

Gold Coast Primary Health Network Innovate Reconciliation Action Plan

March 2023 - March 2025



RECONCILIATION
ACTION PLAN

INNOVATE

phn
GOLD COAST

An Australian Government Initiative



Our vision for reconciliation

Our vision is for an inclusive Australian community which acknowledges the impacts of our history, values the rights, experiences and equity of health and well-being of Aboriginal and Torres Strait Islander and non-Indigenous cultures, builds respectful and trusted relationships between all Australians, and contributes to strengthening a shared national culture of compassion and connection.

The Gold Coast Primary Health Network acknowledges the importance of reconciliation with First Nations' peoples and their cultures, in building one world class health system for the families of the Yugambeh Language Region of South East Queensland. Reconciliation, in the context of our organisation, represents embedding cultural understanding into our internal and external activities, and striving for equal health, social, and emotional wellbeing outcomes for First Nations' peoples through a culturally informed, welcoming, and proud environment.

Acknowledgement of Artwork

The artwork used throughout this RAP was painted by Narelle Urquhart, a proud Wiradjuri women. The artwork depicts a strong community, with good support for each other, day or night. One mob. This artwork was commissioned by GCPHN.

Photography used:

The photography used throughout this booklet showcases the Yugambeh language region of the Gold Coast.

GOLD COAST PRIMARY HEALTH NETWORK INNOVATE RECONCILIATION ACTION PLAN

March 2023 - March 2025

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An Australian Government Initiative

RECONCILIATION AUSTRALIA

CEO MESSAGE

Karen Mundine



Since 2006, Reconciliation Action Plans (RAPs) have provided a framework 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. The Gold Coast Primary Health Network (GCPHN) 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 cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that GCPHN will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to GCPHN 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 GCPHN 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, GCPHN will ensure shared and cooperative success in the long-term.

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

Congratulations to the Gold Coast Primary Health Network on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

GCPHN CEO MESSAGE

Matt Carrodus



The Gold Coast Primary Health Network's (GCPHN) Innovate Reconciliation Action Plan (RAP) March 2023-March 2025 reaffirms our commitment to advancing reconciliation for Aboriginal and Torres Strait Islander people living in the Gold Coast region.

Our reconciliation journey began in 2013 and over the past two years we have embarked on a journey to embed our Innovate RAP within the project areas. The 2019-2021 RAP focused on many deliverables which had several successful results, including the development of a suite of resources using local First Nations artwork. Reflecting on our reconciliation journey, the successes from our previous RAP have informed the refreshed Innovate RAP for 2023-2025. This RAP focuses on refining deliverables to be specific and realistic about what we can achieve. This will ensure we have maximum impact across our staff, stakeholders, and the local community.

GCPHN aims to build one world class health system for the Gold Coast – and we cannot do this without acknowledging the rich culture, history, and experiences of Aboriginal and Torres Strait Islander people. Taking tangible steps towards reconciliation is essential to achieving our strategic goals and building a world class health system. To do this we will ensure that our organisation and staff have cultural competence and intelligence to be leaders in our work. I am proud to support the 2023-2024 Innovate RAP which outlines how we will continue to strengthen relationships, build a foundation of respect, and expand opportunities through our internal and external business operations.

I look forward to this next phase of working alongside the families of the Yugambah language region of South East Queensland, our Board, senior leaders, and staff as we strengthen our Reconciliation Action Plan.

Matt Carrodus

GCPHN CEO

OUR REGION'S ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES

The Traditional Custodians of the Gold Coast region and surrounding area are the families of the Yugambeh Language Region. Geographically, the Gold Coast region stretches from Coolangatta in the south up to Logan and Albert Rivers in the north/north-west; and to Tamborine, Mt Tamborine, Canungra and Beechmont to the west. This comprises of the City of Gold Coast Council as well as neighbouring Tamborine – Canungra which is part of the Scenic Rim Regional Council. The Gold Coast region adjoins the New South Wales border and as such, the growing population south of the border often access services within the Gold Coast region.

As of 2021, Census data shows the Gold Coast is home to an estimated 640,788 people and 13,901 people in the region identify as Aboriginal and Torres Strait Islander (2.2% of the population). Comparatively, the proportion of Aboriginal and Torres Strait Islander peoples in the region is lower compared to the rest of Queensland. However, within the region, Ormeau – Oxenford has the largest percentage of Aboriginal and Torres Strait Islander residents (2.8%) and has the highest number of Aboriginal and Torres Strait Islander residents (4359), a population that has almost doubled since the 2016 Census.



