



TOGETHER AS

**Dhelkaya Health**

# DHELKAYA HEALTH

REFLECT RECONCILIATION ACTION PLAN JULY 2023 - DECEMBER 2024



## STATEMENT FROM CEO AND BOARD CHAIR

Dhelkaya Health is a new organisation established just over one year ago but founded on the very clear ambition to deliver better health and wellbeing services for the people of Mount Alexander and beyond. While broad ambitious purpose sets a clear direction of travel, when seeking to identify the starting point of a journey that has led us to our very first Reflect Reconciliation Action Plan (RAP), the clue is in the name.

Dhelkaya means “being healthy” in the language of the Dja Dja Wurrung People. The choice of an Indigenous name acknowledges the traditional ownership of the land on which we live and work, and expresses our gratitude to the Dja Dja Wurrung People for sharing them with us.

An Indigenous name also makes a clear statement about our commitment to First Nations health and wellbeing. It signals to our community and the wider health sector that when we say our core purpose is to be “Healthier Together” we are absolutely committed to ensuring healthy futures belong to Aboriginal and Torres Strait Islander peoples.

Our RAP is a formal step in strategically guiding our organisation and its people towards the histories, culture, knowledge and rights of First Peoples. It is also a public step towards positive race relations within our organisation through education, critical thinking, active listening and compliance through policy and procedure.

Dhelkaya Health is fundamentally a health service so we must acknowledge the ongoing intergenerational trauma that has had such a fundamental impact on the mental and physical health of First Peoples. The impact of White Settlers’ role in the dispossession, violence and racism that First Peoples experienced over the last 150 years has led directly to the resultant inequality in health outcomes that exist today.

A recent Australian Institute of Health and Welfare study on the determinants of health for Indigenous Australians showed that around 47% of the health gap between Indigenous and non-Indigenous Australians can be attributed to cultural and historical factors but playing a major role too are the differences in access to health services. A further 19% of the gap was due to health risk factors.

Healthy futures should belong to First Peoples. As the primary provider of health and wellbeing services to the people of this shire, we have an enormous responsibility to leverage our services to address the determinants that impact on health outcomes.

Our RAP affirms our commitment to stand with First Peoples and commit to their health and wellbeing. We commit to being guided by their wisdom, to learning with and through them, and improving our services in direct response to their needs. Our approach to this RAP and all workstreams within it underscores the value we place on listening to the voices of Aboriginal and Torres Strait Islander peoples living in the communities in which we work and serve.

Our RAP is a statement of our commitment to continue bringing change into our organisation, involving all staff in our commitment to First Nations health and committing fully to the self-determination principles that support partnerships with First Nations organisations.

We are incredibly grateful to have been guided by Auntie Kerri Douglas and Auntie Julie McHale and express our deepest thanks for their time and wisdom in accompanying us on this journey.

**First Nations’ health is everybody’s responsibility.**



**Board Chair**  
Vanessa Healy



**Chief Executive Officer**  
Sue Race

## ACKNOWLEDGEMENT OF COUNTRY

Dhelkaya Health is located on the traditional lands of the Dja Dja Wurrung People. We pay our respects to their Elders past and present, and acknowledge all Aboriginal and Torres Strait Islander peoples as the First Peoples of this nation. Dhelkaya Health is committed to achieving equality in health status between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians.

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## STATEMENT FROM RECONCILIATION AUSTRALIA CEO



**Chief Executive Officer**  
**Karen Mundine**

Reconciliation Australia welcomes Dhelkaya Health to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Dhelkaya Health joins a network of more than 2,200 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Dhelkaya Health to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Dhelkaya Health, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.





## ARTIST PROFILE – KERRI DOUGLAS

Kerri Douglas is a proud Dja Dja Wurrung and Bangerang Aboriginal artist. Kerri lives on Dja Dja Wurrung Country in central Victoria with her family. It is her passion and love for her culture that inspires her artworks, using a variety of different styles to reflect Nature and her Aboriginal heritage.

Kerri uses her artwork to educate others about Aboriginal Culture. She uses mainly acrylics on canvas but has also experimented with Ochres for some of her works. Kerri has recently found time to weave as another medium to reflect her cultural connection.

In 2018 Kerri held Djaara Djandak art exhibition in Castlemaine for Aboriginal artists living in Mount Alexander Shire. Outside of her artwork, Kerri has a passion for improving outcomes for Aboriginal children in education and strives towards this through her position as a Koorie Engagement Support Officer at the Department of Education and Training. Kerri is a member of the Indigenous Art Code – proudly supporting the ethical sale of Indigenous Art.

