
Brisbane North PHN: Reflect Reconciliation Action Plan

June 2019 - June 2020



Message from Reconciliation Australia

Reconciliation Australia is delighted to welcome Brisbane North PHN to the Reconciliation Action Plan (RAP) program and to formally endorse its inaugural Reflect RAP.

As a member of the RAP community, Brisbane North PHN joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Reflect RAP provides Brisbane North PHN a roadmap to begin its reconciliation journey. Through implementing a Reflect RAP, Brisbane North PHN will lay the foundations for future RAPs and reconciliation initiatives.

We wish Brisbane North PHN well as it takes these first critical steps in its reconciliation journey. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on the successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend Brisbane North PHN on its first RAP, and look forward to following its ongoing reconciliation journey.



Karen Mundine

Chief Executive Officer

Reconciliation Australia

Message from the CEO

Abbe Anderson

Brisbane North PHN's vision is a community where good health is available for everyone. Our core work is to reorient health systems to maximise the use of resources to achieve equitable health outcomes for all.

We know that Aboriginal and Torres Strait Islander people living in the Brisbane North region currently experience higher rates of injustice, ill health and disempowerment.

As an organisation that works tirelessly for equitable health outcomes, the Brisbane North PHN partners with Aboriginal and Torres Strait Islander communities, organisations and individuals to learn how best to address health gaps.

Our Reflect RAP formalises Brisbane North PHN's ongoing commitment to reconciliation and social change. We have carried out several considered and thoughtful discussions across the whole organisation to develop our Reflect RAP. I am optimistic that the ambitions we have jointly set will continue our reflection and learning about how to build a health system that is culturally responsive and inclusive for all.

The more conversant we become in reconciliation, the better able we will be to understand and empathise with the key drivers affecting the health of Aboriginal and Torres Strait Islander people.

Our journey of reconciliation will require us to continue our hard work, stay committed and focused. We will deepen our knowledge and understanding to create a collective vision that all staff and board members connect with and understand. We will strengthen our partnerships to foster respect and trust. Most importantly, we will listen and learn about how we can achieve our vision, a community where good health is available for everyone.

We are rightly proud of this document - it aligns strongly with our organisational values and represents the beginning of our journey towards reconciliation. I look forward to the next steps in the journey for our organisation.



A handwritten signature in black ink that reads "Abbe Anderson". The signature is fluid and cursive.

Abbe Anderson
CEO, Brisbane North PHN

Our business

Our core business

Brisbane North PHN is one of 31 Primary Health Networks nationwide. Our vision is a community where good health is available for everyone. We see ourselves as part of the Brisbane North community, supporting the primary healthcare, Indigenous health, and aged and community care sectors to improve the local health system.

The origins of Brisbane North PHN extend back to 1993, when the Brisbane North Division of General Practice was formed under a Federal Government initiative to support General Practice. The organisation has undergone several name and company structure changes over the years, largely due to changes in government policy.

Our key objectives are to:

- increase the efficiency and effectiveness of medical services for patients, particularly those at risk of poor health outcomes
- improve coordination of care to ensure patients receive the right care in the right place at the right time.

We achieve these outcomes by:

- understanding the health care needs of our community through analysis and planning, helping to identify and address service gaps
- providing practice support services so that GPs are better placed to provide care to patients, keeping them healthy and out of hospital
- supporting general practices to attain the highest standards in safety
- assisting general practices to understand and make meaningful use of eHealth systems
- working with other funders to purchase or commission health services for local groups most in need, including patients with complex chronic conditions or mental illness.

In line with the PHN vision, our strategic plan outlines three key goals:

- direct resources to best meet health and community care needs for our region
- achieve a health and community care system responsive to consumer need
- re-orient the health system toward care in our community.

Our values inform all that we do; we are:

- community focused, through strong and productive relationships
- embracing diversity and striving for equity
- demonstrating passion to innovate and achieve outcomes
- acting with integrity and accountability to our community.

Our current identified priorities areas are:

- culturally responsive services to enhance the health and wellbeing of Aboriginal and Torres Strait Islander people
- coordinated care for older people
- improved access to health and community care in Moreton Bay North
- better support for those with chronic and complex conditions across the care continuum
- mental health
- alcohol and other drug treatment .