GCPHN IS A NOT-FOR-PROFIT ORGANISATION WHOSE VISION IS *'BUILDING ONE WORLD CLASS HEALTH SYSTEM FOR THE GOLD COAST.'*





We are one of 31 Primary Health Networks (PHNs) established by the Australian Government in 2015 to identify the health needs of local communities, commission and improve primary health services, and keep people well and out of hospital. Prior to becoming a Primary Health Network, our organisation was known as Gold Coast Medicare Local (GCML). Since this time, we have supported many successful programs and projects in the Gold Coast region, including several Aboriginal and Torres Strait Islander health and wellbeing programs.

We play an instrumental role working with the health sector and local Gold Coast community to improve health services for residents by:

- Identifying the health needs of residents and designing solutions to meet those needs. This includes identifying service gaps, assessment, planning and establishment of health services.
- Funding health organisations to provide local health services across a range of areas including mental health, alcohol and other drugs, aged and palliative care, persistent pain, suicide prevention, cancer screening, immunisation, improving Aboriginal and Torres Strait Islander health and supporting general practices in quality improvement.
- Helping the health system work better together for patients and their families. This includes supporting health professionals, including general practitioners, to improve the quality of patient care.



OUR STRATEGIC GOALS

-  Improve coordination of care to ensure patients receive the right care, at the right place, at the right time, and by the right person.
-  Increase efficiency and effectiveness of health services for patients, particularly those at risk of poor outcomes.
-  Engage and support general practice and other stakeholders to facilitate improvements in our local health system.
-  Be a high-performing, efficient and accountable organisation.

OUR ORGANISATIONAL VALUES



SUSTAINABLE

Efficient, Effective, Viable



COLLABORATIVE

Partnerships, Integrated, Engaged



INNOVATIVE

Flexible, Pioneering, Evolutionary



ACCOUNTABLE

Respect, Responsible, Outcomes



EVIDENCE-BASED

Research, Documenting, Transparent



INFLUENTIAL

Visible, Valued, Courageous



GOLD COAST PRIMARY HEALTH NETWORK

GCPHN is governed by a diverse skills-based Board, comprised of general practitioners (GPs) and broad sector representation, including one person who identifies as an Aboriginal man from the Yugarabul people of South East Queensland. The Board also takes advice from its advisory councils which include three people who identify as Aboriginal and/or Torres Strait Islander:

- The GCPHN Clinical Council is comprised of health professionals, including GPs, allied health professionals and specialists, with considerable experience across the primary care sector. The council ensures that clinical advice is provided to the Board to assist in decision making.
- GCPHN Community Advisory Council has a diverse membership of local residents who provide advice to the Board to ensure that any services or programs consider the needs of patients, and are locally relevant and cost-effective.

GCPHN currently employs 58 staff members who work at our Robina office. Currently, none of these employees identify as Aboriginal and/or Torres Strait Islander people. GCPHN works closely with public, private, and non-government organisations in the

primary health care sector and across the acute care sector to improve the health and well-being of the Gold Coast. GCPHN is 'building one world class health system for the Gold Coast' and we know we cannot do it alone. To achieve this goal, we work closely with diverse groups, sharing knowledge and skills, working to improve the efficiency and effectiveness of our primary care system, and ensuring it meets local needs.

One of seven priorities set by the Australian Government is for PHNs to focus on the health of Aboriginal and Torres Strait Islander peoples through a strengthened primary health model of care and preventive healthcare assessments. Culturally safe, person, family and community-centred care lies at the heart of good Aboriginal and Torres Strait Islander healthcare. PHNs have a role in assisting Aboriginal and Torres Strait Islander community-controlled health services and mainstream health service providers to increase access to primary health care services for Aboriginal and Torres Strait Islander peoples and increase the uptake of Aboriginal and Torres Strait Islander specifically-designed Medicare Benefits Scheme arrangements, including health assessments.

