



# Innovate Reconciliation Action Plan

August 2022 – August 2024





**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 artwork was created by local Aboriginal Artist Vicki Thom specifically for our 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.



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# Introduction

This is our second Innovate Reconciliation Action Plan (RAP) that recognises our commitment to reconciliation action, the journey to equality and equity, and the importance of Aboriginal and Torres Strait Islander peoples’ cultures, histories and achievements. As a funder of health programs and services for Aboriginal and Torres Strait Islander peoples in the Nepean Blue Mountains region, our RAP ensures a dedicated and accountable focus on activities and initiatives that contribute to improving the health outcomes of Aboriginal and Torres Strait Islander peoples in our community.

Our Reconciliation Action Plan is championed by the Executive Manager – Primary Care Development, as the Chair of our RAP Working Group, with leadership and commitment from the Chief Executive Officer and the Wentworth Healthcare Board. The RAP Working Group consists of a membership representing all streams of the organisation providing a diverse and whole of organisation approach to reconciliation and operates with a specific Terms of Reference. RAP Working Group Members include:

Reconciliation Action Plan Working Group Members	
Lizz Reay	CEO
Kate Tye	Executive Manager – Primary Care Development
Tracy Kane-White	Manager Primary Care Initiatives
Mitchell Beggs-Mowczan	Aboriginal Liaison Officer
Jodie Abbey	Health Program Development Officer
Kirrilee Barlow	Program Development Officer – Primary Care Initiatives
Mark Bruhn	Stakeholder Governance Manager
Saskia Creed	Human Resources and Quality Officer
Emma Jackson	General Practice Support Officer
Daya Nanda	Finance Manager
Rebecca Padgett	Program Development Officer – Primary Care Initiatives
Monique Pryce	Program Development Officer – Community Development
Mari Rosney	Disaster Planning Coordinator
Nick Rosser	Health Pathways Manager
Katie Taylor	Health Data Officer
Alex Tsoukas	Contract and Development Officer AOD
Nicole Williams	Design and Publications Coordinator
Nikolina Zonjic	Program Development Officer



**Lizz Reay,**  
CEO of Wentworth Healthcare

“ Systemic change requires commitment and tangible plans. Our RAP supports our journey and contribution to reconciliation. It allows us to consider what we can do within our sphere of influence to strengthen relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all Australians. The activities in our RAP guide the way we operate, as we strive to become a more culturally safe and competent organisation. It supports us to embed practices into our programs, and the services we commission, that promote equity, equality, and respect.

Continuing to build on, and strengthen, the relationships we have developed with local Aboriginal and Torres Strait Islander communities over the years remains a priority for us as we work together to foster communities of healthcare practice that support and empower Aboriginal and Torres Strait Islander peoples. ”



# Strategic Plan 2019-2024

## VISION

Improved health and wellbeing for the people in our community.

## MISSION

Empower general practice and other healthcare professionals to deliver high-quality, accessible and integrated primary healthcare that meets the needs of our community.

STRATEGIC OBJECTIVES	2. Culture of quality improvement and outcome focus	3. Coordinated services within and across sectors	4. Consumers engaged in all we do	5. Organisational excellence and impact
1.1 Foster strong engagement and leadership with primary healthcare providers to inform and shape healthcare priorities and improvement.	2.1 Collaborate with general practice to facilitate data driven quality improvement.	3.1 Facilitate primary, secondary and tertiary health sectors to work together to improve the healthcare journey.	4.1 Embed consumer and community participation and influence in the work of our organisation to support patient-centred primary healthcare.	5.1 Embed governance and business systems that reflect best practice and enhance efficiency and organisational improvement.
1.2 Identify, build and strengthen partnerships and alliances with key stakeholders and influencers in the health and non-health sectors to augment benefits.	2.2 Support primary healthcare providers to implement models of care that reflect best practice, support wellness and are culturally appropriate.	3.2 Design solutions in collaboration with others to improve access to efficient and effective healthcare.	4.2 Apply health equity and consumer health literacy principles to all our activities.	5.2 Support a skilled, engaged and culturally-safe workforce which is responsive and values oriented.
1.3 Support the development of a skilled and sustainable local primary healthcare workforce and clinical leaders.	2.3 Monitor and evaluate activities to drive high quality outcomes in service delivery.	3.3 Support the utilisation of digital health to improve continuity of care.		5.3 Increase revenue diversity and grow flexible revenue streams to further our vision and enable financial sustainability.
1.4 Undertake strategic planning to address regional health priorities.	2.4 Participate in primary healthcare research in collaboration with others.			5.4 Share our learning and promote our achievements.

STRATEGIES

PRIORITY AREAS



Underserved & Disadvantaged Communities



Aboriginal Health



Mental Health



Healthy Ageing



Drug & Alcohol Addiction Support



Population Health



Health Workforce



Digital Health



Disaster Management

VALUES



Respect



Ethical Practice



Continuous Improvement



Collaboration



Quality

## OUTCOMES



The background of the entire page is a traditional Aboriginal dot painting. It features a dark brown, textured background with various colorful elements. A prominent feature is a large, circular, concentric dot pattern in shades of blue and white. To the right, a wavy blue line, possibly representing a river or a path, is bordered by a series of white dots. Other elements include brown and white curved shapes, some with internal patterns, and a green and white circular pattern in the upper right corner. The overall style is characteristic of Indigenous Australian art.

# Who we are

## Our Vision for Reconciliation

**Our vision for reconciliation is an Australia where Aboriginal and Torres Strait Islander peoples' community needs, interests and priorities are embedded into primary healthcare to improve the health and wellbeing of Aboriginal and Torres Strait Islander peoples in our community.**

We aim to work with other healthcare providers across the region, through our commissioning and partnership leader role, to build communities of healthcare practice that recognise, support and empower Aboriginal and Torres Strait Islander peoples and communities to enhance access and equity, improving health equality across the Nepean Blue Mountains region.

