RAP) developed by Wentworth Healthcare, in recognition of our commitment to improving the health outcomes of Aboriginal and Torres Strait Islander peoples in our region. Our first Innovate RAP (2018-2020) enabled Wentworth Healthcare to formalise our foundations for work in our communities, which has been an area of focus for the organisation since inception. Our second Innovate RAP (2022-2024) focused on the strengthening of these core relationships, while also focusing on ensuring our own organisation and service environment is conducive to cultural expression and safety. This involved training every staff member in cultural safety, in addition to our broader training initiatives in the sector (with commissioned services and general practitioners). We delivered two dedicated staff development days focused on Aboriginal and Torres Strait Islander content and launched a variety of new programs and services tailored to the needs and preferences of Aboriginal and Torres Strait Islander communities. In partnership with local knowledge holders, we developed our first Aboriginal and Torres Strait Islander Engagement Framework including cultural protocols and have commenced defining in preparation to convene our first Aboriginal and Torres Strait Islander Advisory Committee.

This Stretch RAP will take our community initiatives and influence to the next level, focusing on the implementation of our engagement framework, convening of our Aboriginal and Torres Strait Islander Advisory Committee, and exploration of our influencing role through commissioning and regional initiatives. This RAP will see a greater focus in external facing leadership initiatives, building on the strength of our internal environment to lead and influence sector change. Continuing our strong capacity building focus, we will extend education initiatives beyond the basics, inviting local knowledge holders to contribute greater diversity in learning activities. We will build on our internal systems by implementing more robust monitoring, planning and reporting frameworks to increase accountability and transparency within and beyond the organisation.

The development of our Stretch RAP involved

a series of targeted workshops, facilitated by an Aboriginal consultant and attended by staff across the organisation and leadership. It began with a reflection workshop with our RAP committee to identify areas of success and improvement, both in relation to the activities and focus areas themselves, as well as committee process – planning, review and reporting. Following this initial workshop, we held three targeted workshops to cover the key themes of our Stretch RAP focus areas. These included workshops exploring:

- 1. Respectful engagement** – specifically exploring strategies for the implementation of our engagement plan and cultural protocols, community consultation priorities, and the establishment of our Aboriginal and Torres Strait Islander Advisory Committee.
- 2. Internal learning and development** – specifically exploring the evolution of our training and development plans, involvement of a wider range of cultural knowledge holders, policy and procedure advancement and reflective practice and reporting improvements.
- 3. Economic development and community opportunity** – specifically exploring our approach to employment, workforce support and procurement, as well as our focussed strategies relating to greater accountability and expectation in commissioning and monitoring.

Outcomes of these workshops were written up and published on the Wentworth Healthcare Intranet with a shared document to capture additional feedback from staff either written or verbal feedback through an individual consultation.

Finally, a leadership workshop was held to consolidate outcomes of the workshops, reflect on key learnings and prioritise Stretch RAP focus areas. This workshop also focused on the definition of spheres of influence and opportunities and strategies for broader leadership in Reconciliation. The leadership team reflected on the organisation's RAP journey and specific areas where opportunities for additional growth and improvement existed.

This included reviewing the commissioning process for Aboriginal and Torres Strait Islander organisations providing increased opportunity to apply for funding to deliver services and programs through a culturally appropriate model of commissioning.

In addition to further leverage existing relationships into more formalised partnerships including the development of traineeship opportunities and broader Aboriginal and Torres Strait Islander health workforce support.

RAP Leadership

The RAP is championed through the Board and the CEO with an executive sponsor (Executive Manager – Primary Care and Business Development) responsible for the implementation of the RAP across the organisation. The CEO reports formally to the Wentworth Healthcare Board on RAP progress and achievements bi-annually. The RAP Working Group (RWG) is chaired by the executive sponsor (Executive Manager – Primary Care and Business Development) and reporting is undertaken through a reporting framework supported by smaller working groups led by RWG members. A dashboard was developed to record all the RAP activities that were undertaken as part of the Innovate RAP. Within each deliverable, activities were broken down and recorded separately to allow progress to be recorded and tracked. This dashboard informed Board reporting and ensured that all activities were transparent and could be reviewed and monitored throughout the period of the Innovate RAP.