GCPHN supports primary care health professionals working with Aboriginal and Torres Strait Islander people by:

1. Undertaking needs assessments for Aboriginal and Torres Strait Islander health and wellbeing to identify local health needs and service issues.
2. Providing cultural safety training to primary health care providers to ensure they are well versed in culturally appropriate service for Aboriginal and Torres Strait Islander patients.
3. Conducting practice engagement and communication to inform local mainstream providers about Closing the Gap, and associated initiatives and programs.
4. Working in partnership with Regional Care Coordinators to facilitate care for Aboriginal and Torres Strait Islander patients with ongoing complex care needs.
5. Improving the completion rates of vaccinations in Aboriginal and Torres Strait Islander children in the 0-7 years age group, as part of Chronic Disease Management.
6. Contributing to the Karulbo Aboriginal and Torres Strait Islander Partnership Advisory Council and Elders Council. The Karulbo partnership brings together the Indigenous Health Service, the Aboriginal and Torres Strait Islander Corporation for Welfare, Resource and Housing (Kruungal), Kalwun Health Service, the community and GCPHN to improve collaboration between health services and maximise the accessibility and utilisation of health services, by the Aboriginal and Torres Strait Islander community on the Gold Coast.

7. Partnering Aboriginal and Torres Strait Islander stakeholders (Child Safety, Foster and Kinship agencies) in the Strengthening the Health Response for Children in Care project. This includes capacity building of primary care on Aboriginal and Torres Strait Islander children in care, health needs and assessments and integration with the child protection system.

Additionally, GCPHN commissions a range of services to support Aboriginal and Torres Strait Islander health and wellbeing. These services were co-designed with Aboriginal and Torres Strait Islander services, providers and community members:

- The Community Pathway Connector program provides a culturally safe connection point and referral service for people who identify as Aboriginal and/or Torres Strait Islander or who have specific cultural needs.
- Primary and Specialised Community Mental Health Services: Kalwun Social Health offers comprehensive support for people who are struggling with their mental health or for those with alcohol and other drug needs.
- GCPHN also support First Nations health through sharing palliative care, primary care and consumer resources that support increasing awareness and education of culturally safe practices. This is achieved through regular publications and content on the GCPHN webpage.





OUR RAP

Our Reconciliation Journey

Our reconciliation journey began in September 2013, when GCML staff began the development of our first Reconciliation Action Plan (RAP) which was endorsed by the GCML Board in February 2014. This RAP will be the third RAP for GCPHN, and the organisation continues to progress and invest in reconciliation. When GCML transitioned to GCPHN in 2015, the responsibility of the RAP was transferred to the Staff Consultative Committee.

In October 2019, the Reconciliation Action Plan Committee (RAP Committee) was convened and began meeting monthly to refresh the RAP. This newly established committee is now a group specifically dedicated to progressing the RAP. The current RAP Committee is solely dedicated to developing a meaningful plan with designated responsibility and accountability for progress. While we have successfully embedded many activities from our previous RAPs, we have experienced challenges throughout this journey, including maintaining the momentum of activity following changes to internal programs and committee representation. A key learning has been that the RAP cannot fall solely on Aboriginal and Torres Strait Islander staff members or a small number of dedicated committee members but must be embedded across all business units within the organisation. For this Innovate RAP, there has been a strong emphasis on a more in-depth approach to negotiation and delegation of deliverables with the use of a RASCI matrix and streamline reporting systems in place with the same project management approach as other GCPHN projects.



Despite these historical challenges, there have been notable achievements including:

- Working with a local Aboriginal artist to develop artwork which is displayed throughout the office, and used in our corporate publications and lanyards.
- Promoting opportunities for GCPHN staff to participate and celebrate National Reconciliation Week (NRW) and National Aboriginal Islanders Day of Commemoration (NAIDOC) Week.
- Cultural awareness training and educational development for staff, including dedicated resources available through our online learning portal.
- Engaging GCPHN staff and Board in understanding the protocols of the Acknowledgement to Country to ensure there is shared meaning behind the ceremonies (rotation of staff to deliver Acknowledgement to Country at team meetings, all formal communication from GCPHN includes Acknowledgement to Country).
- All staff recruitment campaigns encourage Aboriginal and Torres Strait Islander peoples to apply.
- Maintaining a stakeholder matrix which records our engagement and relationships with all corporate and project key local stakeholders, including relevant Aboriginal and/or Torres Strait Islander stakeholders.
- Inclusion of a specific Reconciliation Action Plan section in the monthly reporting template for all staff and regular update sessions at organisation team meetings.
- A partnership engagement for Cultural Services with the Yugambeh Region Aboriginal Corporation Alliance (YRACA) to support the RAP Committee and GCPHN more broadly to provide education, advice and cultural activities that support the implementation of the next stage of GCPHN's RAP journey. This specifically includes support in further development of our Innovate RAP, cultural education and advisory sessions for the RAP Committee members, as well as officiating formal Welcome to Country for key GCPHN event/s.
- A procurement agreement to support purchasing from First Nations organisations where possible.
- Regular updates on RAP activities in all of staff meetings and sharing of resources that promote reconciliation via Team News.