\*Throughout this document, the word 'Aboriginal' is respectfully used to refer to all Aboriginal and/or Torres Strait Islander peoples.

## Our Business

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

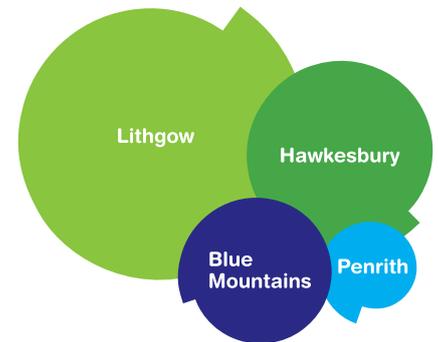
## Our Region

The Nepean Blue Mountains region's eastern border is located approximately 50km west of Sydney, extending over the Blue Mountains to Lithgow, 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 Nepean Blue Mountains Region is 17,906 people:

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

Source: <https://profile.id.com.au/nbmphn/population?WebID=10>  
Based on ABS census 2021 data



## Our Culture

Wentworth Healthcare recognises the achievement and contribution of our team to the work that we do across the region. One way that this contribution is acknowledged through a STAR Award recognition program. The award categories include:

- Leadership
- Individual Distinction
- Team Excellence
- Corporate Excellence
- Excellence in Collaboration and Partnerships
- Reconciliation Champion (established as a category as part of our 2018-2020 RAP)
- Living our Values Champion

The Nepean Blue Mountains Joint PHN, Local Health District (LHD) Alcohol and Other Drugs (AOD) and Mental Health Advisory Committee and the Nepean Blue Mountains Joint PHN, LHD

and Greater Western Aboriginal Health Service (GWAHS – local AMS) Aboriginal Health Partnership Committee, all meet on a regular basis to inform and share knowledge to improve the health and wellbeing of Aboriginal and Torres Strait Islander peoples in the Nepean Blue Mountains region. These groups provide the opportunity to identify needs and determine effective strategies collaboratively with multiple stakeholders in partnership with Aboriginal and Torres Strait Islander peoples.

As an outcome of our inaugural RAP, various strategies have been developed to optimise the organisation's interface with Aboriginal and Torres Strait Islander communities. Wentworth Healthcare have specifically targeted and engaged an Aboriginal Director to the Board of Directors. The activities of these initiatives are foundational in this Innovate RAP 2022-2024 and will further enhance our work with Aboriginal and Torres Strait Islander peoples.



## Our People

Wentworth Healthcare employs over 75 staff 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 people, with one in an identified position as Aboriginal Liaison Officer. Our Board is a skills-based board consisting of 9 directors who are responsible for the governance of our organisation. One board director identifies as Aboriginal.

The organisation operates from one office in Werrington.

Wentworth Healthcare has a significant role in the commissioning of community-based programs to meet community needs. Within this portfolio comes the commissioning of various Aboriginal and Torres Strait Islander programs, which includes Aboriginal and Torres Strait Islander cultural capacity building within primary health care and commissioned services, including governance/decision making requirements.

Our work is informed through robust structures that include the following:

- **The Integrating Care Clinical Council (ICCC)** is a multi-disciplinary committee that advises the Board on relevant clinical issues to assist in decision-making regarding local and regional priorities and opportunities for improvements in the operation of the healthcare system for patients, particularly those at risk of poor health outcomes.

- **Our GP Clinical Council (GPCC)** established in January 2016 and formerly known as the GP Advisory Committee (GPAC), serves as an advisory body to the Board. GPCC's role is to also advise on decision making at the practice level, to strengthen the support provided to GPs in their day-to-day work. Members raise issues in relation to health pathways, hospitals, aged care facilities, workforce, GP education and training and many more important areas.
- **The Allied Health Clinical Council (AHCC)** was formally established in 2016 and represents allied health professionals from a range of disciplines, in our four LGAs (Blue Mountains, Hawkesbury, Lithgow and Penrith). AHCC advises the Board on recommended strategies to address region-wide issues facing allied health professionals, while also considering the unique needs and concerns of each local community.
- **The Community Advisory Committee (CAC)** is an advisory body to our Board and the NBMLHD Board, 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 at the Breath of Fresh Air Launch in 2019. Photo by Adam Hollingworth.



## Our Partnerships

Wentworth Healthcare develop, promote and maintain collaborations and partnerships to improve outcomes with Aboriginal and Torres Strait Islander peoples. Our role as a planner, commissioner and facilitator requires us to identify potential partners who can together, respond to the needs and aspirations of our community. The organisation is also committed to adding value to, rather than duplicating existing programs, and community initiatives. Our key partnerships are developed with:

- **Nepean Blue Mountains Local Health District (NBMLHD)** – we work closely in partnership with government funded health services to plan and develop health programs to meet community needs. This includes joint Board priorities and initiatives that will be developed and implemented with a cultural lens. We collaboratively 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. An example of this work is the Nepean Blue Mountains (NBM) Aboriginal Patient Journey Mapping Project, this project was delivered by a consultant with The Aboriginal Health and Medical Research Council (AH&MRC) ethics approval and identified the challenges and enablers that Aboriginal patients with a chronic condition experience as they encounter the health care system. The research report inclusive of recommendations has enabled a joint response plan from both Wentworth Healthcare and the NBMLHD to address some of the challenges identified in the project.
- **Primary Care Providers** – we work in close partnership with general practitioners and Primary Health Care 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.
- **Aboriginal Medical Services** – we work closely with the Greater Western Aboriginal Health Service (GWAHS) the Aboriginal Community Controlled Organisation (ACCHO), to plan and deliver various Aboriginal Health initiatives in the region. These initiatives include funding a psychiatrist and a drug and alcohol linker located at the Penrith Aboriginal Medical Service (AMS) and provide practice support to the Penrith and Katoomba AMS.
- **Aboriginal Corporations** – we work in partnership with local Aboriginal Corporations to fund community priority programs, and support capacity building and governance initiatives. There are two Aboriginal Corporations in our region – Aboriginal Culture and Resource Centre (ACRC) and Merana Aboriginal Corporation. We work closely with both on a range of initiatives, including, as an example, working with Aboriginal men and service providers in the region to develop and support the Aboriginal Men's Gathering, a peer support initiative. We have been working closely with Merana through the delivery of the Social Connectedness in Older People Pilot program in the Hawkesbury region with representation on the steering committee.
- **Aboriginal Groups and Collaboratives** – we support, attend and contribute to community-based initiatives such as 'The Shed' Aboriginal Men's Group, 'Mad Mob' Windsor Group, 'Panthers on the Prowl' Young Men's Group, and initiatives of the Sydney Regional Aboriginal Corporation.
- **Local Councils** – we work in partnership with the local Councils in our region to plan and deliver health related initiatives to meet the needs and priorities of Aboriginal and Torres Strait Islander residents. 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, and the three Village Café initiatives across the Penrith LGA. As one of the key organisations in the Western Sydney City Deal, Wentworth Healthcare contribute to and implement initiatives of the 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.



- **Non-Government Organisations (NGO)** – Wentworth Healthcare commission 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 and Torres Strait Islander Domestic Family Violence (DFV) Linker for primary care to DFV services, various training and development initiatives, Mental Health and alcohol and other drugs (AOD) programs, Youth Programs and health promotion initiatives. [www.nbmphn.com.au/Community/Services/Aboriginal-Health](http://www.nbmphn.com.au/Community/Services/Aboriginal-Health)

- **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.

## Our RAP

This is the second 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 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. This second Innovate RAP 2022-2024 will further support our work with communities, building momentum from activities undertaken through our inaugural plan.

Our Reconciliation Action Plan is championed by the Executive Manager Primary Care Development as the Chair of the RAP Working Group, with leadership and commitment from the Chief Executive Officer, and the Wentworth Healthcare Board of nine Directors,

including one Director who identifies as Aboriginal of the Wiradjuri people. All members of the Leadership Team have responsibilities relating to their role in the implementation of the RAP, documented in their professional development plans, and reportable in Executive Leadership meetings. The RAP Working Group has been working together for over four years, with two people identifying as Aboriginal and Torres Strait Islander persons under the RAP Working Group Terms of Reference, and continues to engage with the staff of Wentworth Healthcare to implement the RAP and report progress against RAP activities.

The RAP Working Group consists of a membership representing all streams of the organisation, providing diverse and a ‘whole-of-organisation approach’ to reconciliation.



## Case Studies

### Breath of Fresh Air Project

The Breath of Fresh Air Project is an initiative developed with the local Aboriginal community and a range of other stakeholders. The initiative was funded by the Cancer Institute, with the objective to engage community through culture and the idea of cultural sustainability as a reason to stop smoking. Unlike other traditional smoking cessation initiatives, the project identified the elements of culture, family and connection that local people cared about.

The project engaged Aboriginal design company *33Creative*, Aboriginal production company *Blacklock Media*, Aboriginal artists and content experts, local community members and the broader community beyond the region, through an animation reflecting Country here in the Nepean Blue Mountains region, a national photographic competition – ‘Why do you choose fresh air?’ and various community events. In Sep 2021, we were excited to have our Breath of Fresh Air initiative named as a finalist in the **Western Sydney Awards for Business Excellence (WSABE) Arts and Culture** category.

[www.nbmphn.com.au/BOFA](http://www.nbmphn.com.au/BOFA)

### Chronic Disease Mapping Project

The Chronic Disease Mapping Project was a collaborative research project in partnership with the Local Health District, Synergia Consulting, an Aboriginal consultant, and a range of community members experiencing chronic illness and was endorsed by the Greater Western Aboriginal Health Service with AHMRC ethics approval. The project recognised the ongoing difficulties and experiences Aboriginal and Torres Strait Islander people with chronic illness in the region have, accessing, navigating and receiving culturally appropriate care. Working with local community members and health workers, the project involved a series of interviews, workshops and focus groups to identify problems and barriers, and develop potential solutions for the delivery of health care in the Nepean Blue Mountains Region.

[www.nbmphn.com.au/AboriginalAccess](http://www.nbmphn.com.au/AboriginalAccess)

### Lithgow Paediatric Outreach Clinic

The Lithgow Paediatric Outreach Clinic provides a paediatrician specialist service to children under the age of 16 years. This bulk-billed clinic is staffed by paediatricians and generally operates one day a fortnight. The service is in high demand and is located at a general practice in Lithgow. Wentworth Healthcare has been funding and coordinating this outreach service since July 2012.

The clinic has a long-standing strong commitment to ensure Aboriginal and Torres Strait Islander children are given priority access to a paediatrician. Given the increasing demand for this service, only Aboriginal and Torres Strait children are now accepted as new patients. A limited number of comprehensive paediatric developmental assessments are conducted as part of this service. This helps to diagnose and assess children who may have a developmental or behavioural difficulty, Attention Deficit Hyperactivity Disorder (ADHD) or Autism Spectrum Disorder.

[www.nbmphn.com.au/Community/Services/Specialist-Clinics](http://www.nbmphn.com.au/Community/Services/Specialist-Clinics)

### Aboriginal Outreach Psychiatry Service – GWAHS

As well as other primary care based outreach health services, Wentworth Healthcare commissions an Aboriginal outreach specialist psychiatry service, based at the Greater Western Aboriginal Health Service, Penrith (GWAHS). This was co-designed with GWAHS and established in response to growing mental health needs due to the COVID-19 pandemic. The psychiatrist is available one day a fortnight and works closely with the multi-disciplinary team on site.