To engage the whole organisation from the executive through to operational teams, each stream of the organisation has participated in an orientation and reporting session to ensure they are familiar with the RAP deliverables and timeframes. This involves the executive and managers of each stream meeting with the executive sponsor for the RAP to discuss the deliverables in the RAP overall and any specific deliverables that pertain to their stream responsibilities. All staff on commencement participate in an orientation session for the RAP as part of the staff induction process, this session discusses Wentworth Healthcare's commitment to reconciliation, the RAP journey and key deliverables of the RAP including opportunities for involvement. All staff are required to ensure that they are familiar with the deliverables of the RAP and once completing the initial orientation and reporting session, the deliverables are addressed regularly at organisation-wide staff meetings to ensure that all staff are kept informed on the progress of the RAP. Wentworth Healthcare sees the RAP as the responsibility of all staff, including the Board, CEO, executive leadership, managers and operational staff.

Kangaroo Paw in garden - Warrimoo
Blue Mountains - Gundungurra Country
Photo by Bess Bosman
"Home, life, love, beauty and joy."



RAP Working Group (RWG) Membership

The RWG has representation from all streams across the organisation and includes two Aboriginal staff members as part of the RWG membership.

Lizz Reay	CEO
Kate Tye	Executive Manager – Primary Care and Business Development
Jodie Abbey	Reconciliation Implementation Coordinator
Patricia Azzopardi	Assistant Accountant
Mitchell Beggs Mowczan	Aboriginal Health Lead
Emma Brandy	Program Development Officer – Primary Care
Bridget Challis	Manager People and Culture
Caz Gatenby	Projects and Performance Coordinator
Monique Pryce	Program Development Officer – Community Development
Gabriel Puglia	IT Coordinator – Business Integration
Anne Rogers	Program Development Officer – Healthy Ageing
Gabe Treble	Primary Care Engagement Officer
Michelle Vernon	Commissioning & Contracts Officer – MHAOD, Community Recovery
Tracy Kane-White	Manager Stakeholder Engagement

Reconciliation Week 2025

Staff Reconciliation Walk

“Staff Reconciliation Walk recognising 25 years from the Corroboree 2000, Reconciliation Walk across the Sydney Harbour Bridge.”





Relationships

Strong, mutually beneficial and trusted relationships are at the core of what we do as a leader and commissioner of primary healthcare services in the NBM region. Since the development of our first RAP in 2018, we have developed and enhanced relationships with Aboriginal and Torres Strait Islander peoples. These relationships have further informed and enhanced our planning, development and implementation of initiatives to meet identified community need and preferences. The Aboriginal and Torres Strait Islander Patient Journey Mapping Research Project that was completed in 2020, enabled us to work collaboratively with our partners and representatives of Aboriginal and Torres Strait Islander communities to identify areas of need. This was achieved through connecting with Aboriginal and Torres Strait Islander peoples and communities, through a sharing of experiences and the identification of areas for improvement, creating opportunities to improve communication and engagement with primary healthcare providers. Whilst the pandemic impacted the

opportunity to engage with Aboriginal and Torres Strait Islander peoples and communities between 2020 – 2022, the two years following have been an opportunity to further establish relationships and improve collaboration to achieve meaningful outcomes and promote positive relationships towards reconciliation. We are further exploring and supporting the inclusion of Aboriginal voice in all that we do, through storytelling, education, planning, and decision making. We are focusing on ways to not only build strong relationships, but support and lead others in our sphere of influence to do the same. The establishment of our inaugural Aboriginal and Torres Strait Islander Advisory Committee will further promote Aboriginal and Torres Strait Islander governance and self-determination in all that we do. Our Aboriginal and Torres Strait Islander Engagement plan will forge a stronger commitment to responsible consultation and community accountability in line with community priorities and cultural protocols.

Focus area: Alignment to Wentworth Healthcare Strategic Plan 2024-2029

1 A capable and influential primary healthcare sector

- 1.2 Support primary healthcare providers to implement models of care that reflect best practice, support wellness, are culturally appropriate and enhance multidisciplinary team care.
- 1.4 Undertake strategic planning to identify and address regional health priorities.