### Story of artwork:

When walking over Djandak (country) we see many different colours reflected in the bush. Plants of all types used by Djaara for thousands of years to sustain life, heal and grow. Walking across Djandak gives a sense of calm. In the shadow of two mountains, Liyanganyuk Banyul (Mount Alexander) and Dharren Gauwa (Mt Tarrengower), Dhelkaya Health has been formed for the communities to come together and journey across Djandak between the two mountains. The central piece shows us all coming together to provide the health services.

## OUR BUSINESS

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Dhelkaya Health is a community-oriented health service with an integrated hospital, primary care service, residential aged care and a wide range of community health services. It is predominantly a nurse and allied health-led service supported by locally credentialled General Practitioners and Visiting Medical Officers. Dhelkaya Health is incorporated under the Health Services Act 1988. It has a variety of programs and services funded by the State and Federal Governments.

Dhelkaya Health is located in central Victoria in the Mount Alexander Local Government Area. Its two main campuses are located in Cornish Street, Castlemaine and Chapel Street North, Maldon. Dhelkaya Health also operates a Community Health Information Hub co-located with Castlemaine Community House in Templeton Street, Castlemaine.

Dhelkaya Health is led by a Board of Directors appointed by the Governor in Council on the recommendation of the Victorian Minister for Health and is governed by the principles contained within the Health Services Act 1988. The Board provides governance of Dhelkaya Health and is responsible for its financial performance, strategic directions, the quality of its health care services and strengthening community involvement.

Dhelkaya Health provides a comprehensive range of low to moderate complexity services to a population of more than 20,000 people living in the Mount Alexander Shire, and to people from surrounding shires of Greater Bendigo, Macedon Ranges, Central Goldfields, Mitchell and Hepburn.

### Services provided include:

- Urgent Care
- Minor Injuries and Illnesses Clinic
- Residential care (Penhall Hostel, Thompson House and Ellery House in Castlemaine and Mountview Home and Jessie Bowe House in Maldon)
- Surgical Services
- Medical / Surgical Acute Inpatient Services
- Subacute Inpatient Services including Transition Care
- Allied Health Services
- Community Rehabilitation
- NDIS Services
- Maternity Services (Level 2 Midwifery Group Practice model partnered with Bendigo Health)
- Specialist Outpatient Services
- Outreach Programs (District Nursing, Palliative Care, Post-Acute Care and Hospital in the Home)
- Home and Community Care
- Community Health, Family and Housing Services
- Public Intoxication Response Trial (Partnering with Bendigo & District Aboriginal Co-operative)
- In-reach primary care services to Tarrengower Women's Prison (holistic care delivered through an interdisciplinary team-based approach, working collaboratively with Bendigo & District Aboriginal Co-operative (BDAC) to deliver culturally appropriate and specialist care).

Dhelkaya Health has a full-time equivalent workforce of 491 which equates to approximately 800 individual staff members, many of whom work part-time. Of our staff body, six staff identified as Aboriginal and/or Torres Strait Islander peoples.





Welcome to Country Smoking Ceremony, June 2022

## OUR RAP

Dhelkaya Health is a new organisation formed by the coming together of Castlemaine Health, Maldon Hospital and CHIRP Community Health early in 2022. We are situated on the land of Dja Dja Wurrung People also known as the Djaara or Jajowrong People and Loddon River tribe, who are the Traditional Owners of lands including the waters of the Loddon and Avoca rivers in the Bendigo region of central Victoria.

We acknowledge that many health services fail to make themselves culturally safe places for Aboriginal and Torres Strait Islander peoples, which has led to past failures in providing appropriate care and achieving health and wellbeing outcomes. We have pledged to work through an ongoing process guided by our RAP and our local First Peoples community to enact a range of strategies and staff education across our organisation to make changes which we hope will transform the experience and outcomes of Aboriginal and Torres Strait Islander peoples using our services. We commit not only to listening but to also learning from Indigenous knowledges.

As part of the amalgamation process, the Boards of the founding entities committed to developing a new name for our health service that acknowledged the Dja Dja Wurrung's traditional ownership of the lands on which we live and work, and to express our gratitude to the Dja Dja Wurrung People for sharing country with us.

We worked closely with DJAARA (Dja Dja Wurrung Clans Aboriginal Corporation) to help us define a name in Dja Dja Wurrung language. The new name – Dhelkaya Health – translates in English as 'Good/Being Healthy'. Our new name is a formal declaration of our organisational commitment to reconciliation and sets out a sure footing on which to begin our formal reconciliation journey.