We address our identified priority around Aboriginal and Torres Strait Islander health and well-being by working closely with Aboriginal and Torres Strait Islander community controlled health organisations and commissioning services from these organisations in line with our needs assessment and planning processes. In this way, we can avoid duplication of services and better ensure the delivery of culturally responsive health services.

For example, we have commissioned the Institute for Urban Indigenous Health (IUIH) to provide a comprehensive range of health and social well-being programs.

IUIH leads the planning, development and delivery of comprehensive primary health care services to the Aboriginal and Torres Strait Islander population of South East Queensland (SEQ). IUIH was established in 2009 by the four Community Controlled Health Services in SEQ to provide for the needs of Australia's second largest Aboriginal and Torres Strait Islander population. Since 2009, IUIH's regional network has since expanded to 20 multidisciplinary primary health clinics. The PHN has commissioned IUIH to deliver the following programs:

- Integrated Team Care
- Primary Mental Health Care Services
- Suicide Prevention
- Alcohol and other Drug Treatment Services
- Partners in Recovery
- National Psychosocial Support
- School Readiness
- My Aged Care Regional Assessment Services
- Commonwealth Home Support Program.

Brisbane North PHN is also one of 12 lead sites across Australia funded to implement the National Suicide Prevention Trial. Aboriginal and Torres Strait Islander communities were one on three priority population groups we identified under the trial. Community consultations brought together Aboriginal and Torres Strait Islander stakeholders in the region, who made clear recommendations about the way this work needed to be implemented in the community. We opted for a collaborative, co-design process which could harness the opportunity to do something different and increase the capacity of the broader Aboriginal and Torres Strait Islander sector.

An Aboriginal and Torres Strait Islander Community Implementation Team has been established to provide oversight and has been meeting monthly for the past 18 months to support and guide the work. A collaborative decision-making process was established from the outset and has laid solid foundations for the establishment of the Community Implementation Team, and the subsequent enacting of the National Suicide Prevention Trial activities.

These collaborative approaches to procuring services are in contrast to more competitive tendering processes in the past. Aboriginal and Torres Strait Islander stakeholders felt strongly about not fracturing further an already vulnerable community and recommended to our PHN that we embrace a different approach.

Implementation of the National Suicide Prevention Trial activities are ongoing, but we have already seen promising changes in:

- true community co-design
- voices being heard
- truthful, open and genuine discussions
- Integration of cultural processes
- working in culturally safe ways
- building new partnerships
- growing and nurturing engagement with many organisations.

We are proud of this work and believe it provides a strong example of reconciliation in action with our Aboriginal and Torres Strait Islander communities.

Our region

The land, sea and waters of the Brisbane North region are traditional countries of the Yaggera (Yugara, Jagara, Yagara and variations), Waka Waka (Wakka Wakka), Turrubul (Turrabul, Toorbal, Tarabul, Churrabool and variations), Gubbi Gubbi (Kabi Kabi), Jonndoburrie and Ningy Ningy (Ninghi Ninghi) peoples.

With a population of over 1 million residents, our work supports clinicians and communities within North Brisbane, Moreton Bay and parts of the Somerset region. The PHN covers approximately 4,100 km² of urban, regional and rural areas.

In 2016, 20,118 people identified as Aboriginal and/or Torres Strait Islander descent in our region¹. This represents 2.1 per cent of the region's population (close to the national population at 2.8 per cent) and 10.8 per cent of Queensland's Aboriginal and Torres Strait Islander population. Between 2011 and 2016, the number of people who identified as Aboriginal and Torres Strait Islander in the Brisbane North region increased considerably (an increase of 37.6 per cent, compared to 18 per cent nationally)². A large proportion of Aboriginal and Torres Strait Islander people are living in the most disadvantaged areas in the Brisbane North PHN region, particularly in Caboolture, Morayfield and Deception Bay³.

¹ Australian Bureau of Statistics, 2017

² Australian Bureau of Statistics, 2017

³ Brisbane North PHN Needs Assessment, 2018

Our organisation

Brisbane North PHN currently employs 106 (102 FTE equivalents) staff members and one person identifies as Aboriginal and/or Torres Strait Islander. We have two offices located at Lutwyche and North Lakes. 72 people work in the Lutwyche office and 34 work in the North Lakes office.