3 Integrated services within and across sectors

- 3.1 Facilitate primary, secondary and tertiary health sectors to work together to improve the healthcare journey and continuity of care for people in our community.
- 3.2 Design and deliver solutions to support better navigation of services and access to appropriate care.
- 3.3 Identify, build and strengthen partnerships with key stakeholders and influencers in the health and non-health sectors and advocate for the needs of our region and primary healthcare.

4 Engaged and empowered consumers and communities

- 4.1 Embed consumer, carer and community engagement and influence in the work of our organisation to support the delivery of person- centred primary healthcare.
- 4.3 Champion the integration of those with lived experience, service users and peer workers into service design, delivery and quality improvement.
- 4.4 Build community capacity and connection to foster health, wellbeing and social resilience.

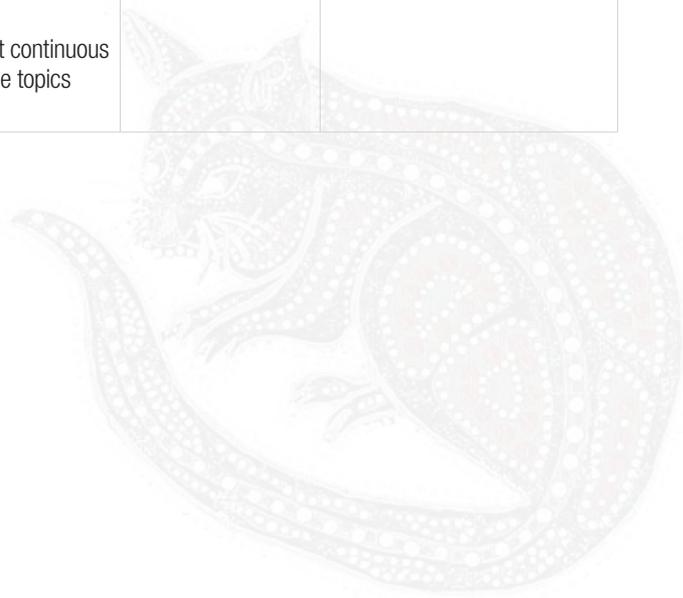
5 Organisational excellence and impact

- 5.2 Support the development of a diverse, skilled, and culturally safe workplace that is engaged, values-orientated and advances our commitment to Aboriginal and Torres Strait Islander peoples reconciliation.

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Establish and embed processes to support the implementation of the Aboriginal and Torres Strait Islander Engagement Strategy across the organisation. This includes: <ul style="list-style-type: none"> - Staff training to orientate 'The Strategy' and their role in implementation. - Strategy published on the Intranet to enable access for staff. - Develop procedures to support implementation of the Strategy. - Develop measures to monitor and evaluate implementation of the Strategy. 	Oct 2025	Executive Manager Corporate and Strategic Performance
	Monitor and evaluate the Strategy in partnership with local Aboriginal and Torres Strait Islander stakeholders. This includes: <ul style="list-style-type: none"> - Report annually to the Aboriginal and Torres Strait Islander Advisory Committee on - Consult with organisations and stakeholders who we engaged with, to evaluate their experience and seek feedback annually. 	Sept 2026 Sept 2027	Executive Manager Corporate and Strategic Performance
	Based on feedback collected, review and update our engagement strategy.	May 2027 May 2028	Executive Manager Corporate and Strategic Performance
	Establish and maintain a minimum of 2 formal two-way partnerships with Aboriginal and Torres Strait Islander communities/organisations across the NBM region. This may include: <ol style="list-style-type: none"> 1. The NBMLHD Aboriginal and Torres Strait Islander Health Team. 2. The Greater Western Aboriginal Health Service. 3. Muru Mittigar. Further formal partnerships will be explored and welcomed with all Aboriginal Controlled Corporations in our region.	Nov 2025 Nov 2026 Nov 2027	Executive Manager Primary Care and Business Development
2. Strengthen partnerships with Aboriginal and Torres Strait Islander Organisations increasing opportunities to inform and collaborate to achieve mutually beneficial outcomes for Aboriginal and Torres Strait Islander peoples.	Maintain regular meetings to continue to build upon existing relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. Including but not limited to: <ul style="list-style-type: none"> - The Greater Western Aboriginal Health Service. - The NBM Local Health District Aboriginal and Torres Strait Islander Health Team. - Merana Aboriginal Community Association. - Muru Mittigar. - Sydney Regional Aboriginal Corporation. 	Nov 2025 Nov 2026 Nov 2027	Executive Manager Primary Care and Business Development
	Engage with Aboriginal and Torres Strait Islander organisations/stakeholders to develop an annual Aboriginal and Torres Strait Islander forum to ensure areas of need and barriers experienced by Aboriginal and Torres Strait Islander communities are being considered, opportunities for partnership and collaboration are identified, and agreed focused actions to improve outcomes.	Sep 2026 Sep 2027	Executive Manager Primary Care and Business Development

3. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to all staff.	27 May - 3 June, 2026, 2027, 2028	Executive Manager Primary Care and Business Development
	RWG members to participate in two external NRW events. Ensure group coverage of all LGA events.	27 May - 3 June, 2026, 2027, 2028	Executive Manager Primary Care and Business Development
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. Ensure leadership coverage across LGAs.	27 May - 3 June, 2026, 2027, 2028	Executive Manager Primary Care and Business Development
	Support each internal team to hold one NRW activity, in addition to one organisation-wide NRW event, each year.	27 May - 3 June, 2026, 2027, 2028	Executive Manager Primary Care and Business Development
	Provide annual CEO Blog including reconciliation commitment statements and events during Reconciliation Week (RW).	27 May - 3 June, 2026, 2027, 2028	Executive Manager Primary Care and Business Development
	Amend organisational email signatures to include RW messaging for the month leading into RW.	27 May - 3 June, 2026, 2027, 2028	Executive Manager Primary Care and Business Development
	Register all our NRW events on Reconciliation Australia's NRW website.	27 May - 3 June, 2026, 2027, 2028	Executive Manager Primary Care and Business Development
4. Promote reconciliation through our sphere of influence.	Review and continue to deliver a reconciliation orientation session for all staff on commencement of employment to raise awareness of reconciliation across our workforce.	Aug, Nov 2025, Mar, May, Aug, Nov 2026, Mar, May, Aug, Nov 2027, Mar, May 2028,	Executive Manager Primary Care and Business Development
	Ensure reconciliation activities are included in all senior leadership and management staff Professional Development Plans, identifying their specific roles in reconciliation through their work.	Oct 2025 Oct 2026 Oct 2027	CEO
	Participate in at least two RAP Leadership Gatherings per year.	Nov 2025 Nov 2026 Nov 2027	Executive Manager Primary Care and Business Development
	Ensure that the RAP is listed as a standing agenda item on our Senior Leadership Meeting agendas, quarterly.	May, Sept, Nov 2025, Feb, May, Sept, Nov 2026, Feb, May, Sept, Nov 2027, Feb, May 2028	CEO
	Incorporate RAP objectives and activities into staff cultural safety training modules, delivered to staff.	March 2026	Executive Manager Primary Care and Business Development
	Communicate our commitment to reconciliation publicly. This includes a reconciliation commitment statement on our website and newsletters.	August 2025 June 2026 June 2027 June 2028	Executive Manager Corporate and Strategic Performance
	Develop a communications strategy for our RAP and review annually.	August 2025 March 2026 March 2027 March 2028	Executive Manager Corporate and Strategic Performance