# Where we are headed

## Our Reconciliation Journey since developing our first RAP – key learnings and significant changes

Several achievements have been realised as part of this RAP journey, but the largest achievement has been the growing passion, commitment and increased understanding of the Wentworth Healthcare staff to the importance of Aboriginal and Torres Strait Islander peoples' cultures, histories and achievements in our local region. As the organisation continues to mature in relation to reconciliation so does our engagement and activities towards reconciliation, the commitment that our organisation has made to sustainability has further influenced our reconciliation actions and continuous journey.

Since the RAP implementation Wentworth Healthcare have celebrated and recognised the importance of National Reconciliation Week (NRW) through participation in NRW events with key stakeholders and delivering events to recognise the importance of reconciliation and increase awareness of reconciliation. Each year a Reconciliation Week event has been delivered with guest speakers and sharing of food made from traditional Aboriginal ingredients sourced from Aboriginal and Torres Strait Islander suppliers, providing an opportunity for staff to contribute and share in Aboriginal and Torres Strait Islander cultures. In 2020 we held a Reconciliation event online and staff shared what Reconciliation means to them, this evidenced the passion and commitment of the Wentworth Healthcare team towards reconciliation. In 2021, Wentworth Healthcare wanted to share what Reconciliation means to our organisation and invited residents within our office building to join us in an event with over 100 people in attendance. The event had Traditional Owners share their stories and cultural immersion

opportunities with an opportunity for Wentworth Healthcare to share our reconciliation journey.

Since 2018 a dedicated RAP section has been included in the Annual Report. The RAP is promoted to stakeholders through our website and communication channels and Aboriginal and Torres Strait Islander events such as National Reconciliation Week and NAIDOC.

A large proportion of staff have either completed the Aboriginal and Torres Strait Islander Cultural Competency Course or participated in the Wentworth Healthcare Cultural Competency Course Royal Australian College of General Practitioners (RACGP accredited). The Board and Executive Leadership are all required to complete the TAFE Aboriginal and Torres Strait Islander Cultural Competency Course. All new staff to Wentworth Healthcare participate in an induction process which includes orientation to the Wentworth Healthcare RAP and requirement to undertake cultural training.

During our first RAP we undertook in partnership with the Local Health District research mapping the patient journey for Aboriginal and Torres Strait Islander peoples with chronic conditions in the Nepean Blue Mountains region. The research was undertaken to determine areas in the local health system that need to be prioritised to support the patient through their health journey and improve health outcomes for Aboriginal and Torres Strait Islander peoples. This work was completed as a precursor to the completion of an Aboriginal and Torres Strait Islander Needs Assessment and will further inform the focus for the needs assessment for this region.



# Relationships

*Aboriginal Liaison Officer Mitch Beggs-Mowczan at the NAIDOC Event in 2019.*

# Relationships

**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. These opportunities will enable us to further development and enhance our relationships with Aboriginal and Torres Strait Islander peoples in our region to continue to identify, establish and promote positive relationships towards reconciliation.

## Focus Area

Our organisations broader values of Respect, Ethical Practice, Quality, Collaboration and Continuous Improvement have enabled us to reflect on our journey towards reconciliation and through our strategic initiatives as part of our Strategic Plan we will continue to expand the partnerships and relationships that have been built with Aboriginal and Torres Strait Islander peoples:

-  **Initiative 1.2:** Identify, build and strengthen partnerships and alliances with key stakeholders and influencers in the health and non-health sectors to augment benefits.
-  **Initiative 4.1:** Embed consumer and community participation and influence in the work of our organisation to support patient-centred primary healthcare.
-  **Initiative 5.1:** Embed governance and business systems that reflect best practice and enhance efficiency and organisational improvement.

## What we will do

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Consult with key Aboriginal and Torres Strait Islander Community Elders and leaders across the 4 LGAs to determine the consultation approach for the draft Aboriginal and Torres Strait Islander Engagement Strategy to seek feedback from community members.	Feb 2023	Manager Primary Care Initiatives Manager Stakeholder Engagement
	Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement under the strategy.	Aug 2023	Manager Primary Care Initiatives Manager Stakeholder Engagement
	Consult Aboriginal and Torres Strait Islander communities on the Engagement Strategy and Implementation plan for feedback.	Sep 2023	Manager Primary Care Initiatives Manager Stakeholder Engagement
	Provide feedback from the consultation above to all participants that attended consultation events.	Nov 2023	Manager Primary Care Initiatives Manager Stakeholder Engagement
	Finalise and implement the organisation's Aboriginal and Torres Strait Islander Community Engagement Plan.	Feb 2024	Manager Primary Care Initiatives Manager Stakeholder Engagement