Jellurgal, Burleigh Headland, holds deep significance to the Kombumerri People of the Yugembeh Language Region of South East Queensland.



Throughout our journey, we have learned the importance of embedding reconciliation activities into our day-to-day activities to ensure implementation and accountability of the plan. GCPHN plays a significant role in supporting primary care and non-government organisations to meet local needs and is in a privileged position to demonstrate its commitment to reconciliation.

The current RAP Committee is comprised of internal staff from across the organisation with representatives from different business groups. The group oversees the development, implementation and reporting phases of the RAP. Internally, the RAP is championed by the Director of Commissioning (Systems) with support from the CEO. Staff from a local Aboriginal and Torres Strait Islander community-controlled organisation advised on the development of the RAP and have participated in the RAP Committee. As we move into implementation of a refreshed innovate RAP, GCPHN will work with local Elders advisory groups to include further representation on the RAP Committee for consultation and engagement on deliverables and activities.

Our RAP Committee consists of the following members:

RAP Champion and Executive member:

Dr Alyson Ross | Director of Commissioning (Systems) | EdD.GAICD

RAP Chair and Special Project member:

Ella Coates-Hall | Seniors Project Officer Older Persons

Corporate member:

Sharon Sheather | HR Manager

Systems members:

Caterina Piromalli | Data Analyst

Jenelle Crooks | Population Health Data Officer

Primary Care and Engagement member:

Deborah Barnes | Project Officer (COVID-19 Pandemic Response)

Primary Health Care Commissioning member:

Adam McMurray | Program Coordinator –
Mental Health / AOD and Special Project

Communications member:

Ellen Lyne | Communications Officer



RELATIONSHIPS

A priority for GCPHN is to focus on the health of Aboriginal and Torres Strait Islander peoples. Continuing to build on existing strong relationships between Aboriginal and Torres Strait Islander peoples and other Australians is essential to this work. Our partnerships and engagement with local Aboriginal and Torres Strait Islander peoples is key to understanding the strengths and ideas our Aboriginal and Torres Strait Islander community members bring, and for how we can promote a culturally safe, person, family and community-centred region.



Focus area: Building strong relationships aligns with our Strategic Goal 3 to ‘Engage and support general practice and other stakeholders to facilitate improvements in our local health system’, and is also consistent with our organisational value of being *Collaborative (partnerships, integrated, engaged)*.

Action	Deliverable	Accountable	Timeline for completion
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. This will be achieved through: <ul style="list-style-type: none"> Annual Review of our GCPHN Stakeholder Engagement Frameworks Ensure GCPHN stakeholder advisory and partnership groups consider strategies to include Aboriginal and Torres Strait Islander perspectives and expertise including through our key advisory groups. 	Planning and Stakeholder Engagement Program Manager	December 2023, December 2024
	1.2 Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	Planning and Stakeholder Engagement Program Manager	December 2024
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.	Communications Manager	May 2023, May 2024
	2.2 RAP Working Group members to participate in an external NRW event.	RAP Executive member	May 2023, May 2024
	2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. <ul style="list-style-type: none"> This will be achieved through encouraging and inviting staff members to attend appropriate NRW events which will encompass Aboriginal and Torres Strait Islander-led events, as well as those organised by other RAP organisations 	RAP Executive member	May 2023, May 2024
	2.4 Organise at least one NRW event each year.	Engagement and Workforce Support Coordinator	May 2023, May 2024
	2.5 Register relevant Gold Coast Primary Health Network NRW events on Reconciliation Australia’s NRW website	Communications Manager	May 2023, May 2024