Brisbane North's Clinical Council and Community Advisory Committee meet regularly to provide locally-relevant advice and strategic input to the Brisbane North PHN Board. These groups play a critical role in supporting the delivery of best practice clinical and community health care in order to improve health outcomes for our communities. Membership of our current groups includes two representatives who identify as Aboriginal and/or Torres Strait Islander.

Our RAP

Why develop a RAP?

Our regional Needs Assessment process made it clear that Aboriginal and Torres Strait Islander health and social well-being is a key priority for the Brisbane North PHN.

The data demonstrated that Aboriginal and Torres Strait Islander peoples have significantly poorer health and social well-being outcomes, including shorter life expectancy, than the rest of the population in our region³. Consultation with our Aboriginal and Torres Strait Islander communities highlighted the need for culturally responsive services to reduce barriers and improve self-agency for Aboriginal and Torres Strait Islander people.

In addition to what the quantitative and qualitative data tells us, the National Strategic Framework for Aboriginal and Torres Strait Islander People's Social and Emotional Wellbeing (2017-23)⁴ emphasises the negative impact of racism.

'...Racism has a negative effect on the social and emotional wellbeing of Aboriginal and Torres Strait Islander peoples. Racism is experienced by a significant proportion of Aboriginal and Torres Strait Islander people in daily life.' (Australian Health Ministers' Advisory Council, Aboriginal and Torres Strait Islander Health Performance Framework 2017 Report, Department of the Prime Minister and Cabinet, Canberra, 2017, p.27.)

Our PHN recognises that a proactive engagement with reconciliation will contribute towards strengthening relationships and opportunities and building respect between Aboriginal and Torres Strait Islander people and other Australians. We understand from *Reconciliation Australia's* emerging evidence base that these contributions have the potential to reduce racism as a common lived experience for Aboriginal and Torres Strait Islander people.

As an organisation that is tasked with the goal to improve health and social well-being outcomes and funded through Closing the Gap initiatives, we are committed to progressing high quality, evidence based work to improve health and well-being outcomes for Aboriginal and Torres Strait Islander people.

⁴ National Strategic Framework for Aboriginal and Torres Strait Islander Peoples' Mental Health and Social and Emotional Wellbeing 2017-2023

We are committed to contributing towards reconciliation and closing the gap on life and health inequities for Aboriginal and Torres Strait Islander people in our region. Developing a RAP will enable us to do this work in a respectful, meaningful and sustainable way.

Implementing the RAP: the Spirit of Reconciliation Workgroup

Purpose and objectives

To coordinate our commitment to reconciliation, an internal *Spirit of Reconciliation Workgroup* was formed in 2011. The purpose of the Workgroup is twofold:

- To collectively advocate for activities towards reconciliation in our PHN
- Adopt *Reconciliation Australia's* aim to break down stereotypes and discrimination without prejudice in the true spirit of reconciliation.

The main objective of the Workgroup is to champion reconciliation for Brisbane North PHN, which will in turn contribute towards better health outcomes for Aboriginal and Torres Strait Islander people in the PHN region. The Workgroup sets out to do this in two ways:

- Engage all PHN staff to understand and learn the value of reconciliation
- Develop, implement and evaluate a Brisbane North PHN Reconciliation Action Plan.

Our Reconciliation journey

To formalise our commitment to reconciliation, in 2012 the Workgroup worked with our Board to develop a Reconciliation Statement of Intent.

In 2017, in order to gain a deeper understanding of staff knowledge and understanding about reconciliation, the Workgroup administered an online anonymous questionnaire. While questionnaire results showed there were some progressive areas of work and staff with in-depth levels of understanding, it also showed inconsistency across the organisation in terms of levels of understanding and awareness about the value of reconciliation and the positive impacts it has on Aboriginal and Torres Strait Islander health and social well-being.

The Workgroup therefore decided it was important to commence with a Reflect Reconciliation Action Plan (RAP). This will help to achieve a genuine 'whole of organisation' and sustainable approach to reconciliation, which the Workgroup understands it is critical to embed reconciliation principles within our PHN's systems and organisational culture.

The intent of the Reflect RAP provides us with a significant opportunity to engage all members of our PHN in a reflective dialogue about the importance of reconciliation in all of our work (not just teams who support specific Aboriginal and Torres Strait Islander programs). Key requirements outlined in the Reflect RAP will ensure we build strong 'whole of organisation' foundations to further grow our PHN's long term commitment to reconciliation. Providing staff and Board members ongoing opportunities to engage in meaningful dialogue and develop our PHN's reconciliation vision is central to our Workgroup's implementation approach.