Action	Deliverable	Timeline	Responsibility
Build relationships through celebrating National Reconciliation Week (NRW).	Develop a NRW media release communication, including information about reconciliation, and links to NRW resources for internal and external stakeholders.	May 2023 May 2024	Communications Manager
	Display Reconciliation Australia's NRW resources around our office during NRW.	May 2023 May 2024	Aboriginal Liaison Officer
	Encourage and enable all staff and Executive leadership including RAP working Group members to recognise and participate in reconciliation events and activities during NRW.	May 2023 May 2024	Aboriginal Liaison Officer
	All RAP Working Group members to participate in an external NRW event.	May 2023 May 2024	Aboriginal Liaison Officer
	Organise at least one NRW event each year.	May 2023 May 2024	Aboriginal Liaison Officer
	Register all our NRW events via Reconciliation Australia's NRW website.	May 2023 May 2024	Aboriginal Liaison Officer
Promote reconciliation through our sphere of influence.	Review the RAP communication strategy to explore opportunities to positively influence internal and external stakeholders to drive reconciliation outcomes.	Nov 2022 Nov 2023	Communications Manager Manager Primary Care Initiatives
	Communicate our commitment to reconciliation publicly through Wentworth Healthcare social media and website.	Nov 2022 Nov 2023	Communications Manager Manager Primary Care Initiatives
	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	Feb 2023 Review Feb 2024	Manager Primary Care Initiatives
	Collaborate with RAP and other like-minded organisations to develop other ways to advance reconciliation.	Nov 2023	Executive Manager Primary Care Manager Primary Care Initiatives
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	May 2024	HR Manager
Promote positive race relations through anti-discrimination strategies.	Develop, implement, and communicate an anti-discrimination policy for our organisation.	May 2024	HR Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	June 2023	HR Manager
	Provide education to the leadership team on the impact and effect of racism.	Feb 2024	Executive Manager Corporate Services
Extend cultural awareness initiatives to organisation members and broader stakeholders.	Review and deliver 6 Cultural Competency training workshops for primary health care providers accredited by RACGP.	June 2023 June 2024	Executive Manager Primary Care Development
	Review and deliver 4 learning modules focused on Aboriginal and Torres Strait Islander mental health, as part of the RACGP accredited training for primary health care providers.	June 2023 June 2024	Executive Manager Strategy and Integration
	Ensure all new commissioning contracts include requirements/expectations for cultural training, safety, and cultural support mechanisms for all Aboriginal and Torres Strait Islander peoples program commissioning.	June 2023 June 2024	Commissioning and Procurement Manager



*Elly Chatfield – invited speaker at our Reconciliation Event in 2021.*



Respect



# Respect

**Through an improved understanding of the Aboriginal and Torres Strait Islander peoples and cultures our organisation has grown in our appreciation, recognition and respect for the fundamental role that respect plays in reconciliation.**

As part of our journey towards reconciliation we have increased opportunities for our employees, partners and stakeholders to engage with, understand and appreciate the importance of Aboriginal and Torres Strait Islander peoples cultures and values. These experiences have influenced our work and how we approach our work with our partners and stakeholders. We have experienced an increased respect from our employees and those we work with through the cultural immersion activities that we have engaged with as part of our reconciliation journey and look forward to enhancing this further as we continue our RAP journey.

## Focus Area

Applying a cultural lens to our work has enabled Wentworth Healthcare to reflect on how we embody our organisational values and apply these to our work and engagement with Aboriginal and Torres Strait Islander peoples and communities, to further develop this work in the area of respect the activities link to our Strategic Plan through the following strategies:

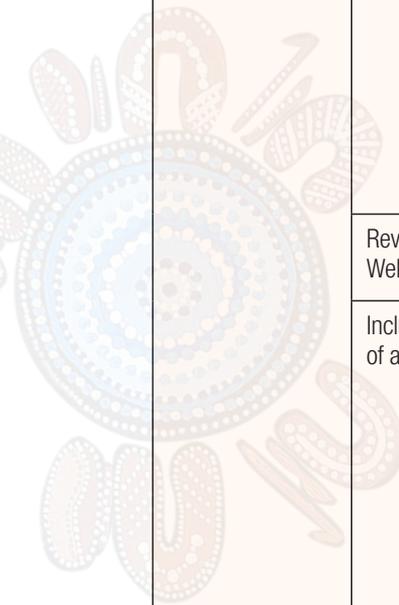
-  **Initiative 1.2:** Identify, build and strengthen partnerships and alliances with key stakeholders and influencers in the health and non-health sectors to augment benefits.
-  **Initiative 3.2:** Design solutions in collaboration with others to improve access to efficient and effective healthcare.
-  **Initiative 4.1:** Embed consumer and community participation and influence in the work of our organisation to support patient-centred primary healthcare.
-  **Initiative 4.2:** Apply health equity and consumer health literacy principles to all our activities.
-  **Initiative 5.2:** Support a skilled, engaged and culturally safe workforce which is responsive, and values oriented.

## What we will do

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Consult with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to review our cultural awareness training strategy, and develop further cultural content for training initiatives.	Oct 2022	HR Manager Manager Primary Care Initiatives
	Review the Aboriginal and Torres Strait Islander cultural awareness training strategy for our organisation which defines cultural learning needs of employees and provides a range of formats (including face-to-face, online, and place-based cultural immersion).	May 2023	HR Manager Executive Manager Primary Care Development
	Implement and communicate the updated Aboriginal and Torres Strait Islander cultural awareness training strategy to all staff in the organisation.	July 2023	HR Manager
	Review the organisation's Employee Orientation Procedure for compulsory cultural training and protocol information.	Nov 2022	HR Manager
	Facilitate all RWG members, the Executive Leadership team, Board Directors and HR Manager to undertake the Aboriginal Cultural Competence Training delivered through the Centre for Cultural Competence Australia and accredited through TAFE.	June 2023 June 2024	Chief Executive Officer