Action	Deliverable	Accountable	Timeline for completion
3. Promote reconciliation through our sphere of influence.	3.1 Develop and Implement a staff engagement strategy to raise awareness of reconciliation across the workforce. <ul style="list-style-type: none"> Educate and promote reconciliation activities twice per year in staff meetings and via external communications 	Communications Manager	May 2023, May 2024
	3.2 Communicate our commitment to reconciliation publicly. <ul style="list-style-type: none"> This will be achieved in accordance with the communications plan by publishing a minimum of 4 articles on our commitment to reconciliation annually 	Communications Manager	December 2024
	3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes. This will be achieved by: <ul style="list-style-type: none"> Promoting reconciliation, cultural safety and Close the Gap resources to external stakeholders, including General Practice and aged and palliative care sectors in line with NAIDOC week 	Program Manager (Special Projects)/ Program Manager Primary Care	July 2023, July 2024
	3.4 As a part of GCPHNs Commissioning process, in the Tenderlink platform providers will be asked to submit a copy of their RAP and or other work which supports reconciliation	Program Manager Commissioning/ Program Manager Special Projects	December 2024
	3.5 Collaborate with RAP organisations and other like-minded organisations to develop ways to advance reconciliation. This will be achieved through: <ul style="list-style-type: none"> Supporting Bond, Griffith and Southern Cross Universities work with Aboriginal and Torres Strait Islander Community, e.g., Supporting events when appropriate as resources allow Meet with Gold Coast Health to discuss alignment of GCPHN RAP and GCH equity plan for potential collaboration 	Planning and Stakeholder Engagement Program Manager Communications Manager	August 2023 July 2023, July 2024
4. Promote positive race relations through anti-discrimination strategies.	4.1 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs including consultation with other PHNs through the HR network.	HR Manager	July 2024
	4.2 Communicate (promote and educate about) GCPHNs anti-discrimination policies to staff. <ul style="list-style-type: none"> This will be achieved through communicating the requirement for staff to complete the mandatory anti-discrimination training which includes familiarisation with the GCPHN anti-discrimination policy 	HR Manager	December 2023
	4.3 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors once every two years to consult on our anti-discrimination policy.	HR Manager	December 2023
	4.4 Review, update and communicate our anti-discrimination policy.	HR Manager	February 2024
	4.5 Educate senior leaders on the effects of racism.	Chief Executive Officer	December 2024



The GCPHN aims to continue to honour the rich history, knowledge and wisdom of Aboriginal and Torres Strait Islander peoples. We achieve this through building a foundation of respect in all aspects of our business, practices and processes.

The GCPHN consults and commits to working closely with local Aboriginal and Torres Strait Islander organisations, services and people across the Gold Coast region to best inform our understanding of working with Aboriginal and Torres Strait Islander peoples in a culturally safe and respectful way. The GCPHN is committed to living the values of our organisation by ensuring people of the Gold Coast, including Aboriginal and Torres Strait Islander peoples, receive the right care, at the right place and at the right time by the right person.

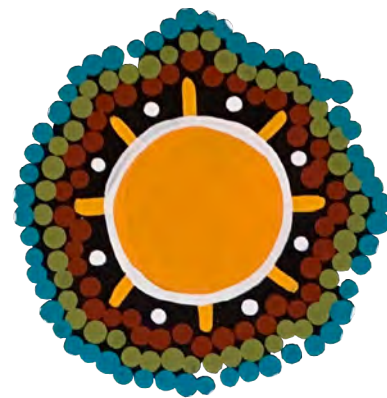


Focus area: Respect aligns to our Strategic Goal 1 to *‘Improve coordination of care to ensure patients receive the right care at the right place at the right time by the right person’* and is consistent with our organisational value of being *Accountable (Respect, Responsible, Outcomes)*.

Action	Deliverable	Accountable	Timeline for completion
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1 Conduct a review of cultural learning needs within our organisation to evaluate any specific training needs for our capacity as commissioners or specific roles within the organisation. <ul style="list-style-type: none">This will include the development of a suite of cultural learning resources and training options that are available to staff e.g., via Go1 Learning Modules, Safer Healthcare for First Nations peoples, and YRACA cultural education program (online micro credentials and scheduled training workshops) and Cultural Protocol ToolkitReview and maintain our online cultural learning portal with dedicated resources for staff	HR Manager	December 2023
	5.2 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	HR Manager	September 2023
	5.3 Implement and communicate a cultural learning strategy.	HR Manager	June 2024
	5.4 Provide opportunities for RAP Committee members, HR manager and other key leadership staff to participate in formal and structured cultural learning. <ul style="list-style-type: none">This will include planned annual workshop training sessions with local Aboriginal and Torres Strait Islander stakeholders to allow staff face-to-face opportunities to interact/learn in accordance with Item 5.1	Chief Executive Officer	December 2024
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1 Increase staff's understanding of the purpose and significance behind cultural protocols including protocols for Welcome to country and Acknowledgement of country or other appropriate protocols and how they would be applied within the GCPHN.	RAP Executive Member	April 2023