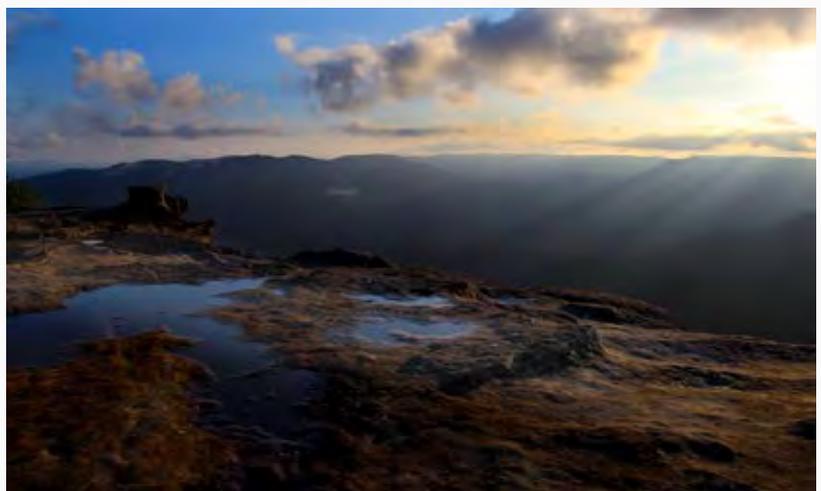
	<p>Explore opportunities within our sphere of influence to progress the vision and activities of our RAP with external organisations which could include:</p> <ul style="list-style-type: none"> - Contractual obligations with our commissioned service providers. - Delivering cultural safety training. - Reviewing commissioning processes to improve opportunities for Aboriginal and Torres Strait Islander organisations to work with us. 	October 2027	Executive Manager Primary Care and Business Development
	<p>Collaborate with two RAP and other like-minded organisations to implement innovative approaches to advance reconciliation this may include:</p> <ul style="list-style-type: none"> - Participation in any national PHN reconciliation communities of practices through the PHN cooperative. 	June 2027	Executive Manager Primary Care and Business Development
5. Promote positive race relations through anti-discrimination strategies.	<p>Review annually People and Culture (HR) policies and procedures concerned with anti-discrimination.</p>	Sept 2025 Sept 2026 Sept 2027	Executive Manager Corporate and Strategic Performance
	<p>Conduct an annual review of our anti-discrimination policy in partnership with Aboriginal and Torres Strait Islander staff and/or advisors.</p>	Aug 2025 Aug 2026 Aug 2027	Executive Manager Corporate and Strategic Performance
	<p>Provide ongoing education to senior leaders and managers on the effects of racism. This might include:</p> <ul style="list-style-type: none"> - Undertaking formal racism training. - Session as part of the joint executive and manager meetings. - Incorporate into Staff Development Days or events. 	Oct 2025 Oct 2026 Oct 2027	Executive Manager Corporate and Strategic Performance
	<p>Ensure training on our anti-discrimination policy is included in our staff induction and staff cultural safety training.</p>	Nov 2025 Nov 2026 Nov 2027	Executive Manager Corporate and Strategic Performance
	<p>Senior leaders to publicly support anti-discrimination campaigns, initiatives, and stances against racism.</p>	June 2026 June 2027 June 2028	CEO
	<p>Explore opportunities to include in external professional development event(s) the impact of racism in the context of the determinants of health for external healthcare providers. This may include:</p> <ul style="list-style-type: none"> - Consumer experiences and stories delivered at continuous professional development events relevant to the topics scheduled. 	May 2027 May 2028	Executive Manager Primary Care and Business Development





Sunset at Lincoln Rock - Wentworth Falls
Blue Mountains - Gundungurra Country
Photo by Vicky Ogden

"The earth is quiet after the rain - softened, alive, deeply breathing. Being on Country reminds me to pause, and as the deep sun envelopes me, I feel that I am not looking at beauty - I am a part of it."



Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop and implement an annual staff survey to assess cultural learning needs, areas of development and interest, and feedback on existing training activities.	May 2026 May 2027 May 2028	Executive Manager Primary Care and Business Development
	Develop an annual Aboriginal and Torres Strait Islander Learning Plan in addition to the overarching cultural learning strategy that outlines cultural training priorities for our staff informed by our annual staff survey and our Aboriginal Advisory Committee.	Oct 2025 Oct 2026 Oct 2027	Executive Manager Primary Care and Business Development
	Ensure all permanent staff undertake formal and structured cultural learning. All staff will undertake a face-to-face cultural training session per annum. Cultural immersion opportunities for staff to complete will also be provided in addition to the core training.	June 2025 June 2026 June 2027 June 2028	Executive Manager Primary Care and Business Development
	In addition to core staff training, ensure all RWG members, senior executive group, managers with Aboriginal specific program responsibility and/or staff members, and the Board of Directors undertake the Centre for Cultural Competence Australia training.	July 2025 July 2026 July 2027	CEO
	Provide staff with the opportunity to participate in local cultural immersion activities at least once a year.	Oct 2025 Oct 2026 Oct 2027	Executive Manager Primary Care and Business Development
7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. As part of the Aboriginal and Torres Strait Islander Engagement Strategy, all staff will receive the documents and will be trained on the process as part of their orientation process. Refresher training will be delivered annually for relevant staff.	Oct 2025 Oct 2026 Oct 2027	Executive Manager Primary Care and Business Development
	Implement and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country.	Oct 2025 Oct 2026 Oct 2027	Executive Manager Primary Care and Business Development
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including: <ul style="list-style-type: none"> – The Annual Paediatric Conference. – The Mental Health Forum. – Formal launches or celebration events with dignitaries in attendance. 	May, Sept, Nov 2025, Feb, May, Sept, Nov 2026, Feb, May, Sept, Nov 2027, Feb, May 2028	CEO
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	May, Sept, Nov 2025, Feb, May, Sept, Nov 2026, Feb, May, Sept, Nov 2027, Feb, May 2028	Executive Manager Primary Care and Business Development

	Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	May, Sept, Nov 2025, Feb, May, Sept, Nov 2026, Feb, May, Sept, Nov 2027, Feb, May 2028	CEO
	Display Acknowledgment of Country plaques in every meeting room within our office.	May, Sept, Nov 2025, Feb, May, Sept, Nov 2026, Feb, May, Sept, Nov 2027, Feb, May 2028	Executive Manager Corporate and Strategic Performance
	Provide training for all staff members on the Aboriginal and Torres Strait Islander Engagement Framework and associated Protocols for all staff members initially, then to be included in induction training.	May, Sept, Nov 2025, Feb, May, Sept, Nov 2026, Feb, May, Sept, Nov 2027, Feb, May 2028	Executive Manager Primary Care and Business Development
8. Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	RWG members have the opportunity to participate in an external NAIDOC Week event.	July 2025 July 2026 July 2027	Executive Manager Primary Care and Business Development
	Continue to include in the Employee Enterprise Agreement the opportunity for Aboriginal and Torres Strait Islander staff to participate in NAIDOC Week events based on their own community membership and connection.	Nov 2025 Nov 2026 Nov 2027	CEO
	Provide staff with the opportunity to participate in NAIDOC events in the region.	July 2025 July 2026 July 2027	Executive Manager Primary Care and Business Development
	Maintain membership on the Jamison Park organising committee and contribute to two other community events.	July 2025 May 2026 May 2027 May 2028	Executive Manager Primary Care and Business Development

Lawson bushland

Blue Mountains - Gundungurra Country

Photo by Claudia Grab

"This image shows a part of the vast Blue Mountains bushland from Lawson, where I live. I am very fortunate that I can access bushland so close to home as I have come to love and appreciate the beauty, diversity and tranquility the bush offers - truly an elixir for the soul."





Opportunities

Since 2018, our reconciliation journey has provided us with opportunities to engage with Aboriginal and Torres Strait Islander businesses to contribute to improve outcomes for Aboriginal and Torres Strait Islander peoples in our region. This engagement has also provided the opportunity for the organisation to ensure that the work that we do specifically supports Aboriginal and Torres Strait Islander peoples in our region. This reconciliation journey has allowed our staff and organisation to learn and grow in partnership with the community enabling staff members to feel more connected on the land on which we work and live and furthermore sharing this with those within our own families and communities. As we continue to improve our cultural understandings, our organisation can harness Aboriginal and

Torres Strait Islander knowledge to improve our approach for all in our community. One example of these procurement opportunities enabled us to apply cultural representation to health promotion messaging using art and animation in the Breath of Fresh Air campaign which was co-designed by Aboriginal and Torres Strait Islander peoples in our region and nominated for an award. We look forward to leveraging the work that we have undertaken in our previous RAPs to further explore opportunities for engagement and impact and to encourage other organisations in their RAP journey to build responsive and respectful communities with Aboriginal and Torres Strait Islander peoples.

Focus area: Alignment to Wentworth Healthcare Strategic Plan 2024-2029

1 A capable and influential primary healthcare sector

- 1.2 Support primary healthcare providers to implement models of care that reflect best practice, support wellness, are culturally appropriate and enhance multidisciplinary team care.
- 1.4 Undertake strategic planning to identify and address regional health priorities.