The questionnaire results were also used to develop a 2018 Annual *Spirit of Reconciliation Workgroup* Work Plan. Five key action areas were identified that aligned with supporting identified staff needs. One action area was to engage PHN staff in developing a RAP. The annual Work Plan has now evolved into the Reflect RAP document.

Developing the Reflect RAP

Our process for developing the Reflect RAP was to engage staff and Board members in discussions to scope ideas about reconciliation. The following steps were taken:

- Staff Development Day 2018 (attended by the entire PHN staff)
 - *Reconciliation Australia*, a local Elder and Brisbane South PHN (further advanced in their reconciliation process) discussed their experience of reconciliation with our staff.
 - The Workgroup conducted a staff engagement activity that involved brainstorming how Brisbane North PHN could contribute to reconciliation across three levels:
 - individual roles
 - teams and
 - the whole organisation.
- Post-2018 Staff Development Day, the Workgroup:
 - consolidated staff feedback across Reflect RAP pillars (and parked several advanced ideas for our Innovate RAP)
 - presented the draft Reflect RAP to our Board
 - conducted a Board engagement activity that involved brainstorming additional Board contributions to the draft Reflect RAP
 - conducted feedback sessions with Executive Managers, Managers and each PHN team on the draft Reflect RAP
 - incorporated all feedback to finalise our Reflect RAP.
- The PHN's Reflect RAP was then signed off by our Executive Managers, CEO and Board prior to submitting to *Reconciliation Australia* for endorsement.

The Workgroup feels confident that our engagement process has been both comprehensive and inclusive of all staff and Board members. We are proud that we have engaged over 100 staff in a 'whole of organisation' dialogue and process to develop our Reflect RAP. We will continue this inclusive approach to develop our PHN's reconciliation vision during our Reflect RAP implementation stage.

Where to next?

An area for improvement we have identified is for greater Aboriginal and Torres Strait Islander identification on our Workgroup (and more broadly across our PHN). Currently we do not have any Workgroup members who identify as Aboriginal and/or Torres Strait Islander. We plan to develop a Reconciliation Governance Structure to support our Reflect RAP implementation and evaluation. We aim to recruit people who identify as Aboriginal and/or Torres Strait Islander and have specific experience and skills in supporting organisations to embed reconciliation.

Our partnerships/current activities

In addition to those activities mentioned in the sections above, there has been a range of internal organisational activities and initiatives conducted, and community partnerships engaged in to progress reconciliation with our Aboriginal and Torres Strait Islander communities. These are summarised, below.

Internal activities/initiatives

The *Spirit of Reconciliation Workgroup* comprises internal PHN staff who collectively advocate for activities and initiatives that progress reconciliation.

Weekly staff meetings include an Acknowledgment of Country as standard procedure, and staff from the broader organisation are invited to volunteer to offer the Acknowledgment, supported by a mentor from *the Spirit of Reconciliation Workgroup*. The Acknowledgment also offers an opportunity to talk about key events and milestones significant to Aboriginal and Torres Strait Islander people (i.e. Close the Gap Day, NAIDOC, National Reconciliation Week, Mabo Day and more).

The import of this activity now stretches more broadly across the PHN and is included in meetings with community stakeholders.

Other activities have included:

- Reconciliation Statement of Intent (2012)
- Staff Reconciliation Questionnaire (2017)
- Development of Spirit of Reconciliation Annual Work Plan (2018)
- Staff and Board engagement in development of Reflect RAP (2018-ongoing)
- Staff regularly attend Aboriginal and Torres Strait Islander cultural events, to learn more about culture, community and protocols.