Although this is our first RAP Dhelkaya Health has been working on our reconciliation journey for a number of years. We have closely engaged with the local council (Mount Alexander Shire Council), BDAC, Weenthunga Health Network, Nalderun Education Aboriginal Corporation, Traditional Owners and the local First Nations communities via formal and informal mechanisms. This strategic local and regional engagement is consistent with our commitment to reconciliation. It has enabled us to strengthen our relationships with the First Nations communities locally, ensuring First Nations voices are a fundamental component of all consultation, as well as helping to ensure our organisation is keyed in with State and Federal level discourse around reconciliation.

While we have achieved much both formally and informally in the past few years, we are now looking to the future as a new organisation aiming to formalise our commitment to reconciliation. Our strategic plan is to build a culturally aware workplace, where cultural safety for our First Nations staff, patients, families and carers is a high priority and one that is embedded in everything we do.

We will be guided by our Quality, Development & Improvement and People, Safety & Experience Directorates to ensure we have appropriate structures, policies and procedures, education and continuous improvement cycles in place to achieve this.

Led by our Executive and Senior Leadership teams and in collaboration with staff, Dhelkaya Health commits to working collaboratively with First Nations communities to improve our services so that we achieve better health outcomes. We will listen to First Nations' voices and be led by their advice and experience.



Uncle Rick Nelson, Chief Executive Officer Sue Race and Aunty Kerri Douglas at the Welcome to Country Smoking Ceremony, June 2022

## OUR RAP WORKING GROUP

Our RAP working group is comprised of 11 members including Dhelkaya Health First Nations and non-First Nations staff. Of the group, four identify as First Peoples (two staff and two non-staff). The RAP Working Group is convened by Aboriginal Health & Inclusion Coordinator Melinda Harper and RAP Champion and Chief Executive Officer Sue Race. Developing the RAP has been a collaborative process involving Aunty Julie McHale and Aunty Kerri Douglas.

Aunty Kerri Douglas is a Traditional Owner identifying as Dja Dja Wurrung and Bangarang descent. Aunty Kerri has been a teacher and currently works for the Education Department as a KESO worker (Koori Engagement Support Officer). Aunty Kerri has attended Board meetings at Dhelkaya Health, conducted Welcome to Country events and advised Dhelkaya Health on cultural matters.

Aunty Julie McHale is a Palawa woman from the Trawlwoolway People. Aunty Julie was born in Castlemaine and has lived in Castlemaine for 63 years. Aunty Julie was a primary school teacher for 40 years and has worked in the Castlemaine community for over 30 years as an educator and teacher. Her teaching has extended to kindergartens, prisons, The Meeting Place (school for First Nations primary school children held fortnightly), TAFE and La Trobe University. She has led professional development activities for teachers and has partnered with Dhelkaya Health running training sessions on Asking the Question.

The full RAP Working Group membership is:

**Aunty Kerri Douglas**

Dja Dja Wurrung and Bangarang woman, Traditional Owner, Koori Education Support Officer, Artist and DJAARA Board Director

**Aunty Julie McHale**

Palawa woman, Meeting Place Lead Teacher, Primary School Teacher and Elder

**Nicola Collins**

Social Worker - Complex Care & Public Intoxication Reform Trial

**Ella Baker**

Residential Aged Care Coordinator

**Sue Race**

Chief Executive Officer

**Melinda Harper**

Aboriginal Health & Inclusion Coordinator

**Lindsey Bish**

Director People & Culture

**Janine McCarthy**

Communications & Marketing Manager

**Shannon Uren**

Acting General Manager Aged Care Services

**Steve Warren**

Nurse Unit Manager, Geroe Unit



# RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Continue to develop and strengthen relationships with key stakeholders including Weenthunga Health Network, BDAC, Nalderun Education Aboriginal Corporation, DJAARA (Dja Dja Wurrung Clans Aboriginal Corporation).	July 2023	<ul style="list-style-type: none"> <li>Chief Executive Officer</li> <li>Aboriginal Health &amp; Inclusion Coordinator</li> </ul>
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2023	<ul style="list-style-type: none"> <li>Aboriginal Health &amp; Inclusion Coordinator</li> </ul>