Action	Deliverable	Timeline	Responsibility
<i>continued</i>	Engage and remunerate cultural knowledge holders/educators in the region to participate in at least one staff development day.	Oct 2022 Oct 2023	Executive Manager Primary Care Development
	Create and update annually a calendar of significant dates for Aboriginal and Torres Strait Islander communities.	Feb 2023 Feb 2024	Manager Primary Care Initiatives Aboriginal Liaison Officer
	Identify educational / information / participatory activities / opportunities to learn about Aboriginal and Torres Strait Islander histories and cultures as they arise during the year.	Oct 2022 May 2023 Oct 2023 May 2024	Manager Primary Care Initiatives Aboriginal Liaison Officer
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Encourage staff to identify personal reflections and perspectives or relationship with Country to include in their Acknowledgement of Country when chairing a meeting. Thereby increasing staffs understanding of the purpose and significance behind cultural protocols.	Dec 2023	Executive Manager Primary Care Development
	Review the current cultural protocol document including our Welcome to Country/Acknowledgement of Country protocols and consider embedding the protocol into the new Quality Management System.	April 2023	Executive Manager Corporate Services
	Invite a Traditional Owner to provide a Welcome to Country at significant events, including hosted conferences and Cultural Competency Workshops.	Aug 2022 Nov 2022 Feb 2023 May 2023 Aug 2023 Nov 2023 Feb 2024 May 2024	Aboriginal Liaison Officer
	Review and update an annual list for key contacts for organising a Welcome to Country and maintaining respectful relationships.	June 2023 June 2024	Aboriginal Liaison Officer
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Continue to participate in and contribute to at least one key community event through partnership and staff engagement in the event (NAIDOC Jamison Park and NAIDOC Cup).	July 2023 July 2024	Manager Primary Care Initiatives Aboriginal Liaison Officer
	RAP Working Group to participate in an external NAIDOC Week event.	July 2023 July 2024	Manager Primary Care Initiatives Aboriginal Liaison Officer
	Review HR policies and procedures through an annual audit to ensure there are no barriers to Aboriginal and Torres Strait Islander staff participating in NAIDOC Week.	June 2023 June 2024	Executive Manager Corporate Services
	Identify, in advance, local NAIDOC events across the PHN region, and ensure staff representation.	July 2023 July 2024	Executive Manager Primary Care Development Aboriginal Liaison Officer





NAIDOC Cup at Jamison Park in 2021.



# Opportunities

# Opportunities

**Our reconciliation journey since 2018, has provided us with opportunities to engage with First Nation businesses to contribute to improved outcomes for Aboriginal and Torres Strait Islander peoples in our region.**

One example of these procurement opportunities enabled us to apply cultural representation to health promotion messaging through the use of art and animation in the Breath of Fresh Air campaign – this was co-designed by Aboriginal and Torres Strait Islander peoples in our region and nominated for an award. We will further enhance our commitment to innovate, co-create and explore opportunities to improve Aboriginal and Torres Strait Islander health and wellbeing outcomes. We will continue to seek opportunities to build responsive and respectful communities with Aboriginal and Torres Strait Islander peoples across our funded portfolios is at the foundation of our reconciliation vision.

## Focus Area

The opportunity to co-design solutions and collaborate with Aboriginal and Torres Strait Islander peoples, businesses and communities has expanded our ability to inform and implement models of care that recognise and value the importance of culture, enabling us to embed this into both planning and commissioning of culturally safe and appropriate services and our aspiration of being an employer of choice for Aboriginal and Torres Strait Islander peoples.

-  **Initiative 1.3:** Support the development of a skilled and sustainable local primary healthcare workforce and clinical leaders.
-  **Initiative 2.2:** Support primary healthcare providers to implement models of care that reflect best practice and are culturally appropriate.
-  **Initiative 3.2:** Design solutions in collaboration with others to improve access to efficient and effective healthcare.
-  **Initiative 4.1:** Embed consumer and community participation and influence in the work of our organisation to support patient-centred primary healthcare.