Community partnerships

Community partnerships are both formal and informal in nature. Examples include:

- Memorandum of Understanding between PHN, Institute for Urban Indigenous Health and Queensland Health to work collaboratively towards Closing the Gap (2013)
- Fundraising for Koobara Aboriginal and Islander Kindergarten and coordination of media opportunities at Koobara to promote early childhood health programs, such as child immunisations, with stories published in mainstream media and the Koori Mail (2013-14).
- Aboriginal and Torres Strait Islander Engagement Steering Committee established by Brisbane North PHN to support the development of an Aboriginal and Torres Strait Islander chapter in a joint PHN/Health and Hospital Service (HHS) Mental Health Alcohol and Other Drugs 5-year Regional Plan (2016-18)
- Aboriginal and Torres Strait Islander Community Implementation Team established by Brisbane North PHN to support the National Suicide Prevention Trial for Aboriginal and Torres Strait Islander people (2017 – ongoing)
- Co-design and development of a cultural responsiveness induction video for PHN staff, produced by SIBW, a local First Nations-run publishing and events company (2017-18)

- Engagement with IUIH, Moreton Aboriginal and Torres Strait Islander Community Controlled Health Services (ATSICCHS) and Kurbingui Youth Development to film the cultural responsiveness video (2017-18)
- Engagement with Reconciliation Queensland, Brisbane North Reconciliation Groups, Aboriginal and Torres Strait Islander staff from Moreton ATSICCHS to screen the video and thank people for their contributions to the project. First Nations-run businesses catered for the event. A local Elder painted traditional artworks that were presented as gifts to people who contributed to the video (2018)
- Aboriginal and Torres Strait Islander representation on the PHN's Clinical and Community Advisory Councils (2015-ongoing).

Relationships



Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1. Identify Aboriginal and Torres Strait Islander stakeholders, organisations and opportunities within our local area or sphere of influence.	June 2019 – June 2020 (ongoing task)	<ul style="list-style-type: none"> • Manager Engagement and Planning
	1.2. Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	June – December 2019	<ul style="list-style-type: none"> • Mental Health, Alcohol and Other Drug Program Development Officers • Manager Engagement and Planning
	1.3. Support our state/territory based reconciliation council (i.e. investigate purchase of a corporate membership).	June – July 2019	<ul style="list-style-type: none"> • Spirit of Reconciliation Working Group Chairs • Deputy CEO
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1. Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	1 April – 24 May 2019	<ul style="list-style-type: none"> • Manager Communications • Manager Engagement and Planning
	2.2. Spirit of Reconciliation Working Group members to participate in an external NRW event.	27 May – 3 June, 2019	<ul style="list-style-type: none"> • Spirit of Reconciliation Working Group members
	2.3. Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June, 2019	<ul style="list-style-type: none"> • Deputy CEO
3. Promote reconciliation through our sphere of influence.	3.1. Continue to communicate our commitment to reconciliation to all staff.	June 2019 – June 2020 (ongoing task)	<ul style="list-style-type: none"> • CEO • Deputy CEO • Managers
	3.2. Support individuals, teams and Board members to explore how they can contribute to reconciliation processes (even if they don't work directly with Aboriginal and Torres Strait Islander services and people) (i.e. Communicate and encourage staff to use Reconciliation Australia's Share Our Pride online tool).	June 2019 – June 2020 (ongoing)	<ul style="list-style-type: none"> • Deputy CEO • Managers

Relationships



Action	Deliverable	Timeline	Responsibility
	3.3. Explore options to make our office environment more welcoming for Aboriginal and Torres Strait Islander people (i.e. art work, flags).	June – December 2019	<ul style="list-style-type: none"> Office Managers
	3.4. Identify external stakeholders, including those outside the scope of service delivery (e.g. arts) that our organisation can engage with on our reconciliation journey.	June – September 2019	<ul style="list-style-type: none"> Spirit of Reconciliation Working Group members
	3.5. Identify like-minded organisations that we could approach to collaborate with on our reconciliation journey (i.e. share lessons learnt with Brisbane South PHN, Queensland Council of Social Service, General Practice Training Queensland, Metro North Hospital and Health service, and others)	June – September 2019	<ul style="list-style-type: none"> Spirit of Reconciliation Working Group members
4. Promote positive race relations through anti-discrimination strategies.	4.1. Research best practice and policies in areas of race relations and anti-discrimination.	July – December 2019	<ul style="list-style-type: none"> Manager Human Resources
	4.2. Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	March – June 2020	<ul style="list-style-type: none"> Manager Human Resources
5. Further formalise partnerships with other Aboriginal and Torres Strait Islander health services and organisations the PHN works with.	5.1. Facilitate opportunities for PHN staff to learn more about Aboriginal and Torres Strait Islander health services/organisations in our region, including PHN-funded/supported programs.	June 2019 – June 2020 (ongoing task)	<ul style="list-style-type: none"> Deputy CEO
	5.2. Explore opportunities to facilitate better linkages and support between mainstream Integrated Team Care (ITC) staff and general practice staff to support relationship and rapport building for delivery of culturally responsive health assessment training.	January – March 2019	<ul style="list-style-type: none"> Manager Primary Care Liaison Manager Priority Communities
	5.3. Explore opportunities to support Aboriginal and Torres Strait Islander Community Controlled Services to access PHN facilitated education.	September 2019	<ul style="list-style-type: none"> Manager Primary Care Liaison Officer Manager Integration