Action	Deliverable	Timeline	Responsibility
Build relationships through celebrating National Reconciliation Week (NRW) from 27 May to 3 June 2024.	Promote local NRW events, and encourage staff, senior leaders and executive to attend at least one event external to Dhelkaya Health.	27 May – 3 June 2024	<ul style="list-style-type: none"> <li>Chief Executive Officer</li> <li>Communications &amp; Marketing Manager</li> </ul>
	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2024	<ul style="list-style-type: none"> <li>Aboriginal Health &amp; Inclusion Coordinator</li> <li>Chief Executive Officer</li> </ul>
	Circulate NRW resources and reconciliation material to staff through newsletters, screensavers and emails, as well as to volunteers, patients and aged care residents through magazines and newsletters.	May 2024	<ul style="list-style-type: none"> <li>Communications &amp; Marketing Manager</li> <li>Residential Aged Care Coordinator</li> </ul>
	Host a reconciliation event and partner with Nalderun Education Aboriginal Corporation and the Mount Alexander Shire to hold a NRW event in the community.	May 2024	<ul style="list-style-type: none"> <li>Communications &amp; Marketing Manager</li> <li>Aboriginal &amp; Inclusion Coordinator</li> </ul>

Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence.	Develop and implement a communications plan to raise awareness across the organisation about our RAP commitments.	August 2023	<ul style="list-style-type: none"> <li>Communications &amp; Marketing Manager</li> <li>Aboriginal Health &amp; Inclusion Coordinator</li> </ul>
	Identify external stakeholders that Dhelkaya Health can engage with on our reconciliation journey.	August 2023	<ul style="list-style-type: none"> <li>Chief Executive Officer</li> <li>Aboriginal Health &amp; Inclusion Coordinator</li> </ul>
	Provide regular updates about our RAP through newsletters and social media.	December 2024	<ul style="list-style-type: none"> <li>Communications &amp; Marketing Manager</li> <li>Aboriginal Health &amp; Inclusion Coordinator</li> </ul>
	Engage the Board of Directors in delivery of RAP outcomes through 6-monthly presentations.	December 2023 June 2024	<ul style="list-style-type: none"> <li>Communications &amp; Marketing Manager</li> <li>Aboriginal Health &amp; Inclusion Coordinator</li> </ul>
	Use Dhelkaya Health's existing Reconciliation Reading Group for staff education in reconciliation: assist in communicating our commitment to our RAP: and empower participants to hold open discussions and present to their teams on the subject of reconciliation.	December 2024	<ul style="list-style-type: none"> <li>Aboriginal Health &amp; Inclusion Coordinator</li> </ul>
	Identify other like-minded organisations who are on a similar reconciliation journey that we could approach to collaborate with on our reconciliation journey.	August 2023	<ul style="list-style-type: none"> <li>Chief Executive Officer</li> <li>Aboriginal Health &amp; Inclusion Coordinator</li> </ul>
	Continue to engage with key local stakeholders such as Weenthunga, BDAC and Nalderun Education Aboriginal Corporation to advance reconciliation within our stakeholder circles.	December 2024	<ul style="list-style-type: none"> <li>Aboriginal Health &amp; Inclusion Coordinator</li> </ul>
	Continue to attend the Mount Alexander Shire's Indigenous Round Table.	August 2023 December 2023 April 2024 August 2024 December 2024	<ul style="list-style-type: none"> <li>Chief Executive Officer</li> <li>Aboriginal Health &amp; Inclusion Coordinator</li> </ul>
Identify key staff in leadership, clinical and care roles who are prepared to step forward as RAP Champions to promote, educate and advocate for our reconciliation work.	September 2023	<ul style="list-style-type: none"> <li>Chief Executive Officer</li> <li>Nurse Unit Manager (Geroe Unit)</li> </ul>	





# RELATIONSHIPS

Action	Deliverable	Timeline	Responsibility
Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination and review for relevance and application across Dhelkaya Health's suite of policies and procedures.	September 2023	<ul style="list-style-type: none"> <li>Aboriginal Health &amp; Inclusion Coordinator</li> <li>Director People &amp; Culture</li> </ul>
	Review organisational change strategies and change impact statements, and ensure anti-racism commitment is embedded in change processes.	September 2023 Review December 2023 & June 2024	<ul style="list-style-type: none"> <li>Aboriginal Health &amp; Inclusion Coordinator</li> <li>Director People &amp; Culture</li> </ul>
	Ensure training opportunities are made available to staff and managers that strategically support Dhelkaya Health's journey towards becoming an anti-racist organisation.	September 2023 Review December 2023 & June 2024	<ul style="list-style-type: none"> <li>Aboriginal Health &amp; Inclusion Coordinator</li> <li>Director People &amp; Culture</li> </ul>
	Continue to educate senior leaders and managers on the effects of racism through policies and procedures, education, engagement in internal opportunities (e.g. Reconciliation Reading Group) and peer-led learning.	September 2023 Review December 2023 & June 2024	<ul style="list-style-type: none"> <li>Aboriginal Health &amp; Inclusion Coordinator</li> <li>Director People &amp; Culture</li> </ul>
	Conduct a review of People & Culture policies and procedures to identify existing anti-discrimination provisions, and future needs.	September 2023 Review December 2023 & June 2024	<ul style="list-style-type: none"> <li>Aboriginal Health &amp; Inclusion Coordinator</li> <li>Director People &amp; Culture</li> </ul>





Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, valuing and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	October 2023	<ul style="list-style-type: none"> <li>Aboriginal Health &amp; Inclusion Coordinator</li> <li>Director People &amp; Culture</li> </ul>
	Conduct a review of cultural learning needs within our organisation.	October 2023	<ul style="list-style-type: none"> <li>Aboriginal Health &amp; Inclusion Coordinator</li> <li>Director People &amp; Culture</li> </ul>
	Consult Weenthunga, local Traditional Owners and First Peoples on the implementation of a cultural strategy.	October 2023	<ul style="list-style-type: none"> <li>Chief Executive Officer</li> <li>Aboriginal Health &amp; Inclusion Coordinator</li> </ul>
	Continue to work through recommendations from Weenthunga and continue to engage key leadership staff in training.	July 2023 Review December 2023 & June 2024	<ul style="list-style-type: none"> <li>Aboriginal Health &amp; Inclusion Coordinator</li> <li>Director People &amp; Culture</li> </ul>

Action	Deliverable	Timeline	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	August 2023	<ul style="list-style-type: none"> <li>Chief Executive Officer</li> <li>Aboriginal Health &amp; Inclusion Coordinator</li> </ul>
	Continue meaningful consultation with DJAARA on new building site project.	July 2023	<ul style="list-style-type: none"> <li>Chief Executive Officer</li> </ul>
	Increase staff understanding of the meaning and purpose behind cultural protocols including Acknowledgement of Country and Welcome to Country.	August 2023	<ul style="list-style-type: none"> <li>Aboriginal Health &amp; Inclusion Coordinator</li> </ul>
	Continue to invite Traditional Owner or Custodian to provide a Welcome to Country at least three times a year.	December 2023 June 2024 December 2024	<ul style="list-style-type: none"> <li>Chief Executive Officer</li> </ul>
	Direct staff to Dhelkaya Health's relevant cultural policies on PROMPT and educate staff on keyword searches in the PROMPT system that help to locate cultural policies.	August 2023	<ul style="list-style-type: none"> <li>Aboriginal Health &amp; Inclusion Coordinator</li> </ul>
	Increase training and support for staff to "Ask the Question" of every patient/client, every time.	July 2023	<ul style="list-style-type: none"> <li>Aboriginal Health &amp; Inclusion Coordinator</li> <li>Director People &amp; Culture</li> </ul>
	Review intake forms so that if a patient or carer would like to contact the Aboriginal Health Liaison Officer it can be recorded and followed up and contact arranged.	August 2023	<ul style="list-style-type: none"> <li>Aboriginal Health &amp; Inclusion Coordinator</li> <li>Social Worker - Complex Care &amp; Public Intoxication Reform Trial</li> </ul>
	Develop a comprehensive approach to supporting staff learning and their understanding of appropriate protocols and processes for engaging First Nations communities.	October 2023	<ul style="list-style-type: none"> <li>Aboriginal Health &amp; Inclusion Coordinator</li> <li>Director People &amp; Culture</li> </ul>



# OPPORTUNITIES

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	August 2023	<ul style="list-style-type: none"> <li>Director People &amp; Culture</li> </ul>
	Build a strategy into our recruitment policy that clearly supports First Nations employment, including reviewing HR policies and procedures to remove barriers.	October 2023	<ul style="list-style-type: none"> <li>Director People &amp; Culture</li> <li>Social Worker - Complex Care &amp; Public Intoxication Reform Trial</li> </ul>
	Advertise appropriately, and offer applicants the option of having a First Nations person present at the interview stage.	July 2023	<ul style="list-style-type: none"> <li>Director People &amp; Culture</li> <li>Social Worker - Complex Care &amp; Public Intoxication Reform Trial</li> </ul>
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	August 2023	<ul style="list-style-type: none"> <li>Director People &amp; Culture</li> </ul>