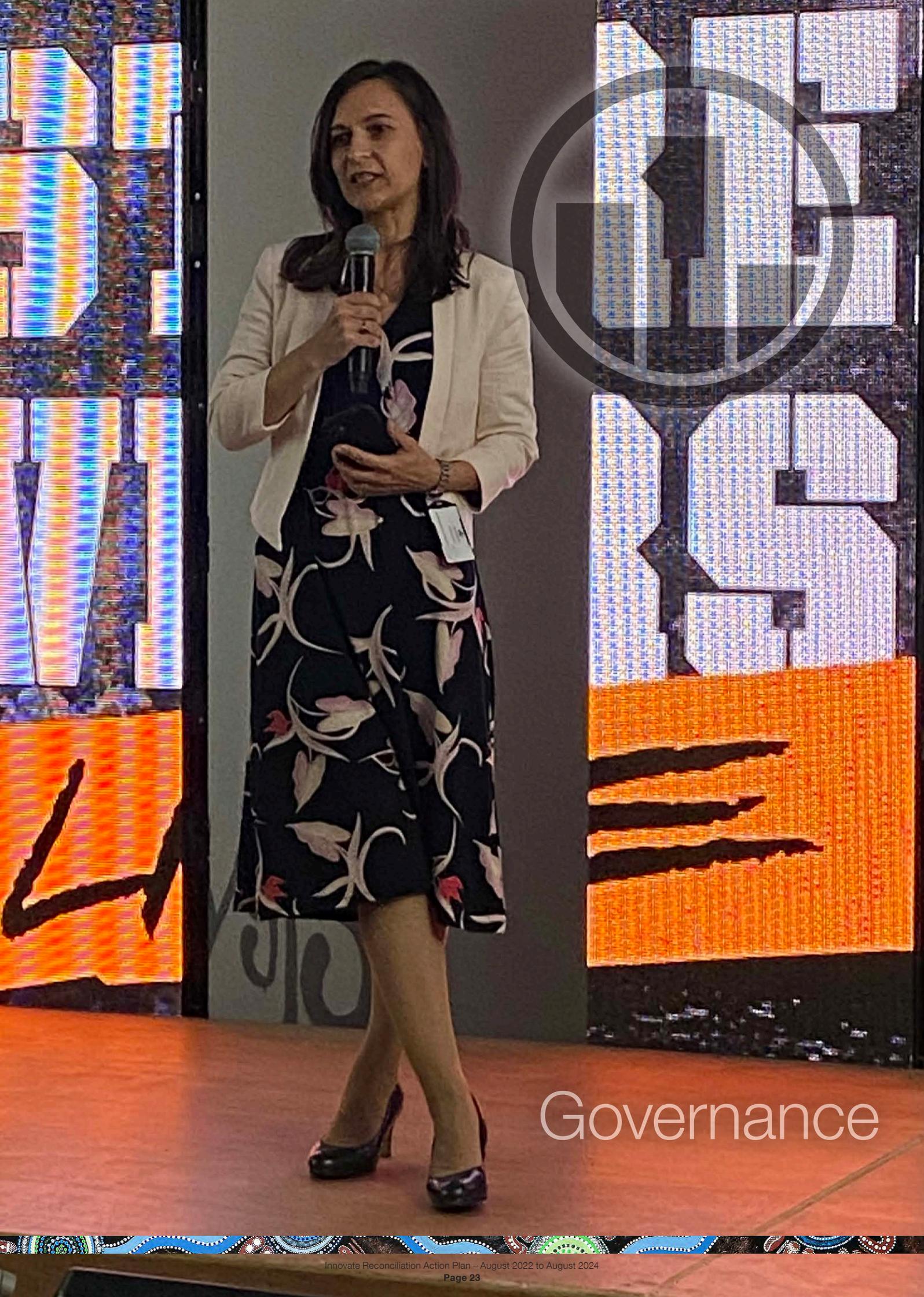
## What we will do

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Feb 2023	Executive Manager Primary Care Development Executive Manager Corporate Service
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	March 2023	Executive Manager Corporate Services HR Manager
	Engage with Aboriginal staff and local partners to develop a regional Aboriginal workforce employment strategy including professional development.	March 2023	Executive Manager Corporate Services HR Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	March 2024	Executive Manager Corporate Services HR Manager

Action	Deliverable	Timeline	Responsibility
<i>continued</i>	Review current advertising strategies for vacancies in Aboriginal and Torres Strait Islander media, to maximise promotion of employment opportunities to Aboriginal and Torres Strait Islander peoples.	July 2023	HR Manager
	Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	July 2023	HR Manager
	Continue to include in all job advertisements "Aboriginal and Torres Strait Islander peoples are encouraged to apply".	June 2023 June 2024	HR Manager
	Continue to ensure Aboriginal and Torres Strait Islander representation on any new position recruitment panel where the job role is closely connected to Aboriginal and Torres Strait Islander Peoples or outcomes.	June 2023 June 2024	HR Manager
	Increase the percentage of Aboriginal and Torres Strait Islander staff employed in our workplace.	Feb 2024	HR Manager
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop and implement an Aboriginal and Torres Strait Islander Procurement Strategy.	Feb 2024	Executive Manager Business Services
	Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Feb 2024	Executive Manager Business Services
	Investigate Supply Nation membership.	Feb 2024	Executive Manager Business Services
	Review and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	Feb 2024	Finance Manager
	Develop at least one new commercial contract with an Aboriginal and/or Torres Strait Islander owned business.	Feb 2024	Executive Manager Business Services
Develop an Aboriginal and Torres Strait Islander needs assessment for the region to inform commissioning	Engage with a First Nations consultant to help with developing the needs assessment.	June 2023	Executive Manager Primary Care Development
	Consult with Aboriginal and Torres Strait Islander communities and stakeholders in each local government area to identify the social and emotional needs and priorities of First Nations communities within the region.	Sep 2023	Executive Manager Primary Care Development
	Provide feedback to all the participants involved in the consultation and ensure that the needs and priorities captured in the needs assessment are in accordance with the consultation outcomes.	Dec 2023	Executive Manager Primary Care Development
	Publish the outcomes of the needs assessment on Wentworth Healthcare website including recommendations and agreed actions by stakeholders to address the identified needs.	Feb 2024	Executive Manager Primary Care Development



*Wentworth Healthcare CEO Lizz Reay at the Penrith Street Uni Launch in 2021.*



# Governance

# Governance



## What we will do

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG.	Aug 2022 Nov 2022 Feb 2023 May 2023 Aug 2023 Nov 2023 Feb 2024 May 2024 Aug 2024	Executive Manager Primary Care Development
	Review Terms of Reference for the RWG.	April 2023 April 2024	Executive Manager Primary Care Development
	Hold quarterly meetings to monitor and report on RAP implementation.	Aug 2022 Nov 2022 Feb 2023 May 2023 Aug 2023 Nov 2023 Feb 2024 May 2024 Aug 2024	Executive Manager Primary Care Development
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs and identify internal budget proposals for RAP activities to be presented to the board for consideration.	Aug 2022 Aug 2023	Executive Manager Business Services
	Maintain CEO and Executive Leadership team as members of the RWG.	Aug 2022 Nov 2022 Feb 2023 May 2023 Aug 2023 Nov 2023 Feb 2024 May 2024 Aug 2024	Chief Executive Officer
	Engage our senior leaders and other staff in the delivery of the RAP commitments.	Aug 2022	CEO/Executive Manager Primary Care Development