3 Integrated services within and across sectors

- 3.1 Facilitate primary, secondary and tertiary health sectors to work together to improve the healthcare journey and continuity of care for people in our community.
- 3.2 Design and deliver solutions to support better navigation of services and access to appropriate care.
- 3.3 Identify, build and strengthen partnerships with key stakeholders and influencers in the health and non-health sectors and advocate for the needs of our region and primary healthcare.

4 Engaged and empowered consumers and communities

- 4.1 Embed consumer, carer and community engagement and influence in the work of our organisation to support the delivery of person-centred primary healthcare.
- 4.3 Champion the integration of those with lived experience, service users and peer workers into service design, delivery and quality improvement.
- 4.4 Build community capacity and connection to foster health, wellbeing and social resilience.

5 Organisational excellence and impact

- 5.2 Support the development of a diverse, skilled, and culturally safe workplace that is engaged, values-orientated and advances our commitment to Aboriginal and Torres Strait Islander peoples reconciliation.

Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Engage with Aboriginal and Torres Strait Islander staff and the Aboriginal and Torres Strait Islander Advisory Committee to consult on our recruitment, retention and professional development strategies.	October 2026	Executive Manager Corporate and Strategic Performance
	Review the Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategies based on feedback received as part of the consultation process.	June 2027	Executive Manager Corporate and Strategic Performance
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	July 2025 July 2026 July 2027 June 2028	Executive Manager Corporate and Strategic Performance
	Review People and Culture (HR) and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2027	Executive Manager Corporate and Strategic Performance
	Identify professional development, succession planning and other opportunities within the Career Development Framework specific to the skillsets of Aboriginal staff.	Oct 2025 Oct 2026 Oct 2027	Executive Manager Corporate and Strategic Performance
	Support and/or commission two projects that specifically target or support Aboriginal and Torres Strait Islander workforce initiatives regionally.	July 2027	Executive Manager Primary Care and Business Development
	Establish a formal partnership with Muru Mittigar to offer Aboriginal staff members formal leadership mentoring.	Nov 2026 Nov 2027	Executive Manager Primary Care and Business Development
	Allocate a budget to enable Aboriginal employees to attend at least two external formal training and development events or programs annually in accordance with their professional development plans.	Nov 2026 Nov 2027	Executive Manager Primary Care and Business Development
	Meet with the University of Western Sydney bi-annually to discuss Aboriginal student support needs which may include student placement or graduate employment or project opportunities or mentoring.	Nov 2026 Nov 2027	Executive Manager Primary Care Development
	Work in partnership with Muru Mittigar to map professional areas capable of offering Aboriginal Traineeships and provide the opportunity for one traineeship.	Nov 2026 Nov 2027	Executive Manager Corporate and Strategic Performance
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Encourage Aboriginal and Torres Strait Islander peoples in clinical roles to express interest/become members on our Clinical Council and other Advisory Committees.	Nov 2026 Nov 2027	Executive Manager Corporate and Strategic Performance
	Extend the reach of the Aboriginal and Torres Strait Islander Procurement Statement increasing the pool of local Aboriginal businesses by at least five across the three years.	Nov 2025 Nov 2026 Nov 2027	Executive Manager Primary Care and Business Development
	Review and update internal procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	May 2026 May 2027 May 2028	Executive Manager Primary Care and Business Development

	Develop and maintain at least three commercial relationships with Aboriginal owned businesses.	Nov 2025 Nov 2026 Nov 2027	Executive Manager Primary Care and Business Development
	Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	Aug 2025 Aug 2026 Aug 2027	Executive Manager Primary Care and Business Development
11. Strengthen regional training and development opportunities to provide culturally responsible service delivery.	Identify regional training priorities in culturally responsive provision of care (for example, through our commissioned services and primary care providers).	Aug 2026 Aug 2027	Executive Manager Primary Care and Business Development
	Deliver at least three Royal Australian College of General Practitioners (RACGP) Accredited Cultural Safety Sessions to primary healthcare providers per calendar year. This is provided by Aboriginal trainers.	Sept 2025 Sept 2026 Sept 2027	Executive Manager Primary Care and Business Development
	Deliver at least two cultural training sessions to commissioned service providers per calendar year. This is provided by Aboriginal and Torres Strait Islander trainers.	Sept 2025 Sept 2026 Sept 2027	Executive Manager Primary Care and Business Development
	Scope with other local RAP organisations the opportunity to plan and lead, in collaboration, a regional reconciliation leadership forum to promote and advance reconciliation efforts in the NBM region.	June 2028	Executive Manager Primary Care and Business Development

Cahill's Lookout

Blue Mountains

Photo by Emma Brandy

"I am connected to a sense of stillness and gratitude for the cycles of day and night, light and dark, burning sun giving way to endless stars."