Action	Deliverable	Accountable	Timeline for completion
	6.2 Develop (then review/update) and communicate a Cultural Protocols Toolkit including protocols for Welcome to Country and Acknowledgement of Country.	RAP Chair	September 2024
	6.3 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	RAP Chair	May 2023, May 2024
	6.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings as per guidance in GCPHN Cultural Protocol Toolkit.	Office Manager	December 2024
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 RAP Committee to participate in an external NAIDOC Week event.	RAP Chair	July 2023, July 2024
	7.2 Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	HR Manager	June 2023, June 2024
	7.3 Promote and encourage participation in external NAIDOC events to all staff and Board members.	Chief Executive Officer	July 2023, July 2024

Through our engagement with Aboriginal and Torres Strait Islander community members, we recognise the importance of promoting equity through expanded opportunities in the health sector. We value the positive impact of Aboriginal and Torres Strait Islander peoples working within the health sector. GCPHN is committed to ensuring expanded opportunities are available to Aboriginal and Torres Strait Islander peoples across the Gold Coast region. GCPHN has a role to play in expanding these opportunities internally through our core business practices and externally in our role as commissioners within the health sector.

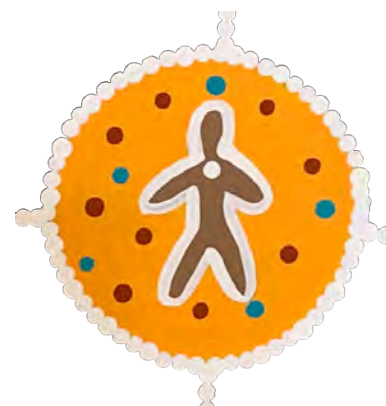


Focus area: Opportunities aligns with GCPHN's Strategic Goal 3 to 'Actively engage and advocate for general practice and other stakeholders to facilitate improvements in our local health system'.

Action	Deliverable	Accountable	Timeline for completion
8. Improve employment outcomes by increasing GCPHN's Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	8.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. <ul style="list-style-type: none"> This will include consultation with YRACA and other Aboriginal and Torres Strait Islander stakeholders to increase promotion of available opportunities via established local communications 	HR Manager	July 2024
	8.2 Engage with Aboriginal and Torres Strait Islander stakeholders to consult on our recruitment, retention, and professional development strategy.	HR Manager	September 2024
	8.3 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy including: <ul style="list-style-type: none"> The implementation of an Indigenous Internship program in collaboration with CareerTrackers. 	HR Manager	December 2024
	8.4 Advertise job vacancies through Aboriginal and Torres Strait Islander networks and media to advertise recruitment campaigns to effectively reach Aboriginal and Torres Strait Islander stakeholders. <ul style="list-style-type: none"> All staff recruitment campaigns encourage Aboriginal and Torres Strait Islander peoples to apply. 	HR Manager	March 2023, March 2024
	8.5 Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	HR Manager	December 2024
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	9.1 Implement and regularly promote the Aboriginal and Torres Strait Islander procurement strategy.	Finance Manager	December 2024
	9.2 Investigate Supply Nation membership and/or other platforms to purchase goods and services from Aboriginal and Torres Strait Islander organisations.	Finance Manager	December 2024