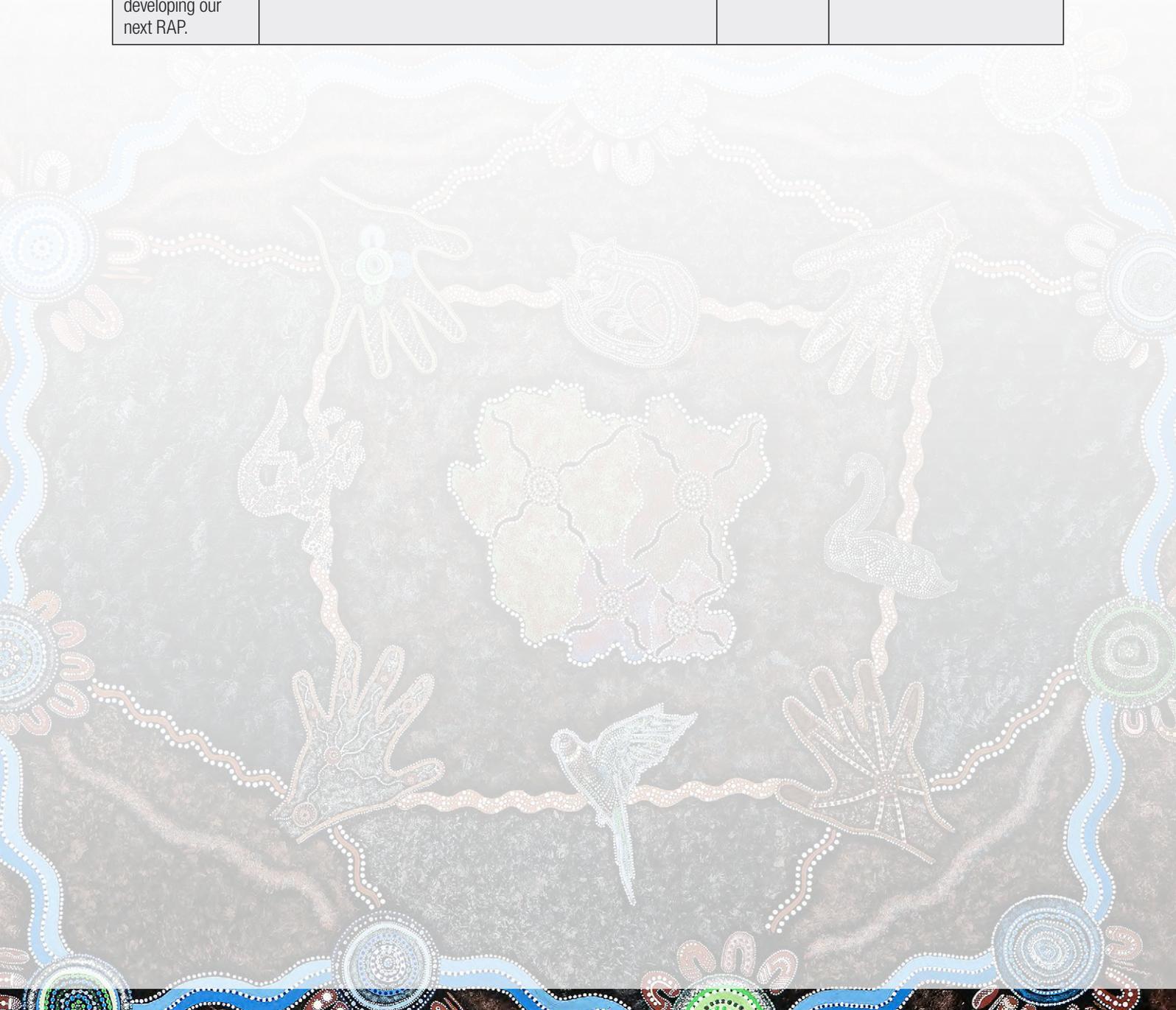




Action	Deliverable	Timeline	Responsibility
<i>continued</i>	Maintain an internal RAP Champion from Executive leadership.	Aug 2022 Nov 2022 Feb 2023 May 2023 Aug 2023 Nov 2023 Feb 2024 May 2024 Aug 2024	Executive Manager Primary Care Development
Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Sep 2022 April 2023	Executive Manager Primary Care Development
	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 2023 June 2024	Executive Manager Primary Care Development
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	Aug 2022 Aug 2023 Aug 2024	Executive Manager Primary Care Development
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June 2024	Executive Manager Primary Care Development
	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	Sep 2022 Sep 2023	Executive Manager Primary Care Development
	Report RAP outcomes and progress quarterly at staff meetings and Senior Leadership meetings.	Aug 2022 Nov 2022 Feb 2023 May 2023 Aug 2023 Nov 2023 Feb 2024 May 2024 Aug 2024	Executive Manager Primary Care Development
	Report RAP outcomes and progress quarterly to the Board.	Aug 2022 Nov 2022 Feb 2023 May 2023 Aug 2023 Nov 2023 Feb 2024 May 2024 Aug 2024	Executive Manager Primary Care Development



Action	Deliverable	Timeline	Responsibility
<i>continued</i>	Include a section in our Annual Report which includes information about the RAP and RAP achievements.	Oct 2022 Oct 2023	Communications Manager
	Publicly report our RAP achievements, challenges and learnings, annually.	Nov 2022 Nov 2023	Executive Manager Primary Care Development Communications Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Executive Manager Primary Care Development
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	May 2023	Executive Manager Primary Care Development



## Message from Reconciliation Australia

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

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Wentworth Healthcare continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloging the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Wentworth Healthcare will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Wentworth Healthcare using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Wentworth Healthcare to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Wentworth Healthcare will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Wentworth Healthcare's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Wentworth Healthcare on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.



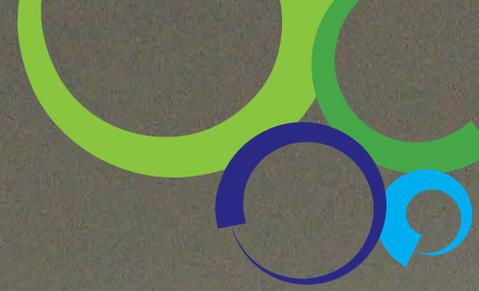
*Karen Mundine  
Chief Executive Officer  
Reconciliation Australia*



**Karen Mundine,  
Chief Executive Officer  
Reconciliation Australia**



*Invited speaker at our Reconciliation Week event in 2021.*



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For more information about Wentworth Healthcare,  
provider of the Nepean Blue Mountains PHN, visit  
**[www.nbmphn.com.au](http://www.nbmphn.com.au)**

This Report can be found at  
**[www.nbmphn.com.au/Publications](http://www.nbmphn.com.au/Publications)**

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