Governance



Action	Deliverable	Timeline	Responsibility
12. Establish an Aboriginal and Torres Strait Islander Working Group.	Form a short-term Aboriginal and Torres Strait Islander Working Group to inform the establishment of an Aboriginal and Torres Strait Islander Advisory Committee.	September 2025	Executive Manager Primary Care and Business Development
	Commence the Aboriginal and Torres Strait Islander Advisory Committee.	September 2026	Executive Manager Primary Care and Business Development
13. Establish and maintain an effective RWG to drive governance of the RAP.	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Sept 25, Nov 25, Mar 26, June 26, Sept 26, Nov 26, Mar 27, June 27, Sept 27, Nov 27, Mar 28, June 28	Executive Manager Primary Care and Business Development
	Conduct a skills and expertise mapping activity of the RWG members to better target responsibilities and ensure consistent representation and meaningful communication with all other staff from their team that they represent.	July 2025	Executive Manager Primary Care and Business Development
	Develop, document and implement formal mechanisms for each team to ensure that all staff have ownership of the RAP activities that relate to their area of expertise.	July 2025	Executive Manager Primary Care and Business Development
	Review and update the Terms of Reference for our RWG.	July 2025 July 2026 July 2027	Executive Manager Primary Care and Business Development
	Meet at least four times per year to drive and monitor RAP implementation.	Sept 25, Nov 25, Mar 26, June 26, Sept 26, Nov 26, Mar 27, June 27, Sept 27, Nov 27, Mar 28, June 28	Executive Manager Primary Care and Business Development
14. Provide appropriate support for effective implementation of RAP commitments.	Embed resource needs for RAP implementation.	May 2025	CEO
	Embed key RAP actions in performance expectations of senior management and all staff.	July 2025; July 2026; July 2027	Executive Manager Primary Care and Business Development
	Embed appropriate systems and capability to track, measure and report on RAP commitments.	July 2025	CEO
	Maintain an internal RAP Champion from senior management.	Sept 25; Nov 25; Mar 26; June 26; Sept 26; Nov 26; Mar 27; June 27; Sept 27; Nov 27; Mar 28; June 28	CEO
	Include our RAP as a standing agenda item at senior management meetings.	May, Sept, Nov 2025, Feb, May, Sept, Nov 2026, Feb, May, Sept, Nov 2027, Feb, May 2028	CEO



Cave in valley at Colo
Hawkesbury - Darug Country
Photo by Anne Rogers

"My son lives in a picturesque valley in Colo, surrounded by primordial caves that seem to hold the stories and knowledge of the land's ancient past."

15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2025 June 2026 June 2027 June 2028	Executive Manager Primary Care and Business Development
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	August annually	Executive Manager Primary Care and Business Development
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	Executive Manager Primary Care and Business Development
	Report RAP progress to all staff and senior leaders quarterly.	Sept 25; Nov 25; Mar 26; June 26; Sept 26; Nov 26; Mar 27; June 27; Sept 27; Nov 27; Mar 28; June 28	Executive Manager Primary Care and Business Development
	Report RAP progress to the Wentworth Healthcare Board biannually.	April and Sept each year	Executive Manager Primary Care and Business Development
	Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	Nov 2025 Nov 2026 Nov 2027 Nov 2028	Executive Manager Primary Care and Business Development
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Feb 2026 Feb 2028	Executive Manager Primary Care and Business Development
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2028	Executive Manager Primary Care and Business Development
16. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP	August 2027	Executive Manager Primary Care and Business Development



BACK COVER

Flowering Gum in North Richmond
Hawkesbury - Darug Country

Photo by Katie Taylor

*"The vibrant pink of the flowering gum is always a
sign of summer."*

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For more information about Wentworth Healthcare,
provider of the Nepean Blue Mountains PHN, visit
nbmphn.com.au

This Report can be found at
nbmphn.com.au/Publications

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