Action	Deliverable	Accountable	Timeline for completion
	9.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff, including for corporate rewards/gifts.	Program Coordinator-Procurement / Finance Manager	December 2024
	9.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Program Coordinator-Procurement / Finance Manager	December 2024
	9.5 Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	Program Coordinator - Procurement / Finance Manager	December 2024
10. Support Close the Gap initiatives to support improved Aboriginal and Torres Strait Islander health outcomes.	10.1 Work with General Practice staff to support Close the Gap initiatives through implementation of local Aboriginal and Torres Strait Islander quality of care and health improvement toolkits that support general practices to meet the National General Practice Accreditation (NGPA) Scheme standard of care for First Nations people requirements.	Program Manager (Primary Care)	July 2023, July 2024
	10.2 Work with General Practice staff to support Close the Gap initiatives through implementation of QI activities that address closing the gap healthcare targets (and specifically promote these during NAIDOC week).	Program Manager (Primary Care)	July 2023, July 2024
	10.3 Work with General Practice to implement the Practice Incentive Program for Indigenous Health Incentive (PIPIHI) Close the Gap Program	Program Manager (Primary Care)	July 2023, July 2024
	10.4 Work with General Practice to implement the Practice Incentive Program for Quality Improvement (PIPQI) Close the Gap Quality Improvement Measures (Aboriginal and Torres Strait Islander National Key Performance Indicators).	Program Manager (Primary Care)	July 2023, July 2024
	10.5 Ensure the Commissioning Team supports opportunities for the professional development of Aboriginal and Torres Strait Islander staff in Commissioned Services where funding is available and will positively affect the quality of service and by ensuring our contract managers encouraging providers' Aboriginal and Torres Strait Island workforce to attend professional development training funded by GCPHN.	Program Manager – Commissioning	December 2023
	10.6 Increase the cultural safety and accessibility of our commissioned programs and services for Aboriginal and Torres Strait Islander communities through: <ul style="list-style-type: none"> Contractually mandating that provider staff complete appropriate cultural safety training to support cultural safe service delivery Monitoring and reporting on the performance results of providers against the cultural safety and accessibility contractual deliverable in our corporate performance reporting and management processes. 	Program Manager – Commissioning	June 2023, June 2024

Through the GCPHN RAP Committee and utilising existing systems and governance from Information Management Teams, GCPHN are working to embed an effective and efficient structure monitoring and reporting system for reconciliation activities to ensure deliverables are tracked and reported against. This will monitor and outline future development areas for reconciliation.



Focus area: Operate as a high performing, efficient and accountable organisation, establishing efficient, accountable and effective governance and commissioning systems and support and develop flexible, agile teams to align with core purpose and contemporary workplace operations and management best practice.

Action	Deliverable	Accountable	Timeline for completion
11. Establish and maintain an effective RAP Committee to drive governance of the RAP.	11.1 Maintain Aboriginal and Torres Strait Islander representation on the RAP Committee.	RAP Executive member	2023 March, May, July, September, November 2024 January, April, July, October
	11.2 Maintain and review the endorsed Terms of Reference for the RAP committee.	RAP Committee Chair	March 2023, March 2024
	11.3 Meet at least four times per year to drive and monitor RAP implementation.	RAP Executive member	2023 March, May, July, September, November 2024 January, April, July, October
12. Provide appropriate support for effective implementation of RAP commitments.	12.1 Determine and put in place necessary resources to support GCPHN implementation of the RAP.	RAP Executive member	June 2023, June 2024
	12.2 Engage our senior leaders and other staff in the delivery of RAP commitments.	Chief Executive Officer	November 2024
	12.3 Refine and implement appropriate systems to track, measure and report on RAP commitments.	RAP Executive Member	February 2023
	12.4 Maintain an internal RAP Champion from senior management.	Chief Executive Officer	December 2023
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	13.1 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.	RAP Chair	June 2023, June 2024
	13.2 Contact Reconciliation Australia to request our unique link to access the online RAP Impact Measurement Questionnaire.	RAP Chair	August 2023, August 2024

Action	Deliverable	Accountable	Timeline for completion
	13.3 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	RAP Chair	September 2023, September 2024
	13.4 Report RAP progress to all staff and senior leaders by incorporating into corporate reporting schedule: quarterly to Executive Leadership Group, twice a year to the Board	RAP Executive Sponsor	2023 January, April, July, October 2024 January, April, July, October
	13.5 Publicly report our RAP achievements, challenges and learnings annually through our website and annual report.	Communications Manager	2023 January, April, July, October 2024 January, April, July, October
	13.6 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	RAP Chair	March 2024
	13.7 Submit a traffic light report to Reconciliation Australia at the conclusion of each RAP.	RAP Chair	December 2024
14. Continue our reconciliation journey by developing our next RAP.	14.1 Register via Reconciliation Australia's website to begin developing our next RAP.	RAP Chair	December 2024

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We would like to thank Destination Gold Coast for supplying local images for this publication.

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