Relationships



Action	Deliverable	Timeline	Responsibility
	5.4. Explore opportunities to support the development of Health Pathways relevant to Aboriginal and Torres Strait Islander Health.	November 2019	<ul style="list-style-type: none"> • Manager Integration
	5.5. Highlight examples of Aboriginal and Torres Strait Islander engagement and key learnings.	April – June 2020	<ul style="list-style-type: none"> • Manager Engagement and Planning

Respect





Action	Deliverable	Timeline	Responsibility
6. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	6.1. Explore the investment for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation (i.e. Awareness/Responsiveness Training package, attendance of staff at NRW and NAIDOC celebrations, supplier diversity, development of style guide 'look and feel' of Brisbane North PHN etc.)	July – November 2019	<ul style="list-style-type: none"> • Deputy CEO
	6.2. Conduct a review of cultural learning needs within our organisation.	July 2019 – September	<ul style="list-style-type: none"> • Manager Engagement and Planning
	6.3. Trial a Cultural Awareness/Responsiveness Training package that aligns with staff and Board member needs	July 2019	<ul style="list-style-type: none"> • Manager Engagement and Planning • Manager HR
	6.4. Explore the development of a Resource Library on Sharepoint for Aboriginal & Torres Strait Islander fact sheets, resources etc.	October 2019	<ul style="list-style-type: none"> • Manager Information Services • Spirit of Reconciliation Champion
7. Demonstrate respect to Aboriginal and	7.1. Develop a whole of organisation resource to support understanding about the local Traditional Owners or	August 2019	<ul style="list-style-type: none"> • Manager Engagement and Planning

Respect



Action	Deliverable	Timeline	Responsibility
Torres Strait Islander peoples by observing cultural protocols	Custodians of the lands and waters within our organisation's operational area.		
	7.2. Scope and develop a list of local Elders groups within the PHN region.	August 2019	<ul style="list-style-type: none"> • Manager Engagement and Planning
	7.3. Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols (i.e. examine a range of ways staff could learn about cultural protocols through dance, storytelling, personal stories, sharing facts, lived experience and yarning circles).	June 2019 – June 2020 (ongoing task)	<ul style="list-style-type: none"> • Spirit of Reconciliation Champion
	7.4. Develop a policy that supports staff and Board members to implement appropriate cultural protocols (i.e. 'when to' and 'when not to' do/organise Acknowledgement of Country and Welcome to Country protocols).	June – July 2019	<ul style="list-style-type: none"> • Executive Manager Commissioning • Executive Manager Corporate Services
	7.5. Encourage staff and Board members to recognise and celebrate Aboriginal and Torres Strait Islander dates of significance and attend local events.	June 2019 – June 2020 (ongoing)	<ul style="list-style-type: none"> • Executive Managers
8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	8.1. Raise awareness and share information amongst our staff and Board about the meaning of NAIDOC Week.	1 – 30 June 2019	<ul style="list-style-type: none"> • Priority Communities Program Development Officers
	8.2. Continue to speak with our staff and Board members about NAIDOC Week by promoting external events in our local area.	1 – 30 June 2019	<ul style="list-style-type: none"> • Deputy CEO
	8.3. RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2019	<ul style="list-style-type: none"> • Spirit of Reconciliation Champion
9. Embed knowledge and skills in our	9.1. Consider strategies to ensure expertise on Aboriginal and Torres Strait Islander issues is part of the PHN Board and	June 2019	<ul style="list-style-type: none"> • PHN Board