Action	Deliverable	Timeline	Responsibility
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	July 2023	<ul style="list-style-type: none"> <li>Chief Executive Officer</li> <li>Executive Director Corporate Services</li> </ul>
	Review and update practices to remove barriers to procuring goods and services from First Nations businesses.	July 2023	<ul style="list-style-type: none"> <li>Chief Executive Officer</li> <li>Executive Director Corporate Services</li> </ul>
	Dhelkaya Health become a corporate partner with Kinaway Chamber of Commerce to develop commercial relationships with First Nations businesses.	July 2023	<ul style="list-style-type: none"> <li>Chief Executive Officer</li> <li>Aboriginal &amp; Inclusion Coordinator</li> </ul>
	Continue to use the catering services of Murnong Mamas, a local First Nations catering service.	July 2023	<ul style="list-style-type: none"> <li>Chief Executive Officer</li> </ul>





Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Establish a term of reference for the RAP Working Group.	December 2023	<ul style="list-style-type: none"> <li>Chief Executive Officer</li> <li>Communications &amp; Marketing Manager</li> </ul>
	Maintain and support the RAP Working Group.	August 2023 December 2023 April 2024 August 2024 December 2024	<ul style="list-style-type: none"> <li>Communications &amp; Marketing Manager</li> <li>Aboriginal Health &amp; Inclusion Coordinator</li> </ul>
	Ensure the RAP Working Group meets a minimum of four times per year.	August 2023 December 2023 April 2024 August 2024 December 2024	<ul style="list-style-type: none"> <li>Communications &amp; Marketing Manager</li> <li>Aboriginal Health &amp; Inclusion Coordinator</li> </ul>
	Maintain First Nations representation on RAP Working Group and establish payment arrangement in agreement with First Nations members.	August 2023 December 2023 April 2024 August 2024 December 2024	<ul style="list-style-type: none"> <li>Chief Executive Officer</li> <li>Aboriginal Health &amp; Inclusion Coordinator</li> </ul>

Action	Deliverable	Timeline	Responsibility
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	August 2023	<ul style="list-style-type: none"> <li>Chief Executive Officer</li> <li>General Manager of Maldon Hospital &amp; Director of Nursing</li> </ul>
	Continue to engage senior leaders, through newsletters and staff meetings to ensure effective implementation of our commitments.	December 2024	<ul style="list-style-type: none"> <li>Communications &amp; Marketing Manager</li> </ul>
	Define appropriate systems and capability to track, measure and report our RAP commitments.	August 2023	<ul style="list-style-type: none"> <li>Aboriginal Health &amp; Inclusion Coordinator</li> </ul>
	Engage senior leaders in the delivery of RAP commitments.	August 2023	<ul style="list-style-type: none"> <li>Chief Executive Officer</li> <li>General Manager of Maldon Hospital &amp; Director of Nursing</li> </ul>
	Appoint a senior leader to champion our RAP internally.	July 2023	<ul style="list-style-type: none"> <li>Chief Executive Officer</li> <li>General Manager of Maldon Hospital &amp; Director of Nursing</li> </ul>

Action	Deliverable	Timeline	Responsibility
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.	July annually	<ul style="list-style-type: none"> <li>Aboriginal Health &amp; Inclusion Coordinator</li> </ul>
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	<ul style="list-style-type: none"> <li>Aboriginal Health &amp; Inclusion Coordinator</li> </ul>
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September annually	<ul style="list-style-type: none"> <li>Aboriginal Health &amp; Inclusion Coordinator</li> <li>Communications &amp; Marketing Manager</li> </ul>
	Publicly report our RAP achievements challenges to all staff and senior leadership twice yearly.	August 2023 – June 2024	<ul style="list-style-type: none"> <li>Chief Executive Officer</li> <li>Communications &amp; Marketing Manager</li> </ul>
	Annual RAP report produced and made public via a key event with a Welcome to Country and Smoking Ceremony.	December 2023	<ul style="list-style-type: none"> <li>Communications &amp; Marketing Manager</li> <li>Aboriginal Health &amp; Inclusion Coordinator</li> </ul>

Action	Deliverable	Timeline	Responsibility
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	March 2024	<ul style="list-style-type: none"> <li>Aboriginal Health &amp; Inclusion Coordinator</li> </ul>



**RAP Designed By  
Keagan Mallia**

To find out more about this RAP email  
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