Respect				
Action	Deliverable	Timeline	Responsibility	
organisational processes that support improvements in Aboriginal and Torres Strait Islander health outcomes		the Board's strategic advisory groups' (Clinical Council and Community Advisory Committee) skill mix.		
	9.2.	Include PHN's Cultural Responsiveness video in Board Director Induction process (to be in line with staff induction process).	June 2019 – June 2020	• CEO
	9.3.	Consider how our PHN commissioning process could be more culturally appropriate.	June 2020	• Executive Manager of Commissioning

Opportunities				
Action	Deliverable	Timeline	Responsibility	
10. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	10.1.	Develop a process for Aboriginal and Torres Strait Islander employment within our organisation.	June 2019-December 2019	• Manager Human Resources
	10.2.	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	June 2019 – December 2019	• Manager Human Resources
	10.3.	Review policies to determine where there may be provision for cultural supports for staff.	September 2019 – March 2020	• Manager Human Resources
	10.4.	Explore traineeships for Aboriginal and Torres Strait Islander students (e.g. holiday placements or mentorships)	June 2019 – December 2019	• Manager Human Resources
11. Increase Aboriginal and Torres Strait Islander supplier diversity to support	11.1.	Investigate Supply Nation membership.	July – September 2019	• Executive Manager Corporate Services
	11.2.	Develop pathways for procurement from Aboriginal and Torres Strait Islander owned businesses.	July – September 2019	• Executive Manager Commissioning

Opportunities



Action	Deliverable	Timeline	Responsibility
improved economic and social outcomes.	11.3. Investigate opportunities for Aboriginal and Torres Strait Islander expertise on all PHN governance, collaboratives and partnership committees (i.e Clinical Council, Clinical Advisory Council, Mental Health Alcohol and other Drugs partnership groups).	June 2019 – June 2020 (as Terms of Reference are reviewed)	<ul style="list-style-type: none"> • Manager Engagement and Planning • Executive Managers • Manager Mental Health Reform Team • Manager Integration
12. Equitable Aboriginal and Torres Strait Islander representation on PHN Partnership Bodies	12.1. Continue to implement the Spirit of Reconciliation Working Group to support the development, implementation and evaluation of reconciliation initiatives in the PHN .	June 2019 – June 2020	<ul style="list-style-type: none"> • Deputy CEO

Governance



Action	Deliverable	Timeline	Responsibility
13. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	13.1. Investigate the development of a Reconciliation Governance Group with Aboriginal and Torres Strait Islander representation to govern our RAP implementation and evaluation (NB: If requesting large amounts of time, consider what remuneration or other benefits Brisbane PHN can provide members).	June – October 2019	<ul style="list-style-type: none"> • Spirit of Reconciliation Champion • Manager Engagement and Planning
	13.2. Connect with local Reconciliation groups and organisations with experience in reconciliation to scope membership for the Brisbane North PHN Reconciliation Governance Structure.	June – October 2019	<ul style="list-style-type: none"> • Spirit of Reconciliation Champion
	13.3. Draft a Terms of Reference for the Reconciliation Governance Group.	June – October 2019	<ul style="list-style-type: none"> • Spirit of Reconciliation Champion

Governance



Action	Deliverable	Timeline	Responsibility
	13.4. Define resource needs for RAP implementation.	July – November 2019	<ul style="list-style-type: none"> Deputy CEO
14. Provide appropriate support for effective implementation of RAP commitments.	14.1. Continue to engage senior leaders in the delivery of RAP commitments.	June 2019 – June 2020 (ongoing task)	<ul style="list-style-type: none"> Deputy CEO
	14.2. Define appropriate systems and capability to track, measure and report on RAP commitments (including changes in staff understanding and levels of contribution).	June 2019 – September 2019	<ul style="list-style-type: none"> Evaluation and Reporting Officers x 2
	14.3. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September 2019	<ul style="list-style-type: none"> Evaluation and Reporting Officers x 2
15. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	15.1. PHN Board to monitor implementation of the RAP through 6 monthly progress reports.	June 2019 – June 2020 (ongoing task)	<ul style="list-style-type: none"> PHN Board
16. Continue our reconciliation journey by developing our next RAP.	16.1. Register via Reconciliation Australia's website to begin developing our next RAP.	30 March 2020	<ul style="list-style-type: none"> Spirit of Reconciliation Champion

Contact details for public enquiries about our RAP:

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